The Ultimate Guide to the

U.S. DEPARTMENT OF VETERANS AFFAIRS (VA)

PAN🧩PTES
INTELLIGENCE

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A) INTRODUCTION

The Department of Veterans Affairs (VA) ranks first in total budget among federal civilian departments/agencies and it ranks third only to the Department of Health and Human Services (DHHS) and the Department of Homeland Security (DHS) in spending on information technology (IT) among civilian federal agencies. This vast, sprawling, and often dysfunctional organization also ranks near the top among all federal agencies in organizational, administrative, functional, and technological problems

At the same time, while in some areas it can be fairly easy to find information on VA's activities, it is all too often the case that such information – especially relating to VA's information and technology – is simply unavailable, incomplete, out of date, or scattered around in unrelated pieces – or all of the above.

This publication, which is modestly entitled "The Ultimate Guide to the Department of Veterans Affairs," is the result of intensive research to find that information and connect the dots and assemble the puzzle pieces concerning VA's information technology, healthcare technology, and architecture, engineering, and construction activities. It is intended to provide a one-stop shop of comprehensive, in-depth, and actionable intelligence for government contractors who want to help VA function smoothly and cost-effectively and solve its many problems.

Based mostly on open-source, online research, this 811-page document provides a wealth of strategic, tactical, and actionable intelligence for contractors seeking to do business (or seeking to expand existing business) at VA. Much of the intelligence provided in these pages either cannot be found in any other source – or it cannot be found in any one source. That includes *707 points of contact*, 607 of whom are senior officials focused on IT, healthcare technology, financial and human resources management, and acquisition. Another 100 POCs are contracting officers focused primarily on IT procurement.

The Guide is written in outline bullet format to make it easy to read and use. This format also enables users to easily copy and paste relevant sections into PowerPoint presentations for their business development, sales, and marketing activities. The Guide also contains hundreds of links that allow the reader to easily move around the Guide and see the relationships and connections among offices and programs.

By the numbers, the Guide identifies 868 offices at VA. Out of this total, 237 offices come under the Office of Information and Technology (OI&T) and are analyzed as completely as possible; 253 offices come under the Veterans Health Administration (VHA), of which 117 are analyzed in depth because of their IT and/or healthcare technology and/or management and/or acquisition activities; 45 offices come under the Veterans Benefits Administration (VBA), of which nine are analyzed in depth because of their IT focus and/or activities; and 42 offices come under the National Cemetery Administration (NCA), of which two (2) are analyzed in depth because of their IT focus and/or activities. Of the remaining 291 offices, the Guide identifies 152 Staff Offices, of which 58 are analyzed in depth because of their IT focus and/or activities; and 141 Staff Organizations, of which 71 procurement organizations, six Office of Inspector General offices, and four Office of Small and Disadvantaged Business Utilization (OSDBU) offices are analyzed in depth because of their IT focus and/or acquisition activities.

The Guide contains 118 organizational charts, of which 50 illustrate organizations in the Office of Information and Technology (OI&T); 49 organizational charts cover the VA staff offices and organizations, as well as the three VA administrations (NCA, VBA, and VHA); and 19 charts illustrate the acquisition organizations covered in the Guide.

Still by the numbers, the Guide identifies 832 contractors and subcontractors for VA and nearly 800 contractor POCs (and their contact information) for those who want to know who are their competitors and/or potential teaming partners.

The first 250 pages of the Guide – which include this introduction – provide an overview of the entire Department of Veterans Affairs, with particular emphasis on its information technology activities. This includes detailed analyses of the National Cemetery Administration (NCA), Veterans Benefits

Administration (VBA), and Veterans Health Administration (VHA), as well as in-depth analysis of the 21 Veterans Integrated Service Networks (VISNs).

The next 256 pages focus on the VA Office of Information and Technology (OI&T). They provide the "who, what, when, where, how, and why" – and frequently how much – of IT infrastructure, operations, maintenance, development, planning, support, spending, and acquisition, etc. at VA.

The next 121 pages focus on guidance to contractors on how to do business with VA and its various acquisition organizations; analysis of VA's acquisition and procurement organizations, including the Strategic Acquisition Center and Tactical Acquisition Center, covering IT, logistics, healthcare technology, construction and facilities management, architecture and engineering, financial management, and training; and analyses of the major contracts used by VA, and particularly OI&T (including T4 and VETS), identifying hundreds of prime contractors and subcontractors under each contract.

The final 184 pages contain a consolidated list of the 707 VA points of contact (POCs) identified in the Guide, including their contact information; consolidated lists of positions identified in the Guide but which are currently vacant or for which a POC has not been identified; a consolidated list of the contractors and subcontractors and their activities at VA identified in the Guide; a consolidated list of acronyms described, used, and/or analyzed in the Guide; and finally the bibliography of sources.

This Guide is the result of "best effort" research and analysis. Given the limitations of open-source and even primary source research directed at a huge and largely opaque federal agency that has gone through numerous reorganizations – particularly in the IT arena – the Guide may contain incomplete or dated information. We plan to fill in those gaps and make any corrections, where necessary, in future updates as more information becomes available. We welcome any and all feedback from users and readers in order to make this a better and more accurate Guide.

The following are capsule summaries of what is contained in the major sections/chapters of the VA Guide:

Department of Veterans Affairs (VA) Overview
The VA Overview provides a capsule summary of VA, ready for copying and pasting into any PowerPoint presentation. It includes the top VA leadership (including their complete titles and their contact information); VA's total and IT budgets for FY10 - FY16; a summary breakdown of VA personnel; an overview of VA's roles and responsibilities; a breakdown of all VA facilities (with an accompanying map to show their locations); and a VA organizational chart.

VA Organization
This section provides hierarchical listings of all the VA offices that could be found, identified, located, and/or uncovered – excluding the offices that come under OI&T, which are covered in a separate section. These listings cover the Staff Offices and Staff Organizations, as well as the three VA administrations (NCA, VBA, and VHA).

VA Organizational Analysis (Selected)
This section covers those organizations and programs within the Staff Offices, as well as the National Cemetery Administration (NCA), Veterans Benefits Administration (VBA), and Veterans Health Administration (VHA) whose focus is on information technology (the procurement offices listed under Staff Offices are analyzed in the Acquisition and Procurement section). It provides, in most cases, intelligence on each office's responsibilities, roles, functions, missions, and programs; the office's location in the organizational food chain; and links to relevant offices and programs elsewhere in the Guide, if appropriate. It also provides key points of contact (if they could be found) and their complete (parent-child) job titles, as well as their contact information. When a POC could not be identified the complete job title is provided as a place-holder for when the person may be identified in the future or by the reader.

VA IT Program Overview

This section provides highlights of IT activities and funding across VA, focusing on the most important programs for FY2014, FY2015, and FY2016.

OI&T Overview

This section provides a summary of the key top OI&T officials and the office's mission, vision, personnel, and a budgetary analysis.

OI&T Roles and Responsibilities

This section provides OI&T's key roles, responsibilities, and functions, summaries of (and links to) key planning documents, a description of the CIO position, and summaries of key areas of responsibility.

Technology Overview

The Technology Overview section provides summaries of various important technology issues that are described and analyzed in different places in the Guide.

OI&T Goals and Objectives

This section provides OI&T's goals and objectives that were developed in response to the VA FY 2014-20 Strategic Plan and which drive OI&T's organizational, functional, development, operational, and procurement missions.

Priorities

This section describes VA's IT priorities, including the VA Strategic Objective 3.2, which focuses on information technology; an analysis of the VA CIO's strategic priorities (including customer service, next-generation information security, transparent operational metrics, product delivery, and fiscal management); and a list of the Secretary's Major Initiatives (MIs). The Major Initiatives were promulgated by former Secretary Eric Shinseki in 2014 and still appear to have considerable traction within VA.

Challenges

The Challenges section describes and analyzes the challenges facing VA, and particularly the Office of Information and Technology (OI&T), which have been publicly acknowledged by VA officials, as well as the challenges highlighted in this Guide.

CIO Strategic Risks

This section contains the strategic IT risks that have been identified by the VA CIO and their potential impacts for the organization.

FY16 Major IT Initiatives

This section provides budgetary and programmatic summaries of seven IT initiatives that were highlighted in the FY16 budget request to Congress.

Major IT Programs

The Major IT Programs chapter provides analysis of all 33 Exhibit 53 and Exhibit 300 VA programs, including five years (FY12-FY16) of budgets (including DME and Steady State breakdowns), extensive highlights of each program, program offices responsible for each program, and up to four (4) related points of contact (POC). The chapter also provides a consolidated spending spreadsheet of program spending for FY12-FY16.

OI&T Organization

This section presents the most extensive hierarchical description of the OI&T organization outside of VA, identifying 236 offices and their positions in the organization. There may be gaps and some offices may not be correctly situated, due to the lack of or incompleteness of information, and the frequent (and usually unpublicized) reorganizations that OI&T has experienced since it was stood up in 2006

OI&T Organizational Analysis

This section provides a comprehensive and in-depth analysis of the VA's principal IT organization. It provides detailed descriptions of 236 offices, their roles and functions, programs, and POCs (with full titles and contact information). In many cases, the descriptions include technologies used, challenges, priorities, budgets, plans, forecasts, contracting requirements, etc. This section also contains 46 organizational charts.

Acquisition and Procurement

The Acquisition and Procurement section analyzes VA's information technology procurement landscape and organizations. It provides valuable intelligence on VA's and OI&T's procurement priorities and do's and don'ts for contractors, particularly small businesses.

OI&T: Most Commonly Used Contracts

This section provides an analysis of the seven contracts most commonly used by VA. Where applicable (and/or available), each contract description provides the government points of contact (POCs), as well as the contractors and subcontractors and their POCs. This includes a breakdown of the 513 subcontractors and 725 contractor POCs under the VA T4 contract. The section also provides the most recent information on the upcoming VA T4 Next Generation and VETS 2 contracts that are projected to be awarded in 2016 and 2017, respectively.

VA Contracting Organizations

This section provides detailed organizational, functional, and programmatic information on the most important contracting organizations where IT procurement is concerned. In addition to the organizational structures and leadership, the section provides the names and contact information for 100 contracting officers and contract specialists who focus on IT procurement for OI&T and VA in general.

Contractors and Subcontractors

This 57-page section provides a consolidated, alphabetical list of the 832 contractors and subcontractors contained in the Guide, with the activities and/or contracting relationships mentioned in the Guide. Each contractor name is also linked to its website.

Points of Contact

This section provides four consolidated lists. The first list contains all the 607 POCs identified in the Guide who are responsible for IT-related activities, including full titles and phone numbers (when available) and email addresses. (More than 85% of them have links to their LinkedIn profiles or online bios/resumes.) By the numbers this includes: Director (302); Chief (128), including CIO, CISO, COO, CTO, CFO, COS, CHIO, CMIO, CNIO, CBO; Manager (93); Supervisor/Lead (18); and Secretary (21). The next list includes 45 senior positions that have been identified as still vacant, as of November 15, 2015. Another list provides 156 senior positions (with full titles) that are contained in the Guide but for whom POCs could not be identified. The fourth list contains 100 contracting officers / contracting specialists who are responsible for IT procurement at VA and who work with the IT-related officials on procurement initiatives and contract activities. (94% of them have links to their GovTribe contracting or LinkedIn profiles.)

The four consolidated lists are contained in a spreadsheet that is provided at no extra cost with the purchase of "The Ultimate Guide to the Department of Veterans Affairs." A much expanded spreadsheet of the VA POCs, which enables the user to easily slice and dice people, titles, and offices using filters, is available with the purchase of the Ultimate VA Guide for an added fee. The expanded spreadsheet is also sold separately.

List of Acronyms

This 14½-page chart contains a consolidated alphabetical list of the 750 acronyms and their definitions that are used in this guide. It can function as a glossary of the acronym-laden jargon used by VA and contractors, particularly related to information technology, procurement, and contracting.

Bibliography

The 8½-page bibliography provides – in descending chronological order – the 335 documents used as source materials for the Guide. (It does not include the intelligence gathered from conferences, trade shows, and interviews with VA officials.) These documents include reports, memorandums, budget documents, planning documents, organizational manuals, system manuals, annual reports, PowerPoint presentations, media articles, Performance and Accountability Reports (PARs), GAO reports, OIG reports, Congressional testimonies, press releases, speeches, interviews, case studies, statements of work, contract award announcements, requests for quotation (RFQs), requests for proposal (RFPs), requests for information (RFIs), solicitation documents, business requirements documents, spreadsheets, privacy impact assessments (PIAs), yearbooks, fact sheets, briefings, handbooks, and brochures, In addition to these documents, extensive intelligence was acquired from thousands of websites (including, of course, the VA website), job announcements, online resumes, and from LinkedIn.

About the Author

Mark Kagan is the author of "The Ultimate Guide to the Department of Veterans Affairs (VA)." He has also written "The Ultimate Guide to the U.S. Patent and Trademark Office (USPTO)" and "The Ultimate Guide to the Drug Enforcement Administration (DEA)." He is a long-time analyst of the IT and government contracting arenas, having worked as a Principal Consultant at FedSources (now part of Deltek GovWin), as Research Manager at IDC - Government Insights, and as Principal Consultant at immixGroup. He has also worked as Director of Research at NTT-DATA Federal (formerly Keane Federal) and as Defense Analyst at Jane's Information Group, as well as an independent consultant for numerous government contractors. Mark began his career as an intelligence analyst in the Department of Defense and subsequently worked as a journalist covering the government and technology fields for various publications.

DEPARTMENT OF VETERANS AFFAIRS (VA) OVERVIEW

a) WEBSITE
   i)   http://www.va.gov/

b) LEADERSHIP
   i)   **Robert A. McDonald**, Secretary, Office of the Secretary, Department of Veterans Affairs (VA); Tel: 202-461-4800; Cell: 513-509-8454; Email: N/A
   ii) **Sloan D. Gibson**, Deputy Secretary, Office of the Secretary, Department of Veterans Affairs (VA); Tel: 202-461-4817; Email: sloan.gibson@va.gov
   iii) **Rob Nabors**, Chief of Staff, Office of the Secretary, Department of Veterans Affairs (VA); Tel: 202-461-4808; Email: N/A
   iv) **Edward J. Murray**, Assistant Secretary for Management (Acting) and Chief Financial Officer (CFO) (Interim), Office of Management (OM) / Chief Financial Officer (CFO), Department of Veterans Affairs (VA); Tel: 202-461-6703; Email: edward.murray@va.gov
   v)   **Marina Martin**, Chief Technology Officer (CTO) and Senior Advisor, Office of the Secretary, Department of Veterans Affairs (VA); Tel: 202-461-4800; Email: marina.martin@va.gov
      (1) Principal advisor, planner, and strategist for VA-operated government fee-for-service IT provider
      (2) Identifies and investigates new or improved technologies and evaluates potential for expanding products or services
      (3) Oversees selection of research projects and conducts technical assessments of potential customers
      (4) Creates, refines, and reviews architectural standards for the organization
   vi) **Ronald E. Walters**, Under Secretary for Memorial Affairs (Interim), National Cemetery Administration (NCA), Department of Veterans Affairs (VA); Tel: 202-461-6112; Email: ronald.walters@va.gov
   vii) **Allison A. Hickey**, Under Secretary for Benefits, Veterans Benefits Administration (VBA), Department of Veterans Affairs (VA); Tel: 202-461-9300; Email: allison.hickey@va.gov
   viii) **Dr. David J. Shulkin**, Under Secretary for Health, Veterans Health Administration (VHS), Department of Veterans Affairs (VA); Tel: 202-461-7000; Email: david.shulkin@va.gov

c) BUDGET

$B	FY10 (Actual)	FY11 (Actual)	FY12 (Actual)	FY13 (Actual)	FY14 (Actual)	FY15 (Enacted)	FY16 (Request)
Total	$127.2	$125.5	$126.8	$139.0	$153.9	$163.5	$168.8
IT	$3.3	$3.0	$3.1	$3.5	$3.6	$4.2	$4.4

d) PERSONNEL
   i)   Full-Time Equivalent (FTE) employees (as of Sep. 30, 2014)

Number	Roles/Functions
321,730	Total FTE employees
283,921	Support VA healthcare system
20,822	Provide compensation and pension (C&P) and other benefits
1,712	Provide burial and memorial services (NCA)
11,058	Provide policy, administrative, IT, and management support services

e) MISSION
   i)   To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan," by serving and honoring the men and women who are America's veterans

f) VISION
   i) To provide veterans the world-class benefits and services they have earned – and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship

g) STRATEGIC GOALS AND OBJECTIVES
   i) Goal 1: Empower Veterans to Improve Their Well-being
      (1) Objective 1.1: Improve veteran wellness and economic security
      (2) Objective 1.2: Increase customer satisfaction through improvements in benefits and services delivery policies, procedures, and interfaces
   ii) Goal 2: Enhance and Develop Trusted Partnerships
      (1) Objective 2.1: Enhance VA's partnership with DoD
      (2) Objective 2.2: Enhance VA's partnerships with federal, state, private sector, academic affiliates, veteran service organizations, and non-profit organizations
      (3) Objective 2.3: Amplify awareness of services and benefits available to veterans through improved communications and outreach
   iii) Goal 3: Manage and Improve VA Operations to Deliver Seamless and Integrated Support
      (1) Objective 3.1: Make VA a place people want to serve
      (2) Objective 3.2: Evolve VA information technology capabilities to meet emerging customer service / empowerment expectations of both VA customers and employees
      (3) Objective 3.3: Build a flexible and scalable infrastructure through improved organizational design and enhanced capital planning

h) CHALLENGES
   i) VA Culture
      (1) VA problematic culture has developed over decades and "absolutely calcified" within the agency, according to Rep. Jeff Miller, chairman of the House Veteran Affairs Committee, in June 2015
         (a) People are extremely reluctant to change the way they do things, even if it's wrong
   ii) Major VA Initiatives (MIs)
      (1) The large number (16) of major initiatives, each of which is a significant effort in themselves, weakens focus of effort and resources
         (a) "When everything is a priority, nothing is a priority"
   iii) VA Physical Infrastructure
      (1) 900 facilities are more than 90 years old and 1,300 are more than 70 years old
      (2) More than 330 facilities are more than half vacant
         (a) VA could save about $24 million annually on maintenance costs by closing those mostly empty buildings

i) ROLES AND RESPONSIBILITIES
   i) VA profile
      (1) The size of a Fortune 500 company
      (2) Fourth largest government agency in terms of procurement dollars spent
      (3) $18 billion annual spend on goods and services
      (4) 233,000-plus procurement transactions per year
      (5) Real property portfolio of 153 million square feet; plant replacement value of $87 billion
      (6) Over 12,000 contracting, logistics, and facility managers supporting a workforce of 300,000 and 23 million constituents
   ii) Operates the largest integrated health care delivery system in America
      (1) Provides a broad range of primary care, specialized care, and related medical and social support services
   iii) VA is the nation's largest integrated provider of healthcare education and training for physician residents and other healthcare trainees

(1) Advances medical research and development in areas that most directly address the diseases and conditions that affect veterans and eligible beneficiaries

iv) Administers compensation benefits, pension benefits, fiduciary services, education benefits, vocational rehabilitation and employment services, transition services, and home loan and life insurance programs

v) Operates the largest national cemetery system
   (1) Honors veterans and eligible beneficiaries and their families with final resting places in national shrines, and with lasting tributes that commemorate their service and sacrifice to our nation

vi) Provides contingency support during times of war or national emergency for the following agencies:
   (1) Department of Defense (DoD)
   (2) Department of Homeland Security (DHS) - Federal Emergency Management Agency (FEMA)
   (3) Other federal departments and agencies

vii) VA is comprised of the Veterans Affairs Central Office (VACO), which is located in Washington, DC, and field facilities throughout the nation, as well as the U.S. territories and the Philippines
   (1) Programs are administered by VA's three major line organizations:
      (a) National Cemetery Administration (NCA)
      (b) Veterans Benefits Administration (VBA)
      (c) Veterans Health Administration (VHA)
   (2) VA is the second largest federal department, with a workforce of over 322,000 employees

viii) Services and benefits are provided through a nationwide network of the following facilities:

Facilities	Number
Medical Centers	151
Vet Centers	300
Community-based Outpatient Clinics (CBOC)	820
Community Living Centers	135
Independent Outpatient Clinic	6
Residential Rehabilitation Centers	103
Integrated Disability Evaluation System (IDES) sites	139
National and State or Tribal Cemeteries	(Total) 221
• *National / State or Tribal*	*131 / 90*
Regional Offices	56
Fiduciary Hubs	6
Pension Management Centers	3
Insurance Center	1
VetSuccess on Campus (VSOC) sites	94
Out-Based Benefits Services Offices	(Total) 284
• *Military / Vocational Rehabilitation and Employment*	*154 / 130*
Education Regional Processing Offices (RPO)	4
Regional Loan Centers	9

**The map below depicts the geographical locations of select VA facilities by primary service
(As of September 30, 2013)**

DEPARTMENT OF VETERANS AFFAIRS FACILITIES

- VA Medical Center
- Vet Center
- CBOC
- VA Community Living Ctr
- Independent Outpt Clinic
- Residential Rehab Ctr
- Regional Office
- Cemetery

Alaska

Philippines   Guam   Hawaii   Puerto Rico and Virgin Islands
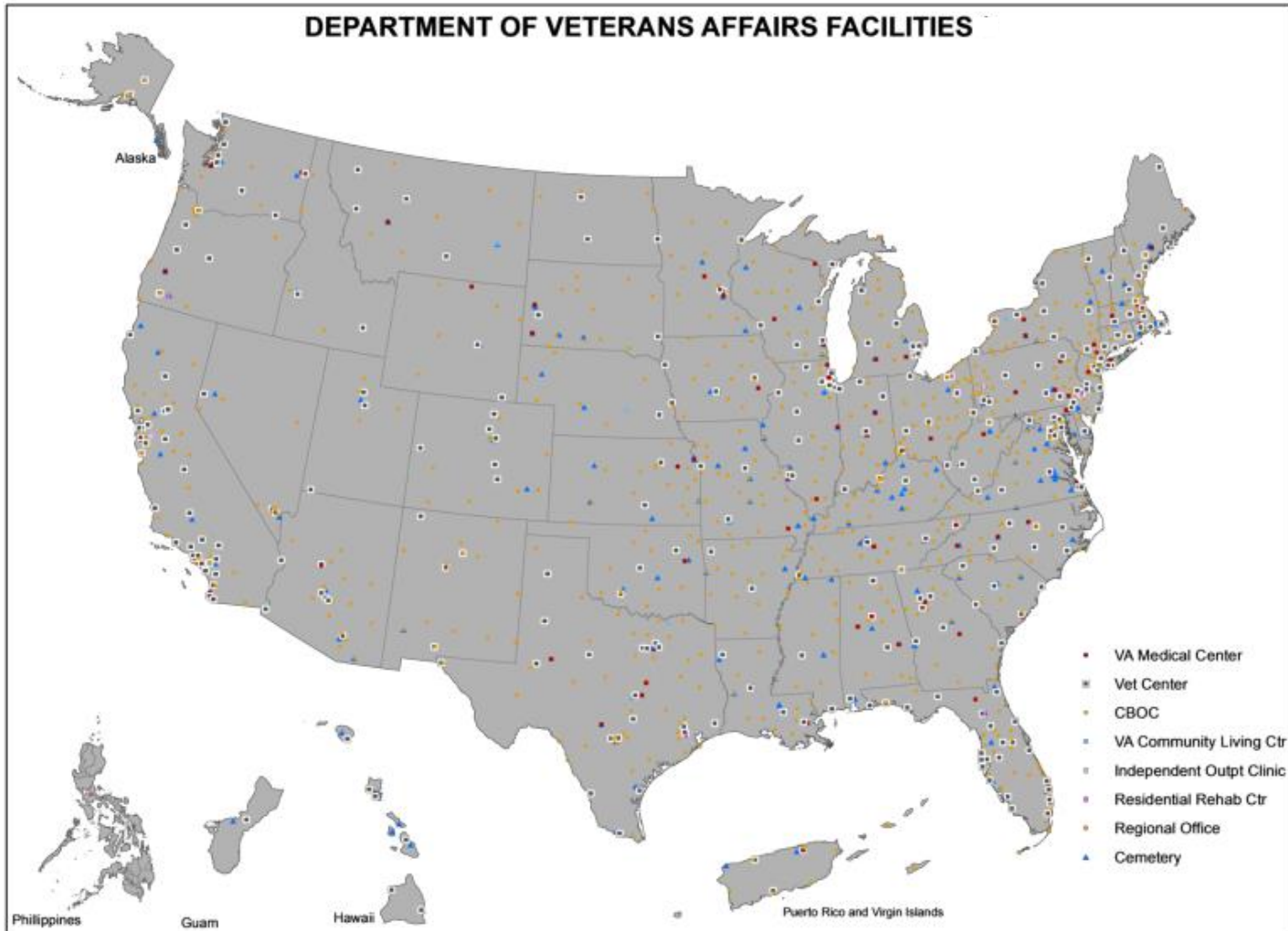
B) OI&T OVERVIEW

a) WEBSITE
    i)   http://www.oit.va.gov/

b) LEADERSHIP
i) **Laverne Horton Council**, Assistant Secretary for Information and Technology (AS/IT) and Chief Information Officer (CIO), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬▬▬▬
    (1) Nominated March 19, 2015 and sworn in on July 6, 2015
    (2) She retired from Johnson & Johnson after serving as Corporate Vice President and Chief Information Officer for Johnson & Johnson's global IT group, where she was responsible for managing IT and related systems for the $61.6 billion Johnson & Johnson worldwide enterprise

ii) **Vacant (as of Sep. 1, 2015)**, Principal Deputy Assistant Secretary for Information and Technology (PDAS/IT), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: N/A
    (1) Responsible for providing oversight and facilitation of all IT activities of VA, improving the effectiveness of program operations, and assisting line and staff organizations in performance of their missions
    (2) Serves as the senior adviser to the Assistant Secretary for IT and CIO for cross-functional integration of department-wide information technology, security, and privacy matters including: policy/budget formulation; planning; assessment of department business requirements; acquisition, execution and oversight; internal and external coordination; and development and analysis of department-level program data

iii) **Sean Kelley**, Senior Advisor to the Assistant Secretary for Information and Technology and Chief Information Officer (CIO), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬; Email: ▬▬▬▬▬

iv) **Dr. Paul Tibbits**, Deputy Chief Information Officer (DCIO), Architecture, Strategy, and Design (ASD), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬▬▬

v) **Dr. Barclay Butler**, Director, DoD/VA Interagency Program Office (IPO), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬▬▬▬

vi) **Vacant (as of March 2015)**, Deputy Assistant Secretary and Chief Financial Officer (DAS & CFO), Office of the Deputy Chief Information Officer (DCIO) for IT Resource Management (ITRM), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬
    (1) Former Deputy Assistant Secretary and Chief Financial Officer (DAS & CFO), Rom Mascetti III, retired in March 2015
        (a) OI&T published a job opening description (which closed February 26, 2015) for Mascetti's position

vii) **Jacquelyn (Jackie) Patillo**, Deputy Chief Information Officer (DCIO), Office of Customer Advocacy (OCA), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬▬▬

viii) **Dan Galik**, Chief Information Security Officer (CISO) (Acting) and Deputy Assistant Secretary for Information Security (Acting), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬; Email: ▬▬▬▬

ix) **Martha K. Orr**, Executive Director, Office of Quality, Performance, and Oversight (QPO), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▬▬▬▬; Email: ▬▬▬▬

x) **Vacant (as of May 2015)**, Deputy Chief Information Officer (DCIO), Office of the Deputy Chief Information Officer (DCIO) for Product Development (PD), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: N/A; Email: N/A

xi) **Arthur L. Gonzalez**, Deputy Chief Information Officer (DCIO), Service Delivery and Engineering (SDE), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███████; Email: ████████████

xii) **Jim Trinka**, Chief Learning Officer (CLO), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███████; Email: ████████████
  (1) Designs, develops, and delivers a government-wide program to help busy executives improve government performance and face challenges of decreasing budgets, increasing workloads, and unprecedented complexity
    (a) The program facilitates collaboration among federal senior executives by inspiring a shared government-wide identity and vision

c) BUDGET

i) Overview
  (1) VA follows a consensus-based process to allocate funds for IT acquisitions
  (2) IT investments are made for VA's administrations and offices based on their business priorities and budget constraints
  (3) IT customers, including the administrative and staff offices for the Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA) create the IT budget, respective to their needs and with input from the CIO and VA leadership
  (4) VA's IT budget:
    (a) Aligns with VA priority goals
    (b) Is informed by strategic planning guidance
    (c) Is requirements-driven and focused on getting care and service to veterans
  (5) The overall objective of this approach is to best align VA IT capabilities to mission requirements in support of veterans
  (6) Resource requirements are defined by VA's IT customers
    (a) They are then vetted for feasibility and affordability by two review boards with representation from across the department

ii) VA IT Budget Development Process
  (1) VA administrations develop their IT requirements
    (a) Each VA administration (VHA, VBA, and NCA) creates a prioritized list of its IT needs
    (b) This is both a "top-down" and "bottom-up" prioritized list of IT needs based on leadership guidance (agency goals) and staff-identified needs
  (2) Requirements are merged and prioritized around agency goals
    (a) VA leadership combines the prioritized lists into a single list of IT needs across VA
    (b) Through a coordinated process involving the IT organization and its customers, all of the department's IT needs are merged at a senior executive level
    (c) Eventually, VA leadership approves a list of IT budget priorities
  (3) OMB reviews the list for inclusion in President's budget
    (a) VA submits its IT budget to the Office of Management and Budget (OMB) for review and feedback before it is included in the President's budget request
    (b) The budget must pass through Congressional budget justification
    (c) Adjustments can be made after Congress passes the budget
    (d) As additional funds become available, the next items on the budget list can be funded

iii) VA IT Budget Request (FY16)
  (1) The FY2016 request for information and technology is $4.133 billion, an increase of $231 million (6%) from FY2015
    (a) Development, Modernization, and Enhancement (DME)
      (i) The FY2016 DME request of $504.7 million is $43.6 million (8%) below the 2015 level
        1. DME funding will support the highest priority development projects, such as the Veterans Benefits Management Systems (VBMS), VistA Evolution (VE), Veterans Relationship Management (VRM)/Veterans Customer Experience

(VCE), Clinical Research initiatives, Medical Registries and Repositories, Innovative IT solutions, and other continuing development
- (b) Operations and Maintenance (O&M)
  - (i) The FY2016 O&M request of $2.513 billion is $196.9 million (8.5%) above the FY2015 level
    1. These funds will provide O&M for existing infrastructure systems and marginal sustainment for development efforts, which support newly deployed projects that have not fully matured into mandatory sustainment
    2. Also includes funding for activating medical facilities, protecting veterans' personal information, and implementing projects that contribute to cost efficiencies
- (c) Staffing and Administration
  - (i) The FY2016 request of $1.116 billion is $76.8 million (7.4%) above the FY2015 level
    1. The majority of this funding is to support the hospital and regional office IT support staff that are responsible to keep systems functioning
    2. Will also support program and project administrative expenses (including hiring Digital Service experts) for such areas as enterprise architecture, engineering standards, etc.
- iv) **VA IT Budget Request (FY15)**
  - (1) The FY2015 request for information and technology was $3.903 billion, an increase of $200 million (5.4%) from FY2014
    - (a) VA's level of IT investment was 5.7% of the overall VA discretionary funding and 2.4% of VA's total funding
  - (2) The FY 2015 request included $2.3 billion for operations and maintenance (O&M) of VA's IT infrastructure, an increase of $151 million (6.9%) from FY2014
    - (a) These funds pay for the computer hardware, software maintenance, networks, and phone systems at all VA hospitals, outpatient clinics, regional benefit offices, and cemeteries across the country

Budget Authority ($ in thousands)			
	FY14 (Actual)	**FY15 (Request)**	**FY16 (Request)**
DME	$495,291	$548,335	$504,743
Operations & Maintenance	$2,181,653	$2,316,009	$2,512,863
Pay and Administration	$1,026,400	$1,039,000	$1,115,757
TOTAL	**$3,703,344**	**$3,903,344**	**$4,133,363**

Budget Authority ($ in thousands)			
	FY14 (Enacted)	**FY15 (Request)**	**FY16 (Request)**
Infrastructure (Hardware & Networks)	$1,710,500	$1,771,400	$1,827,700

FY16 IT Budget Request: $4.133B

FY15 IT Budget Request: $3.903B

Medical Programs 55%
Enterprise Support 19%
Security 6%
Benefit & Memorial Programs 20%
2016 President's Budget

Medical Programs 60%
Enterprise Support 16%
Security 6%
Benefit & Memorial Programs 18%
2015 President's Budget
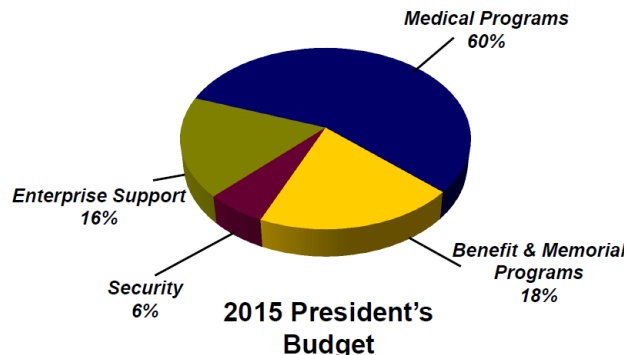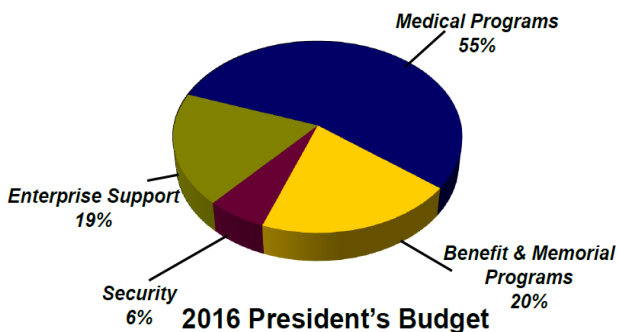
Information Technology Systems Appropriations History (Dollars in Thousands)				
Fiscal Year	Budget Estimate to Congress	House Allowance	Senate Allowance	Appropriations
2009	2,442,066	2,492,066	2,471,166	2,539,391
2010	3,307,000	3,307,000	3,307,000	3,307,000
2011	3,307,000	3,222,000	3,147,000	3,141,000
2012	3,161,376	3,025,000	3,161,376	3.111.376
2013	3,327,444	3,327,444	3,327,444	3,323,053
2014	3,683,344	3,683,344	3,703,344	3,703,344
2015	3,903,344	3,874,344	3,913,344	3,902,278
2016	4,133,363	N/A	N/A	N/A

d) PERSONNEL

Total FTEs By Function (as of December 2014)	
Function	Number
Direct Field IT Support	~5,600
Developers and Development Support	996
Information Security Professional	587
Senior Executives or Senior Leaders	23
TOTAL	**7,291**

FTEs (Year-by-Year)			
	FY14 (Enacted)	FY15 (Request)	FY16 (Request)
TOTAL	7,291	7,515	7,615

e) MISSION
  i) To provide and protect information necessary to enable excellence through client and customer service

f) VISION
  i) To become a world class organization and industry leader in the delivery of IT products and services, information security, and innovation, and to provide VA staff with cutting edge tools needed to provide the best customer service possible to our veterans

Excerpt from Major Programs Section: Example of Exhibit 300 Program Analysis

ii) Interagency 21st Century One Vet

(1) Website

(a) https://itdashboard.gov/investment?buscid=7

(2) Program Office

(a) Veterans Relationship Management Program Executive Office (VA/OI&T/PD/PM/BDP/VRM PEO), Benefits Delivery Products (VA/OI&T/PD/PM/BDP), Project Management Service (VA/OI&T/PD/PM), Office of the Deputy Chief Information Officer (DCIO) for Product Development (VA/OI&T/PD), Office of Information and Technology (VA/OI&T)

(b) Veterans Relationship Management Program Management Office (VA/VBA/OSP/VRM PMO), Office of Strategic Planning (VA/VBA/OSP), Veterans Benefits Administration (VA/VBA)

(3) POCs

(a) **Louise Rodebush**, Program Manager, Veterans Relationship Management Program Executive Office (VRM PEO), Benefits Delivery Products (BDP), Project Management Service (PM), Office of the Deputy Chief Information Officer (DCIO) for Product Development (PD), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▮; Email: ▮▮▮▮▮▮

(b) **Tracie Loving**, Director, Benefits Delivery Products (BDP), Project Management Service (PM), Office of the Deputy Chief Information Officer (DCIO) for Product Development (PD), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▮; Email: ▮▮▮▮

(c) **Maureen Ellenberger**, Director, Veterans Relationship Management Program Management Office (VRM PMO), Office of Strategic Planning (OSP), Veterans Benefits Administration (VBA), Department of Veterans Affairs (VA); Tel: ▮▮▮; Email: ▮▮▮▮▮

(d) **Trisha Dang**, Deputy Director, Veterans Relationship Management Program Management Office (VRM PMO), Office of Strategic Planning (OSP), Veterans Benefits Administration (VBA), Department of Veterans Affairs (VA); Tel: ▮▮▮; Email: ▮▮▮▮

(4) Overview

(a) The Veterans Relationship Management (VRM) initiative – renamed Veterans Customer Experience (VCE) in FY16 budget – was established as an enterprise-wide, multi-year initiative to improve veteran and beneficiary secure access with reduced errors to benefits and services administered by the Veterans Benefits Administration (VBA)

(b) VRM supports integration of information that enables on-demand and seamless access to veterans' benefits

(c) As the main investment for the VRM initiative, the One Vet program seeks to address VA's need for state-of-the-art customer relationship management program

(d) One Vet will encompass the following activities:

(i) Empower veterans and beneficiaries through accurate and flexible communication channels supporting seamless transition efforts across lines of business

(ii) Manage and integrate knowledge to capture, store, share, and search for information across all VA organizations, ensuring continuity of services and maintaining a shared record of all contacts through customer relationship management (CRM)

(iii) Modernize VA telephone services to enhance clients' experience when communicating with VBA

(iv) Implement identity and access management processes and systems to provide, manage, and seamlessly share unique digital identities for all clients, and

robustly enforcing access by authenticated and authorized clients to protected VA information assets

- (v) Enhance business processes and information systems to provide veterans with self-service capabilities
- *(e) Budget*

Interagency 21st Century One Vet										
$M	**F12 (Req)**	**FY12 (Act)**	**FY13 (Req)**	**FY13 (CR)**	**FY13 (Act)**	**FY14 (Req)**	**FY14 (Enact)**	**FY14 (Act)**	**FY15 (Req)**	**FY15 (Est)**	**FY16 (Req)**
TOTAL	$136.9	$131.4	$122.9	$138.9	$131.4	$164.6	$170.8	$183.2	$115.3	$115.2	$190.1
DME	$115.0	$113.1	$102.9	$96.6	$93.5	$127.3	$104.7	$108.8	$93.2	$93.1	$70.3
SS	$21.9	$18.3	$19.9	$42.3	$37.9	$37.3	$66.1	$74.3	$22.1	$22.1	$119.8

(5) Office of Privacy and Records Management (OPRM)
  (a) Website
  (i) http://www.oprm.va.gov/default.aspx
  (b) Leadership
  (i) **F. John Buck, Jr.**, Director (Acting), Office of Risk Management and Incident Response (RMIR) and Director, Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███████; Email: ███████
  (c) Roles and Responsibilities
  (i) Integrates privacy considerations into the ways in which the VA uses technologies and handles information
  (ii) Oversees activities related to creating, maintaining, and using records
  (iii) Develops guidance and assists in the identification, implementation, and maintenance of enterprise-wide information privacy policies and procedures
  (iv) Handles requests for information
  (v) Ensures that the confidentiality, integrity, and availability (CIA) of VA sensitive information and information systems are protected
  (vi) Uses its field-based officers to coordinate training and communicate policies and procedures to maintain a high level of privacy awareness for those working with veteran records
  (vii) Responsible for the following activities:
    1. Freedom of Information Act (FOIA)
    2. Identity theft prevention and detection
    3. Policy and training development efforts
    4. Privacy and Security Events Tracking System (PSETS)
    5. Privacy Impact Assessments (PIA)
    6. Records Management
       a. Release of Names and Addresses (RONA)
       b. Controlled Unclassified Information (CUI)
       c. Electronic recordkeeping initiatives
    7. Social Security Number (SSN) reduction and elimination
  (d) FY16 Contracting Opportunities
  (i) Privacy Security Events Tracking
    1. Privacy and Security Event Tracking System (PSETS) is used to record all privacy-related complaints and privacy/security incidents across VA

2. Privacy and Security event tracking is a component of the VA Privacy Program, mandated in VA Directive 6502, VA Enterprise Privacy Program
  a. Administered by the Privacy Service, Office of Privacy and Records Management (OPRM)

(e) Organization

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              Office of Privacy
              and Records
              Management
              (OPRM)
   ┌──────────┬──────────┼──────────┬──────────┐
Enterprise    FOIA      Identity    Incident    Privacy
Records       Service   Safety      Resolution  Service
Service                 Service     Service
(ERS)                   (ISS)       Team
                                    (IRST)
```
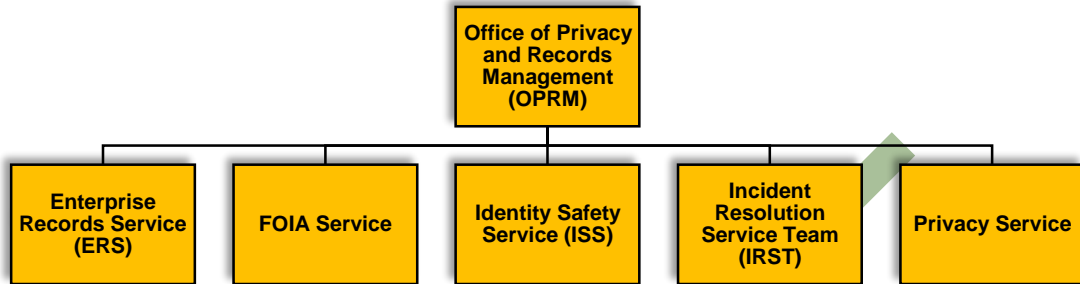
(i)   Enterprise Records Service (ERS)
(ii) FOIA Service
(iii) Identity Safety Service (ISS)
(iv) Incident Resolution Service Team (IRST)
(v)   Privacy Service
      1. Incident Management Branch

(f) Organizational Analysis

  (i) Enterprise Records Service (ERS)
    1. *Website*
        a. http://www.oprm.va.gov/ers/default.aspx
    2. *Leadership*
        a. **Samuel T. Nichols, Jr.**, Director, Enterprise Records Service, Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███████ ███; Email: ████████████████
    3. *Roles and Responsibilities*
        a. Identifies VA's records needs and implements strategies to meet those needs
        b. Advises senior officials and VA's communities concerning records management, as well as the feasibility and quality of the department's record priorities and implementation plans
        c. Ensures that all VA records are managed in the most effective and cost-efficient manner and that VA's records management practices comply with the Federal Records Act of 1950
        d. Ensures the accuracy and quality of information and facilitating information management to deliver world class policies, guidelines, and services to veterans and their families in compliance with federal regulations and guidelines
        e. Programs
            i.   Controlled Unclassified Information (CUI)
                 • Plans the administration of VA's Controlled Unclassified Information (CUI) program, which standardizes the way the executive branch handles information that requires such protection but is not classified
            ii. Delegation of Authority
                 • ERS administers and VA's Delegations of Authority program and tracks approvals throughout the VA enterprise
            iii. Directives and Handbooks

- VA's Directives management system consists of directives, handbooks, and notices and is the official means by which department-wide policies, procedures, requirements, and other information of general applicability are issued to VA employees
      iv. Information Collection Budget (ICB)
- VA administers an integrated program of benefits and services established by laws for veterans and their dependents and beneficiaries
    - These programs provide medical care, compensation, pension, education, vocational rehabilitation and counseling, loan guaranty, insurance and burial benefits to veterans, members of the Selected Reserves and the National Guard, and the beneficiaries of veterans
- VA collects only the information that is needed to administer benefits and services to veterans
      v. Information Quality
- The Office of Management and Budget (OMB) required VA to prepare guidelines to ensure the quality of information disseminated by the department
      vi. Records Management
- Provides policy guidance for and administration of the VA records management programs and operations
      vii. Release of Names and Addresses (RONA)
- Title 38 of the United States Code authorizes the Secretary of Veterans Affairs (VA) to release the names or addresses, or both, of any present or former members of the Armed Forces, and/or their beneficiaries
    - To nonprofit organizations (including members of Congress)
    - As part of VA's Outreach Program
    - To federal, state, or local agencies, and to any criminal or civil law enforcement governmental agency or instrumentality charged under law with the protection of the public health or safety

(ii) FOIA Service
1. *Website*
   a. http://www.oprm.va.gov/foia/default.aspx
2. *Leadership*
   a. **Jim Horan**, Director, FOIA Service, Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ▮▮▮▮▮▮▮▮; Email: ▮▮▮▮▮▮▮▮
3. *Roles and Responsibilities*
   a. VA receives between 25,000 and 30,000 Freedom of Information Act (FOIA) requests per year and is mandated to respond to those requests within 20 days
      i. VA has a decentralized system for handling FOIA requests
   b. Maintains the FOIA tracking system
   c. Responds to quarterly and annual reports to oversight agencies, such as the Office of Management and Budget (OMB) and the Department of Justice (DOJ)

(iii) Identity Safety Service (ISS)
1. *Website*
   a. http://www.oprm.va.gov/iss/default.aspx
2. *Leadership*

a. **MaryAnn Bruno**, Director, Identity Safety Service (ISS), Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███; Email: ███████████████

3. *Mission*
    a. To educate VA employees and veterans about the causes, effects, and prevention of identity theft, and to provide assistance to veterans and other groups affected by it

4. *Roles and Responsibilities*
    a. Responsible for programs aimed at directly preventing identity theft, educating VA employees about identity theft prevention, and building partnerships with government and non-profit groups to better combat identity theft
        i. Identity Fraud Monitoring, Verification and Mitigation (IFMVM) program
            - First-of-its-kind program in the federal government, under which ISS provides proactive identification for veterans who are potentially at risk for identity theft
        ii. Identity Theft Education and Communication
            - Conducts outreach and communication to VA employees on the topic of identity theft with aim of creating a culture of identity safety at VA
            - Creates Web-based training (WBT) curricula on identity theft for all VA employees
            - Develops a Web presence for ISS initiatives on the VA Internet and Intranet
        iii. Identity Theft Prevention Partnerships
            - Creates partnerships to better promote identity safety for veterans and to meet Congressional mandates

(iv) Incident Resolution Service Team (IRST)

1. *Website*
    a. http://www.oprm.va.gov/ir/default.aspx

2. *Leadership*
    a. **Ken Hartmann**, Director, Incident Resolution Service Team (IRST), Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: ███████; Email: █████████████

3. *Roles and Responsibilities*
    a. Responsible for handling of all privacy- and security-related incidents that are entered into the Privacy and Security Events Tracking System (PSETS) on a national level
    b. Conducts data breach analysis to discover appropriate corrective actions that must be taken to safeguard protected information
    c. Ensures that all decisions on privacy- and security-related incidents are dealt with in a timely manner and are in accordance with federal and VA-specific incident resolution guidelines

(v) Privacy Service

1. *Website*
    a. http://www.oprm.va.gov/privacy/default.aspx

2. *Leadership*
    a. **LaShaunné G. David**, Director, Privacy Service, Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T),

Department of Veterans Affairs (VA); Tel: ████████; Email:
████████████████

3. **Roles and Responsibilities**
   a. Oversees and directs VA's privacy program activities including, but not limited to:
      i. Conformance with the Health Insurance Portability and Accountability Act (HIPAA), and the Electronic Communications Privacy Act (ECPA), and Government Paperwork Elimination Act (GPEA)
      ii. Communications security (COMSEC) regulations
      iii. Non-disclosure statutes
      iv. Office of Management and Budget (OMB) guidance on computer cookies
      v. OMB Circular A-130
      vi. User authentication
      vii. Insider threats
      viii. Identity theft
   b. Responsible for overseeing, directing, and establishing the long- and short-term goals for VA's Enterprise Privacy Program
   c. Identifies privacy needs and implements strategies to meet those needs
   d. Advises senior officials concerning data management and the feasibility of the VA's privacy priorities and implementation plans
   e. Works to ensure compliance with federal and VA-specific privacy requirements
   f. Ensures the attainment of department-wide privacy objectives in the overall VA planning, programming, and budgeting process
   g. Conducts the Communications, Training and Outreach program
      i. Develops and executes strategies to raise privacy awareness and strengthen VA's standing as a trusted government agency

4. **Organization**
   a. Incident Management Branch

5. **Organizational Analysis**
   a. **Incident Management Branch**
      i. **Leadership**
         - **N/A**, Branch Chief, Incident Management Branch, Privacy Service, Office of Privacy and Records Management (OPRM), Office of Cyber Security (OCS), Office of Information Security (OIS), Office of Information and Technology (OI&T), Department of Veterans Affairs (VA); Tel: N/A; Email: N/A
      ii. **Roles and Responsibilities**
         - Responsible for incident prevention; incident detection, reporting, and analysis; corrective/mitigation action; and post-incident activity
            o Develops procedures for detecting, immediately reporting, and responding to security incidents
            o Notifies Congress of any significant data breaches involving sensitive personal information (SPI)
            o If necessary, provides credit protection services to those individuals whose SPI may have been compromised

Prime Contractor – Subcontractors Excerpt from VA T4 Contract Analysis Section

NOTE: This section in the Ultimate VA Guide provides an extensive analysis of the VA T4 contract, including the 16 prime contractors and 511 subcontractors, as well as 718 POCs and their contact information. The following is an <u>excerpt</u> from the prime contractor Harris Patriot Healthcare Solutions, LLC, which has 65 subcontractors and 93 POCs.

	Harris Patriot Healthcare Solutions, LLC
	Business Size: Large
	POCs:
	• Anita Vick, Client Executive, Veterans Affairs; Tel: ████████; Email: ████████
	• Michael Vogel, Senior Account Executive, VA & DoD; Tel: ████████; Email: ████████
	Subcontractors (65) & POCS (93)
1	**7Delta, Inc.** (acquired by ManTech International Corp. in May 2014)
	• Joseph Kearney, Director, Business Development (VA and CMS); Tel: ████████; Email: joseph.kearney@7delta.com
	• Ben Guthrie, Director, Business Development; Tel: ████████; Email: ████████
2	**abcISP, Inc.**
	• Alex Barron, President and CEO: Tel: ████████; Email: ████████
3	**Adobe Government**
	• Pam Carpenter, Business Development Manager; Tel: ████████; Email: ████████
	• Chris Ahern, VP, Federal Sales; Tel: ███; Email: ████████
4	**Advanced Management Strategies Group, Inc. (AMSG)**
	• Mike McCormick, CEO; Tel: ████████; Email: ████████
	• Jim O'Farrell, President and COO; Tel: ████████; Email: ████████
	• Christine Taylor, Director, Proposal Management and Marketing; Tel: ████████; Email: ████████
5	**Advantage Solutions, Inc.**
	• Roger Hughes, President; Tel: …