• Leads improvement, redesign, and evaluation projects to improve organizational effectiveness. Develops, implements, and evaluates programs to prevent and correct unsatisfactory conditions and elements that influence the regulatory correctness and responsiveness of transactions and services.

Legislative and Regulatory Service

Overview
NCA’s Legislative and Regulatory Service (42E) ensures that NCA has and maintains the legislative and regulatory authorities for providing burial and memorialization benefits; develops and publishes necessary policy documents to inform the public and NCA staff of programmatic and operational decisions; and obtains necessary guidance from the Office of General Counsel in support of NCA’s leadership and management.

Functions and Activities
• Ensures that NCA’s regulations are developed and revised in accordance with the Administrative Procedure Act, reflect or interpret statutory authorities, and provide enough information to alert the public of the benefits offered by NCA and processes to obtain those benefits.

• Establishes and maintains NCA’s formal policy/procedures publications program that supports all NCA offices/programs by identifying the need for and publishing nationwide policy and procedural guidance.

• Advises NCA senior executives on all legislative issues.

• Coordinates the review and analysis of proposed and final legislation related to burial and memorialization, provide NCA views on proposed legislation to OCLA staff for response to Congress; provides technical assistance to VA/congressional members as required.

• Coordinates NCA briefings regarding legislation with congressional staff and members, including preparation of staff for testimony on legislation regarding burial benefits and related matters before Congress and briefings to congressional members and staff.

• Develops legislative proposals related to NCA provision of burial benefits; coordinates through VA and OMB; tracks proposal status.

• Serves as NCA liaison with the VA Office of General Counsel, provides subject matter expertise and coordinates research, review, and action/advice on all legal issues related to national cemetery operations and memorial and burial benefits for Veterans and dependents.

• Update and inform NCA staff of relevant changes to statutory or regulatory authorities.

Office of the Deputy Under Secretary for Management

Overview
The mission of the Office of Management (43) is to streamline the operations of NCA for greater efficiency and effectiveness. by integrating contracting, project management, site design, and human
capital, the Office is positioned to personalize and enhance the quality of its service to internal and external customers.

Functions and Activities
Human Capital Management

- Oversees and administers all human resources life cycle management for NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, labor and employee relations, safety and health.

Design and Construction

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA.
- Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.

Contracting

- Administers supply, acquisition, and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA’s national cemeteries, Districts, and headquarters elements.
- Assures SECVAs’s goals are met regarding small and Veteran-owned businesses.

Business Transformation and Requirements.

- IT Business Requirements and Administrative Service oversees development and sustainment of systems necessary to support NCA specific programs and missions while providing technical advice and guidance on new data management systems for future needs.
- Oversees the program that ensures NCA management and staff in all locations plan for and comply with Federal and VA requirements, policies and procedures concerning records management and access to records under the Freedom of Information and Privacy Acts.
- Oversees space management and property to ensure that all NCA Central Office employees’ office needs are met.
- Oversees the management of new business and technology projects.
- Manages business operational design of new programs for business information systems.
- Oversees delivery of value and transformation of information systems for the NCA mission and goals.
Human Capital Management

Overview
Human Capital Management (43F) is responsible for all human resource products, services, and activities in NCA, including staffing and recruitment, classification, training and workforce planning, special programs, policy and guidance, employee and labor relations, emergency management, and health and safety.

Functions and Activities
- Delivers strategically aligned customer-focused human resources (HR) products and services to the NCA workforce.
- Administers and manages all delegated human resource authorities, including activities associated with NCA-unique employment requirements affecting recruitment and placement; position classification and management; employee and labor relations; employee benefits administration; emergency management, and health and safety.

Training and Safety

Overview
The Training and Safety division (43F1) delivers training and development opportunities that promote employee engagement, safe workplaces, outstanding customer service, and our national shrine commitment.

Functions and Activities
- Operates an NCA-specific training program that encompasses all activities performed by NCA staff in locations nationwide, including job functions ranging from manual and/or skilled physical labor to financial management to labor relations to performance and analysis functions.
- Manages NCA’s leader development program, partnering with VALU and other organizations to ensure that NCA’s current and future leaders are positioned for success.
- Oversees operation of the NCA National Training Center in St. Louis, MO, and through the NCA Director, Training, and Safety, provides NCA-specific and commercially unavailable technical and leadership training for Cemetery Director Interns, Cemetery Directors, and other field and central office personnel, to develop competency and reinforce uniform operating procedures and standards.
- Manages NCA’s Cemetery Caretaker Apprenticeship Program (CemCAP) for homeless Veterans.
- Manages and oversees the NCA Occupational Safety and Health program, designed to meet the specific safety and health needs of staff administrative functions performed in office environments, and staff field functions performed during typical cemetery operations, such as grounds maintenance, burial activities and headstone or marker installation.
- Manages and oversees the NCA Office of Workers Compensation Program (OWCP).
- Manages and oversees NCA’s emergency management program.
Human Resources Center – Indianapolis, IN

Overview
The NCA Human Resources Center (HRC) (43F3), located in Indianapolis, IN, is responsible for all HR operations and processing for NCA. The HRC administers the delegated HR authorities of the USMA.

Functions and Activities
- Responsible for providing advisory assistance, forms processing, regulatory interpretation, and personnel transaction coding for NCA employees and managers within all areas of HR, to include recruitment and placement; position classification and management; employee and labor relations; and employee benefits administration.
- Provides expert advisory opinions to NCA management in all areas of HR.
- Monitors, evaluates, and meets NCA obligations to report on HR performance metrics to identify trends, address process issues, and improve the HR process within NCA.

Policy and Programs

Overview
The Policy and Programs Division (43F2) is responsible for developing guidance, plans, and programs that inform and support NCA managers and employees on human capital management areas such as performance management, awards, employee engagement, surveys, onboarding, telework, workforce planning, health and wellness, and other workplace matters.

Functions and Activities
- Provides advisory services, training, and support to NCA leaders and managers to enhance their efforts to effectively manage the National Cemetery Administration.
- Leads efforts to design and fully utilize performance management systems to effectively communicate performance expectations and help achieve organizational goals.
- Develops and delivers well designed business practices, programs, initiatives, and tools that support employees and encourage their full engagement and participation in efforts to deliver exceptional service to America’s Veterans.
- Ensures all NCA Central Office employees' space management and property management needs are met, to include space design, purchase of furniture, identifying swing space and movement of offices to and from swing space.
- Provides guidance to NCA field offices on space management, renovations, and moves.
- Provides workforce planning support to NCA leadership, staff, and field units, in the form of expertise and advice on staffing levels, position management, competency development, and succession planning.
- Oversees position management board (PMB) for NCA Central Office.
Diversity and Inclusion

Overview
The NCA Diversity and Inclusion (D&I) Office (43F2A) is responsible for the implementation of Federal law and regulation related to Equal Employment Opportunity/Affirmative Employment (EEO), D&I, and Civil Rights (CR programs). This office provides support to NCA senior leaders, managers, and employees nationwide on matters of diversity and inclusion, discrimination, equal employment, anti-harassment, workforce recruitment, and retention, reasonable accommodations, special emphasis programs, the national diversity internship program, and the NCA Minority Veterans Program. The D&I Director and staff also serve as liaisons to the Office of Resolution Management (ORM), in addressing and resolving allegations of employment discrimination as well as complaints of discrimination in the provision of services or access to NCA programs (Title VI and Section 504 complaints).

Functions and Activities
- This office serves NCA headquarters, district offices, and over one hundred field locations, which includes more than 1,800 employees.
- The D&I Director serves as the principal advisor to the head of the organization, subject matter expert, and national spokesperson for the organization in the areas of D&I, EEO/AE (including Special Emphasis Programs and reasonable accommodation), and the CR programs.
- The D&I Office is responsible for developing policy and responding to correspondence for the organization on all EEO/AE, D&I and CR matters, and acts as a liaison or spokesperson on such matters with persons or groups within and outside of the organization.
- The D&I office reviews and evaluates policies and programs to assess the impact on equal employment opportunity, workforce diversity, and workplace inclusion with specific focus on disparate impact based on prohibited factors (race, color, national origin, sex/gender (sexual orientation and gender identity), genetic information, age (40 and over), religion, parental status, individuals with disabilities, and retaliation). The D&I Office conducts analysis and recommends solutions to problems that impact EEO/AE, D&I, CR in establishing program priorities and direction to achieve optimum results for the organization. The D&I Office is responsible for assembling, consolidating, and submitting timely and accurate plans, information, and reports on the organization’s EEO/AE and D&I programs status. These include Federally mandated plans and reports required by the Equal Employment Opportunity Commission (EEOC), the Office of Personnel Management (OPM), and White House initiatives.
- The D&I office administers the organizations Special Emphasis Programs (SEP) in accordance with VA policy and the VA D&I Strategic Plan, ensuring they are designed to eliminate barriers to EEO and promote workforce diversity and workplace inclusion.
- The D&I office does not perform any Federal EEO complaints processing functions under the control and authority of ORM.
- Processes reasonable accommodation requests for furniture and IT equipment solutions within NCACO. Provide advice to field locations on the development of such solutions at field locations.
Authorities

Contracting Service

Overview
Contracting Service (43C) provides real time procurement support throughout the NCA with a goal of securing supplies, services, and construction projects at a fair and reasonable price. The service provides guidance in accordance to the Federal Acquisition Regulations, Veterans Affairs Acquisition Regulations, and policies to ensure project coordination plus service delivery on a timely basis to the customer.

Functions and Activities

- Administers supply, acquisitions, services, construction, Architectural and Engineering services and contracting activities in compliance with Federal and VA acquisition regulations to meet the unique needs of NCA's national cemeteries, Districts, and headquarters elements. Analyzes and evaluates markets for unique supplies and services needed to meet NCA operational needs (such as grounds maintenance for cemeteries that are several hundred acres in size, outer burial receptacles or crypts, headstones, markers, and medallions production and delivery), develops procurement sources, and maintains relations with vendors. Advises NCA staff on planning, developing, and implementing statements of work, specifications, and strategies for standardization of items used at multiple locations and consolidated buys.

- Assures SECVA's goals are met regarding small and Veteran-owned businesses.

Design and Construction Service

Overview
The Design and Construction Service (43B) provides comprehensive project management of NCA’s Minor Construction program. The service provides oversight, guidance and policy on construction standards and engineering/facility management activities. The service also develops future engineering/facility requirements/programs/projects.

Functions and Activities

- Oversees and collaborates on cemetery design and construction for all phases and aspects of minor construction and expansion projects in NCA. Authorizes release of funds and increases or adjusts funds based on project deliverables. Negotiates on behalf of VA/NCA in generating proposals regarding land planning, construction of new cemeteries, and the expansion and improvement of established national cemeteries.
• Oversees strategic efforts for systematic expansion of national cemeteries and interment space for eligible Veterans and family members.

• Advises NCA senior executives on utilization of appropriate methods to resolve construction-related issues.

• Serves as a technical resource in developing criteria to the Veterans Cemetery Grants Program and in the establishment, development, and expansion of State and Tribal Veterans cemeteries.

• Forecasts planning efforts in land acquisitions, fund allocation, construction estimates, project justifications, design and construction activities, and environmental compliance.

• Manages and monitors projects related to the construction program; issues delegation authorities for all minor construction projects.

• Provides technical review and guidance on national cemetery project and operational issues, including the specific areas of pre-placed crypts, columbaria, and national agronomy concerns.

• Conducts studies and develops operational plans in anticipation of future expansion and construction needs of NCA. Supports NCA strategic planning processes by analyzing plans to accomplish construction management requirements.

• Develops and evaluates annual minor construction operating plans and establishes and monitors milestones and monthly obligation budget target compliance. Supports the capital investment proposal process required for NCA construction in support of the annual VA planning and budget submissions.

• Coordinates implementation of legislation and executive orders affecting national cemetery operations related to energy conservation, recycling, “greening the Government” and related initiatives to ensure full NCA compliance.

Business Transformation, Sustainment and Requirements Service

Overview
The Business Transformation, and Requirements Service (BTRS) (43E) supports the transformation of the National Cemetery Administration (NCA) by modernizing the NCA wide IT applications capabilities. BTRS will address data weaknesses, expand end-user functionality (e.g. chain of custody tracking, Veteran case status, digital mapping, gravesite validation, online forms, etc.), re-architect to enable integration with enterprise services. Ultimately this will increase NCA employee and customer satisfaction in support of Veterans and their families. BTRS will lead the design, development, and deployment of the modernized architecture, while supporting the legacy requirements with the focus on reducing risk and optimizing resources.

The BTRS is also responsible for NCA Freedom of Information Act (FOIA), Records Managements, and Privacy Act (PA) Programs to ensure NCA compliance at all locations throughout the country. The BTRS also provides space management, property accountability, and information technology equipment support for the NCA Central Office (NCACO); and provides liaison and troubleshooting support to NCA field sites on property accountability and information technology equipment issues.
Functions and Activities

- Organizes the MBMS program to ensure business outcomes and value delivery.
- Ensures the delivery of short-term enhancements to the current business and web platforms.
- Stands up plans, approach and design for the long-term platform replacement.
- Represents NCA business leadership and their needs in dealings with Office Information and Technology (OIT).
- Ensures the MBMS solutions are designed and deployed in accordance with the Voice of the Business.
- Ensures a timely and cost-effective solution to meet the needs of the business.
- Manages partners for delivery of the overall Program within the constraints of scope, time, and budget.
- Collaborates with the strategic planning process to define the business vision and goals.
- Engages with the VA Budget process to ensure that funding and budgets are sized to deliver against the strategic goals.
- Advises and provides technical guidance to NCA senior management and other Federal and state agencies, Arlington National Cemetery, and various State Veterans' cemeteries on new data management systems.
- Engages with VA wide initiatives and Enterprise Architecture (EA) activities to ensure that enterprise models include NCA needs, and that EA artifacts include NCA inputs.
- Provides business architecture guidance and management to NCA to align the technology to its customers, people and mission.
- Leads business process re-engineering design and requirements.
- Ensures NCA complies with Federal and VA requirements, policies and procedures concerning access to records under the Freedom of Information and Privacy Acts.
- Ensures all records management and official forms are compliant with OMB and Paperwork Reduction Act standards.
- Serves as a liaison with field sites on all Tier II IT equipment issues including finance and budget planning for that equipment to ensure that NCA needs are communicated and funded.
- Provides guidance to all NCA field locations on maintaining accountability on the IT and non-IT equipment.
- Provides oversight and support to ensure NCA employees have most appropriate IT equipment and Tier II help desk tickets are resolved in a timely fashion.
Mission
The Office of General Counsel provides legal advice and services to the Secretary of Veterans Affairs (SECVA) and all organizational components of the Department. The General Counsel is, by statute 38 U.S.C. 311, the Department’s Chief Legal Officer.

General Counsel

Overview
The Office of General Counsel (OGC) serves as VA’s in-house counsel and is committed to ensuring that every member of OGC is focused on how OGC’s work impacts Veterans, and has an understanding and commitment to the business priorities of our VA clients many of whom directly serve Veterans.

OGC’s attorneys act as business partners, providing sound legal expertise, and as needed, critical problem-solving skills and risk-management advice.

Functions and Activities

- OGC strives to provide real-time legal advice. Our goal is to be involved with Department decision-makers (our clients) during the initial phases of decisions and actions, rather than focusing only on defending actions after decisions have been made. This proactive, preventive-law approach promotes better outcomes and reduces risk.
The General Counsel, Principal Deputy General Counsel, Deputy General Counsel for Legal Operations, Deputy General Counsel for Veterans Programs, and Deputy General Counsel for General Law advise the SECV, Deputy Secretary (DEPSECVA), VA Chief of Staff (COSVA), and other senior Department officials regarding all laws, regulations, Executive Orders, and judicial precedent pertaining to the Department and its operations.

OGC provides a full range of legal and litigation services, as well as support for legislative and regulatory activities through our Chief Counsels who lead eight Law Groups, five Offices of Chief Counsel in the Districts, two National Practice Groups (NPGs), the Court of Appeals for Veterans Claims Litigation Group (CAVCLG), and the Ethics Specialty Team (EST). OGC’s internal administrative functions are handled by Management, Planning and Analysis.

Authorities

Senior Counselor to the General Counsel

Overview
The Senior Counselor to the General Counsel reports to the General Counsel and provides legal counsel in matters relating to the Secretary’s goals and priorities, as assigned, ensuring continuity and legal support in the assessment of the Department’s processes and procedures. The Senior Counselor focuses on Department initiatives that cross-cut legal specialties and interface with other Federal agencies.

Principal Deputy General Counsel

Overview
The Principal Deputy General Counsel (PDGC) serves as senior legal advisor to the General Counsel on all matters received for consideration and/or action. The PDGC also provides oversight of OGC’s provision of legal services and representation. The Deputy General Counsel (Legal Operations), the Deputy General Counsel (Veterans’ Programs) and the Deputy General Counsel (General Law) report to the PDGC. The PDGC also serves as VA’s Designated Agency Ethics Official (DAEO).

Management, Planning and Analysis

Overview
OGC’s internal administrative functions are led by the Deputy Director, Management, Planning and Analysis (MPA).

Functions and Activities

- Manages budget execution, human resources, and logistics.
• Maintains the OGC’s internal and client facing SharePoint sites, OGC’s public facing website, OGC’s internal newsletter and other strategic communication.

• Maintains a Law Library which contains legal reference material, including managing OGC’s legal research contracts and collection of OGC letters and opinions from the 1920s to present.

• Provides planning and analysis services, including Strategic Planning, Client and Legal Priorities, Client Satisfaction, OGC Performance, and Reports Analysis Planning and Statistics.

Ethics Specialty Team

Overview
OGC’s Ethics Specialty Team (EST) manages the Department’s Ethics Program, assisting VA employees in complying with the Standards of Ethical Conduct for Employees of the Executive Branch, criminal statutes related to conflicts of interest, and other laws governing employee conduct. The EST is led by a senior executive Chief Counsel; and the Principal Deputy General Counsel, serves as VA’s Designated Agency Ethics Official (DAEO). Clients contact the EST directly for advice on ethics issues.

Functions and Activities

• Oversees VA’s Financial Disclosure Program: Information on the types of financial disclosure reports (Public (OGE Form 278 and OGE Form 278-T) and Confidential (OGE Form 450)), who must file, when, and with which forms. Also includes information about the STOCK Act and VA’s list of positions required to file a confidential report.

• Conflicts of Interest and Impartiality: Provides Information regarding avoiding criminal conflict of interest violations and the appearance of partiality.

• Fundraising: Rules regarding Federal employee fundraising.

• Gifts: Information regarding Gifts From Outside Sources, Gifts Between Employees, Gifts to VA, Awards from Outside Organizations, free attendance at widely attended gatherings, and Gifts from Foreign Entities.

• Donated Travel: When an employee travels on official duty and a non-Federal entity pays for all or part of the travel, this is a gift to VA which must be approved by the appropriate officials through VA Form 0893.

• Misuse of Government Resources: Information on misuse of Government resources such as property, time, non-public information, and position. This also includes information regarding endorsement and governmental sanction.

• Outside Activities: Information on personal activities outside of VA position.

• Political Activities: Information regarding the Hatch Act, which governs the political activities of Federal employees.
- **Seeking Employment and Post-Government Employment Restrictions**: Information for employees who are seeking, or who have an arrangement for, non-Federal employment.

- **Representation of Others before Federal Agencies or Courts**: Information regarding the circumstances under which Federal employees are prohibited from representing others before a Federal agency or court.

**Deputy General Counsel (Legal Operations)**

**Overview**
The Deputy General Counsel (Legal Operations) supervises a team of Senior Executive Chief Counsels responsible for leading two Law Groups (Personnel Law, and Torts Law), and five Offices of Chief Counsel, one for each VA District.

**Personnel Law Group**

**Overview**
The Personnel Law Group provides advice to VA management regarding human resources (Title 5 and 38), labor relations, Equal Employment Opportunity (EEO), Merit Systems Protection Board, Office of Special Counsel (whistleblower retaliation), and immigration matters.

**Functions and Activities**

- Defends VA, promotes just results, and protects Agency resources. Protects employees by ensuring Agency actions do not violate laws, regulations, and policies which protect whistleblowers; ensuring disciplinary actions are sound, and defending them on appeal, to promote better service to Veterans.

- Develops and coordinates the Department's response to and provides legal advice regarding Congressional oversight requests and hearings, increases transparency and improves trust in VA, which benefits Veterans.

- Serves as Counsel for the Secretary and VA staff on cases before the Merit Systems Protection Board.

- Provides legal counsel for labor relations matters including representing VA during labor union negotiations.

- Provides litigation assistance to the US Department of Justice on major class action litigation before the U.S. Court of Federal Claims and in other cases filed in Federal court.

- Provides agency head reviews of all master collective bargaining agreements and local supplemental agreements.

- Provides technical legal review of all 38 U.S.C. 7422 decision memos.

- Provides subject-matter expertise in all matters involving labor relations, EEO, personnel, and immigration law.
• Drafts precedential, advisory, and informal OGC opinions related to personnel, labor, EEO, and immigration law matters.

• Oversees questions concerning affiliation and disbursement agreements, credentialing and privileging, state licensing boards, and the National Practitioner Data Bank.

Torts Law Group

Overview
The Torts Law Group provides advice and legal services regarding Torts, Personal Immunity and Department of Justice (DOJ) Representation.

Functions and Activities

• Performs legal review of administrative tort claims, negotiates claims and reconsidered denied tort claims.

• Provides legal support to U.S. Attorneys’ Offices in tort litigation and monitors tort claim litigation in United States District Courts.

• Requests representation for Department officials who are sued in their individual capacity.

Offices of Chief Counsel in the Districts

Overview
There is one Chief Counsel Office in each VA District; each office is led by a senior executive Chief Counsel. Each Chief Counsel is responsible for providing legal advice and assistance to Directors and other officials at all VA facilities within their jurisdiction.

Functions and Activities

• Advises and represents management of VA facilities on issues relating to personnel and labor law.

• Advises VA facilities on issues relating to hospital administration, law enforcement, informed consent, and patient funds, among other matters.

• Provides other legal services and consultation as needed by VA field activities.
OGC District Chief Counsels

Figure 8 - Map of States Within VA Districts

Click here for the alternate representation of the chart

Deputy General Counsel (General Law)

Overview
The Deputy General Counsel (General Law) supervises a team of Senior Executive Chief Counsels responsible for leading four of OGC’s Law Groups (Information and Administrative Law, Procurement Law, Real Property Law, and Revenue Law), and the District Contracting National Practice Group, a virtual nationwide team.

District Contracting National Practice Group

Overview
OGC’s District Contracting National Practice Group provides legal advice, reviews, litigation representation, and support on matters pertaining to VA contracts, sharing agreements, and leases conducted by District contracting activities outside of the Office of Acquisition Operations.

Functions and Activities

- As in-house counsel for VHA contracting staff in the field, provides legal advice and support to ensure legally defensible acquisitions that deliver the best supplies, services, and facilities for Veterans.
• Serves as Counsel for the Secretary and VA in contract litigation before the Government Accountability Office, Civilian Board of Contract Appeals, U.S. Court of Federal Claims, and other Federal courts.

• Provides acquisition legal support for the seven Consolidated Mail Outpatient Pharmacies with an annual budget exceeding $3 billion.

Information and Administrative Law Group

Overview
Information and Administrative Law Group attorneys provide advice regarding Information Disclosure [Freedom of Information Act (FOIA), Privacy Act, Health Insurance Portability and Accountability Act (HIPAA), Privacy, Information Security, and Breach Notification Rules, Title 38 confidentiality statutes], Electronically Stored Information (ESI) Disclosure, Touhy, Information Security and Technology, Records and Information Management, Data Governance, Federal Advisory Committee, Copyright and Trademarks, communications with Congress, appropriations law, law enforcement, and public-private partnerships.

Functions and Activities

• Provides subject-matter experts on Information Law, including privacy, disclosure, records and information management, information security and technology.

• Assists with the disclosure of electronically stored information (as ordered by courts or requested by parties as discovery in litigation, ordered by administrative bodies in administrative complaints, requested by congressional committees, directed by the Office of Accountability and Whistleblower Protection for internal investigations, requested by law enforcement agencies, directed by the Office of Special Counsel in investigation of retaliation and whistleblower complaints, and requested by the public under FOIA).

• Provides advice on accommodation of Congressional oversight investigations.

• Serves as final arbiters of fact in administrative appeals under the FOIA and Privacy Act.

• Advises agency officials on information security matters, including responding to data breaches involving VA sensitive information.

• Negotiates terms of business associate agreements, data use agreements, and other agreements to safeguard VA data disclosed to other entities pursuant to HIPAA and other release statutes.

• Reviews terms of service and memoranda of understanding with social networking and other service providers to promote and protect VA’s online presence.

• Reviews appropriation requests to Congress and advises VA senior leaders concerning the use of congressionally-appropriated funds.

• Renders advice on law enforcement matters, such as offenses on VA property, officer jurisdiction and authority, and cooperative agreements with local, state, and Federal law enforcement authorities.
Procurement Law Group

Overview
The Procurement Law Group provides guidance regarding Government Supply and Service Contracts, including information technology, Sharing Agreements (38 U.S.C. 8153), Bid Protest Litigation, post-award contract administration issues and litigation, and Debarment and Suspension.

Functions and Activities
- Partners with VA offices to secure legally compliant contracts which strike the best bargain for Veterans.
- Serves as Counsel for the Secretary and VA staff on cases before the Civilian Contract Appeals Board, Government Accountability Office, and U.S. Court of Federal Claims.
- Defends VA and prepares VA responses in all litigation related to agency contracts.

Real Property Law Group

Overview
Serves as full-service in-house and litigation counsel for Real Property matters (e.g., land acquisitions and disposals, medical facility leases, enhanced-use leases, easements, permits, and licenses); Personal Property matters (e.g., modular buildings, wheelchairs), Environmental Law; Energy and Utility Matters; Construction Matters; and Architect-Engineer Matters.

Functions and Activities
- Provides pre-award and post-award legal support for solicitations and contracts including participants on Integrated Product Teams and Contract Review Boards.
- Provides Transaction and Litigation support and assistance.
- Provides “first chair” legal services for matters filed at the Civilian Board of Contract Appeals, and the Government Accountability Office.
- Provides “second chair” legal services in support of the U.S. Department of Justice, for matters filed at the Court of Federal Claims, and in Federal District Court.
- Reviews Legislative, testimony, VA budget questions, and regulations.

Revenue Law Group

Overview
The Revenue Law Group recovers funds owed to the United States by using various legal-collection remedies, to include litigation in Federal and State courts.

Functions and Activities
- Provides legal services involving revenue to VA from health insurance carriers, claims to recover the cost of treatment for non-VA workers compensation, and personal injury claims.
• Supports VA’s centralized debt collection program (the Debt Management Center), which includes the provision of legal services to employee debt appeals.

• Compromises, when appropriate, amounts owed to VA to maximize personal injury and workers compensation recoveries for Veterans.

**Deputy General Counsel (Veterans Programs)**

**Overview**
The Deputy General Counsel (Veterans Programs) leads the Law Groups that advise and support Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration. The Deputy General Counsel supervises a team of Senior Executive Chief Counsels responsible for leading OGC’s Benefits and Health Care Law Groups, the Court of Appeals for Veterans Claims Litigation Group, and the Loan Guaranty National Practice Group, a virtual nationwide team.

**Benefits Law Group**

**Overview**
The Benefits Law Group provides legal advice regarding benefits administered by the Veterans Benefits Administration (VBA) and the National Cemetery Administration (NCA), and with the assistance of the Department of Justice, represents the SECVA in litigation at the U.S. Court of Appeals for the Federal Circuit.

**Functions and Activities**

• Ensures compliance with laws, regulations, and policies affecting VA benefits (other than Loan Guaranty) and NCA operations (except Real Property), and that VA programs carry out the intended purpose of serving Veterans and protecting VA from litigation outcomes that are costly or inhibit efficient provision of service to Veterans.

• Administers the accreditation process which improves Veterans’ access to qualified representatives.

• Supports the Department of Justice defense of benefits litigation.

**US Court of Appeals for Veterans Claims Litigation Group**

**Overview**
The U.S. Court of Appeals for Veterans Claims Litigation Group represents the SECVA in all litigation brought before the Court of Appeals for Veterans Claims (CAVC).

**Functions and Activities**

• Provides legal representation for the SECVA regarding appeals from BVA decisions to the CAVC, writs of mandamus seeking extraordinary relief, and applications for attorney fees filed under the Equal Access to Justice Act.

• Conducts legal research, participates in Court-led mediation sessions, drafts and files pleadings, and presents oral argument before the CAVC.
• Consults with program stakeholders to ensure the positions taken before the CAVC are consistent with the Secretary’s goals and priorities and advises on ways to reduce litigation risks.

Health Care Law Group

Overview
The Health Care Law Group provides advice to the Veterans Health Administration regarding health care administration and operations, including eligibility for care, homeless programs, Veterans Canteen Service, patents, medical research, and non-profit research corporations.

Functions and Activities

• Ensures compliance with laws and that VA programs fulfill the intended purpose of serving Veterans, while protecting VA from costly litigation.

• Interprets and clarifies statutory requirements, facilitating timely and efficient provision of care in VA facilities and in the community, improving the Veterans’ experience and access to health care.

• Facilitates research of value to Veterans by reviewing and assisting with Cooperative Research and Development Agreements, Material Transfer Agreements, Confidentiality Disclosure Agreements, Cooperative Technology Administration Agreements, Intellectual Property (IP) licenses, and Federal/Non-Profit funds for research.

Loan Guaranty National Practice Group

Overview
The Loan Guaranty National Practice Group provides necessary legal services for VBA’s Home Loan Guaranty, Native American Direct Loan, and Specially Adapted Housing programs.

Functions and Activities

• Advises on issues related to the proper application of statutes and regulations, provides legislative services to the Department and Congress, assists in promulgating rules, and contributes to the efficient, legally compliant delivery of housing benefits to Veterans and Servicemembers.

• Coordinates with the White House, Federal agencies, and Government Sponsored Enterprises on issues related to the Nation’s housing finance programs.

• Provides litigation assistance and serves as subject matter experts when the Department of Justice represents VA in litigation, appeals, or enforcement actions related to VA’s home loan programs.

• Assists the Office of Inspector General and VBA in identifying and preventing false or fraudulent claims in the home loan programs.

• Conducts nationwide oversight of litigation that contract attorneys file in court to foreclose loans made or acquired by the Secretary or to recover possession of property acquired under the home loan programs.
• Helps ensure the Secretary acquires property that is marketable in the area where the property is located, thereby contributing to the short- and long-term solvency of the Veterans Housing Benefits Program Fund and the Native American Veteran Housing Loan Program Account.
Office of Acquisition, Logistics, and Construction

![Organization Chart]

Figure 9 - Office of Acquisition, Logistics and Construction Organization Chart

Click here for the alternate representation of the chart

Office of the Principal Executive Director

Overview
Provides a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America’s Veterans and their families. For more information, please visit [http://www.va.gov/oalc/](http://www.va.gov/oalc/).

Functions and Activities
Establishes and oversees enterprise acquisition policy, processes, and education. Also serves as Chairman of the VA Acquisition Executive Council.

- Serves as the Department’s Chief Acquisition Officer and principal advisor to the Deputy Secretary on acquisition-related items.

- Develops and maintains the acquisition career management program. Trains and certifies the entire acquisition team through the operation of the VA Acquisition Academy.

- Manages and establishes standards for VA’s enterprise wide acquisition technology tools.

- Formulates, reviews, and implements enterprise wide acquisition policy, ensuring compliance with Federal acquisition policy promulgated by Office of Federal Procurement Policy, legislation, and other regulatory entities.

- Develops VA Supply chain management policy and monitors enterprise wide operations.
• Provides strategic direction and management oversight of VA’s delegated authority from the General Services Administration (GSA) to establish and maintain Federal Supply Schedules for health care system, commodities, and equipment.

• Establishes performance measures for the agencies acquisition programs.

• Develops and oversees acquisition operations for the Department.

• Serves as the primary advisor to the Deputy Secretary on acquisition operation related items and co-chairs VA’s Senior Procurement Council.

• Oversees the formulation of plans and acquisition strategies.

• Ensures the provision of acquisition services to the Department. Serves as Chairman of the VA Revolving Fund Board of Directors.

Develops and oversees VA’s major construction program and leasing activities.

• Serves as the primary advisor to the Deputy Secretary on construction and lease-related items.

• Manages the progress of specific construction and lease projects.

• Promulgates VA’s construction, leasing, and historic and environmental preservation polices and standards.

• Reviews, presents and defends the requested budget for VA’s major construction and leasing program.

• Oversees the formulation of plans and acquisition strategies for the procurement of land, and construction and leasing services.

• Provides management and oversight of facility engineering operations for strategic capital investment and project prioritization.

• Establishes and implements enterprise wide processes and tools to support and standardize the construction and leasing process.

Deputy Executive Director of Acquisition, Logistics and Construction

Overview
Supports the Principal Executive Director (PED) in the delivery of a full range of innovative, cost-effective business solutions, and responsible services tailored to meet the ongoing and emerging needs of our customers in their support of America’s Veterans and their families. For more information, please visit http://www.va.gov/oalc/.
Functions and Activities

- Functions at the Principal Deputy Assistant Secretary level. Serves as the PED's primary advisor on matters pertaining to VA's acquisition and construction management programs, practices, applicable laws, and regulations.

- Supports the PED in establishing organizational goals and objectives and participates in intergovernmental acquisition functions, coordinates various operations with other Federal organizations.

- Responsible for supporting the PED in the development and implementation of OALC's strategic plans and initiatives and coordinating these activities with the Department's strategic activities.

- Serves as the Deputy Chief Acquisition Officer.

Authorities
38 U.S.C. Part VI Chapter 81 Subchapter 1 §§ 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.
VA Directive 7000. VA Acquisition Policy.
VA Handbook 7002. Logistics Management.
VA Directive 7126.2. Procurement Sources and Programs.
VA Handbook 7126.2. Procurement Sources and Programs.
VA Handbook 7345. Sale, Abandonment, or Destruction of Personal Property.
VA Directive 7349. VA Acquisition Corps (VAAC).
VA Handbook 7349. VA Acquisition Corps (VAAC).
VA Directive 7401.3. Selling Authority Certification.
VA Handbook 7401.3. Selling Authority Certification.
VA Directive 7401.6. Limited Authority to Pay by Purchase Card.
VA Handbook 7401.6. Limited Authority to Pay by Purchase Card.
VA Handbook 7401.7. Unauthorized Commitments and Ratification.
VA Directive 7531. Acquisition of Artwork, Decorative Furnishings and Decorative Items.
VA Directive 7815. Acquisition of Real Property by Lease and by Assignment from General Services Administration.
VA Directive 0023. Tier 1 Graphic Standards.
Office of the Executive Director, Office of Acquisition and Logistics

![Diagram of organizational structure]

Figure 10 - Office of Acquisition and Logistics

Click here for the alternate representation of the chart

Overview
Supports America’s Veterans and families by delivering and enabling business solutions that meet the ongoing and emerging needs of our clients. For more information, please visit [http://www.va.gov/oal/](http://www.va.gov/oal/).

Functions and Activities
Responsible for the Department’s acquisition and logistics policy development and enforcement functions:

- Serves as the Senior Procurement Executive (SPE) for the Department.
- Serves as the primary advisor to the Chief Acquisition Officer (CAO) and SECVA on all matters related to acquisition and logistics and assists the CAO in the planning and execution of enterprise business strategies and acquisition management.
- Establishes and manages all acquisition workforce policies and programs in the Department.
- Oversees acquisition management functions.
- Testifies before Congress on acquisition and logistics activities.
- Directs the full range of programmatic and oversight duties associated with acquisition and logistics policies and procedures, including procurement policies and procedures for the Department.
- Operates a variety of risk management, quality assurance, and compliance programs, and the contracting officer warrant program to ensure proper stewardship of Department resources.
- Oversees the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, and the Federal Acquisition Regulation (FAR).

- Develops and maintains VA’s Acquisition Regulations (VAAR) and other Departmental acquisition and logistics guidance.

Represents the Department in matters pertaining to intergovernmental acquisition and logistics, policies and procedures, and coordinates intergovernmental support operations. Manages the Department’s acquisition systems.

- Oversees the operation of enterprise acquisition management information systems and ensures timely and accurate acquisition reporting to the OMB and Congress.

- Provides operational performance assessments related to system use.

- Oversees implementation of system enhancements.

- Oversees acquisition support programs and processes.

- Establishes and manages all acquisition workforce policies and programs in the Department.

- Establishes and manages all acquisition workforce development policies and programs and manages the Federal acquisition workforce certification programs.

- Develops and deploys Department-level acquisition career management doctrine, policy and implementing regulations to ensure compatibility with overall VA objectives and Federal mandates.

- Directs the strategic planning, operational improvement and integrated performance management functions.

- Formulates, manages, and executes the VA Supply Fund, which supports spending across the Department in the excess of 19B annually.

- Directs the development of metrics and performance standards for all acquisition activities identifying potential systemic problems and/or continuous improvement opportunities.

- Identifies and applies new approaches and/or solutions to improve acquisition planning, execution, and workforce development.

Oversees supply chain management activities.

- Formulates VA-wide logistics and supply chain management doctrine, policy, and strategies for supplier relationship transformation, supply chain process improvement, strategic sourcing and product standardization.

- Ensures VA’s logistics and supply chain management program complies with Federal law and regulation, presidential directives, and OMB mandates.
• Oversees a comprehensive review process to ensure VA’s logistics programs are organized to achieve cost-effective solutions consistent with laws and regulations, sound business practices, and customer service expectations.

Establishes educational and training requirements and programs for the Department’s acquisition workforce:

• Provides training and professional development curriculums based on acquisition workforce competency and certifications requirements established by OMB.

• Oversees the design, development, and management of the Federal Acquisition Certification in Contracting (FAC-C), Program and Project Management (FAC-P/PM), and Contracting Officer’s Representatives (FAC-COR) training curriculum practices, procedures and protocols.

• Oversees curriculum development and training delivery of the Schools for Logistics Management and Construction and Facilities Management.

• Develops automated systems to collect and store acquisition workforce data to support VA’s acquisition workforce certification program.

Authorities

Office of Acquisition Program Support

Overview
The Office of Acquisition Program Support provides the full range of mission support services and operations for efforts focused on Acquisition Workforce Professional Development and Credentialing, VA Revolving Funds Management, Human Resources Liaison requirements, Business Transformation, OAL Facilities and Emergency Preparedness.

Functions and Activities
• Manages a comprehensive acquisition career management program in accordance with Office of Management and Budget (OMB) and Office of Federal Procurement Policy (OFPP) Federal Acquisition Certification directives in the areas of Contracting (FAC-C), Contracting Officer Representatives, (FAC-COR), and Program and Project Management (FAC-P/PM).

• Develops policy and standards for the Applied Learning Center, analyzes results of competency assessments, and supports development of education and training programs to address acquisition workforce competency deficiencies. Works in close collaboration with the Chancellor of the VA Acquisition Academy to ensure that the Academy offerings are fully synchronized with acquisition workforce needs.

• Develops and maintains acquisition enterprise-level automated business systems requirements that support acquisition workforce management functions, including competency testing, records management, and reporting. Ensures acquisition stakeholder communities are knowledgeable in the use of these systems, develops operational performance assessments related to system use, and implements continuous process improvements.
• Develops, monitors, and supports succession planning for the acquisition workforce across the Department. Prepares an annual congressional report detailing the status of the Department’s acquisition workforce.

Office of Business Services

Overview
Manages Business Services functions comprising two divisions: Human Resources Liaison (HRL) and Operations Support (OS).

Functions and Activities
• Responsible for providing an array of human resources services including advice, guidance, and processing, in conjunction with OAL’s assigned HR servicing organization, of staffing, recruitment, classification, position management, benefits, employee/labor relations, performance management, award recognition, Equal Employment Opportunity issues, privacy issues, and actions to support the management and employees of the OAL organization.

• Coordinates with the appropriate offices to include OAL’s HR servicing organization, the Office of Resolution Management, and the Privacy Office to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

• Oversees a variety of operational and administrative support programs necessary to sustain business lines in the Office of Acquisition and Logistics (OAL) and the Office of Procurement, Acquisition, and Logistics (OPAL).

• Responsible for facility and workspace planning management systems; learning programs and the Talent Management System (TMS); travel management and the Federal Traveler program; internal procurement and the Government Purchase Card program; transit benefit management system; property management and equipment inventory; several components of EEO; emergency preparedness and Continuity of Operations (COOP) programs; organizational-wide employee training, education, and professional development; and intra-organizational procurement support. Coordinates with several offices, including VA Office of Management, General Services Administration, VA Operations and Security Preparedness, VA Office of Resolution Management, VA Construction and Facility Management, VA General Counsel, and the VA Office of Information and Technology.

• Administers, staffs, and manages OALC’s Emergency Preparedness program which includes program officials and Watch Officers that provide coverage in the Integrated Operations Center (IOC), with 24/7 capability for monitoring all VA operations at VA Central Office, Washington, D.C. and nationwide. Manages the Emergency Relocation Group (ERG), Devolution ERG (DERG), and Reconstitution ERG (RERG) that serve as the organization’s first responders for emergency support and disaster planning, and response and recovery operations.

• Publishes and maintains an Emergency Management Master plan outlining OALC emergency planning and support operations including COOP, disaster recovery, devolution operations, and related media that outlines the actions to be taken to ensure the continuation of OALC’s Mission Essential Functions (MEFs), should the VA Central Office ever become unavailable or unsafe to conduct normal operations.
• Provides advice and assistance to ad hoc groups of VA emergency preparedness planners and analysts and conducts and serves on special committees that address emergency preparedness subjects, logistical resources, emergency and contingency planning and related disciplines. OS supports all VA fourth mission functions required under the National Response Framework (NRF) Emergency Support Functions (ESF) in support of Federal, state, local, tribal government, and non-governmental entities. OS monitors (jointly with Watch Officers) domestic and world situations, status of the VA IIO, COOP sites, and all VA components and subcomponents on the national, regional, and local levels.

• Provides around-the-clock acquisition and logistics policy support to the Department via the VA Integrated Operations Center.

Office of CFO, Revolving Funds

Overview
Manages VA’s Supply and Franchise Funds (Revolving Funds).

Supply Fund

Overview
Formulates the budget and executes the VA Supply Fund that generates more than $18 billion in annual sales, provides over 1,000 full-time equivalent positions throughout the Office of Acquisition and Logistics (OAL), Office of Procurement, Acquisition, and Logistics, the Office of Small and Disadvantaged Business Utilization, and various legal, assessment, and administrative support positions throughout the Department.

Functions and Activities
• The Supply Fund recovers its operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA). VA organizations and facilities can use the IVA+ Program to extend obligation authority of appropriated funds for short periods of time to support bona fide program needs.

• in partnership with the Finance Service Center in Austin, Texas, the Supply Fund recovers duplicate payments to vendors and unused credits from vendors.

• The Office performs a full range of accounting functions, including recording obligations and processing payments, maintaining financial records of the Supply Fund, performing financial analyses, and managing the annual fund audit process conducted by a private sector accounting firm.

Franchise Fund

Overview
The VA Franchise Fund was established under the authority of the Government Management Reform Act of 1994 and the VA and Housing and Urban Development and Independent Agencies Appropriations Act of 1997. VA was selected by the Office of Management and Budget (OMB) in 1996 as one of six Executive branch agencies to establish a franchise fund pilot program. Created as a revolving fund, the VA Franchise Fund began providing common administrative support services to VA and other government agencies in 1997 on a fee-for-service basis. In 2006, under the Military Quality of Life and Veterans Affairs...
Appropriations Act, P.L. 109-114, permanent status was conferred upon the VA Franchise Fund. The mission of the VA Franchise Fund is to be the provider of choice of common administrative support services for VA and other government agency customers, enabling them to best meet their primary missions.

The VA Franchise Fund is comprised of an administrative office (Franchise Fund Oversight Office) and seven self-supporting lines of business (Enterprise Centers). The current VA Enterprise Centers include the following: The Financial segment (under the oversight of the Office of Management) including the Financial Services Center (FSC) in Austin, Texas, the Debt Management Center (DMC) in St. Paul, Minnesota and the Records Center and Vault in Neosho, Missouri; the Personnel, Security and Law Enforcement segment (under the oversight of the Human Resources Administration) including the Security and Investigations Center (SIC) and the Law Enforcement Training Center (LETC), both in North Little Rock, Arkansas and the Human Resources Enterprise Center (HREC) in Washington, DC; and the Information Technology segment, including the IT Infrastructure Operations (ITIO) Center in Austin, TX (under the oversight of the Office of Information and Technology).

The directors of the individual Enterprise Centers and their staffs are responsible for customer satisfaction, support to the VA lines of business, Enterprise Center business planning and development, staffing, and execution of day-to-day business activities consistent with their annual business plans. The VA Franchise Fund Oversight Office and the Revolving Funds Chief Finance Officer is accountable for enterprise best practices, standard business plan development, fiduciary audits, and financial stability of the VA Franchise Fund in accordance with statutes, regulations, and policies.

Functions and Activities

- Provides policy, process, guidance, and direction to the seven Enterprise Centers (EC’s) and any future Enterprise Centers for delivering exceptional customer service, high quality, reliable and consistent mission support services at lower costs.

- Briefs the Revolving Funds Board of Directors (RFBOD); draft and implement new policies for the VA Franchise Fund aligned with OMB policy memorandums and Unified Shared Service Management (USSM) emerging policies and processes. Accountable to deliver enterprise-wide performance dashboard and transparent performance metrics for enterprise mission support services performed by VA Enterprise Centers.

- In coordination with the Office of Management (OM) and the Office of Finance (OF), ensures clean audit results for the VA Franchise Fund. Takes appropriate actions related to all OIG and GAO findings on the VA Franchise Fund to ensure compliance with fiduciary requirements and Federal Government best practices.

Office of Acquisition Human Capital Management Services (AHCMS)

Overview
Operates under the direction of VA’s Departmental Acquisition Career Manager (ACM), who also serves as the Director, Acquisition Human Capital Management Services, advises and assists VA’s Chief Acquisition Officer (CAO) and senior leadership in fulfilling and managing VA’s acquisition workforce’s professional development.
Functions and Activities

- Provides policy development and management of VA’s Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer’s Representative (FAC-COR) certification programs.

- Assesses and analyzes VA’s acquisition workforce competency and certifications requirements and provides acquisition leaders, including Chief Acquisition Officer, Senior Procurement Executive, and Heads of Contracting Activity assessment metrics to support the workforce’s professional development and future initiatives.

- Through strategic communications, outreach initiatives, collaborative forums, and engagement, keeps the acquisition workforce updated on changing VA and the Office of Federal Procurement Policy’s (OFPP) policies, certification requirements, and other acquisition workforce initiatives.

- Develops and maintains reporting mechanisms for critical operational and transformational metrics and analyzes performance outcomes to identify potential systemic problems and continuous improvement opportunities.

- Provides complete and accurate data for the Department’s FAC certification workforce to VA leadership for information, awareness and reporting to Congressional inquiries such as the VA-wide Acquisition Human Capital Workforce Plan which is provided annually to OMB.

- Oversees the implementation, management, and use of the Federal Acquisition Institute (FAI) Training Application System (FAITAS), to support the processing of all VA FAC requests.

- Develops partnerships and engages with external stakeholders, such as OMB, the Office of Federal Procurement Policy (OFPP), the Federal Acquisition Institute (FAI), other civilian agencies and professional organizations to ensure acquisition workforce preparedness, career and professional development, recognition, and exchange best practices.

Authorities
GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).
OFPP Policy Letter 05-01 of April 15, 2005, Subj: Developing and Managing the Acquisition Workforce.

Office of Acquisition Systems Integration

Overview
Manages Acquisition Strategic Planning and Acquisition Systems Integration functions comprising of two divisions: Systems Integration Division (SID) and Business Transformation Division (BTD).

Functions and Activities

- Develops and deploys departmental procurement performance measures to determine operational effectiveness, efficiency, and achievement of objectives. Develops and manages executive dashboards to support timely decision-making on critical OAL work functions.
• Sponsors acquisition strategic studies to identify and implement industry best practices and business processes related to Program Management and the Acquisition Program Management Framework (APMF). Develops policies and procedures to integrate the APMF across the Enterprise by establishing the appropriate links with the other elements of VA’s Strategic Management Process (Planning, Programming, Budgeting and Execution (PPBE) and End-to-End Requirements). Establishing program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department. This includes the multi-phased and multi-team implementation of the APMF.

• Manages an internal acquisition customer satisfaction/outreach program to identify and resolve systemic problems to include necessary changes in customer’s Service Level Agreements.

• Manages operation of VA’s Acquisition Executive Council (AEC) to act as the governance structure for life-cycle acquisition management. Also plans and coordinates resource reviews with senior management on the operation of the AEC. Oversees the preparation of milestone status reports, briefings, and presentations for internal and external stakeholders.

• Coordinates with the VA Acquisition Academy (VAAA) to ensure academy program management course offerings are synchronized with the Department’s program management doctrine.

• Develops policies and procedures to integrate the Department’s overarching acquisition framework and related business management systems.

• Establishes program management doctrine and develops program management policies and procedures to standardize proper activities throughout the Department.

• Assists with resolving acquisition life-cycle management challenges.

• Supports the Department’s Chief Acquisition Officer and senior leadership in fulfilling the acquisition program management oversight function of the Department.

Authorities
GSA FSS Delegation for Selected Federal Supply Classification Groups of 1961 (as amended).

Office of Policy, Systems, and Oversight

Overview
The Office of Procurement Policy, Systems, and Oversight provides leadership and management to the Department-wide acquisition program, one of the largest within the Federal Government with annual spending exceeding $26 billion.
Functions and Activities

- Manages and directs the development, deployment, and operational assessment of directives to effectively and efficiently implement Federal law, Presidential Executive Orders, the FAR and other Department guidance across the acquisition enterprise.

- Formulates, reviews, and implements Department-level acquisition policy and guidance as it relates to the Department’s acquisition activities.

- Represents the Department in matters pertaining to intergovernmental acquisition, and logistics policies and procedures, coordinates intergovernmental support operations.

Office of Procurement Policy and Warrant Management Service

Overview
The Office of Procurement Policy and Warrant Management Service formulates VA-wide procurement doctrine and policy. For more information, please visit http://www.va.gov/oal/about/pps.asp

Functions and Activities

- Formulates, reviews, and implements VA Acquisition Regulations, which supplements the FAR.

- Manages the Contracting Officer Warranting Program:
  - Coordinates the issuance of warrants through the Departments Senior Procurement Executive.
  - Reviews and processes Contracting Officer warrants for the Department.

Office of Enterprise Acquisition System Services

Overview
Directs the development, deployment, and maintenance of enterprise automated systems, including the Electronic Contract Management System.

Functions and Activities

- Develops and maintains acquisition enterprise-level automated business systems.

- Integrates business systems with other corporate systems such as financial management systems and conducts operational performance assessments.

Office of Risk Management and Compliance Service

Overview
Develops and implements procurement and risk management, quality assurance, and compliance activities. For more information, please visit http://www.va.gov/oal/about/rmc.asp.
Functions and Activities

- Monitors operational performance to ensure goals and priorities are met and program activities are controlled.

- Collects data to support internal measurement and assessment programs and prepares reports for the OMB and Congress.

- Manages the OMB Circular A-123 program to assess, monitor, and improve the effectiveness of internal controls associated with VA acquisition activities. As part of A-123 Assessment, conducts contract/order file reviews to assure compliance with Federal and Departmental regulations and policy.

- Manages VA’s Suspension and Debarment program.

- Manages VA’s Protest, Mistake-in-Bid, and Task/Delivery Order Ombudsman programs.

- Manages VA’s Subcontract Compliance Review program.

- Manages the VA Labor Advisor program.

- Manages the VA Contract Performance Assessment Reporting System program.

Authorities
38 U.S.C. 8127(g). Small Business Concerns Owned and Controlled by Veterans: Contracting Goals and Preferences.
OMB Circular A-123Federal and Departmental Acquisition Regulations.

Office of Logistics and Supply Chain Management

Overview
Establishes, oversees, and ensures compliance with enterprise supply chain management policies.

Functions and Activities

- Formulates Department supply chain management doctrine (guiding principles) and policies, ensuring that supply chain functions are integrated effectively and efficiently with other key enterprise management functions. Formulates supplier relationship management and sourcing strategies. Reviews sourcing strategies to ensure they leverage industry capabilities consistent with Veteran service delivery models and Department resources.

- Analyzes Department buying practices to optimize the Department's purchasing power across diverse product and service commodity groups. Develops and monitors key supply chain performance measures to evaluate supply chain effectiveness, minimize risk to VA's critical supply chains operations, and identify supply chain business process improvement opportunities.

- Develops solutions to mitigate both operational (short-term) and strategic (long-term) gaps in VA supply chain capabilities. Ensures that Department policies comply with all Federal statutes,
regulations and mandates while providing maximum operational flexibility to achieve mission outcomes.

- Represents the Department at various Federal strategic leadership forums such as the Office of Federal Procurement Policy sponsored Government-wide Category Management Leadership Council. Serves as a principal advisor to various internal Department management councils such as the Acquisition Executive Council and the Senior Procurement Council.

- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee household goods movements; small package express delivery services; publications printing, storage and distribution; biomedical equipment repair services; high-tech medical equipment inspection and acceptance; and the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Office of Logistics Policy and Supply Chain Management Office (OLSCM)

Overview
Establishes, oversees, and ensures compliance with enterprise supply chain management policies.

Functions and Activities
- Formulates, reviews, and implements Department-level supply chain management policies, including strategic sourcing policies.

- Conducts logistics inspections and reports the health of supply chain operations of all facilities within VA.

- Ensures that supply chain functions are integrated with other key enterprise management functions.

- Monitors relations with VA’s supplier community.

- Advises business owners and service providers (e.g., OIT) on enterprise logistics information technology requirements.

- Oversees supply chain management standards.

- Coordinates Federal property management inventory reporting.

- Participates in the Department Planning, Programming, and Budgeting system with respect to assigned areas of responsibility.

- Communicates and coordinates with other Government agencies and members of the public, as appropriate, in carrying out assigned functions.

- Prepares, publishes, and maintains VA Supply Catalog No. 3, the formal VA publication identifying and classifying VA items of personal property.
Office of Logistics Support Service (003A3B)

Overview
Provides specified logistics support services.

Functions and Activities
- Develops printing and publication policy and guidance.
- Provides a wide range of publications services to VA customers, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.
- Manages and develops procedures for Departmental freight management, household goods movements and employee relocations, and small-package express delivery.
- Provides selected shipping and product distribution services for VA, such as all VA stocked forms and publications, burial flags, etc.

Authorities
Federal Management Regulation Subchapter B.

VA Acquisition Academy

Overview
Provides learning opportunities to prepare, enable, and inspire a competent, certified (where applicable), qualified, and higher performing workforce for an acquisition function which delivers timely, best value solutions to serve Veterans and their families. The VAAA is in Frederick, Maryland. For more information, please visit http://www.acquisitionacademy.va.gov.

Functions and Activities
Oversees all VAAA schools and Office of Enterprise Shared Services:
- Leads and coordinates development and execution of overall VAAA Strategy, aligned with the VA mission.
- Operates the VAAA Planning, Programming, Budgeting, and Execution process for VAAA enterprise.
- Obtains appropriate levels of funding, personnel, and physical resources.
- Performs contract portfolio management, financial management, administration, and oversight.
- Aligns talent development progression with acquisition career progression, professional certifications, and projected workforce needs.

- Works in close collaboration with the Office of Acquisition Program Support to ensure that the VAAA offerings are fully synchronized with current and emerging acquisition workforce needs.

- Oversees VAAA enterprise customer service, customer satisfaction, and mission impact assessment and improvement.

- Builds and maintains strategic collaborative stakeholder partnerships with counterparts across OALC and OAL with OHRA and OPP, and with other Government agencies including Office of Management and Budget (OMB), Office of Federal Procurement Policy (OFPP), OMB Office of Personnel Management (OPM), General Services Administration (GSA), and Federal Acquisition Institute (FAI).

- Provides program management office resources and services for VAAA enterprise.

- Leads VAAA enterprise organizational change and strategic communications efforts.

- Oversees all VAAA public affairs and communication activities.

- Coordinates correspondence management for VAAA enterprise.

**Acquisition Internship School (AIS)**

**Overview**

Develops and delivers learning solutions for specially selected cohorts within the contracting component of the acquisition workforce, to prepare, enable, and inspire, competent, certified, qualified, and higher performing acquisition professionals, to provide timely, best value solutions to serve Veterans and their families.

**Functions and Activities**

- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.

- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.

- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.

- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:

  - **Warriors to Workforce (W2W) intern program** to train and educate wounded Veterans as either a contract specialist or program manager
- Targeted learning interventions
- Holistic, cohort-based, internship satisfying Federal Acquisition Certification in Contracting (FAC-C) training requirements
- Applied acquisition management and leadership skills training
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices

- Builds and maintains collaborative stakeholder partnerships with VHA, NCA, VBA, CFM, OHRA, OPM, educational partners, and VA Acquisition Internship Program / W2W Sponsors, and others.

Facilities Management School

Overview
The Facilities Management School develops and delivers learning solutions for the Facilities Management component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to cost effectively construct, operate, and manage facilities to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities
- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  - Competency-based facilities management training, compliant with the Federal Buildings Personnel Training Act
  - Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices
- Builds and maintains collaborative stakeholder partnerships with CFM, GSA, OPM, the Facilities Management Governing Board and others.
Supply Chain Management School

Overview
The Supply Chain Management School develops and delivers learning solutions for the Supply Chain Management and Logistics component of the acquisition workforce to prepare, enable, and inspire competent, qualified, and higher performing acquisition professionals to improve supply chain performance and management at all levels to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities
- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
- Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.
- Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.
- Delivers learning solutions in accordance with instruction, design and VAAA quality standards, including:
  - Competency-based Supply Chain Management training
  - Elective opportunities for continuous learning with approved continuous learning points (CLPs) relevant to acquisition certifications and professions
- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.
- Builds and maintains collaborative stakeholder partnerships with OLSCM and others.

Contracting Professional School

Overview
Contracting Professional School develops and delivers learning solutions for the contracting/procurement component of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals; and to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities
- Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.
• Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.

• Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.

• Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
  ▪ Competency-based core curriculum courses satisfying FAC-C training requirements
  ▪ Competency-based core curriculum cohorts program training satisfying FAC-C training requirements
  ▪ Applied acquisition management and leadership skills training
  ▪ Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions

• Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.

• Builds and maintains collaborative stakeholder partnerships with OFPP, FAI, and others.

Program Management School

Overview
Program Management School develops and delivers learning solutions for the Project/Program Management (P/PM) and Contracting Officer’s Representative (COR) components of the acquisition workforce to prepare, enable, and inspire competent, certified, qualified, and higher performing acquisition professionals to manage projects, programs, and resources to provide timely, best value solutions to serve Veterans and their families.

Functions and Activities
• Engages stakeholders to manage stakeholder requirements and ensure that learning solutions align with policy, mandates, and acquisition workforce strategy, incorporate best practices, and agency-specific case studies, and efficiently meet the mission performance needs of students and the stakeholders they serve.

• Develops and refreshes learning solutions to efficiently meet established requirements, incorporating VA-specific case studies where relevant to objectives.

• Establishes learning solutions strategy and curriculum to address current and emerging requirements, blending academic rigor, best practices, and real-world experiences.

• Represents VAAA at meetings of Acquisition Executive Council, Senior Procurement Council, and other key acquisition and workforce development governing bodies.

• Delivers learning solutions in accordance with instructional design and VAAA quality standards, including:
Competency-based, core curriculum courses satisfying Federal Acquisition Certifications for Program/Project Management (FAC-P/PM), Contracting Officer’s Representative (FAC-COR) training requirements, and FAC-P/PM Core Plus IT training requirements

Facilitated applied workshops for acquisition teams to address programmatic-specific needs throughout the program life cycle

Performance excellence/interdisciplinary skill development training

Holistic, cohort-based, fellows training satisfying Federal Acquisition Certification in Project/Program Management (FAC-P/PM) training requirements

Assistance in development of student post-training action plans to ensure immediate mission impact, and progress toward establishing a program/project management culture in VA

Applied acquisition management and leadership skills training

Elective opportunities for continuous learning with approved CLPs, relevant to acquisition certifications and professions

- Conducts standardized assessments of learner, instructor, and learning solutions effectiveness in accordance with established VAAA standards and best practices.

- Builds and maintain collaborative stakeholder partnerships with VALU, OIT, VHA, CFM, OFPP, FAI, and others.

Enterprise Shared Services

Overview
The Office of Enterprise Shared Services provides academic, administrative, and logistical support services to the VAAA enterprise to improve overall efficiency and effectiveness in meeting the VAAA and VA missions.

Functions and Activities

- Coordinates collection and reporting of standardized strategic and operational metrics for VAAA enterprise.

- Operates capable and secure facilities and infrastructure.

- Coordinates stakeholder engagement process for requirements management for VAAA enterprise.

- Coordinates annual learning solutions planning process for VAAA enterprise.

- Establishes standardized instructional systems design methodologies/strategies.

- Provides logistical support services to students and schools.

- Provides student registration services.

- Establishes standardized customer service strategies for VAAA enterprise.
• Builds and maintains collaborative stakeholder partnerships with VALU, EAS, OHRA, OIT, and others.

• Coordinates accreditation activities for VAAA enterprise.

• Coordinates stakeholder engagement and targeted marketing/outreach activities.

• Provides administrative support services for human resources, and other VAAA operations.

Authorities
OMB Memorandum, Revisions to the Federal Acquisition Certification in Contracting (FAC-c), dated May 7, 2014.
OMB Memorandum, The Federal Acquisition Certification for Program and Project Managers, dated April 25, 2007 (FAC-P/PM).
OMB Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM), dated December 16, 2013.
OMB Memorandum, Revisions to the Federal Acquisition Certification for Contracting Representatives (FAC-COR), dated September 11, 2011
Office of the Executive Director of Procurement, Acquisition and Logistics

![Diagram of the Office of the Executive Director]

**Figure 11 - Office of Procurement, Acquisition and Logistics**

*Click here for the alternate representation of the chart*

**Overview**

The Office of Procurement, Acquisition and Logistics (OPAL) enables our customers to provide best value solutions to Veterans and their families. OPAL has support offices in the following locations: Washington, D.C.; Hines, Illinois; Golden, Colorado; Eatontown, New Jersey; Austin, Texas; Fredericksburg, Virginia; and Frederick, Maryland. For more information, please visit [http://www.va.gov/opal/](http://www.va.gov/opal/).

**Functions and Activities**

- Serves as the primary advisor and high-level resource to the Principal Executive Director, OALC on acquisition-related items, and represents the Principal Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector.

- The OPAL Executive Director manages three of VA’s Heads of Contracting Activities (HCAs), which direct acquisition, contracting, and contract administration for the Office of the Secretary, VA Administrations and VACO staff organizations, including OM, H&RA, and OI&T. These HCAs exercise direct-line authority for acquisition actions performed at the Strategic Acquisition Center (SAC), Technology Acquisition Center (TAC), and National Acquisition Center (NAC).

- Provides execution support of the Department’s strategic sourcing programs and initiatives pertaining to information technology (IT) supplies, equipment, and services and non-IT medical supplies, equipment and services, in a manner that increases standardization, reduces cost, and increases transparency in support of the customers’ requirements.
- Analyzes procurement data and ensures awarded procurement actions meet and exceed performance measures in accordance with the Department’s acquisition program goals and objectives; and directs quality control programs to ensure OPAL procurement programs are carried out in accordance with Federal and Department acquisition regulations, authorities, policies, and practices.

- Formulates and recommends enterprise wide acquisition operations’ guidance, plans, and strategies to leverage VA’s buying power in support of the Department’s mission, goals, and objectives, and provides advice and guidance to senior leadership in customer organizations.

- Establishes agreements between VA and other Federal and private organizations to promote economy and effectiveness in the supply process; and is responsible for the procurement management and oversight of VA’s interagency agreements and national advisory and assistance contracts for customer organizations.

- Guides and directs development of comprehensive outreach, education, and training programs with OPAL customers to ensure quality and timely acquisitions.

- Fosters and maintains positive VA relationships with vendors and supplier community through participation in the administrative, education, community and social events of Federal, state, local, and other affiliated organizations involved with VA programs, VSO, and appropriate civic organizations, and represents VA on intergovernmental groups and councils, and coordinates VA acquisition programs with that of other Government agencies.

- Executes specified operational enterprise logistics support activities including but not limited to: freight management; employee relocations and household goods’ moves; small package express delivery services; publications printing, storage and distribution; biomedical equipment repair services; high-tech medical equipment inspection and acceptance; and the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Authorities
48 C.F.R. Federal Acquisition Regulation (FAR) System, Chapter 8: Veterans Affairs.
Veterans Affairs Acquisition Regulation (VAAR).
DoD Sharing Agreement 2121, 2111.

Senior Acquisition Advisor

Overview
The Senior Acquisition Advisor position is designed to improve the overall accountability and control over the Office of Procurement, Acquisition and Logistics (OPAL) contracting activities.
Functions and Activities

- Serves as the primary advisor and high-level resource to the Executive Director, OPAL on acquisition-related items, and represents the Executive Director in a wide variety of situations with VA, other Federal agencies, and the private sector.

- Evaluates effectiveness and economy of OPAL’s procurement activities and makes recommendations on highly technical and complex acquisition issues, as well as acquisition projects that should be initiated, modified, or curtailed.

- Assesses the distribution of resources within the OPAL enterprise, identifies needed changes to OPAL’s organization structure, and monitors established socio-economic program goals.

- Participates in procedures for reducing operating costs without impairing overall organization effectiveness, improvements to the overall system, and provides input regarding third party audits.

- Enhances the ability of the OPAL Executive Director to rapidly respond to and focus on vital strategic acquisition issues across the VA enterprise, and provides acquisition support to other Federal and States agencies, as needed.

**OPAL Front Office Operations**

**Overview**

With its staff of senior acquisition professionals, the OPAL Front Office Operations works to resolve acquisition issues for the OPAL enterprise. OPAL’s Front Office staff seeks to ensure that the customers supported by OPAL, our internal staff, vendors, contractors, or other interested parties have a venue to raise concerns and seek assistance when they have questions about the acquisition process. For more information, please visit [https://www.va.gov/opal/about/fo.asp](https://www.va.gov/opal/about/fo.asp).

Functions and Activities

- Serves as expert advisor to customers and acquisition personnel seeking to resolve high visibility or critical impact acquisition-related problems, which have not been resolved through normal or routine corrective actions.

- Provides acquisition support services to customers and becomes involved with pre-acquisition planning for complex, leading edge, challenging procurements to ensure packages correctly reflect the requirements and use innovative approaches.

- Develops and implements comprehensive outreach, education, and training program for OPAL customers and vendors to ensure quality and timely acquisitions.

- Conducts review and analysis of all unauthorized commitments, unsolicited proposals, and other acquisition-related documents that fall within the authority of the OPAL HCAs and facilitates the HCAs’ approval of the associated procurement actions executed by the TAC, SAC, and NAC.

- Implements and executes a program of quality control and compliance to assure the OPAL acquisition program and its small business programs meet and exceed performance measures, in
accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

- Maintains and improves VA relationships through participation in the administrative, education, community, and social events of Federal, State, local and other affiliated organizations involved with VA programs, Veterans Service Organizations, and appropriate civic organizations.

Authorities
31 U.S.C. §§1535-1536. Economy Act,
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Regulation (FAR).
National Acquisition Center

Overview
The National Acquisition Center (NAC) is self-sustaining, revenue generating organization for VA’s Supply Fund. With a staff of 291 employees, and locations in Hines, Illinois and Golden, Colorado, NAC is responsible for the establishment and administration of various national healthcare-related acquisition and logistics programs, which serve and benefit VA, our Veterans, and other Government agencies.

NAC has over 2,000 active contract vehicles, providing over 1 million line items and choices, with total contract values in excess of $10 billion annually in place encompassing commodities and services such as pharmaceuticals; medical/surgical supplies and equipment; high-tech medical systems; dental supplies and equipment; prosthetic/orthotic devices; clinical analyzers; telehealth devices; diagnostic test kits and sets; professional and allied health care services; reference labs; just-in-time distribution programs; drug repackaging; patient centered community care; dialysis services; batteries; and hearing aid repairs.

NAC works collaboratively with its customers and stakeholders to design quality, cost-effective acquisition programs and contract vehicles, which meet or exceed the customers’ needs. NAC is comprised of five Service elements: Business Resource Service, Federal Supply Schedule Service, and National Contract Service located in Hines, Illinois, and the Commodities and Services Acquisition Service and Denver Logistics Center located in Golden, Colorado. For more information, please visit www.va.gov/opal/nac, or www.va.gov/opal/about/nac.asp, or send email to nac@va.gov.

Functions and Activities
Provides leadership, direction and operational oversight for its programs, the facility and staff. Develops and oversees national health care-related acquisition programs for VA and other Government agencies.

- Serves as the organizational Head of Contracting Activity and Competition Advocate.

- Develops and administers strategic business plan for the organization.

- Develops and maintains collaborative partnerships through outreach to and involvement of stakeholders, customers, and industry partners.

- Develops and leads a professional acquisition staff.

- Represents VA at various external Federal and Public panels and workgroups such as GSA’s Governance Board, GSA Multiple Award Schedule Policy Workgroup, HHS’s Committee for Bioterrorism, Federation of American Hospitals, National Equipment Manufacturers Association (NEMA), etc.

- Markets existing acquisition programs to other Federal and non-Federal agencies.

- Builds partnerships and establishes agreements to provide acquisition services to non-VA partners.

- Works with other Federal agencies to dissolve or consolidate competing programs and leverages combined requirements for the benefit of all.

- Provides transparency and effective communications concerning its programs and processes.
National Acquisition Center Business Resources Service

Overview
The NAC’s Business Resource Service is responsible for the day-to-day operations of the facility. Also provides facility management contracting for the building and contingency contracting support and assistance to VA, other Federal and state customers responding to natural and man-made disasters. For more information, please visit http://www.va.gov/opal/about/nacBrs.asp.

Functions and Activities
- Provides oversight and management of resources, space, budget, travel, training, and policies for the organization.
- Manages data warehouse tool and reporting related to programs, resources, metrics, accuracy, and compliances including NAC’s robust Contract Catalog search tool. For more information, please visit http://www.va.gov/nac/.
- Responsible for government information related to FOIA, Privacy Act and electronic records management.
- Provides technical reviews of acquisition documents, solicitations, and contracts.
- Provides acquisition support and assistance to VA’s Security and Preparedness, Office of Emergency Management, CDC’s Strategic National Stockpile Program.

National Acquisition Center Federal Supply Schedule Service

Overview
The NAC’s Federal Supply Schedule Service (FSSS) manages and administers GSA-delegated Federal Supply Schedule program encompassing health care-related products and services, which are used by VA, other Government agencies, State Veterans Homes, state/city/local government, and other entities approved by Congress. For more information, please visit http://www.fss.va.gov.

Functions and Activities
- Establishes and administers VA’s Federal Supply Schedule Program.
- Responsible for nine Federal Supply Schedules.
- Reviews, negotiates, and awards new contracts daily.
- Administers daily over 1,750 active contracts.
- Issues over 6,000 modification actions annually.
- Trains and educates customers, stakeholders, contractors, and potential suppliers on the FSS programs, requirements, and processes.
- Develops and issues Federal Supply Schedule newsletter.
• Is an active participant with GSA on policy, procedure and process development and implementation.

National Acquisition Center National Contract Service

Overview
The NAC’s National Contract Service (NCS) is responsible for the establishment, award, and administration of national standardization contract vehicles for pharmaceuticals, high tech medical equipment, and other health care-related commodities and services. For more information, please visit http://www.va.gov/opal/about/nacNcs.asp.

Functions and Activities
• Collaboratively partners with stakeholders and customers to develop and award cost-effective acquisition vehicles.

• Leverages various customers’ requirements to achieve best pricing, terms, and conditions for all users.

• Establishes and awards national contract, national blanket agreements against the FSS and blanket ordering agreements with AbilityOne firms in support of VA, and other Federal agencies.

• Awards and administers prime vendor distribution (just-in-time) programs for pharmaceuticals and subsistence.

• Partners with DoD, Department of Health and Human Services (HHS), Bureau of Prisons, and other Federal customers on joint procurements of medical/surgical supplies, high-tech medical systems, and pharmaceuticals.

National Acquisition Center Commodities and Services Acquisition Service

Overview
The NAC’s Commodities and Services Acquisition Service (CSAS) provides acquisition support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit http://www.va.gov/opal/about/nac.asp.

Functions and Activities
• Awards and administers contracts for prosthetic, orthotic, and other medical devices (hearing aids, assistive listening devices, orthotic items, Telehealth devices).

• Awards and administers various healthcare related service contracts such as community care network, patient centered community care services, non-VA dialysis services, traumatic brain injury study, and VAAA training courses.
National Acquisition Center Denver Logistics Center

Overview
The NAC’s Denver Logistics Center (DLC) provides logistics support primarily to VHA and our Veterans through the award, administration and delivery of prosthetic/orthotic products and services. For more information, please visit http://www.va.gov/opal/about/nacDLC.asp.

Functions and Activities
- Provides hearing aid repair services to our Veteran population.
- Provides logistical support in the ordering and delivery of hearing aids, hearing aid batteries, and home telehealth devices to our Veterans and VA facilities.
- Supports the procurement, storage and distribution of burial flags to survivors of deceased Veterans.

Authorities
P.L. 81-152. Federal Property and Administrative Services Act 1949 (as amended).
Defense Federal Acquisition Regulations (DFAR).
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Reform Act of 1996 (FARA).
Federal Acquisition Regulation (FAR).
Federal Acquisition Streamlining Act of 1995 (FASA).
Federal Property Management Regulations (FPMR).
GSA Acquisition Manual.
GSA FSS Delegation for Selected Federal Supply Classification Groups 1960-Present (as amended).
VA Acquisition Regulation Part 847, Transportation Information Letter (IL) 001AL-10-01, Guidance for the Distribution and Replenishment of Burial Flags (Nov. 6, 2009).

Strategic Acquisition Center

Overview
The SAC provides highly-complex strategic sourcing and enterprise-wide, non-IT acquisition solutions for the provision of benefits and medical care to the Nation’s Veterans. The SAC’s offices are in Fredericksburg, Virginia and Frederick, Maryland.

Functions and Activities
- Serves as the organizational Head of Contracting Activity and Competition Advocate.
- Develops and oversees enterprise-wide, non-IT acquisition operations and provides direct contracting support to SAC’s customer organizations, including VBA, VHA, NCA and HR&A.
• Executes the SAC’s Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of medical technologies, supplies, equipment, and services identified for strategic sourcing throughout VA.

• Provides advice and assistance to SAC’s customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents to achieve the effective and efficient acquisition of goods and services.

• Provides acquisition support to other Government agencies, and is responsible for executing all non-field, non-IT Interagency Acquisitions/Agreements and Advisory and Assistance contract vehicles.

• Evaluates effectiveness and economy of SAC procurement activities; develops and implements improvement to SAC’s business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of SAC, OAO and Agency mission, goals and objective.

• Conducts analyses of procurement data to develop acquisition strategies that will leverage the SAC’s and VA’s buying power and collaborates with customers to develop appropriate strategies and timelines for all SAC acquisitions.

• Maintains positive relations with industry and supplier community, with the goal of achieving partnerships in support of the SAC’s Strategic Sourcing Program.

• Provides comprehensive outreach, education and training to SAC customers and vendors to ensure quality and timely acquisitions and ensures the SAC’s awarded procurement actions meet and exceed performance measures in accordance with the Agency’s program goals and objectives, and contract requirements.

Strategic Acquisition Center (SAC) Procurement Services A, B, C and SAC-Frederick

Overview
The SAC’s Procurement Service Directorates in Fredericksburg, VA and Frederick, MD are responsible for performing cradle to grave support for VA’s non-IT acquisitions.

Functions and Activities

• Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.

• Develops and facilitates all pre-award, administration, and post-award procurement actions.

• Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.

• Executes non-field Interagency Agreements and Advisory and Assistance Contracts.

• Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA’s mission requirements.
• Provides comprehensive training to customer organizations.

• Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.

• Prepares acquisition packages and correspondence for HCA review and approval.

Strategic Acquisition Center (SAC) Program Advisory Service

Overview
The SAC Program Advisory Service (PAS) provides post-award support to VA’s program offices for non-IT acquisitions.

Functions and Activities

• Provides cost, schedule, and performance expertise on critical Department programs.

• Coordinates post-award procurement actions.

• Provides comprehensive training to customer organizations.

• Ensures the SAC’s awarded procurement actions meet and exceed performance measures in accordance with Agency’s acquisition program goals and objectives, and contract requirements.

Strategic Acquisition Center (SAC) Acquisition Rapid Response Service

Overview
The SAC Acquisition Rapid Response Service (ARRS) provides pre-award support to VA’s program offices for non-IT acquisitions.

Functions and Activities

• Provides expert advice and acquisition requirement package development services to VA’s non-IT program offices.

• Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.

• Provides comprehensive training to VA program offices.

• Works with SAC’s customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Strategic Acquisition Center (SAC) Operations Service

Overview
The SAC’S Operations Service is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day-to-day operations and long-range projects, actions and activities in support of the SAC organization.
Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, policies, and Government Purchase card orders below the micro-purchase threshold for the organization.

- Coordinates with appropriate offices, to include OPAL’s HR servicing organization, the Office of Resolution Management, and the Privacy Office, to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Primary advisor to the SAC Associate Executive Director concerning the administration of policies, procedures, and general information regarding the career development for SAC employees, to include currency status of the organization's acquisition workforce certifications: VA’s Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer’s Representative (FAC-COR) certification programs.

- Performs various budget and accounting functions pertaining to the SAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.

- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and SAC missions and visions; manages a data driven risk assessment model to prioritize resource allocation and reporting related to SAC’s procurement programs, resources, metrics, accuracy, and compliances.

- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.

Strategic Acquisition Center (SAC) Compliance Service

Overview

The SAC Compliance Service provides quality control reviews to ensure policy adherence, performance measurements, and risk mitigation for all SAC acquisitions.

Functions and Activities

- Conducts quality control and compliance reviews to assure the OAO acquisition program is managed in accordance with procurement policy, regulations, and generally accepted criteria within the Federal Government.

- Prepares all SAC acquisitions that meet the threshold for Contract Review Board process and utilize Integrated Product Teams.

- Assists contracting staff to ensure electronic and physical procurement files contain required documentation.

- Conducts internal contract performance reviews and audits.
• Collaborates with SAC Program Advisory Service to ensure SAC procurement actions meet and exceed performance measures in accordance with the Agency’s program goals and objectives, and contract requirements.

• Prepares procurement data reports for senior acquisition official’s analysis and acquisition strategy development to leverage SAC and VA buying power.

• Ensures all SAC acquisitions that meet the threshold undergo a Contract Review Board process and utilize Integrated Product Teams.

Authorities
Federal Acquisition Streamlining Act of 1995 (FASA).
Federal Acquisition Reform Act of 1996 (FARA).
DoD Sharing Agreement 2121, 2111.
Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Technology Acquisition Center (TAC)

Overview
The TAC provides dedicated acquisition and program management expertise and support for life cycle management of enterprise wide solutions in information and technology (IT), primarily for the Office of Information and Technology (O&IT). The TAC’s offices are in Eatontown, New Jersey and Austin, Texas.

Functions and Activities
• Serves as organizational Head of Contracting Activity and Competition Advocate.

• Develops and oversees enterprise-wide IT acquisition operations and provides direct contracting support for TAC’s customer organizations, primarily O&IT.

• Executes the TAC’s Strategic Sourcing Program by overseeing the formulation of plans and acquisition strategies, and accomplishing high-dollar, highly-complex procurements of IT supplies, equipment and services throughout VA.

• Provides acquisition support to other Government agencies and is responsible for executing all IT Interagency Acquisitions/Agreements, Advisory and Assistance contracts, and Federally Funded Research and Development Center contract vehicles.

• Provides advice and assistance to TAC’s customer organizations to develop market condition analyses and forecasts, product sources, Government cost estimates, and requirements documents to achieve the effective and efficient acquisition of goods and services.

• Evaluates effectiveness and economy of TAC procurement activities; develops and implements improvement to TAC’s business practices, and formulates and recommends acquisition operations guidance, plans, and strategies in support of TAC, OAO and Agency mission, goals and objectives.
• Conducts analyses of procurement data to develop acquisition strategies that will leverage TAC and VA buying power and collaborates with TAC customers to develop appropriate strategies and timelines for all IT acquisitions exceeding $100,000.

• Maintains positive relations with Industry and supplier community, with the goal of achieving partnerships in support of VA’s IT acquisition programs.

• Provides comprehensive outreach, education and training to TAC customers and vendors to ensure quality and timely acquisitions and ensures the TAC’s awarded procurement actions meet and exceed performance measures in accordance with the Agency’s program goals and objectives, and contract requirements.

Technology Acquisition Center (TAC) Procurement Services A, B, C, D, E, F and TAC-Austin

Overview
The TAC’s Procurement Service Directorates in Eatontown, NJ and Austin, TX are responsible for performing cradle to grave support for VA’s IT acquisitions.

Functions and Activities
• Executes high-dollar, highly-complex procurement of supplies, equipment and services throughout VA.

• Develops and facilitates all pre-award, administration, and post-award procurement actions.

• Prepares appropriate packages and documents for all acquisitions that meet the threshold of the Contract Review Board process.

• Executes non-field Interagency Agreements and Advisory and Assistance Contracts.

• Conducts market research analysis, identifies product sources, establishes partnerships, and maintains positive relationships with customers and vendors in support of VA’s mission requirements.

• Provides comprehensive training to customer organizations.

• Collaborates with customers to develop acquisition strategies and timelines for all acquisitions, as appropriate.

• Prepares acquisition packages and correspondence for HCA review and approval.

Technology Acquisition Center Operations Service

Overview
The TAC’S Operations Service is responsible for the development and implementation of comprehensive plans and strategies for the internal and external integration of day-to-day operations and long-range projects, actions and activities in support of the TAC organization.
Functions and Activities

- Provides oversight and management of resources, space, budget, travel, training, policies, and Government Purchase card orders below the micro-purchase threshold for the organization.

- Coordinates with appropriate offices, to include OPAL’s HR servicing organization, the Office of Resolution Management, and the Privacy Office, to complete the processing of human resources actions and resolve issues to ensure applicable laws, rules, regulations and policies are followed.

- Is the primary advisor to the TAC Associate Executive Director concerning the administration of policies, procedures, and general information regarding the career development for TAC employees, to include currency status of the organization’s acquisition workforce certifications: VA’s Federal Acquisition Certification (FAC) – Contracting (FAC-C), Program and Project Manager (FAC-P/PM), and Contracting Officer’s Representative (FAC-COR) certification programs.

- Performs various budget and accounting functions pertaining to the TAC, including formulation, justification, and/or execution of budgets and programs/projects; year-end closing to ensure proper and full use of provided funds; recording obligations and processing payments; recovery of operating expenses through surcharges on various products or services provided to Veterans and other Government agencies (OGA); and recovery of duplicate payments to vendors and unused credits from vendors, in accordance with all financial policies, procedures, regulations, and laws.

- Coordinates and prepares strategic plans and actions to ensure compliance and alignment with OALC, OPAL, and TAC missions and visions; manages a data driven risk assessment model to prioritize resource allocation and reporting related to TAC’s procurement programs, resources, metrics, accuracy, and compliances.

- Facilitates various internal and external management studies, such as program reviews, performance audits, surveys, manpower staffing standards, and organization consolidations and/or realignments.

- Is responsible to the TAC HCA for the establishment, promulgation, and interpretation of procurement policies and procedures. Oversees and coordinates responses to Congressional inquiries, inspections, and investigations, and provides technical advice and guidance to TAC staff. Provides technical reviews of acquisition documents, solicitations, and contracts.

Technology Acquisition Center Engineering Service

Overview
The TAC Engineering Service provides pre-award support to VA’s program offices for IT acquisitions.

Functions and Activities

- Provides expert advice and acquisition requirement package development services to VA’s IT program offices.

- Collaborates and coordinates development of pre-acquisition market analyses, market forecasts, product sources, government cost estimates, and applicable requirements documents and justifications.
• Works with TAC’s customers to develop acquisition strategies and timelines for all acquisitions as appropriate.

Authorities
DoD Sharing Agreement 2121, 2111.
48 C.F.R. Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Technology Acquisition Center Customer Service

Overview
The TAC Customer Service provides post-award support to VA’s program offices for IT acquisitions.

Functions and Activities
• Provides cost, schedule, and performance expertise on critical Department programs.

• Coordinates post-award procurement actions.

• Provides comprehensive training to customer organizations.

• Ensures the TAC’s awarded procurement actions meet and exceed performance measures in accordance with Agency’s acquisition program goals and objectives, and contract requirements.

Authorities
DoD Sharing Agreement 2121, 2111.
48 C.F.R. Federal Acquisition Regulation (FAR).
Veterans Affairs Acquisition Regulation (VAAR).

Logistics Support Service

Overview
Logistics Support Service (LSS) provides specified logistics support services. For more information, please visit https://www.va.gov/opal/lss/.

Functions and Activities
• Oversees centralized programs pertaining to general freight management, employee relocations and movement of household goods, small package express delivery, printing and publications, in accordance with Federal and Agency policies and guidance.
• Oversees management and operation of VA’s printing, graphic design and reproduction services.

• Oversees VA’s participation in the Government-wide Next Generation Delivery Service (NGDS) contract, which consolidates domestic and international small package express and ground delivery services for all Federal Government agencies.

• Coordinates selected shipping and product distribution services for VA, such as all VA stocked forms and publications, burial flags, etc.

• Ensures transportation operations and capabilities are in position to support contingencies and that transportation processes are automated to the maximum practical extent.

• Serves as liaison with the U.S. Congress Joint Committee on Printing, the Government Publishing Office, and the General Services Administration on all matters relating to printing.

Transportation and Relocation Services

Overview
Transportation and Relocations Services Division is responsible for the planning, sourcing, procurement, and management of VA’s transportation program.

Functions and Activities
• Executes policies and guidance to support the effective operations and procedures of VA’s Transportation program.

• Develops Departmental procedures for general freight shipping, drayage, employee household goods relocation program, and the agency’s small package delivery service contract.

• Interprets and promulgates Federal statutory laws, policies, and centralizes procedures regarding the movement of personal property and privately-owned vehicles belonging to VA employees and their dependents.

• Develops functional requirements and strategies for transportation service contracts; identifies and evaluates technical objectives.

• Processes VA Commercial Bills of Lading for all VA activities, to support lateral shipments and commercially-acquired supplies and equipment with estimated transportation/freight charges greater than $250.

Publications Services

Overview
Publications Services Division is the official source within VA for a wide range of printing and publications services, including duplication and distribution services, design services, and preparation of detailed specifications for printed material.

Functions and Activities
• Provides layout, design, illustration, and editing services for publications, posters, manuscripts, etc., in VA Central Office.
• Ensures designs and Section 508 compliance of all VA common use forms.

• Executes policies and guidance for printing and publications.

• Procures all forms and publications and printing of reports in VA Central Office.

• Oversees storage and distribution for all VA stocked forms and publications and the initial distribution of all new forms and publications; coordinates customer requirements and is responsible for inventory management and replenishment of all publications and forms stocked in the Service and Distribution Center; analyzes forms usage and approves replenishment amounts based on consumption, cost and other factors.

 Authorities
41 C.F.R. 102-117 and 102-117. Transportation; Transportation Management.
FAR Subpart 47.104, Government rate tenders under §§ 10721 and 13712 of the ICA U.S. Government Freight Handbook.
VA Acquisition Regulation Part 847, Transportation Information Letter (IL) 001AL-10-01, Guidance for the Distribution and Replenishment of Burial Flags (Nov. 6, 2009).
Office of the Executive Director of Construction and Facilities Management

Overview
The Office of Construction and Facilities Management (CFM) advances VA’s mission in support of our Nation’s Veterans by planning, designing, constructing, and acquiring major facilities. CFM is responsible for major construction project management; real property acquisitions, disposals and management; major lease and build-to-suit project management; and planning, design, and construction standards for health care, memorial, and regional benefits facilities. Through its construction and real property programs, CFM delivers to Veterans, high quality buildings, additions, large-scale renovations, and structural enhancements. Additionally, CFM manages facility sustainability, seismic corrections, physical security, historic preservation of VA facilities, and State Home Design Review, provides policy and support to departmental officials in these areas.

Functions and Activities
Serves as the primary advisor to the Principal Executive Director, OALC, the DEPSECVA, and the SECVA on all areas pertaining to VA’s major construction and real property programs:

- Plans and executes VA major construction, leasing, real property management and other capital asset services in support of VA’s mission.
- Supports VA’s Administrations and Staff Offices in matters pertaining to policy and quality assurance of VA’s capital facilities and real property programs.
- Takes a major role in VA’s Strategic Capital Investment Planning process to ensure VA’s assets are allocated and implemented in the best interests of the Department and Veterans.
• Serves as organizational Head of Contracting Activity and Competition Advocate.

• Manages all VA major construction and leasing programs:

• Formulates long-range goals, and develops policies, objectives, priorities, strategies, and procedures to accomplish the responsibilities of the Office of Construction and Facilities Management.

• Leads transformation efforts:

• Oversees the development and implementation of an enterprise-level facilities management strategy and performance measures in accordance with established departmental policy.

• Benchmarks with industry leaders to identify state-of-the-art facilities management processes.

• Implements standard facilities management processes across the Department.

• Aligns processes to provide more direct support to customers both regionally and locally.

Authorities
38 U.S.C., Part 1, Chapter 3, Section 312A. Director of Construction and Facilities Management.
38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Office of Operations

Overview
The Office of Operations is responsible for the execution of major construction for VA. It develops and facilitates effective, standard construction management and implementation strategies.

Functions and Activities
• Serves as the primary advisor to the Executive Director of CFM on all matters associated with service delivery to clients and is responsible for facilitating effective and standard construction management and implementation strategies.

• Manages the execution of major construction projects.

• Serves as the Primary Action Officer for emergent high-level issues related to major construction.

• Oversees the design of systems and processes to support CFM’s growing construction responsibilities and manages CFM’s expansion efforts.

• Fosters collaboration among VA organizations and synthesizes information from various sources to identify best practices to facilitate overall CFM operations.

• Forms relationships with VA facilities leadership, construction, and the Architect/Engineer (A/E) industry to ensure effective execution throughout the country.
- Oversees CFM’s regional operations, which implements VHA major construction projects. VACO staff provides support to VBA and NCA in their respective regions.

**CFM Regional Offices (Construction)**

**Overview**
Implement and provides technical assistance for the three administrations’ major construction projects in their respective regions.

**Functions and Activities**
- Oversees the following: Office of Operations - National Region; Office of Operations - Eastern Region; Office of Operations – Central Region; Office of Operations - Western Region;
- Oversees CFM’s regional operations, which implements VHA major construction and lease projects. VACO staff provides support to VBA and NCA in their respective regions.
- Implements facilities construction projects, provides technical assistance to individual project sites, provides contract management services and oversees the selection of A/E firms for VA’s construction programs according to Federal and VA requirements and the evaluation of A/E performance in the design and construction of VA projects.

**Office of Facilities Planning**

**Overview**
The Office of Facilities Planning provides a wide array of strategic and consulting support and advice for all VA facilities master planning; project planning; space planning; environmental and historic preservation policy and technical assistance; cultural resources and environmental policy compliance; construction estimating; value engineering; design standards, criteria, specifications and standard details; and national physical security standards for facilities.

**Functions and Activities**
- Serves as the principal advisor to the Executive Director, CFM, on planning, architectural cost estimating, quality of project submissions, and manages the development and maintenance of VA architectural and engineering (A/E) quality standards for new and existing facilities. Provides consulting services for the VA’s State Nursing Home Grant and Homeless Grant Programs and oversees VA’s historic preservation and National Environmental Policy Act (NEPA) compliance issues.
- Develops planning, design, and construction standards including design guides, design manuals, master specifications and guidance, and space planning criteria and coordinates VA facilities space requirements; oversees strategic planning and research on health care specialties and related space requirements, process engineering and layouts in accordance with Departmental policy.
- Provides policy guidance and support for enterprise-wide integrated planning.
- Provides master planning, technical advice, and training assistance to other VACO and field organizations.
• Provides consulting assistance on an as-needed basis to VA Administrations and Staff Offices on minor construction projects and nonrecurring maintenance (NRM).

• Takes a major role in VA’s Strategic Capital Investment Planning process to ensure VA’s assets are allocated and implemented in the best interest of the Department and VA.

Facility Planning Development Service

Overview
Facility Planning Development Service provides oversight on major construction project scopes and costs to ensure that Administrations’ requirements are met, participates in project reviews, and is responsible for VA’s Integrated Planning effort.

Functions and Activities
• Provides program management and process improvements for VA’s Integrated Planning process.

• Forms relationships with VA Administrations, facilities leadership, Government agencies involved in project planning, the construction, and the A/E industry.

• Promotes the development of innovative and best practices for project design and planning throughout VA.

• Supports CFM’s regional offices and other VA organizations by providing policy guidance and support for facility planning.

• Oversees the development of plans and designs for all CFM projects.

• Promotes the initiation and development of Cultural Resource Management Geospatial Information System tools.

Facility Standards Service

Overview
The Facility Standards Service develops policy and guidance for the oversight of functional space criteria management: architectural and engineering standards and master specifications; sustainability; functional design guides, technical discipline manuals; graphics and interior design; architectural barriers compliance; quality control; post occupancy evaluations (POE); multi-hazard physical security assessments of VA facilities; and preparedness standards for physical security, seismic, hurricane, and other natural and manmade disasters for all VA facilities.

Functions and Activities
• Establishes best practice, best value design and construction standards for healthcare, memorial, and benefits facilities.

• Develops and maintains planning, design, and construction standards for all VA projects, and publishes standards in the VA Technical Information Library (TIL).

• Develops and oversees planning, design, and construction standards and master specifications; building information modeling (BIM); sustainability including energy and water conservation;
functional design guides; technical discipline manuals; design alerts; signage and interior design; architectural barrier compliance; post-occupancy evaluations; and multi-hazard physical security assessments of VA facilities and standards for physical security, seismic, hurricane and other natural and man-made disasters in accordance with established Departmental policy.

- Forms relationships with VA Administrations, program and facilities leadership, Government agencies involved in project planning and design, and the health care, construction and A/E industries.

- Promotes the development of innovative and best practices for project design, planning, and construction throughout VA. Takes a major role in VA’s strategic planning and design process to ensure VA’s assets are allocated and implemented in the best interests of the Department and Veterans.

- Develops guidelines and provides oversight and technical support training to CFM’s regional offices and other VA organizations. Ensures that design and construction standards support the Administrations’ concept of operations. Provides policy guidance and support for enterprise wide planning, design, and construction.

- Provides support to the VHA State Home Program by developing guidelines and reviewing project designs.

Cost Estimating Service

Overview
Cost Estimating Service provides oversight of the programs for construction cost estimating and budgeting, estimates overall construction costs, manages the value management program, and provides estimating support.

Functions and Activities
- Develops policy and requirements for construction cost estimating, budgeting, benchmarking, and projections.

- Provides guidance and oversight of programs for construction cost estimating, budgeting, benchmarking, and cost escalation.

- Develops budget cost estimates for construction projects.

- Maintains historical cost data and establishes benchmark costs used for estimating.

- Monitors national and local construction market conditions and trends for impacts to construction costs and provides guidance on the impact to project budgets.

- Develops policy and requirements for and provides oversight of CFM’s Value Management Program. Coordinates value engineering activities for construction project and design standards development.

- Provides cost estimating support for all customers, programs, and initiatives.
Office of Resource Management

Overview
The Office of Resource Management oversees the financial management of VA’s major and minor construction programs, administrative budget, office administration functions, operations support, human resource management, travel, and training.

Functions and Activities
- Oversees the financial management of VA’s major construction program and CFM’s administrative budget as well as office administration functions, including human resources management, travel, training, space management, database management, office logistics, information technology (IT) equipment issuing and tracking.

- Serves as the principal advisor to the Executive Director of CFM on VA major construction, fiscal processes, IT resources, and human resources.

- Coordinates annual construction and leasing program estimates for VA’s budget.

- Manages the major construction working reserve.

- Serves as primary point of contact on CFM organizational needs for integration of new technologies.

- Coordinates responses to OMB, GAO, IG, and FOIA requests for information.

Financial Management Service

Overview
Financial Management Service oversees financial resources and capital operating needs for Congressional submission, major construction operating plan; coordinates annual construction and leasing program estimates for VA’s budget; and participates in presenting the construction and leasing budget to the Secretary, Office of Management and Budget (OMB), and Congress.

Functions and Activities
- Develops overall CFM financial strategy and provides fiscal fiduciary oversight for the management of major construction programs and CFM’s operating funds, appropriations for design and construction funds for major capital projects.

- Develops and coordinates major construction and General Administration budget submissions.

- Monitors CFM’s operating plan.

- Maintains and updates CFM’s continuity of operations plan.

- Provides financial management support services for CFM’s Seismic and Minor Construction programs.
Database Management and Logistics Service

Overview
Database Management and Logistics Service coordinates CFM’s information management business needs with oversight for coordinating the development of systems for operating needs, hardware/software support for all field worksites, space, and other information requirements.

Functions and Activities
- Develops policy for the coordination of CFM’s information management business needs.
- Integrates emerging systems with current processes and platforms.
- Provides oversight for the coordination of the development of systems for operating needs.
- Coordinates hardware/software support for CFM’s central office and field employees.
- Coordinates telecommunication needs, tracks government-furnished equipment, and electronic records management/storage.
- Plans and coordinates software development and upgrades.

HR and Training Service

Overview
HR and Training Service coordinates human resources actions of all CFM employees with the National Cemetery Administration Center National Cemetery Administration’s Human Resources Center to facilitate HR service for CFM employees.

Functions and Activities
- Provides coordination and oversight of the development of all HR-related documents; ensures quality of documents; and forwards completed documents on in a timely fashion.
- Coordinates with National Cemetery Administration’s Administration Human Resources Center regarding miscellaneous HR-related issues; resolves related problems or follows up on-going or hard to resolve issues; and provides advice to managers and employees concerning major areas of HR policy and process.
- Oversees the training function for all CFM employees; manages internal training programs for mission critical occupations; and coordinates with internal and external training organizations for relevant training and other developmental opportunities.
- Conducts special HR-related studies as needed by gathering pertinent information and presenting findings clearly and adequately.
- Fulfills service requests as CFM’s FOIA and Privacy Officers.
Office of Facilities Acquisition

Overview
The Office of Facilities Acquisition is responsible for developing policy and guidance for the oversight of contracting support for VA’s construction program, real property management, and architectural-engineering (A/E) evaluation and selection services. It oversees the large and complex construction and lease projects for VA’s three administrations and staff offices.

Functions and Activities
- Develops guidelines to properly oversee major construction and lease contracting, A/E selection, and provide technical support to CFM’s regional offices.
- Serves as the principal advisor to the Executive Director, CFM on A/E, major construction and lease contracting.
- Provides A/E, construction and real property acquisition oversight for VA’s Administrations and Staff Offices for major projects from capital asset application approval through project completion.
- Provides oversight and guidance to CFM’s regional offices for major projects including renovations, replacement facilities, and additions.
- Oversees CFM leasing contract awards and administration.

AE Construction Contracting Policy Service

Overview
AE Construction Contracting Policy Service develops evaluation policy, guidelines, and overall acquisition strategy, timetables, financial aspects, and milestones to meet the targeted award and completion dates.

Functions and Activities
- Develops evaluation policy and guidelines and provides procurement support to CFM’s regional offices on a full range of contracting activities, including A/E evaluation and selection, contract negotiation, and award activities covering all stages of the acquisition cycle.
- Compiles and tracks VA construction contracting goals for small and disadvantaged businesses.
- Facilities Acquisition Regional Offices: Acquisition Support National Region; Acquisition Support Eastern Region; Acquisition Support Central Region; and Acquisition Support Western Region oversee construction contract awards and administration of design and professional services contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
- Manages construction-related strategic contracting activities.
- Manages the acquisition aspects of complex projects.
Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates.

Acquisition Support, National Region

Overview
Acquisition Support, National Region develops evaluation policy and guidelines, and provides technical support to the regional offices on a full range of activities including A/E firm evaluation and selection, contract negotiation, evaluation, and award activities covering all stages of the acquisition cycle for large-scale, highly complex major construction projects.

Functions and Activities
- Manages construction-related strategic contracting activities:
- Manages the acquisition aspects of complex projects ranging from $500 million to $1 billion.
- Develops the overall acquisition strategy, timetable, financial aspects, and milestones to meet the targeted award and completion dates. Administers major construction’s Federal Acquisition Certificate in Contracting (FAC-C) program.
- Manages all CFM requests for contracting certification to obtain warrants through the Office of Acquisition and Logistics.
- Oversees warrant management, acquisition, training, and develops acquisition training standards for CFM.
- Maintains a system of records for training requirements and warrant needs.
- Maintains certification records and coordinates the issuance of new or increased warrants for CFM employees.

Acquisition Support Directors (Eastern, Western and Central Regions)

Overview
The Acquisition Support Director oversees regional and local A/E evaluation and selection activities for projects in the assigned region; administers contracts for major project funding controls; and serves as action officers for emergent local acquisition situations.

Functions and Activities
- Oversees major construction contracting services for the assigned region (Facilities Acquisition Regional Offices: Acquisition Support – National Region; Acquisition Support – Eastern Region; Acquisition Support – Central Region; Acquisition Support – Western Region). The Director oversees construction contract awards and administration of design and professional service contracts. Contracting activities involve a wide array of process administration for formal fixed contracts with A/E firms for services such as schematic design, design development, construction documents, and construction period services.
Office of Programs and Plans

Overview
The Office of Programs and Plans is responsible for providing subject matter expertise and advice in all matters pertaining to VA’s facilities and construction acquisition, real property acquisition and disposal, and quality assurance of acquisition projects.

Functions and Activities

- Develops a national program strategy for construction acquisition, real property acquisition and disposal, and program quality assurance:
- Serves as the principal advisor to the Executive Director of CFM for issues associated with construction acquisition, real property acquisition and disposal, and program quality assurance.
- Develops policy, guidance, and performance measures for the acquisition oversight of construction and leasing programs.
- Provides technical support to CFM’s regional offices.
- Maintains construction and leasing performance measurement and reporting systems.
- Oversees the administration of programs to assess organizational achievement and individual performance.
- Develops management and review processes to ensure pilot projects produce a return on investment and that thorough processes will be instituted across the entire facility management spectrum.
- Solicits, evaluates, and implements improvements to the capital asset program project management and execution.
- Provides oversight to the VA’s Implementation of effective project management, assuring a project management plan that addresses project staffing, responsibilities, master schedule and budget, and is scalable to major, minor, and maintenance projects.

Consulting Support Service

Overview
Consulting Support Service is responsible for providing subject matter expertise and advice in all matters pertaining to VA’s design and construction programs and ensures and full array of technical professional consultation is provided to regional offices.

Functions and Activities

- Develops and provides guidance for all facilities engineering activities in CFM and provides support on A/E issues; provides subject matter expertise for VA’s design and construction programs, as well as construction contract claims.
• Serves as the principal advisor to the Executive Director of CFM, on all engineering and operations services for VA's design and construction programs.

• Provides direct on-call consulting support to field installations and CFM regional offices.

• Provides consultations and support services related to A/E design services, automated transport design, conceptual and design development support, and engineering design services.

• Provides other key services including guidance on facility condition assessments, technical/building studies, critical path method scheduling and training, and subject matter expertise for claims management.

• Provides emergency response teams doe natural disasters or other emergencies affecting VA assets to assess, document damage and critical safety issues, and develop recommendations for corrective action.

• Oversees facility condition assessments, electrical studies, suitability assessments, and façade studies.

• Participates and provides technical expertise in major design reviews, facility commissioning, and emergency preparedness assessments.

Authorities
38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Project Control Service

Overview
The Project Control Service manages and directs departmental platform of activities to assure development of construction program policy, focusing on communication and key processes of time management, cost management for CFM’s business lines; and oversees systems that provide real time access to all relevant construction program information.

Functions and Activities
• Provides technical and professional support and develops recommendations for improved processes and procedures including acquisitions planning, project design, construction management, as well as oversight and management of contracts for professional A/E services, construction managers, design-build contractors, and all other construction contracts.

• Conducts reviews to assess the viability of a project, determine weakness and ensure improvement in the areas not meeting the standards.

• Oversees development of detailed construction program action plans, determines if current structures are appropriate to the intended strategy, articulates proposed strategies, links, strategic planning to the annual business plan and budget; and monitors and controls the plan to determine if strategy is on track.
• Oversees and coordinates interfaces with field contacts by managing integrated master schedules, program controls, and multifaceted construction program services providing the necessary training tools to ensure that personnel are proficient in project management fundamentals needed to effectively and efficiently plan, design, and manage a project.

• Manages construction program support encompassing professional services for acquisition planning, project design and construction management identifying policy elements that may likely give rise to disputes and/or claims.

• Establishes and maintains program review boards with CFM directors and oversees the administration of programs that assess organizational achievement and individual performance; and recognizes the congruence between individual needs, organizational climate, job satisfactions, and performance.

• Other tasks include directives management, development of organizational performance measures, lessons learned, and benchmarking best practices in cost and pricing data for the major construction program.

Quality Assurance Service

Overview
Quality Assurance Service provides an independent quality assurance program for CFM business lines, ensuring compliance with applicable VA and Federal regulations and requirements.

Functions and Activities
• Provides an independent quality assurance program for CFM’s business lines, ensuring compliance with applicable VA and Federal regulations and requirements.

• Conducts independent compliance reviews of purchase card transactions, major construction projects and leases to ensure adherence to Federal Acquisition Regulation (FAR), VA, and CFM policy.

• Provides technical writing and editing services to all CFM offices to support the drafting and issuance of policies and standard operating procedures for all CFM functional areas.

• Conducts construction peer reviews during the construction period of major projects for purposes of assessing and improving CFM/contractor working relationships and project delivery efficiencies.
Office of Real Property

Overview
Office of Real Property supports VA by acquiring land for VHA and NCA and by leasing space for construction of medical and medically-related facilities; facilitating intergovernmental transfers, exchanges, disposals, and the acquisition of and granting of easements, licenses, and permits. It also provides guidance to regional and local VA offices regarding real property. Office of Real Property also oversees and administers the Lease Certification Program and Lease Warrant Program for VA.

Functions and Activities

- Oversees administration of lease acquisition for medical, office and research facilities and reviews General Services Administration’s (GSA) occupancy agreements on behalf of VBA.

- Provides support for independent negotiations, as well as negotiations with GSA, on issues pertaining to leasehold interests, land and building acquisitions, disposal and historic reuse of buildings and/or land, demolitions and related activities, licenses and permits, out-leasing, VA quarters management, parking, and compliance with the Randolph-Sheppard Act, the McKinney-Vento Act, the CHIP-IN Act, and the Mission Act.

- Provides land management functions to all elements of the Department.

Authorities
38 U.S.C. Part VI Chapter 81 Subchapter 1, 8101-8119. Acquisition and Operation of Hospital and Domiciliary Facilities; Procurement and Supply; Enhanced-Use Leases of Real Property.

Real Property Policy and Plans

Overview
Real Property Policy and Plans works on policy for Office of Real Property. This division writes policy for all other divisions within ORP. This section also manages special projects and initiatives within ORP, such as GSA lease management, VHA leases, land use agreements, etc.

Functions and Activities

- Wrote Lease Contracting File Turnover Policy to address the proper turnover and retention of files from an ORP Lease Contracting Officer to an Administrative Contracting Officer (ACO) in the Field upon lease award.

- Real Property and Plans is a lead player in creating clear and concise license policy and is working towards completing a license policy for ORP during FY2019.

- Real Property and Plans works on settlements for CFM, for example, a recent delay claim and subsequent settlement for the Monterey project.
Lease Execution Division

Overview
Lease Execution is responsible for the procurement of Major, and some Minor, leases on behalf of the department. The current lease portfolio managed by Lease Execution totals to approximately 5.3M SF and $5.9M in total contract value, and 5.2M Veterans are enrolled in the markets where these projects are located.

Functions and Activities
- Last year, VA underwent a modernization of its major lease process to better align with the private sector and other Federal agencies, with an emphasis on standardization, increased competition, cost savings, and speed to market.

- in Fiscal Year 2018, VA’s Office of Real Property delivered on VA’s mission by awarding 23 lease contracts, which translates into 1.7M square feet at a total contract value of over $2.1B.

- VA is currently in active procurement for the “Choice 2.0” leases, authorized last year, and is already seeing the result of the business transformation in the increased speed to market on these projects, with many of those leases slated for award this year. VA has put 19 Major leases to market since Summer 2018, utilizing the VA request for lease proposals, with more anticipated over the next several months.

- This modernization is being accomplished through a new solicitation package which aligns requirements with healthcare industry standards and local codes instead of prescriptive government requirements; a formalized lease credentialing program to train and warrant staff; and resource alignment within VA to ensure timely delivery.

- VA has also partnered with GSA on 7 Major leases, known as the pilots, in which GSA is the procurement arm on behalf of VA. VA and GSA are working closely to share best practices to allow for more timely and consistent delivery of these projects.

- In all its leased facilities, VA’s goal is to provide modern, well-designed healthcare facilities that enable delivery of high-quality care and a great patient experience to our Veterans.

Lease Delivery Service

Overview
The Lease Delivery Service is responsible for the execution of lease construction from award through acceptance. It develops and facilitates effective, standard lease construction management and implementation strategies.

Functions and Activities
- Oversees CFM’s lease field staff, who manage VHA major and minor lease construction projects. Staff provides construction and design management for all space types of lease construction including medical, office, warehouse, research, and office spaces.

- Implements lease construction projects, provides technical assistance to individual project sites, provides contract management services and supports lease and other contract procurement activities.
• Forms relationships with VA facilities leadership, developers, and the Architect/Engineer (A/E) industry to ensure effective delivery throughout the country.

Land Acquisition and Strategic Utilization Division

Overview
Land Acquisition and Strategic Utilization Division (LASU) acquires land on behalf of VHA and NCA. LASU also executes property disposals (both entire campuses and individual buildings), the Historic Reuse Program (HRP), and the CHIP-IN Act initiative. LASU oversees the congressionally-approved White House government reform plan transferring 11 Army-run cemeteries VA NCA in a move aimed at improving efficiency and freeing up Army funds for more critical needs.

Functions and Activities
• Land Acquisitions for NCA- LASU acquires land for cemetery expansion purposes throughout the country to further the VA NCA mission of providing burial benefits to veterans and eligible dependents.

• Land Acquisitions for VHA- LASU acquires land to meet the needs of VA medical centers. This land is used for expansion purposes or for parking.

• Real Property Disposals and HRP- Land and buildings no longer needed to carry out the mission of VA are disposed of in many possible ways, and LASU executes the disposal process. Additionally, LASU executes HRP to find other uses for buildings no longer needed, preserving each building’s historic value by finding a tenant who will perform maintenance and upkeep for up to 99 years.

• CHIP-IN Act- LASU oversees the CHIP-in Act partnership between private and public partners for CFM. LASU is in the process of identifying four pilot programs along with the already identified Omaha project, which is scheduled for completion in 2020.

Land Management Division

Overview
Land Management Division (LMD) acquires land and easements on behalf of NCA and VHA, in addition to granting easements and executing land exchanges, permits, licenses, out leasing, and disposals. LMD solves land use issues such as taxes, easement vacations, and deed corrections and releases.

Functions and Activities
• LMD oversees the Document Retention Program for Real Property records. This includes working with stakeholders to develop policies, records retention schedules, overseeing the records in the offsite warehouse, and obtaining a records management software program meeting National Archives (NARA) standards.

• LMD is a lead player in creating clear and concise license policy and is working towards completing a license policy for ORP during FY2019.

• LMD oversees the software updates and upgrades required to the Real Property Project Tracking System (RPPTS)
Veterans Experience Office

Mission
VEO supports VA as the Secretary of Veterans Affairs’ (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

Overview
The Veterans Experience (VEO) is headed by the Chief Veterans Experience Officer, who reports directly to the VA Secretary, and is immediately supported by the Deputy Chief Veterans Experience Officer (Deputy Chief) and Chief of Staff. It was created by the Secretary of Veterans Affairs, not by legislative authority. This Office, in close coordination with VA’s Administrations and Staff Offices, is creating new capabilities to transform the Department into the most customer-centric agency in the Federal government.

The Deputy Chief serves as the second-in-command and VEO’s Chief Operating Officer (COO). In this capacity, the Deputy Chief directs VEO policy and operations, provides broad direction, and ensures coordinated action and conformance with the VEO mission.

Functions and Activities
- Represents the voice and perspective of Veterans, their families, caregivers, and survivors in departmental governance.
- Sets VA’s CX strategy.
Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent healthcare and benefit experiences.

Designs, implements, and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans’ interactions with VA and help them understand and access care and services provided by VA and their local communities.

Supports VA “mission owners” – those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans – in meeting their goal for improving customer experience.

Oversees VEO’s corporate communications and efforts to strengthen VA’s relationship with Veterans, Servicemembers, their families, caregivers and survivors.

Chief of Staff

Overview
The Chief of Staff (COS) works closely with the Chief Veterans Experience Officer and the Deputy Chief to manage day-to-day operations. In this capacity, the COS serves as the central coordination point for all high-level negotiations involving the establishment or implementation of VEO policies and procedures, and project management activities.

Functions and Activities

- Together with the Chief Veterans Experience Officer and Deputy Chief:

- Represents the voice and perspective of Veterans, their families, caregivers, and survivors in departmental governance.

- Sets VA’s CX strategy.

- Integrates and coordinates VA resources across in-person and virtual interactions with Veterans to ensure delivery of excellent healthcare and benefit experiences.

- Designs, implements, and manages a portfolio of Enterprise-level, customer-centric projects that will simplify Veterans’ interactions with VA and help them understand and access care and services provided by VA and their local communities.

- Supports VA “mission owners” – those leaders responsible for delivering, day-in and day-out VA care services, and products to Veterans – in meeting their goal for improving customer experience.

- Oversees VEO’s corporate communications and efforts to strengthen VA’s relationship with Veterans, Servicemembers, their families, caregivers and survivors.
Operations

Overview
VEO supports VA as the Secretary of Veterans Affairs’ (SECVA) customer experience (CX) insight engine and a shared service to partner with, support, and enable VA Administrations and Staff Offices to provide the highest quality CX in the delivery of care, benefits and memorial services to Servicemembers, Veterans, their families, caregivers and survivors.

The Operations Directorate is responsible for oversight of all VEO operations. MP&A also provides guidance for implementation of consistent operating practices across VEO related to workforce planning, financial management, budget administration, resource planning, business oversight activities, acquisition, and tracking of VEO’s performance measures.

Functions and Activities

- Develops programming and budgetary requirements for current and future years and oversees budget execution.

- Drafts and disseminates operational policies and procedures.

- Coordinates with VA Human Resources Teams to address matters related to staffing, employee relations, and labor relations.

- Gathers acquisition requirements, assists with drafting associated documentation, and tracks status throughout the acquisition lifecycle.

- Provides logistical assistance, as well as any other operational support, to VEO personnel in furtherance of the organizational mission.

Portfolio Management Directorate

Overview
The Portfolio Management Directorate (PMD) supports VEO as a key business integrator, including coordination across VEO Directorates and VA. PMD applies portfolio management best practices through a robust project intake and tracking capability to monitor project execution and measure impact. PMD further facilitates integrated project teams for Enterprise-wide initiatives as well as specific projects for VA Administrations and Staff Offices and creates actionable plans / recommendations for project execution.

Functions and Activities

- Applies portfolio management best practices and disciplined business processes to assess and prioritize all requests for VEO support.

- Maintains Enterprise view of VEO projects, including key milestones, deliverables, performance metrics.

- Monitors progress of all VEO programs and projects to identify integration opportunities, and ensure each project is supported to achieve identified milestones.
Enterprise Measurement and Design Directorate

Overview
Enterprise Measurement and Design (EMD) Directorate employs Human Centered Design (HCD) techniques and Veterans Signals (VSignals) Surveys to gather and analyze qualitative and quantitative data to create a shared understanding of Veterans concerns and bright spots in their interactions with VA. EMD enables data-driven strategy and decision-making in VA and VEO by hardwiring quantitative and qualitative insights and predictive analytics in the Department to improve service recovery and VA performance. This capability allows the Department to view VA’s performance from the Veteran’s perspective and holds VA accountable to Veterans. Modeling after industry, EMD gathers multiple tiers of customer experience input:

Functions and Activities
- **VA Enterprise Trends**: a snapshot of VA performance overall across all service lines, measuring effectiveness, ease, emotion, and trust, and used to monitor VA’s progress towards increasing Veterans trust.

- **Service-Level Patterns**: tracking and analyzing customer experience by service line in real time to improve VA performance and provide transparency in service areas in need of improvement; consists of an online survey pushed to customers after service delivery.

- Human Centered Design: gather qualitative data and insights from direct interviews with Veterans, their families, caregivers and survivors from across the country to map their journeys with VA services and co-design tools / products to address improvements to the moments that matter most to them.

- Gather and analyze qualitative data from Human Centered Design research to identify and map the key moments that matter to them.

- Utilize Human Centered Design to design experiences across touch points that matter to VA’s customers, employees, and partners via the utilization of iterative research, idea generation, prototyping, launch and evaluation.

- Establish and report on agency-wide CX metrics, including VA Agency Priority Goals (APGs).

- Provide and enhance employee access to integrated actionable customer experience data insights for service recovery and performance improvements.

- Use CX data and insights to design solutions, deliver tangible tools and products, and measure VA performance based on the moments that matter to Veterans.

- Mature CX data analytics capability from lagging (i.e., descriptive of past) to leading (i.e., predictive of emerging trends / topics before they intensify).
Multi-Channel Technology Directorate

Overview
The Multi-Channel Technology (MCT) Directorate, in partnership with other VA offices, ensures services offered via web self-service and contact centers are designed and implemented based on customer insights, and are supported by authoritative customer information. The Office partners with VA’s Office of Information and Technology to deliver high touch, technology-enabled customer service capabilities throughout the enterprise thus enabling Veterans and others to access information, benefits and services anywhere, anytime.

Functions and Activities
- Drives Veteran-centric technology solutions by integrating data systems and delivering user-centric capabilities through multiple channels.
- Builds, deploys and maintains Enterprise applications, tools and infrastructure for the delivery of products, services and information (e.g., VA.gov, customer experience management platform (VSignals), enterprise telephony, customer relationship management, data management).
- Provides business process management and re-engineering, business requirements development and management, user acceptance testing, deployment, and training of Enterprise-wide applications to meet the needs of Veterans, their families, caregivers, survivors and employees.

Patient Experience Directorate

Overview
VEO’s Patient Experience (PX) Directorate partners with the Veterans Health Administration to create and implement a patient experience improvement program across VHA facilities. In partnership with VHA, PX develops tangible CX tools and best practices to empower employees to provide and enable a consistent, world-class patient experience for Veterans, their families, caregivers, and survivors who seek health care at VA facilities.

Functions and Activities
- Apply Human-Centered Design research and best practices of leading private sector organizations and high performing VA health care systems.
- Design and deploy toolkits, training and other programs and disseminate industry and other best practices to continually improve the patient experience across VHA.
- Establishing partnerships and aligning strategically with internal stakeholders, including VHA and other program offices.
- Leverage Choose Home networks of Veteran and caregiver organizations to communicate any changes in benefits availability and process.
Benefits Experience Directorate

Overview
The Benefits Experience (BX) Directorate supports the Veterans Benefits Administration (VBA), National Cemetery Administration (NCA), and the Board of Veterans’ Appeals by developing tangible tools, including training and other programs, to provide world-class customer experiences for Veterans, their families, caregivers, and survivors.

Functions and Activities
- Evaluate customer experience around the moments that matter depicted in the VA Veterans Journey Map and other journey maps.
- Develop and implement tangible tools, including training, leadership practices and other products, for employees to deliver world class experiences.

Veterans, Family and Community Engagement Directorate

Overview
The Veterans, Family and Community Engagement (VFCE) Directorate partners with local communities and serves as a conduit for on-the-ground listening and information distribution through the community network. VFCE thus enables two-way communication between Veterans and the local community, and the Department to improve outcomes for transitioning Service members, Veterans, families, caregivers, and survivors.

Functions and Activities
- Coordinate with key partners at the state/county level and VSOs/MSOs to show appreciation for local communities and Community Veteran Engagement Boards (CVEBs) in fostering ‘Veteran-friendly Communities’.
- Share best practices and lessons learned across CVEBs and local communities on successful methods for building community-based partnerships to address gaps in service.
- Share information on VA priorities, and VEO initiatives and toolkits, and foster partnerships to augment VA services with VHA, VBA, NCA, the Board of Veterans’ Appeals, and other Staff Offices.
- Foster a coordinated support system where Veterans live and provide outreach and navigation support of VA services to more than 12.5M Veterans and over 50M families, caregivers, and survivors who reside in CVEB catchment area.
Office of the Inspector General

Overview
The Office of Inspector General (OIG) was administratively established on January 1, 1978, to consolidate audits and investigations into a cohesive, independent organization. In October 1978, the Inspector General Act, P.L. 95-452, was enacted, establishing a statutory Inspector General in VA. It states that the IG is responsible for: (1) conducting and supervising audits and investigations; (2) recommending policies designed to promote economy and efficiency in the administration of, and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA programs and operations; and (3) keeping the Secretary and Congress fully informed about problems and deficiencies in VA programs and operations and the need for corrective action. The Inspector General has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements. In addition, P.L. 100-322, passed on May 20, 1988, charged the OIG with the oversight of the quality of VA health care.

The OIG, with about 900 onboard employees, is headquartered in Washington, DC, and has more than 40 field offices located throughout the country. The OIG is organized into the following offices:

- Immediate Office of the Inspector General
- Counselor to the Inspector General
- Audits and Evaluations
- Contract Review
• Healthcare Inspections

• Investigations

• Management and Administration

• Special Reviews

Functions and Activities

• Has authority to inquire into all VA programs and activities as well as the related activities of persons or parties performing under grants, contracts, or other agreements.

• Receives complaints and allegations of wrongdoing from VA employees, members of Congress, the public, or other stakeholders.

• Performs audits, evaluations, reviews, inspections, and investigations aimed at preventing and detecting criminal activity, waste, abuse, and mismanagement.

• Refers criminal cases to Federal, state, and local authorities for criminal and/or civil prosecution.

• Presents findings and makes recommendations designed to improve the integrity, efficiency, accountability, quality, and effectiveness of VA programs and operations.

• Keeps the Secretary and the Congress fully and currently informed about problems relating to.

• VA programs and operations and the need for corrective action.

• Provides semiannual reports to SECVAA and Congress as required by the Inspector General Act of 1978, as amended, which are made available to the public on the OIG Internet site.

Authorities


Board of Veterans’ Appeals (Board)

Mission
The mission of the Board is to conduct hearings and decide appeals properly before the Board in a timely manner.

Overview
The Board is the agency within the Department of Veterans Affairs (VA or Department) responsible for making final decisions on behalf of the Secretary for appeals for Veterans’ benefits and services from all three administrations – Veterans Benefits Administration, Veterans Health Administration, and National Cemetery Administration – and the Office of General Counsel (OGC) that are presented to the Board for appellate review. The Board’s mission is to conduct hearings and issue timely decisions for Veterans and other Appellants in compliance with the law. 38 U.S.C. 7101(a). The Board’s jurisdiction extends to all questions in a matter involving a decision by the Secretary under a law that affects a provision of benefits by the Secretary to Veterans, their dependents, or their Survivors. 38 U.S.C. 511(a); 7104(a). Final decisions on such appeals are made by the Board based on the entire record in the proceeding and upon consideration of all evidence and applicable provisions of law and regulation. 38 U.S.C. 7104(a).

Functions and Activities
- Resolves appeals and remands issues for further development.
- Conducts Travel Board, Video Teleconference, and Central Office appellate hearings.

Office of the Chairman and Vice Chairman

Overview
The Office of the Chairman consists of a Chairman and a Vice Chairman (Senior Executive Service (SES)/VLJ)). The Chairman is appointed by the President, by and with the advice and consent of the Senate, for a term of 6 years, and is directly responsible to the Secretary. The Vice Chairman is a Member of the Board who is designated by the Secretary. The Office also includes support from the Chief of Staff and Budget Office.
Functions and Activities

- Provides vision, direction, and leadership to the Board.
- Directs outreach activities, to include collaboration with VSO and other stakeholder representatives.
- Provides leadership and advisory services that are critical to achieving overall program success in relation to BVA’s mission.
- Serves as a liaison between the Board and other VA components, as well as external stakeholders, regarding any matters related to the Board.
- Works and collaborates across the VA enterprise to deliver results to Veterans.
- Manages the overall operations of the Board.
- Provides overall financial management for the Board.
- Develops and executes the Board’s annual budget.
- Assesses and manages the organizational resources to provide Veteran-facing services to include hearings and appellate decisions.
- Assesses and manages certification of all Veterans Law Judges (VLJs).

Office of Chief Counsel

Overview
The Office of Chief Counsel consists of a Chief Counsel (SES) and the following offices: Litigation Support; Quality Review; and FOIA and Privacy Act. The Office of Chief Counsel provides legal advice and policy guidance to the Board and other VA business lines.

Functions and Activities

- Establishes and implements Board policies and procedures.
- Assesses and manages performance, training, and certification of all Veterans Law Judges (VLJs).
- Develops Board-wide guidance documents, including Chairman’s memoranda and other directives.
- Manages and runs the Board’s Quality Review Program.
- Processes requests for information pursuant to the Freedom of Information Act (FOIA) and the Privacy Act.
- Conducts the administrative processing of appeals remanded to the Board from the Federal courts.
• Responds to case status inquiries from Veterans, representatives, and members of Congress.

Office of Appellate Operations

Overview
The Office of Appellate Operations (OAO) consists of four Deputy Vice Chairmen (DVC) (SES/VLJ), 98 VLJs, 20 Supervisory Senior Counsel, over 750 attorneys who prepare tentative written decisions for review and signature by a VLJ, and over 75 professional administrative staff. VLJs are appointed by the Secretary, with the approval of the President, based on a recommendation by the Chairman. Each DVC reports directly to the Vice Chairman, but collectively the DVCs and their teams constitute the OAO.

Functions and Activities
OAO produces timely and accurate appellate decisions for Veterans and other appellants, on appeals from regional offices and other parts of the Department responsible for the initial adjudication of benefit claims.

• Each DVC is responsible for a part of operations and oversees approximately 25 VLJs, 5 Supervisory Senior Counsel, 200 counsel, and administrative staff.

• DVCs are part of the senior leadership team and assist in carrying out the Chairman’s initiatives.

• Processes incoming appeals and establishes appropriate administrative controls.

• Processes incoming mail received at the Board.

• Secures the translation of foreign language documents contained in claims files.

• Provides logistical and administrative support for scheduling and conducting of Board hearings.

• VLJs review draft decisions/remand orders prepared by staff counsel and issue final decisions, preliminary orders, and rulings on motions that arise during proceedings.

• Manages the storage and flow of appellate cases throughout the Board in close coordination with Board leadership.

• Staff counsel reviews the record on appeal, researches the applicable law, and prepares comprehensive draft decisions/remand orders for review by a VLJ.

• Dispatches Board decisions and provides administrative support to VLJs and staff counsel.

Office of Deputy Vice Chairman 1

Overview
The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:
Functions and Activities
- Appeals Adjudication
- Veteran Law Judge (VLJ) Support
- Decision Management

Office of Deputy Vice Chairman 2

Overview
The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the area below:

Functions and Activities
- Appeals Adjudication
- Hearing Management

Office of Deputy Vice Chairman 3

Overview
The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:

Functions and Activities
- Appeals Adjudication
- Case Review and Evaluation
- Case Inventory and Control

Office of Deputy Vice Chairman 4

Overview
The office of this Deputy Vice Chairman provides Appeals Adjudication services and Administrative Support in the areas below:

Functions and Activities
- Appeals Adjudication
- Mail Management
Office of Resource Management and Planning

Overview
The Office of Resource Management and Planning consists of a Director, and the following offices: Logistics, Technical Infrastructure, Human Resources and Employee Relations, and Knowledge Management.

Functions and Activities
- Works in close collaboration with the Consolidated Human Resources Management Office (CHRMO) to oversee human resource functions for the Board.
- Manages Information Technology needs, to include creating a technology structure for the Board’s current and future needs.
- Oversees all Board contracts.
- Coordinates and produces trainings for Board Judges and attorneys and administrative staff.

Authorities
38 U.S.C. Chapter 71. Board of Veterans Appeals.
Office of Management

Office of the Assistant Secretary for Management and Chief Financial Officer

Mission
The Office of Management (OM) enables VA to provide a full range of benefits and services to our nation’s Veterans by providing strategic and operational leadership in budget, asset enterprise management, financial management, financial management business transformation service, and business oversight. It also promotes public confidence in the Department through stewardship and oversight of business activities that are consistent with national policy, law, and regulation.
Figure 17 - Office of Management

Overview
OM supports the Administrations and Staff Offices through five major service lines and has several activities and initiatives underway to help improve the Department’s operations.

Functions and Activities
- The Assistant Secretary for Management oversees all resource requirements, Budget formulation, and financial management activities relating to VA programs and operations. In addition, responsibilities include a Departmental accounting and financial management system that provides for management, cost, and account information. OM also oversees the Department’s capital asset management activities and business oversight activities, including development and implementation of policies and regulations.

Authorities
VA Handbook 0053. VA Environmental Excellence Awards Program.
VA Directive 0056. VA Sustainable Buildings Program.
VA Handbook 0056. VA Sustainable Buildings Program.
VA Directive 0058. VA Green Purchasing Program.
VA Handbook 0058. VA Green Purchasing Program.
VA Handbook 0059. VA Chemicals Management and Pollution.
VA Directive 0066. VA Sustainable Locations Program.
Office of Budget

Figure 18 - Office of Budget Organization Chart

Click here for the alternate representation of the chart

Overview
The Office of Budget supports the Department in service to Veterans by managing the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department’s budget. The office serves as the primary liaison with the Office of Management and Budget (OMB) and Congressional appropriations committees to defend and promote the Department’s program plans and budget estimates. The office also coordinates closely with program officials to ensure budget requests are technically accurate, performance-based, and focused on improving the Veteran experience.

Functions and Activities
The Office of Budget manages and directs all budget formulation and execution activities for the Department. The Office of Budget is divided into eight services that administer to different areas of VA’s budget and the overall budgetary process.

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.

- Issues guidance to VA Administrations and Staff Offices to prepare, review, and analyze their internal budgets/operating plans, and develop analyses, options, and recommendations for budget decision-making.

- Performs all core budget duties for the Department’s Staff Offices in the General Administration (Gen Ad) account, including budget formulation, budget justification and budget execution. Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.
• Manages the Department’s monthly budget execution reviews.

• Represents VA in budget deliberations with OMB and Congressional appropriations committees.

• Develops testimony, briefing books, and materials for Department leadership’s budget presentations to Congress, VSOs, and the media.

• Manages Questions for the Record, Congressional Tracking Reports, and other inquiries from the House and Senate Appropriations Committees.

Associate Deputy Assistant Secretary for Budget Operations

Overview
The Associate Deputy Assistant Secretary (ADAS) for Budget Operations manages the strategic and policy decision making processes in the formulation, execution, analysis, justification, and preparation of the Department’s budget.

Functions and Activities
• Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

• Manages the Service Directors of Medical Programs, Benefit Programs, Management Programs, and IT Programs.

• Leads budget execution review processes and keeps VA leadership informed of key issues and trends.

• Represents VA in budget deliberations with OMB and Congressional appropriations committees.

Medical Programs Service

Overview
The Medical Programs Service is primarily focused on the Veterans Health Administration which includes appropriations for Medical Services, Medical Community Care, Medical Support and Compliance, Medical Facilities, and Medical Research.

Functions and Activities
• Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Management Programs Service

Overview
The Management Programs Service works with the National Cemetery Administration, the Board of Veterans’ Appeals, and the funding for the Department’s General Administration appropriation.
Functions and Activities
- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Benefits Programs Service

Overview
The Benefits Programs Service is primarily focused on the Veterans Benefits Administration and both the mandatory and discretionary funding involved in those programs.

Functions and Activities
- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Information Technology Service

Overview
The Information Technology Service is responsible for the Information Technology appropriation as well as the Electronic Health Record Modernization appropriation.

Functions and Activities
- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

Executive Director of Programming, Analysis and Evaluation (PAE) Service

Overview
The Executive Director of Programming, Analysis and Evaluation (PAE) Service supports PAE’s mission is to improve service to our Veterans by enabling VA to make evidence-based resource and program decisions to promote programming excellence. PAE is VA’s independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department’s strategic goals and objectives.

Functions and Activities
- Leads the Department’s multi-year programming process, providing the enterprise-view necessary for VA leadership to make well informed, long term resource allocation decisions.

- Ensures all funds are spent in compliance with laws, guidance, and directives from OMB and Congress, as well as Departmental policies and plans.

- Manages the Service Directors of Staff Office Budgets, Budget Process and Data Management, Program Analysis and Evaluation, and Cost Analysis.

- Leads budget execution review processes and keeps VA leadership informed of key issues and trends.

- Represents VA in budget deliberations with OMB and Congressional appropriations committees.
Staff Office Budgets Service

Overview
The Staff Office Budgets Service coordinates the funding needs of each of the supporting staff offices in VA Central Office. This service was established following the 2017 modernization initiative that consolidated the budget analysts from the staff offices underneath the Office of Budget to achieve efficiencies.

Functions and Activities
- Performs all core budget duties for the Department’s Staff Offices in the General Administration (Gen Ad) account, including budget formulation, budget justification and budget execution. Provides budgetary analysis and recommendations to the Staff Offices to ensure effective management of the Gen Ad budget.

Budget Process and Data Management Service

Overview
The Budget Process and Data Management Service develops and coordinates the processes and systems to ensure efficient and timely budget submissions and execution.

Functions and Activities
- Manages all aspects of VA’s annual budget request to OMB to defend and promote the Department’s program plans and budget estimates, and negotiates/appeals the OMB Passback decisions.
- in coordination with Administrations and Staff Offices, develops Congressional Justifications Budget and the data for the President’s Budget Appendix.

Programming, Analysis and Evaluation (PAE) Service

Overview
The Programming, Analysis and Evaluation (PAE) Service’s mission is to improve service to our Veterans by enabling VA to make evidence-based resource and program decisions to promote programming excellence. PAE is VA’s independent, analytical voice for supporting improved cost estimation, alignment of resources, and decision-making to achieve the Department’s strategic goals and objectives.

Functions and Activities
- Leads the Department’s multi-year programming process, providing the enterprise-view necessary for VA leadership to make well informed, long term resource allocation decisions.

Cost Analysis Service

Overview
The Cost Analysis Service is the independent assessment organization that provides VA leadership with objective analysis to inform strategic decision-making.

Functions and Activities
- The Cost Analysis Service is the Departmental expert on cost analysis and cost estimating through the development of cost policies, procedures, and estimates.
- Conducts independent program evaluations to assess design, implementation, improvement, and outcomes to demonstrate program effectiveness and value to stakeholders.

Authorities
38 U.S.C. 308(b) (3).
OMB Memorandum M-13-17. Next Steps in the Evidence and Innovation Agenda (July 26, 2013) –
OMB Memorandum M-10-32. Evaluating Programs for Efficacy and Cost Efficiency (July 29, 2010).
OMB Memorandum M-10-01. Increased Emphasis on Program Evaluations (October 7, 2009).
OMB Circular A-19. Legislative Coordination and Clearance.
GAO-12-629. Information Technology Cost Estimation (July 2012).
Office of Asset Enterprise Management

Overview
The Office of Asset Enterprise Management (OAEM) provides the Assistant Secretary for Management/Chief Financial Officer, DEPSECVA, and the SECVA with objective oversight and advice regarding the acquisition, management and disposal of VA capital assets.

The OAEM Director is the VA Senior Real Property Officer as well as the Chief Sustainability Officer, which is the senior Department official for the Department’s Energy Management Program (energy conservation and management, environmental compliance, vehicle fleet management, sustainable building conformance, and related programs). The office oversees capital asset (i.e., buildings, land, structures, and real property leases) activities to ensure effective and prudent portfolio and asset performance management throughout the entire asset life cycle. OAEM develops and disseminates policies, processes, and performance measurement systems for the Department’s capital asset management programs.

OAEM manages the Department’s Strategic Capital Investment Planning (SCIP) process and chairs the SCIP Panel and Board. The Office provides guidance, standards, and technical expertise with respect to individual investments and infrastructure-related programs and initiatives. Additionally, it is responsible for serving as the principal policy office and business advisor regarding capital investment selection and execution, sustainability planning, real property lease oversight, and real property asset disposal planning. Finally, OAEM is the responsible program office for VA’s Enhanced-Use Lease (EUL) program, allowing the Secretary to lease land or buildings to public, private, and/or non-profit partners for up to 75 years to provide housing for homeless Veterans and their families.

Functions and Activities
- Managing the Department’s Strategic Capital Investment Planning (SCIP) Process.
- Executing VA’s Enhanced-Use Leasing Program to Repurpose Vacant and Underutilized Assets.
• Managing VA’s Real Property Performance and Real Property Portfolio.

• Implementing VA’s Energy Management Program.

Capital Operation and Program Service

Overview
The Capital Operation and Program Service (COPS) provide the day-to-day administrative operations and functions needed to support OAEM. COPS is the central coordinating point for all OAEM’s staff and organizational actions.

Functions and Activities
• Provides administrative support to OAEM:
  • Correspondence management.
  • Space management.
  • Human resource support activities.
  • Payroll processing.
  • Office supplies inventory maintenance.

Capital Asset Policy, Planning and Strategy Service

Overview
The Capital Asset Policy, Planning and Strategy Service (CAPPS) enables OAEM to serve as the principal policy office and business advisor regarding capital investment selection and execution via the Strategic Capital Investment Planning (SCIP) process. CAPPS coordinates the Department’s capital asset policies and investment process. CAPPS supports VA’s comprehensive planning process for capital programs (major construction, minor construction, NRM, and leases) across the Department and produces a data-driven, merit based strategic plan to support VA’s annual capital budget request to OMB and Congress.

Functions and Activities
• Manages the Department’s SCIP Process:
  • SCIP process allows VA to develop an integrated and prioritized list of projects annually.
  • Produces the VA Long Range Capital Investment Plan.
  • Prepares VA’s annual Capital Program Budget Submission.
  • Develops legislative analysis pertaining to capital programs and investments.
  • Manages VA/DoD coordination on capital planning issues.
• Reviews and assists in the Development of VA Administration and Staff Office Operating Plans.

• Produces Budget Execution Reports (Operating Plans and Actual Obligations)

**Investment and Enterprise Development Service**

**Overview**
The Investment and Enterprise Development Service (IEDS) is responsible for the management and execution of VA’s Enhanced Use Leasing (EUL) program. A EUL is long-term agreement between VA (as lessor) and a non-Federal entity, to use or repurpose underutilized land and/or buildings, to offer an enhanced range of services to Veterans. The current EUL authority is focused on providing supportive housing for Veterans. IEDS conducts the initial due diligence of these real estate deals and negotiates the terms of the EUL with who are responsible for all aspects of development including: finance, design, construction, and operations of permanent supportive housing for eligible homeless Veterans.

**Functions and Activities**
• Executes the Enhanced Use Lease (EUL) Program

• Addresses all issues associated with project planning, development, negotiations, and execution of a given EUL project.

• Continuously reviews VA’s portfolios for underutilized land and/or buildings that could be repurposed to help provide housing for homeless and at-risk Veterans and their families.

**Capital Asset Management Service**

**Overview**
The Capital Asset Management Service (CAMS) manages VA’s portfolio of capital assets, including performance monitoring of the portfolio, disposal and reuse planning, real property data management, and on-going analysis of the portfolio. CAMS is also responsible office for budgeting, delegation, and tracking of VA’s real property leases, as well as providing compliance monitoring of VA’s operational EULs. In support of these responsibilities, CAMS oversees implementation, maintenance and enhancements for information technology systems used to manage VA’s real property portfolio through the full asset life cycle, as well as multiple SharePoint sites. The systems managed by CAMS facilitate the management and oversight of underutilized and vacant properties and support the production of multi-year disposal and reuse plans.

**Functions and Activities**
• Provides oversight, management, and analysis of VA’s real property portfolio

• Oversees VA’s real property disposal process, including planning, reuse, repurpose, and other reporting.

• Maintains responsibility for EUL post transaction oversight, including producing the required annual EUL Consideration Report.
• Implements Federal Real Property Council (FRPC) reporting requirements and performance tracking associated with VA’s real property portfolio, including required annual reporting for the Federal Real Property Profile system.

• Manages the implementation of Office of Management and Budget’s (OMB) Real Property National Strategy, including Reduce the Footprint (RTF) by providing guidance, tracking, and reporting on progress.

• Manages the assignment of Accounting Classification Codes for leases and agreements.

• Performs analysis of the Department’s portfolio for capital planning purposes, including space analysis and condition analysis, among other factors.

• Represents the Department on various Federal real property groups, such as the Federal Real Property Council and associated working groups, and acts as VA’s real property liaison with OMB, General Services Administration (GSA), and Government Accounting Office.

• Manages the GSA delegation process for lease procurements, and lease status tracking at the portfolio level.

• Provides systems support for VA’s Capital Asset Management System, Capital Asset Inventory System, SCIP Automation Tool, SCIP SharePoint sites, OAEM Records Management tool (Records Center), EUL Information system, Enterprise Lease Management Tool, and OAEM SharePoint sites.

Energy Management Program Service

Overview
The Energy Management Program Service (EMPS) leads VA’s efforts to reduce the agency’s environmental footprint while achieving enhanced efficiency and cost avoidance. EMPS formulates policy guidance and coordinates enterprise-level operations to help ensure VA compliance with Federal mandates for energy, environment and vehicle fleet management, and supports related White House priorities.

Functions and Activities
• Executes the Department’s Energy Management Program to include developing policies and monitoring key aspects of VA’s sustainability efforts, such as:

  • Compliance with National Environmental Policy Act.

  • Energy management and related agency-level reporting.

  • Vehicle fleet management and related agency-level reporting.

  • Sustainable buildings.

  • Compiling and reporting data for OMB’s Sustainability/Energy Scorecard.
• Developing VA’s annual Sustainability Report and Implementation Plan.

• Producing VA’s annual Vehicle Fleet Report to Congress.

Authorities
P.L. 102-486. Title 1 Subtitle F.
P.L. 109-58. Title 1 Subtitle A; Title 2 Subtitle A; Title VII Subtitles A and F; Title XV Subtitle B;
P.L. 110-140. Title 1 Subtitle C; Title IV Subtitle C; Title V Subtitles B and C. Energy Independence and
38 U.S.C. 8103. Authority to Construct and Alter, and to Acquire Sites for, Medical Facilities.
38 U.S.C. 8122. Authority to Procure and Dispose of Property and to Negotiate for Common Services.
38 U.S.C. 8163(c) (4). Hearing and Notice Requirements Regarding Proposed Leases.
42 U.S.C. 9601 et seq. Comprehensive Environmental Response, Compensation, and Liability Act of
1980 (CERCLA) or Superfund.
Buildings.
Residential Buildings
48 C.F.R. Federal Acquisition Regulations.
E.O. 13327. Federal Real Property Asset Management
E.O. 13807. Establishing Discipline and Accountability in the Environmental Review and Permitting
    Process for Infrastructure Projects.
Federal Management Regulation, 102-34.
Federal Management Regulation, 102-5.
General Services Administration Regulations (GSAR).
GSA’s General Reference Guide for Real Property Policy, April 1998,
OMB Capital Programming Guide.
OMB Circular A-11 Preparation Submission and Execution of the Budget.
VA Directive 0056. VA Sustainable Buildings Program.
VA Directive 0058. VA Green Purchasing Program.
VA Directive 0065. Climate Change Adaptation Program.
VA Directive 0066. VA Sustainable Locations Program.
VA Handbook 0056. VA Sustainable Buildings Program.
VA Handbook 0058. VA Green Purchasing Program.
VA Handbook 0059. VA Chemicals Management and Pollution.
Office of Finance

Figure 20 - Office of Finance

Click here for the alternate representation of the chart

Overview
The Office of Finance (OF) maintains stewardship of Departmental resources; establishes Departmental financial policies, prepares financial reports, and information on VA’s appropriations and funds (general, revolving, special, and deposit) for cost and obligation accounting; and, administers VA’s travel and purchase card programs. OF produces VA’s annual financial report and related statements. OF continually enhances the quality of the Department’s financial services, processes payments to vendors, as well as payments to employees for employee travel and relocation, manages and directs VA’s financial operations at Central Office and at the Financial Services Center in Austin, TX, and VA’s debt management activities at the Debt Management Center in St. Paul, MN. OF also provides Departmental leadership and assistance to VA Administrations and Staff Offices regarding remediation, audit readiness services, as well as remediation of audit-related material weaknesses and significant deficiencies.

Functions and Activities
- Serves as principal advisor to the VA Chief Financial Officer on all matters related to financial policy, financial reporting, and financial systems.

- Coordinates and compiles data for briefings to OM leadership about of activities and achievements.

- Directs and oversees new initiatives, objectives, policies, and standards established to improve VA’s financial programs, including Department-wide deployment of a new VA Time and Attendance System (VATAS).
• Develops and presents solutions to problems that affect day-to-day program management activities.

Office of Financial Process Improvement and Audit Readiness

Overview
The Office of Financial Process Improvement and Audit Readiness (OFPIAR) provides accountability and sustained focus for remediating financial statement audit findings Department-wide and coordinates business process improvements to improve VA’s financial internal controls. The office serves as liaison with VA’s auditors for the Department’s annual financial statement audit.

Functions and Activities
• Serves as principal advisor to the DAS for Finance on all matters related to audit readiness.
• Provides oversight, direction, and coordination regarding the annual financial statement audit.
• Reengineers business processes to improve financial management practices department wide.
• Serves as principal advisor to the Deputy Assistant Secretary (DAS) for Finance on all matters related to the legacy core financial systems (FMS and MinX) and the interfaces with other smaller agency financial systems.

Audit Analysis Remediation Service

Overview
The Audit Analysis Remediation Service leads the Department and various stakeholders in remediating audit findings, developing processes to enhance business practices, and improving financial internal controls.

Functions and Activities
• Leads and coordinates with stakeholders to determine the root causes for identified material weaknesses and significant deficiencies per the annual audit report.
• Develops Corrective Action Plans (CAPs) for all identified financial statement audit findings, which lead to remediation.
• Supports the development and execution of business process improvements across the Department to improve financial internal controls.

Audit Readiness Service

Overview
The Audit Readiness Service serves as the support function to monitor progress on corrective action plans (CAP) throughout the year. The Service also leads the efforts in collaborating with Administrations and Staff Offices to obtain and submit provided by client (PBC) documents requested by the auditors to perform their audit testing and notice of findings and recommendation (NFR) responses to the auditors.
Functions and Activities
- Leads Departmental audit follow up, collecting and submitting documents, artifacts, data extracts and reports requested by the auditors.

- Leads collaboration with program owners to monitor progress on all CAP tasks and sub tasks to determine status and address outstanding issues.

Financial Management System Service

Overview
The Financial Management System Service (FMSS) provides oversight on systems matters relating to accounting, reporting and interfaces that affect FMS and MinX. VA’s current financial system framework consists of FMS as the core financial system and a variety of subsidiary and feeder systems which process transactions of various types. MinX is the VA financial report system used to produce financial statements for external reporting. FMSS also plans long-range financial systems modernization initiatives.

Functions and Activities
- Maintains FMS, VA’s legacy core accounting system.

- Ensures systems passing financial information to FMS comply with Government-wide accounting principles and standards and with financial systems policy/automated financial data exchange requirements.

- Monitors security related issues (access and maintenance) for both FMS and MinX applications.

- Provides Annual Close support.

- Resolves system issues and implements internal controls in VA accounting systems.

Office of Financial Policy

Overview
The Office of Financial Policy (OFP) is responsible for Department-wide financial policy, preparing VA’s annual Consolidated Financial Statements, publishing the Agency Financial Report (AFR), and providing guidance to affected offices on grants management issues.

Functions and Activities
- Serves as principal advisor to the DAS for Finance on all matters related to financial policy.

- Creates VA’s Consolidated Financial Statements.

- Publishes the AFR.

- Provides oversight, direction, and coordination for VA grants management.
Accounting Policy Service

Overview
The Accounting Policy Service (APS) provides VA-wide financial policy and guidance. Policies include finance and accounting, payroll, financial reporting, cash management, and other Government-wide financial programs and initiatives.

Functions and Activities
• Develops and issues VA financial and payroll policies and procedures and ensures their compliance with all financial laws and regulations.

• Manages the Accounting Policy helpdesk involving the timely response to finance, payroll, and accounting policy inquiries.

• Reviews Federal Accounting Standard Boards pronouncements and other law and regulation changes and ensures policies reflect any changes.

• Reviews and analyzes FMS transactions for US Standard General Ledger, budget object codes (BOCs), and other accounting transactions, including establishing new VA funds.

• Supports changes to cost accounting detail codes including cost centers and BOCs, and answers related cost accounting inquiries.

• Assists in the annual preparation of the Consolidated Financial Statements and other reporting requirements.

Operational Policy Service

Overview
The Operational Policy Service develops policy and procedures as well as, analysis and operational guidance in the areas of travel, government purchase cards, grants and debt management.

Functions and Activities
• Develops and updates policies for travel, purchase cards, grants, and debt management;

• Ensures policies comply with all financial laws, regulations, control agency guidance and related accounting standards.

• Provides guidance to grant program offices regarding the implementation of new guidance and regulations.

• Develops administrative tools, templates and forms for use by the Department.

Financial Reports Service

Overview
The principal financial statements are prepared to report the financial position and results of operations of VA pursuant to the requirements of 31 U.S.C. 3515 (b).

Functions and Activities
- Prepares interim and year-end financial statements, footnotes, and supplementary financial information for VA’s AFR.
- Prepares quarterly financial statements and fluctuation analysis.
- Assists in the coordination of the financial statements audit, preparing the bulk of auditor requested schedules and responses to auditor points/questions and reconciliations.
- Manages and prepares deliverables to assist with the implementation of CAPs related to key financial statement audit findings.
- Reports VA-wide year-end financial information to Treasury and OMB for Government-wide consolidation.
- Assists in financial policy development and review.

Debt Management Center

Overview
The DMC operates as an Enterprise Center within the VA Franchise Fund and provides debt collection and financial services on a fee-for-service basis to VA Program Offices, NCA, VBA and VHA.

Functions and Activities
- Serves as principal advisor to the DAS for Finance on all matters related to debt collection operations for its customers.
- Provides oversight, direction, and coordination for the overall debt collection operation.

Operations Directorate

Overview
The Operations Directorate is responsible for responding to Veterans’ written and telephone inquiries related to VA benefit debt (compensation, pension and education), and processing refunds.

Functions and Activities
- Manages all daily debt and financial functions and processes.
- Monitors 192 toll-free Veteran facing telephone lines.
- Provides statistics, trends and estimates for workload analysis and business decisions.
Strategic Management and Special Operations Directorate

Overview
The Strategic Management and Special Operations Directorate provide administrative support for the DMC and the daily operation of the DMC’s mail and check processing.

Functions and Activities
- Reviews, monitors and recommends changes to financial policy as it relates to debt collection activities.
- Manages the daily distribution of mail and check processing.
- Provides human resources liaison services required to support daily operations.
- Provides procurement services in terms of contract support and filling the operating needs of the DMC.
- Creates, monitors and implements DMC’s operating budget and the related business plan.
- Coordinates all facility issues such as maintenance, utilities and renovations.
- Manages, trains, and supervises DMC’s collections staff.

Financial Services Center

Overview
The FSC operates as an Enterprise Center of the VA Franchise Fund and provides an array of financial management and professional and administrative services on a fee-for-service basis to VA and other Governmental agencies.

Functions and Activities
- Serves as a principal advisor to the DAS for Finance, and is accountable to the Revolving Fund Board of Directors, on all matters related to the operation of the FSC.
- Manages FSC’s Executive Steering Committee and Business Process Review meetings.
- Provides oversight for all FSC service lines and FSC’s Equal Employment Opportunity program.
- Coordinates hiring actions and other human resource efforts.
- Disseminates communications throughout FSC.
- Provides Data Analytics Support.
- Provides procurement support.
- Performs internal business office functions.
- Facilitates employee training and development.
- Provides project management support.
- Executes financial management related disaster recovery activities.
- Serves as a principal on the Senior Travel Official Council.

Corporate Travel and Charge Card Services

Overview
The Corporate Travel and Charge Card Services (CTCCS) oversee VA’s conference policies and mandatory reporting, Compliance Audits of VA’s Purchase and Travel Cards, Permanent Change of Station (PCS) and Temporary Duty (TDY) travel vouchers, managing VA’s official passport activities, and processing VA travel policy exception requests. CTCCS is also responsible for Purchase Card and Travel Services, providing centralized oversight and administration of the Purchase Card Program, Permanent and Temporary Travel Services, and the Lockbox. To ensure compliance with applicable Public Laws, Federal Regulations, and Agency policies.

Functions and Activities
- Provides policy, oversight and review of VA’s conference activities.
- Develops and delivers congressionally mandated quarterly reports per title 38 U.S.C §517; develops and delivers annual reports as prescribed by OMB Memorandum M-12-12 and P.L. 113-46.
- Monitors VA conference policies and procedures (VA Financial Policy Volume 14 Chapter 10) and ensures compliance with current laws and regulations.
- Develops and manages the Conference Oversight and Reporting Knowledgebase (CORK) Web-based application.
- Conducts quarterly stratified random sample audits of VA Purchase Cards, Travel Cards, TDY and PCS Travel Vouchers. Additional judgmental and targeted audits are conducted when required.
- Processes requests for waivers and authorized exceptions to travel policy.
- Processes official VA passport and visa requests for international travelers.
- Serves as the sole custodian of all Diplomatic and Official passports issued to VA employees.
- Serves as the US Bank liaison to manage VA Purchase, Travel, Fleet, FEE, and Prime Vendor accounts.
- Performs charge card management services which include responding to Fleet, Prime Vendor, Travel, and Purchase Card inquiries and audit requests.
• Performs Lockbox duties to include processing debit vouchers, deposit tickets, rejected checks, rejected credit cards, and processing exceptions to medical co-payments, on behalf of the Veteran.

• Provides travel and relocation assistance for employees who have Temporary Duty Travel (TDY) and Permanent Change of Station (PCS) requirements.

• Oversees and performs reviews on travel obligations and disbursements in various financial management systems.

• Provides program management for the E-Gov Travel Service 2 (ETS2) and the PCS Travel Portal financial systems for new enhancements, regulatory updates, and system issues.

• Manages TDY, PCS, and Charge Card program training.

Financial Accounting Service

Overview
The Financial Accounting Service (FAS) is responsible for financial reports and accounting, nationwide accounting services and common administrative fiscal services for 12 stations. One of the primary functions of FAS is to ensure accounting transactions are properly recorded, reconciled, and reported to Treasury and OMB. FAS staff also provide Intragovernmental Payment and Collection System, Intragovernmental Reconciliation, Treasury Reconciliation, Agent Cashier Accountability, Financial Systems Oversight, and FMS annual close services to VA.

Functions and Activities
• Prepares and reconciles financial reports.

• Provides VA nationwide, station and intragovernmental accounting services.

• Coordinates VA implementation of Treasury modernization initiatives and provides Treasury reconciliation services.

• Performs financial systems oversight and serves as a liaison between VA field activities and IT staff operating FMS and other financial systems.

• Maintains VA’s Intragovernmental Payment and Collection System and agreement repository.

• Processes collections and prepares income statements for all Enterprise Centers.

• Processes FMS service requests.

• Provides Agent Cashier accountability.

• Performs functional FMS Annual Close coordination.

• Provides financial policy support including reviewing all new FMS general ledger accounts and standard transactions.
- Offers financial system and accounting training.

Financial Healthcare Service

Overview
The Financial Healthcare Service (FHS) is responsible for the payment of medical claims for its VA and other government agency (OGA) customers. FHS provides a wide range of services associated with the payment of medical claims starting with receipt and intake of the claim, Electronic Data Interchange or optical character recognition (OCR) conversion of paper claims, the calculation of a reimbursement amount on the claim using a commercial off-the-shelf claims adjudication engine, and the payment and generation of an explanation of benefits to the provider. In addition, a web based medical care authorization portal is available along with a portal accessible by the medical providers to check their claim status.

Functions and Activities
- Supports claim processing for the Department of Homeland Security (DHS) Immigration and Customs Enforcement Health Service Corps (IHSC) and the Department of Health and Human Services (HHS) Office of Refugee Resettlement (ORR).

- Processes contract dialysis claims for VHA.

- Processes Care in the Community and Choice medical claims via the Fee Basis Claims System (FBCS) for VHA.

- Partners on a major pilot project with the VHA Non-VA Purchased Care Office to develop a comprehensive claims processing system designed to be the future-state system for Purchased Care.

- Provides Enrollment and Eligibility, Referral Authorization, and Hospital Notification services to VHA to assist in the processing of non-VA medical claims.

- Processes medical claims and payments to families stationed at Camp Lejeune, North Carolina from Jan 1957 to December 1987.

Financial Operations Service

Overview
The Financial Operations Service (FOS) is responsible for a full range of financial operations, including electronic vendor payment services, customer relationship management, vendor file maintenance, and payment resolution services. FOS’s electronic invoicing service, in partnership with commercial partners, incorporates innovative technology to eliminate paper invoices, reduce manual processing, improve quality, and reduce operating costs. FOS’ state of the art workflow system includes capabilities such as automated business rules, 3-way matching, approval interfaces, automatic payment transaction creation, service-oriented architecture, and automated correspondence.

Functions and Activities
- Provides commercial vendor payment services.

- Performs vendor file maintenance services.
- Performs customer relationship management services.

Financial Payroll Service

Overview
The Financial Payroll Service (FPS) provides a “one stop” resource for VA payroll offices to resolve all payroll related issues. FPS Field Support staff provide local payroll support to more than 15,000 employees across the country including VACO, NCA, OIT and selected VBA stations. Additionally, FPS provides payroll training and assistance to VHA payroll offices. FPS Payroll Support Operations staff provide Tier 1 customer service support, procedural guidance for settlement actions and regulatory changes, and payroll retirements. FPS Operations staff conduct the deployment and sustainment of stations transitioning to the new VATAS. These services include customer service support and requirements development for system updates. FPS Payroll/HR Systems Service staff provide management for VA’s payroll and related systems to ensure accurate pay for VA’s diverse Title 5, Title 38, and hybrid employees.

Functions and Activities
- Provides local payroll customer service.
- Provides nationwide payroll support and system services.
- Provides VATAS operational and deployment services.

Data Analytics Service

Overview
The Data Analytics Service (DAS) is responsible for developing, delivering and managing a full range of enterprise-level data analytic products and services in support of the FSC and VA’s mission. To meet customer requirements and support VA and FSC in meeting their strategic planning goals and objectives, Data Analytics Services leverages cutting-edge analytics technology leveraging industry best practices in solution delivery, data product life-cycle management, and data science methods to provide insights and actionable information to our supported customers. Through the process of connecting operational data and aligning processes and technical/human resources with customer mission requirements, DAS enables the attainment of critical outcomes and provide intuitive analytics services to support compliance, risk management, and fraud detection.

Functions and Activities
- Provides enterprise-level data analytics, business intelligence and reporting services in support of:
  - Supply Chain Analytics.
  - Finance Analytics.
  - Workforce / Human Resources Analytics.
• Provides consulting services on a wide variety of data management and governance, solutions support, and strategic initiatives.

Information Technology Service

Overview
The Information Technology Service (ITS) is comprised of Office of Information and Technology employees and information and technology (IT) contractors. These critical resources support all aspects of the software development lifecycle as well as manage and maintain FSC’s IT infrastructure. ITS assures FSC’s local area network, desktops, mobile devices and data repositories are secure and meet all VA and Federal information security requirements.

Functions and Activities
• Performs development/maintenance of in-house applications.

• Assesses FSC enterprise and system architecture.

• Performs capacity planning.

• Performs IT-related continuity of operations and disaster recovery functions.

• Performs database, server and desktop administration.

• Provides IT customer service help desk support.

• Provides Electronic Commerce and Electronic Data Interchange consulting, processing, and data analytics services.

Authorities
38 U.S.C. Pay Administration.
5 C.F.R. 1315. Prompt Payment, Final Rule.
5 U.S.C. Pay Administration.
FAR 32.9. Prompt Payment.
GAO-12-704G. Government Auditing Standards.
GAO-17-313SP. Government Auditing Standards (2017 draft).
OMB Memorandum M-12-12. Promoting Efficient Spending to Support Agency Operations.
Office of Financial Management Business Transformation Service

Overview
The Office of Financial Management Business Transformation Service (FMBTS) leads and manages VA’s financial and acquisition management system modernization effort, which is a multiyear effort to migrate VA from a 30-year old legacy core accounting system to a modern system. In addition, FMBTS manages VA’s implementation of the Digital Accountability and Transparency Act of 2014 (DATA Act) as well as reporting the required financial data to the USASpending.gov Initiative.

In 2016, the Department of Veterans Affairs (VA) established the Financial Management Business Transformation (FMBT) program to achieve VA’s goal of modernizing its financial and acquisition management systems. To effectively utilize all available resources, the Office of Management (OM) is leveraging the Financial Services Center’s (FSC) deep expertise in deploying Department-wide transformation efforts. FMBT is strongly supported by Program Advisors and Subject Matter Experts (SMEs) from across VA Administrations and Staff Offices and is closely partnered with the Office of Information and Technology (OIT) and Office of Acquisition and Logistics (OAL).

Through the FMBT program, VA is working to implement an enterprise-wide financial and acquisition management system in partnership with our Shared Services Provider, CGI. VA will utilize the Momentum VA Enterprise Cloud hosted solution, configured for VA, leveraging CGI’s Software as a Service (SaaS) model. VA will gain increased operational efficiency, productivity, reporting capability, and flexibility from a modern Enterprise Resource Planning (ERP) cloud solution. The new cloud solution will also provide additional security, storage, and scalability.

The FMBT program vision will provide VA with a modern financial and acquisition management solution with transformative business processes and capabilities that enable VA to meet its goals and objectives in compliance with financial management legislation and directives. FMBT will increase the
transparency, accuracy, timeliness, and reliability of financial information resulting in improved fiscal accountability to American tax payers and offers a significant opportunity to improve care and services to our Veterans.

Functions and Activities
- Provides program execution for the implementation of a modern core accounting system.
- Manages VA financial and acquisition management business process reengineering.
- Ensures compliance with the DATA Act, USASpending.gov initiative, and other transparency initiatives by submitting data to the Office of Management and Budget (OMB) as required.

Customer Experience

Overview
The Customer experience office is responsible for customer-facing program activities.

Functions and Activities
- Program communications, including the coordination of all program communications for internal and external stakeholders.
- Customer support to all Administrations and Staff Offices migrating to the iFAMS solution.
- iFAMS training for all organizations migrating to the iFAMS solution.
- Organizational change management (OCM) activities.

Program Execution

Overview
The Program Execution Office is responsible for the Implementation of the iFAMS solution.

Functions and Activities
- Program execution and wave coordination
- Program schedule
- Data conversion and migration
- iFAMS requirements and configuration
- Business testing
- Risk management
- Standardizing business processes
• Standardizing the accounting line

**Business Office**

**Overview**
The Business Office is responsible for business oversight of the FMBT program office.

**Functions and Activities**
- Contract management
- Life cycle cost estimate (LCCE)
- Billing of Administrations and Staff Offices
- Internal controls
- Vendor management
- Service level agreements (SLA)
- Program internal audit activities

**Authorities**
OMB Memorandum M-12-12. Promoting Efficient Spending to Support Agency Operations.
VA Chief of Staff Memorandum dated September 26, 2012.
Overview
The Office of Business Oversight (OBO) is the Department’s internal controls organization and is in Austin, Texas. OBO consists of an Executive Director’s office and 4 offices – Program Integrity Office (PIO), Improper Payments Remediation Oversight (IPRO) Office; Oversight Support Center (OSC), and Financial Risk Oversight Service (FROS).

Functions and Activities
- Serves as principal advisor to the Office of Management on all matters related to internal controls; fraud, waste and abuse; and improper payments.
- Leads the Secretary’s initiative called Seek to Prevent Fraud, Waste, and Abuse (STOP FWA) and VA’s compliance with the Fraud Reduction and Data Analytics Act.
- Oversees the Department’s compliance with the Improper Payments Elimination and Recovery Act (IPERA) and its amendments.
- Provides VA oversight of external organizations to ensure services to Veterans and their families are performed in accordance with their agreements.
- Provides coordination and oversight over internal controls assessments and reporting at the Enterprise level.

Financial Risk Oversight Service
Overview
The Financial Risk Oversight Service (FROS) coordinates the internal control requirements, including testing for financial controls, contained in Office of Management and Budget Circular A-123, Management’s Responsibility for Enterprise Risk Management and Internal Controls (OMB Circular A-123). FROS also supports the Department’s Financial Management Business Transformation, focusing on the design and implementation of internal controls in the new financial management system and associated business processes.

Functions and Activities
- Performs assessments and testing of VA’s internal controls over financial reporting and assists with remediation of deficiencies.
- Supports the design and implementation of internal controls over reporting, alignment of Financial Management Business Transformation and Department-wide Enterprise Risk Management practices, the revision to VA financial policy, and interim state financial reporting.
- Coordinates internal controls assessment activities across VA, including preparing the Secretary’s annual Statement of Assurance.
• Sets an communicates internal controls guidance for requirements contained in Federal Manager’s Financial Integrity Act of 1982 (FMFIA) and OMB Circular A-123 (Management’s Responsibility for Enterprise Risk Management and Internal Control)

• Develops tools, templates, and training to support VA’s internal controls program
Program Integrity Office

Overview
The Program Integrity Office leads the Secretary’s Seek to Prevent Fraud, Waste, and Abuse (STOP FWA) initiative and VA’s implementation of the Fraud Reduction and Data Analytics Act.

Functions and Activities
- Coordinates intra-departmental fraud, waste, and abuse activities/issues, working with designated offices within the Administrations.
- Provides oversight, direction, and coordination for assessing fraud risks and tracking fraud trends.
- Completes required annual reporting related to fraud prevention activities and the Fraud Reduction and Data Analytics Act.
- Conducts reviews, largely using data analytics, to detect and ultimately prevent fraud, waste, and abuse.
- Serves on inter-agency working groups associated with fraud, waste, and abuse.

Improper Payments Remediation Oversight Office

Overview
The Improper Payments Remediation and Oversight (IPRO) Office is responsible for overseeing the Department’s compliance with the Improper Payments Elimination and Recovery Act (IPERA) and its amendments. IPRO is charged with improving leadership, oversight, and guidance for the Department on improper payment estimation and reporting as well as strategically evaluating current Governance processes and procedures to identify opportunities for improvements.

Functions and Activities
- Serves as principal advisor to the Director, Office of Business Oversight on all matters related to VA improper payments.
- Provides guidance and support to VA Administrations and VACO Staff Offices regarding remediation, effective measurement, and reporting of improper payments.
- Provides milestone target dates annually for IPERA program.
- Issues and updates IPERA policy and guidance.
- Reviews and provides recommendations on completed risk assessments questionnaires; to include identifying programs that require a full IPERA risk assessment.
- Provides oversight and support to ensure root causes are accurately identified in the development and implementation of effective CAPs to drive remediation of improper payments.
- Coordinates all data collection and reporting requirements in compliance with OMB timelines for reporting on IPERA activity.
- Prepares and reports IPERA Program activities annually in the AFR.

- Manages coordination of the annual OIG audit of IPERA compliance.

- Coordinates with high priority programs as well as those programs reporting more than $100M in loss annually to ensure quality, timely quarterly-reporting to OMB.

Oversight Support Center

Overview
The Oversight Support Center provides oversight of external organizations serving Veterans and their families to ensure services are performed in accordance with agreements.

Functions and Activities
- Ensures the Grant Per Diem and Supportive Services for Veteran Families Grantees adhere to expense thresholds, comply with standards, and meet corrective action plan requirements.

- Provide training to grantees to improve adherence to regulations and agreements.

- Develop plan to expand grants oversight to other Administrations.

- Develop future business lines to expand oversight services/product lines to other VA customers and programs as part of a new Franchise Fund Enterprise Center
Office of Information and Technology

Mission
The mission of the Office of Information and Technology (OIT) is to collaborate with our business partners to create the best experience for all Veterans.

Office of the Assistant Secretary for Information and Technology and Chief Information Officer

Overview
The Assistant Secretary for Information and Technology and Chief Information Officer (AS/CIO) leads the Office of Information and Technology (OIT). OIT delivers available, adaptable, secure, and cost-effective technology services to the Department of Veterans Affairs (VA)—transforming the Department into an innovative, 21st century organization—and acts as a steward for all VA’s IT assets and resources. OIT delivers the necessary technology and expertise that supports Veterans and their families through effective communication and management of people, technology, business requirements, and financial processes.

Functions and Activities
- Oversees information protection policies, planning, and activities to improve how VA and its partners safeguard sensitive data.

- Approves the Enterprise Architecture and IT Strategic Plan objectives and performance measures necessary to support VA business lines.
• Sets the precedence for customer service excellence through customized IT services that will identify and define innovative solutions that meet OIT business partner’s needs while building trusted relationships with stakeholders.

• Oversees the direction of financial management, human capital management, IT asset management and procurement activities for OIT.

• Provides the necessary guidance for IT support of all operational and maintenance activities throughout VA.

• Presents a single vision for all enterprise application development activities pertaining to planning, developing (or acquiring), and testing applications.

Authorities
VA Directive 6008. Acquisition and Management of VA Information Technology Resources.
VA Directive 6011. VAIT One + One Device Policy.
VA Directive 6066. Protected Health Information (PHI) and Business Associate Agreements Management.
VA Handbook 6221. Accessible Electronic and Information Technology (EIT).
VA Handbook 6300.4. Procedures for Processing Requests for Records Subject to the Privacy Act.
VA Handbook 6300.8. Procedures for Shipment of Records to the VA Records Center and Vault in Neosho, MO.
VA Directive 6309. Collections of Information.
VA Handbook 6309. Collections of Information.
VA Directive 6311. VA E-Discovery.
VA Directive 6361. Ensuring Quality of Information Disseminated by VA.
VA Handbook 6361. Ensuring Quality of Information Disseminated by VA.
VA Directive 6404. VA Systems Inventory (VASI).
VA Directive 6502. VA Enterprise Privacy Program.
VA Handbook 6502.3. Webpage Privacy Policy.
VA Handbook 6502.4. Procedures for Matching Programs.
VA Handbook 6507.1. Acceptable uses of the Social Security Number (SSN) and the VA SSN Review Board.
VA Directive 6518. Enterprise Information Management (EIM).
VA Directive 6609. Mailing of Sensitive Personal Information.

Office of the Principal Deputy Assistant Secretary

Overview
The Principal Deputy Assistant Secretary for OIT (PDAS) serves as the Deputy Chief Information Officer (DCIO) for OIT with the responsibility to oversee and facilitate all IT activities of the Department. The PDAS is responsible for all information technology programs with VA and is tasked with improving the effectiveness of program operations and assisting line and staff organization in the performance of their missions.

Functions and Activities
- Carries out strategic planning.
- Ensures quality improvement throughout OIT.
• Responsible for the executive leadership over the Deputy Assistant Secretaries (DAS) and/or Deputy Chief Information Officers (DCIO) assigned to OIT as well as the day to day management of the administrative staff assigned to the OIT.

• Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.

• Oversees all Human Capital Management support for OIT employees.

Office of the Chief of Staff

Overview
The Chief of Staff (COS) is a member of the OIT management team, providing direct advice and high-level technical support to the Assistance Secretary and the Principal Deputy Assistance Secretary for OIT, as well as Senior Executive Schedule (SES) leadership Teams.

Functions and Activities
• Provides leadership and advisory services that are critical to achieving optimal overall program balance in relation to VA’s mission.

• Promotes and maintains successful and productive interactions with a wide variety of entities.

• Makes recommendations to ensure maximum effectiveness and efficiency in the use of all resources.

• Manages OIT’s delegations of signature authorities for statutory and regulatory actions that OIT staff is authorized to make.

• Directs and oversees OIT Strategic Communications.

Interagency Program Office

Overview
The Department of Defense/Veterans Affairs Interagency Program Office (DoD/VA IPO) was established by the National Defense Authorization Act in FY2008 (NDAA FY08) and re-chartered with the NDAA FY2014, the IPO is operating under a charter established in 2016.

Functions and Activities:
• The IPO serves as the facilitator for Joint EHR Modernization. This includes Governance processes and the establishment of a Joint Functional governance board, Joint Technical Governance Board and Joint EHR Decision Board.

• Actively engages with national and international health standards setting organizations to ensure the resulting, IPO-approved standards (e.g., data formats, messaging, exchange protocols, meaningful use, usability, privacy, security, and safety) meet the needs of DOD/VA in a manner consistent with Section 1635 of the National Defense Authorization Act (NOAA) for Fiscal Year (FY) 2008, P.L. 110-181; as amended by Section 252 of the Duncan Hunter NOAA for FY 2009, P.L. 110-147. and P.L. 104-113, National Technology Transfer and Advancement Act of 1995.
• Works with the DoD/VA Health Executive Committee (HEC) and subordinate organizations to ensure both Departments are appropriately synchronized and coordinated in data standards and data interoperability; brief the HEC as requested.

• Monitors DOD/VA adoption of and schedule for mapping to national and international health data standards. DOD/VA will be responsible for approving their data mapping activities, native implementation activities, and associated schedules, respectively.

• Identifies and continue to monitor data domain and messaging standards for Department IT solutions necessary to facilitate a seamless integration of DOD/VA health care record data based on functional use cases that align with the DoD/VA IPO Joint Interoperability Plan.

• Monitors and reports on: (a) the Departments’ use of IPO-approved national and international health data standards; and (b) the Departments’ compliance with the IPO’s identification of data domain and messaging standards for Department IT solutions necessary to facilitate a seamless integration of DOD/VA health care record data.

• Provides forthright, timely, and joint reports to the DoD/VA Joint Executive Committee (JEC) regarding the Departments’ use of and compliance with the previously referenced IPO adopted, identified, and approved data standards.

• Coordinates and communicate with the Departments to advance interoperability capabilities and to enhance the quality, safety, efficiency, and effectiveness of healthcare related services.

• Continuously identify methods and opportunities to leverage DOD/VA Health IT processes, such as Health Information Technology (HIT) portfolio reviews, for systems that interface with each Department’s modernized system to verify clinical and technical data interoperability.

• Collaborates with the two Departments on interoperability related engagement including health information exchange, APIs and other opportunities to increase interoperability.

• Engages the two Departments in health information exchange (HIE) activity to increase data sharing including sharing with the private sector.

• Facilitates and support the governance process for adjudication of issues. This includes hosting meetings, managing information collection, facilitating meetings, distributing assessments, providing meeting materials, listing action items, and documenting and disseminating decisions.

• Provides expertise, implement best practices, and continue to refine processes to ensure a common standard operating procedure needed to support joint decision-making and the resulting artifacts.

• Manages, organizes, and communicates decisions made by the governance bodies and those agreed to by DoD and VA that did not require adjudication.

• The IPO also serves as the Executive Secretariat of the DoD/VA Interagency IT Steering Committee, which was established in June 2018 by the JEC under the Executive Committee (EXCOM) and is responsible for ensuring DOD/VA technical alignment, planning, and implementation oversight of
technical infrastructure and solutions needed to meet the business needs of joint DOD/VA activities.

- The IPO is responsible for facilitating and supporting meetings between the DoD Program Executive Office Defense Healthcare Management Systems (PEO DHMS) and the VA Office of Electronic Health Record Modernization (OEHRM) as these program offices implement the same EHR system.

- The IPO captures and disseminates lessons learned.

- The IPO continues to populate a framework for an Integrated Master Schedule of DoD/VA EHR and related projects to capture and display major milestones and gather more detailed information regarding cross-program dependencies. This includes milestones from the JEC, Interagency IT Steering Committee, EXCOM, MHS GENESIS, VA OEHRM, Defense Medical Logistics Standard Support (DMLSS), DoD Medical Community of Interest (Med-COI), VA Med-COI, and the Identity Management, Joint Engineering and Architecture, and DOD/VA Personnel Data Management Working Groups.

Office of the Chief Technology Officer

Overview
The Chief Technology Officer (CTO) designs the technical vision to meet strategic goals and recommends the appropriate technology solutions to support the policies and directives issued by the AS/CIO. The CTO provides leadership for key architects including enterprise architecture, security architecture, and data architecture processes. The CTO ensures compliance with Federal Enterprise Architecture (EA) principles and guidance; assesses the current technologies/architectures in use and develops strategies and implementation plans on transitioning the systems portfolio to meet the EA targets; provides oversight and leadership in the transition from the “As Is” to the “to Be” architecture; develops written EA policies and procedures for acquisition, development and implementation of new systems and modification of existing systems in support of OIT’s EA.

Functions and Activities
- Enables the AS/CIO to merge the recommended technologies with the strategic business objectives of the organization.

- The CTO designs, implements, and makes improvements to the overall strategy for technical use and life-cycle management.

- Directs and executes technology research and development projects to identify, access, and investigate high-risk, high-return technologies possessing potential application for performance of information technology in support of mission accomplishments.

- Assumes executive responsibility for the systems development life-cycle in all phases.

- Adopts agile development techniques in which large programs are divided into small and mid-size releases, allowing small teams to work interactively in short sprints and accommodate in-process design changes based on real-time feedback from customers and end users.
• Interprets and translates Federal laws, regulations, policies, and guidance to address agency-specific needs.

• The CTO spearheads programs that increase OIT’s ability to serve Veterans and customers through mobile service and cloud-shared services.

• The CTO leverages advances in science and emerging technologies to drive innovation and provide best in class practices, processes, and solutions.

Account Management Office

Overview
The Account Management Office (AMO) serves as a customer service organization liaises between OIT and its business partners. Information Technology Account Managers (ITAMs) and Customer Relationship Managers (CRM) customize IT services to meet the needs of OIT’s business partners and establish OIT as a trusted, valuable ally in serving Veterans. This team is dedicated to understanding the needs of their business partners, identifying and defining innovative solutions, and representing their customers’ interests directly to the AS/CIO. There are three Account Managers (one each for Health, Benefits, and Corporate/NCA).

Functions and Activities
• Partners with business leadership to identify and prioritize IT capabilities needed to meet business requirements.

• Develops Multi-Year IT Budget to support partner priorities.

• Documents and track partner-critical IT deliverables in annual Joint Business Plans.

• Champions (jointly with other IT executives) for delivery of business priorities and initiatives.

• Intervention, guidance and assistance to resolve complex issues.

Office of Strategic Sourcing

Overview
Strategic Sourcing is responsible for managing the entire sourcing lifecycle, creating transparency, and ensuring that funds used to acquire IT products provide the best value and services for its cost.

Functions and Activities
• Strategic Sourcing increases accountability, tying vendor performance to value for the Veteran, while improving responsible stewardship of taxpayer money.

Office of IT Development and Operations

Overview
OIT Development and Operations (DevOps) is a perspective that requires cultural change, focusing on rapid IT service delivery through the adoption of agile, lean practices in the context of an integrated
DevOps emphasizes people and culture to improve collaboration between development and operations groups as well as other IT stakeholders such as architecture and information security. DevOps implementations utilize technology, especially automation tools that can leverage an increasingly programmable and dynamic infrastructure from a life cycle perspective.

Functions and Activities
- Enterprise Program Management.
- IT Operations and Services.

**Enterprise Program Management Office**

**Overview**
The Enterprise Program Management Office (EPMO) is the “control tower” for OIT’s major initiatives, monitoring key information like status and risks to improve project execution and deliver better outcomes to our VA business partners and Veterans. EPMO provides a consolidated enterprise-wide approach to identify, select, prioritize, and successfully execute a technology portfolio of projects.

Functions and Activities
- Application Management.
- Demand Management Division.
- Digital Service.
- Enterprise Portfolio Management Division.
- Technical Integration.
- Project Special Forces (and VIP)

**Application Management**

**Overview**
The Application Management function manages IT implementation efforts, including testing, design, analysis, and data management within EPMO. The Application Management Office (AMO) supports data management goals of building quality software solutions for mission critical operations to better synchronize IT resources with business needs while improving access, efficiency, and quality VA enterprise-wide.

Functions and Activities
- Software Testing and Section 508.
- Software Engineering.
• Data Management.

• Business Intelligence Service Line.

• Enterprise Test Services.

Demand Management Division

Overview
The Demand Management Division (DMD) provides a consolidated set of enterprise-wide services that will enable VA to capture business needs, architect, engineer, and monitor performance, ensure program alignment, and successfully provide cloud solutions in support of VA Information Technology (IT) Modernization. DMD will become the “gateway” for IT initiatives throughout the VA IT Enterprise by being in the forefront of the VA modernization effort to improve solution delivery that results in better outcomes to our Veterans.

Digital Service

Overview
The Digital Service at VA team partners with VA to solve important, Veteran-facing problems. The team utilizes design and technology best practices to provide Veterans with the best digital tools to empower them to discover, apply for, track, and manage their benefits online.

Functions and Activities
• Makes decisions based on the needs of our users and data.

• Builds simple and intuitive products.

• Enables modern, reliable, adaptable, and sustainable solutions.

Enterprise Portfolio Management Division

Overview
The Enterprise Portfolio Management Division (EPMD) is responsible for overseeing and directing each of the five IT portfolios, while seeking to improve performance and deliver appropriate IT strategy within the organization. EPMD also oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation, and works closely with the account managers to ensure they have the information they need to work with our business partners.

Functions and Activities
• Consolidating programs and projects under the five VA business line portfolios: Health, Benefits/Appeals/Memorials (BAM), Corporate (CORP), Enterprise Services (ES), and Information Assurance (IA), which directly support VA’s strategic objectives.

• Directing the tracking of budget funding from portfolio down to project level.

• Integrating security into all aspects of every project.
Financial Management Business Transformation

Overview
The Financial Management Business Transformation (FMBT), Information Technology Division within EPMO ensures the successful implementation of the integrated Financial and Acquisition Management System (iFAMS). This team works together with our business partners to guide the technical approach to this business transformation effort.

Functions and Activities
- The FMBT provides VA a modern financial and acquisition management solution with transformative business processes and capabilities that enable VA to meet its goals and objectives in compliance with financial management legislation and directives.

- The financial system transformation effort will increase the transparency, accuracy, timeliness and reliability of financial information resulting in improved fiscal accountability to American taxpayers and offers a significant opportunity to improve care and services to our Veterans.

- VA will gain increased operational efficiency, productivity, agility, and flexibility from a modern Enterprise Resource Planning (ERP) cloud solution – which will also provide additional security, storage, and scalability.

- VA will use the commercial-off-the-shelf (COTS) Momentum product as created by the vendor, without modifications. Updates to Momentum will be executed only as part of the mainstream commercial product. There will be no version of the COTS product unique to VA.

Technical Integration

Overview
The Office of Technical Integration is responsible for analyzing the state of legacy systems within VA and creating modernization strategies for those systems consistent with the transformation of several other major initiatives, such as Financial Management Business Transformation (FMBT) and Veterans Benefits Management System (VBMS), Benefits Delivery Network (BDN), HR SMART and all systems that OIT is modernizing. The Office of Technical Integration coordinates extensively with the Program Management Offices for all existing and emerging IT technology innovation and programs, including but not limited to Financial Management Business Transformation (FMBT), Electronic Health Records Modernization (EHRM), Defense Medical Logistics Standard Support (DMLSS) as well as IT Account Managers and business leadership. The office of Technical Integration innovates IT programs by working across pillars to bring together infrastructure and software development experts, budgetary plans, and security professionals to create future solutions to our legacy problems.

Transition, Release, and Support

Overview
Transition, Release and Support (TRS) is a key component of EPMO, providing overall system sustainment and the single authoritative release schedule across the VA enterprise. TRS sustains deployed systems by providing budget, acquisition, contract, technical risk management, and technical solutions. They are also responsible for coordinating custom developed application or Commercial-Off-The-Shelf (COTS) maintenance, as well as collaborating with stakeholders to ensure the continued success and availability. TRS team members are experts in rollout and release of system updates.
Project Special Forces

Overview
The Project Special Forces (PSF) team is the “Rescue OPS” triage unit. They provide an authoritative IT project data source via the Veteran-focused Integration Process (VIP) Dashboard and support methodology and policy across OIT, which includes monthly Office of Management and Budget (OMB) reporting.

Functions and Activities
- Assists projects when they are experiencing challenges with delivering.
- Mentors and train project teams on opportunities for improvement and industry best practices.
- Advises and guide portfolios within the project management directorate.
- Tracks trends and challenges across OIT and EPMO and identify systematic and isolated incidents that provide opportunities for process improvement.

IT Operations and Services

Overview
The Office of IT Operations and Services (ITOPS) delivers enterprise-wide IT infrastructure engineering and operations services effectively, efficiently and securely to enhance the customer experience and enable VA to optimize service delivery to Veterans.

Functions and Activities
- Service Operations ensures the end to end delivery of effective, best value IT services for VA employees and contractor staff.
- Solution Delivery is responsible for engineering solutions for VA service requirements and standards-based enterprise infrastructure.
- Service Management and Planning enables ITOPS to increase effectiveness and efficiency through central oversight and shared support services.
- Continuous Service Improvements drives ongoing service improvement, process improvement, and operational excellence.

Office of Information Security

Overview
The Office of Information Security (OIS) ensures the cybersecurity of Veteran and VA information and VA information systems and infrastructure while ensuring the resiliency of VA’s cyberspace ecosystem. OIS does this through proactive monitoring, safeguarding, threat intelligence, adaptive response, adherence to Federal requirements and best practices, and the recruitment, retention, and development of a world-class cybersecurity workforce. OIS program drivers are VA Strategic Plan FY18-24, VA IT Strategic Plan FY 2018-2024, National Institute of Standards and Technology (NIST) Risk Management Framework, and
Presidential Executive Order 13800: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure.

Functions and Activities
- Protect Veteran Information and VA Data.
- Deliver a VA Cyberspace Ecosystem that is Resilient to Threats.
- Protect VA Information Systems and Infrastructure.
- Support VA’s Recruitment, Development, and Retention of a Talented Cybersecurity and Privacy Workforce.

Cybersecurity Program Integration (CSPI)

Overview
CSPI provides VA Cybersecurity Program management services to ensure operations and the use of resources are integrated, transparent, and efficient across the program. CSPI develops the program’s strategic goals and objectives, and recommends necessary adjustments to improve the organization’s ability to meet those goals. CSPI participates and provides expert technical advice on all phases of short, mid, and long-range planning of organization and management activities, and coordinates with OIT Pillars, as well as external organizations to identify and mitigate all risks and issues, and implement best practices to improve VA cybersecurity policies and programs. CSPI provides technical guidance on program objectives, strategy development, and strategic direction. Continuously evaluates OIS operations to ensure organizational objectives and goals are met. Develops, recommends and implements efficient general management and administrative practices.

Functions and Activities
- Cybersecurity Program Planning, Programming, Budgeting, and Execution.
- Acquisitions and Contracts Management.
- Cybersecurity Program Strategic Planning and Integration.
- Cybersecurity Program Administration.

Enterprise Cybersecurity Strategy Program (OIS-ECSP)

Overview
The ECSP is a comprehensive cybersecurity program that aligns with Presidential Executive Order 13800, Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure (May 2017). The program was first established as the Enterprise Cybersecurity Strategy Team (ESCT) in July 2015 as a reaction to current activities and then matured and transitioned to the ongoing ECSP in 2017. It enables VA to make risk-informed decisions related to cybersecurity activities in alignment with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and Risk Management Framework (RMF). The ECSP guides and supports the execution of cybersecurity activities to mitigate risks to VA while
balancing risk mitigation with VA business needs and patient safety to provide a secure and seamless experience to VA and our nation’s veterans.

Functions and Activities

- IS Strategy Executive Liaison.
- Organizational Cyber Security Capabilities Development.
- Mission/Business and IS Strategy Integration.
- ECST Program Management/Reporting.
- IS Strategy Financial Planning.
- ISCM Planning/Strategy.
- CDM Liaison to DHS/OMB.

System Security Support

Overview
System Security Support (SSS) is made of a Specialized Device Security Division and Research Support Division, and is responsible for protecting and defending information and information systems by ensuring their availability, integrity, authentication, confidentiality, and non-repudiation. SSS provides information security operations, guidance, and auditing to ensure adherence and system/network compliance with Federal Regulations, NIST guidance and VA Policies and procedures. SSS’ Research Support Division uses a risk management approach to develop and implement enterprise Information Security standards, guidelines, and procedures that address VA information security objectives. SSS’ Specialized Device Security Division ensures the privacy, confidentiality, integrity, and availability of Department of Veterans Affairs (VA) network-connected specialized devices, to include Medical Devices, Special Purpose Systems, and Telehealth Equipment.

Functions and Activities

- Office of Research Development (ORD) and Office of Research Oversight Security Guidance and Support
- Research Institutional Review Board (IRB) Security Support
- Research Audit Support
- Research Security Cooperative/Collaborative Study Support
- National Research Policy Reviews
- Technical Security Expertise/Field Support Training
- Research Information Security Working Group
• Security Education and Awareness Training
• National Research Security Support (ISSO Governance Meetings)
• Information Security Strategy Development/Integration
• Enterprise Security System/Network architecture Support
• Security Standards, Guidelines, SOP, policy development
• Research System/Project Support
• Enterprise ATO Sustainment Support
• Research System/Network SDLC Support
• Research Security SME Support / IRB Support
• Research POAM Support
• Research Security Architecture Enterprise-Level Strategy/Policy
• Medical Device Protection Program
• Special Purpose System (SPS) Program
• Telehealth Equipment Protection Program
• Continuous Readiness Outreach
• Isolation Oversight and Management
• Inventory Oversight and Management
• Vulnerability Management
• Risk Management (Lifecycle Mgmt)
• Telemedicine Information Risk Management Support
• Medical Device Cloud Support
• MOU/ISSA Support and guidance

Information Security Policy and Compliance

Overview
Responsible for developing and maintaining VA’s cybersecurity policy; ensuring policy is current and in compliance with Federal laws, regulations, and guidelines; ensuring that all IT products and services
procured for VA use, and included on the Technical Reference Manual, comply with Departmental cybersecurity policy; and, coordinating and submitting FISMA and other Congressional reports regarding VA’s cybersecurity posture.

Functions and Activities
- VA Knowledge Service
- Policy SharePoint Management
- OMB/DHS FISMA Liaison
- VA CyberScope Lead POC and Administration
- FISMA SharePoint Management
- Oversight Reporting
- Congressional Responses
- Policy Research/Analysis and Development/Interpretation
- Security Procurement Review
- ITARS Administration
- Initial Product Review Development
- Technical Reference Model Liaison/Voting

Information Security Technology and Metrics Program

Overview
Responsible for the execution of capabilities and strategies to describe, assess, and continuously monitor and measure VA’s Cybersecurity landscape. The program includes work streams such as Software Assurance (SwA), Identity and Access Management (IAM) Security, Cybersecurity metrics collection and Information Security Continuous Monitoring (ISCM) activities to support future risk informed decision making.

Functions and Activities
- IT Security Engineering/Support
- EPMO Security Support
- Risk Assessment Support
- Security Acquisition Support
- Enterprise Application Security Support
- Security Code Review
- Cyber Program Metrics Reporting and Dashboard Support
- CDM Governance/Planning/Strategy
- FICAM/PIV Security Support
- Electronic Health Record (EHR) Security Support
- ISCM Governance/IPT Support

**Enterprise Security Architecture (ESA)**

**Overview**
Responsible for building an Enterprise Cybersecurity Architecture compatible with the NIST Cybersecurity Framework (CSF) that guides security for existing and emerging IT capabilities. ESA develops strategy, guidelines and processes that will mature and integrate cybersecurity capabilities across VA to improve VA's cybersecurity posture. Additionally, ESA provides expertise to support major VA initiatives and special projects including cloud adoption and the Electronic Health Record (EHR).

**Functions and Activities**
- Security Domain Application
- Security Architecture Enterprise-Level Strategy/Policy
- Enterprise Architecture Support to VA
- Cloud Security Strategy Development
- Cloud Security Architecture
- Mobile Device, IoT, Analytics
- Security Architecture Support
- IT Modernization (OMB)
- Cloud Architecture Acquisition Support
- Enterprise Security Risk Assessment Model (ESRAM)

**Cybersecurity Operations Center (CSOC)**

**Overview**
Protects VA information and information systems on a 24/7/365 basis by preparing for and defending against emerging and imminent threats. CSOC accomplishes this by collecting cyber threat intelligence, hunting for adversarial behavior on the VA network, responding to cyber security incidents, reporting
cyber threats and vulnerabilities, and providing value-added cyber security consulting services to the Agency.

Functions and Activities
- Business Intelligence.
- Cyber Threat Intelligence.
- Enterprise Vulnerability Scanning.
- External Assessment Services.
- Cyber Technical Services.
- Enterprise Visibility.
- Cybersecurity Incident Response.
- Cybersecurity Analytics.

Information Security Risk Management (ISRM)

Overview
Oversees the Department’s cybersecurity risk management program, including the Assessment and Authorization (A&A) risk review capability; the Security Control Assessment (SCA) function; the Personal Identity Verification (PIV) Card Issuance (PCI) Assessments; the Governance, Risk Management, and Compliance (GRC) process; and Information Assurance Case Managers.

Functions and Activities
- Assessment and Authorization
- EMASS
- Case Management
- Web Assessment
- Operational Servers
- Risk Review
- Compliance Oversight
- PCI Program
- SCA Program
VA Cyber Workforce Management

Overview
The Cyber Workforce Management office implements people-focused strategies that are an essential part of improving and transforming VA’s cyber capabilities. VA Cyber Workforce develops programs for VA to leverage to improve recruitment, retention, development, and growth opportunities for cyber professionals at VA. Cyber Workforce strategies allow VA to stay compliant with Federal Cyber Workforce requirements as well as developing the workforce to prepare for future cyber needs and vulnerabilities.

Functions and Activities
- Define and implement a consolidated privacy governance and leadership structure to support the strategic mission and objectives of the privacy program.
- Foster a culture of privacy awareness and transparency to protect the sensitive data of U.S. Military Veterans, their families and employees through improved privacy policy and compliance efforts.
- Develop an integrated privacy control framework to ensure proper design, development, and implementation of effective privacy controls in VA business units and administrations.
- Develop and implement an integrated privacy risk management framework to provide effective risk identification, tracking, remediation, and monitoring activities throughout all VA organizations.

Data Breach Response Service (DBRS)

Overview
DBRS manages Privacy and Security-related events and incidents on a national level that are entered into the Privacy and Security Events Tracking System and interacts with the Privacy Officers (PO) and Information Security Officers (ISO) in the field and the National Data Breach Core Team. DBRS consists of individuals that have extensive experience in the Information Security and Privacy within VA and the Healthcare industry.

Functions and Activities
- Monthly Reports to Congress of Data Incidents.
- Quarterly Reports to Congress, mandated by P.L. 109-461, Title 9
- Supports 700+ ISO’s and PO’s globally in the tracking, mitigation and prevention of Data breaches.
- Provides program oversight management of the Privacy and Security Events Tracking System (PSETS)
- Collaborates with stakeholders to ensure compliance with emergent laws and guidance.
- Provides external reporting to oversight partners, such as Congressional committees, OMB, and HHS.
• Provides input to VA IT Workforce Development and national training initiatives to ensure updates and accuracy in Privacy Officer and ISO training.

Privacy Service (PS)

Overview
The mission of VA Privacy Service is to preserve and protect the Personally-Identifiable Information (PII) and Protected-Health Information (PHI) of Veterans, their families and VA employees by promoting a culture of privacy awareness and maintaining the trust of those we serve by embedding and enforcing privacy protections, transparency and accountability into all VA activities. PS supports VA through compliance with regulatory requirements and legislative mandates; administers its programs based on the code of fair information practices rooted in the Privacy Act of 1974 (as amended 5 U.S.C. 552a); and provides privacy awareness training, resources and consulting services.

Functions and Activities
• Defines and implements a consolidated privacy governance and leadership structure to support the strategic mission and objectives of the privacy program.

• Fosters a culture of privacy awareness and transparency to protect the sensitive data of U.S. Military Veterans, their families and employees through improved privacy policy and compliance efforts.

• Develops an integrated privacy control framework to ensure proper design, development, and implementation of effective privacy controls in VA business units and administrations.

• Develops and implement an integrated privacy risk management framework to provide effective risk identification, tracking, remediation, and monitoring activities throughout all VA organizations.

Office of IT Resource Management

Overview
The Office of Information and Technology Resource Management (ITRM) advises the AS/CIO and other senior OIT officials on OIT resource requirements. The office is responsible for the management of all IT resources, direction of financial and IT asset management, and the policies and strategic planning activities for OIT acquisitions. with primary responsibility for linking the budgeting process with IT programs, ITRM is responsible for directing fiscal activities related to linking the budget process to all established IT operations and enterprise-wide management initiatives.

Functions and Activities
• IT Budget and Finance.

• Space and Facilities Management.

• Strategic Planning and Analysis.

• Talent Management.
- Human Capital Management.
- IT Workforce Development.
- Organizational Development and Engagement.

**Office of IT Budget and Finance**

**Overview**
The Office of IT Budget and Finance’s (ITBF) main function is to plan, program, execute, control, and account for VA’s IT resources. ITBF ensures that the VA IT budget is in accordance with all IT requirements across VA and is aligned with its goals and objectives.

**Functions and Activities**
- Implementation of the programming, budgeting, and execution life-cycle within OIT.
- Translation of Congressional appropriation into a Budget Operating Plan (BOP) that matches IT funds with IT needs.
- Performance of a full accounting of all budgetary resources and verification of internal controls across the Office of Information and Technology.

**Space and Facilities Management**

**Overview**
The Office of IT Space and Facilities Management (SFM) provides Facilities Space Management to 43 OIT locations nationwide, consisting a total of nearly one million square feet of space. SFM manages space, infrastructure, occupational health and safety, energy management, and physical security. These functions include space planning, leasing, design, workspace accountability, construction, safety, physical security, maintenance, furniture, utilities, and cleaning.

Our projects cover wide-ranging facilities issues. SFM works on capital construction projects, large and small projects designed to improve or repair existing facilities, and new facility improvement. Projects include all aspects of the facilities infrastructure including electrical, plumbing, HVAC, health, fire, life, safety, renovations – as well as space build outs – and new construction. SFM also manages the COOP facility for the VA Secretary and Assistant Secretaries outside the DC area and host the annual Eagle Horizon exercise.

**Strategic Planning and Analysis**

**Overview**
The Office of Strategic Planning and Analysis (OSPA) provides leadership and guidance to OIT on strategic planning, performance management, data analytics, and organizational governance to promote efficient use of IT resources, inform programming and budget information, and increase accountability to VA business partners and stakeholders.

OSPA enables OIT to evaluate strategic, operational, and financial benefits from major business process and enterprise initiatives by establishing value-based performance metrics. OSPA leads the charge to align
OIT’s mission, vision, and values to concrete, measurable strategies that propel OIT toward achieving its desired goals. OSPA also prioritizes accountability, tying OIT’s performance closely to the value for the Veteran and improving responsible, transparent stewardship of taxpayer funds.

Office of Talent Management

Overview
Human Capital Management (HCM) provides a variety of human capital functions to help OIT develop, deploy, and improve internal agency policies and procedures associated with the effective management of human capital and the skills, abilities, and productivity of hard-working OIT employees across the organization. HCM represents OIT in all human capital-related matters and develops and directs the division’s strategic goals to support OIT’s mission and vision. Additionally, HCM provides direct oversight to the OIT SES management program, including classification, performance plans, and awards.

IT Workforce Development (ITWD) provides Office of Information and Technology (OIT) employees with learning initiatives designed to create—and maintain—a skilled workforce. ITWD prepares IT professionals at the Department of Veterans Affairs (VA) to better serve Veterans while achieving personal career goals through targeted, competency-based skill development programs.

- ITWD designs, develops, and delivers IT-specific training using:
- Strategic learning events developed in collaboration with the field.
- Smart classrooms with video-conferencing systems and virtual desktop technology.
- Virtual VA IT Campus and instructor-led industry recognized IT certifications.
- VA IT Campus live training broadcasts and on-demand recordings.
- Together with the Talent Management Office, ITWD also prepares future leaders through the OIT Leadership Development Program. Three academies are administered:
  - The Future Supervisor Academy.
  - The Future Senior Leader Academy.
  - The Future Executive Leader Academy.
- ITWD maintains 28 competency models in OIT using the Office of Personnel Management framework, continuously adding more and updating the existing models. ITWD develops training that can be applied to each employee’s electronic Individual Plan (eIDP).
- ITWD also provides VA-wide Federal Information Security Modernization Act compliance standards alongside security, privacy, and rules of behavior training. VA Privacy and Information Security Awareness and Rules of Behavior web training is provided annually to over 400,000 VA employees and support personnel, which results in a safer, better informed workforce that can reliably protect Veteran data.
• The Office of Organization Development and Engagement (ODE) conducts proactive engagements to accomplish its six functional objectives: plan and implement the OIT Organizational Change Management (OCM) methodology; improve employee engagement; facilitate employee engagement by supplementing and supporting strategic communication; identify and promulgate best practices within OIT; measure and track employee experience; use data-driven analysis to enhance employee engagement.

Office of Quality, Performance, and Risk

Overview
The Office of Quality, Performance, and Risk (QPR) advises the AS/CIO on several complex and sensitive Performance and Risk issues that cross organizational boundaries within the Department. In addition to interfacing with external agencies, such as OMB, GAO, OIG, and Congress, QPR works to assure department-wide compliance with all applicable laws, policies and standards.

Functions and Activities
• OIT Independent Verification and Validation
• OIT Risk Management
• OIT Audit Compliance and Reporting
• OIT Business Process Reengineering
• Supports OIT Strategy and Governance Management
• OIT Quality Program Management
• OIT Audit Engagements
• VA Privacy and Records Management Assessments
• VA Privacy, Data Breach, FOIA, and Records Management

Authorities
HR 5835. Veterans Identity and Credit Security Act of 2006
E.O. 13321. Critical Infrastructure Protection in the Information Age.
OMB Memorandum M-16-02. Category Management: Improving the Acquisition of Common Information Technology: Laptops and Desktops.
OMB Memorandum M-16-12. Category Management: Improving the Acquisition and Management of Common Information Technology: Software Licensing
NIST SP 800-53 Revision 4.
OMB Circular A-11, Section 5. Preparation, Submission, and Execution of The Budget.
OMB Circular A-130 Revised.
OMB Circular A-130, Appendix III. Managing Information as a Strategic Resource,
OMB Memorandum M-06-16. Protection of Sensitive Agency Information.
OMB Memorandum M-07-16. Safeguarding Against and Responding to the Breach of Personally Identifiable Information.
OMB Memorandum M-15-14 Management and Oversight of Federal Information Technology
OMB Memorandum M-16-20 Category Management: Improving the Acquisition and Management of Common Information Technology: Mobile Devices and Services
Office of Federal Procurement Policy (OFPP) Memorandum, Revisions to the Federal Acquisition Certification for Program and Project Managers.
Office of Federal Procurement Policy (OFPP) Developing and Managing the Acquisition Workforce.
VA Directive 6502. VA Enterprise Privacy Program.
Inspector General FISMA Audit 2011.
National Institute of Standards and Technology (NIST) Special Publications.
Office of Enterprise Integration

Mission Statement
The Office of Enterprise Integration (OEI) orchestrates and leads the continuous improvement of Veterans and employee experience through effective enterprise integration of people, processes, technology; innovations; and maturing organizational management capabilities.

Overview
The Office of Enterprise Integration (OEI) leads the Departmental efforts in:
- Modernization of the Department’s operating capabilities and processes
- Strategic and future foresights
- Strategy and strategic planning
- Integrated enterprise planning
- Enterprise risk management
- Performance management
• Policy management and analysis

• Transformation and innovations

• Data governance

• Data analytics and statistics

• Coordination of interagency collaboration with the Department of Defense and other Federal agencies.

Authorities
38 U.S.C. Part I § 308. Veterans Benefits; General Provisions; Assistant Secretaries; Deputy Assistant Secretaries.
VA Directive 0000. Delegations of Authority.
VA Directive 0215. Management of Institute of Medicine Reports.

Office of Operations Support

Overview
Manages and provides administrative support to OEI including budget, personnel, travel, information technology, office space, security, and other services.

Functions and Activities
• Manages OEI workplace policies and standard operating procedures.

• Manages budget; financial management; travel management, and space management activities for OEI.

• Oversees all Human Capital Management support for OEI employees.

• Manages the distribution and inventory of information technology devices, software, and systems issued to OEI.

Office of Planning and Performance Management

Overview
The Office of Planning and Performance Management (OPPM) conducts forward-thinking strategic planning to address long-range issues; coordinates business strategy development; integrates mission requirements; oversees and coordinates the use of performance metrics to facilitate informed VA
leadership decision-making; oversees and manages the Department’s governance process; leads the Department’s strategic future foresight and assessment, and aligns business requirements with planning and execution activities of the Department’s programs and initiatives. OPPM supports data-driven analysis and decision-making to improve the efficiency and effectiveness of VA’s management capabilities and operations. OPPM is also responsible for managing VA’s enterprise risk management framework that provides the necessary governance, communications, training, processes, and tools to effectively identify, assess, mitigate, and monitor risks. OPPM enables VA’s senior leaders to maintain a comprehensive understanding of both known and emerging risks in the Department and how these risks are being addressed.

Functions and Activities
- Orchestrates and manages the Department’s Strategic Operating Model/Manage for Results process to drive management activities and integration across the Department.
- Produces annual planning guidance to refine and update the strategic guidance articulated within the VA Strategic Plan.
- Coordinates with relevant VA stakeholders and develops the Department’s Agency Priority Goals (APG) bi-annually.
- Updates OMB quarterly on VA’s progress on APG.
- Develops the Department’s Annual Performance Plan and Report for OMB.
- Coordinates and provides information for the VA Operations Board which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget, and workload results.

Strategic Foresight and Risk Management Service

Overview
Strategic Foresight and Risk Management (SFRM) leads the Department’s strategic future foresight and risk management process. SFRM is responsible for managing VA’s enterprise risk management framework that provides the necessary governance, communications, training, processes, and tools to effectively identify, assess, mitigate, and monitor risks. SFRM also leads the Department’s strategic future foresight program to provide forward-looking analysis that identifies emerging and long-range issues, risks, and opportunities that affect Veterans and VA. SFRM enables VA’s senior leaders to maintain a comprehensive understanding of both known and emerging risks in the Department and how these risks are being addressed.

Functions and Activities
- Leads the Department’s enterprise risk management program and collaborates with other risk offices in VA and the Office of Management to produce the annual Risk Profile to fulfill OMB Circular A-123 requirements.
- Implements and oversees execution of VA’s risk management framework that encompasses governance, communications, training, processes, and tools required to identify, assess, mitigate, and monitor risks.
• Matures the enterprise risk management program by developing a risk assessment process, risk interview questions, and root cause analysis tools for administrations and staff offices.

• Applies strategic foresight methodologies (alternate futures, scenario-based analysis, etc.) to guide policy development and shape strategy decisions, developing futures analyses for the Department’s senior leaders, strategic planning community, and other stakeholders.

• Conducts environmental scanning to understand the nature and pace of change and identify likely future opportunities and challenges for Veterans and the Department.

• Fosters collaborative strategic studies within VA and across Federal agencies, academic institutions, and think tanks, to include leading the development of the Federal Foresight Community of Interest.

• Serves as the co-chair of the Federal Foresight Community of Interest, which includes 300+ members from 31 private and 69 government organizations collaborating to share best practices and strategic foresight information across Federal and state governments, academic institutions, and research institutes.

• Conducts Strategic Environmental Assessments (SEA) which are a critical input in developing the Department’s Strategic Goals and Objectives and requires environmental scanning and external stakeholder engagement to present an enterprise level view of the Department’s operating environment.

Authorities


Strategic Planning Service

Overview
The Strategic Planning Service conducts forward-thinking planning to address long-range issues and leads the Department's Quadrennial Strategic Planning Process to develop the VA's 5-7-year Strategic Plan as mandated by OMB Circular A-11.

Functions and Activities

• Manages the development, refinement, and execution of the Department's Quadrennial Strategic Planning Process. Chairs the Department’s cross-organizational Strategic Planning Team which coordinates the development and execution of the Department’s strategic plan.

• Provides guidance, support, and expertise to assist the Administrations’ and Staff Offices’ internal long-range planning efforts to ensure enterprise alignment in implementing the Department’s strategic plan.

• Conducts the biannual Strategic Reviews as mandated by OMB Circular A-11 which reports on the Department’s progress towards the VA Strategic Plan strategic objectives. Develops the mid-year progress update and the end of year report that is included in the Annual Performance Review (APR).

Authorities

Business Architecture and Portfolio Analysis Service

Overview
The Business Architecture and Portfolio Analysis (BA/PA) Service supports data-driven analysis and decision-making to improve the efficiency and effectiveness of VA's management capabilities and operations.

The VA Business Architecture and Portfolio Analysis Service is responsible for VA's analytic framework and portfolio analysis associated with requirements, functions, organizations, resources, IT systems and system components, facility and facility type, customer satisfaction, performance and risks. The output of the BA/PA Service drives:

- Improvements in agency mission performance;
- Cost reductions through consolidation and standardization of business functions, business processes, IT investments and opportunities for shared services;
- Simplified service delivery for both customer-facing and back-office services;
- Identification of strategic tradeoffs between requirements, resources, risks, and performance;
- Prioritized requirements to improve Veteran and employee experiences; and
- The development of actionable, accurate, and comprehensive evidence-based portfolio, program, and functional assessments.

Functions and Activities
- Develops and manages VA business architecture.
- Conducts management capability portfolio analysis.
- Supports the integration of business, data, systems, and application architectures.

Office of Performance Management

Overview
The Office of Performance Management (OPM) coordinates VA's performance management activities in compliance with the Government Performance and Results Act of 1993 and GPRDA Modernization Act 2010. OPM supports the Deputy Secretary through the Assistant Secretary Office of Enterprise Integration to keep VA leadership informed on various thought leadership initiatives related to managing all aspects of enterprise level performance measurement and reporting across VA for improved operations and for reporting to external stakeholders. The mission for the OPM is to implement enterprise level performance management for the Department of Veterans Affairs. This mission is guided by OMB's Circular A-11 "Strategic Plans, Annual Performance Plans, Performance Reviews, and Annual Program Performance Reports"

Functions and Activities
- Plans, facilitates, and documents performance measurement and reporting within the Department and with outside stakeholders.
- Facilitates a month review of performance data which enables VA leadership to review program progress, resolve performance problems, and assist leadership in focusing on top priorities and problems within the context of performance, budget and workload results.

- Produces the VA’s Annual Performance Plan (APP), Annual Performance Report (APR), and the performance section of the Annual Financial Report (AFR) that presents VA’s performance results during and at the end of each fiscal year.

- Administer the quarterly status reporting of VA’s Agency Priority Goals (APGs) to OMB.

- Integrates performance management with the strategic planning and budget formulation and execution processes.

**Enterprise Governance Team**

**Overview**
The Enterprise Governance Team supports VA senior leadership engagements with internal/external stakeholders through recurring high-level governance meetings.

**Functions and Activities**
The Enterprise Governance Team provides the following services to VA senior leadership.

- Planning meeting logistics
- Scheduling governance meetings
- Analyzing issues
- Tracking action items from meetings
- Conducting stakeholder management
- Gathering information pre- and post-meetings

**Office of Data Governance and Analytics**

**Overview**
The Office of Data Governance and Analytics (DGA) is responsible for providing VA statistics and data analytic products and services to support planning; policy analysis; policy development; reporting, and decision-making in the Department. DGA is also responsible for leading VA’s enterprise data governance and managing the Department’s data stewardship program.

**Activities**
- Leads the Department’s effort to implement and manage VA's enterprise-wide data governance, data stewardship programs, and the open data initiatives.
• Publishes a wide range of data analytic and statistical reports such as the Unique Veterans Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, Geographic Distribution of VA Expenditures (GDX), and VA State Summaries.

• Provides mapping and geospatial analytic services and products to support VA planning and decision-making activities.

• Manages and updates the U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by analysts for business intelligence, modeling, and reporting activities.

• Produces Veteran Population Projection of future Veteran demographic and socio-economic status to support VA budget, strategic planning, and policy making.

• Maintains the official VA statistics website (https://www.va.gov/vetdata) and responds to requests for VA statistics from the public.

Authorities

Statistics and Analytics Service

Overview
The Statistics and Analytics Service (SAS) provides VA statistics and data analytic products and services to support VA planning; policy analysis; policy development; reporting, and decision-making in the Department.

Functions and Activities
• Conducts a wide range of data analytic publishes analytic and statistical reports such as the Unique Veterans Report, Women Veterans Report, Minority Veterans Report, Veteran profiles, Geographic Distribution of VA Expenditures (GDX), and VA State Summaries.

• Manages the resources required for data collection and processing and for conducting business intelligence and data analytic activities.

Predictive Analytics Service

Overview
The Predictive Analytics Service (PAS) maintains databases of the current and past Veteran population and projects future Veteran population to support VA planning, policy analysis, reporting, and decision-making. PAS is responsible for developing and disseminating statistics on the Veteran population and VA programs to provide the necessary evidence to support planning and decision-making to improve the economic and social well-being of Veterans and their families.
Functions and Activities

- Models estimates and projection of Veteran population (VetPop) by demographic characteristics to support VA strategic planning, policy making, and budget development.
- Manages and updates the integrated U.S. Veterans Eligibility Trends and Statistics (USVETS) multidimensional database used by DGA analysts for business intelligence, modeling, and reporting activities.
- Documents and maintains business rules for authoritative sources for data elements contained in USVETS.
- Validates and conducts quality control of raw data prior to integration into USVETS.
- Develops and maintains Online Analytical Processing (OLAP) data cubes to support business intelligence and reporting activities.

Reports and Information Service

Overview
The Reports and Information Service (RIS) is responsible for disseminating statistics on the Veteran population and VA programs to support VA planning, policy analysis, reporting, and decision-making. RIS is also responsible for supporting OEI privacy service activities.

Functions and Activities
- Manages the collection and dissemination of official Veteran statistics for the Department.
- Produces statistical reports such as the Geographic Distribution of VA Expenditures (GDX) and VA State Summaries.
- Maintains the official VA statistics website (https://www.va.gov/vetdata) and responds to requests for VA statistics from the public.
- Manages OEI privacy service and related activities.

Office of Modernization Management

Overview
The Office of Modernization Management (OMM) enables synchronization of enterprise modernization activities to improve the performance of the department by adopting of best business practices from the private and public-sector.

OMM assists the Secretary and Deputy Secretary in prioritizing the Department’s modernization agenda. Through this role, the office seeks to reinforce VA leadership’s commitment to modernization, to promote an execution mindset that encourages leaders to synchronize efforts and avoid opportunities for failure, and to promote effective communications that inform stakeholders and reinforce positive behaviors.
Functions and Activities

- Orchestrates planning, coordinates program management review, and synchronizes integration as appropriate across VA priority modernization initiatives.

- Responsible for enterprise performance improvement strategy, policies, training standards, governance, and implementation coordination.

- Coordinates the utilization of internal VA capabilities in Program Management, Lean, Six Sigma, Human-Centered Design, and Systems Engineering to support key management challenges and performance improvement efforts.

- Facilitates the VA Secretary’s guidance of modernization activities with special focuses on:
  - Leadership involvement that ensures a synchronized, collective Department-wide effort;
  - Effective engagement strategy to sustain support and collaboration from stakeholders.

- Provides the mechanisms for leaders to identify and reduce barriers to success.

- Coordinates and collaborates with modernization initiative owners to: a) assess needs; b) develop customized approaches; c) share best-in-class tools; d) provide access to subject matter experts; and, e) support implementation of solutions.

- Applies best business practices and leveraging technology and process improvements to help achieve successful outcomes for enterprise initiatives.

*Initiative Synchronization Service (ISS)*

**Overview**

ISS enables effective enterprise oversight of modernization activities by working closely with initiative owners and through the VA enterprise governance bodies to include facilitating the Modernization Board Meetings; leading the Department’s Leader Integration Forum, and leading ad hoc collaboration and problem-solving sessions with initiative leaders.

**Functions and Activities**

- Informs executive leadership of status of modernization initiatives to ensure timely and effective decision-making.

- Identifies risks and recommends mitigation strategies.

- Provides a forum for leadership to engage in effective dialogue and problem solving.

*Rapid Design and Execution Service (RDES)*

**Overview**

RDES provides a catalyst for achieving initiative success and minimizing barriers. It serves as a business integrator to de-conflict duplicative requirements and investments by providing oversight through the VA enterprise governance bodies.
Activities

- Identifies and guides the application of appropriate performance improvement techniques.
- Develops strategies for integrating and synchronizing modernization activities.
- Guides the application of change management techniques that promote adoption of improved business processes and culture change.

*Communications and Engagement Service (CES)*

**Overview**

CES promotes valued partnerships for developing, communicating, and assessing VA engagement with employees, Veterans and other key stakeholders. It is responsible for gathering and delivering relevant information to stakeholders to achieve and maintain favorable conditions for executing modernization activities.

**Activities**

- Establishes two-way communications forums and mechanisms with employees, Veterans, and stakeholders.
- Integrates planning and execution of modernization engagement activities with relevant VA offices (e.g. OPIA, HRA, Outreach, VHA, VBA, NCA)
- Links engagement efforts to develop and sustain support for modernization activities that also celebrate accomplishments, recognize achievements, and encourage beneficial cultural change.

*Office of Policy and Interagency Collaboration*

**Overview**

The Office of Policy and Interagency Collaboration (OPIC) leads and manages the Department’s policy management process and provides policy analysis support to the Secretary and VA senior leadership to include the directive management process, organizational change process, and oversight of delegation of authorities. OPIC serves as the VA lead on issues pertaining to interagency collaboration and coordination with Federal partners (DoD, SSA, HUD, DOL, Commerce, etc.).

**Functions and Activities**

- Manages the Department’s policy and delegation of authority processes.
- Maintains a centralized repository of directives, handbooks, regulations, delegation authority, etc.
- Conducts enterprise-wide policy formulation, analysis, implementation, and evaluation.
- Manages the day-to-day operations of VA’s Institute of Medicine Task Force.
- Publishes and maintains the Department’s Functional Organization Manual (FOM).
Facilitates the development and integration of joint policies and programs between VA and Department of Defense (DoD) and other agencies.

Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).

Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.

Provides planning and support for multiple VA-DoD governance bodies, such as the joint VA/DoD Secretarial Meetings and VA-DoD JEC.

In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize these activities.

In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD collaboration issues.

Interagency Collaboration Service

Overview
Interagency Collaboration Service (ICS) synchronizes VA’s capabilities across organizational lines and is the VA lead for the VA/DoD Joint Executive Committee and collaboration with other Federal partners. ICS supports Joint Executive Committee (JEC), Benefits Executive Committee (BEC), and Health Executive Committee (HEC), and other workgroups to improve service delivery to Veterans.

Functions and Activities
• Facilitates the development and integration of joint policies and programs between VA and Department of Defense (DoD) and other agencies.

• Provides oversight for the coordination and implementation of joint VA-DoD programs and policies as they relate to activities of the VA-DoD Joint Executive Committee (JEC).

• Coordinates and facilitates a Department-wide perspective in all VA-DoD collaboration activities and initiatives.

• Provides planning and support for VA-DoD governance bodies, such as the VA-DoD JEC.

• In coordination with DoD, develops and monitors the execution of the VA-DoD Joint Strategic Plan (JSP) to synchronize these activities.

• In coordination with DoD, develops and publishes the VA-DoD Annual Report to Congress on VA-DoD collaboration issues.
Policy Management and Analysis Service

Overview
The Policy Management and Analysis Service (PMAS) leads and manages the Department’s policy management process, including VA Directives, Handbooks, Notices, and Delegations of Authority. PMAS also manages Functional Organization Manual (FOM) updates and changes to VA’s organizational hierarchy, and provides policy analysis support to the Secretary and VA senior leadership. PMAS also facilitates inter-agency collaboration with external partners such as the National Academy of Medicine, USDA, and IRS to further Veteran policy agenda.

Functions and Activities
- Manages the Department’s policy and delegation of authority processes.
- Maintains a centralized repository of directives, handbooks, notices, and delegations of authority.
- Conducts enterprise-wide policy formulation, analysis, implementation, and evaluation.
- Fosters collaborative Veteran-centric policy research within VA and across Federal agencies, academic institutions, and think tanks to enhance Veteran policy research and analysis.
- Manages the day-to-day operations of VA’s Institute of Medicine Task Force.
- Publishes and maintains the Department’s Functional Organization Manual (FOM)

VA Innovation Center (VIC)

Overview
VA Innovation Center (VIC) focuses on developing and piloting care and payment innovation initiatives authorized by MISSION Act, Sec. 152. VIC’s portfolio activities are interdependent, integrate efforts, and maximize impact.

Functions and Activities
- Develops innovative approaches to testing payment and service delivery models to reduce expenditures while preserving or enhancing the quality of care furnished by the VA.
- Applies collective and creative problem solving by convening subject matter experts and multi-disciplinary teams to solve curated VA and Veteran problems.
- Facilitates root-cause analysis engagements with leaders across the enterprise to evaluate and prioritize issues that could be resolved by sustaining or disruptive innovation.
- Enabling high-value collaboration with technical and topical subject matter experts from across the country.

Authorities
Office of Human Resources and Administration/Operations, Security, and Preparedness

Figure 25 - Office of Human Resources and Administration/Operations, Security, and Preparedness Organization Chart

Click here for the alternate representation of the chart

Mission
The mission of the Office of Human Resources and Administration (HR&A) is to lead the development and implementation of human capital management strategies, policies, and practices to cultivate an engaged, proficient, and diverse workforce that will continue to transform and improve the delivery of services to Veterans and their families.

The mission of the Office of Operations, Security, and Preparedness (OSP) is to raise preparedness of VA to provide services and protect people and assets continuously and in times of crisis.

Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness

Overview
HR&A supports the execution of VA’s Management Objective 4.2 (VA Will Modernize Its Human Capital Management Capabilities) and Strategic Objective 3.2 (VA Holds Personnel and External Service Providers Accountable). The following programs and services are core functions: enterprise-wide, competency-based workforce development for VA employees and leaders; strategic consultation and policy guidance for VA to attract, recruit, develop and retain high-performing employees; life-cycle management of VA’s Senior Executives; development and implementation of programs to support Veteran recruitment, retention, and readjustment; prevention and resolution of workplace disputes; policy development in
Equal Employment Opportunity (EEO) and diversity and inclusion, workforce analysis, outreach, retention, education and communications; policy guidance and bargaining with five (5) major unions that represent over 270,400 VA bargaining unit employees; customer-focused support services that create a safe and productive work environment; and, workforce training and development policy and management of the Training Management System.

HR&A is comprised of six program offices and three ancillary offices that oversee HR Integration efforts, coordinated leadership for the VA learning environment, and an HR Enterprise Center. For overall support, HR&A includes a business management, planning, and analysis team which provides centralized management of acquisitions and program management; HR management and logistical support; records and space management services; and, strategic planning, programming and performance. A description of HR&A Executive office functions follows.

Authorities
VA Handbook 634. Transit Benefit Bicycle Program.
VA Directive 5005. Staffing (staffing and recruitment).
VA Directive 5025. Legal.
VA Handbook 5025.4. Legal.
VA Directive 5027. Senior Executive Service.
VA Directive 5610.3. Compressed Work Schedules (CWS) for Central Office Employees.
VA Handbook 5975.1. Processing Requests for Reasonable Accommodation from Employees and Applicants with Disabilities.
VA Handbook 5975.3. EEO Planning and Barrier Analysis.
VA Handbook 5975.5. Special Emphasis Program Management.
VA Directive 0325. Department of Veterans Affairs Personnel Accountability.

Office of Human Resources and Administration/Operations, Security, and Preparedness 346
VA Directive 5007-55. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.
VA Handbook 5015-1. Employee Learning and Professional Development.
VA Handbook 5019/1. Employee Occupational Health Service.
VA Handbook 5023/1. Labor-Management Relations.
VA Handbook 5027-2, Part V. Senior Executive Service (SES) - Performance Appraisal System.
VA Handbook 5383/5. VA Drug-Free Workplace Program.
Office of the Principal Deputy Assistant Secretary for Human Resources and Administration

**Office of Administration**

**Overview**
The Office of Administration (OA) works through partnerships to provide customer-focused support services that create a safe and productive work environment. OA provides support services to VA Central Office (VACO) organizations and employees.

**Functions and Activities**
- Manages the Department’s Occupational Safety and Health (OSH) and Workers’ Compensation (WC) programs.
- Directs facilities management services for the VA Central Office (VACO) including building operations, emergency preparedness, records management and shared conference room scheduling.
- Provides support services to VACO organizations including transportation, parking, mail operations, property management, and media services.
- Directs VA Transit Benefit Program policy and coordination of fare distribution.
- Manages and directs the space and renovation needs for the VACO campus.
- Directs the institutionalization, integration, and oversight of continuous process improvement processes for OA to include the Lean Six Sigma methodology.
Occupational Safety and Health

Overview
The Office of Occupational Safety and Health (OSH) provides policy and oversight for VA’s occupational safety and health, and workers’ compensation programs. The OSH supports the Assistant Secretary for Human Resources and Administration as VA’s Designated Agency Safety and Health Official (DASHO), responsible for VA’s Occupational Safety and Health and Workers’ Compensation Programs.

Functions and Activities
- Promotes the reduction of occupational injuries and supports efforts to maintain safe workplaces throughout VA.
- Improves workers’ compensation case management and facilitates the return-to-duty of employees with work capacity.
- Manages the Pharmacy Benefit Program for Workers’ Compensation claimants to reduce medical chargeback costs.

Transit Benefits

Overview
The program is designed to improve air quality, reduce traffic congestion, and conserve energy by encouraging employees to commute to and/or from work by means other than single-occupancy motor vehicles.

Functions and Activities
- Directs VA Transit Benefit Program policy nationwide.
- Coordinates application submission and fare media distribution nationwide and oversees fare media distribution in the National Capitol Region (NCR).
- Conducts periodic nationwide audits and provides advice and recommendations to field transit managers and administrators on cases of fraud and abuse.

Space and Renovations

Overview
Manages the space and inventory needs of VACO organizations within the National Capital Region. This includes leasing additional space and renewing leases through the General Services Administration (GSA).

Functions and Activities
- Manages the space needs of VACO organizations within the National Capital Region (NCR) including redesign, consolidations, and space reallocations.
- Administers leases through the GSA within the NCR and works with GSA on lease renewals and terminations.
- Oversees all electrical work, painting, construction, exterior signage upgrades and related alterations work in VACO space.
Facilities Services

Overview
Provides a wide range of facility related services to the tenants of the various VACO buildings such as building maintenance, safety, recycling, janitorial services and records management.

Functions and Activities
- Oversees the GSA contract for building management in VACO, including interior and exterior building maintenance and janitorial support services.
- Administers the Safety and Emergency Preparedness Program for VACO and provides emergency support to VACO campus facilities. Provides records management support, oversight, and guidance.

Support Services

Overview
Provides logistical and asset management support across the VACO campus. This includes the VACO Health and Wellness Centers, Media Services (all audiovisual support), and the Property Management Division that oversees VACO mail services, Executive Correspondence, and Property accountability, Parking, and Executive Transportation.

Functions and Activities
- Oversees the Interagency Agreement with Federal Occupational Health, which includes related on-site facilities and the Employee Assistance Program.
- Oversees VACO’s asset management program (equipment inventory listing of nonexpendable, non-IT property).
- Directs all mail USPS mail operations (metered, FedEx, UPS) for VACO, which includes two mailrooms outside of 810 Vermont Avenue.

Performance Improvement and Accountability

Overview
This unit manages all aspects of OA’s Continuous Process Improvement (CPI) activities. The internal Steering Committee sponsors resource allocation and project priorities and provides progress updates to leadership to include cost savings, resource, and project profile.

Functions and Activities
- Institutionalizes, integrates and oversees the Lean Six Sigma methodologies for OA.
- Cultivates CPI practitioners to find potential areas of improvement, wasteful processes and assess qualities of products.

Authorities
E.O. 12196, § 2-201 (c). Occupational Safety and Health Programs for Federal Employees.
29 C.F.R. 1960.6 (a). Designation of Agency Safety and Health Officials.
E.O. 13150. Federal Workforce Transportation.
18 U.S.C. 1001. Fraud and False Statements; Statements or Entries Generally.
Federal Acquisition Regulation (FAR).
FMR Subchapter B. Personal Property.
FMR Subchapter G. Administrative Programs.
FAR Part 13. Simplified Acquisition Procedures.
VA Acquisition Regulation (VAAR) Title 48—Federal Acquisition Regulation System Chapter 8—Department of Veterans Affairs.
OMB Circular A-11 Preparation Submission and Execution of the Budget.
38 C.F.R. Chapter I - Department of Veterans Affairs.
VA Directive 7700 3 a (2). Occupational Safety and Health
Office of Diversity and Inclusion

Overview
The Office of Diversity and Inclusion (ODI) serves to build a diverse workforce and cultivate an inclusive workplace to deliver the best services to our Nation’s Veterans and their families. ODI does this through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications.

Functions and Activities
- Advises and supports the Assistant Secretary for HR&A/OSP in workforce diversity and workplace inclusion issues.
- Supports the Secretary, Deputy Secretary, Under Secretaries and Assistant Secretaries in their actions to achieve and sustain a diverse workforce and inclusive workplace.

Workforce Analysis

Overview
Establishes strategies and guidance for achieving diversity Department-wide through qualitative and quantitative analysis. Conducts Barrier Analysis, Workforce Analysis, Applicant Flow Analysis, Adverse Impact Analysis, Root Cause Analysis and Solution Development in accordance with mandates. Conducts VHA Support Service Center (VSSC) data systems training to ensure Department HR and EEO analyst recommendations are consistent with policies and procedures.

Functions and Activities
- Provides technical assistance and ad-hoc analysis to agency leadership and through various products such as Management Directive 715, Quarterly Workforce Diversity Reports and the Diversity and Inclusion (D&I) Annual Report.
- Provides technical assistance and training and creates analytical applications for managers and supervisors to evaluate diversity initiatives.
Outreach and Retention

Overview
Provides consultative services and integrates organizational development initiatives. Administers special emphasis programs to include special observances, often held monthly. Develops recruitment initiatives and promotes a spectrum of diversity strategies across VA. Provides guidance on hiring, promoting and retaining individuals with targeted disabilities. Integrates diversity of thinking into Agency strategic plans; deploys strategies for leadership buy in; provides agency consultation on proactive prevention of unlawful discrimination; works with general counsel to ensure legal compliance and administer a managed accountability and auditability program.

Functions and Activities
- Supports disability programs such as 504 Public Access, Affirmative Employment and Selective Placement.
- Provides support for various other Special Emphasis areas such as Federal Women’s Program, American Indian Alaskan Native and LGBT.
- Sustains multiple White House initiatives, such as the initiative on Historically Black Colleges and Universities, the initiative on Asian American Pacific Islander and the initiative on Educational Excellence for Hispanics.

Administrative Management

Overview
Provides fiscal and human resources support for diversity and inclusion programs, strategic planning, and White House Initiatives in support of the VA’s EEO mission.

Functions and Activities
- Provides support to ODI’s mission and critical functions by delivering discipline-focused expertise in EEO, establishing policy, monitoring compliance, driving data science, and developing enterprise wide diversity initiatives.

Training and Communications

Overview
Establishes and maintains effective EEO training and discrimination prevention programs of equal employment opportunity, as well as, effective affirmative action programs. Captures and shares organization knowledge through a multi-disciplined approach, where we invoke resource expanders to saturate the learning objective of achieving continuous individual or organizational performance improvement. Promotes organizational culture change in a positive way.

Functions and Activities
- Designs, develops, produces, delivers, and evaluates educational products and services that provide standard curricula in the areas of EEO, diversity and inclusion, including learning content based on human behavioral science and neuroscience.
- Provides EEO advisory services and serves as performance consultants by customizing learning to address specific needs and expectations identified by our clients.
- Oversees governance and administration of the Diversity and Inclusion in VA Council (DIVAC).

- Administers the Secretary of Veterans Affairs Diversity and Inclusion Excellence Awards Program to recognize the highest level of significant achievements and attainment of objectives in the VA Diversity and Inclusion Strategic Plan.

- Updates and promulgates EEO and Diversity and Inclusion policies and guidance which lay the groundwork for ensuring compliance with regulatory requirements from the EEOC, OPM, OMB, Congress, White House, US Access Board, Inter-Agency Committees.

- Develops VA-wide policy statements, strategic plans and annual reports in the areas of EEO, diversity and inclusion.

Customer Experience

Overview
Designs and maintains all customer experience metrics and standards; develops and maintains a customer experience strategy and road map consistent with VA Core Values, aligned with the Department’s Diversity and Inclusion Strategic Plan. Issues annual and quarterly reports and monthly metrics updates. Acts as the research arm for innovation and improves overall internal and external customer experiences. Coordinates, develops and implements communications strategies as appropriate.

Functions and Activities
- Serves to build a diverse workforce and cultivates an inclusive workplace to deliver the best services to our Nation’s Veterans and their families.

- Works to reduce and prevent discrimination complaints in the Department, through national policy development in Equal Employment Opportunity (EEO), Diversity and Inclusion, workforce analysis, outreach, retention, training, education, and communications.

- Analyzes trends, manages and provides administrative support for the VA Diversity Council to address cross-cutting initiatives, and produces and disseminates communications products.

Authorities
E.O. 13270. Tribal Colleges and University (July3, 2002).
E.O. 13548. Increasing Federal Employment of Individuals with Disabilities.
Office of Human Resources Management

Overview
The Office of Human Resources Management (OHRM) provides human resources policy and oversight, manpower management, human capital strategic consultation and guidance to its customers. These services enable VA to utilize policies and hiring flexibilities to attract, recruit, develop, and retain high-performing, engaged employees, resulting in quality services to Veterans and their families. Specifically, OHRM develops policies and provides advisory services and guidance regarding staffing, recruitment, classification, manpower, pay and leave administration, performance management and recognition, work-life and employee benefits. Additionally, OHRM manages VA’s HR information systems (HRIS) and supports enterprise workforce planning.

Functions and Activities
- Provides VA human capital management and assesses the effectiveness of Department-wide HR programs and policies.

- Provides guidance and advisory assistance to HR Professionals on Title 5 and Title 38 HR lifecycle functions.

- Provides VA with policy and operational support on employee relations, performance management, recruiting and staffing, manpower management, classification and compensation, work life and benefits, and workforce planning.

- Develops and sustains VA’s HR information systems.

HR Policy Advisor

Overview
Serves as Senior advisor to the Deputy Assistant Secretary in the coordination and formulation of Department HR policy.
Functions and Activities
- Provides guidance on the development, implementation, and interpretation of HR laws, policies, programs and legislative initiatives.

Manpower Management Office

Overview
Manpower Management was established as an enterprise-wide VA function in October 2017 to meet the requirements of the Office of Management and Budget Memorandum M-17-22.

Functions and Activities
The office is responsible for:

- Using agency data to determine appropriate FTE baselines, and developing standard processes and validation and verification standards (benchmarking, time studies, industry standards, etc.) to determine staffing needs.
- Examining total personnel cost to optimize the workforce.
- Reviewing and revising (as needed) organizational design and position structure.

HR Policy and Planning

Overview
HR Policy and Planning provides policy, advisory services and guidance in support of VA’s efforts on recruitment and staffing; human capital oversight; employee relations and performance management; position classification and compensation; and, work life and benefits.

Functions and Activities
- Develops department-wide HR policy and guidance to include directives, handbooks, human resources management letters, and other guidance on all HR functional areas, such as employee relations, performance management, compensation, classification, hours of duty and leave, benefits, accountability systems, etc.
- Designs and implements programs to promote work-life balance as well as health and wellness for all VA employees.
- Provides employee relations and performance management policy and services.
- Provides support for Veterans employment programs and retention activities.
- Provides VA policy and services on classification and compensation matters.
- Oversees VA human capital management and merit system compliance by assessing the effectiveness of Department-wide HR programs and policies through on-site and virtual evaluations of field HR programs; reports findings to and tracks corrective actions from the Administrations.
HR Systems and Analytics

Overview
HR Information Systems and Analytics provides customer-friendly, integrated HR IT solutions that strengthen VA’s ability to hire, develop, and retain a world-class workforce.

Functions and Activities
- Manages the design, development, and implementation of HR-Smart, VA’s core automated human resources information system. HR-Smart improves HR business processes by automating manual transactional processes and eliminating the need to enter employee data in multiple systems.
- Identifies VA-wide workforce planning needs and builds workforce planning capabilities that facilitate and leverage decision-making.
- Provides VA Human Resources data transparency, as required by the VA MISSION Act.
- Transforms VA by discovering, developing, and implementing modernized Enterprise HR capabilities to support those who serve Veterans.

Authorities

![Office of Labor-Management Relations (LMR)](image)

Figure 29 - Office of Human Resources and Administration - Office of Labor-Management Relations

Click here for the alternate representation of the chart

Office of Labor-Management Relations

Overview
The Office of Labor-Management Relations (LMR) facilitates an effective labor-management relationship by working with labor organizations to improve the delivery of service to Veterans and their families.
Functions and Activities

- Conducts all national negotiations for the five national unions within VA.

- Responds to all national grievances on behalf of the Secretary.

- Collaborates with the Department’s five national unions and other members of VA’s executive-level leadership to ensure the work of the organization is strategically linked to the direction of the business of the Department and all components.

- Ensures that the Department’s LMR programs and practices are consistent with all applicable laws, regulations, Presidential Executive Orders (EO) and VA policies.

- Administers the portion of all national collective bargaining agreements requiring VACO involvement.

- Facilitates labor relations training.

- Assesses the effectiveness of LMR programs and the state of labor-management relations throughout the Department.

Operations Staff I and II

Overview

On a parallel basis, the dual Operations Staff plans, coordinates, and oversees all LMR operations and manage the LMR program at the national level.

Functions and Activities

- Provides oversight of LMR specialists who serve as labor relations subject matter experts and as an informational point of contact for all VA geographic locations.

- Advises and provides expert guidance to customers on preventing and resolving grievances, unfair labor practices (ULP), labor litigation and responding to questions on the interpretation of national collective bargaining agreements, labor statutes, case law, Executive Orders (EO) impacting labor relations and OPM regulations.

- Provides expert advice and subject matter expertise on national policy matters and Department bargaining obligations resulting from new policy initiatives while serving as management’s lead representative during the notification and negotiation process with all VA national union representatives.

- Represents the Department in all national union grievances.

- Represents the Department in arbitrations regarding all national collective bargaining agreements and interpretation of the Federal Labor Statute.

- Represents the Department before the Federal Labor Relations Authority (FLRA) and the Federal Service Impasses Panel (FSIP) on LMR matters.
Strategic Program Management

Overview
The Strategic Program Management branch promotes consistent agency positions on various topics.

Functions and Activities
- Conducts initial analysis on all Memorandum of Understanding (MOU) and Memorandum of Agreement (MOA) term agreements and local supplemental agreements for agency head review.
- Establishes plan of action and milestones as well as the preparation timeline for each national Collective Bargaining Agreement (CBA).
- Ensures standard approaches to negotiations such as standard ground rules.
- Reviews all national agreements to identify consistency and/or inconsistency in preparation for negotiations.

Authorities

Office of Resolution Management

Overview
The Office of Resolution Management (ORM) works to promote a discrimination–free work environment focused on serving Veterans by preventing, resolving, and processing EEO discrimination complaints in a timely and high-quality manner.
The Department of Veterans Affairs (VA) is mandated to have an Equal Employment Opportunity program. ORM ensures that VA is compliant with legal and statutory authorities to administer the Equal Employment Opportunity (EEO) and Alternative Dispute Resolution (ADR) programs. ORM delivers the following products and services to each VA organization: Alternative Dispute Resolution, Harassment Prevention Program, Knowledge Management/Training, External Civil Rights Complaints Program, Reasonable Accommodation Services, Settlement Management Program and EEO Complaint Processing.

Through a national network of district offices (Eastern Region: North Atlantic 1 and 2, Southeast, and VA Central Office Districts; Western Region: Midwest, Continental and Pacific Districts), ORM provides timely and fair resolution of EEO complaints for VA employees, applicants for employment, and former employees. ORM resolves complaints at the lowest level possible; prepares reports on allegations of discrimination; and monitors compliance with decisions when discrimination is found.

Functions and Activities

- Offers programs such as conflict management, ADR training, and assessments, that ensure employees and managers understand the characteristics of a healthy work environment. ORM then makes tools available to the employees to effectively engage and manage workplace conflict, thereby preventing disputes and complaints.

- Provides EEO complaint processing services to include counseling, Alternative Dispute Resolution (ADR), procedural determinations and investigations. ORM manages the ADR program by providing policy, oversight and services that include conflict management, mediation, group facilitation, conflict coaching, assessments and training.

- Provides policy and oversight of the Department’s Harassment Prevention Program (HPP) to include developing policy, monitoring reports, training to prevent and appropriately respond to allegations of harassment. Offers options for resolving workplace disputes and to advise managers on issues that often lead to EEO complaints.

- Provides EEO discrimination complaint processing services to VA employees, applicants for employment and former employees which include counseling, investigation, and procedural final agency decisions.

- Develops programs to improve the overall management of EEO discrimination complaint processing services within VA, including training for employees, managers, and supervisors on the EEO complaint process (includes training on harassment and retaliation subjects).

- Ensures VA compliance with final decisions on EEO complaints and settlement agreements, and fully investigates claims for compensatory damages. Prepares Federal and congressionally mandated reports, such as the No FEAR Act and the Senior Managers Report.

- Coordinates the receipt and referral of allegations of discrimination raised by Veterans with respect to Federally conducted or assisted programs and activities under Title VI and Title IX of the Civil Rights Act, the Age Discrimination Act of 1975, and the Rehabilitation Act of 1973.

- Ensures the Managed Settlement Program provides transparency and accountability around the settlement process, and to ensure settlements are in the best interest of all concerned and that monetary relief is justified in writing. The initiative supports VA’s efforts to comply with P.L. 115-41 (Department of Veterans Affairs Accountability and Whistleblower Protection Act of 2017).
• Ensures the Reasonable Accommodation program provides Agency oversight of the process and procedures to include policy compliance; proactive and preventative training; and guidance under Title VII, the ADA, and section 501 of the Rehabilitation Act.

Business Operations

Overview
Business Operations provides support for EEO systems, compliance, and data science in support of VA’s EEO mission.

Functions and Activities
• Provides support to ORM’s mission and critical functions by providing discipline-focused expertise in EEO, establishing policy, monitoring compliance, driving data science, and developing IT infrastructure.

Management Services

Overview
Management Services provides administrative, financial, contractual and logistics services to ORM and its employees geographically dispersed across the U.S.

Functions and Activities
• Provides quality customer service support to over 300 employees assigned to two regions and six field sites geographically disbursed across the U.S. In the following areas: human capital management/employee engagement, financial management, space and facility support, and contracting liaison assistance.

Authorities
38 C.F.R. 15.170. Enforcement of Nondiscrimination on The Basis of Handicap in Programs or Activities Conducted by the Department of Veterans Affairs: Compliance Procedures.
Management, Planning, and Analysis

Overview
Management, Planning, and Analysis (MP&A) provides mission support for strategic planning, programming, acquisition and program management, and shared services to support VA’s strategic goals and priorities. MP&A priorities focus on development of policy, practices, standard operating procedures, job aids, training, program management, strategic planning, organizational performance, and internal controls required to ensure compliance with statutory requirements and risk mitigation. MP&A provides visibility and governance of various HR&A functions.

Functions and Activities

Strategic Planning and Organizational Performance

- Develops and updates VA Strategic Human Capital Planning, HR&A’s Annual Operational Planning, Long-Term Programming and Organizational Performance metrics and data.
- Executes program risk management functions, including internal controls and reporting.

Program Management Office

- Conducts Contract Acquisition and Contracts Program/Project Management.
- Ensures oversight of all funding sources, to include both budget authority (BA) and reimbursable authority (RA).
HR Liaison and Support

- Provides business support to HR&A to employee HR transactions, logistics, office space and equipment management, travel, and VA’s Child Care Subsidy Program.

![Diagram of HREC](image)

**Figure 32 - HRA Human Resources Enterprise Center**

[Click here for the alternate representation of the chart]

**Human Resources Enterprise Center**

**Overview**
The Human Resources Enterprise Center (HREC) established under the Office of Enterprise Support Services (OESS), which was decommissioned in 2018. HREC was transferred in June 2018 to HR&A. HREC delivers enterprise training and HR programs in support of the vision for modernization of VA enterprise training, a customer-focused learning environment and HR programs in support of these areas. In conjunction with the VA Chief Human Capital Officer (i.e., Asst. Secretary for Human Resources and Administration) and the VA Chief Learning Officer, the HREC provides employee development, learning, internship program management, employee alerting and accountability and training services for VA’s enterprise emphasizing high quality, low cost and exceptional customer service.

**Functions and Activities**

**Enterprise Training Delivery**

- Enterprise Training Delivery directorate facilitates program management, including internship programs, physical access and employee alerting and accountability services.

**Learning Infrastructure**

- Learning Infrastructure directorate provides VA with a corporate governance structure for the enterprise-wide learning management system in support of e-learning solutions.
HR Programs

- HR Programs directorate is structured to support enterprise-wide HR services such as retirement processing, on-boarding and other emerging shared services.

![Diagram of HR Programs](image)

**Figure 33 - HRA Corporate Senior Executive Management Office**

[Click here for the alternate representation of the chart]

**Corporate Senior Executive Management Office**

**Overview**
The Corporate Senior Executive Management Office’s (CSEMO) mission is to recruit, hire, develop, and retain the most highly qualified cadre of people-centric, results-driven, and forward-looking senior executives who are committed to serving Veterans and their families. CSEMO is the human resources (HR) servicing office for all senior leaders in the Department of Veterans Affairs. This includes career, noncareer, and limited term senior executive service (SES), senior level (SL), Title 38 SES Equivalents, political appointees, Schedule C employees, consultants/experts, and Veterans Law Judges (VLJ). CSEMO services over 700 employees Department-wide.

**Functions and Activities**

**Executive Development**

- Administers the Department’s executive onboarding program, which in compliance with OPM guidance, aids executives in acquiring, accommodating, assimilating, and accelerating into the culture and business of the organization during their first year.

- Serves as subject matter expert and Department lead for executive talent management and succession planning.

- Manages executive development through receipt and analysis of executive development plans and communication of rotational assignment opportunities.

- Manages the Department’s executive coaching program.
• Responsible for receipt and processing of senior leader honor awards.

• Receives and analyzes exit survey data and applies the information towards executive retention strategies.

• Responsible for corporate communications to senior executives including information on executive development opportunities and management of the CSEMO website.

Policy and Programs

• Develops Department-wide HR policy and guidance applicable to senior leaders.

• Manages the Department’s SES and SL performance management systems to include serving as administrator of VA’s automated performance management system, issuing guidance, conducting training, coordinating certification of VA’s SES and SL systems with OPM, and responding to annual data calls.

• Coordinates the Performance Review Board (PRB) which is responsible for recommending performance ratings and awards to the Secretary of Veterans Affairs.

• Coordinates the Presidential Rank Award program.

• Manages the Department’s compensation program for senior leaders to include recommendations on pay adjustments.

• Coordinates employee relations matters involving senior leaders with the Office of Accountability and Whistleblower Protection and Office of General Counsel.

• Serves as the Department’s subject matter expert on all categories of senior leader benefits, conducts benefits counseling, and coordinates processing of all benefits actions.

Recruitment and Operations

• Oversees the biennial review of executive allocations.

• Manages executive positions to include classification and pay band determinations.

• Provides subject matter expertise and advice on recruitment strategies and administers the merit staffing process to fill executive positions to include managing Executive Resources Board (ERB) Rating Panels and coordination of Qualifications Review Board (QRB) cases with OPM.

• Accountable for all aspects of recruiting, staffing, and entry on duty for senior leaders.

• Serves as the Department’s principal advisor to the OPM on executive resources matters.

• Facilitates the merit staffing process for the SES Candidate Development Program and placement of certified candidates.

• Coordinates and prepares all personnel actions for VA’s SES, SL, and political appointee positions.
Authorities
VA Handbook 5027. Senior Executive Service.
5 U.S.C. 3131. The Senior Executive Service.
5 C.F.R. Part 214—Senior Executive Service.
38 U.S.C. 713. Senior Executives: Removal, Demotion, or Suspension Based on Performance or Misconduct.

![Image of organization chart]

Figure 34 - Office of Operations, Security and Preparedness Organization Chart

Click here for the alternate representation of the chart

Office of Operations, Security, and Preparedness

Mission
The Office of Operations, Security, and Preparedness (OSP) ensures continuous force protection and mission assurance capability for the Department in steady state and crisis conditions.
Overview
OSP supports the execution of VA’s Business Strategy 4.1.6 (Force Protection, Mission Assurance, and Federal Disaster Response) and is comprised of four program offices to provide oversight for emergency management and resilience, identity credential and access management, resource management, and security and law enforcement.

Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness

Overview
The Office of the Principal Deputy Assistant Secretary (PDAS) for Operations, Security, and Preparedness has oversight for all OSP functions to ensure policies, procedures, and practices to improve organizational efficiency and effectiveness. The Office of the PDAS provides policy and program oversight of select OSP administrative functions in support of the PDAS, OSP executives, and OSP employees.

Functions and Activities
- Plans, coordinates, and executes events, special projects, and executive correspondence for the PDAS and OSP executives.
- Manages OSP’s strategic planning and risk management processes.

Authorities
VA Handbook 322.1. VA Integrated Operations Center (VA IOC).
VA Directive 0321. Serious Incident Reports.
VA Handbook 0321. Serious Incident Reports.
VA Directive 0323. VA Continuity Program.
VA Handbook 0324. Test, Training, Exercise, and Evaluation Program.
VA Handbook 0327. Insider Threat Program.
VA Directive 0720. Program to Arm Department of Veterans Affairs Police.
VA Handbook 0720. Program to Arm Department of Veterans Affairs Police.
VA Directive 0736. Meetings/Visits with Representatives of Foreign Governments or Industry, Foreign Travel, and Foreign Contacts.
Office of Emergency Management and Resilience

Overview
The Office of Emergency Management and Resilience (OEMR) ensures the Department can effectively manage consequences associated with crisis through resilience capabilities and fosters an operational environment that will enable the Department to return to normal operations as quickly as possible. In addition, OEMR is the Department lead for VA’s Fourth Mission and integrates Department capabilities that can be leveraged to manage emergencies at the Federal, state, local, or tribal levels.

Functions and Activities
- Provides management, coordination, and oversight of the Department’s National Security, Preparedness, Continuity, and Intelligence portfolios.
- Oversees training and evaluation of VA Senior Leadership, as well as Administration and Staff Office security personnel, to support government-wide resilience requirements.

Planning, Exercises, Training, and Evaluation

Overview
Planning, Exercises, Training, and Evaluation (PETE) is responsible for continuity planning and associated training. PETE is the Department’s lead for whole of government planning as it pertains to continuity of operations and government. As an integrator, PETE assists in identifying all Administration and Staff Office requirements and manages overall coordination to ensure these requirements are incorporated in Department policy and interagency planning efforts.
Functions and Activities

- Provides enterprise planning and management regarding Continuity of Operations, Continuity of Government and Enduring Constitutional Government programs.

- Directs continuity planning efforts to ensure all Department plans are coordinated, robust, and functional and support execution of the Primary Mission Essential Function (PMEF), Mission Essential Functions (MEF), and internal Essential Supporting Activities (ESAs).

- Ensures the Department is prepared to continue essential functions, reconstitute Department operations and devolve statutory authority and responsibility from VA Central Office to designated successors at alternate locations during a catastrophic national emergency.

- Supports continuity of essential functions at the national level by maintaining a continuity capability, including alert, notification, and deployment of personnel to pre-identified continuity management sites.

- Deploys liaisons to Federal homeland security and disaster response partners to facilitate information flow and enhanced coordination and participates as a full partner in interagency planning and coordination to ensure the ability of VA to support Federal disaster response efforts.

Operations and National Security Services

Overview

Operations and National Security Services (ONSS) serves as the Department’s lead regarding National Security operations/engagements and interfaces with the interagency. ONSS provides policy and oversight for the Department’s special security, secure and emergency preparedness communications, Insider Threat, and Counterintelligence and Intelligence Community (IC) support programs.

Functions and Activities

- Manages total life cycle requirements for the Department’s National Security/Emergency Preparedness (NS/EP) communication systems.

- Provides policy development, oversight, and management of the special security programs, including access to classified information and Sensitive Compartmented Information (SCI).

- Provides policy, oversight, and training for the Insider Threat Program.

- Provides policy oversight and program management for classified intelligence information to include transmission, safeguarding, and destruction.

- Provides Communications Security (COMSEC) management and oversight for the Department’s cryptologic material and equipment portfolio to ensure secure communications.

- Provides Government Emergency Telecommunications Service (GETS) and Wireless Priority Service (WPS) oversight and management.
VA Integrated Operations Center

Overview
The Veterans Integrated Operations Center (VAIOC) is the Department’s national level hub for situational awareness, a common operating picture, information fusion, information dissemination, planning, and communications in support of VA crisis management, operational coordination, and disaster response. The VAIOC operates continuously with representatives from all Administrations and Staff Offices and maintains a Geographic Information System (GIS) to support decision making.

Functions and Activities
- Conducts operational reporting of incident events and threats by obtaining, validating, coordinating, and disseminating critical information, decision support products, and notifications for situational awareness and/or action.

- Manages crisis monitoring and reporting, while facilitating communication and information flow within VA and with Federal interagency partners for enhanced response and recovery operations.

- Manages and tracks requests for VA operational support by identifying, sourcing and coordinating for the deployment of internal capabilities in response to Federally declared disaster response and operational contingencies.

- Maintains the status of various VA strategic assets (e.g., equipment, systems, personnel) and monitors readiness levels and ability to be leveraged in support of preparedness, mitigation, response, and/or recovery operations.

- Manages all Consequence Management sites to maintain a robust readiness posture.

Authorities
P.L. 100-707. Robert T. Stafford Disaster Relief and Emergency Assistance Act, as Amended, April 2013.
E.O. 12968. Access to Classified Information.
Intelligence Community Directive 404. Executive Branch Intelligence Customers.
Intelligence Community Directive 703. Protection of Classified National Intelligence, Including SCI.
Intelligence Community Directive 705. Sensitive Compartmented Information Facilities.
National Preparedness Goal, September 2015.
Federal Continuity Directives 1 and 2.
National Strategy for Counterterrorism, October 2018.
National Strategy for Pandemic Influenza (November 2005) and Implementation Plan (May 2006).
Office of Science and Technology Policy/Office of Management and Budget Directive D-16-1, Minimum Requirements for Federal Executive Branch Continuity Communications Capabilities.
Nuclear Radiological Incident Annex March 2015.
VA Directive 0321. Serious Incident Reports.
VA Directive 0323. VA Continuity Program.
VA Directive 0736. Visits with Representatives of Foreign Governments or Industry Foreign Travel.
National Security Agency Policy Manual 3-16
Office of Identity, Credential, and Access Management

Overview
The Office of Identity, Credential, and Access Management (OICAM) contributes to a safe and secure environment for VA by ensuring trust in our VA workforce – appointees, employees, contractors, and affiliates through oversight of identity, credential, and access management (ICAM) efforts, central coordination and oversight of VA’s personnel security, credentialing services, and identity and access management requirements, enforcing VA compliance with Federal statutes, regulations, and policies. OICAM’s activities directly support VA’s top priorities and supports the establishment of a consistent VA-wide strategy for identifying VA users for managing secure access to resources and facilities, while ensuring an individual’s privacy.

Functions and Activities
- Provides central coordination and oversight to ensure alignment, accountability, and consistency of VA’s personnel security, suitability, and ICAM projects and activities.
- Ensures that people who access VA facilities and IT systems are vetted, identity-proofed, trusted, and credentialed at the appropriate level to carry out the work they are assigned.

Access and Identity Management

Overview
The Access and Identity Management (AIM) Program supports requirements for VA activities and projects that will provide a consistent and VA-wide solution for identifying VA users for managing secure

Office of Human Resources and Administration/Operations, Security, and Preparedness
access to resources while ensuring an individual’s privacy through coordination support of VA Identity Management and Access Management initiatives inclusive of Physical Access Control Systems (PACS). AIM analyzes and collects requirements for an effective VA enterprise IT system that integrates and proactively manages on-boarding, off-boarding, and lifecycle management of processes.

**Functions and Activities**

- Collaborates with internal VA stakeholders to define relevant work flow processes and establish requirements to create a uniform, efficient, and effective process to manage the end-to-end career life cycle of employees, contractors, and affiliates during their tenure with VA.

- Ensures system compliance with identity authentication requirements and tracking of position sensitivity and eligibility/access to sensitive information as it relates to monitoring of VA employees, contractors, and affiliates to protect VA assets.

- Develops the requirements to integrate disparate legacy IT systems throughout VA to achieve greater efficiency in the on-boarding and off-boarding of employees, contractors, and affiliates, and performs comprehensive gap analyses to enhance the on-boarding and off-boarding processes.

- Develops the requirements to ensure employees, contractors, and affiliates are continuously monitored during their tenure with VA, and their physical and logical access to VA facilities and networks are terminated, deactivated, or suspended when it is no longer required.

**Personnel Security and Credential Management**

**Overview**

The Personnel Security and Credential Management (PSCM) Program supports and establishes a Department-wide personnel security and suitability program policy, implementation, oversight, and training to ensure the safety and security of our Nation’s Veterans, visitors, employees, and facilities. The PSCM Program establishes and enforces VA compliance with personnel security and suitability policies and is responsible for the implementation of HSPD-12 requirements.

**Functions and Activities**

- Manages the VA Centralized Adjudication and Background Investigation System (VA – CABS) is a secure, end-to-end IT system application enabling continuous subject evaluation and timely dissemination of, and access to, personnel security information from trusted information providers.

- Develops and implements policies and processes that define VA requirements for compliance with applicable statutes, Executive Orders, and Federal regulations for all VA employees, contractors, and affiliates.

- Coordinates with other agencies and exchanges personnel security and suitability information with the Office of Personnel Management (OPM), Office of the Director of National Intelligence (ODNI), and other agencies.

- Conducts training, oversight, and compliance of VA Administrations that perform personnel security and credential management functions.
• Processes and adjudicates background investigations for all moderate risk, high risk public trust, and national security positions for VA employees and contractors.

• Implements a “Next Generation PIV System,” a more reliable and efficient credentialing system than the current proprietary Card Management System (CMS), using the Managed Service Offering (MSO) from the General Services Administration (GSA).

• Provides oversight and training of VA PIV card issuance facilities and PIV role holders.

Security and Investigations Center

Overview
The Security and Investigations Center (SIC) processes and adjudicates the background investigations for all moderate risk, high risk public trust, and national security positions for Federal employees within VA, as well as all levels of investigation for contractors performing jobs and functions for VA.

Functions and Activities
• Provides quality background investigations and timely adjudications for VA employees in national security and public trust positions and all risk levels for VA contractors nationwide.

• Processes, initiates, and adjudicates all high and moderate risk background investigations for VA employee suitability.

• Processes, initiates, and adjudicates all eligibility for access to national security information (security clearances) for VA employees.

• Processes, initiates, and adjudicates all levels of background investigations for VA contractor “fitness” or suitability.

Authorities
5 C.F.R. 731. Suitability.
E.O. 13488. Amending the Civil Service Rules.
E.O. 12968. Access to Classified Information.
Office of Resource Management

Overview
The Office of Resource Management (ORM) provides mission support for resources by providing oversight of financial and fiscal management, accounting and reporting, procurements, human resources management, administrative and logistics management, and support service activities across OSP in accordance with the Federal Managers’ Financial Integrity Act of 1982 (FMFIA) and the Office of Management and Budget (OMB) Circular A-123.

Human Resources Management

Overview
Human Resources Management provides oversight for human resources activities in accordance with VA and Federal policies to ensure compliance.

Functions and Activities
- Strategic management of human resources activities focusing on polices and systems ensures the execution of classification, recruiting, workforce planning, employee relations, diversity and inclusion, telework, employee development and training, labor management, reasonable accommodations, talent management system, performance management, equal employment opportunity (EEO) complaints, investigation processes, etc.
• Ensures organizational human capital processes involving recruitment and hiring for OSP and the franchise fund employees of the Security and Investigations Center and the Law Enforcement Training Center.

Financial and Fiscal Management

Overview
Financial and Fiscal Management provides oversight in accordance with VA and Federal policies to ensure compliance.

Functions and Activities
• Ensures oversight of all funding sources, to include both budget authority (BA) and reimbursable authority (RA).
• Provides procurement, contract management oversight, and support for requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices, and pre-award documents, such as amendments, purchase requests, invitations for bid, or requests for quotation or proposal, and monthly performance reviews.
• Ensures prompt payment and oversight for monthly obligations for all billings.

Administrative and Logistics Management

Overview
Administrative and Logistics Management provides oversight in accordance with VA and Federal policies to ensure compliance.

Functions and Activities
Conducts OSP business support operations, which include employee logistics management, transit benefits, logistics for space management, travel management, records management, Freedom of Information Act, etc.

• Executes organization’s space management and allocations to include oversight of OSP’s file digitization.
• Provides support to property passes, purchase cards, time and attendance, fair act inventory, and Business Continuity Advisory Group Management.
• Ensure Privacy Verification Tracking System (PVTS).
• Manages non-IT inventory and IT inventory.
• Provides procurement and contract management support in reviewing requisitions, supply systems, purchase orders, contracting modifications, waivers, letters, vouchers, invoices, and pre-award documents, such as amendments, purchase requests, etc.
Support Services

Overview
Support Services provides oversight of OSP’s privacy and records management, FOIA requests, E-Governance requirements and other areas to help facilitate compliance.

Functions and Activities
- Conducts additional OSP support operations, which include Personal Identity Verification (PIV) sponsorship and creation of TMS profiles.
- Identifies specific project goals and objectives, and determines the work resources, funding requirements, reporting requirements, and methodology necessary to complete the project.

Authorities
AFGE Master Agreement.
OMB Memorandum M-12-09. Federal Activities Inventory Reform (FAIR) Act Submission for Fiscal Year 2012.
VA Directive 0000. Delegations of Authority.
VA Directive 0007. Interagency Coordination of Complex Care Benefits and Services.
VA Directive 5007-55. Temporary Increase in Annual Pay Limitation for Certain Fee Basis Providers.
Office of Security and Law Enforcement

Overview
The Office of Security and Law Enforcement (OSLE) is responsible for developing policies, procedures and standards that govern VA’s infrastructure protection, personal security and law enforcement programs; protecting Veterans, visitors, and staff on Department facilities and grounds. OSLE works regularly with several Federal law enforcement agencies in areas such as information sharing, training, planning and policy development.

Police Services

Overview
Police Services is headquartered at VA Central Office and includes three divisions: Police Oversight and Investigations; Executive Protection; and Infrastructure Protection, Policy, Intelligence, and Crime Analysis. Police Services develops policy and provides oversight of VA Police Program inspections, and criminal and internal affairs investigations, while offering technical advice, and vulnerability and risk assessment tools to VA facility managers and Police Service Chiefs. Additionally, Police Services detects, deters, and defends against any threat of harm to the Secretary and Deputy Secretary of VA.

Functions and Activities
- Develops, coordinates, and disseminates policy and procedures related to VA field facility security and law enforcement operations.
• Conducts comprehensive program inspections of each VA Police Unit every 2 years to determine existing law enforcement and physical security conditions at individual centers throughout the VA system.

• Prepares comprehensive inspection reports which identify program deficiencies and makes recommendations to correct those deficiencies and recommends the implementation of appropriate security and law enforcement measures and procedures when there is an immediate need to do so.

• Ensures regulatory compliance of physical security requirements to prevent loss by burglary from bulk storage areas, robbery, off shelf theft, conspiratorial diversion and skimming.

• Provides technical advice, guidance, and leadership to VA facility managers and Police Service Chiefs to include evaluation requirements for communication equipment and other technical aids to security at medical center request.

• Responds to Continuity of Operations locations to support VA, OSP, and OSLE emergency operations and continuity of government operations.

• Institutes physical security standards and options-Department wide and performs Vulnerability and Risk Assessment of all VA properties.

• Provides operational security oversight of VA Central Office buildings in National Capitol Region (NCR).

• Serves as the point of entry for all Police sensitive information filtered into the VAIOC and liaison with watch officers from various Administrations and staff offices present as a part of the VA34IOC team.

• Serves as the primary liaison with local, State, Federal law enforcement agencies throughout the NCR and across the US, in addition to the Joint Fusion Center at Quantico.

• Maintains the Sexual Assault Database and Firearms Related Incident Database.

• Analyzes crime data and identifies patterns and trends to be used for criminal apprehension and crime prevention.

• Provides Portal to Portal and Personnel protection for the Secretary including during all travel throughout the United States and abroad.

• Provides personal protection for the Deputy Secretary in the Metro Washington, DC area and throughout the United States, based upon the current threat analysis.

• Investigates any possible or perceived threats directed towards the Secretary or Deputy Secretary.

• Maintains secure communication devices for emergency contact with White House Entities and VA Continuity of Operations sites.

Law Enforcement Training Center

Overview
The VA Law Enforcement Training Center (LETC), located in North Little Rock, Arkansas, provides professional training for all VA Police Officers to deal successfully with situations involving patients at VA
healthcare facilities. Through its Franchise Fund activities, the LETC also provides training services to other Federal law enforcement agencies. LETC consists of four divisions: Academic Programs Division, Technical Programs Division, Advanced Programs Division, and the Training Standards Division. These divisions provide entry-level, advanced-level, and specialized law enforcement trainings.

Functions and Activities

- Serves as subject matter experts concerning the development of training program requirements, associated polices and standard operating procedures.

- Provides technical advice, guidance, and leadership to VA facility managers and Police Service Chiefs concerning training program requirements and policy.

- Conducts, assists, or oversees criminal investigations at VA facilities and properties.

- Fulfills need for training that will ensure students possess basic police knowledge of and attitude toward Federal laws and agency regulations and procedures, particularly in the law enforcement subjects of arrest, search and seizure, and their related constitutional safeguards.

- Provides ancillary training in the broad range of the agency’s operational and administrative policies and procedures that govern the daily conduct of law enforcement activities.

- Provides the fundamentals of marksmanship, which teaches the student the importance of weapon handling, fundamentals of shooting and the overall manipulation of the duty weapon and ensures VA Basic Police Officers are aware and trained on the latest techniques of arrest.

- Provides cutting edge training to VA Firearms Instructors in the Active Threat Response Instructor Course, which incorporates the Use of Force Continuum, Shoot / Don’t Shoot Scenarios, Isolation Drills and Force on Force scenarios utilizing Simunition marking cartridges.

- Prepares those selected to manage and train VA Police officers in Ground Defense and Recovery (GDR) techniques.

- Manages national K-9 policy and course to educate and maintain appropriate standards.

- Evaluates training on multiple levels to ascertain whether it meets the needs of the student and client.

- Registers students, assigns lodging, issues order, administers tests, collects data, records data, files accordingly and distributes supplies and equipment.

Authorities
38 U.S.C. 901. Authority to Prescribe Rules for Conduct and Penalties for Violations.
38 U.S.C. 902. Enforcement and Arrest Authority of Department Police Officers.
38 C.F.R 1.218. Security and Law Enforcement at VA Facilities.
VA Directive 0720. Program to Arm Department of Veterans Affairs Police.
VA Handbooks 0730/1, 0730/2, 0730/3, 0730/4, 0730/5. Security and Law Enforcement.
Office of Public and Intergovernmental Affairs

Mission Statement
The Office of Public and Intergovernmental Affairs (OPIA) helps build and maintain public confidence in the Department of Veterans Affairs by positively reinforcing its commitment and readiness to serve America’s Veterans of all generations. OPIA accomplishes this by developing, routinely updating and communicating the Department’s key messages to many audiences through media relations, public affairs, intergovernmental affairs, outreach and Veteran engagement to reach Veterans and their families, other beneficiaries and other stakeholders. Under VA’s modernization effort, OPIA is designated as the enterprise policy and functional coordinator of internal employee and external communications to ensure consistent messaging and to be the unified voice of the department.

Overview
The Office of the Assistant Secretary provides executive oversight, management and direction to OPIA. The Assistant Secretary oversees VA’s communications and outreach programs including media relations, internal communications and media products, social media and intergovernmental affairs. The Office of the Assistant Secretary includes the Principal Deputy Assistant Secretary, the Chief of Staff, Special Assistant, Executive Assistant and other program analysts and assistants. The Principal Deputy Assistant Secretary and the Chief of Staff report directly to the Assistant Secretary.
Functions and Activities

- Oversees the Department’s outreach and engagement communications with Veterans, their beneficiaries, the public, VA employees, news and digital media and other critical stakeholders.

- Develops, maintains, and communicates the Department’s messages through media relations, public and intergovernmental affairs and community engagement to empower, educate and inform Veterans, their families, their survivors and other beneficiaries about the benefits and care they have earned and deserve.

- Directs the Department’s Intergovernmental, Tribal Government Relations, National Veterans Outreach Office, Homeless Veterans Outreach and Strategic Communications Office, Executive Speechwriters, the Office of Internal Communications and the Center for Faith and Opportunity Initiative.

- Builds trust and confidence in VA and its readiness to serve America’s Veterans of all generations by building and maintaining honest relations with different audiences and articulating a truthful and transparent narrative of VA’s activities.

Authorities
VA Handbook 23. Tier 1 Graphic Standards, Appendix A.

Office of Public Affairs

Overview
The Deputy Assistant Secretary for Public Affairs is responsible for coordinating and orchestrating the release of external public affairs communication and information for VA. The primary mission of this Office is to coordinate with VA’s three Administrations (Veterans Benefits Administration (VBA), Veterans Health Administration (VHA) and National Cemetery Administration (NCA)) and other offices throughout VA to ensure Veterans and their families, other beneficiaries and stakeholders receive accurate and timely information about Department benefits and programs as well as information on many other topics using all forms of traditional and new media to communicate.

Functions and Activities
Manages VACO’s media relations program.

- Responds to media inquiries.

- Produces external media products (i.e., news releases, media advisories, and fact sheets).

- Coordinates integrated media responses with VACO staff, VA Directorates, and VA Administrations.

- Builds and maintains relationships with news media to facilitate ongoing dialogue and balanced news coverage.
• Provides field public affairs support to Veterans Integrated Service Networks (VISNs), Memorial Service Networks (MSNs) and benefits centers nationwide.

• Coordinates regional press inquiries with VACO and supported VISNs, MSNs, and benefits centers.

• Provides event support packages.

• Provides onsite public affairs support to traveling senior VACO leadership as required.

• Trains VISN, MSN, and benefits center public affairs personnel in their respective regions.

• Provides public affairs advice and counsel to VA regional leadership.

• Provides public affairs training and pre-event media preparation/coaching for senior VA personnel as well as onsite mission support.

• Manages VA’s primary digital media presence to educate and inform key internal and external stakeholders via digital technology.

• Maintains the Department’s flagship blog, “VAntage Point.”

• Manages VA’s main Web governance and oversight process portions of the va.gov website.

• Manages VA’s social media platforms (Facebook, Twitter, Instagram, etc.) and policy.

• Produces, films, and distributes timely video stories and products.

• Provides online stories to complement other VA-generated media products.

• Provides subject matter expert-level training to VACO and other internal VA organizations for online and social media strategy and execution.

• Educates and informs internal audiences and key stakeholders through production and distribution of internal media products.

• Composes and publishes the “VAguard” magazine for VA and key stakeholder organizations.

• Maintains timely and up-to-date photographic records of major VA activities and publishes them for internal organizations and personnel as well as key stakeholder use.

• Provides subject matter expert-level training and video production expertise to VACO and other VA organizations.

• Provides public affairs plans, recommendations and support to SECVA and OSVA.

• Briefs SECVA and other senior VA leaders daily on media reports and trends concerning VA.

• Provides senior advice and counsel to SECVA and OSVA on all media topics.
- Synchronizes the Department’s key messages with the Office of Intergovernmental Affairs and other VA organizations or Staff Offices, as appropriate.

- Provides direct support to SECVA while on official travel.

**Public Affairs Senior Advisor**

**Overview**
The Public Affairs Senior Advisor is the senior Federal civil service public affairs officer and coordinator for external information delivery. Public Affairs encompasses the following elements: Media Relations, Field Operations and Digital Media Engagement. Media Relations focuses on engagement, through media interviews, press conferences, news releases and coordinated responses to media queries. Field Operations provides VA Central Office (VACO) liaison and staff assistance on a regional basis for Veterans Integrated Service Networks (VISN), Veterans Affairs Medical Centers (VAMC), VBA Regional Offices (RO) and National Cemeteries. Digital Media Engagement focuses on content material for web operations through blogs and other online publications, engagement on multiple social media platforms and measurements of effectiveness through social media.

**Functions and Activities**
- **Media Relations:** Manages engagements with print, television and other electronic media outlet reporters and producers. Coordinates media engagement (i.e. interviews, press conferences, media roundtables etc.) Coordinates media queries and provides responses on behalf of the Department.

- **Field Operations:** Manages media engagements on a national basis using field office personnel. Team members serve as liaison between VACO and other VA offices nationwide. Assists and coordinates media functions in respective areas on behalf of the Department. Team members serve as public affairs representatives for the Secretary, Deputy Secretary and other senior leaders in coordination with the Press Secretary, the Deputy Assistant Secretary for Public Affairs and the Assistant Secretary. Team members also provide preparation and training for public affairs officers and leaders.

- **Digital Media Engagement:** Manages various pages of the main VA webpage, produces and manages web blog, and creates and distributes a podcast from VA Central Office. Team manages, provides guidance and provides content to multiples on various VA controlled social media platforms including (but not limited to): Facebook, Twitter, YouTube, Instagram etc.

**Press Secretary**

**Overview**
The Press Secretary serves as a senior advisor to the Secretary and Deputy Secretary on media engagement and strategic messaging. The Press Secretary also provides departmental guidance on the messaging regarding implementation of the Secretary/Deputy Secretary policies, plans and goals to serve Veterans, their families, their survivors and other beneficiaries. The Press Secretary maintains a direct coordination line with the Secretary and Deputy Secretary.
Functions and Activities
- Functions as a liaison to the Office of the Secretary regarding significant media activities and travel support and independently considers a broad spectrum of factors when making recommendations including public, congressional and public policy stances.

- Coordinates directly with the secretary and senior VA staff, White House officials and other stakeholders on Veterans policy or special projects involving topical Veterans’ issues.

- Provides OPIA media responses and materials and ensures accuracy and consistency of policy, style, and quality. Determines which items should be brought to the attention of the Assistant Secretary, the Deputy Assistant Secretary for Public Affairs and other senior VA officials.

- At the request of the Assistant Secretary for OPIA, conducts special or confidential studies of a complex nature which serve as a basis for recommending changes in program policies or operations.

Office of Media Relations (80F)

Overview
The Office of Media Relations (OMR) serves as VA’s main conduit with the external news media. OMR plans and directs the Department’s public affairs program. OMR staffs help plan issue-driven public affairs campaigns; manages and executes media events (press conferences, interviews, media roundtables, media support to major VA events, etc.); coordinates public affairs events with the Department’s three administrations and key program offices; drafts, distributes, and maintains news releases and fact sheets, communications plans, white papers and similar products.

Functions and Activities
- Drafts, coordinates and implements media relations portions of communications plans.

- Composes, coordinates, and distributes news releases, talking points and related documents, such as statements articulating the Department’s position and Questions and Answers (Q&A) for internal use.

- Identifies key news media personnel appropriate for an event, establishes communications and provides targeted written products to the news media.

- Provides After-Action Reports and lessons learned to continuously improve the Department’s public affairs and media efforts and programs.

- Coordinates with VA’s three Administrations, Staff Offices and major programs.

- Maintains a roster of VA public affairs professionals and Subject Matter Experts (SMEs).

- Supports public affairs training for VA offices and within the three Administrations.

- Establishes protocols and tools to ensure key offices are kept informed of printed articles, broadcast reports and news queries/responses provided by OMR personnel.

- Drafts, distributes and archives written products.
Establishes protocols and relationships with program offices and provides accurate, timely, and comprehensive information to enable them to create quality written products.

Identifies key news media outlets and appropriate personnel and provides them with VA’s written products.

Establishes contracts to archive written products, distribute news releases and assemble news clippings and other products used to brief SECVAs and other senior VA leaders on media trends.

Office of Digital Media Engagement

Overview
The Office of Digital Media Engagement (DME) leverages existing and emergent web-based technologies to provide the right information to the right VA stakeholder at the right time. Additionally, DME creates and distributes various communication products through online media designed to inform external and internal audiences of the many benefits, services and programs available to Veterans and how they may access those benefits.

Functions and Activities
- DME creates and maintains a coordinated digital culture across the enterprise to enhance the end-user experience on the Department’s primary Website, va.gov. DME also produces content products for print, broadcast and digital formats and distributes them to VA facilities, offices and sites for use by employees, Veterans, family members, VSOs and community partners. The products are also used to highlight the daily work, as well as the special achievements of VA employees in delivering care and benefits to our Nation’s Veterans. Conducts outreach via digital and social media.

- Manages the department’s primary content delivery system, the VAntage Point blog, by creating content, editing guest submissions and requesting specific content from Veterans, VA employees and various stakeholders to engage in current topics.

- Provides multiple, daily social media updates with valuable VA information and connects with Veterans through comments, blogs and discussions. Platforms include Facebook, Twitter, Instagram and others as appropriate.

- Creates and posts digital news videos that highlight the work of VA employees and provides important information about the benefits and services that VA offers. Videos are shared via VAntage Point, YouTube and Facebook.

- Creates photos and updates and maintains VA’s Flickr site, which contains more than 28,000 photos and has more than 15.6 million views.

- Enforces and standardizes social media guidelines.

- Monitors and maintains the standards of VA’s Web-based social media tools.

- Oversees VA Web Governance.
• Manages the Department’s Web Governance Board, which is responsible for standardization and enforcement for VA’s primary Web properties.

• on behalf of the Board and with the input and participation of VA’s three main Administrations, DME leads the standardization of VA’s Web presence. DME enforces VA’s minimum requirements for specific Web properties and ensures compliance with mandated standards.

• Educates and informs internal audiences and key stakeholders through production and distribution of key internal media products.

• Provides and publishes official VA biographies for senior leaders.

• Helps develop and publish SECV. A messages.

• Informs and educates external audiences and key stakeholders through the production and distribution of outreach products.

• Produces field support packages to support facility involvement in special events, activities and programs such as national commemorative programs (Veterans Day) and program events.

Authorities
VA Web Governance Board Charter.

Office of Field Operations

Overview
OPIA’s Field Operations Service consists of six district public affairs offices that serve as the public relations conduit between local facilities in each administration and VA Central Office, coordinating the release of external and internal public affairs information and providing direct support and public relations counsel.

Functions and Activities
• Facilitates interviews and responses to media queries in coordination with VACO OMR and regional SMEs in their area of support.

• Distributes OPIA-generated news releases, media advisories, and internal field support packages for designated VA events to ensure synchronization of messages and effectiveness of information distributed to Veterans and key stakeholders.

• Provides onsite support to senior regional and national VA leadership for press interviews and public engagements, including support to SECV. A.

• Plans and executes periodic training for facility level public affairs personnel to ensure presence of a cadre of competent VA public affairs personnel nationwide.

• Provides senior advice and counsel to VA facilities and leaders throughout the country to ensure synchronization of VA’s message.
• Plans and administers a biennial national public affairs training academy, which trains more than 350 VA Public Affairs and Outreach Specialists.

Executive Director for Strategic Planning and Veteran Outreach

Overview
The Executive Director for Strategic Planning and Veteran Outreach serves as the Assistant Secretary’s senior advisor on matters pertaining to development of department-wide communications policy, advertising, strategic communications and is a key conduit with other OPIA Federal employees. The Executive Director for Strategic Planning and Veteran Outreach is also responsible for providing oversight, guidance and direction to the Office of National Veterans Outreach, the Office of Internal Communications, the Office of the Executive Speechwriters and the Homeless Veterans Outreach and Strategic Communications Office. The Executive Director for Strategic Planning and Veteran Outreach serves as OPIA senior career representative on all VA senior executive boards and management reviews.

Office of Internal Communications

Overview
The Office of Internal Communications is the lead VA office charged with improving and spreading employee communications across the enterprise. The goal of the office is to increase employee awareness of VA and its initiatives, programs and achievements and to increase employee engagement and productivity. by working collaboratively with OSVA, the three Administrations and VACO staff offices, this office highlights the work VA personnel and VA facilities are doing for Veterans; shares important news, information and resources with VA employees; and implements communications campaigns and training to increase employee engagement and buy-in to VA’s mission. Improving internal communications is key to improving the employee experience which, in turn, will improve the Veteran experience.

Functions and Activities
• Functions as a liaison to the Office of the Secretary regarding Internal Communications strategy and independently considers a broad spectrum of factors when making recommendations on how to most effectively reach and inspire VA employees.

• Leads multiple enterprise-wide efforts to improve internal communications know-how, align internal communications strategy and increase synergy across VA. This includes:

• Developing and conducting Internal Communications training for key stakeholders across VA.

• Leading the Internal Points of Contact advisory board with members from each VA administration and staff office.

• Developing and disseminating Internal Communications toolkits to help key stakeholders become more efficient and effective in communicating with and inspiring excellence among VA employees.

• Manages and produces VA/OPIA-sponsored all-employee communications vehicles, including the Insider News blog/portal.
• Manages and produces internal communications campaigns and leads internal communications events.

• Develops internal VA communications materials, ensuring they are accurate and meet policy, style and quality standards. Determines which items should be brought to the attention of the Assistant Secretary and senior VA officials.

• Publishes VAnuguard, the national employee magazine of VA, which communicates leadership’s priorities to employees and shows how employees can individually contribute to mission success.

• Produces VACO daily broadcast messages, which are internal messages used to inform VACO employees of upcoming events, deadlines, retirements, etc.

• Produces “Hey VA,” a brief message intended for all VA employees, distributed daily through various VA intranet sites, VISTA and VA email networks. Focuses on employee and facility achievements, important policy changes and Departmental initiatives.

National Veterans Outreach Office

The National Veterans Outreach Office (NVO) mission is to assess, integrate and coordinate outreach activities for VA. The office develops outreach plans and web resources to assist VA administrations and program offices’ outreach efforts. The office also provides project management of significant VA marketing and advertising contracts, all contracts specify measurable results for the outreach campaign. In addition, this office is responsible by law, for preparing the biennial outreach report to Congress on the outcomes of VA outreach programs.

Functions and Activities

• Coordinates outreach program activities.

• Produces a bi-annual outreach report for Congress and a separate outreach plan for internal VA use.

• Provides certified Contract Office Representatives to plan and execute outreach contracts.

• Conducts or supports outreach training for VA employees who serve in outreach duty assignments.

• Plans and coordinates digital outreach programs with the Digital Media Engagement team.

• Coordinates outreach program communications.

• Develops and maintains the Departmental advertising policy.

• Administers/supports the VA Advertising Oversight Board (VAAOB).

• Increases Veterans’ awareness of and confidence in VA’s health care, benefits and services.
• Conducts pro-active, strategic outreach and engagement to military Servicemembers before they transition to the Veteran population.

• Supports the development of partnerships with government, non-government and private organizations to enhance the Department's outreach activities.

• Produces the Federal Benefits for Veterans, Dependents and Survivors handbook (English, Spanish and digital editions), which is an annually updated handbook that provides a digest of all VA and other Federal benefits for Veterans as well as directory of all VA facilities and benefits access points. Annually ranked by Government Printing Office (GPO) as one of Top Federal publications.

• Coordinates communication planning activities.

• Hosts bi-weekly VA outreach meetings to plan and coordinate outreach activities.

• Coordinates and supports Veterans outreach programs with other host Federal agencies such as commemoration programs for past wars.

• Develops and distributes themes and messages to VA Administrations and Staff Offices.

• Coordinates communications and outreach efforts to promote common VA goals.

• Manages VAs’ national observance and special events functions, such as Veterans Day and Memorial Day.

• Composes and publishes event products such as the Veterans Day Teachers Guide, distributed nationwide, and media products such as posters and Web-based information presentations.

• Maintains the Veterans Day Regional Site program.

• Oversees the Veterans Day National Committee ensuring Veterans Service Organizations are promptly informed of all Veterans Day and Memorial Day Observances.

• Coordinates and orchestrates the National Veterans Day Observance at Arlington National Cemetery.

• Supports the Military District of Washington with planning for The Memorial Day Observance.

Authorities

Homeless Veterans Outreach and Strategic Communications Office

Overview
The Homeless Veterans Outreach and Strategic Communications Office is responsible for increasing awareness of VA resources for Veterans who are homeless or at risk of homelessness. The office develops collaborative relationships with organizations that can assist VA in filling gaps in the areas of employment, move-in essentials and affordable housing for homeless Veterans and coordinates with
Federal, state, and local partner organizations to synchronize messaging about homeless Veterans’ issues.

Functions and Activities

- Increasing awareness of VA resources for homeless Veterans.
- Leads the planning and execution of outreach and strategic communication activities, which includes the development and distribution outreach materials (brochures, posters, etc.), public service announcements (PSAs) and paid media advertisements (outdoor and online ads).
- Maintains the VA Homeless Programs internet and intranet websites.
- Develops content for internal and external social media platforms about VA homeless programs.
- Participates in local and national outreach events.
- Coordinates participation of senior VA leaders in the annual Point-in-Time (PIT) Count of homeless persons and other high-profile events related to ending Veteran homelessness.
- Develops collaborative relationships with internal and external entities to fill identified gaps.
- Convenes meetings for VA subject matter experts to engage with local and national organizations that can help fill gaps in the areas of employment, affordable housing and move-in essentials for Veterans who are homeless and at-risk of homelessness.
- Synchronizing messaging with partner agencies.
- Coordinates with Federal partners, as appropriate, to develop press releases for events and special projects and creates communication products to include strategic communication plans, frequently asked questions (FAQ), talking points and other tools necessary to support communication activities related to homeless issues.
- Coordinates with partner organizations to ensure information posted on their websites about VA homeless programs is timely and accurate.
- Providing Customer Service.
- Responds to requests for information about VA Homeless Programs from the public.
- Directs Veterans who are homeless and at-risk of homelessness to the appropriate VA staff person or office for assistance.

Authorities
38 U.S.C. 101. Veterans’ Benefits; General Provisions; Chapter 1; Definitions.
Office of the Executive Speechwriters

Overview
The Office of the Executive Speechwriters works in direct support of the Secretary of Veterans Affairs, Deputy Secretary, and Chief of Staff to research, write, revise and edit high-quality executive speeches, audio-visual presentations, congressional testimony, opening statements, messages, talking points, video scripts, correspondence and other strategic communications products such as OP-EDs, reports and presentations. Executive Speechwriters research and analyze the audiences to whom these products will be delivered so that department leaders understand their audiences. Executive Speechwriters also teach speechwriting and strategic communications to public affairs specialists from across the country on request and at the OPIA National Training Academy.

Functions and Activities
- Produces high-quality, timely written products and strategic communications products for the Secretary, Deputy Secretary, and Chief of Staff of the Department of Veterans Affairs.
- Conducts and coordinates an audience analysis for each appropriate event to best inform the speakers of who they will be addressing, who is in the audience, and a recommends an approach to best accomplish their goals with each group engaged.
- Shares information among writers, other staff sections and offices within VA to ensure products are coordinated, information is accurate, timely and resources are efficiently managed.
- Shares information to help educate other public affairs specialists and writers throughout VA.

Office of Intergovernmental Affairs

Overview
The Executive Director for Intergovernmental Affairs is responsible for all relations between VA and international, state, county, municipal, and tribal governments. The primary function of the office is to provide strategic advice, guidance, and information about VA to foster and enhance government partnerships. Acts as the liaison between VA and the White House to further the state and local policy. Manages collaboration with Federal, state, county, municipal, tribal, Insular and international governments and faith-based leaders. The Executive Director for Intergovernmental Affairs has management oversight of the Office of Tribal Government Relations, the Center for Faith and Opportunity Initiative and the Office of State and Local Government Affairs.

Functions and Activities
- Manages and coordinates VA’s relationships with state, county, municipal, tribal and international governments and faith-based leaders.
- Manages the department’s relationship with Governor’s Offices, state agencies and with municipalities and counties.
- Serves as liaison with the White House Office of Intergovernmental Affairs and with all Federal intergovernmental affairs counterparts.
- Manages VA’s International Affairs program.
- Coordinates VA relations with tribal governments and facilitates implementation of VA Tribal Consultation Policy.

Office of State and Local Government Affairs

Overview
Office of State and Local Government Affairs’ (SLGA), mission is to manage VA's participation in intergovernmental affairs initiatives, including White House-sponsored policy initiatives and events, as well as, maintain collaboration with VA state and local stakeholders regarding policy and delivery of services in their respective jurisdictions. SLGA serves as the department's liaison in all intergovernmental affairs matters and serves as the primary point of contact with all, state and local government officials. SLGA facilitates government-to-government relations with state and local leaders and VA service delivery units to develop partnerships that enhance access to VA services and benefits for Veterans and their families. The SLGA office additionally is the point of contact for International Affairs requests for program visits and collaboration.

Functions and Activities

- Serves as the VA office of primary responsibility for VA government affairs with states:
- Builds and enhances government partnerships, and communications between VA and Governor's Offices, State Legislatures, State Departments of Veterans Affairs Offices and other state agencies, and the National Guard Adjutant Generals to advance VA policy initiatives and implementation at state and local levels.
- Maintains communications, enhances coordination of policy development with national governmental associations.
- Maintains communications, enhances coordination and proactive outreach with Governor’s Offices.
- Maintains communications and enhances coordination with State Directors of Veterans Affairs and the National Association of State Directors of Veterans Affairs (NASDVA) as specified in the VA/NASDVA Memorandum of Agreement (MOA).
- Coordinates VA senior leader interaction with Governors, Mayors, County Supervisors and State Directors of Veterans Affairs.
- Serves as the VA office of primary responsibility to ensure that VHA/VBA/NCA program managers involved with administration and oversight over any state program, grant funding and/or training involving state governments is readily accessible to the end user.
- Serves as the Secretary’s liaison with the White House Office of Intergovernmental Affairs as well as all Federal agency IGA counterparts.
- Manages VA’s International Affairs Program:
- Oversees diplomatic outreach on behalf of SECVA, and VA senior officials and agencies.
- Coordinates visits by foreign dignitaries with SECVA and other senior VA officials.

- Coordinates with other Federal agencies, such as Department of State and DoD, on all foreign delegations’ requests for meetings with national and local VA officials.

- Coordinates SECVA and Deputy Secretary visits to foreign countries.

- Serves as the department’s program office for ministerial summit participation.

Authorities

Office of Tribal Government Relations

Overview
The Office of Tribal Government Relations (OTGR) supports VA’s efforts to engage in positive government to government relationships with more than 500 tribal governments located in over 30 states. These governmental relationships equip VA to effectively respond to the needs and priorities of Veterans living in Indian Country. Additionally, the agency is informed as it seeks to develop and expand existing partnerships that enhance Veterans and their families’ access to services and benefits.

Functions and Activities
- The OTGR ensures VA maintains an open and effective dialogue with American Indian and Alaska Native tribal governments.

- Coordinates VA relations, engagements and activities with tribal governments.

- Establishes partnerships and builds relationships with tribal governments, state governors, legislatures, and Cabinet-level Departments (including Departments of Education, Health and Human Services, Housing and Urban Development, Labor and Interior).

- Conducts proactive outreach to tribal governments to establish and maintain open lines of communications and policy development.

- Coordinates travel and meetings between VA senior leaders and local elected and appointed tribal officials.

- Coordinates and advises VHA leadership involved with administration and implementation of the VA/Indian Health Services (IHS) MOU.

- Coordinates and advises VHA leadership involved with administration and implementation of the VA/IHS/Tribal Health Program Reimbursement Agreement Program.

- Coordinates and advises VBA leadership involved with administration and implementation of the Native American Direct Loan (NADL) Program on trust land.
• Coordinates with NCA leadership involved with administration and oversight of the Veterans Cemetery Grants Program on trust land.

• Facilitates implementation of VA Tribal Consultation Policy:

• Serves as the policy advisor to the Secretary and agency leadership regarding implementation of the formal tribal consultation process necessary when policies and programs under consideration affect Veterans living in Indian Country.

• Develops, in collaboration with VA subject matter experts, issue papers, Federal register notices and tribal consultation communications products.

• Facilitates access and direct communications between tribal leaders who are seeking to have their voices considered and heard by senior VA leadership and officials to have tribal government impact and perspectives considered in rule and policy making.

Authorities
E.O. 13175 VA Tribal Consultation Policy.
Presidential Memorandum on Tribal Consultation, November 2009.
VA Tribal Consultation Policy, February 4, 2011.
VA Tribal Consultation Handbook and Directive 8603.

Center for Faith and Opportunity Initiative

Overview
The Center for Faith and Opportunity Initiative (CFOI) mission is to provide faith-based and community organizations (FBCOs) and stakeholders with an opportunity to collaborate to support the needs of Veterans, their families, Survivors and caregivers. CFOI works with the White House and other Federal agency Faith and Opportunity Directors to support Veterans with the alleviation of poverty; religious liberty; the strengthening of marriage and family; education; solutions for substance abuse and addiction; crime prevention and reduction; prisoner reentry; and health and humanitarian services.

Functions and Activities
• Provides FBCOs with tools and resources about VA programs and services.

• Disseminates to FBCOs a comprehensive community-based Veteran suicide prevention resources and training.

• Connects FBCOs with housing and VA services for homeless Veterans.

• Connects FBCOs with VA programs and services to promote hope, and resilience for Veterans experiencing mental health concerns and/or conditions
Office of Congressional and Legislative Affairs

Mission
The mission of the Office of the Assistant Secretary for Congressional and Legislative Affairs is to improve the lives of Veterans and their families by advancing pro-Veteran legislation and maintaining responsive and effective communications with Congress.

Overview
OCLA coordinates the Department’s activities with Congress. It is the Department’s focal point for interactions and engagements with Members of Congress, authorization committees, and personal staff. Additionally, the Office is the Department’s liaison with the Government Accountability Office (GAO). The Assistant Secretary advises the Secretary of the Department of Veterans Affairs (VA) and serves as the Department’s primary point of contact with Congress. The Assistant Secretary also serves as the principal point of contact between OCLA and the White House Office of Legislative Affairs.

Functions and Activities
- Coordinates VA’s relations and activities with Congress:
- Maintains responsive communications with Congress through briefings, hearings, correspondence, reports, site visits, requests for information (RFIs), and other requested services from Members of Congress.
• Develops and executes the Department’s legislative strategy and priorities and champions them before Congress.

• Leads the preparation of and manages the Department’s participation in congressional hearings, briefings, and accompanies VA personnel in meetings with Members of Congress, congressional committees, or staff.

• Coordinates the development of pro-Veteran legislation, requests for views and technical support of the Department on pending or proposed legislation to benefit Veterans and improve the operations and efficiency of the Department.

• Manages the Department’s Title 38 U.S.C. Congressionally Mandated Reports (CMR) process and transmits those reports to Congress. These reports do not include reports mandated by appropriations acts.

• Assists in the review of request from the Office of Management and Budget (OMB) for comments on pending legislation, testimony, draft Statements of Administration Policy, or other material for which OMB requests VA review.

• Coordinates responses to Congressional Budget Office (CBO) requests.

• Advises VA senior leadership, in coordination with program office and legal staff, on legislative matters.

• Provides congressional liaison support to Members of Congress and staff.

• Maintains liaison offices in Senate and House office buildings.

• Receives and processes member requests for assistance with constituent and policy inquiries.

• Receives, resolves, and responds to Veteran case inquiries from congressional offices.

• Serves as the Department’s liaison with the Government Accountability Office (GAO), monitoring GAO activities affecting VA and Veterans and notifying the Department of all GAO engagements.

• Prepares responses to GAO draft and final reports, and ensures responses are provided to GAO in a timely manner and keeps VA leadership apprised of GAO recommended implementations.

• Oversees the Congressional Fellowship Program which provides opportunities for VA employees to learn the workings of the legislative branch and capitalize on the experience gained.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.
VA Handbook 8003. Congressional Fellowship Program for VA Employees.
VA Directive 8603. Consultation and Communication with Federally-Recognized Indian Tribes.
VA Handbook 8603. Consultation and Communication with Federally-Recognized Indian Tribes.
Principal Deputy Assistant Secretary

Overview
The Principal Deputy Assistant Secretary (PDAS) assists the Assistant Secretary in executing the mission and functions of OCLA. The PDAS directly oversees the Director of Operations and Administration.

Functions and Activities
- Develops and executes the Office’s Strategic Plan.
- Establishes goals, objectives, and priorities for the Director of Operations and Administration.
- Supervises the Director of Operations and Administration.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Develops legislative priorities.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Executive Assistant/Director of Operations and Administration

Overview
The Executive Assistant/Director of Operations and Administration manages the day-to-day activities of OCLA’s operations and administrative staff. The Director provides overall administrative management of the organization to include budget formulation and execution; and directs the personnel management program for the organization by overseeing the full range of human resources requirements.

Functions and Activities
- Provides the Assistant Secretary with objective, independent assessments and recommendations regarding policy, initiatives, and program issues requiring the Assistant Secretary’s decision and action.
- Provides readiness support for the front office management and operational continuity throughout the organization.
- Provides assessment, recommendations, and assistance to the Assistant Secretary, the PDAS, and the Deputy Assistant Secretary, in all phases of administration and management.
- Performs and oversees special studies and projects for the Assistant Secretary.
- Oversees completion of assignments from the Office of the Secretary VA and other internal VA offices.
• Oversees the day-to-day activities of administrative staff assigned to OCLA.

• Develops and manages the office budget.

• Provides oversight and management of the VA Congressional Fellowship Program in accordance with VA Directive 8003.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Deputy Assistant Secretary

Overview
The Deputy Assistant Secretary (DAS) provides oversight to five directorates: Veterans Benefits Legislative Affairs Service; Veterans Health Legislative Affairs Service; Corporate Enterprise Legislative Affairs Service; Legislative Affairs Service; and Congressional Outreach and Congressional Liaison Service.

Functions and Activities
• Develops and executes the Office’s Strategic Plan.

• Establishes goals, objectives, and priorities for the five directorates.

• Supervises the Directors of the five directorates.

• Ensures effective and responsive communications with Congress.

• Provides advice and support to VA personnel involved in interactions and engagements with Congress.

• Develops legislative priorities.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Veterans Benefits Legislative Affairs Service

Overview
The Veterans Benefits Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all Veterans Benefits Administration issues.

Functions and Activities
• Develops and executes the Office’s Strategic Plan.

• Establishes goals, objectives, and priorities for the Benefits Legislative Affairs Service.

• Supervises the Benefits Legislative Affairs Service team.
- Ensures effective and responsive communications with Congress.
- Provides advice and support to VA personnel involved in interactions and engagements with Congress.
- Plans and executes proactive briefings to Veteran-focused congressional committees.
- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans benefits activities and initiatives.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Tracks, monitors, and responds to congressional committees or staff inquires, RFIs and briefing requests.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Ensures VA subject matter experts (SMEs) are prepared to provide briefings to Members of Congress, committee and personal staff.
- Coordinates hearings and prepares senior VA officials to testify before Congress.
- Reviews and manages hearing transcripts and questions for the record (QFRs).
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA's message to congressional committees identifying key points and risk areas.
- Coordinates issues crossing service boundaries.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

*Veterans Health Legislative Affairs Service*

**Overview**
The Veterans Health Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all Veterans Health Administration issues.

**Functions and Activities**
- Develops and executes the Office’s Strategic Plan.
- Establishes goals, objectives, and priorities for the Health Legislative Affairs Service.
• Supervises the Health Legislative Affairs Service team.

• Ensures effective and responsive communications with Congress.

• Provides advice and support to VA personnel in support of all interactions and engagements with Congress.

• Plans and executes proactive briefings to Veteran-focused congressional committees.

• Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans health activities and initiatives.

• Obtains information from Congress to assist the Department in preparing for congressional engagements.

• Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.

• Tracks, monitors and responds to congressional committees or staff inquires, RFIs and briefings.

• Plans, supports, and accompanies Members of Congress and committee staff on approved travel.

• Ensures VA SMEs are prepared to provide briefings to Members of Congress, committee and personal staff.

• Coordinates hearings and prepares senior VA officials to testify before Congress.

• Reviews and manages hearing transcripts and QFRs.

• Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA’s message to congressional committees identifying key points and risk areas.

• Coordinates issues crossing service boundaries.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Corporate Enterprise Legislative Affairs Service

Overview
The Corporate Enterprise Legislative Affairs Service maintains liaison activities between VA and its congressional oversight committees regarding all issues related to: VA Construction; Department of Defense (DoD)/VA collaboration; Joint Executive Committee (JEC); financial management; contracting; acquisitions; small business; information technology; Electronic Health Record Modernization (EHRM); personal information security; Office of Operations Security and Preparedness; Human Resources and Administration; the Office of Accountability and Whistleblower Protection; Minority Veterans; and the
Center for Women Veterans. The Director also serves as the Department’s liaison with the GAO and monitors GAO activities affecting VA and Veterans.

Functions and Activities

- Develops and executes the Office’s Strategic Plan.

- Establishes goals, objectives, and priorities for the Corporate Enterprise Legislative Affairs Service.

- Supervises the Corporate Enterprise Legislative Affairs Service team.

- Ensures effective and responsive communications with Congress.

- Provides advice and support to VA personnel involved in interactions and engagements with Congress.

- Plans and executes proactive briefings to Veteran-focused congressional committees.

- Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans activities and initiatives.

- Obtains information from Congress to assist the Department in preparing for congressional engagements.

- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.

- Responds to congressional committees or staff inquires and RFIs.

- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.

- Prepares senior VA officials to testify before Congress.

- Reviews hearing transcripts and coordinates VA responses to hearing QFRs.

- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA’s message to congressional committees identifying key points and risk areas.

- Tracks, monitors, and delivers all RFIs and briefings.

- Coordinates hearings and witness preparation.

- Coordinates issues crossing service boundaries.

- Service as the Department’s liaison with GAO, monitoring GAO activities affecting VA and Veterans.
• Notifies the Department of all GAO engagements and keeps VA leadership apprised of GAO recommendation implementations.

• Prepares responses to GAO draft and final reports, and ensures that responses to GAO are provided in a timely manner.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Legislative Affairs Service

Overview
The Legislative Affairs Service coordinates, develops and continuously monitors the Department’s legislative priorities. The Director also tracks and transmits CMRs; monitors and engages on Veteran-related legislation pending in Congress and provides support for: Legislative hearings, technical assistance on the Department’s legislative priorities and pending legislation before Congress; requests from the CBO; and requests from the OMB.

Functions and Activities
• Assists in the development and execution of those parts of the Office’s Strategic Plan that relate to legislative matters.

• Establishes goals, objectives, and priorities for the Legislative Affairs Service.

• Supervises the Legislative Affairs Service team.

• Ensures effective and responsive communications with Congress regarding legislative matters.

• Provides advice and support to VA personnel involved in legislative interactions and engagements with Congress.

• Plans and executes proactive briefings to Veteran-focused congressional committees on legislative matters.

• Encourages and facilitates relationship building with congressional and intradepartmental staff concerning legislative matters.

• Obtains information from Congress to assist the Department in preparing for congressional engagements regarding legislation.

• Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress on legislative matters.

• Responds to congressional committees or staff inquires and RFI's regarding legislation.

• Plans, supports, and accompanies Members of Congress and committee staff on approved travel when relevant to legislation.
• Prepares senior VA officials to testify before Congress on hearings relating to legislation.

• Reviews legislative hearing transcripts and coordinates VA’s responses to hearing QFRs.

• Provides liaison services between senior Department officials on VA legislative priorities and other legislation affecting the Department, as well as VA’s message to congressional committees identifying key points and risk areas regarding legislation.

• Tracks, monitors, and delivers all technical assistance requests, and RFLs and briefings relating to legislation.

• Coordinates hearings and witness preparation for legislative hearings.

• Coordinates issues crossing service boundaries.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.

Congressional Outreach and Congressional Liaison Service

Overview
The Congressional Outreach and Congressional Liaison Service is responsible for maintaining liaison activities between VA and Congress. The Director guides the development, documentation, establishment and implementation of policies, guidelines and procedures for congressional liaison representatives in conducting congressional outreach, policy and constituent service support. The Director ensures members of Congress and their staff are provided with accurate and timely responses to policy and constituent inquires. The Director also monitors the flow of executive correspondence through the drafting and concurrence process.

Functions and Activities
• Develops and executes the Office’s Strategic Plan.

• Establishes goals, objectives, and priorities for the Congressional Outreach and Congressional Liaison Service.

• Supervises the Congressional Outreach and Congressional Liaison Service teams.

• Ensures effective and responsive communications with Congress.

• Provides advice and support to VA personnel involved in interactions and engagements with Congress.

• Encourages and facilitates relationship building with congressional and intradepartmental staff concerning Veterans activities and initiatives.

• Obtains information from Congress to assist the Department in preparing for congressional engagements.
Department of Veterans Affairs

- Advises, prepares, and accompanies VA personnel in meetings with congressional committees, staff, and Members of Congress.
- Responds to congressional committees or staff inquires and RFIs.
- Plans, supports, and accompanies Members of Congress and committee staff on approved travel.
- Provides liaison services between senior Department officials on VA programs, policies, and legislation affecting the Department and VA’s message to congressional committees identifying key points and risk areas.
- Ensures effective and responsive communications with Congress through responses to congressional inquiries, RFIs, executive correspondence and concurrence actions.
- Plans and executes proactive briefings to Members of Congress not on Veteran-focused congressional committees.
- Obtains information from Congress to assist the Department in preparing for congressional engagements.
- Advises, prepares, and accompanies VA personnel in meetings with Members of Congress.
- Coordinates VA’s message to Congress, identifying key points and risk areas.
- Provides congressional liaison support to Members of Congress and staff and provides administrative and operational support for Departmental activities on Capitol Hill.
- Manages the Congressional Liaison Service on Capitol Hill with offices in Senate and House office buildings.
- Receives, processes, and resolves Member requests for assistance with constituent and policy inquiries and responds to Veteran case inquiries from congressional staffers in Washington, DC, and district offices.
- Provides advanced notifications for Secretary VA, Deputy Secretary VA, and VA Chief of Staff travel.

Authorities
38 U.S.C. Part I, Chapter 3. Veterans Benefits; Department of Veterans Affairs.
Appendix A: List of Acronyms
## LIST OF ACRONYMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AE</td>
<td>Architecture and Engineering</td>
</tr>
<tr>
<td>A-19</td>
<td>OMB Legislative Coordination and Clearance Circular</td>
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<td>AAD</td>
<td>Asset Accountability Division</td>
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<td>AAR</td>
<td>After Action Report</td>
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<td>AARP</td>
<td>American Association of Retired Persons</td>
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<tr>
<td>ABS</td>
<td>Acquisition Business Service</td>
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<tr>
<td>ACA</td>
<td>Affordable Care Act</td>
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<td>ACM</td>
<td>Acquisition Career Manager</td>
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<td>ACMO</td>
<td>Advisory Committee Management Office</td>
</tr>
<tr>
<td>ACMV</td>
<td>Advisory Committee on Minority Veterans</td>
</tr>
<tr>
<td>ACR</td>
<td>American College of Radiology</td>
</tr>
<tr>
<td>ACUP</td>
<td>VHA Animal Care and Use Programs</td>
</tr>
<tr>
<td>ACWV</td>
<td>Advisory Committee on Women Veterans</td>
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<tr>
<td>ADHC</td>
<td>Adult Day Health Care</td>
</tr>
<tr>
<td>ADR</td>
<td>Alternative Dispute Resolution</td>
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<tr>
<td>ADUSH</td>
<td>Assistant Deputy Under Secretary for Health</td>
</tr>
<tr>
<td>ADSM</td>
<td>Active Duty Service Member</td>
</tr>
<tr>
<td>ADR</td>
<td>Alternative Dispute Resolution</td>
</tr>
<tr>
<td>AES</td>
<td>All Employee Survey</td>
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<tr>
<td>AFR</td>
<td>Agency Financial Report</td>
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<td>AGC</td>
<td>Assistant General Counsel</td>
</tr>
<tr>
<td>AHCMMS</td>
<td>Acquisition Human Capital Management Services</td>
</tr>
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<td>AHCP</td>
<td>Acquisition Human Capital plan</td>
</tr>
<tr>
<td>AI/AN</td>
<td>American Indian/Alaska Native</td>
</tr>
<tr>
<td>AIM</td>
<td>Access and Identity Management</td>
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<tr>
<td>AIS</td>
<td>Office of Acquisition Internship School</td>
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<tr>
<td>ALAC</td>
<td>Administrative and Loan Accounting Center</td>
</tr>
<tr>
<td>ALS</td>
<td>Amyotrophic Lateral Sclerosis</td>
</tr>
<tr>
<td>AMC</td>
<td>Appeals Management Center</td>
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<tr>
<td>AMSUS</td>
<td>Association of Military Surgeons of the United States</td>
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<td>AN-98</td>
<td>Home Health Services Program</td>
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<tr>
<td>AO</td>
<td>OIT CIO Action Officer (AO) Branch</td>
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<td>APG</td>
<td>Agency Priority Goal required by the Government Performance and Results Act Modernization Act of 2010</td>
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<td>APRN</td>
<td>Advanced Practice Registered Nurse</td>
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<td>ARC</td>
<td>VHA Allocation Resource Center</td>
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<tr>
<td>ARCC</td>
<td>VHA Audit, Risk and Compliance Committee</td>
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<tr>
<td>ARCH</td>
<td>Project Access Received Closer to Home</td>
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<tr>
<td>ASD</td>
<td>Architecture, Strategy and Design</td>
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<td>ATR</td>
<td>Active threat response</td>
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<tr>
<td>AWPA</td>
<td>Alternative Workplace Arrangement/Agreement (telework)</td>
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<td>BA</td>
<td>Budget Authority</td>
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<tr>
<td>AWS</td>
<td>Alternative Work Schedule</td>
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<tr>
<td>BAS</td>
<td>Benefits Assistance Service</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>BASIC</td>
<td>Bio-Surveillance Anti-Microbial Stewardship and Infection Control</td>
</tr>
<tr>
<td>BCI</td>
<td>Brain-computer interface</td>
</tr>
<tr>
<td>BEC</td>
<td>Benefits Executive Council</td>
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<tr>
<td>BFAD</td>
<td>Benefits Financial Assurance Division</td>
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<tr>
<td>BIC</td>
<td>VHA Office of Business Integrity and Compliance</td>
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<tr>
<td>BIM</td>
<td>Building Information Modeling</td>
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<tr>
<td>BIO</td>
<td>Business Intelligence Office</td>
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<tr>
<td>BIRLS</td>
<td>Beneficiary Identification and Records Locator Subsystem database</td>
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<td>BMS</td>
<td>VHA Bed Management Solution</td>
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<tr>
<td>BOA</td>
<td>VHA Business Operations and Administration</td>
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<td>BOC</td>
<td>Budget Object Codes</td>
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<td>BOP</td>
<td>IT Budget Operating Plan</td>
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<td>BOSS</td>
<td>Burial Operations Support System</td>
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<td>BPR</td>
<td>Business Process Reengineering</td>
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<td>BPRO</td>
<td>Business Process Reengineering Office</td>
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<td>BPS</td>
<td>Benefits Product Support</td>
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<tr>
<td>BSM</td>
<td>Business Systems Management Office</td>
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<td>BT</td>
<td>Beneficiary Travel program</td>
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<tr>
<td>BTT</td>
<td>IT Budget Tracking Tool</td>
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<tr>
<td>BVA</td>
<td>Board of Veterans’ Appeals</td>
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<tr>
<td>C&amp;P</td>
<td>Compensation and Pension</td>
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<tr>
<td>CAA</td>
<td>Clean Air Act of 1970, as amended</td>
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<tr>
<td>CAATS</td>
<td>Centralized Administrative Accounting Transaction System</td>
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<tr>
<td>C-ADHC</td>
<td>Community Adult Day Health Care</td>
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<td>CAI</td>
<td>Center for Acquisition Innovation</td>
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<td>CAI</td>
<td>Capital Asset Inventory</td>
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<td>CAO</td>
<td>Chief Acquisition Officer</td>
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<td>CAN</td>
<td>Care Assessment Needs</td>
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<td>CAP</td>
<td>Corrective Action Plans</td>
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<td>CARA</td>
<td>Comprehensive Addiction and Recovery Act</td>
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<td>CARF</td>
<td>Commission on Accreditation of Rehabilitation Facilities</td>
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<td>CART</td>
<td>Clinical Assessment Reporting and Tracking</td>
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<tr>
<td>CBA</td>
<td>Collective Bargaining Agreement</td>
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<td>CAVCLG</td>
<td>Court of Appeals for Veterans Claims Litigation Group</td>
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<td>CAVC</td>
<td>Court of Appeals for Veterans Claims</td>
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<td>CBI</td>
<td>VHA Office of Compliance and Business Integrity</td>
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<td>CBOC</td>
<td>Community Based Outpatient Clinic</td>
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<td>CBSO</td>
<td>Clinical Business System Office</td>
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<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<td>CDI</td>
<td>Customer Data Information</td>
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<td>CDW</td>
<td>Corporate Data Warehouse</td>
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<td>CEDB</td>
<td>Corporate Employee Development Board</td>
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<td>CEMP</td>
<td>Comprehensive Emergency Management Program</td>
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<td>CERCLA</td>
<td>Comprehensive Environmental Response, Compensation, and Liability Act of 1980</td>
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<td>CEOSH</td>
<td>VHA Center for Engineering and Occupational Safety and Health</td>
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<td>CFBNP</td>
<td>Center for Faith-based and Neighborhood Partnerships</td>
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<td>CFM</td>
<td>Construction, Facilities and Management</td>
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<td>CFO</td>
<td>Chief Financial Officer</td>
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<td>Acronym</td>
<td>Description</td>
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<tr>
<td>CFR</td>
<td>Code of Federal Regulations</td>
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<tr>
<td>CGE</td>
<td>Concur Government Edition</td>
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<td>CHAMPVA</td>
<td>Civilian Health and Medical Program of VA</td>
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<td>CHCO</td>
<td>Chief Human Capital Officer</td>
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<td>CHGSB</td>
<td>Connected Health Governance Board</td>
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<td>CHO</td>
<td>Connected Health Office</td>
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<td>CHTW</td>
<td>Coming Home to Work Program</td>
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<td>CI</td>
<td>Office of Clinical Integration</td>
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<td>CIA</td>
<td>Central Intelligence Agency</td>
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<td>CKMS</td>
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<td>CLC</td>
<td>Community Living Center</td>
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<td>Camp Lejeune Family Member Program</td>
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<td>CLP</td>
<td>Continuous Learning Points</td>
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<td>CM&amp;SWS</td>
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<td>CMOP</td>
<td>VA Consolidated Mail Outpatient Pharmacy</td>
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<td>CMS</td>
<td>Centers for Medicare and Medicaid Services</td>
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<td>CMS</td>
<td>Card Management System</td>
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<td>CMV</td>
<td>Center for Minority Veterans</td>
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<td>CNH</td>
<td>Community Nursing Homes</td>
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<td>VHA Chief Nursing Officer</td>
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<td>CNS</td>
<td>Clinical Nurse Specialist</td>
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<td>CoE</td>
<td>Center of Excellence</td>
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<td>Central Office Human Resources Service</td>
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<td>COMSEC</td>
<td>Communications Security</td>
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<td>COOP</td>
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<td>COPD</td>
<td>Chronic Obstructive Pulmonary Disease</td>
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<td>CORK</td>
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<td>Chief of Staff</td>
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<td>COR</td>
<td>Contracting Officer Representative</td>
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<td>COTS</td>
<td>Claim scrubbing software for proper payment.</td>
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<td>Compensation and Pension</td>
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<td>CPAC</td>
<td>Consolidated Patient Account Centers</td>
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<td>CPES</td>
<td>Claims Processing and Eligibility System</td>
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<td>VHA Evidence-Based Clinical Practice Guidelines Program</td>
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<td>Clinical Pharmacy Program Office</td>
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<td>VA Civility, Respect and Engagement in the Workforce initiative</td>
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<td>Certified Registered Nurse Anesthetist</td>
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<td>CSDE</td>
<td>Office of Clinical Systems Development and Evaluation</td>
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<td>CSEMO</td>
<td>Corporate Senior Executive Management Office</td>
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<td>CSI</td>
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<td>Caregiver Support Office</td>
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<td>Continuous Readiness Program</td>
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<td>Acronym</td>
<td>Description</td>
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<td>CSRT</td>
<td>VHA Client Services Response Team</td>
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<td>CTRO</td>
<td>Corporate Travel Management and Reporting Office</td>
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<td>CWA</td>
<td>Clean Water Act of 1977</td>
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<td>CWINRS</td>
<td>Automated case management system supporting the VRE program.</td>
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<td>Center for Women Veterans</td>
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<td>Children of Women Vietnam Veterans Health Care Program</td>
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<td>Designated Agency Safety and Health Office</td>
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<td>DATA Act</td>
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<td>DBQ</td>
<td>Disability Benefits Questionnaire</td>
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<td>Document Control and Data Management Department</td>
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<td>Director of Central Intelligence Directives</td>
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<td>DCIO</td>
<td>Deputy Chief Information Officer</td>
</tr>
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<td>DCSD</td>
<td>Data Center Support Division</td>
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<tr>
<td>DEAN</td>
<td>Deputy Under Secretary for Health for Discovery, Education and Affiliate Networks</td>
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<tr>
<td>DEERS</td>
<td>DoD's Defense Enrollment Eligibility Reporting System</td>
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<td>Interagency Health Affairs Demobilization Program</td>
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<td>Deputy Secretary of Veterans Affairs</td>
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<td>DERG</td>
<td>Devolution Emergency Relocation Group</td>
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<td>DFAR</td>
<td>Defense Federal Acquisition Regulations</td>
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<td>DFAS</td>
<td>Defense Finance and Accounting Service</td>
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<td>DGA</td>
<td>Data Governance and Analysis</td>
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<td>DGC</td>
<td>Deputy General Counsel</td>
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<td>Department of Homeland Security</td>
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<td>DIC</td>
<td>Dependency Indemnity Compensation</td>
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<td>DM&amp;EEO</td>
<td>VBA Office of Diversity Management and Equal Employment Opportunity</td>
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<td>DMA</td>
<td>VHA Office of Disability and Medical Assessment Program</td>
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<td>Debt Management Center</td>
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<td>Department of Defense</td>
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<td>Department of Defense Health Affairs</td>
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<td>DOD/VAIPO</td>
<td>DoD/VA Interagency Program Office</td>
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<td>DOJ</td>
<td>Department of Justice</td>
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<td>DOT</td>
<td>Department of Transportation</td>
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<td>DQS</td>
<td>Data Quality Service</td>
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<td>DSS</td>
<td>Decision Support System</td>
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<tr>
<td>DUSHCC</td>
<td>Deputy Under Secretary for Health for Care in the Community</td>
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<tr>
<td>DUSHOE</td>
<td>Deputy Under Secretary for Health for Organizational Excellence</td>
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<tr>
<td>DUSHOM</td>
<td>Deputy Under Secretary for Health for Operations and Management</td>
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Appendix A: List of Acronyms
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<th>Acronym</th>
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<td>“Hey VA” is a brief message intended for all VA employees, distributed daily through various VA intranet sites, VistA, and VA email networks.</td>
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<td>Description</td>
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<td>Library Network Office</td>
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<td>LOT</td>
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<td>Logistics Support Service</td>
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<td>Long Term Services and Supports</td>
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<td>LVA</td>
<td>Leadership VA</td>
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<tr>
<td>M21-4</td>
<td>VBA Manpower control and utilization procedural manual</td>
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<td>M22-4SAH</td>
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<td>M28</td>
<td>VBA Vocational Rehabilitation and Employment Procedures Manual</td>
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<td>MAC</td>
<td>Medicare Administrative Contractors</td>
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<td>Acronym</td>
<td>Description</td>
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<tr>
<td>MAO</td>
<td>Medical Advisory Opinions</td>
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<td>MBM</td>
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<td>MEF</td>
<td>Mission Essential Function</td>
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<td>MFH</td>
<td>Medical Foster Home</td>
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<td>MHHI</td>
<td>VHA Mental Health Hiring Initiative</td>
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<td>MinX</td>
<td>Management Information Exchange</td>
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<tr>
<td>MIRECC</td>
<td>Mental Illness Education, Research and Clinical Centers</td>
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<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
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<tr>
<td>MISSION</td>
<td>Maintaining Internal Systems and Strengthening Integrated Outside Networks Act</td>
</tr>
<tr>
<td>MOCHA</td>
<td>Medication Order Check Healthcare Application.</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>MOVE!</td>
<td>A program of the National Center for Health Promotion and Disease Prevention</td>
</tr>
<tr>
<td>MPA</td>
<td>Management, Planning &amp; Analysis</td>
</tr>
<tr>
<td>MPR</td>
<td>Monthly Performance Review</td>
</tr>
<tr>
<td>MQAS</td>
<td>Management Quality Assurance Service</td>
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<td>MRS</td>
<td>VHA Management Review Service</td>
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<td>MSC</td>
<td>Military Service Coordinators</td>
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<td>MSCOE</td>
<td>Multiple Sclerosis Centers of Excellence</td>
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<td>MSN</td>
<td>Memorial Services Network</td>
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<td>MSO</td>
<td>Medical Sharing Office</td>
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<td>MSO</td>
<td>Managed Service Offering</td>
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<td>MTTMSPB</td>
<td>Merit Systems Protection Board</td>
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<td>MVC</td>
<td>Mobile Training Team Vet Center</td>
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<td>MVI</td>
<td>Master Veteran Index</td>
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<tr>
<td>MVP</td>
<td>Minority Veteran Program Coordinator</td>
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<td>MVPC</td>
<td>Minority Veteran Program Coordinator</td>
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<tr>
<td>NAC</td>
<td>Office of National Acquisition Center</td>
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<td>NADL</td>
<td>Native American Direct Loan</td>
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<td>National Activations Office</td>
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<td>National Archives and Records Administration</td>
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<td>National Association of State Directors of Veterans Affairs</td>
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<tr>
<td>NCA</td>
<td>National Cemetery Administration</td>
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<tr>
<td>NCA CFO</td>
<td>NCA Chief Financial Officer</td>
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<tr>
<td>NCA COS</td>
<td>NCA Chief of Staff</td>
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<tr>
<td>NCA IOC</td>
<td>NCA Integrated Operations Center</td>
</tr>
<tr>
<td>NCA OAI</td>
<td>NCA Organizational Assessment and Improvement Program</td>
</tr>
<tr>
<td>NCA WO</td>
<td>NCA Watch Officer</td>
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<tr>
<td>NCEHC</td>
<td>National Center for Ethics in Health Care</td>
</tr>
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<td>NCOD</td>
<td>National Center for Organization Development</td>
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<tr>
<td>NCP</td>
<td>National Center for Health Promotion and Disease Prevention</td>
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<tr>
<td>NCPIP</td>
<td>National Continuity Policy Implementation Plan</td>
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<tr>
<td>NCPS</td>
<td>National Center for Patient Safety</td>
</tr>
<tr>
<td>NCR</td>
<td>National Capitol Region</td>
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<tr>
<td>NCSD</td>
<td>National Communications System Directive</td>
</tr>
<tr>
<td>NCVAS</td>
<td>National Center for Veterans Analysis and Statistics</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>---------</td>
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<tr>
<td>NDAA</td>
<td>National Defense Authorization Act</td>
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<tr>
<td>NDCO</td>
<td>National Data Center Operations</td>
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<tr>
<td>NDMS</td>
<td>National Disaster Medical System</td>
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<tr>
<td>NDS</td>
<td>National Data Systems (NDS): Functions as the central program for managing and tracking all VHA data access requests</td>
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<tr>
<td>NEMA</td>
<td>National Electrical Manufacturers Association</td>
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<td>NEPA</td>
<td>National Environmental Policy Act</td>
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<td>NFPA</td>
<td>National Fire Protection Association</td>
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<td>NFS</td>
<td>Nutrition and Food Services</td>
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<td>NFTS</td>
<td>National Finance Training Strategy</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NHPA</td>
<td>National Historic Preservation Act of 1966</td>
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<td>NHPP</td>
<td>National Health Physics Program</td>
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<td>NIDS</td>
<td>National Infectious Diseases Service</td>
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<tr>
<td>NIST</td>
<td>National Institute of Standards and Technology</td>
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<td>NITTF</td>
<td>National Insider Threat Task Force</td>
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<td>NLC</td>
<td>National Leadership Council</td>
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<td>NLVEC</td>
<td>National Leadership Veteran Experience Committee</td>
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<td>NNPO</td>
<td>National Non-VA Medical Care Program Office</td>
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<tr>
<td>NP</td>
<td>Nurse Practitioner</td>
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<td>NPDB</td>
<td>National Practitioner Data Bank</td>
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<td>NPG</td>
<td>National Practice Group</td>
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<td>NRC</td>
<td>Nuclear Regulatory Commission</td>
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<tr>
<td>NRF</td>
<td>National Response Framework</td>
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<tr>
<td>NRM</td>
<td>Non-Recurring Maintenance</td>
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<tr>
<td>NRP</td>
<td>VHA National Recruitment Program</td>
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<tr>
<td>NSD</td>
<td>National Service Desk</td>
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<tr>
<td>NSLI</td>
<td>National Service Life Insurance</td>
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<td>NSO</td>
<td>National Surgery Office</td>
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<tr>
<td>NSOC</td>
<td>VA Network Security Operations Center</td>
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<tr>
<td>NSPD</td>
<td>National Security Presidential Directive</td>
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<tr>
<td>NTA</td>
<td>VA National IT Training Academy</td>
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<tr>
<td>NUMI</td>
<td>National Utilization Management Solution</td>
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<tr>
<td>NVCC</td>
<td>Non-VA Medical Care Coordination</td>
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<td>NVCNO</td>
<td>Non-VA Care Support Office</td>
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<td>NVSP&amp;SE</td>
<td>National Veterans Sports Programs &amp; Special Events</td>
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<td>O2REG</td>
<td>OGC Office of Regulation Policy and Management</td>
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<tr>
<td>OA</td>
<td>VBA Office of Acquisition</td>
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<tr>
<td>OAA</td>
<td>VHA Office of Academic Affiliations</td>
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<tr>
<td>OAEM</td>
<td>Office of Asset Enterprise Management</td>
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<tr>
<td>OAL</td>
<td>Office of Acquisition and Logistics</td>
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<tr>
<td>OALC</td>
<td>Office of Acquisition, Logistics and Construction</td>
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<tr>
<td>OAOOPAL</td>
<td>Office of Acquisition, Operation -Procurement, Acquisition and Logistics</td>
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<td>OAWP</td>
<td>Office of Accountability and Whistleblower Protection</td>
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<tr>
<td>OBC</td>
<td>Office of Business Continuity</td>
</tr>
<tr>
<td>OBO</td>
<td>Office of Business Oversight</td>
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</tbody>
</table>
OBPI  Office of Business Process Integration
OC  Oleoresin Capsicum (pepper spray)
OCAMES  VHA Office of Capital Asset Management and Engineering
OCC  VHA Office of the ADUSH for Community Care
OCC  VHA Office of Connected Care
OCFM  Office of Construction, Facilities and Management
OCLA  Office of Congressional and Legislative Affairs
OCM  Organizational Change Management
OCR  Optical Character Recognition scanning and verification
OCR  Optical Character Recognition
OCS  Office of Cyber Security
ODA  Office of Disability Assistance
ODI  Office of Diversity and Inclusion
ODNI  Office of the Director of National Intelligence
OEDCA  Office of Employment Discrimination Complaint Adjudication
ROEMROEF  Operation Enduring Freedom
OEM  Office of Emergency Management and Resilience
OEO  Office of Economic Opportunity
OERM  Office of Enterprise Risk Management
OESS  Office of Enterprise Support Services
OF  Office of Finance
OFBO  Office of Financial Business Operations
OFD  Office of Field Operations
OFP  Office of Financial Policy
OFPPIAR  Office of Financial Process Improvement and Audit Readiness
OFPP  Office of Federal Procurement Policy
OGA  Other Government Agencies
OOG  Office of General Counsel
OHE  VHA Office of Health Equity
OHI  VHA Office of the ADUSH for Health Informatics
OHRA  Office of Human Resource Administration
OHRM  Office of Human Resources Management
OHT  VHA Office of Healthcare Transformation
OIA  VHA Office of Informatics and Analytics
OICAM  Office of Identity, Credential, and Access Management
OICI  OPP - Office of Interagency Collaboration and Integration
OIF  Operations Iraqi Freedom
OIG  Office of Inspector General
OIS  Office of Information Security
OIT  Office of Information Technology
OLAP  on Line Analytical Processing: An OLAP cube is a multidimensional database that is optimized for data warehouse and online analytical processing applications
OM  VA Office of Management
OMB  Office of Management and Budget
OMGT  VBA Office of Management
OMHSP  Office of Mental Health and Suicide Prevention
OMI  Office of the Medical Inspector
OMLA  VHA Office of Medical-Legal Affairs

Appendix A: List of Acronyms
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>OMR</td>
<td>Office of Media Relations</td>
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<tr>
<td>ONC</td>
<td>Office of the National Coordinator</td>
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<td>ONSS</td>
<td>Operations and National Security</td>
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<td>ONS</td>
<td>VHA Office of Nursing Services</td>
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<td>OPA</td>
<td>VHA Office of Patient Advocacy</td>
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<td>OPA</td>
<td>Office of Public Affairs</td>
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<tr>
<td>OPC</td>
<td>Outpatient Clinic</td>
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<tr>
<td>OPC&amp;CCT</td>
<td>VHA Office of Patient-Centered Care and Cultural Transformation</td>
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<tr>
<td>OPIA</td>
<td>Office of Public and Intergovernmental Affairs</td>
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<td>OPM</td>
<td>US Office of Personnel Management</td>
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<td>OPR</td>
<td>Interagency Clinical Informatics Board</td>
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<td>OPRM</td>
<td>Office of Privacy and Records Management</td>
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<td>OPSIM</td>
<td>Office of Personnel Security and Identity Management</td>
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<td>ORAA</td>
<td>VHA Office of Regulatory and Administrative Affairs</td>
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<td>ORD</td>
<td>VHA Office of Research and Development</td>
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<td>ORM</td>
<td>Office of Resolution Management</td>
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<td>ORM</td>
<td>Office of Resource Management</td>
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<td>ORO</td>
<td>VHA Office of Research Oversight</td>
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<tr>
<td>ORR</td>
<td>Department of Health and Human Services (HHS) Office of Refugee Resettlement</td>
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<td>OS</td>
<td>Operations Support</td>
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<td>OSLE</td>
<td>Office of Security and Law Enforcement</td>
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<td>OSA</td>
<td>VA Office of Survivors Assistance</td>
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<td>OSC</td>
<td>Oversight Support Center</td>
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<td>OSC</td>
<td>Office of Special Counsel</td>
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<td>OSD</td>
<td>Office of the Secretary of Defense</td>
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<td>OSD/RA</td>
<td>Office of the Assistant Secretary of Defense for Reserve Affairs</td>
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<td>OSDBU</td>
<td>Office of Small and Disadvantaged Business Utilization</td>
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<td>OSH</td>
<td>Occupational Safety and Health</td>
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<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
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<tr>
<td>OSI</td>
<td>VHA Office of Strategic Integration</td>
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<tr>
<td>OSP</td>
<td>VA Office of Operations, Security, and Preparedness</td>
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<tr>
<td>OSVA</td>
<td>VA Office of the Secretary</td>
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<tr>
<td>OTGR</td>
<td>VA Office of Tribal Government Relations</td>
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<td>OUSH</td>
<td>VHA Office of the Under Secretary for Health</td>
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<tr>
<td>P&amp;F</td>
<td>VBA Pension and Fiduciary</td>
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<tr>
<td>P&amp;LO</td>
<td>Procurement and Logistics Office</td>
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<tr>
<td>P&amp;O WG</td>
<td>VA/DoD Interagency Care Coordination Committee’s Policy and Oversight Work Group.</td>
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<tr>
<td>PA&amp;I</td>
<td>VBA Performance Analysis and Integrity</td>
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<td>PACS</td>
<td>Physical Access Control Systems</td>
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<tr>
<td>PACT</td>
<td>VHA Patient-Aligned Care Team</td>
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<tr>
<td>PADRECC</td>
<td>Parkinson’s Associated Disorders, Research, Education and Clinical Centers</td>
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<td>PAID</td>
<td>Personnel and Accounting Integrated Data system</td>
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<td>PAO</td>
<td>Public Affairs Officer</td>
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<td>PAR</td>
<td>Performance Accountability Report</td>
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<td>PAS</td>
<td>VHA Physician Assistant Services</td>
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<td>PAS</td>
<td>Program Application Support Council</td>
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</tbody>
</table>
PBFS  IT Programming and Budget Formulation Service
PBM  VHA Pharmacy Benefits Management
PBMEPS  Emergency Pharmacy Service
PBO  Pharmacy Benefits Office
PIO  Program Integrity Office
PC3  Patient-Centered Community Care
PCAS  Patient Care Assessment Systems
PCCCT  Patient-Centered Care and Cultural Transformation
PCD  Purchased Care Division
PcM  Process Management
PCMHI  Primary Care-Mental Health Integration
PCP  Primary Care Physician
PCR  Public Contact Representatives
PCS  Patient Care Services
PCTS  Purchase Card and Travel Service
PD  Product Development
PDAS  Principal Deputy Assistant Secretary
PDGC  Principal Deputy General Counsel
PDHS  Post-Deployment Health Service
PDIC  Post-Deployment Integrated Care
PdM  Product managers
PDUSB  Principal Deputy Under Secretary for Benefits
PDUSH  Principal Deputy Under Secretary for Health
PDUSMA  Principal Deputy Under Secretary for Memorial Affairs
PE  Product Effectiveness program, part of the VHA Health Care Value
PETE  Planning, Exercises, Training, and Evaluation
PIA  Program Internal Audit
PII  Personally Identifiable Information
PI&R  VHA Performance Improvement and Reporting
PIT  Program Integrity Tool that supports detection of fraud, waste, and abuse.
PIT  Point in Time Homeless Count
PIV  Personal Identity Verification
PL  Public Law
PLA  Pharmacy Leadership Academy
PLMS  Pathology and Laboratory Medicine Services
PMAS  Program Management Accountability System
PMC  VBA Pension Management Centers
PMC  NCA Presidential Memorial Certificate Program
PMEF  Primary Mission Essential Function
PMDB  Prevention and Management of Disruptive Behavior
PMFP  Presidential Management Fellows Program
PMO  Program Management Office
PMWG  Performance Management Work Group
POI  Program Oversight and Informatics Division
POLARIS  VA OI&T Integrated Calendar
POWER  VHA’s Performance and Operations Web-Enabled Reports
PPA  Pollution Prevention Act of 1990
PPACA  Patient Protection and Affordable Care Act

Appendix A: List of Acronyms
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>PPBE</td>
<td>VA's Planning, Programming, Budgeting and Execution system</td>
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<tr>
<td>PPD 8</td>
<td>Presidential Policy Directive 8: National Preparedness</td>
</tr>
<tr>
<td>PPE</td>
<td>Property Plant and Equipment</td>
</tr>
<tr>
<td>PPM</td>
<td>Product and Platform Management</td>
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<tr>
<td>PPMS</td>
<td>Provider Profile Management System</td>
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<tr>
<td>PRE</td>
<td>Pharmacy Re-engineering and Clinical Informatics</td>
</tr>
<tr>
<td>PRPO</td>
<td>Pharmacy Residency Program Office</td>
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<tr>
<td>PRRO</td>
<td>Pharmacy Recruitment and Retention Office</td>
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<tr>
<td>PRS</td>
<td>Provider Relations and Services</td>
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<td>PSHN</td>
<td>Purchased Skilled Home Nursing</td>
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<td>PSO</td>
<td>Program Support Operations</td>
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<tr>
<td>PSCM</td>
<td>Personnel Security and Credential Management</td>
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<tr>
<td>PTSD</td>
<td>Posttraumatic Stress Disorder</td>
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<tr>
<td>PVTS</td>
<td>Privacy Verification Tracking System</td>
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<tr>
<td>Q&amp;A</td>
<td>Question and Answer</td>
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<td>QCAP</td>
<td>Quality and Corrective Action Plans</td>
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<td>QI</td>
<td>Quality Improvement</td>
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<td>QPO</td>
<td>Quality, Performance &amp; Oversight</td>
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<td>QSPP</td>
<td>VA Quadrennial Strategic Planning Process</td>
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<td>VHA Office of the ADUSH for Quality, Safety and Value</td>
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<td>QUERI</td>
<td>VHA Quality Enhancement Research Initiative</td>
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<td>VHA Research and Development Committee</td>
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<td>R&amp;R</td>
<td>Review and Resolution (R&amp;R) Department</td>
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<td>RA</td>
<td>Reimbursable Authority</td>
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<tr>
<td>RAM</td>
<td>OI&amp;T ERM Risk Assessment and Mitigation</td>
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<td>RAMS</td>
<td>Research Administrative Management System</td>
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<td>RAPID</td>
<td>VHA Office of Reporting, Analytics, Performance, Improvement and Deployment</td>
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<td>RCEP</td>
<td>VHA Research Compliance Education Program</td>
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<td>RCO</td>
<td>VHA Research Compliance Officer</td>
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<td>RCRA</td>
<td>Resource Conservation and Recovery Act of 1976</td>
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<td>RCS</td>
<td>VHA Office of Readjustment Counseling Services</td>
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<td>RCV</td>
<td>Records Center and Vault</td>
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<td>RERG</td>
<td>Reconstitution Emergency Relocation Group</td>
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<td>RFL</td>
<td>Revolving Fund Loan</td>
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<td>RISP</td>
<td>VHA Research Information Security Program</td>
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<td>Records Management Center</td>
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<td>Review Management and Integrity Workgroup</td>
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<td>Office of Risk Management and Incident Response</td>
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<td>RN</td>
<td>Registered Nurse</td>
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<td>RO</td>
<td>Regional Offices</td>
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<td>ROFAC</td>
<td>VHA Radiation Oncology Field Advisory Committee</td>
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<td>RONA</td>
<td>VA Release of Names and Addresses program.</td>
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<td>RRTF</td>
<td>Ruthless Reduction Task Force</td>
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<td>RSAW</td>
<td>VHA Research Safety and Animal Welfare</td>
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<td>Review Services Division</td>
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<td>RSSP</td>
<td>VHA Research Safety and Security Programs</td>
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<td>RTLS</td>
<td>VHA Real Time Location System</td>
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<td>RVECS</td>
<td>Regional Veteran Employment Coordinators</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>SAA</td>
<td>State Approving Agencies</td>
</tr>
<tr>
<td>SaaS</td>
<td>Software as a Service</td>
</tr>
<tr>
<td>SAC</td>
<td>Strategic Acquisition Center</td>
</tr>
<tr>
<td>SAIL</td>
<td>Strategic Analytics for Improvement and Learning</td>
</tr>
<tr>
<td>SAPP</td>
<td>Servicer Appraisal Processing Program</td>
</tr>
<tr>
<td>SARA</td>
<td>Services Acquisition Reform Act</td>
</tr>
<tr>
<td>SBHP</td>
<td>Spina Bifida Health Care Program</td>
</tr>
<tr>
<td>SCI</td>
<td>Sensitive Compartmented Information</td>
</tr>
<tr>
<td>SCIC</td>
<td>Supply Chain Innovation Center</td>
</tr>
<tr>
<td>SCI/D</td>
<td>Spinal Cord Injury and Disorders</td>
</tr>
<tr>
<td>SCIP</td>
<td>Strategic Capital Investment Planning</td>
</tr>
<tr>
<td>SCM</td>
<td>Supply Chain Management</td>
</tr>
<tr>
<td>SCS</td>
<td>Specialty Care Services</td>
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<tr>
<td>SDWA</td>
<td>Safe Drinking Water Act of 1974</td>
</tr>
<tr>
<td>SEA</td>
<td>VA Strategic Environmental Assessment</td>
</tr>
<tr>
<td>SECV</td>
<td>Secretary of Veterans Affairs</td>
</tr>
<tr>
<td>SEM</td>
<td>VHA Office of Systems Engineering Management</td>
</tr>
<tr>
<td>SES</td>
<td>Senior Executive Service</td>
</tr>
<tr>
<td>SG</td>
<td>Staff Group</td>
</tr>
<tr>
<td>SHA</td>
<td>Separation Health Assessments</td>
</tr>
<tr>
<td>SHARES</td>
<td>Department of Homeland Security Shared Resources</td>
</tr>
<tr>
<td>SHPD</td>
<td>State Home Per Diem Program</td>
</tr>
<tr>
<td>SHEP</td>
<td>Survey of Health Experiences of Patients</td>
</tr>
<tr>
<td>SIC</td>
<td>Security and Investigations Center</td>
</tr>
<tr>
<td>SIM</td>
<td>Strategic Investment Management</td>
</tr>
<tr>
<td>SimLEARN</td>
<td>VHA Simulation Learning Education and Research Network</td>
</tr>
<tr>
<td>SL</td>
<td>Senior Level employees</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Expert</td>
</tr>
<tr>
<td>SMI</td>
<td>Serious Mental Illness</td>
</tr>
<tr>
<td>SOARD</td>
<td>Service Oriented Architecture Research and Development</td>
</tr>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>SPE</td>
<td>Senior Procurement Executive</td>
</tr>
<tr>
<td>SPS</td>
<td>VHA Sterile Processing Services</td>
</tr>
<tr>
<td>SSE</td>
<td>Support Services Excellence, one of 5 strategic MyVA priorities</td>
</tr>
<tr>
<td>SSGB</td>
<td>VA Support Services Governance Board</td>
</tr>
<tr>
<td>STAR</td>
<td>Systematic Technical Accuracy Review</td>
</tr>
<tr>
<td>SWP</td>
<td>Strategic Workforce Plan</td>
</tr>
<tr>
<td>SUD</td>
<td>Substance Use Disorder</td>
</tr>
<tr>
<td>SVH</td>
<td>State Veterans Homes</td>
</tr>
<tr>
<td>TAA</td>
<td>Transition Assistance Advisors Program</td>
</tr>
<tr>
<td>TAC</td>
<td>Technology Acquisition Center</td>
</tr>
<tr>
<td>TAP</td>
<td>Transition Assistance Program</td>
</tr>
<tr>
<td>TBI</td>
<td>Traumatic Brain Injury</td>
</tr>
<tr>
<td>TDA</td>
<td>Transfer of Disbursing Authority</td>
</tr>
<tr>
<td>TEE</td>
<td>Training-Exposure-Experience Tournament</td>
</tr>
<tr>
<td>TELE-ICU</td>
<td>Tele-Intensive Care Unit (Tele-ICU)</td>
</tr>
<tr>
<td>THP</td>
<td>Tribal Health Programs</td>
</tr>
</tbody>
</table>
TIC  Trusted Internet Connections
TMO  Technology Management Office
TMS  Talent Management System
TNS  Travel Nurse Corps
TPSS  Training Performance Support Systems
TRA  Technical Reference & Assessments
TRB  Technical Review Board
TRICARE  Health care program for uniformed service members (active, Guard/Reserve, retired) and their families around the world.
TRM  OneVA Technical Reference Model
TROR  Treasury Report on Receivables
TSGLI  Servicemembers' Group Life Insurance Traumatic Injury Protection
UM  VHA Utilization and Efficiency Management Program
URAC  Utilization Review Accreditation Commission
USB  Under Secretary for Benefits
USC  United States Code
USERRA  Uniformed Services Employment and Reemployment Rights Act
USGLI  United States Government Life Insurance
USH  Under Secretary for Health
USICH  U.S. Interagency Council on Homelessness
USMA  Under Secretary for Memorial Affairs
USSM  Unified Shared Services Management Office
USOC  US Olympic Committee
USVETS  Multidimensional Veteran database
VANDF  PBM VA National Drug File, an open-source system for drug terminology
VAAA  VA Acquisition Academy
VAAOB  VA Advertising Oversight Board
VAAR  VA Acquisition Regulation
VACABS  VA Centralized Adjudication and Background Investigation System
VACAA  Veterans Access, Choice, and Accountability Act of 2014
VACO  VA Central Office
VAECSIP  VA Enterprise Cybersecurity Strategy & Implementation Plan
VAIOC  VA Integrated Operations Center
VAIQ  Veterans Affairs Internet Quorum
VAKMS  VA Knowledge Management System
VALOR  VA Learning Opportunities Residency
VALU  VA Learning University
VAMC  Veterans Affairs Medical Centers
VAMEDSAFE  A drug safety program with an emphasis on integrated database utilization, communication, and education
VANGUARD  VA’s national employee magazine
VA-TAMMCS  Vision, Analysis Team, Aim, Map, Measure, Change, Sustain, part of the VHA Systems Redesign and Continuous Improvement program
VATAS  VA Time and Attendance System
VBA  Veterans Benefits Administration
VBAFC  VBAFinance Center
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>VBA/DOD</td>
<td>Veterans Benefits Administration VBA-Department of Defense</td>
</tr>
<tr>
<td>VBMS</td>
<td>Veterans Benefits Management System</td>
</tr>
<tr>
<td>VCE</td>
<td>VA/DoD Vision Center of Excellence</td>
</tr>
<tr>
<td>VCIP</td>
<td>Veterans Claim Intake Program</td>
</tr>
<tr>
<td>VCL</td>
<td>Veterans Crisis Line</td>
</tr>
<tr>
<td>VCS</td>
<td>Veterans Canteen Service</td>
</tr>
<tr>
<td>VDHBC</td>
<td>Veteran-Directed Home and Community Based Care</td>
</tr>
<tr>
<td>VE</td>
<td>VistA Evolution</td>
</tr>
<tr>
<td>VEI</td>
<td>Veterans Employment Initiative</td>
</tr>
<tr>
<td>VEO</td>
<td>Veterans Experience Office</td>
</tr>
<tr>
<td>VEITF</td>
<td>Veterans Employment Initiative Task Force</td>
</tr>
<tr>
<td>VERA</td>
<td>Veterans Equitable Resource Allocation model</td>
</tr>
<tr>
<td>VERC</td>
<td>Veteran Engineering Resource Centers</td>
</tr>
<tr>
<td>VESO</td>
<td>Veteran Employment Services Office</td>
</tr>
<tr>
<td>VETSNET</td>
<td>Veterans Service Network - A database that supports Veterans Benefits Administration systems used to administer Veterans benefits.</td>
</tr>
<tr>
<td>VHA CEMP</td>
<td>VHA Comprehensive Emergency Management Program</td>
</tr>
<tr>
<td>VHA COS</td>
<td>VHA Chief of Staff</td>
</tr>
<tr>
<td>VHA DMA</td>
<td>Office of Disability and Medical Assessment</td>
</tr>
<tr>
<td>VHA HA</td>
<td>VHA Office of Health Affairs</td>
</tr>
<tr>
<td>VHA HEC</td>
<td>VHA Health Eligibility Center</td>
</tr>
<tr>
<td>VHA OCLA</td>
<td>VHA Office of Congressional and Legislative Affairs</td>
</tr>
<tr>
<td>VHA OSD</td>
<td>VHA Operations and Standardization Department</td>
</tr>
<tr>
<td>VHA PIV</td>
<td>VHA Personnel Identity Verification</td>
</tr>
<tr>
<td>VHA SPS</td>
<td>National Program Office for Sterile Processing</td>
</tr>
<tr>
<td>VHA VOCUS</td>
<td>VHA on-line news media software</td>
</tr>
<tr>
<td>VHIC</td>
<td>Veteran Health Identification Card</td>
</tr>
<tr>
<td>VHIE</td>
<td>Veterans Health Information Exchange</td>
</tr>
<tr>
<td>VISN</td>
<td>Veterans Integrated Service Network</td>
</tr>
<tr>
<td>VISTA</td>
<td>VA imaging system used for the Electronic Health Record</td>
</tr>
<tr>
<td>VLER</td>
<td>Virtual Lifetime Electronic Record</td>
</tr>
<tr>
<td>VLI</td>
<td>Veterans Law Judge</td>
</tr>
<tr>
<td>VOA</td>
<td>IT Virtual Office of Acquisition</td>
</tr>
<tr>
<td>VORS</td>
<td>Veterans Outreach Reporting System</td>
</tr>
<tr>
<td>VOW Act</td>
<td>VOW (Veterans Opportunity to Work) to Hire Heroes Act of 2011</td>
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<tr>
<td>VPN</td>
<td>One-VA Virtual Private Network</td>
</tr>
<tr>
<td>VPS</td>
<td>VA Point of Service Program</td>
</tr>
<tr>
<td>VR&amp;E</td>
<td>Vocational Rehabilitation and Employment Program</td>
</tr>
<tr>
<td>VRC</td>
<td>Vocational Rehabilitation Counselor</td>
</tr>
<tr>
<td>VR&amp;E</td>
<td>Vocational Rehabilitation and Employment</td>
</tr>
<tr>
<td>VRI</td>
<td>Veterans’ Reopened Insurance</td>
</tr>
<tr>
<td>VRM</td>
<td>Veterans Relationship Management</td>
</tr>
<tr>
<td>VSA</td>
<td>Veterans Service Area</td>
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<tr>
<td>VSLI</td>
<td>Veterans’ Special Life Insurance</td>
</tr>
<tr>
<td>VSO</td>
<td>Veteran Service Organization</td>
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<td>VSOC</td>
<td>VetSuccess on Campus</td>
</tr>
<tr>
<td>VSSC</td>
<td>VHA Support Service Center</td>
</tr>
<tr>
<td>VTP</td>
<td>Veterans Transportation Program</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>W2W</td>
<td>Warriors to Workforce, an intern program to train and educate wounded Veterans</td>
</tr>
<tr>
<td>WC</td>
<td>Workers Compensation</td>
</tr>
<tr>
<td>WHOFBNP</td>
<td>White House Office of Faith-Based and Neighborhood Partnerships</td>
</tr>
<tr>
<td>WHS</td>
<td>VHA Women’s Health Services</td>
</tr>
<tr>
<td>WM</td>
<td>Workforce Management Branch</td>
</tr>
<tr>
<td>WMC</td>
<td>VHA Office of Workforce Management and Consulting</td>
</tr>
<tr>
<td>WPS</td>
<td>Wireless Priority Service</td>
</tr>
<tr>
<td>WRIISC</td>
<td>War-related Illness and Injury Study Center</td>
</tr>
<tr>
<td>WVPP</td>
<td>VHA Workplace Violence Prevention Program</td>
</tr>
<tr>
<td>YRRP</td>
<td>DoD Yellow Ribbon Reintegration Program</td>
</tr>
</tbody>
</table>
Appendix B: Alternate representation of Figures
Figure 1 - VA Organization Chart

- Secretary of Veterans Affairs
  - Veterans Benefits Administration
  - Veterans Health Administration
  - National Cemetery Administration
  - Chief of Staff
  - Deputy Secretary
    - Office of General Counsel
    - Office of Acquisition, Logistics and Construction
    - Veterans Experience Office
    - Office of Inspector General
    - Office of Accountability and Whistleblower Protection
    - Board of Veterans’ Appeals
    - Office of Management
    - Office of Information and Technology
    - Office of Enterprise Integration
    - Office of Human Resources, Operations, Security and Preparedness
    - Office of Congressional and Legislative Affairs

Figure 2 - Office of the Secretary

- Office of the Secretary
  - Deputy Secretary
    - Office of Employment Discrimination Complaint Adjudication
    - Office of Small and Disadvantaged Business Utilization
    - Secretary’s Center for Strategic Partnerships
    - Office of Accountability and Whistleblower Protection
- Office of Electronic Health Record Modernization
  - Chief of Staff
    - Executive Secretariat
    - Deputy Chief of Staff
    - Veterans Service Organizations Liaison
    - Office of Mission Operations
    - Office of Protocol
    - Office of Administrative Operations
    - White House Liaison
    - Center for Women Veterans
    - Office of Regulatory Policy and Management
    - Center for Minority Veterans
    - Advisory Committee Management Office
    - Office of Survivors Assistance

Figure 3 - Veterans Benefits Administration Organization Chart
- Office of the Under Secretary for Benefits (USB)
  - Office of the Principal Deputy Under Secretary
    - Office of Strategic Initiatives and Collaboration
    - Compensation Service
    - Pension and Fiduciary Service
    - Education Service
    - Office of Transition and Economic Development
    - Loan Guaranty Service
    - Vocational Rehabilitation and Employment Service
    - Insurance Service
- Appeals Management Service
  - Office of the Deputy Under Secretary for Field Operations
    - Northeast District – St. Louis
    - Southeast District – Nashville
    - Continental District – Denver
    - Pacific District – Phoenix
    - Records Management Center
    - Office of Client Relations
    - Benefits Assistance Center
    - Office of the Chief of Staff
      - Office of Performance Analysis and Integrity
      - Office of Business Process Integration
      - Office of Financial Management
      - Office of Human Capital Management
      - Office of Administration and Facilities
      - Office of the Deputy Chief of Staff
        - Office of Executive Review
        - Office of Program Integrity and Internal Controls
        - Office of Corporate Communications

Figure 4 - Veterans Health Administration

- Under Secretary for Health
- Principal Deputy Under Secretary for Health
  - Chief of Staff
  - Deputy Chief of Staff
  - Executive Correspondence
Communications

Legislative Affairs

Regulatory and Administrative Affairs

National Leadership Council
  o Chief Officer Readjustment Counseling Service
  o Executive Director Research Oversight
  o Nursing
  o Office of Patient Advocacy
  o Deputy Under Secretary for Health for Operations and Management

  ADUSH for Clinical Operations
    ✓ Homelessness
    ✓ National Surgery Office
    ✓ Primary Care Operations
    ✓ Geriatrics and Extended Care Operations
    ✓ Mental Health and Suicide Prevention
    ✓ Sterile Processing Services
    ✓ Dentistry
    ✓ Disability and Medical Assessment
    ✓ Spinal Cord Injuries and Disorders

  ADUSH for Administrative Operations
    ✓ Emergency Management
    ✓ Procurement and Logistics
    ✓ Capital Asset Management and Engineering Support
    ✓ Veterans Canteen Service
    ✓ Environmental Programs
✓ Occupational Safety, Health & GEMS Programs
✓ Healthcare Technology Management
✓ Engineering & Occupational Safety and Health
✓ Member Services
  ▪ ADUSH for Access
  ▪ Patient Centered Care and Cultural Transformation
  ▪ Network Support
  ▪ Veterans Integrated Service Networks (VISN)
    ▪ Deputy Under Secretary for Health for Discovery, Education, and Networks Affiliates
      ▪ Academic Affiliations
      ▪ Research and Development
      ▪ Innovation Ecosystem
    ▪ Deputy Under Secretary for Health for Policy and Services
      ▪ ADUSH for Policy and Planning
      ▪ ADUSH for Patient Care Services
      ▪ Interagency Health Affairs
      ▪ Compassionate Care Innovation
      ▪ Specialty Care Services
    ▪ ADUSH for Workforce Services
      ▪ Workforce Management and Consulting
      ▪ Employee Education System
      ▪ National Center for Organizational Development
      ▪ Healthcare Leadership Talent Institute
    ▪ Finance
    ▪ Healthcare Transformation
- **ADUSH for Health Informatics**
  - Connected Care

- **Reporting, Analytics, Performance, Improvement and Development**

- **Deputy Under Secretary for Health for Organizational Excellence**
  - Clinical Systems Development & Evaluation
  - **ADUSH for Integrity**
    - Compliance and Business Integrity
    - Medical Inspector
    - Internal Audit
    - National Center for Ethics in Healthcare
  - Health Equity
  - **GAO-OIG Accountability Liaison**
  - **ADUSH for Quality, Safety, and Value**
    - Quality Standards and Programs
    - Systems Reliability and Consultation
    - Product Effectiveness
    - Patient Safety and Risk Awareness
    - Systems Redesign and Improvement

- **Deputy Under Secretary for Health for Community Care**
  - **ADUSH for Health for Community Care**
    - Business Operations and Administration
    - Delivery Operations
    - Revenue Operations
    - Clinical Network and Management
    - Performance Improvement and Reporting
Figure 5 - National Cemetery Administration

- Office of the Under Secretary for Memorial Affairs
  - Veterans Cemetery Grants Program
  - Office of the Chief of Staff
    - Engagement and Memorial Innovations
  - Office of the Principal Deputy Under Secretary
    - Office of the Deputy Under Secretary for Field Programs and Cemetery Operations
      - Field Programs
        - Eligibility and Scheduling
        - Memorial Products
          - Headstones and Markers
          - Presidential Memorial Certificates
          - Applicant Assistance
          - Centralized Appeals
          - First Notice of Death
      - Cemetery Operations
        - District Offices
          - National Cemeteries
        - Cemetery Development and Improvement
        - Operations Management
          - Integrated Operations
      - Office of the Deputy Under Secretary for Finance and Planning
        - Legislative and Regulatory Service
        - Budget Service
          - Budget Formulation
Figure 6 - Office of General Counsel

- General Counsel
  - Principal Deputy General Counsel
    - Management, Planning and Analysis
    - Ethics Specialty Team
    - Deputy General Counsel (Legal Operations)
      - Personnel Law Group
      - Torts Law Group
      - Offices of Chief Counsel in the Districts
    - Deputy General Counsel (General Law)
✓ District Contracting National Practice Group
✓ Information & Administrative Law Group
✓ Procurement Law Group
✓ Real Property Law Group
✓ Revenue Law Group
  • Deputy General Counsel (Veterans Programs)
    ✓ Benefits Law Group
    ✓ US Court of Appeals for Veterans Claims Litigation Group
    ✓ Health Care Law Group
    ✓ Loan Guaranty National Practice Group

Figure 7 - Map of States Within VA Districts

Description: Map of the United States showing states within VA Office of General Counsel Districts. There are five districts: Pacific, Continental, Midwest, Southeast, and North Atlantic. The districts and their states are listed in groups below.

**Pacific:** Alaska, Washington, Oregon, Idaho, California, Nevada, Arizona, New Mexico and Hawaii.

**Continental:** Montana, Wyoming, Utah, Colorado, Texas, Oklahoma, Arkansas, Louisiana, Mississippi.

**Midwest:** North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa, Missouri, Wisconsin, Illinois, Michigan, Indiana, Ohio.

**Southeast:** Kentucky, Tennessee, Alabama, Georgia, South Carolina, Florida, Puerto Rico.


Figure 8 - Office of Acquisition, Logistics and Construction Organization Chart

• Principal Executive Director, Office of Acquisition, Logistics and Construction
  ○ Executive Director, Office of Acquisition, Logistics and Construction
  ○ Executive Director, Office of Acquisition and Logistics
  ○ Executive Director, Office of Procurement, Acquisition and Logistics
  ○ Executive Director, Office of Construction and Facilities Management
Figure 9 - Office of Acquisition and Logistics

- Executive Director, Office of Acquisition and Logistics
  - Associate Executive Director, Office of Acquisition Program Support
    - Office of Business Services
    - Office of CFO, Revolving Funds
    - Office of Acquisition Human Capital Management Services
    - Office of Acquisition Systems Integration
  - Associate Executive Director, Office of Policy, Systems and Oversight
    - Office of Procurement Policy and Warrant Management
    - Office of Enterprise Acquisition System Services
    - Office of Risk Management and Compliance Services
  - Associate Executive Director, Office of Logistics and Supply Chain Management
    - Office of Logistics Policy and Supply Chain Management
  - Chancellor, VA Acquisition Academy
    - Vice Chancellor, Acquisition Internship School
    - Vice Chancellor, Facilities Management School
    - Vice Chancellor, Supply Chain Management
    - Vice Chancellor, Contracting Professional School
    - Vice Chancellor, Program Management School
    - Enterprise Shared Services

Figure 10 - Office of Acquisition Operations

- Executive Director, office of Procurement Acquisition and Logistics
  - Senior Acquisition Advisor
  - Director, OPAL Front Office Operations
  - Associate Executive Director, National Acquisition Center
- Business Resource Service
- Federal Supply Schedule Service
- National Contract Service
- Denver Logistics Center
- Commodities and Services Acquisition
  - Associate Executive Director, Strategic Acquisition Center
    - SAC Procurement Service A
    - SAC Procurement Service B
    - SAC Procurement Service C
    - SAC Frederick
    - SAC Program Advisory service
    - SAC Acquisition Rapid Response
    - SAC Operations
    - SAC Compliance
  - Associate Executive Director, Technology Acquisition Center
    - TAC Procurement services A
    - TAC Procurement services B
    - TAC Procurement services C
    - TAC Procurement services D
    - TAC Procurement services E
    - TAC Procurement services F
    - TAC Austin
    - TAC Operations
    - TAC Engineering Service
    - TAC Customer service
Figure 11 - Office of Construction and Facilities Management Organization Chart

- Executive Director (ED), Office of Construction and Facilities Management

- Associate ED, Office of Operations
  - Office of Operations, National Region
  - Office of Operations, Eastern Region
  - Office of Operations, Central Region
  - Office of Operations, Western Region

- Associate ED, Office of Facilities Planning
  - Facilities Planning and Development
  - Facilities Standards Service
  - Cost Estimating Service

- Associate ED, Office of Resource Management
  - Financial Management
  - Database Management and Logistics
  - HR and Training Service

- Associate ED, Office of Facilities Acquisition
  - AE Construction Contracting Policy Service
  - Acquisition Support National Region
  - Acquisition Support Eastern Region
  - Acquisition Support Western Region
  - Acquisition Support Central Region

- Associate ED Office of Programs and Plans
- Consulting Support Office
- Project Control Service
- Quality Assurance
  - Associate ED, Office of Real Property
    - Real Property Policy and Programs Service
    - Lease Delivery Division
    - Lease Execution Division
    - Land Acquisition and Strategic Utilization
    - Land Management Division

Figure 12 - Veterans Experience Office

- Chief Veterans Experience Officer
  - Chief of Staff
  - Operations
  - Portfolio Management
  - Enterprise Measurement and Design
  - Multi-channel Technology
  - VA Patient Experience
  - VA Benefits Experience
  - Veteran, Family, and Community Engagement

Figure 13 - Office of the Inspector General

- Inspector General
- Deputy Inspector General
  - Executive Support
  - Congressional Relations
  - Media Relations
o Special Reviews

o Counselor
  
  ▪ Contract Review
  
  ▪ Release of Information

o Investigations

o Audits and Evaluations

o Management and Administration

o Healthcare Inspections

**Figure 14 – Office of Accountability and Whistleblower Protection**

- **Office of the Assistant Secretary for Accountability and Whistleblower Protection**
  
  o Triage Division

  o Investigations Division

  o Advisory and Analysis Division

  o Knowledge Management Operations Division

  o Human Resources Operations Division

**Figure 15 - Board of Veterans’ Appeals Organization Chart**

- **Office of the Chairman**

- **Office of the Vice Chairman**
  
  ▪ Chief of Staff

  ▪ Chief Financial Management

  ▪ Senior Counsel Accountability

  ▪ Resource Management and Planning
    
    ✓ Human Resources

    ❖ Logistics

  ▪ Chief Counsel
✓ FOIA and Privacy Act
✓ Knowledge Management
✓ Labor and Employee Relations
✓ Legislation, Regulations and Policy
✓ Litigation Support
✓ Quality Review
✓ Technical Infrastructure

- Office of the Deputy Vice Chairman (1)
  ✓ Veterans Law Judges

- Office of the Deputy Vice Chairman (2)
  ✓ Veterans Law Judges

- Office of the Deputy Vice Chairman (3)
  ✓ Veterans Law Judges

- Office of the Deputy Vice Chairman (4)
  ✓ Veterans Law Judges

Figure 16 - Office of Management Organization Chart

- Office of the Assistant Secretary for Management and Chief Financial Officer
  - Office of the Assistant Secretary for Management
    - Office of Budget
    - Office of Asset Enterprise Management
      ✓ Capital Operation and Program Service
      ✓ Capital Asset Policy, Planning and Strategy Service
      ✓ Investment and Enterprise Development Service
      ✓ Capital Asset Management Service
      ✓ Energy Management Program Service
- Office of Finance

- Office of Financial Process Improvement and Audit Readiness
  - Office of Financial Policy
  - Debt Management Center
  - Financial Services Center

- Office of Financial Management Business Transformation Service
  - Customer Experience
  - Program Execution
  - Business Office

- Office of Business Oversight
  - Program Integrity Office
  - Improper Payments Remediation Oversight Office
  - Oversight Support Center
  - Financial Risk Oversight Service

Figure 17 - Office of Management

- Office of the Assistant Secretary for Management and Chief Financial Officer
  - Office of Budget
    - Office of Asset Enterprise Management
    - Capital Operation and Program Service
    - Capital Asset Policy, Planning and Strategy Service
    - Investment and Enterprise Development Service
    - Capital Asset Management Service
    - Energy Management Program Service
  - Office of Finance
    - Office of Financial Process Improvement and Audit Readiness
- Office of Financial Policy
- Debt Management Center
- Financial Services Center
  - Office of Financial Management Business Transformation Service
    - Customer Experience
    - Program Execution
    - Business Office
  - Office of Business Oversight
    - Program Integrity Office
    - Improper Payments Remediation Oversight Office
    - Oversight Support Center
    - Financial Risk Oversight Service

Figure 18 - Office of Budget

- Deputy Assistant Secretary Office of Budget
  - Associate Deputy Assistant Secretary for Budget Operations
    - Director, Medical Programs
    - Director, Benefits Programs
    - Director, Management Programs
    - Director, IT Programs
  - Executive Director for Program Analysis and Evaluation
    - Director, Staff Office Budgets
    - Director, Budget Process and Data Management
    - Director, IT Programs
    - Director, Program Analysis and Evaluation
Figure 19 - Office of Asset Enterprise Management

- Executive Director, Office of Asset Enterprise Management
  - Deputy Director, Office of Asset Enterprise Management
    - Capital Operations and Programs
    - Capital Asset Policy, Planning and Strategy
    - Investment and Enterprise Development
    - Capital Asset Management
    - Energy Management Program

Figure 20 - Office of Finance

- Deputy Assistant Secretary Office of Finance
  - Office of Financial Process Improvement and Audit Readiness
    - Audit Readiness Service
    - Audit Analysis Remediation Service
    - Financial Management System Service
  - Office of Financial Policy
    - Accounting Policy Service
    - Operational Policy Service
    - Financial Reports Service
  - Debt Management Center (Austin, TX)
    - Operations Directorate
    - Strategic Management and Special Operations Directorate
  - Financial Services Center (Austin, TX)
    - Corporate Travel and Charge Card Services
    - Financial Accounting Service
    - Financial Healthcare Service
- Financial Operations Service
- Financial Payroll Service
- Data Analytics Service
- Information Technology Service

Figure 21 - Financial Management Business Transformation Service

- Deputy Assistant Secretary Office of Financial Management Business Transformation (FMBT)
  - Associate Deputy Assistant Secretary Office of FMBT Operations
    - Customer Experience
    - Program Execution
  - Associate Deputy Assistant Secretary Office of FMBT Systems
    - Business Office

Figure 22 - Office of Business Oversight

- Executive Director Office of Business Oversight
  - Financial Risk Oversight Service
  - Program Integrity Office
  - Improper Payments Remediation Oversight Office
  - Oversight Support Center

Figure 23 - Office of Information and Technology

- Office of the Assistant Secretary (AS) for Information Technology (IT) and Chief Information Officer (CIO)
  - Office of the Chief of Staff
  - Chief Technology Officer
  - Deputy Director, VA/DoD Interagency Program Office
  - Principal Deputy Assistant Secretary (PDAS)
    - Principal Deputy CIO Account Management Office
    - Deputy CIO Strategic Sourcing
    - Deputy Assistant Secretary (DAS) for Development and Operations
      - Assistant DAS for Enterprise Program Management
      - Assistant DAS for IT Operations and Services

Appendix B: Alternate representation of Figures
- Deputy Assistant Secretary for Information Security and Chief Information Security Officer
- Deputy CIO for Information Technology Resource Management
  - Office of IT Budget and Finance
  - Office of Talent Management

Figure 24 - Office of Enterprise Integration Organization Chart

- Office of the Assistant Secretary for Enterprise Integration
  - Operations Support
  - Planning and Performance Management
    - Risk Management
    - Strategic Planning
    - Business Architecture and Portfolio Analysis
    - Performance Management
    - Governance
  - Office of Data Governance and Analytics
    - Statistics and Analytics Service
    - Predictive Analytics Service
    - Reports and Information Service
  - Modernization Management
    - Initiative Synchronization Service
    - Rapid Design and Execution Service
    - Communications and Engagement Service
  - Office of Policy and Interagency Collaboration
    - Interagency Collaboration Service
    - Policy Management and Analysis Service
  - VA Innovation Center (VIC)
Figure 25 - Office of Human Resources and Administration/Operations, Security, and Preparedness Organization Chart

- Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness
  - Human Resources Enterprise Center
  - Corporate Senior Executive Management Office
  - Chief of Staff
  - Office of the Principal Deputy Assistant Secretary for Human Resources and Administration
    - Management, Planning, and Analysis
    - Office of Administration
    - Office of Diversity and Inclusion
    - Office of Human Resources Management
    - Office of Labor-Management Relations
    - Office of Resolution Management
  - Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness
    - Office of Emergency Management and Resilience
    - Office of Identity, Credential, and Access Management
    - Office of Resource Management
    - Office of Security and Law Enforcement

Figure 26 - Office of Human Resources and Administration - Office of Administration

- Office of Administration
  - Occupational Safety and Health
  - Transit Benefits
  - Space and Renovations
- Facilities Services
- Support Services
- Performance Improvement and Accountability

Figure 27 - Office of Human Resources and Administration - Office of Diversity and Inclusion

- Office of Diversity and Inclusion
  - Workforce Analysis
  - Outreach and Retention
  - Administrative Management
  - Training & Communications
  - Customer Experience

Figure 28 - Office of Human Resources and Administration - Office of Human Resources Management

- Office of Human Resources Management
  - HR Policy Advisor
  - Manpower Management Office
  - HR Policy and Planning
  - HR Systems and Analytics

Figure 29 - Office of Human Resources and Administration - Office of Labor-Management Relations

- Office of Labor-Management Relations
  - Operations Staff I
  - Operations Staff II
  - Strategic Program Management
Figure 30 - Office of Human Resources and Administration - Office of Resolution Management

- Office of Resolution Management
  - Business Operations
  - Management Services

Figure 31 - HRA Management, Planning and Analysis

- Management, Planning and Analysis (MP&A)
  - Strategic Planning and Organizational Performance
  - Program Management Office
  - Human Resources Liaison and Support

Figure 32 - HRA Human Resources Enterprise Center

- Human Resources Enterprise Center (HREC)
  - Enterprise Training Delivery
  - Learning Infrastructure
  - HR Programs

Figure 33 - HRA Corporate Senior Executive Management Office

- Corporate Senior Executive Management Office (CSEMO)
  - Executive Development
  - Policy and Programs
  - Recruitment and Operations

Figure 34 - Office of Operations, Security and Preparedness Organization Chart

Office of the Assistant Secretary for Human Resources and Administration/Operations, Security and Preparedness

- Office of the Principal Deputy Assistant Secretary for Operations, Security, and Preparedness
Office of Emergency Management and Resilience
Office of Identity, Credential, and Access Management
Office of Resource Management
Office of Security and Law Enforcement

Figure 35 - Office of Operations, Security, and Preparedness – Office of Emergency Management and Resilience

- Office of Emergency Management and Resilience
  - Planning, Exercises, Training, and Evaluation
  - Operations and National Security Services
  - VA Integrated Operations Center

Figure 36 - Office of Operations, Security, and Preparedness – Office of Identity, Credential, and Access Management

- Office of Identity, Credential, and Access Management
  - Access and Identity Management
  - Personnel Security and Credential Management
  - Security and Investigations Center

Figure 37 - Office of Operations, Security, and Preparedness – Office of Resource Management

- Office of Resource Management
  - Human Resources Management
  - Financial and Fiscal Management
  - Administrative and Logistics Management
  - Support Services
Figure 38 - Office of Operations, Security, and Preparedness – Office of Security and Law Enforcement

- Office of Security and Law Enforcement
  - Police Services
  - Law Enforcement Training Center

Figure 39 - Office of Public and Intergovernmental Affairs Organizational Chart

- Office of the Assistant Secretary for Public and Intergovernmental Affairs (002)
  - Office of Public Affairs (80)
    - Public Affairs Senior Advisor
    - Office of Field Operations (80E)
    - Office of Digital Media Engagement (80D)
    - Office of the Press Secretary (80)
      - Office of Media Relations (80F)
  - Executive Director for Strategic Planning and Veteran Outreach (002)
    - Office of Internal Communications
    - National Veterans Outreach Office (002D)
    - Homeless Veterans Outreach and Strategic Communications Office (075D)
    - Office of the Executive Speechwriters
  - Office of Intergovernmental Affairs
    - Office of State and Local Government Affairs (SLGA)
    - Office of Tribal Government Relations
    - Center for Faith and Opportunity Initiative

Figure 40 - Office of Congressional and Legislative Affairs Organization Chart

- Office of the Assistant Secretary for Congressional and Legislative Affairs

Appendix B: Alternate representation of Figures
- Office of Operations and Administration
- Office of the Deputy Assistant Secretary
- Office of the Principal Deputy Assistant Secretary
  - Veterans Benefits Legislative Affairs Service
  - Veterans Health Legislative Affairs Service
  - Corporate Enterprise Legislative Affairs Service
  - Legislative Affairs Service
    ✓ Congressional Outreach and Congressional Liaison Service
Appendix C: Points of Contact
## Office of the Secretary of Veterans Affairs

<table>
<thead>
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<th>Position Title</th>
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</table>
# Veterans Benefits Administration (VBA)

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# Veterans Health Administration (VHA)

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<tr>
<td>VHA Office of the Deputy Under Secretary for Health for Operations and Management</td>
<td>Executive Assistant to the PDUSH</td>
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# National Cemetery Administration (NCA)

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Office of the General Counsel (OGC)

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<th>Name</th>
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<tr>
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<td>Executive Assistant</td>
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<tr>
<td>Office of Logistics and Supply Chain Management</td>
<td>Associate Executive Director</td>
<td>Burgess, Thomas A.</td>
<td>202-461-6872</td>
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<tr>
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<tr>
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<td>Wood, James</td>
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<tr>
<td>VA Acquisition Academy</td>
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<tr>
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<td>Director, OPAL Front Office Operations</td>
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<td>202.461.6906</td>
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<td>Costa, Anthony</td>
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<td>425 I Street NW Room 6W104, Washington, DC 20001</td>
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<td>Madden, Robert W.</td>
<td>202-461-6470</td>
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<tr>
<td>Office of Facilities Acquisition Support</td>
<td>Associate Executive Director</td>
<td>Morris, Andrea.</td>
<td>202-610-7335</td>
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<tr>
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<td>Bulick, John</td>
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<td>Office of Facilities Programs and Plans</td>
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<td>Carrico, Kenneth</td>
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<td>Office of Operations</td>
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<td>MacRae, Scott</td>
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Veterans Experience Office

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<td>Wilson, Thomas</td>
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Office of the Inspector General

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<td>Special Assistant to the Inspector General</td>
<td>Prabhakar, Peter</td>
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<td>Office of Inspector General</td>
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Office of Accountability and Whistleblower Protection

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## Board of Veterans' Appeals

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<td>Office of the Chairman/</td>
<td>Special Assistant Office of The Chairman</td>
<td>Ware, Dustin</td>
<td>202.632.6525</td>
<td><a href="mailto:dustin.ware@va.gov">dustin.ware@va.gov</a></td>
<td>425 1st St., NW Washington, DC 20001</td>
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<tr>
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## Office of Management (OM)

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<tr>
<td>Assistant Secretary for Management and Chief Financial Officer</td>
<td>Executive Assistant and Chief of Staff</td>
<td>Page, Nealie</td>
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## Office of Information Technology (OIT&T)

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<td>Front Office</td>
<td>Executive in Charge</td>
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<td><a href="mailto:james.gfrerer@va.gov">james.gfrerer@va.gov</a></td>
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<td>810 Vermont Ave. NW Washington, DC 20420</td>
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Appendix C: Points of Contact
**Department of Veterans Affairs**

**Functional Organization Manual Version 5.0**

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<tr>
<th>Sub-Office</th>
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<tr>
<td>IT Operations and Services (ITOPS)</td>
<td>Associate Deputy Assistant Secretary, IT Operations and Services</td>
<td>Galvin, Jack</td>
<td>518-626-6244</td>
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**Office of Enterprise Integration (OEI)**

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**Appendix C: Points of Contact**

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<td>Office of Modernization</td>
<td>Deputy Executive Director</td>
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### Office of Human Resource Administration (OHRA)

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<tr>
<td>Office of the Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness</td>
<td>Assistant Secretary for Human Resources and Administration</td>
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<tr>
<td>Office of Human Resources Management (OHRM)</td>
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<td>Office of Labor-Management Relations (LMR)</td>
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Appendix C: Points of Contact 472
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<td>202. 632.4881</td>
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<td>Management Planning and</td>
<td>Executive Director</td>
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<td>Analysis (MP&amp;A)</td>
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<td>Office of Resource Management</td>
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### Office of Public and Intergovernmental Affairs (OPIA)

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<tr>
<td>Office of the Assistant Secretary for Public and Intergovernmental Affairs (OPIA)</td>
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<td>202-461-7500</td>
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<tr>
<td>Office of Public and Intergovernmental Affairs (OPIA)</td>
<td>Principal Deputy Assistant Secretary</td>
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<tr>
<td>Office of Tribal Governmental Relations (OTGR)</td>
<td>Director</td>
<td>Birdwell, Stephanie</td>
<td>202.461.4851</td>
<td><a href="mailto:stephanie.birdwell@va.gov">stephanie.birdwell@va.gov</a></td>
<td>810 Vermont Ave. NW Room 915A</td>
</tr>
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<td>Washington, D.C. 20420</td>
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</table>
### Office of Congressional and Legislative Affairs

<table>
<thead>
<tr>
<th>Sub-Office</th>
<th>Position Title</th>
<th>Name</th>
<th>Phone</th>
<th>E-mail</th>
<th>Office Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Deputy Assistant Secretary</td>
<td>Senior Advisor</td>
<td>Sixeas, Joseph</td>
<td>202-461-6449</td>
<td><a href="mailto:joseph.sixeas@va.gov">joseph.sixeas@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 506 (009)</td>
</tr>
<tr>
<td>Corporate</td>
<td>Director</td>
<td>Mandyza, Lesia</td>
<td>202-461-6177</td>
<td><a href="mailto:lesa.mandyza@va.gov">lesa.mandyza@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 516 (009)</td>
</tr>
<tr>
<td>Health</td>
<td>Director</td>
<td>Johnson, Glenn</td>
<td>202-461-5707</td>
<td><a href="mailto:glenn.johnson3@va.gov">glenn.johnson3@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 515C (009)</td>
</tr>
<tr>
<td>Benefits</td>
<td>Acting Director</td>
<td>Johnson, Glenn</td>
<td>202-461-5707</td>
<td><a href="mailto:glenn.johnson3@va.gov">glenn.johnson3@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 515C (009)</td>
</tr>
<tr>
<td>Policy Legislative Affairs</td>
<td>Director</td>
<td>Ballenger, David</td>
<td>202-461-6464</td>
<td><a href="mailto:david.ballenger@va.gov">david.ballenger@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 515C (009)</td>
</tr>
<tr>
<td>Office of Congressional Outreach</td>
<td>Director</td>
<td>Amaral, Annmarie</td>
<td>202-461-0398</td>
<td><a href="mailto:annmarie.amaral@va.gov">annmarie.amaral@va.gov</a></td>
<td>810 Vermont Avenue, NW Suite 515D (009)</td>
</tr>
</tbody>
</table>
Bandwidth Prioritization Tiger Team
March 18, 2020
Agenda

- Charter Status of Organizational Functions Validation/Update OIT Bandwidth Capabilities
- Daily Timeline to meet March 25 Deliverables
Daily Timeline to Meet March 25 Deliverable

- **Wednesday, March 18:** Charter, Validate/Update Organizational Functions, Bandwidth Capabilities
- **Thursday, March 19:** Continue to update organizational functions, bandwidth analyses (Employee and Contractor), and COVID-19 impacted scenarios
- **Friday, March 20:** Refine organizational functions and bandwidth analysis
- **Monday, March 23:** Review briefing content
- **Tuesday, March 24:** Review and finalize briefing content
- **Wednesday, March 25:** Brief plan/recommendations to COVID-19 Action Team
- **Friday, March 27:** Provide final plan/recommendations to COVID-19 Action Team for decision
• ChargeObjectives/OutcomesExpectationTactical ApproachHigh-Level Timelines
Given the Federal Emergency, develop a policy to support prioritization of bandwidth to support prioritized mission essential functions
1. Identify/validate VA mission essential functions. Provide draft policy guidance and rules of engagement on remote access and utilization of the network in support of prioritized mission essential functions.
Expectation

- Collaborative, cross departmental effort Tiger Team members have decision-making authority on behalf of their organization. Follow 80/20 rule - look for high-feasibility/high impact solutions that can be implemented immediately. Use validated/verifiable prior work to build assessment and recommendations base (e.g., master COOP plans, OIT data calls, etc.) Draw on best practices from other Federal, state and local government and private sector experiences.
Tactical Approach

- Validate and update content of Functional Matrix (validate against Functional Organizational Manual)
- Review bandwidth limitations
- 2 PM daily meetings
1. Wednesday, March 25, 2020, brief plan/recommendations to COVID-19 Action Team

Friday, March 27, 2020, provide final plan/recommendations to COVID-19 Action Team for decision
<table>
<thead>
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<td>OIT</td>
<td>Eddie Pool</td>
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</table>
Current State

• 20GB per Gateway
  80GB total for all 4RESCUE - 120,000-14000 user connections
  CAG – 22K users
  Bandwidth for a typical telehealth session
  High Def – 1.5MB
  Standard Def - 786KB
Current State – Facility Bandwidth

Bands for Bandwidth Modernization:

Tier 1: 10/100Mb (cemeteries, veterans centers, small program offices, small CBOCs)

Tier 2: 30/100Mb (large program offices, large CBOCs)

Tier 3: Dual 50/100Mb (small OPCs/Super CBOC/Health Care Centers [HCC], some ROs)

Tier 4: Dual 100/1000Mb (large OPCs/Super CBOC/HCC, most ROs)

Tier 5: Dual 100-500/1000Mb (VAMCs, large ROs)

Tier 6: Dual 2+/10Gb (VA Data Centers & TIC Gateways)
Future State

- 40GB per Gateway
- 160GB total for all 4RESCUE
- Increasing capacity to accommodate 500k users
- CAG – Increasing capacity to accommodate 250K users
Bandwidth Preservation – COVID-19

VA Network Engineering has two primary methods to support preserving VA Network Bandwidth for the use of the mission.

Enterprise QoS Implementation
All Internet Bound traffic is Classified in the Scavenger Queue and is allotted no more than 5% of the available BW in times of contention. All Business traffic is given higher precedence on the VA Enterprise WAN.

Social Media BW Usage
Throttling Using the Palo Alto Next Generation FW at the Internet GWs, VA Can throttle High BW Social Media applications to ensure resources for critical business applications. Summary social media to total bandwidth usage from 2/12 – 3/12/2020: Youtube streaming – 32.94% of total traffic HTTP video – 9.71% of total traffic Facebook video – 6.23% of total traffic Facebook base – 1.95% of total traffic Youtube-base – 1.26% of total traffic CNN-video - .53% All other social media – 1% of total traffic Total social media traffic is
Veterans Administration Bandwidth Tiger Team

Integrated Product Team (IPT) Charter

March 18, 2020
# IPT Charter

## Implementation IPT Charter Revision History

<table>
<thead>
<tr>
<th>Date</th>
<th>Version</th>
<th>Description</th>
<th>Author</th>
</tr>
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<tbody>
<tr>
<td>3/18/2020</td>
<td>1.0</td>
<td>Initial version</td>
<td>Beckman, Fink, McLain</td>
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IPT Charter

Project Introduction and Purpose

The United States Department of Veterans Affairs (VA) endeavors to guarantee continuation of its Mission Essential Functions (MEFs) and Essential Support Activities (ESAs) (herein forth referred to as “the VA MEFs”). Establishing resource requirements, specific to Bandwidth, for the Administration and Staff Office’s (A/SO’s) are critical to principal mission success. The purpose of this charter is to formalize a focused IPT to participate in the validation and updating of the VA MEFs and address all bandwidth requirements and their associated Recover Time Objectives (RTOs) to sustain performance of the VA MEFs during any event.

Authority

The IPT shall provide analysis of all associated A/SO’s represented in table 1 and operate under the oversight and direction of the A/S for OEI undersigned below.

Membership

Table 1: Membership of Implementation IPT

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IPT Functions

The IPT representative are responsible for decisions which incorporate A/SO specific input and contributions and ensure integration of all activities between the A/SO sub-offices who require actions or status. The IPT provides a centralized forum for VA staff to channel and address concerns as well as to disseminate updates.

Decision Process

The IPT decision process will be based on a majority rule for any decision which requires a vote by the members. The IPT voting membership is represented by each A/SO and it is expected that the representative or designated alternate will be authorized to speak on behalf of their respective organization and be empowered to commit their organizations to a course of action or other obligations resulting from the IPT’s decisions.

Meeting Management

The IPT will meet every day at 2:00 p.m. Eastern time. The meeting may be convened by the IPT Chairs or alternate as identified by the IPT in advance.

Outcomes and Deliverables

The IPT shall successfully engage with A/SO’s through its IPT representatives to clearly identify:

- Update and review the existing VA MEFs specific to their assisgned A/SO
- Identify the VA MEF resource requirements (Hardware and Software) specific to Bandwith
IPT Charter

- Establish the VA MEF RTOs
- Ranking of priority for Bandwidth utilization
- Lessons Learned

The IPT representatives shall ensure that assigned A/SO heads are aware and approve of identified MEFs and requirements prior to distribution of data to the Co-Chairs.

Charter Expiration

The IPT Charter shall be revised as changes occur. However, it must be revisited at least once a year to ensure it remains current. The IPT charter will expire when requirements for deliverables have been satisfied or upon successful disbanding of the IPT.

Approval/Signatures

Signed: ___________________________ Date: ___________________________
Melissa S. Glynn, A/S, Office Enterprise Integration
Hi Everyone,

Sharing most recent information / guidance.

1. OMB Guidance as of 3.17.20.
2. ASHRA delegation for weather and safety leave [still needs to approved by Deputy Assistant Secretary Ratchford].

Neither of these documents change the guidance the Acting Chief Security Officer put out on 3.16.20.

Thank you.

Sincerely,

Emergency Management and Resilience
Office of Operations, Security, and Preparedness
Department of Veterans Affairs
March 17, 2020

M-20-16

MEMORANDUM FOR THE HEADS OF DEPARTMENTS AND AGENCIES

FROM: Russell T. Vought
Acting Director

SUBJECT: Federal Agency Operational Alignment to Slow the Spread of Coronavirus COVID-19

The Federal Government is aggressively responding to the coronavirus disease 2019 (COVID-19). The Federal Government, in partnership with state and local governments and the private sector, is adopting a concerted near-term operations posture that will appropriately align critical resources to slow down the transmission of COVID-19, while also ensuring that Government operations continue.

The Government must thoughtfully manage all our resources in a way that aligns with our desired outcome of slowing the transmission of COVID-19. This aggressive posture may affect Government operations as agencies work to balance the needs of mission-critical work and greater social distancing. Consequently, while the Federal Government remains operational, agencies must take appropriate steps to prioritize all resources to slow the transmission of COVID-19, while ensuring our mission-critical activities continue.

In order to achieve this posture, consistent with The President’s Coronavirus Guidelines for America, the Government must immediately adjust operations and services to minimize face-to-face interactions, especially at those offices or sites where people may be gathering in close proximity or where highly vulnerable populations obtain services. Exceptions may be needed when continued operations and services are necessary to protect public health and safety, including law enforcement and criminal-justice functions. Non-mission-critical functions that cannot be performed remotely or that require in-person interactions may be postponed or significantly curtailed. Agency heads have flexibility to realign individuals or work units to higher priority activities.

Agency heads shall utilize the full extent of their legal authority and discretion to execute this realignment of non-mission-critical activities, while also ensuring that their agencies continue to serve the American people and operate in the most efficient manner possible to deal aggressively and promptly with the current situation. Agencies shall communicate with their customers to encourage them to delay transactions which are not time-critical and to ensure that available resources can be re-prioritized to mission-critical activities. Agencies shall communicate to the public how service levels may be impacted, and should leverage mechanisms for receiving and acting on feedback.
This Memorandum is consistent with the President’s declaration of a national emergency pursuant to section 501(b) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5191(b), concerning the COVID-19 outbreak.

Specifically, agency plans and operations shall accomplish the following:

- Reduce and re-prioritize non-mission-critical services to free up capacity for critical services;
- Identify and resolve supply challenges that may be limiting factors or bottlenecks;
- Identify a variety of transportation limitations that could impact service delivery;
- Whenever possible and appropriate, leverage existing materials and content relating to authoritative information on COVID-19, share status of Federal actions on https://www.usa.gov/coronavirus, and provide communications in line with the National Response Framework;
- Maximize telework across the nation for the Federal workforce (including mandatory telework, if necessary), while maintaining mission-critical workforce needs;
- Assess professional services and labor contracts to extend telework flexibilities to contract workers wherever feasible;
- Consider streamlining regulations and approval processes for critical services, including issuing general waivers policies and delegating decision-making where appropriate; and
- Ensure agency policies and procedures restrict individuals infected with, or at higher risk for serious illness from, COVID-19 from accessing Federal facilities, in accordance with Centers for Disease Control and Prevention (CDC) guidelines, as well as the Privacy Act of 1974, and other legal requirements. These agency policies must specifically include considerations not only for Federal employees, but also for contractors and visitors while balancing the needs to perform mission critical functions. Agencies shall review CDC, as well as U.S. Department of Labor (DOL) guidance below, as well as other appropriate resources, when developing and implementing new or modified policies and processes.
  - CDC Risk Assessment and Public Health Management Decision Making
  - CDC Interim Guidance for Businesses and Employers
  - DOL Guidance on Preparing Workplaces for COVID-19

Next Steps

- Within 48 hours of the issuance of this Memorandum, all agencies must review, modify, and begin implementing risk-based policies and procedures based on CDC guidance and legal advice, as necessary to safeguard the health and safety of Federal workplaces to restrict the transmission of COVID-19.

- As previously directed by the Office of Management and Budget (OMB), agency heads shall review and modify operations that maximize resources and functional areas to deliver mission-critical functions and other Government services safely and efficiently, incorporating the above factors. Agencies shall work closely with their leads for COOP to fully leverage agencies’ authorities to execute their missions during the pandemic.
Memorandum

Date: March 17, 2020

From: Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness

Subj: Delegation of Authority to Approve Weather and Safety Leave (WSL)

To: Chief Human Capital Officer, Deputy Assistant Secretaries, Executive Directors

In light of the rapidly evolving situation concerning the Coronavirus (COVID-19) and the guidance by the Office of Management and Budget (OMB) on maximizing telework flexibilities for Federal employees in the National Capital Region due to COVID-19, I am re-delegating the authority to approve weather and safety leave for employees who are subject to quarantine and/or isolation, who are considered at high risk as identified by the Centers for Disease Control and Prevention (CDC) and employees not eligible for telework (e.g., have a condition that prevents employees from safely traveling to or performing work at an approved location) due to COVID-19. Telework-ready and eligible employees can safely perform work from home and may not be granted weather and safety leave except in rare circumstance as provided under VA Handbook 5011, Part III, Chapter 2, paragraph 12u.

1. DELEGATION: This memorandum delegates authority to the Chief Human Capital Officer or the Deputy Assistant Secretary, Executive Director, (or equivalent), and their designee to approve weather and safety leave for employees, on a case-by-case basis, up to the 29-day limit.

2. AUTHORITY: 5 U.S.C. § 6329(c); 5 C.F.R. § 630.1603; VA Handbook 5011, Part III, Chapter 2, paragraph 12(u)(9); and VA Directive 0000.

3. RESTRICTIONS: None.

4. REDELEGATION: This authority may be re-delegated to the leave approving official, not to exceed 14 consecutive days of weather and safety leave.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Approval Authority</th>
</tr>
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<tbody>
<tr>
<td>Excuse employees from duty when absence exceeds 1 workday, not to exceed 14 consecutive workdays</td>
<td>Leave approving official</td>
</tr>
<tr>
<td>Excuse employees from duty when absence exceeds 14 workdays, not to exceed 29 consecutive workdays</td>
<td>Chief Human Capital Officer or the Deputy Assistant Secretary (or equivalent), and their designee</td>
</tr>
<tr>
<td>Excuse employees in excess of 29 consecutive workdays</td>
<td>Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness</td>
</tr>
</tbody>
</table>
5. **EFFECTIVE DATE:** This delegation of authority is effective upon signature and will remain in effect until rescinded.

17 Mar 2020

Daniel R. Sitterly
Assistant Secretary for Human Resources and Administration/Operations, Security, and Preparedness

Date
HHS International SPOTREP: COVID-19 (Update #172)

Source: Interagency

What: Please see the attached COVID-19 Senior Leader Brief for 18Mar20 for more information.

When: 18Mar20 1925ET

Where: International

Why: CIR: Disease – International

Actions/Follow-Up: The SOC will continue to monitor this incident and report as needed. This message was distributed to the 2019 nCoV IMT, 2019 nCoV Interagency, 2019 nCoV IST, 2019 nCoV Senior Leadership Distribution Lists.

Prepared by: Paul Netzel, Watch Officer
Approved by: Henry E. Coleman Jr., Senior Watch Officer

Secretary’s Operations Center
U.S. Department of Health and Human Services (HHS)
Assistant Secretary for Preparedness and Response (ASPR)
200 Independence Ave S.W.
Washington D.C. 20201
Office: (202) 619 – 7800
Fax: 800-514-4256
Email: hhs.soc@hhs.gov

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UNCLASSIFIED // FOR OFFICIAL USE ONLY
Senior Leadership Brief
COVID-19
March 18, 2020 5:00 p.m. EDT

Current Situation: CDC confirmed and presumptive U.S. cases of COVID-19: 6,103 (+1,574) across 50 (+1) states and D.C. Guam, PR and USVI; Deaths: 105 (+21); Case and death counts sourced from the CDC COVID-19 Situation Report | Combined CDC and WHO reported global cases: 181,712 (+11,350); global deaths: 7,473 (+719); Countries with cases: 161 (+10).

Lines of Effort: Community-based testing sites are being established in several cities, screening and quarantine, vaccine and treatment development, providing updated guidance, operationalizing pandemic preparedness plans, and interagency situational awareness.


Healthcare Impacts
- 120 (+15) U.S. healthcare workers COVID-19 positive (17 +1) travel-related, 27 (+2) contact with known case, 76 (+12) unknown (CDC Spotlight, March 18, 2020, 8:27 a.m. EDT)
- In order to facilitate rapid deployment of telehealth and data sharing amongst healthcare professionals the Office for Civil Rights announced enforcement discretion and will waive potential penalties for HIPAA violations against health care providers that serve patients through everyday communications technologies during the COVID-19 outbreak (HHS, March 18, 2020, 9:28 a.m. EDT)

Blood Supply
- New Mexico reports blood shortages (DHSSR, March 18, 2020, 4:28 a.m. EDT)

Domestic Quarantine and Isolation
- Current population: 921 (+8) at Travis AOR, 131 (+11) at Lackland AOR, 244 (-52) at Dobbins AOR, 249 (-108) at Miramar AOR, 2 (+0) at UNMC, latest quarantine end dates per site: Miramar: March 26; Lackland: March 25; Dobbins: March 26 (ASPR Update, March 18, 2020, 8:15 a.m. EDT)
- Individuals returned home to AL: 7, AR: 14, DE: 2, ID: 22, KS: 10, MD: 9, MN: 32, MT: 8, PA: 26, NH: 4, NE: 8, SC: 10, VA: 17, WA: 73, OR: 43 (+6), NV: 49 (+1), UT: 27 (+0), NM: 18 (+0), OK: 26 (+0), LA: 2 (+0), IA: 17 (+11), WI: 29, IN: 12 (+9), KY: 16 (+0), GA: 28 (+0), FL: 41 (+38) (ASPR Update, March 18, 2020, 7:50 a.m. EDT)
- USNS Comfort (1,000 beds) will be deployed to NY Harbor (NY Governor, March 18, 2020, 3:08 p.m. EDT)

International Monitoring
- 23 cruise ships in port; 39 due to arrive in US by March 26; 16 disembarked in past 24 hours (DHSS Update, March 18, 2020, 6:30 a.m. EDT)
- Celebrity Summit cruise (1,834 passengers, 978 crew) refused entry in San Juan, PR and will arrive Tampa, FL March 18 with ill on board; COVID-19 positives from previous sail (DHSS Update, March 18, 2020, 6:30 a.m. EDT)
- Cruise ship monitoring with known COVID-19 cases: Silver Shadow 103 AMCITS, 2 cases; Silver Explorer 45 AMCITS, 1 case; Celebrity Eclipse 1165 AMCITS arriving March 28; Azamara Pursuit 265 AMCITS arriving March 28 (CDC, March 18, 2020, 8:30 a.m. EDT)
- CDC Level 3 Travel Health Notice recommends travelers defer cruise ship travel worldwide; recent cruise travelers should self-quarantine for 14 days (CDC Update, March 18, 2020, 8:30 EDT)

Email soc.im@hhs.gov for input
Everyone has a role to play to reduce and slow transmission of COVID-19. Social distancing is one way to prevent the spread of COVID-19. This means avoiding crowded places and maintaining distance from others when possible. More prevention tips: https://bit.ly/2QbLFkW
### COVID-19 HHS Response

**CDC Confirmed and Presumptive Cases, Screening Airports**

Total US Cases / Deaths: (6,103 / 105)*

<table>
<thead>
<tr>
<th>Location</th>
<th>Cases</th>
<th>Deaths</th>
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<tbody>
<tr>
<td>Palau</td>
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<td>Sensitive but Unclassified (SBU) // For Official Use Only (FOUO)</td>
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*Total does not include Evacuees from Grand Princess, Diamond Princess, and Hubei Province.

Map produced by ASPR GIS

Data sources: HHS

Map as of: 18March2020T1016

Data as of: 18Mar2020T0300

[Map Image]
### Site Summary by Area of Responsibility

<table>
<thead>
<tr>
<th>Lackland AOR</th>
<th>Miramar AOR</th>
<th>Travis AOR</th>
<th>Dobbins AOR</th>
<th>UNMC</th>
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<tbody>
<tr>
<td><strong>131 Total</strong></td>
<td><strong>249 Total</strong></td>
<td><strong>921 Total</strong></td>
<td><strong>244 Total</strong></td>
<td><strong>1 Total</strong></td>
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<tr>
<td>Lackland AFB: 124 GP</td>
<td>Miramar MCAS: 240 GP</td>
<td>Travis AFB: 846 GP</td>
<td>Dobbins AFB: 236 GP</td>
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<td>TCID:</td>
<td>Kearny Mesa: 1 COVID+, 1 PUI</td>
<td>San Carlos: 19 COVID-, 10 PUIs, 21 COVID+</td>
<td>Marietta:</td>
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<tr>
<td>• 3 COVID + DP, 1 COVID+ GP, 1 PUI GP</td>
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<td>Pacific Grove: 14 PUI, 3 COVID+</td>
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<td>Hospital:</td>
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<tr>
<td>• 2 PUI</td>
<td>• 5 COVID+, 2 Other Conditions</td>
<td>• 1 Other + 1 Spouse</td>
<td>• 8 PUI</td>
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<tr>
<td></td>
<td></td>
<td>• 2 COVID+ GP</td>
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<tr>
<td></td>
<td></td>
<td>• 3 PUI</td>
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<tr>
<td></td>
<td></td>
<td>• 1 COVID+ DP</td>
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</table>

These sites currently manage passengers from the Diamond Princess (DP) and Grand Princess (GP) cohorts.
Senior Leadership Brief
COVID-19
March 18, 2020 5:00 p.m. EDT

COVID-19 HHS Response
CDC’s Risk Assessment Levels & Travel Health Notices

Warning Level 3: CDC recommends that travelers avoid all nonessential travel to Level 3 designated destinations.

Alert Level 2: Level 2 destinations are experiencing sustained community transmission of respiratory illness caused by the novel coronavirus (COVID-19). The virus can spread from person to person. Older adults and those with chronic medical conditions should consider postponing nonessential travel.

Watch Level 1: CDC does not recommend canceling or postponing travel to Level 1 designated destinations. Travelers should practice usual precautions.

Risk Assessment Levels for COVID-19:
- Widespread sustained (ongoing) transmission and restrictions to entry
- Widespread sustained (ongoing) transmission
- Sustained (ongoing) community transmission
- Limited community transmission

Map produced by ASPR GIS
Data sources: HHS
Map as of: 18Mar2020T1648
Data as of: 18Mar2020T1648
(©2020123111MG)
**COVID-19 HHS Response Cases by Country of Detection**

**Total Cases:** 181,704  
**Total Deaths:** 3,072

<table>
<thead>
<tr>
<th>Country</th>
<th>Cases Count</th>
<th>Country</th>
<th>Cases Count</th>
<th>Country</th>
<th>Cases Count</th>
<th>Country</th>
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<td>Guinea</td>
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</tr>
</tbody>
</table>

**Case Count**  
1-10 (58)  
11-100 (51)  
101-1000 (33)  
>1000 (15)

**Total Cases:** 181,704  
**Total Deaths:** 3,072

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**Sensitive But Unclassified (SBU) // For Official Use Only (FOUO)**
Senior Leadership Brief
COVID-19
March 18, 2020 5:00 p.m. EDT

COVID-19 Cases

Cumulative COVID-19 cases excluding China
(n = 100,599)

Incident Case Trends: China, Italy, South Korea, and United States

Incident COVID-19 cases (n = 181,715)

Incident COVID-19 cases by FEMA region (n = 6,103)

Analyst notes: (1) International Conveyance captures the cruise ship "Diamond Princess," which arrived at Yokohama Port in Japan on 03FEB2020. (2) U.S. cases from "Diamond Princess" are being counted both in international conveyance and U.S. cases. (3) The sharp increase in cases reported for China on 17Feb2020 reflects a change in Hubei Province’s reporting of cases. For 17Feb2020, China reported 15,457 cases. These cases were removed from the country comparison graph. Before this date, only laboratory confirmed cases were reported. Chinese case counts currently combine lab-confirmed and clinically diagnosed. (4) As of 01MAR2020, the case data were reported from the World Health Organization (WHO) SitREPS. Previously this data were obtained from the CDC updates and SitREPS. (5) Cumulative chart displays data since 17FEB2020. China’s first case was reported on 01Jan2020 and the first case outside China on 20Jan2020. (6) Region I: CT, ME, MA, NH, RI, VT; Region II: NJ, NY, PA, VI; Region III; DE, DC, MD, PA, VA, WV; Region IV: AL, FL, GA, KY, MS, NC, SC, TN; Region V: IL, IN, IA, MN, OH, WI; Region VI: AK, LA, NM, OK, TX; Region VII: AZ, KS, MO, NE; Region VIII: CO, MT, ND, SD, UT, WY; Region IX: AZ, CA, GU, HI, MH, FM, NV, MP, PW; Region X: AK, ID, OR, WA. (7) Titles show cumulative cases through most recent date. (8) FEMA region chart displays data since 01MAR2020. Total cases before 01MAR2020 was 66.

Created by ODA
COVID-19 Deaths

Cumulative COVID-19 deaths excluding China
(n = 4,242)

Incident Death Trends: China, Italy, South Korea, and United States

Incident COVID-19 deaths (n = 7,473)

Incident COVID-19 deaths by FEMA region (n = 105)

Analyst notes: (1) International Conveyance captures the cruise ship “Diamond Princess,” which arrived at Yokohama Port in Japan on February 3rd. (2) Cumulative chart displays data since 17FEB2020. China’s first death was reported on 18MAR2020 and the first death outside China on 27FEB2020. (3) Region I: CT, ME, MA, NY, NH, RI, VT; Region II: NJ, NY, PA, VI; Region III: DE, DC, MD, WV, VA, WV, Region IV: AL, FL, GA, KY, MS, NC, SC, TN, Region V: IL, IN, MI, MN, OH, WI; Region VI: AK, LA, NM, OK, TX; Region VII: IA, KS, MO, NE; Region VIII: CO, MT, ND, SD, UT, WY; Region IX: AK, AZ, CA, GLU, HI, MH, FM, NV, MP, PW; Region X: AK, ID, OR, WA. (4) Titles show cumulative deaths through most recent date. (5) As of 03MAR2020, the deaths were reported from the World Health Organization (WHO) SITREPS. Previously the data were obtained from the CDC updates and SITREPS.

Created by ODA

SENSITIVE BUT UNCLASSIFIED (SBU) // FOR OFFICIAL USE ONLY (FOUO)
Epi Task Force/Patients tested for SARS CoV-2 & percent positive, by date and age group: PH labs
Monitoring School Closures

Statewide closure mandates:
- 37 states and DC
- > 75,000 schools
- > 36 million students

States recommending closure without mandate:
- IA, KY, WY

Closures also occurring in all other states without state-level mandates or recommendations, including:
- California
  - > 5 million students affected
- Texas
  - > 2 million students affected
Global Supply Chain Impacts on Exports from China to U.S.

Summary: Stock-outs in stores and online continue across the country. Supply is available but supply chain backlogs are impacting downstream retail operations. Workforce availability and community restrictions will further constrain capabilities.

Assessment:
- **Food/Water:** heightened demand has overwhelmed ability of supply chains to keep pace for restocking but grocers are working with manufacturers and distributors to ensure availability of essential products. No systemic shortages on the production side have been reported, but distributors are currently working through allocations, limiting delivery numbers to a given store, until supply chains are re-stabilized.
- **Trucking:** grocery distributors are hampered by community intervention measures while already operating over capacity to keep up with demand. This pace has left little room for worker downtime or equipment maintenance, while other restrictions have limited the ability of drivers to fulfill deliveries.
- **Rail:** freight rail operators have requested their customers reach out to them if they anticipate increases in product imports or shipments to ensure available capacity.

(ENP PULSE and NBERC LifeLine Snapshot, March 38, 2020, 3:00 p.m. EDT)

Estimated Timeline for Stabilization of US Supply Chains

**MARCH-APRIL:** global supply chain elasticity remains tight with added pressure from domestic demand

- **Supply:** shortages of US supply chains are affecting domestic consumers.
- **Trucking:** pressure on US supply chains is increasing.
- **Imports:** foreign supply chains are facing difficulties.
- **Exports:** domestic supply chains are facing challenges.

Trucking in China

**Passenger traffic (% of 2019 level, 7d ave.):**
- **Road congestion across 100 cities:**
- **Subway passengers in nine major cities**

**Road Congestion:**
- Continues to trend upward as commuting and trucking activity gradually increases, but remains at only 60% of normal (2019) levels.

Port Activity in China

- **Containers waiting to be offloaded at Chinese ports (TEU):**
  - Fog & typhoons force port shutdowns
  - Measures indicate that the number of ships awaiting port continues to decrease, but fluctuations in containers awaiting offload indicate that port capacity is struggling to maintain steady movement of export shipping flows.

Global Shipping Activity

- **Large Container Ship Average Speed (knots):**
  - Measures the average speed in which large container ships are moving across the globe, including ships in port and at anchor. This indicates that shipments are moving at a higher rate than the previous low but remains below typical rates from 2019.

**Ship Speed:**

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COVID-19 Response Guidance

• **CDC**
  - Updated guidance on Discontinuation of Home Isolation for Persons with COVID-19
  - Updated FAQ for healthcare professionals

• **FDA**
  - Issued EUA for Hologic’s and LabCorp’s diagnostic methods
  - Updated Policy for Diagnostic Tests for COVID-19 during the Public Health Emergency
  - Guidance for temporary production of alcohol-based hand sanitizer during the Public Health Emergency

• **Whitehouse**
  - Coronavirus Guidelines for America
CDC Coronavirus Disease-2019 (COVID-19) Situation Report #038

Sensitive but Unclassified (SBU). This document may contain sensitive information that may be exempt from public release under the Freedom of Information Act (FOIA) (5 U.S.C. 552). This information is for internal government use only. Further distribution to authorized personnel with a “need to know” and for awareness is authorized by the Centers for Disease Control and Prevention.

CDC Response Status: Agency Level Activation
Date: 03/1/2020
Report Period: 03/17/2020 – 03/18/2020
IMS Activation: 01/21/2020
Location of Event: United States, China, and international community
Lead Agency: Centers for Disease Control and Prevention
Lead CDC CIOs: National Center for Immunization and Respiratory Diseases (NCIRD)
Center for Preparedness and Response (CPR)
Description: CDC Coronavirus Disease-2019 (COVID-19) Response
Response Posture: CDC assesses the U.S. situation at CDC Interval 1C, Recognition; PANCAP Operational Phase, Near Certainty or Credible Threat

COVID-19 Response Significant Activities (SIGACTs)
- The official case counts for the response are posted on CDC’s website.
- 6,103 confirmed and presumptive U.S. cases of COVID-19 (as of 3:00am, March 18, 2020).
- 105 U.S. deaths reported to CDC.
- For complete domestic updates, see Appendix 1.
- Per WHO/Global Summary: 179,112 (11,526 new) confirmed cases of COVID-19 in 161 (10 new) countries/territories/areas worldwide (as of March 17). See Appendix 2.
- As of March 16th: 57,642 air travelers screened. Zero (0) F13 site persons are under mandatory 14-day quarantine.

Current Task Force Updates by Objectives:

Objective 1: Prepare for CDC Pandemic Plan Intervals (2A Initiation and 2B Acceleration), and federal coordination activities detailed in USG Pandemic Crisis Action Plan (PanCAP) (Phase 2A, Activation, Situational Assessment, and Movement and 2B, Employment of Resources and Stabilization).

State Coordination TF (SCTF) - Recurring all-state update call conducted on March16 provided state and local partners with the latest information on the novel coronavirus outbreak and U.S. preparedness efforts. 1,237 lines accessed.

SSAM
- Coordination on interagency medical intelligence products related to international COVID-19 spread and implications
- Drafted Concept of Operations for COOP beyond Mission Essential Functions.
- Developed protocol for ensuring continuation of essential OHC functions should an OHC staff member become a presumptive or positive COVID-19 case. Protocol is in clearance.

Objective 2: Establish processes to prevent, delay, and mitigate the introduction of additional cases, transmission, and impacts of COVID-19 within the population of the United States.

International
- IHR (International Health Regulations) team helped facilitate communication between other task forces, state and local health departments, and foreign NFPs (Austria, Belgium, Brazil, Canada, Czech Republic, Denmark, Finland, Albania, Turkey, Germany, Hungary, France, Ireland, Japan) to notify of cases/contacts of COVID19.
- Led a phone meeting with ASPR IHR program and WHO LNO to discuss Article 44 exchanges. IHR team sent line list of US cases to WHO daily in accordance with IHR regulations.
• Proposal to establish virtual communities of practice to support COVID-19 preparedness and response submitted to CDC Foundation (CDCF). CDCF and ITF held an initial call with GE Foundation to discuss next steps.

Epidemiology
• Expanding consultation to clinicians, state health departments, and repatriation teams to evaluate and test PUIs for COVID-19.
• Most states are reporting cases through DCIPHER. Dashboards for access to real-time data are operational, others are under development.
• Continuing support to teams in field working on repatriation of cruise ship passengers and assisting with new domestic and international cruise ship activities.
• Modifying collection and workflow of surveillance data and revising definitions to accommodate shift in SARS-CoV-2 testing from CDC to state public health laboratories.
• Coordinating with partners on modeling of COVID-19 to help inform risk and strategies for containment and mitigation.
• Coordinating with USDA and National Veterinary Services Laboratories to build capacity for COVID-19 testing in domestic and companion animals.

Safety, Security, and Asset Management Collaborated with Lab TF and Emory TravelWell to finalize the COVID-19 testing criteria. Moved to TF for clearance.

Cruise Ship Team
• Tracking cruise ships domestically (n=42), and internationally (n=38) to provide guidance to persons planning on entering the U.S. after cruise ship travel.
• Collecting information on PUIs and confirmed cases from persons returned from cruise ships to the U.S.
• Supporting the data reporting processes for the persons who came from the Grand Princess cruise ship.

Global Migration
• As of March 16th, 57,642 air travelers screened. Zero (0) F13 site persons currently under mandatory 14-day quarantine.
• Continuing to operationalize new 212F proclamations for European countries, including Schengen Countries, United Kingdom, and Ireland, and update protocols and data collection tools.
• Continuing issuance of legal orders for Grand Princess passengers.

Health Systems and Worker Safety
• Providing field support for healthcare worker investigations and IPC expertise.
• Monitoring deployers and travelers via Text-based Illness Monitoring (TIM) — CDC/HHS: 2018 users, State/Local: 1279 users.
• Self-assessment/Phone Triage: in production with Microsoft.
• Hospital preparedness comprehensive checklist in clearance.
• Ventilator allocation manuscript submitted to journal.

Objective 3: Conduct epidemiologic and surveillance activities to identify cases, define clinical and transmission characteristics, and identify the populations at risk.

Epidemiology - Coordinating activities and public health messaging with federal, state, NGO and international partners on topics related to prevention and testing for domestic animals and wildlife, and One Health aspects of COVID19.

SCTF
• Collaborating with ASTHO and clinical team to develop state resource list of testing sites and call centers for clinicians.
• Adjudicated and processed approximately 392 inquiries from IMS task forces, national public health partners, and state, local, and territorial public health officials.

**Health Systems and Worker Safety**
- Connecting with health system partners to identify opportunities to collaborate, improve situational awareness, and describe clinical characteristics.
- Discussing avenues for electronic medical record (EMR) data feed with response and CSELS.

**Objective 4: Ensure active, timely, effective public health and safety messaging and outreach with key federal, state local partners, media, and the public.**

**Joint Information Center**
- Posted to CDC website:
  - Updated home isolation guidance.
  - Updated information on when to end isolation on What to do if you are sick.
  - New Guidance – Ending home isolation for people who are immunocompromised.
- Posted link to new White House guidance — The President’s Coronavirus Guidelines for America -- 15 Days to Slow the Spread of Coronavirus (COVID-19)—and amplified WH social media messaging about the guidance.
- Redistributed HAN 430 with update about level 3 cruises travel health advisory.

**Policy**
- CDC Senior Official held a briefing with Senate Education and Labor Committee Minority Staff to discuss recently revised CDC Infection Prevention and Control guidance.
- Deputy Director for Infectious Diseases briefing Senator Loeffler (GA), Mayors, and County Commissioners of Georgia.
- To date, 1,200 congressional inquiries have come into CDC/W – 93% of them are closed out between Policy Task Force and CDC/W.

**Healthcare Systems and Worker Safety**
- Conducted a webinar for the National Funeral Directors Association with >8,000 in attendance.
- Conducting outreach to key stakeholder, including AHIP (3/16), United Health (3/16), Faith Based Webinar (3/17), Urgent Care (3/18).
- Adding data from HCA facilities to Health Pulse.
- Developing a visual dashboard to represent admission/discharge/transfer (ADT) data with PatientPing.
- Providing consultation on N95 labelling to assist FDA in investigation reports of N95s being stopped at the border by CBP.
- Responding to occupational health and safety calls and inquiries from the National Response Team and multiple national occupational trade associations and local worksites.

**International** - joined UNICEF in supporting the development of a hand-washing emoji via the Unicode international governing body.

**Global Migration**
- Travel Health Notices
  - Level 3
    - China
    - Iran
    - Schengen Countries (March 11)
    - South Korea
  - Level 2: Global (March 11)

**Objective 5: Provide guidance to clinicians regarding patient treatment and management, provide guidance on community mitigation measures and travel-related policies to assist with the control of the spread of COVID-19.**
• Additional guidance for optimizing PPE supplies in clearance.
• FAQ for ABHR (Alcohol Based Hand Rub) shortages and AIIR (Airborne Infection Isolation Rooms) in clearance.
• Hosting 11th teleconference for U.S. clinicians managing COVID-19 patients (March 18).
• Posted Information for Pediatric Healthcare Providers to inform pediatric healthcare providers of information available on children with COVID-19.
• Developing guidance for non-healthcare general industry sectors on strategies for conserving and extending respirator supplies.

Objective 6: Provide laboratory support to include identification, confirmation, and characterization of the virus along with reagent development and distribution; support commercial development and distribution of laboratory test kits.

Laboratory
• 89 public-health labs are now running the CDC assay (50 states plus Washington DC).
• As of March 16, CDC tested over 4,518 samples that equate to over 1,501 patients.
• International Reagent Resource (IRR) shipped 168 reagents to 28 laboratories on March 16.
• Data reported to CDC from subset of large commercial labs (March 15 15:00). Total: 23,732 tests ordered, 5.3% positive

International
• Discussed PPE alternatives document with WHO colleagues in IPC.

General Staff Activities


Resource Support
• 347 CDC Personnel deployed or pending deployment (269 deployed, 78 pending), including sixteen (16) dispatched this reporting period.
• Twelve (12) Emergency Resource Requests (ERRs) approved this reporting period (Total of 462 ERRs).
• Supported 307 emergency specimen and supply shipments to date, including three (3) shipments this reporting period.

Situational Awareness (SA)
• Developed 6 products supporting the IMS activation for the COVID-19 Response including reporting requirements, cases maps, and location of deployed CDC field staff.
• Provided 24/7 Epi-X support to state clinicians in receiving, accessing, and posting:
  o 962 passenger Entry Screening Reports for post-arrival monitoring for travelers arriving from a country with widespread transmission of COVID-19
  o Eight state notifications and contact lists for persons who may have been exposed to 2019 Novel Coronavirus on a flight
  o 45 interstate movement notifications to states receiving persons traveling to their jurisdiction who are under self-monitoring with public health supervision for COVID-19
• Disseminated the following response-related reports via Epi-X:
• Completed 51 COVID-19 Response CDC Red Sky actions in all four views (Leadership, Epi-X, CDC All, and National).
• Completed seven (7) CDC Red Sky updates to the COVID-19 response alert point that includes 27 supporting reports, maps, link, and resources.

The next CDC SITREP publication will be on March 19, 2020.

The point of contact for this report is the IMS Planning Section Chief (eoplans@cdc.gov).
Appendix 1 – Domestic Updates
The official case counts for the response are posted on CDC’s website. The numbers below are tentative and may change up until the official update.

Counts by Jurisdiction (Includes Presumptive Positives and Confirmed Cases)
(Data as of 03:00 ET 18 Mar) - All the US case counts reported to CDC (below) will be shown in black

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<th>Cases and Deaths Reported to CDC and/or Reported on Jurisdiction Websites*</th>
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<td>50 states + DC, NYC, Guam, PR, and USVI</td>
<td>Total Cases*</td>
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<td>Alabama</td>
<td>39</td>
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<tr>
<td>New York (excluding NYC)</td>
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</tr>
<tr>
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<tr>
<td>Texas</td>
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<td>Jurisdictions = 55</td>
<td>Cases and Deaths Reported to CDC and/or Reported on Jurisdiction Websites*</td>
</tr>
<tr>
<td>-------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>50 states + DC, NYC, Guam, PR, and USVI</td>
<td>Total Cases**</td>
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<td>Guam</td>
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<tr>
<td>Total</td>
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*State and local public health departments are now testing and publicly reporting their cases. In the event of a discrepancy between CDC cases and cases reported by state and local public health officials, data reported by states should be considered the most up to date. These totals may differ from totals cleared by state health departments for reporting later today on the CDC website.

**These data represent cases detected and tested in the United States through U.S. public health surveillance systems 21 Jan, 2020.

***New cases and new deaths represent change from prior morning sitrep. Numbers of new cases and new deaths are included in total case numbers.

Jurisdictions may have negative numbers for various reasons, including reclassification to another state since the prior report.

7Excludes 3 cases that were non-residents. The residency of one case is not yet reported and may be recategorized later as a non-Puerto Rico case. Some Repatriation cases (e.g., Diamond Princess, Hubei) have been recategorized based on their home state, and jurisdiction-based reporting

• Grand Princess cases have or will be incorporated into numbers reported by state of residence. Cases as of yesterday (16 Mar): 37 (4 new cases)

Other U.S. cases not included in table:

• DOD active-duty servicemembers and dependents outside U.S. with positive tests not included in case-count (N=5)
Appendix 2 – International Updates

WHO / Global Summary – Total and new cases in the last 24 hours.

Data as of 05:00 EST 17 Mar 2020 [Source: WHO SitRep - 57]

<table>
<thead>
<tr>
<th>WHO Region</th>
<th>Confirmed Cases</th>
<th>New Cases</th>
<th>Deaths</th>
<th>New Deaths</th>
</tr>
</thead>
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<td>European (EURO)</td>
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<td>Eastern Mediterranean (EMRO)</td>
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<td>Americas (PAHO)</td>
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<td>African (AFRO)</td>
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<td>Subtotal for all regions</td>
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<td>(Diamond Princess)</td>
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<td>Total</td>
<td>179,112</td>
<td>11,526</td>
<td>7,426</td>
<td>475</td>
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</tbody>
</table>

*Starting 17 Mar, WHO stopped reporting cases by 'China' and 'Outside of China' and began reporting cases by WHO Regions. China NHC reports Hong Kong has 167 cases (10 new), 4 deaths

Countries, territories or areas with reported laboratory-confirmed COVID-19 cases and deaths.

Data as of 05:00 EST, 17 Mar 2020* [Source: WHO SitRep - 57]

<table>
<thead>
<tr>
<th>Reporting Country/ Territory/Area</th>
<th>Total confirmed cases</th>
<th>Total confirmed new cases</th>
<th>Total deaths</th>
<th>Total new deaths</th>
<th>Transmission classification</th>
<th>Days since last reported case</th>
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<td>Under investigation</td>
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</tr>
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</table>

**Territories**

| Faroe Islands                     | 47                    | 36                       | 0            | 0                | Imported cases only           | 0                           |
| Gibraltar                         | 3                     | 2                        | 0            | 0                | Under investigation           | 0                           |
| Jersey                            | 2                     | 0                        | 0            | 0                | Imported cases only           | 4                           |
| Guernsey                          | 1                     | 0                        | 0            | 0                | Imported cases only           | 7                           |

**South-East Asia Region**

<p>| Indonesia                         | 172                   | 55                       | 5            | 1                | Local transmission            | 0                           |
| Thailand                          | 147                   | 33                       | 1            | 0                | Local transmission            | 0                           |
| India                             | 137                   | 23                       | 3            | 1                | Local transmission            | 0                           |
| Sri Lanka                         | 29                    | 10                       | 0            | 0                | Local transmission            | 0                           |
| Maldives                          | 13                    | 0                        | 0            | 0                | Local transmission            | 1                           |</p>
<table>
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<th>Total confirmed new cases¹</th>
<th>Total deaths¹</th>
<th>Total new deaths¹</th>
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<th>Days since last reported case</th>
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†The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of WHO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

‡Case classifications are based on WHO case definitions for COVID-19.
Transmission classification is based on WHO analysis of available official data and may be subject to reclassification as additional data become available. Countries/territories/areas experiencing multiple types of transmission are classified in the highest category for which there is evidence; they may be removed from a given category if interruption of transmission can be demonstrated. It should be noted that even within categories, different countries/territories/areas may have differing degrees of transmission as indicated by the differing numbers of cases and other factors. Not all locations within a given country/territory/area are equally affected.

Terms:
- **Community transmission** is evidenced by the inability to relate confirmed cases through chains of transmission for a large number of cases, or by increasing positive tests through sentinel samples (routine systematic testing of respiratory samples from established laboratories).
- **Local transmission** indicates locations where the source of infection is within the reporting location.
- **Imported cases only** indicates locations where all cases have been acquired outside the location of reporting.
- **Under investigation** indicates locations where type of transmission has not been determined for any cases.
- **Interrupted transmission** indicates locations where interruption of transmission has been demonstrated (details to be determined)

**Territories** include territories, areas, overseas dependencies and other jurisdictions of similar status

†† Including 13 (5 new) cases from Kosovo[1]

Due to a retrospective data consolidation exercise, some numbers may not reflect the exact difference between yesterday’s and today’s totals.
# SNS PPE Distribution Report - Eeaches
(as of March 18, 2020, 2:00 pm EDT)

## High Intensity Area

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<td>64,690</td>
<td>154,103</td>
<td>29,344</td>
<td>23,925</td>
<td>--</td>
<td>85,188</td>
<td>3/12/2020</td>
</tr>
</tbody>
</table>

## Completed Jurisdictions - Pro Rata

<table>
<thead>
<tr>
<th></th>
<th>N95 Respirators</th>
<th>Surgical Masks</th>
<th>Face Shield</th>
<th>Surgical Gowns</th>
<th>Coveralls</th>
<th>Gloves</th>
<th>Delivery Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida</td>
<td>180,868</td>
<td>430,860</td>
<td>82,043</td>
<td>66,892</td>
<td>342</td>
<td>238,179</td>
<td>3/14/2020</td>
</tr>
<tr>
<td>Illinois</td>
<td>123,430</td>
<td>294,033</td>
<td>55,989</td>
<td>45,649</td>
<td>234</td>
<td>162,541</td>
<td>3/12/2020</td>
</tr>
<tr>
<td>Kentucky</td>
<td>41,744</td>
<td>99,443</td>
<td>18,936</td>
<td>15,439</td>
<td>79</td>
<td>54,972</td>
<td>3/17/2020</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>62,988</td>
<td>150,049</td>
<td>28,572</td>
<td>23,295</td>
<td>79</td>
<td>82,947</td>
<td>3/12/2020</td>
</tr>
<tr>
<td>New Jersey</td>
<td>84,578</td>
<td>201,479</td>
<td>38,365</td>
<td>31,280</td>
<td>160</td>
<td>111,378</td>
<td>3/14/2020</td>
</tr>
<tr>
<td>North Carolina</td>
<td>91,731</td>
<td>218,520</td>
<td>41,610</td>
<td>33,926</td>
<td>174</td>
<td>120,798</td>
<td>3/17/2020</td>
</tr>
<tr>
<td>Ohio</td>
<td>110,981</td>
<td>264,376</td>
<td>50,342</td>
<td>41,045</td>
<td>210</td>
<td>146,147</td>
<td>3/14/2020</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>10,126</td>
<td>24,121</td>
<td>4,593</td>
<td>3,745</td>
<td>19</td>
<td>13,334</td>
<td>3/16/2020</td>
</tr>
<tr>
<td>Texas</td>
<td>241,899</td>
<td>576,248</td>
<td>109,728</td>
<td>89,464</td>
<td>458</td>
<td>318,549</td>
<td>3/15/2020</td>
</tr>
<tr>
<td>Washington</td>
<td>64,690</td>
<td>154,103</td>
<td>29,344</td>
<td>23,925</td>
<td>--</td>
<td>85,188</td>
<td>3/12/2020</td>
</tr>
</tbody>
</table>

## En route Jurisdictions - Pro Rata

<table>
<thead>
<tr>
<th></th>
<th>N95 Respirators</th>
<th>Surgical Masks</th>
<th>Face Shield</th>
<th>Surgical Gowns</th>
<th>Coveralls</th>
<th>Gloves</th>
<th>1st shipment</th>
<th>Last Shipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>45,981</td>
<td>109,535</td>
<td>20,857</td>
<td>17,006</td>
<td>87</td>
<td>60,551</td>
<td>3/18/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Alaska</td>
<td>6,832</td>
<td>16,276</td>
<td>3,099</td>
<td>2,527</td>
<td>13</td>
<td>8,997</td>
<td>3/17/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Arizona</td>
<td>61,491</td>
<td>146,483</td>
<td>27,893</td>
<td>22,742</td>
<td>116</td>
<td>80,975</td>
<td>3/18/2020</td>
<td>--</td>
</tr>
<tr>
<td>Arkansas</td>
<td>28,051</td>
<td>66,823</td>
<td>12,724</td>
<td>10,374</td>
<td>53</td>
<td>36,939</td>
<td>3/15/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Colorado</td>
<td>48,381</td>
<td>115,251</td>
<td>21,946</td>
<td>17,893</td>
<td>92</td>
<td>63,711</td>
<td>3/15/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Connecticut</td>
<td>34,383</td>
<td>81,906</td>
<td>15,596</td>
<td>12,716</td>
<td>65</td>
<td>45,277</td>
<td>3/18/2020</td>
<td>--</td>
</tr>
<tr>
<td>Delaware</td>
<td>8,638</td>
<td>20,577</td>
<td>3,918</td>
<td>3,195</td>
<td>16</td>
<td>11,375</td>
<td>3/16/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Georgia</td>
<td>93,195</td>
<td>222,007</td>
<td>42,274</td>
<td>34,467</td>
<td>176</td>
<td>122,725</td>
<td>3/16/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Idaho</td>
<td>15,080</td>
<td>35,923</td>
<td>6,840</td>
<td>5,577</td>
<td>29</td>
<td>19,585</td>
<td>3/15/2020</td>
<td>3/18/2020</td>
</tr>
<tr>
<td>Indiana</td>
<td>62,374</td>
<td>148,586</td>
<td>28,293</td>
<td>23,068</td>
<td>118</td>
<td>82,138</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>

**Controlled Unclassified Information**
<table>
<thead>
<tr>
<th>State</th>
<th>N95 Respirators</th>
<th>Surgical Masks</th>
<th>Face Shield</th>
<th>Surgical Gowns</th>
<th>Coveralls</th>
<th>Gloves</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Samoa</td>
<td>534</td>
<td>1,272</td>
<td>242</td>
<td>198</td>
<td>1</td>
<td>703</td>
</tr>
<tr>
<td>Guam</td>
<td>1,533</td>
<td>3,652</td>
<td>695</td>
<td>567</td>
<td>3</td>
<td>2,019</td>
</tr>
<tr>
<td>California</td>
<td>358,381</td>
<td>853,730</td>
<td>162,565</td>
<td>132,544</td>
<td>678</td>
<td>471,941</td>
</tr>
<tr>
<td>Chicago</td>
<td>25,932</td>
<td>61,774</td>
<td>11,763</td>
<td>9,591</td>
<td>49</td>
<td>34,148</td>
</tr>
<tr>
<td>Missouri</td>
<td>57,613</td>
<td>137,245</td>
<td>26,134</td>
<td>21,308</td>
<td>109</td>
<td>75,869</td>
</tr>
</tbody>
</table>

**For Official Use Only**

3/18/2020

**Processing Jurisdictions - Pro Rata**

### Jurisdiction Coordination and Warehouse Operations

**Controlled Unclassified Information**
### Additional Distribution from Strategic Reserve

<table>
<thead>
<tr>
<th></th>
<th>N95 Respirators</th>
<th>Surgical Masks</th>
<th>Face Shield</th>
<th>Surgical Gowns</th>
<th>Coveralls</th>
<th>Gloves</th>
<th>Delivery Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rhode Island</strong></td>
<td>132,785</td>
<td>146,250</td>
<td>25,000</td>
<td>25,000</td>
<td>--</td>
<td>125,000</td>
<td>3/12/2020</td>
</tr>
<tr>
<td><strong>Washington</strong></td>
<td>239,680</td>
<td>200,100</td>
<td>5,100</td>
<td>60,000</td>
<td>--</td>
<td>70,000</td>
<td>3/3/2020 and 3/7/2020</td>
</tr>
</tbody>
</table>

* Jurisdictions = 50 States, 4 large Metropolitan Cities, 8 Island Jurisdictions

** Actual shipment amounts may vary due to rounding down based on packaging

*** Additional distribution shipped prior to Pro Rata strategy initiated

**Controlled Unclassified Information**
For Official Use Only

SNS PPE Distribution COVID-19– COP
(as of March 18, 2020, 8:00 am EDT)

**LEGEND**
- Complete
- En route
- Processing
- Includes PAPRs

Controlled Unclassified Information
**Regional Snapshot (RI- RV)**

**Regional Status**

**COVID-19 Direct Support: NJ, NY, RCV Activation:** Level III

**RCVC Activation:** Monitoring

**Deployments:** 60 total

**Additional Updates**

**Resilience**

- **RIV**
  - **Resilience canceling all training for 10 days**
  - **Fundraising efforts for NJ and NY (March 18, 2020)**

**Additional Information**

- **OCDG Implementates Facilities Access Team (FACT) validation contract with local to expedite clearing process, seeking blanket authorization from GSA to provide facility clearing:**

- **Coordinating with WM Communications, WM Towelack and HHS on issues related to community based training:**

- **Additional Information**
  - **Region II** reports food and agriculture partners experiencing surges in demand for multiple categories; demands have not stabilized COVID-19 Monitoring Streamlit Report (Keeley, March 18, 2020, 2:43 pm EDT)
  - **Highway systems and truck rest stops are open (SPR Update, March 18, 2020, 14:04 pm EDT)**
Good evening all,

Please see the attached COVID-19 Science Policy & Guidance Update for 18Mar20.

This notification was sent to the COVID-19 distribution lists.

Very Respectfully,

Secretary's Operations Center
U.S. Department of Health and Human Services (HHS)
Assistant Secretary for Preparedness and Response (ASPR)
200 Independence Ave. S.W.
Washington D.C. 20201
Office (202) 619-7800
Fax: 800-514-4256
Email: hhs.soc@hhs.gov
Response Guidance Update – 18 March 2020*

*For the latest, complete picture of the outbreak, see the CDC website.

Response Guidance:*

- **Travel Advisory Updates:**
  - **State Department:** None
  - **CDC:**
    - Level 3 (Avoid Nonessential Travel) for cruise ship travel worldwide
    - Updated Warning Level 3 (Avoid Nonessential Travel) for:
      - China
      - South Korea
      - Europe
      - Iran

- **CDC**
  - **New:**
    - Disinfecting your home if someone is sick
    - Travel: FAQ and Answers
  - **Updated:**
    - Strategies for optimizing the supply of PPE, including: eye protection; isolation gowns; facemasks; and N95 respirators (note: only crisis standards were updated for N95s)

- **FDA**
  - Temporary Policy for FSMA Onsite Audit Requirements

- **CMS**
  - COVID-19 Partner Toolkit
  - Expanding Medicare’s telehealth benefits under 1135 waiver authority
  - Florida’s 1135 waiver approved by CMS on 3/16
  - Information for PACE organizations re: infection control and prevention

*See Tables 1-9 for a list of all new and existing USG guidance.

Policy:*

- Sen. Mitt Romney called for every American adult to receive a $1,000 check “immediately” to help tide people over until other government aid can arrive; there was bipartisan support for the idea, including from the President

- President Trump invokes Defense Production Act to prioritize the production medical supplies over other goods

- The U.S.N.S Comfort, a naval hospital ship with 1000 beds, is en route to New York Harbor

*See Table 10 for a list of state-level policies in response to COVID-19.

Epidemiology & Clinical:

- No updates
Virology & Genetics:
  • No updates

Medical Countermeasures (MCMs):
  • China’s coronavirus vaccine, produced by CanSino, will enter human phase 1 clinical trials
  • Quidel receives an EUA for its real-time RT-PCR diagnostic test

Personal Protective Equipment (PPE):
  • The Pentagon plans to give HHS 5 million respirator masks, and up to 2,000 deployable ventilators
### TABLE 1. USG COVID-19 Travel Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Travel Guidance</th>
<th>Last Updated</th>
</tr>
</thead>
</table>
| State Department| Level 4 ("Do Not Travel") for China & Iran  
Level 3 ("Reconsider Travel") for Mongolia, South Korea, Italy, Turkmenistan, Azerbaijan, Israel, The West Bank, and Gaza  
Level 2 ("Exercise Increased Caution") for Macau, Hong Kong, Japan  
Emergency Notification: Emergency Notification: U.S. citizens, particularly travelers with underlying health conditions, should not travel by cruise ship  
Global Level 3 Health Advisory (Reconsider Travel): Advises U.S. Citizens to reconsider travel abroad due to the global impact of COVID-19/ | 3/13         |
| CDC             | Level 3: ("Avoid Nonessential Travel") for China [updated], Iran [updated], South Korea [updated], & Europe [updated] (including United Kingdom and Ireland)  
*Widespread sustained (ongoing) transmission and restrictions on entry to the United States*  
  - If you have returned from Hubei Province within the last 14 days, Check and Report Everyday (3/5)  
Level 3: ("Avoid Nonessential Travel") for Italy  
*Widespread sustained (ongoing) transmission*  
Level 3 ("Avoid Nonessential Travel") for Cruise ship travel worldwide  
Alert Level 2 ("Practice Enhanced Precautions") for Japan  
Alert Level 2 (Practiced Enhanced Precautions) – Global COVID-19 Outbreak Notice  
Watch Level 1 ("Practice Usual Precautions") for Hong Kong | 3/17         |
| CDC             | Coronavirus and Travel in the United States  
CDC does not generally issue advisories or restrictions for travel within the United States. Crowded travel settings, like airports, may increase chances of getting COVID-19, if there are other travelers with coronavirus infection. The link outlines several things you should consider when deciding whether it is safe for you to travel. | 3/17         |
| CDC             | Travel: FAQ and Answers | 3/17         |
| DHS             | New Process for Americans Returning from Certain European Countries, China, and Iran | 3/13         |
| DoD             | Travel restrictions for 60 days for service members, DoD civilians and families traveling to, from, or through Level 3 locations, as designated by CDC; effective 13 Mar | 3/11         |
| White House     | Only “mission-critical” travel recommended for federal employees | 3/16         |

*New or updated guidance highlighted in yellow.*
TABLE 2. USG COVID-19 General Preparedness and Response Guidance

<table>
<thead>
<tr>
<th>Agency</th>
<th>General Preparedness and Response Guidance</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHO</td>
<td>Community Engagement (RCCE) Action Plan Guidance</td>
<td>3/16</td>
</tr>
<tr>
<td>WHO</td>
<td>Critical preparedness, readiness and response actions for COVID-19 and Risk Communication</td>
<td>3/16</td>
</tr>
<tr>
<td>OPM</td>
<td>Guidance for Federal agencies on how to respond to the impacts of COVID-19 on the Federal workforce</td>
<td>3/7</td>
</tr>
<tr>
<td></td>
<td>Q&amp;A for Federal agencies re: additional guidance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Together, these documents provide additional guidance for Federal agencies; topics discussed include determination of COVID-19 as a quarantinable communicable disease, telework, sick leave and other time off, weather and safety leave, evacuation payments, employee relations, hazardous duty pay, workplace protections, and Office of Workers Compensation Programs.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Share the Facts, Stop Fear: Know the facts about coronavirus disease 2019 (COVID-19) and help stop the spread of rumors</td>
<td>3/4</td>
</tr>
<tr>
<td></td>
<td>Simple job aid with facts for public re: race and ethnicity and COVID-19, signs and symptoms, increased risk, quarantine and isolation, and staying healthy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(Home, Childcare and K-12 schools, Colleges and Universities, Work, Community- and Faith-Based Organizations, Large Community Events/Mass Gatherings, Healthcare Settings, and First Responders)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Targeted NPI guidance for above list; series of navigable webpages.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>MMWR: Public Health Response to the Coronavirus Disease 2019 Outbreak—United States</td>
<td>2/25</td>
</tr>
<tr>
<td></td>
<td>At the time of this report, there were 14 cases diagnosed in the US and 39 repatriated cases; the report outlines the aggressive measures the U.S. government and public health partners are implementing to slow and contain transmission in the U.S.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Update and Interim Guidance on Outbreak of COVID-19</td>
<td>2/25</td>
</tr>
<tr>
<td>CDC</td>
<td>Information on COVID-19 and Pregnant Women and Children</td>
<td>2/24</td>
</tr>
<tr>
<td></td>
<td>• Pregnant Women</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Children</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Information on Breastfeeding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No current information from published scientific reports about confirmed increased susceptibility of pregnant women to COVID-19. No evidence that children are more susceptible.</td>
<td></td>
</tr>
<tr>
<td>OSHA</td>
<td>Interim Guidance to Help Prevent Worker Exposure to COVID-19</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Guidance to employers to adapt infection control strategies based on a thorough hazard assessment, using appropriate combinations of engineering and administrative controls, safe work practices, and PPE to prevent worker exposure. The page also includes general guidance for all U.S. workers and employers, including washing hands, etc.</td>
<td></td>
</tr>
</tbody>
</table>
**2019-2020 COVID-19 Response – ASPR Policy Team**  
**March 18, 2020**

*New or updated guidance highlighted in yellow. The CDC intends to repurpose their Pandemic Influenza guidance for COVID-19; as guidance is updated, they will be referenced in the table above. In the interim, please visit [https://www.cdc.gov/flu/pandemic-resources/index.htm](https://www.cdc.gov/flu/pandemic-resources/index.htm) for more information. In the interim, please visit [https://www.cdc.gov/flu/pandemic-resources/index.htm](https://www.cdc.gov/flu/pandemic-resources/index.htm) for more information.*

### TABLE 3. USG COVID-19 PUI Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Persons Under Investigation (PUI)</th>
<th>Last Updated</th>
</tr>
</thead>
</table>
Provides public health authorities and other partners in US jurisdictions that are not experiencing sustained community transmission of COVID-19 with a framework for assessing and managing risk of potential exposures to SARS-CoV-2 and implementing public health actions based on a person’s risk level and clinical presentation. | 3/7 |
| CDC    | **Interim Guidance for Public Health Professionals Managing People With COVID-19 in Home Care and Isolation Who Have Pets or Other Animals**  
This guidance is for public health professionals managing the home care and isolation of people with COVID-19 who have pets or other animals in the same home. The intent of this guidance is to facilitate preparedness and establish practices that can help people and animals stay safe and healthy. Currently, there is no evidence that companion animals, including pets, can spread COVID-19. States may have their own specific requirements for these circumstances; this guidance provides recommendations for a conservative approach due to the unknown risks to pets and other animals. | 3/4 |
| CDC    | **Evaluating and Reporting Persons Under Investigation (PUI)**  
Outlines criteria to help guide evaluation of PUI for COVID-19 and provides recommendations for reporting, testing, and specimen collection. | 3/4 |
| CDC    | **Information for Health Departments on Reporting a Person Under Investigation (PUI) for 2019-nCoV**  
Provides guidance and a standardized approach to report PUIs, presumptive cases and laboratory cases of COVID-19 to the CDC. | 3/1 |
| CDC    | **Interim Guidance for Public Health Personnel Evaluating Persons Under Investigation (PUIs) and Asymptomatic Close Contacts of Confirmed Cases at Their Home or Non-Home Residential Settings**  
This guidance addresses infection prevention and control practices when these activities are performed at a home or non-home residential settings, which warrant additional considerations beyond those described for healthcare settings. | 2/24 |
| CDC    | **Interim Guidance on Breastfeeding for a Mother Confirmed or Under Investigation for COVID-19**  
This interim guidance is intended for women who are confirmed to have COVID-19 or are persons-under-investigation (PUI) for COVID-19 and are currently breastfeeding. This interim guidance is based on what is currently known about COVID-19 and the transmission of other viral respiratory infections. | 2/19 |
### Interim Guidance for Collection and Submission of Postmortem Specimens from Deceased Persons Under Investigation (PUI) for COVID-19, February 2020

The guidance, intended to be utilized by medical examiners, coroners, pathologists, other workers involved in the postmortem care of deceased PUI, and local and state health departments, provides specific guidance for the collection and submission of postmortem specimens from deceased persons under investigation (PUI) for COVID-19. Additionally, it provides recommendations for biosafety and infection control practices during specimen collection and handling, including during autopsy procedures.

*New or updated guidance highlighted in yellow.*

### TABLE 4. USG COVID-19 Clinical Care Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Clinical Care</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS</td>
<td>Information for PACE organizations re: infection control and prevention</td>
<td>3/18</td>
</tr>
<tr>
<td></td>
<td>POs must follow CDC guidelines, must follow a document plan, and should monitor CDC and CMS websites for updated recommendations and guidelines.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Healthcare Professionals: Frequently Asked Questions and Answers</td>
<td>3/17</td>
</tr>
<tr>
<td></td>
<td>In coordination with CDC, this guidance outlines specific actions that nursing homes can take to minimize COVID-19 infection, including revised guidance for visitation. In addition to the overarching regulations and guidance, CMS provided corresponding FAQs. Revised guidance for visitation (3/17).</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Webinar: “COVID Update – Information for Clinicians Caring for Children and Pregnant Women” (12 Mar 2:00 – 3:00 PM EDT)</td>
<td>3/12</td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Infection Prevention and Control Recommendations for Patients with Confirmed Coronavirus Disease 2019 (COVID-19) or Persons Under Investigation for COVID-19 in Healthcare Settings</td>
<td>3/10</td>
</tr>
<tr>
<td></td>
<td>Healthcare Infection Prevention and Control FAQs for COVID-19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This guidance, applicable to all U.S. healthcare settings and not intended for non-healthcare settings, outlines what is currently known about community transmission, infection in healthcare personnel, shortages of PPE and provides recommendations for minimizing infections in the healthcare setting.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>In coordination with CDC, this guidance outlines specific actions that hospice agencies can take to minimize COVID-19 infection. CMS regulations and guidance support Hospice Agencies taking appropriate action to address potential and confirmed COVID cases and mitigate transmission, including screening, treatment, and transfer to higher level care. This guidance applies to both Medicare and Medicaid providers.</td>
<td></td>
</tr>
</tbody>
</table>
### 2019-2020 COVID-19 Response – ASPR Policy Team
March 18, 2020

<table>
<thead>
<tr>
<th>Agency</th>
<th>Clinical Care</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS</td>
<td>Emergency Medical Treatment and Labor Act (EMTALA) Requirements and Implications Related to Coronavirus Disease 2019 (COVID-19)</td>
<td>3/9</td>
</tr>
<tr>
<td></td>
<td>This memorandum conveys information in response to inquiries from hospitals and critical access to hospitals concerning implications of COVID-19 for their compliance with EMTALA, including EMTALA screening obligation and EMTALA Stabilization, Transfer, &amp; Recipient Hospital Obligations. This guidance applies to both Medicare and Medicaid providers.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Clinical Guidance for Management of Patients with Confirmed 2019 Novel Coronavirus (2019-nCoV) Infection</td>
<td>3/7</td>
</tr>
<tr>
<td></td>
<td>This interim guidance is for clinicians caring for patients with confirmed infection with SARS-CoV-2. Recent revisions include characteristics of patients with confirmed COVID-19, data regarding shedding, accessibility of investigational drug therapies, and recently published pediatric surviving sepsis guidance.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Considerations for Infection Prevention and Control of Coronavirus Disease 2019 (COVID-19) in Inpatient Obstetric Healthcare Settings</td>
<td>2/18</td>
</tr>
<tr>
<td></td>
<td>These infection prevention and control considerations are for healthcare facilities providing obstetric care for pregnant patients with confirmed COVID-19 or pregnant persons under investigation (PUI) in inpatient obstetric healthcare settings including obstetrical triage, labor and delivery, recovery and inpatient postpartum settings.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This information is intended to aid hospitals and clinicians in applying broader CDC interim guidance on infection control (Interim Infection Prevention and Control Recommendations for Patients with Confirmed COVID-19 or PUIs for COVID-19 in Healthcare Settings).</td>
<td></td>
</tr>
</tbody>
</table>

*New or updated guidance highlighted in yellow.*

### TABLE 5. USG COVID-19 Hospital and Health Care Preparedness Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Hospital and Health Care Preparedness</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMS</td>
<td>Expanding Medicare’s telehealth benefits under 1135 waiver authority</td>
<td>3/17</td>
</tr>
<tr>
<td></td>
<td>Medicare will temporarily pay clinicians to provide telehealth services for beneficiaries residing across the entire country.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>FAQ for healthcare professionals</td>
<td>3/17</td>
</tr>
<tr>
<td>CMS</td>
<td>COVID-19 Emergency Declaration – Health Care Providers Fact Sheet</td>
<td>3/13</td>
</tr>
<tr>
<td></td>
<td>The following blanket waivers are available: skilled nursing facilities, critical access hospitals, housing acute care patients in excluded distinct part units, durable medical equipment, care for excluded inpatient psychiatric unit patients in the acute care unit of a hospital, care for excluded inpatient rehabilitation unit patients in the acute care unit of a hospital, supporting care for patients in long-term care acute hospitals, home health agencies, provider locations, provider enrollment, and Medicare appeals in fee for service.</td>
<td></td>
</tr>
</tbody>
</table>

POC: SOC.IM@hhs.gov

UNCLASSIFIED//FOR OFFICIAL USE ONLY
<table>
<thead>
<tr>
<th>Agency</th>
<th>Hospital and Health Care Preparedness</th>
<th>Last Updated</th>
</tr>
</thead>
</table>
| FDA    | Surgical Mask and Gown Conservation Strategies — Letter to Healthcare Providers  
Conservation strategies for use by healthcare organizations and personnel categorized for a range of needs and supply levels and are intended to assist healthcare organizations as they determine operating procedures during the COVID-19 outbreak. These strategies do not cover N95 respirators and are not limited to use in the care of patients infected with COVID-19. The FDA’s recommendations are intended to augment, and not intended to replace, specific controls and procedures developed by healthcare organizations, the CDC, or CDC’s Healthcare Infection Control Practices Advisory Committee (HICPAC) to aid in infection prevention and control. | 3/11 |
| CMS    | Guidance for Infection Control and Prevention Concerning COVID-19 in Home Health Agencies (HHAs)  
CMS regulations and guidance support Home Health Agencies taking appropriate action to address potential and confirmed COVID cases and mitigate transmission including screening, treatment, and transfer to higher level care (when appropriate). This guidance applies to both Medicare and Medicaid providers. | 3/10 |
| CMS    | Guidance for Infection Control and Prevention of COVID-19 in Dialysis Facilities  
CMS is providing additional guidance to dialysis facilities to help them focus their infection control and prevention practices to prevent the transmission of COVID-19. | 3/10 |
| CDC    | Recommendations on healthcare supply of PPE  
Based on the current COVID-19 situation and availability of PPE, CDC has specific recommendations, summarized in this guidance (including who needs and does not need PPE). Also included is a webinar for healthcare professionals with strategies for healthcare systems preparedness and optimizing N95 supplies. | 3/10 |
| CDC    | Interim Guidance for Emergency Medical Services (EMS) Systems and 911 Public Safety Answering Points (PSAPs) for COVID-19 in the United States  
This guidance applies to all first responders, including law enforcement, fire services, emergency medical services, and emergency management officials, who anticipate close contact with persons with confirmed or possible COVID-19 in the course of their work. | 3/10 |
| CDC    | Interim Guidance for Outpatient Hemodialysis Facilities  
These recommendations should be used with the CDC’s Interim Infection Prevention and Control Recommendations for Patients with Confirmed COVID-19 or PUIs for COVID-19 in Healthcare Settings. This information is provided to clarify COVID-19 infection prevention and control (IPC) recommendations that are specific to outpatient hemodialysis facilities. This information complements, but does not replace, the general IPC recommendations for COVID-19. | 3/9 |
This interim guidance is intended to assist with assessment of risk, monitoring, and work restriction decisions for HCP with potential exposure to COVID-19. The guidance for non-healthcare settings can also be used to identify the movement, public activity and travel restrictions that apply to the HCP included here. | 3/7 |
| CMS    | CMS FAQs and Considerations for Patient Triage, Placement, and Hospital Discharge  
CMS regulations and guidance support hospitals taking appropriate action to address potential and confirmed COVID cases and mitigate transmission including screening, discharge, and transfers from the hospital, and visitation. | 3/4 |
<table>
<thead>
<tr>
<th>Agency</th>
<th>Hospital and Health Care Preparedness</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDC</td>
<td>Strategies to Prevent the Spread of COVID-19 in Long-Term Care Facilities (LTCF)</td>
<td>3/1</td>
</tr>
<tr>
<td>CDC</td>
<td>Steps Healthcare Facilities Can Take Now to Prepare for Coronavirus Disease 2019</td>
<td>2/29</td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Guidance for Discontinuation of Transmission-Based Precautions and Disposition of Hospitalized Patients with COVID-19</td>
<td>2/16</td>
</tr>
<tr>
<td>CDC</td>
<td>Coronavirus Disease 2019 (COVID-19) Hospital Preparedness Assessment Tool</td>
<td>2/14</td>
</tr>
<tr>
<td>CMS</td>
<td>Information for Healthcare Facilities Concerning 2019 Novel Coronavirus Illness</td>
<td>2/6</td>
</tr>
</tbody>
</table>

*New or updated guidance highlighted in yellow.

TABLE 6. USG COVID-19 PPE Guidance*
<table>
<thead>
<tr>
<th>Agency</th>
<th>Supply of Personal Protective Equipment (PPE)</th>
<th>Last Updated</th>
</tr>
</thead>
</table>
| OSHA   | Temporary Enforcement Guidance — *Healthcare Respiratory Protection Annual Fit-Testing for N95 Filtering Facepieces During the COVID-19 Outbreak*  
This memorandum provides temporary enforcement guidance to Compliance Safety and Health Officers for enforcing the Respiratory Protection standard, 29 CFR § 1910.134, with regard to supply shortages of N95 filtering facepiece respirators due to the COVID-19 outbreak. The Respiratory Protection standard has specific requirements, including a written program, medical evaluation, fit-testing, and training, that employers must follow to ensure workers are provided and are properly using appropriate respiratory protection when necessary to protect their health.  
1 On March 11, 2020, the President directed the Department of Labor to take all appropriate and necessary steps to increase the availability of general use respirators for emergency use by healthcare personnel in healthcare facilities. In light of the Presidential Memorandum, OSHA is providing this temporary guidance for 29 CFR § 1910.134, regarding required annual fit-testing (paragraph (f)(2)), which is to take effect from the date of this memorandum and remain in effect until further notice. | 3/14         |
| CMS    | Guidance for use of Certain Industrial Respirators by Health Care Personnel                                  | 3/10         |
| CDC    | Recommendations on Healthcare Supply of PPE  
This document summarizes specific recommendations based on the current COVID-19 situation and availability of PPE. | 3/10         |
| CDC    | Checklist for Healthcare Facilities: Strategies for Optimizing the Supply of N95 Respirators during the COVID-19 Response | 3/2          |
| CDC    | Healthcare Supply of Personal Protective Equipment  
This checklist is intended to help healthcare facilities prioritize the implementation of the strategies following the prioritization used in the concept of surge capacity. The strategies are categorized in a continuum of care and further organized according to the hierarchy of controls. | 3/1          |
| CDC    | Strategies for optimizing the supply of PPE, including: eye protection; isolation gowns; facemasks; and N95 respirators.  
This guidance discusses when PPE is absolutely necessary, who needs PPE, and alternatives to PPE when they absent or in low availability. Examples of last resort options include using bandanas for facemasks and coveralls for isolation gowns. | 3/17         |
| CDC    | Release of Stockpiled N95 Filtering Facepiece Respirators Beyond the Manufacturer-Designated Shelf Life: Considerations for the COVID-19 Response  
Information is provided that may be used to inform these product release decisions. In times of respiratory protective device shortage, such as during the COVID-19 response, supplies must be managed so that protection against exposure is adequate. | 2/28         |
| CDC    | Frequently Asked Questions about Respirators and their Use  
This document is intended to address frequently asked questions about PPE, including what testing and standards should be considered, what type of gown is recommended for patients or PUIs, what types of gowns are available for healthcare personnel, etc. | 2/12         |

*New or updated guidance highlighted in yellow.*
<table>
<thead>
<tr>
<th>Agency</th>
<th>Home, Workplace, and Community Preparedness</th>
<th>Last Updated</th>
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</thead>
</table>
| CDC    | Discontinuation of In-Home Isolation for Immunocompromised Persons with COVID-19 (Interim Guidance)  
Maintain home isolation until: Resolution of fever without the use of fever-reducing medications and; Improvement in respiratory symptoms (e.g., cough, shortness of breath) and; Negative results of an FDA Emergency Use Authorized molecular assay for COVID-19 from at least two consecutive nasopharyngeal swab specimens collected ≥24 hours apart (total of two negative specimens) | 3/16 |
| CDC    | Disinfecting your home if someone is sick  
Wear disposal gloves to clean and disinfect. Clean surfaces using soap and water; Disinfect using diluted bleach solution, alcohol solutions of at least 70%, or household cleaners and disinfectants as appropriate; Do laundry using disposable gloves, clean hands often. | 3/17 |
| CDC    | Get Your Mass Gatherings or Large Community Events Ready  
Interim guidance. CDC recommends that for the next 8 weeks, organizers (whether groups or individuals) cancel or postpone in-person events that consist of 50 people or more. | 3/15 |
| OMB    | Guidance on teleworking for federal executive agencies  
All Federal Executive Branch departments and agencies within the National Capital Region, consistent with OMB’s recent guidance, are asked to offer maximum telework flexibilities to all current telework eligible employees, consistent with operational needs of the departments and agencies as determined by their heads. | 3/15 |
| CDC    | Protect Your Family  
(How to Protect Yourself, COVID-19 and Children, Pregnancy and Breastfeeding)  
Steps to take to protect family, including protecting yourself and your children, getting your home ready, and information re: pregnancy and breastfeeding. | 3/14 |
| CDC    | How to Prepare  
(How It Spreads, Manage Anxiety and Stress)  
• Information re: what families can do to prepare in case COVID-19 spreads in community, including finding local information, knowing the signs and symptoms, taking steps for those at higher risk, creating a household plan, and staying informed about emergency plans. | 3/13 |
| CDC    | Protect Your Home  
(Get Your Home Ready, Clean & Disinfect, Checklist to Get Ready)  
Information on how to protect your home, including getting your home ready, cleaning and disinfecting, and a checklist to get ready. | 3/13 |
| CDC    | Symptoms & Testing  
(Symptoms, Testing, Reducing Stigma)  
Information re: what to do if you think you have been exposed to COVID-19 and develop a fever and symptoms, such as cough or difficulty breathing; includes specific information regarding the symptoms, testing, and reducing stigma. | 3/13 |
<table>
<thead>
<tr>
<th>Agency</th>
<th>Home, Workplace, and Community Preparedness</th>
<th>Last Updated</th>
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</thead>
<tbody>
<tr>
<td>CDC</td>
<td>If You Are Sick (What To Do if You Are Sick, Caring for Yourself at Home) Information re: what to do if you are sick, including caring for yourself at home.</td>
<td>3/13</td>
</tr>
<tr>
<td>FMCSA</td>
<td>Emergency Declaration for Commercial Vehicles Delivering CoVID-19 Relief</td>
<td>3/13</td>
</tr>
<tr>
<td>CDC</td>
<td>If You Are at Higher Risk Information re: who is at higher risk – older adults, people who have serious chronic medical conditions; actions to reduce risk of getting sick, supplies to have on hand, taking everyday precautions, what to do if COVID-19 is spreading in your community, and symptoms and emergency warning signs.</td>
<td>3/12</td>
</tr>
<tr>
<td>CDC</td>
<td>Considerations and decision tree for school closure</td>
<td>3/13</td>
</tr>
<tr>
<td>CDC</td>
<td>COVID-19 and Funerals</td>
<td>3/12</td>
</tr>
<tr>
<td>CDC / WH</td>
<td>Recommendations for 30 day mitigation strategies for: Seattle, WA; Santa Clara, CA; New Rochelle, NY; Florida; Massachusetts Jurisdiction-specific CDC recommendations for evidence-based community interventions; will be the roadmap for other counties/jurisdictions as needed.</td>
<td>3/10</td>
</tr>
<tr>
<td>OSHA</td>
<td>Guidance on Preparing Workplaces for COVID-19 This guidance is not a standard or regulation, and it creates no new legal obligations. It contains recommendations as well as descriptions of mandatory safety and health standards. The recommendations are advisory in nature, informational in content, and are intended to assist employers in providing a safe and healthful workplace.</td>
<td>3/10</td>
</tr>
<tr>
<td>CDC</td>
<td>Water Transmission and COVID-19 Information regarding whether the virus can spread through drinking water, whether it’s found in feces, whether it can spread through pools and hot tubs or sewerage systems, and whether wastewater workers should take extra precautions.</td>
<td>3/10</td>
</tr>
<tr>
<td>CDC</td>
<td>Keeping the Workplaces, Homes, School, or Commercial Establishments Safe Job aid encouraging employees to practice good hygiene, be careful with meetings and travel, stay home if…, etc.</td>
<td>3/10</td>
</tr>
<tr>
<td>CDC</td>
<td>Guidance for Homeless Shelters This interim guidance is intended to support response planning by homeless service providers, including overnight emergency shelters, day shelters, and meal service providers. CDC has developed recommendations for homeless service providers about how to protect their staff, clients, and guests. The Before, During, and After sections of this guidance offer suggested strategies to help homeless service providers plan, prepare, and respond to this emerging public health threat.</td>
<td>3/9</td>
</tr>
<tr>
<td>CDC</td>
<td>Guidance for Schools and Childcare Programs – Checklists for Teachers, Parents, and Administrators Checklists to plan and take action if a COVID-19 outbreak occurs in community.</td>
<td>3/8</td>
</tr>
<tr>
<td>Agency</td>
<td>Home, Workplace, and Community Preparedness</td>
<td>Last Updated</td>
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<tr>
<td>CDC</td>
<td>Check and Report Everyday Booklet (CARE); for individuals traveling from China If traveling from China, CDC recommends following the COVID-19 CARE (Check and Record Everyday) recommendations. CARE helps you understand how to self-monitor your health and how to check your symptoms daily. It also includes instructions of what to do if you have COVID-19 symptoms. If you are experiencing symptoms or have questions, CARE has information on how to connect with the local health department in the state you are in.</td>
<td>3/4</td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Guidance for Airlines and Airline Crew: Coronavirus Disease 2019 (COVID-19) This document provides interim recommendations for the commercial airline industry about COVID-19 first identified in Wuhan, China. CDC reminds air carriers of the requirement under Title 42 Code of Federal Regulations (CFR) section 71.21 to report to CDC ill travelers, who have certain signs and symptoms during flight, and all deaths onboard, before arrival in the United States. This document also contains recommendations for managing ill travelers onboard if COVID-19 infection is suspected and cleaning of aircraft.</td>
<td>3/4</td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Guidance: Get Your Household Ready for Coronavirus Disease 2019 (COVID-19) This interim guidance is to help household members plan for community transmission of coronavirus disease 2019 (COVID-19) in the United States.</td>
<td>3/3</td>
</tr>
<tr>
<td>CDC</td>
<td>Resources for Institutes of Higher Education (Interim Guidance for Administrators of US Childcare Programs and K-12 Schools to Plan, Prepare, and Respond to Coronavirus Disease 2019 (COVID-19); Checklist for administrators; Guidance for Student Foreign Travel for Institutions of Higher Education; FAQ for Administrators) The guidance includes considerations to help administrators plan for the continuity of teaching, learning, and research if there is community spread of COVID-19 and address concerns related to COVID-19 associated stigma. Includes a checklist and list of FAQs for administrators. This guidance provides recommendations on the cleaning and disinfection of rooms or areas of those with suspected or with confirmed COVID-19 have visited. It is aimed at limiting the survival of novel coronavirus in key environments. These recommendations will be updated if additional information becomes available. This guidance is for Institutes of Higher Education with students participating in international travel or study abroad programs.</td>
<td>3/8</td>
</tr>
<tr>
<td>CDC</td>
<td>Environmental Cleaning and Disinfection Recommendations This guidance provides recommendations on the cleaning and disinfection of rooms or areas of those with suspected or with confirmed COVID-19 have visited. It is aimed at limiting the survival of novel coronavirus in key environments. These recommendations will be updated if additional information becomes available. These guidelines are focused on community, non-healthcare facilities (e.g., schools, institutions of higher education, offices, daycare centers, businesses, community centers) that do and do not house persons overnight. These guidelines are not meant for cleaning staff in healthcare facilities or repatriation sites, households, or for others for whom specific guidance already exists.</td>
<td>3/6</td>
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<tr>
<td>Agency</td>
<td>Home, Workplace, and Community Preparedness</td>
<td>Last Updated</td>
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</tr>
<tr>
<td>CDC</td>
<td>Interim Guidance for Administrators of US Institutions of Higher Education (IHE) to Plan, Prepare, and Respond to Coronavirus Disease 2019</td>
<td>3/2</td>
</tr>
<tr>
<td>📣</td>
<td>This interim guidance is intended to help administrators of public and private institutions of higher education (IHE) prevent the spread of COVID-19 among students, staff, and faculty. IHE include a diverse set of American colleges and universities: 2- or 4-year; public, private non-profit, or private for-profit; and comprehensive, research-focused, or special mission. IHE administrators are individuals who make policies and procedures, set educational aims and standards, and direct programming of institutions of higher education. Administrators include a range of higher education leaders and managers, such as department chairs/heads, deans, presidents, and provosts.</td>
<td>3/2</td>
</tr>
<tr>
<td>DoED</td>
<td>COVID-19 Information and Resources for Schools and School Personnel</td>
<td>3/2</td>
</tr>
<tr>
<td>📣</td>
<td>Collation of CDC resources and guidance.</td>
<td>3/2</td>
</tr>
<tr>
<td>CDC</td>
<td>Recommended Precautions for Preventing Spread of COVID-19 in Election Polling Locations, including Cleaning and Disinfection</td>
<td>3/2</td>
</tr>
<tr>
<td>📣</td>
<td>This guidance provides recommendations on the routine cleaning and disinfection of polling location areas and associated voting equipment (e.g., pens, voting machines, computers). It suggests actions that polling station workers can take to reduce the risk of exposure to COVID-19 by limiting the survival of the virus in the environment.</td>
<td>3/2</td>
</tr>
<tr>
<td>CDC</td>
<td>Frequently Asked Questions and Answers: Coronavirus Disease-2019 (COVID-19) and Children</td>
<td>3/1</td>
</tr>
<tr>
<td>📣</td>
<td>Answers FAQs about susceptibility of children, clinical presentation of COVID-19 in children, treatments for children, etc.</td>
<td>3/1</td>
</tr>
<tr>
<td>CDC</td>
<td>Interim Guidance: Public Health Communicators Get Your Community Ready for Coronavirus Disease 2019</td>
<td>3/1</td>
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<tr>
<td>📣</td>
<td>This interim guidance is intended for state and local public health information officers, health communication specialists, health educators, and other public health professionals responsible for planning communication strategies before, during, and after an outbreak COVID-19.</td>
<td>3/1</td>
</tr>
<tr>
<td>📣</td>
<td>This guidance provides information about non-pharmaceutical interventions (NPIs) and their use during a COVID-19 outbreak. NPIs are actions, apart from getting vaccinated and taking antiviral medications that people and communities can take to help slow the spread of respiratory illnesses like COVID-19.</td>
<td>3/1</td>
</tr>
<tr>
<td>CDC</td>
<td>What to Do If You Are Sick With Coronavirus Disease 2019 (COVID-19)</td>
<td>3/1</td>
</tr>
<tr>
<td>📣</td>
<td>Outlines steps that individuals can take to prevent the spread of COVID-19 including stay home except to get medical care, separate yourself from other people and animals in your home, call ahead before visiting your doctor, wear a facemask if you are sick, and practice good hand hygiene.</td>
<td>3/1</td>
</tr>
<tr>
<td>CDC</td>
<td>Implementation of Mitigation Strategies for Communities</td>
<td>3/10</td>
</tr>
<tr>
<td>📣</td>
<td>This framework for actions which local and state health departments can recommend in their community to both prepare for and mitigate community transmission of COVID-19 in the United States. Selection and implementation of these actions should be guided by the local characteristics of disease transmission, demographics, and public health and healthcare system capacity.</td>
<td>3/10</td>
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</tbody>
</table>
### Agency | Home, Workplace, and Community Preparedness | Last Updated
--- | --- | ---
**CDC** | **Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 (COVID-19), February 2020**<br>This guidance is designed to help prevent workplace exposures to acute respiratory illnesses, including COVID-19, in non-healthcare settings. The guidance also provides planning considerations if there are more widespread, community outbreaks of COVID-19. | 2/26
**CDC** | **Frequently Asked Questions and Answers: Coronavirus Disease 2019 (COVID-19) and Pregnancy**<br>Answers frequently asked questions about the risk of coronavirus with pregnant women, transmission during pregnancy or during delivery, infants, and breast milk. | 2/21
**CDC** | **Interim Guidance for Ships on Managing Suspected Coronavirus Disease 2019**<br>Provides guidance for ships originating from, or stopping in, the United States to help prevent, detect, and medically manage suspected COVID-19 infections. | 2/18
**CDC** | **Interim Guidance for Preventing the Spread of Coronavirus Disease 2019 (COVID-19) in Homes and Residential Communities**<br>This guidance provides clarification regarding evaluation for home isolation and a new section with information regarding preventative steps for household members, intimate partners, and caregivers in a non-healthcare setting of a person with symptomatic, laboratory-confirmed COVID-19. | 2/18
**CDC** | **Discontinuation of Home Isolation for Persons with COVID-19**<br>This guidance is based on available information about COVID-19 and what is known about similar diseases caused by related coronaviruses. UPDATED to include discussion stating that only a single nasal swab is needed, compared to nasal and oral swab | 3/16
**CDC** | **Interim Guidance for Implementing Home Care of People Not Requiring Hospitalization for 2019 Novel Coronavirus (2019-nCoV)**<br>This guidance is for staff at local and state health departments, infection prevention and control professionals, and healthcare personnel who are coordinating the home care and isolation of people with confirmed or suspected COVID-19 infection, including persons under investigation. | 2/12

*New or updated guidance highlighted in yellow.*

### Table 8. USG COVID-19 Laboratory and Diagnostics Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Laboratory and Diagnostics</th>
<th>Last Updated</th>
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</table>
**CDC** | **FAQs on COVID-19 Testing at Laboratories**<br>Provides answers to FAQ about COVID-19 testing at public health, including information about testing kits and where public health labs can get access to testing kits. | 3/10
<table>
<thead>
<tr>
<th>Agency</th>
<th>Laboratory and Diagnostics</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDC</td>
<td>Interim Guidelines for Collecting, Handling, and Testing Clinical Specimens from Persons Under Investigation (PUIs) COVID-19</td>
<td>3/9</td>
</tr>
<tr>
<td></td>
<td>Clinicians who have identified a potential PUI should immediately notify their state or local health department. Local and state public health staff will determine if the person is a PUI and whether testing for COVID-19 is indicated. This guidance outlines assist clinicians to collect, store, and ship specimens appropriately, including during afterhours or on weekends/holidays.</td>
<td></td>
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<tr>
<td>CMS</td>
<td>COVID-19 FAQs</td>
<td>3/6</td>
</tr>
<tr>
<td></td>
<td>Answers fundamental questions about COVID-19, including how the virus spreads, how to protect oneself, symptoms and testing, as well as other questions about the virus.</td>
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<tr>
<td>CMS</td>
<td>FAQ Sheet: Coverage and Payment Related to COVID-19 – Medicare</td>
<td>3/5</td>
</tr>
<tr>
<td></td>
<td>Outlines Medicare coverage and payment of diagnostic tests, vaccines, inpatient hospital care services and quarantines, ambulatory services, telehealth and other communication-based technology services and prescription refills related to COVID-19</td>
<td></td>
</tr>
<tr>
<td>FDA</td>
<td>Updated Policy for Diagnostic Tests for COVID-19 during the Public Health Emergency</td>
<td>3/16</td>
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<tr>
<td></td>
<td>Updated guidance for laboratories and commercial manufacturers to expedite availability of diagnostics: States to take responsibility for tests developed and used by labs in their states Expanding who the policy applies; FDA will not object to commercial manufacturers distributing and labs using new commercially developed tests prior to FDA granting an EUA, under certain circumstances Provides recommendations for test developers who may wish to develop serological tests for use during the outbreak</td>
<td></td>
</tr>
<tr>
<td>CMS</td>
<td>Medicare Administrative Contractor (MAC) COVID-19 Test Pricing</td>
<td>3/16</td>
</tr>
<tr>
<td></td>
<td>Starting in April, laboratories performing test can bill Medicare and other health insurers for services that occurred after 04 Feb, using the newly created HCPCS code. Laboratories performing non-CDC laboratory tests for SARS-CoV-2 can bill for them using a different HCPCS code.</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Research Use Only 2019-Novel Coronavirus (2019-nCoV) Real-time RT-PCR Primer and Probe Information</td>
<td>3/4</td>
</tr>
<tr>
<td></td>
<td>Lists sequences are intended to be used for the purposes of respiratory virus surveillance and research. The recipient agrees to use them in compliance with all applicable laws and regulations</td>
<td></td>
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<tr>
<td>CDC</td>
<td>FAQ for Diagnostic Tools and Virus</td>
<td>3/1</td>
</tr>
<tr>
<td></td>
<td>Provides answers to FAQs about CDCs diagnostic tools and SARS-CoV-2</td>
<td></td>
</tr>
<tr>
<td>CDC</td>
<td>Research Use Only Real-Time RT-PCR Protocol for Identification of 2019-nCoV</td>
<td>2/27</td>
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<td></td>
<td>Describes the use of RT-PCR assays for the in vitro qualitative detection of SARS-CoV-2 in respiratory specimens and sera. The 2019-nCoV primer and probe sets are designed for the universal detection of SARS-like coronaviruses (N3 assay) and for specific detection of 2019-nCoV (N1 and N2 assays).</td>
<td></td>
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</tbody>
</table>
### Agency | Laboratory and Diagnostics | Last Updated
--- | --- | ---
**CDC** | Information for Laboratories
Provides interim guidance and resources for laboratory professionals working with specimens from PUI for coronavirus disease 2019 | 2/20

*New or updated guidance highlighted in yellow.*

### TABLE 9. USG COVID-19 Other Guidance*

<table>
<thead>
<tr>
<th>Agency</th>
<th>Other</th>
<th>Last Updated</th>
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</thead>
<tbody>
<tr>
<td><strong>CMS</strong></td>
<td>Florida’s 1135 waiver approved by CMS on 3/16</td>
<td>3/16</td>
</tr>
</tbody>
</table>
| **FDA** | Temporary Policy for FSMA Onsite Audit Requirements
The FDA took steps to help prevent disruptions in the food supply-chain by relaxing some of the requirements of the Food Safety Modernization Act (FSMA) supplier verification. | 3/17 |
| **CMS** | COVID-19 Partner Toolkit
Toolkit to help stay informed on CMS and HHS materials available on COVID-19. Includes audio files; links to federal websites; infographics; information for Medicare beneficiaries; caregivers; marketplace consumers; clinicians; care settings; and health plans and states | 3/17 |
| **FDA** | Guidance for temporary production of alcohol-based hand sanitizer during the Public Health Emergency
FDA does not intend to take action against compounders that prepare alcohol-based hand sanitizers that meet the desired criteria. | 3/13 |
| **USDA** | Guidance on Visitors and Food Services
USDA recommends adjusting public and visitor access until further notice by reconsidering visits, scheduling and screening visitors, requiring escorts. All USDA controlled food service at USDA facilities will be closed to the general public and visitors. | 3/16 |
| **DoD** | Statement by the DoD on COVID-19 Response Measures on the Pentagon Reservation (Increase of Health Protection Condition level)
Secretary of Defense approved a recommendation to increase the Health Protection Condition level to BRAVO at the Pentagon Reservation, and CHARLIE at the Armed Forces Retirement Homes in Gulfport, Mississippi, and Washington, District of Columbia, to assist public health efforts and contain the spread of the virus at the Pentagon and associated facilities in the National Capital Regions, including the Mark Center, Defense Health Headquarters, U.S. Court of Appeals for the Armed Forces, and DOD leased facilities, as well as our Retirement Homes. The increase will take effect at midnight on Sunday, March 15, 2020. | 3/14 |
| **DoD** | Issued a stop movement of all personnel to, from, or through locations designated by CDC as Level 3 COVID-19 areas, effective 13 Mar for next 60 days | 3/13 |

The Department of Defense issued a stop movement of all personnel to, from or through locations designated by the Centers for Disease Control and Prevention as Level 3 COVID-19 areas effective March 13 and for the next 60 days. Following Secretary of Defense Mark T. Esper’s announcement of new travel restrictions, the Air Force began implementing and complying with this guidance.
<table>
<thead>
<tr>
<th>Agency</th>
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<tr>
<td>DoD</td>
<td>Ban on all domestic travel including permanent change of station moves. Deputy Secretary of Defense David L. Norquist approved new travel restrictions for service members, DoD civilians, and their families assigned to DoD installations, facilities and surrounding areas within the United States and its territories. This restriction will halt all domestic travel, including Permanent Change of Station, and Temporary Duty. This restriction will also pause civilian hiring at DoD installations and components for persons who do not reside within the hiring entity’s local commuting area. Additionally, service members will be authorized local leave only, following service guidelines. This new guidance is effective March 16 and continues through May 11.</td>
<td>3/13</td>
</tr>
<tr>
<td>FMCSA</td>
<td>Emergency Declaration for Commercial Vehicles Delivering CoVID-19 Relief, Under 49 CFR 390.23 No. 2020-002 This declaration addresses National emergency conditions that create a need for immediate transportation of essential supplies, equipment and persons, and provides necessary relieve from FMCSRs for motor carriers and drivers engaged in the transport of essential supplies, equipment, and persons.</td>
<td>3/13</td>
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<tr>
<td>CMS</td>
<td>COVID-19 FAQs for State Medicaid and Children’s Health Insurance Program (CHIP) Agencies Answers questions like what resources are available to assist states and territories, how Appendix K can support states’ response, what disaster response options states have for separate CHIP programs, etc.</td>
<td>3/12</td>
</tr>
<tr>
<td>CMS</td>
<td>Guidance for Medicare Advantage and Part D Plans to Respond to COVID-19 Guidance for Medicare Advantage Organizations and Part D Sponsors to inform them of the obligations and permissible flexibilities related to disaster and emergencies resulting from COVID-19</td>
<td>3/10</td>
</tr>
<tr>
<td>DoD</td>
<td>Civilian personnel guidance for DoD components in responding to COVID-19 Identifies authorities and best practice to help the Department minimize risk to its civilian personal and their families, as well as to ensure the readiness of the force to continue to execute our missions and support domestic and international partners</td>
<td>3/10</td>
</tr>
<tr>
<td>USDA</td>
<td>USDA Makes It Easier, Safer to Feed Children in California Amid Coronavirus Outbreak On a state-by-state basis, USDA will allow meals to be served at off-campus sites like libraries and churches to ensure kids receive nutritious meals during school closure; will waive the requirement that students must eat in group settings; WA and CA have already received such approvals</td>
<td>3/9</td>
</tr>
<tr>
<td>DoT</td>
<td>FAQs from Federal Transit Administration Grantees Regarding COVID-19 These FAQs are intended to provide guidance to transit agencies regarding COVID-19. They cover resources that are available for transit agency use and eligibility of mitigation activities for FTA funding.</td>
<td>3/9</td>
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<tr>
<td>FAA</td>
<td>Guidance for Travelers from Countries with Widespread Sustained (Ongoing) Transmission Arriving in the United States Outlines travel restrictions put forth by CDC and State Department as well as steps to monitor one’s health and practice social distancing.</td>
<td>3/9</td>
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<td>CDC</td>
<td>COVID-19 and Cruise Ship Travel</td>
<td>3/8</td>
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<td></td>
<td>CDC recommends travelers, particularly those with underlying health issues, defer all cruise ship travel. Cruise ship passengers are at increased risk of person-to-person spread of infectious diseases, including COVID-19. Older adults and travelers with underlying health issues should avoid situations that put them at increased risk for more severe disease, including crowded places, non-essential travel such as long plane trips, and cruise ships.</td>
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<tr>
<td>CDC</td>
<td>People at Risk for Serious Illness from COVID-19</td>
<td>3/8</td>
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<td></td>
<td>Outlines the following recommendations for individuals at high risk of getting very sick from COVID-19; stock up on supplies, take everyday precautions to keep space between yourself and others, when you go out in public, keep away from others who are sick, limit close contact and wash your hands often, avoid crowds as much as possible, avoid cruise travel and non-essential air travel, during a COVID-19 outbreak in your community, stay home as much as possible to further reduce your risk of being exposed.</td>
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<tr>
<td>CDC</td>
<td>Communication Resources for Travelers</td>
<td>3/7</td>
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<td></td>
<td>Provides up-to-date messages to travelers at specific airports, seaports, and land borders where most international travelers enter or leave the United States.</td>
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<tr>
<td>CDC</td>
<td>What law enforcement personnel need to know about coronavirus disease 2019 (COVID-19)</td>
<td>3/7</td>
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<td></td>
<td>Summarizes background information on COVID-19 and highlights measures that law enforcement personnel can take to protect themselves.</td>
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<tr>
<td>CMS</td>
<td>Coverage and Benefits Related to COVID-19 Medicaid and CHIP</td>
<td>3/5</td>
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<td></td>
<td>Brief overview of Medicaid/CHIP benefits, cost sharing premiums, using Medicaid and CHIP in other states, and obtaining Medicaid/CHIP coverage.</td>
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<td>DoED</td>
<td>Guidance for Interruptions of Study Related to COVID-19</td>
<td>3/5</td>
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<td></td>
<td>Addresses concerns expressed by higher education leaders regarding how they should comply with Title IV, Higher Education Act (HEA) policies for students whose activities are impacted by Coronavirus (COVID-19), either directly because the student is ill or quarantined, or indirectly because the student was recalled from travel-abroad experiences, can no longer participate in internships or clinical rotations, or attends a campus that temporarily suspended operations.</td>
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<tr>
<td>EPA</td>
<td>Registered Antimicrobial Products for Use Against SARS-CoV-2</td>
<td>3/5</td>
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<td>Outlines a list of antimicrobial products approved by the EPA to disinfect SARS-CoV-2.</td>
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<tr>
<td>CMS</td>
<td>CMS Guidance suspending non-emergency inspections to allow inspectors to focus on COVID-19</td>
<td>3/5</td>
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<td>CMS is suspending non-emergency inspections across the country, allowing inspectors to turn their focus on the most serious health and safety threats like infectious diseases and abuse. CMS is issuing this memorandum to State Survey Agencies to provide important guidelines for the inspection process in situations in which a COVID-19 is suspected.</td>
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<td>CDC</td>
<td>Coronavirus Disease 2019 Information for Travel</td>
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<td>Includes information about Coronavirus Disease 2019 (COVID-19) for travelers and travel related industries</td>
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<td>• Travelers to China</td>
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<td></td>
<td>• Travelers from China Arriving in the United States</td>
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<td>CDC</td>
<td>Guidance for Student Foreign Travel for Institutions of Higher Education</td>
<td>3/1</td>
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<td>Guidance for Institutes of Higher Education (IHE) with students participating in international travel or study abroad programs. IHE’s should consider postponing or canceling student international travel programs and should consider asking current program participants to return to their home country.</td>
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<tr>
<td>American Public Transportation Association</td>
<td>Resources for Public Transportation Agencies</td>
<td>2/28</td>
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<td></td>
<td>Highlights the steps that public transportation agencies can take to minimize transmission of infectious disease to employees, riders, and the general public.</td>
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<tr>
<td>CDC</td>
<td>Stigma Related to COVID-19</td>
<td>2/28</td>
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<td></td>
<td>Provides recommendations on how Communicators and public health officials can help counter stigma during the COVID-19 response.</td>
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<tr>
<td>DoD</td>
<td>Guidance for Military Installation Commanders’ Risk-Based Measured Responses to the Novel Coronavirus Outbreak</td>
<td>2/25</td>
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<td></td>
<td>Outlines “Recommended Military Commander Response Measures” prior to community transmission through widespread community transmission</td>
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<tr>
<td>USDA</td>
<td>Veterinary Services, Organisms, and Vectors (OV) Permitting Unit regulates importation into the U.S. of COVID-19 isolates exposed to livestock or poultry products</td>
<td>2/24</td>
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<td></td>
<td>The Veterinary Services, Organisms and Vectors (OV) Permitting Unit regulates importation into the United States, and interstate transportation, of organisms and vectors of pathogenic diseases of livestock and poultry. Federal regulations mandates that “no organisms or vectors shall be imported into the United States or transported from one State or Territory or the District of Columbia to another State or Territory or the District of Columbia without a permit”.</td>
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<td>Provides guidance to surveyors in regards to the authorization for emergency use of the CDC’s 2019-nCoV Real-Time RT-PCR Diagnostic. Upon receipt of the CDC 2019-nCoV Real-Time RT-PCR Diagnostic Panel assay and corresponding Manufacturer’s Instructions (MI), CDC qualified laboratories will verify assay performance specifications in their laboratory per the manufacturer’s instructions. CMS is also providing guidance for surveyors to notify their CMS Location if they discover a laboratory using an assay without an EUA that is testing for the same agent for which the emergency has been declared, or a modified EUA assay.</td>
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<tr>
<td>FAA</td>
<td>Safety Alert for Operators 20001: 2019 Novel Coronavirus: Interim Health Guidance for Air Carrier and Crews. Provides interim health guidance from the Centers for Disease Control and Prevention (CDC) and the Federal Aviation Administration (FAA) for Air Carriers and Crewmembers, including avoiding public transportation, practice social distancing, proper hygiene practices, and proper quarantining procedures (if necessary).</td>
<td>2/4</td>
</tr>
<tr>
<td>CDC</td>
<td>Preventing Spread of Disease on Commercial Aircraft: Guidance for Cabin Crew: Provides cabin crew with practical methods to protect themselves, passengers, and other crew members when someone onboard is sick with a possible contagious disease. Key points include practice routine handwashing, identify sick and potentially infectious travelers, treat all body fluids (such as diarrhea, vomit, or blood) like they are infectious, wear recommended personal protective equipment (PPE), clean and disinfect contaminated areas, and dispose waste using recommended procedures.</td>
<td>8/30/2019</td>
</tr>
</tbody>
</table>

*New or updated guidance highlighted in yellow.*