



DEFENSE HEALTH AGENCY
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DHA-IPM 18-017
November 3, 2020

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER AND RESERVE AFFAIRS)
ASSISTANT SECRETARY OF THE AIR FORCE (MANPOWER AND RESERVE AFFAIRS)
DIRECTOR OF THE JOINT STAFF
DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH READINESS POLICY AND OVERSIGHT)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH SERVICES POLICY AND OVERSIGHT)
DEPUTY ASSISTANT SECRETARY OF DEFENSE (HEALTH RESOURCES MANAGEMENT AND POLICY)

SUBJECT: Interim Procedures Memorandum 18-017, Military Health System (MHS) Information Technology (IT) Investment Management Framework

References: See Attachment 1.

Purpose. This Defense Health Agency-Interim Procedures Memorandum (DHA-IPM), based on the authority of References (a) through (c), and in accordance with the guidance of References (d) through (v), establishes Defense Health Agency's (DHA) procedures to:

- Establish the overarching guidance to implement policies and procedures for managing DHA Deputy Assistant Director, Information Operations (DAD IO)/J-6 Defense Health Program (DHP) IT resources. The DHA Investment Management Framework is used as an enabler for MHS leadership to make informed transparent financial decisions associated with the DHA DAD IO/J-6 systems, services, and capabilities and will continue to be used in the foreseeable future.
- Provide full and total awareness of all IT across the enterprise ensuring all MHS healthcare-related IT investments are accounted for and integrated both operationally and financially. This includes all IT systems, applications, and devices and all their funding identified to manage a coherent and integrated healthcare capability across the enterprise.
- Provide and supersede guidance and instructions previously provided through the Services. As Military Medical Treatment Facilities (MTFs) transition to DHA management and responsibility, procedures in this DHA-IPM will supersede IT systems guidance and instructions previously provided through the Services;

including IT systems in all MTFs, clinics, and enterprise services provided to Other Lines-of-Business (OLB), such as training and research, etc. In addition, it supports a coherent and comprehensive catalog of IT capability investments encompassing all IT used to support the MHS mission.

- Require that all funding sources, type and Budget Activity Group (BAG), purchasing or supporting any IT must be identified for inclusion in the DHA portfolio of IT capability investments.
- Provide superseding guidance and instruction, through this DHA-IPM until a DHA-Procedural Instruction is issued previously provided by the Services in References (w) through (ad), for the MTFs as they are transitioned to DHA management and responsibility.
- This DHA-IPM is effective immediately and it will be converted into a DHA-Procedural Instruction. This DHA-IPM will expire effective 12 months from the date of issue.

Applicability. This DHA-IPM applies to the DHA organizations, departments, all MTFs, clinics, and enterprise services for OLB as they transition under the DoD MHS enterprise of healthcare IT systems, services, applications, devices, and capabilities regardless of the funding source, BAG, or type, which purchases or supports IT.

Policy Implementation. It is DHA's instruction, pursuant to References (a) through (v) to have governance decision support, investment management, and budgetary accounting policies and practices that ensure all funding spent on any DoD healthcare IT is authorized and meets compliance standards. Further, to ensure all DHA DAD IO/J-6 IT goes through a rigorous and transparent process to select, prioritize, and control all DHA DAD IO/J-6 capabilities based upon MHS strategy, functional priorities, and Laws, Regulations, and Policies (LRP).

Responsibilities. See Attachment 2.

Procedures. See Attachment 3.

Releasability. **Cleared for public release.** This DHA-IPM is available on the Internet from the Health.mil site at: www.health.mil/DHAPublications.



For RONALD J. PLACE
LTG, MC, USA
Director

Attachments:
As stated

cc:

Principal Deputy Assistant Secretary of Defense for Health Affairs
Surgeon General of the Army
Surgeon General of the Navy
Surgeon General of the Air Force
Medical Officer of the Marine Corps
Joint Staff Surgeon
Director of Health, Safety, and Work-Life, U.S. Coast Guard
Surgeon General of the National Guard Bureau
Director, National Capital Region

ATTACHMENT 1

REFERENCES

- (a) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD (HA)),” September 30, 2013, as amended
- (b) DoD Directive 5136.13, “Defense Health Agency (DHA),” September 30, 2013
- (c) DHA-Procedural Instruction 5025.01, “Publication System,” August 21, 2015, as amended
- (d) Defense Chief Management Office Memorandum, Subject: “Defense Business Systems Investment Management Process Guidance,” June 26, 2018¹
- (e) DoD Instruction 5000.02, “Operation of the Defense Acquisition System,” November 26, 2013, as amended
- (f) DoD “Business Capability Acquisition Cycle (BCAC) Concept of Operations (CONOPS),” v2.1, October 2017²
- (g) DoD Directive 8115.01, “Information Technology Portfolio Management,” October 10, 2005
- (h) Office of Management and Budget Circular No. A-130, “Managing Federal Information as a Strategic Resource,” August 17, 2016
- (i) DoD Deputy Chief Management Officer, “The Fourth Estate Portfolio Organizational Execution Plan Investment Decision Memorandum for FY17 Defense Business Systems,” June 26, 2018³
- (j) Department of Health and Human Services, HHS-OCIO-2016-CPIC-01, “HHS OCIO Policy for Information Technology Capital Planning and Investment Control,” September 2016
- (k) United States Code, Title 40, Section 11101 et seq.
- (l) DoD Chief Information Officer, “Department of Defense (DoD) Information Technology (IT) Portfolio Repository (DITPR) and DoD Secret Internet Protocol Router Network (SIPRNET) IT Registry Guidance for 2007-2008,” September 6, 2007⁴
- (m) Public Law, 114-328, “National Defense Authorization Act for Fiscal Year 2017,” December 23, 2016
- (n) Public Law 106-398, Section 811, “Acquisition and Management of Information Technology,” October 30, 2000
- (o) DoD Directive 8000.1, “Management of the DoD Information Resources and Information Technology,” February 27, 2002, as amended
- (p) United States Code, Title 10, Section 2222
- (q) DoD Financial Management Regulation 7000.14-R, June 2011, as amended
- (r) DoD Directive 7045.14, “The Planning, Programming, Budgeting, and Execution (PPBE) Process,” January 25, 2013, as amended

¹ This reference can be found at: www.dodpolicy.org, or by calling the DoD Policy Office mainline at 703-571-3343.

² This reference can be found at: <https://www.milsuite.mil/book/groups/bcacomcommunity>.

³ This reference can be found at: www.dodpolicy.org, or by calling the DoD Policy Office mainline at 703-571-3343.

⁴ This reference can be found at: www.dodpolicy.org, or by calling the DoD Policy Office mainline at 703-571-3343.

- (s) DoD Directive 7045.20, “Capability Portfolio Management,” September 25, 2008, as amended
- (t) DoD Instruction 5000.75, “Business Systems Requirements and Acquisition,” February 2, 2017
- (u) DoD 7000.14-R, “Department of Defense Financial Management Regulation (DoD FMR), Volumes 1-16,” June 2017)
- (v) DoD Instruction 5000.76, “Accountability and Management of Internal Use Software (IUS),” March 2, 2017
- (w) Air Force Instruction 17-110, “Information Technology Portfolio Management and Capital Planning and Investment Control,” May 23, 2018
- (x) Air Force Guidance Memorandum 2016_16-01, “Air Force Guidance Memorandum on Implementation of Authoritative Data Sources for Live, Virtual, and Constructive Operational Training (LVC-OT) Systems,” January 21, 2016
- (y) Air Force Policy Directive 17-1, “Information Dominance Governance and Management,” April 12, 2016
- (z) Air Force Material Command Instruction 33-108, “AFMC Life Cycle Information Technology Governance,” May 29, 2014, as amended
- (aa) Army Regulation 25-1, “Army Information Technology,” June 25, 2013
- (ab) Department of the Navy, “Information Management/Information Technology Investment Review Process Guidance (v4.0),” October 1, 2009
- (ac) Department of Navy, “Information Technology Capability Priorities,” June 9, 2017
- (ad) Department of Navy, “Information Technology Procurement Request (ITPR) Process,” February 12, 2016
- (ae) Public Law 115-232, “National Defense Authorization Act for Fiscal Year 2019,” August 5, 2018

ATTACHMENT 2

RESPONSIBILITIES

1. DIRECTOR, DHA. Under the authority, direction, and control of the Under Secretary of Defense for Personnel and Readiness and the Assistant Secretary of Defense for Health Affairs, and in accordance with References (a) and (b), the Director, DHA, will:

a. Exercise overall responsibility for Planning, Programming, Budgeting and Execution of all DHA requirements, programs, and systems.

b. Provide oversight of all resourcing decisions through investments and portfolio management, budget formulation, cost estimating, Unfunded Requirements (UFRs) and Program Objective Memorandum (POM) submissions.

c. Provide periodic updates on Portfolio Management Board IT system activities (e.g., system prioritization, funding recommendations, and issues) to the Deputy Assistant Secretary for Health Readiness Policy and Oversight and Deputy Assistant Secretary for Health Services Policy and Oversight, Office of the Assistant Secretary of Defense for Health Affairs.

d. Assign a Chief Information Officer (CIO) and personnel to manage and orchestrate DHA's portfolio of IT investments.

2. CHIEF, DHA PORTFOLIO AND RESOURCE MANAGEMENT DIVISION (PRMD). The Chief, DHA PRMD, will:

a. Provide Portfolio Management oversight, capability and investment management, and methodologies to prioritize and recommend funds for IT across the MHS enterprise.

b. Manage the investment inventory and facilitate reporting of all DHP-funded MHS systems and networks/enclaves in the DoD Information Technology Portfolio Repository (DITPR) as required by Reference (1).

c. Assign personnel to orchestrate and provide DHA Decision Making support, development and recommendations for DHP IT investment decisions, prioritization methodologies, and facilitating information collection for MHS IT Portfolio Management.

d. Assign personnel to orchestrate Planning, Programming and Budgeting and Execution activities for DHP investments, Budget Formulation, Cost Estimating, UFRs and POM submissions.

e. Assign personnel to orchestrate budget execution, manage DHP DAD IO/J-6 funds allocation and distribution execution, oversight of J-6 spending and internal controls, J-6 acquisition (ACQ) support activities, Funds Authorization Document requests, J-6 obligation

plans, J-6 Travel Management and Government Travel Charge Card (GTCC) operations and manage DHA DAD IO/J-6 Managers' Internal Control Program.

3. DHA CIOs AND SERVICE CIOs EXECUTING DHP IT-RELATED FUNDS. DHA CIOs and Service CIOs executing DHP IT-related funds will:

- a. Provide requirements, funding and expenditures input as directed on all IT projects, programs, and services supporting the DHA DAD IO/J-6 investment inventory. This includes activities associated with local IT at MTFs under J-6's purview.
- b. Provide all DHP IT-related financial information and any DHA DAD IO/J-6 funding used to support MHS healthcare missions to enable total oversight, management, and status of J-6 investments.
- c. Provide supporting documentation as needed or requested for their IT systems, services, applications, devices, and contracts for sustainment of operational status, funding requests, and capability modification requests to support Portfolio Management and DHA Decision Making.
- d. Provide financial documentation as needed or requested on their IT systems, services, applications, devices, and contracts to support total accountability of IT funding across the enterprise.
- e. Provide MHS investment inventory data as needed or requested to support MHS Portfolio Management and DHA Decision Making.

ATTACHMENT 3

PROCEDURES

OVERVIEW. The DHA DAD IO/PRMD develops, facilitates, and oversees all aspects of DHA DAD IO/J-6 Portfolio and Resource Management functions and activities, to include activities associated with local IT at MTFs under J-6's purview. Key areas include, but are not limited to, DHA Decision Making support, Defense Business System (DBS) Certification Advisory Support, Budget Formulation and Execution, Cost Estimating, and Portfolio Rationalization DAD IO/PRMD provides oversight of the DHA DAD IO/J-6 Governance process and ensures coordination and alignment with MHS Governance; and also ensures processes and procedures are in place to manage and oversee the investments enabling a more informed decision-making capability. This includes generating budgets, changes to funding profiles, generation and recommending portfolio modifications, monitoring of the POM and UFR submissions and priority lists, registration of DHA DAD IO/J-6 capabilities in the authoritative registries, and monitoring and managing the budget execution to comply with directives and LRP. The Investment Management Framework is an enabler for the DHA leadership to make informed, transparent financial decisions associated with the DHP funded DHA DAD IO/J-6 services, systems, and capabilities in compliance with LRP, MHS and DHA strategy.

DAD IO/PRMD enables delivery of DHA DAD IO/J-6 authoritative enterprise IT services and capabilities. It orchestrates transparent and streamlined management of the DHA DAD IO/J-6 portfolio through programming, budgeting, execution, and reporting of required resources. Emphasis is placed on customer service, responsiveness, teamwork, and adherence to life-cycle management principles. A key focus is expediting deployment of approved and resourced capabilities and eliminating or consolidating duplicate services/capabilities. DHA DAD IO/PRMD enables achievement of DHA DAD IO/J-6, DHA, and Assistant Secretary of Defense for Health Affairs' strategic objectives through integrated partnerships across DHA, the Services, and other DoD offices. It also includes identification of Shadow IT. This is IT spending anywhere in the enterprise for which the IT department is not accountable. For this category, the IT department is aware of spending, but may not have detailed information about it. Amounts here may have to be estimated. This ensures all MHS healthcare-related IT investments are accounted for and integrated both operationally and financially. IT includes systems, applications, and devices and all their funding identified to manage a coherent and integrated healthcare capability across the enterprise. Thereby, the DHA DAD IO/J-6 captures the big picture view of the MHS healthcare related IT from new investment service or capability through deployment, sustainment or termination. It plays a significant role by assisting in the DHA Decision Making process, obtaining DBS certification, and managing the IT financials from POM submissions through budget execution. The key focus areas to accomplish these enterprise-wide capabilities are as follows:

DHA Decision Making Support	Portfolio Management
DHA DAD IO/J-6 Investment Inventory	Defense Business IT Certification
Budget Formulation	DHP System Inventory Management and Reporting

Cost Estimation (CE)

DHA IT Budget Execution

This DHA-IPM captures the MHS-wide procedures for these key focus areas across the MHS enterprise to each MTF, clinic, and OLB. Management of the MHS IT investment encompasses routine and comprehensive knowledge of existing capabilities in sustainment, identification of new capabilities, planning and programming for budgets, standardization, compliance, alignment to DHA strategy, and mission prioritization to name a few.

a. DHA Decision Making Support

(1) DHA Decision Making processes will continue to be modified as Reference (m) is implemented on October 1, 2018, as well as when Reference (ae) is implemented for the Component MTFs and enterprise services of OLB are transitioned to DHA Governance, control, and oversight.

(2) DAD IO/PRMD supports DHA Decision Making by providing crucial IT capability/services management and recommendations. Director, DHA DAD IO/J-6 investment funding, capability information, and recommendations are provided to the governance and portfolio management boards. Decision support processes provide information enabling informed guidance and decision making related to the enterprise IT portfolio of capabilities. It facilitates a forum for senior managers to guide resolution and/or elevation of DHA DAD IO/J-6 IT portfolio issues or that require cross-MHS component actions. It also ensures all DHP funded investments comply with DoD and DHA policies, align with the MHS strategy, and are not duplicative of existing, approved DHA DAD IO/J-6 portfolio capabilities. It serves as an integrating forum to address existing and emergent DHA DAD IO/J-6 investment capabilities, associated POM gaps and shortfalls, and managing prioritization lists for funding.

(3) The MHS Component Functional Requirements Management Process and its MHS Submission Portal is the method for submitting requests for new investment capabilities and requests for more funding. Instructions are contained on the portal at:
<https://info.health.mil/hit/portfolio/invest/gov/isp/SitePages/home.aspx>.

(4) DAD IO/PRMD provides DHA DAD IO/J-6 related IT capability information to include investment data, budget projections, costing, etc., and to the governance boards as needed to support their respective portfolio. This support includes technical and budget analysis, enterprise impact, prioritization recommendations, CEs, and operational implementation impacts or issues to deployment.

(5) DAD IO/PRMD provides management support to the CIO Coordinating Committee chaired by the DAD IO/J-6 and chartered to work DHA DAD IO/J-6 recommendations, and potential courses of actions, etc., through the DHA Decision Making process. The CIO Coordinating Committee performs reviews of programs, services, and initiatives within Program Executive Offices, other divisions internal to DHA DAD IO/J-6, as well as DHP funded DHA DAD IO/J-6 entities managed external to DHA DAD IO/J-6, to ensure cost, schedule, and performance remain consistent with established targets and customer requirements.

Additionally, the committee engages in continuous portfolio and infrastructure rationalization activities in coordination with the appropriate governance boards.

b. Portfolio Management

(1) DoD policy directs the nesting and integration of portfolios at the enterprise and functional mission area levels. Alignment of business processes is essential for integrated MHS capability. DHA DAD IO/J-6 operations and optimized, business processes will drive DHA DAD IO/J-6 Investments. Investment analysis requires a thorough understanding of the systems, the capabilities they provide, the processes they enable, and their associated cost.

(2) The MHS enterprise portfolio with functional sub-portfolios support the management boards with capability-based planning, oversight, management, alignment and prioritization of capabilities. This Portfolio Management, supported by the DHA DAD IO/J-6, PRMD, Portfolio Management Section, encompasses many processes and services to the management boards. The DHA DAD IO/J-6 enterprise portfolio is managed and rationalized to reduce system duplication, achieve greater standardization across the enterprise, and to enable greater efficiency and effectiveness with the MHS catalog of capabilities.

(3) The DHA DAD IO/J-6 systems and projects data are collected in an investment inventory portfolio tool. The inventory hosts data and information about the investments including capabilities, associated funding profiles, budgeting and execution funding data down to the checkbook level and is used by portfolio managers at various levels daily to direct programmatic activities and by the governance boards for their funding prioritization and decision-making processes. DAD IO/PRMD also supports data requirements for the DITPR that keeps track of DoD IT systems, and hosts the centralized financial information repository for the DHA DAD IO/J-6 budgeting and funding processes, UFRs and POMs, while directly supporting system rationalization efforts.

c. DHA DAD IO/J-6 Investment Inventory

(1) The investment inventory contains the official DHA repository of all DHA DAD IO/J-6 systems, projects and contracts funded by the DHP to comply with References (a) through (v), to effectively govern and manage the DHA DAD IO/J-6. All data and information required to make investment decisions on DHA DAD IO/J-6 Information Systems (ISs), is entered in the tool to support governance boards, Portfolio Management, POM processes, and budget execution, etc.

(2) It is used to support the DHA management of the DHA DAD IO/J-6. It is a centralized executive level decision support system for decision-makers to effectively and efficiently manage the DoD healthcare enterprise worldwide for Information Management (IM)/IT capabilities, services, budgetary, and contract issues. It provides an in-depth look at the DoD healthcare enterprise investments by way of capabilities, systems, applications, tools, and financials to enable value added capability assessments, investment, management, zero-based budget analysis, financial analysis for POM submissions, and addressing overall DHA capabilities and cost of doing business. Currently, it does not include Component IT data, but it

focuses on systems, projects and contract portfolios and will provide visibility and tracking to the checkbook level.

(3) The investment inventory provides critical support to the transparency and prioritization of IM/IT initiatives, systems and applications of the MHS. The centralized decision support data enables a variety of outputs for use by the decision-makers. It is a one-stop shop for information tying functional requirements to strategic goals, capabilities, IM/IT systems, budgets and execution funding for leadership decisions. As the MHS enterprise repository for all IM/IT information on investments and funding, it receives input from the President's Budget, IT-1, IT-53, IMs, the management boards, Project Managers and Division points of contact (POCs) for investments.

d. DBS Certification

(1) Reference (o), includes requirements for investment review and certification of DBS prior to obligation of funds. The PRMD works with the DoD Office of the Chief Management Officer's (CMO) investment management process to ensure IT capital investments are aligned to DHA Functional Strategies and to the MHS Enterprise architecture. Functional Strategies, developed by the DoD Principal Staff Assistants, provide specific initiatives, outcomes, and performance measures associated with functional business operations and the IT portfolios that support them. The Principal Staff Assistant may also recommend retirement of a DBS based on misalignment to DoD business goals, costs, duplication, or other factors.

(2) On an annual basis, the DHA, with crucial input and support from PRMD, develops an Organizational Execution Plan (OEP), reflecting the approved DHA DBS portfolio, used to support business operations and fully aligned with Functional Strategies to achieve business results. This includes the review of mandatory data elements from authoritative data sources to inform certification decisions. The authoritative data sources are:

- (a) DITPR - a database containing DBS attributes.
- (b) Select and Native Programming Data Input Systems-Information Technology (SNaP-IT) - a database containing budget data.
- (c) Integrated Business Framework Data Alignment Portal - a portal containing OEP alignment for strategy and Business Enterprise Architecture.
- (d) DoD IT Investment Portal - a portal containing multiple source materials for DBS Certification Requests.

(3) DAD IO/PRMD, working with DHA Strategy, Planning and Functional Integration /J-5, transforms the DHA IT portfolio of capabilities into a business operations perspective and articulates its strategic alignment to achieving business outcomes meeting Functional Strategies.

(4) DAD IO/PRMD assists in preparing OEP requests for submission to the CMO who chairs the Defense Business Council. This council validates requirements for defense business

capabilities; ensures business system investments are aligned to the lines of business; the MHS enterprise architecture; supports measurable improvements to the CMO's business objectives and generates to the maximum extent practical a measurable return on investment.

(5) All DBSs need to be registered in the SNaP-IT and DITPR. The Budget Formulation process provides these procedures. All requests for review and certification of covered DBS that include funding for Development/Modernization must have approved documentation as identified in Reference (1), by working through the DHA Decision Making process.

(6) Detailed instructions for completing and submitting the artifacts and Business Enterprise Architecture compliance can be found on the Defense Business Council SharePoint page at: https://info.health.mil/hit/portfolio/SitePages/OEP_Homepage.aspx.

e. DHP System Inventory Management and Reporting. The DITPR contains the official inventory of all DoD ISs, including those funded by the DHP. All DHP-funded IS ACQ programs and operational ISs are entered in the DITPR, in compliance with DoD Directives, such as Reference (1). DHP-funded IS are registered in DITPR through DHA, not through the Service line organizations. All ISs and IS ACQ programs with a signed ACQ Decision Memorandum reflecting the decision to acquire an IS must be registered in the DITPR. The four major types of ISs are functional application systems (including DBS), infrastructure (including networks, enclaves, and network management systems), platform IT systems (including medical device systems), and industrial control/supervisory control and data ACQ systems (including badge entry systems and climate control systems). The Program Manager/System Manager initiates the DITPR registration process and is responsible for maintaining the completeness, accuracy, and currency of the DITPR record.

f. Budget Formulation

(1) DAD IO/PRMD handles budget formulation and manages key inputs for the Planning, Programming, Budgeting and Execution process. It supports all funding resource matters for DHA DAD IO/J-6 capabilities, while providing financial support and guidance to all DHA DAD IO/J-6 Divisions, Component Administration and Management/J-1, and Financial Operations/J-8 POCs and DHA management Boards as it relates to DHA DAD IO/J-6 funding. This support includes budget justification, presentation, submission, CE and validation, and POM development activities. PRMD facilitates the data collection from MHS IT Program Managers, DHA's DAD IO/J-6 Divisions, Operations, Programming, Service Medical Components, Program Executive Office Defense Healthcare Management Systems, and other organizations that execute DHP IT funding. This is used to support the MHS IT DHP POM, budget change proposals, budget estimate Submissions, and the President's Budget in accordance with Office of Management and Budget, DoD CIO and DHA Comptroller guidance and timelines. Also provided is guidance and assistance to a myriad of Service IT financial managers, Program Office Business Managers, and DHA financial support analysts in the development, review, and submission of required POM and Budget schedules, exhibits, and data calls. DAD IO/PRMD is responsible for ensuring data accuracy, completeness and compliance with DoD's CIO and Comptroller's guidance.

(2) Budget Formulation enhances financial stewardship of DHP IT resources by managing preparation, submission, and justification of the DHP IT Budget Estimate and the President's Budget Exhibit 300s, Exhibit 53 Resources, budget schedules and exhibits along with any required miscellaneous data requirements in accordance with Federal, DoD, and DHA guidance and established time lines, Reference (u). Specifically, Budget Formulation ensures compliance with Legislation, Executive Branch reporting requirements, Office of Management and Budget directives and circulars, and DoD Directives and Instructions. Additionally, budget formulation receives, vets, and manages requests for DHP-funded initiatives in the Cost Assessment and Program Evaluations, DoD IT Investment Portal, and the SNaP-IT, ensuring appropriate coordination of the request with appropriate offices, often at the senior leadership level, within DHA DAD IO/J-6, DHA, and the three Services to resolve issues relating to system definition and data completeness.

(3) DAD IO/PRMD develops the J-6 POM across the Future Year Defense Program (5 years). The POM is an annual requirement that is levied by an internal schedule driven by J-1 and J-8 timelines and suspense dates. Inputs into this process come from across the J-6 and in accordance with DoD guidance and governance decisions, outputs generated consist of 1-N prioritization lists and cost estimates, and support to the governance boards.

(4) Management boards, as well as Divisions of the J-6 Directorate, analyze the capabilities/requirements of their projects and determine if requirements should be adjusted to meet current needs and/or if funding is sufficient to meet future requirements. If it is determined that a new project is needed to fill a functional gap, the owning management board will work with the DAD IO/PRMD CE staff to develop an Independent Government Cost Estimate for POM consideration, and the DAD IO/PRMD Portfolio Management Support Team enters the candidate project into the MHS Portfolio Management Tool.

(5) The DAD IO/PRMD POM team develops the J-6 POM Guidance, a document that provides an overview of the complete POM process and associated taskers. It details the current fiscal environment, the methodology being used during the POM cycle, outlines the POM process, details the list of enclosures and provides the POC for coordination. Guidance is provided via tasker e-mails drafted by PRMD POM, Portfolio Management Support, and Cost Estimating Teams, depending on the tasker request. There are additional reference materials provided via the PRMD SharePoint site at:
<https://info.health.mil/hit/portfolio/invest/SitePages/Home.aspx>.

(6) When POM decisions result in the request for appropriation realignment or funding transfer between Budget Activity Groups, a Budget Change Proposal is submitted as a recommendation for approval by the DHA Comptroller.

g. CE

(1) The DAD IO/PRMD cost estimating process provides procedures and guidelines to develop a cost and schedule estimate and illustrates the key inputs and outputs for the cost

estimating process. The requesting organization provides prioritized, validated requirements approved by the appropriate management board to include detailed project descriptions, white paper, Concept of Operations, approved meeting minutes, and business requirements (referred to as a costing package), to DAD IO/PRMD. Strategy Planning and Functional Integration /J-5, DAD IO/PRMD, and the respective program office will determine if the project belongs to a legacy system or is part of Joint Operational Medicine IS/Electronic Health Record.

(2) DAD IO/PRMD cost estimating provides cost overview, assessment and administrative guidance on the workflow developed between the requesting organizations, DAD IO/PRMD and the divisions. The requesting organization determines if the requirements meet the UFR status, or if the requirements are being provided for POM considerations. If the request is determined to qualify as a UFR, the requesting organization contacts the Execution team to proceed with the request. If the request is for POM consideration, the requirements must be validated through the Requesting Organization for approval to proceed with a cost estimate. DAD IO/PRMD will determine technical approaches, dependencies, ACQ strategies, and assumptions to be used in developing the costing estimates. Key ACQ and contract strategies, dependencies, and assumptions will be documented, verified with appropriate staff, and submitted as part of the cost estimate summary. DAD IO/PRMD forwards the final documents, Cost Estimate Package, to the requesting organization.

h. DHA IT Budget Execution

(1) DAD IO/PRMD Budget Execution manages the execution of DHA DAD IO/J-6 funds, advises leadership on the status and management of the DHP funding, and reports on the status of funds execution across various appropriations and multiple fiscal years. The DAD IO/PRMD:

(a) Provides oversight of DHA DAD IO/J-6 spending and ensures internal controls are in place in the execution of funds.

(b) Provides DHA DAD IO/J-6 ACQ support activities which include contract administration support, procurement liaison support with various contracting agencies, invoice management/reporting, and maintains a repository of all DHA DAD IO/J-6 contracts data.

(c) Allocates and distributes DHA DAD IO/J-6 funding, manages DHA DAD IO/J-6 cost accounts, prepares incoming/outgoing J-6 Funds Authorization Documents requests, develops DHA DAD IO/J-6 obligation plans, manages DHA DAD IO/J-6 Travel Management and GTCC operations, and performs periodic funds execution review across the DHA DAD IO/J-6 divisions.

(d) Coordinates and manages UFRs received from DHA DAD IO/J-6 divisions and Program Management Offices. Reviews input prior to forwarding them to the management boards for consideration, validation, and prioritization.

(e) Provides Purchase Request (PR) policy compliance and oversight responsibilities for the PR Process across the J-6 Divisions. It develops and maintains standardized procedures for PR management and General Fund Enterprise Business System entry for J-6 users.

(f) Manages the J-6 Managers' Internal Control Program. This ensures the efficient and effective management of government resources protecting against fraud, waste, and abuse. Additionally, it establishes policies, procedures, and tools for managers to strengthen the requirements for risk identification, documentation, assessment, continuous monitoring, and self-reporting, as well as assigning organizational responsibilities to ensure accountability for program results across J-6.

(g) Provides J-6 Business Case Analysis (BCA) savings data collection and reporting to enable consistent, accurate, and transparent quarterly reporting of DHA DAD IO/J-6 Enterprise Activity savings. It prepares DHA DAD IO/J-6 Quarterly Savings Updates for Fiscal Year 2014-2019 reporting on status of BCA savings relative to established targets. Also, it serves as the POC for taskers and requests for information J-6 regarding BCA savings.

(h) Assists with establishing DHA's policy, processes, procedures, and standards required for DHA to meet DoD Instruction regarding J-6 Internal Use Software asset accountability and reporting, and with establishing and maintaining the baseline Internal Use Software inventory for asset management and audit compliance in accordance with Reference (v).

(i) Manages the J-6 Travel Management and GTCC and day-to-day travel operations for government and military personnel within the DHA DAD IO/J-6 Directorate. It provides system administration and support of the Defense Travel System and Citibank Commercial Card System for J-6. It ensures policy compliance in the processing of travel authorizations, vouchers/local vouchers, and provides overall travel and GTCC program compliance, performs internal control, funds execution, and reporting functions for directorate travel activities.

(j) Manages the Contracting Officer's Representative (COR) and converts DHA customer requirements into contract packages for submission to internal and external DHA Contract Agencies. The COR manages the development and maintenance of contract documentation for audit readiness; submits contract packages into the J-4 Requirements Development Customer Portal at: <https://info.health.mil/sites/DOP/Custom/SitePages/Home.aspx> to J-4 for processing and release to internal and external DHA Contract Agencies for awarding, and exercising options of existing DHA IT Contracts. The COR serves as the communication liaison between the agency, contracting offices, and commercial vendor.

(2) Contracts Administration Support: The PRMD:

(a) Serves as the J-6 Liaison to Component ACQ Executive/J-4 and the other DADs to provide oversight and reporting of J-6 contracts.

(b) Coordinates contract reviews across J-6.

(c) Maintains the DHA DAD IO/J-6 contracts database and prepares monthly contract-related reports for internal and external customers of J-6.

(d) Serves as the J-6 liaison to Component ACQ Executive/J-4 to provide oversight and reporting of prompt payments of J-6 invoices to prevent and minimize J-6 interest payments. The MHS Portfolio Management Tool is used to collect and consolidate contracting data to manage the DHA DAD IO/J-6 Contracts Database.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ACQ	Acquisition
BCA	Business Case Analysis
BAG	Business Activity Group
CE	Cost Estimation
CIO	Chief Information Officer
CMO	Chief Management Officer
COR	Contracting Officer's Representative
DAD IO	Deputy Assistant Director, Information Operations
DBS	Defense Business System
DHA	Defense Health Agency
DHA-IPM	Defense Health Agency-Interim Procedures Memorandum
DHP	Defense Health Program
DITPR	DoD Information Technology Portfolio Repository
GTCC	Government Travel Charge Card
IM	Information Management
IS	Information System
IT	Information Technology
LRP	Laws, Regulations, and Policies
MHS	Military Health System
MTF	Military Medical Treatment Facility
OEP	Organizational Execution Plan
OLB	Other Lines-of-Business
POC	point of contact
POM	Program Objective Memorandum
PR	Purchase Request
PRMD	Portfolio and Resource Management Division
SNAP-IT	Select and Native Programming Data Input Systems-Information Technology
UFR	Unfunded Requirement