

U.S. DEPARTMENT OF VETERANS AFFAIRS

FY 2025 BUDGET SUBMISSION



Information Technology Programs and Electronic Health Record Modernization

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Information Technology Programs and Electronic Health Care Record Modernization

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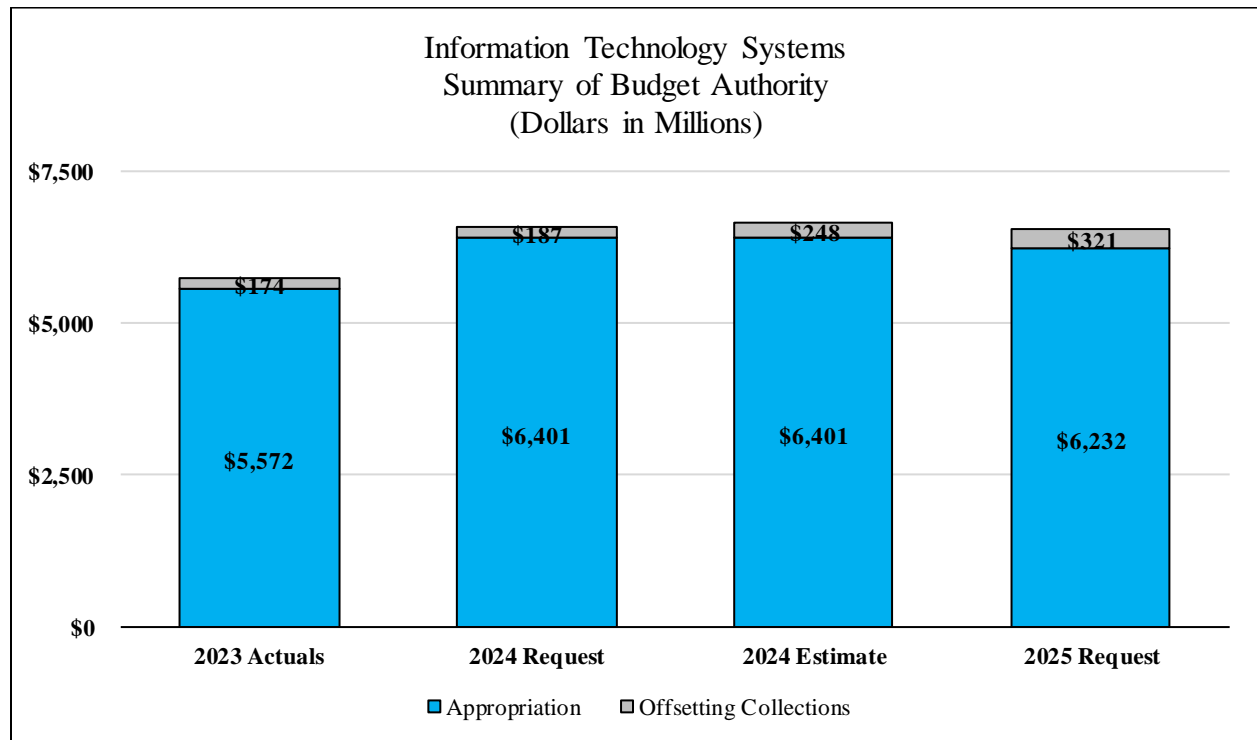
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2025 Budget Overview

This chapter provides an overview of VA’s 2025 IT Budget Request. The chapter includes a snapshot of VA’s budget authority and appropriations language. It also contains a section providing appropriation highlights which outlines VA budgetary resources. The chapter concludes with a detailed summary of the 2025 Budget Request.

Section 1.1 Budget Authority and Appropriation Language



Note: A full-year 2024 appropriations Act was not enacted at the time the 2025 President’s Budget was prepared. For all charts and tables, the 2024 Estimate assumes the 2024 President’s Budget request for with updates to unobligated balances, reimbursements, transfers, and collections.

Appropriation Language

For necessary expenses for information technology systems and telecommunications support, including developmental information systems and operational information systems; for pay and associated costs; and for the capital asset acquisition of information technology systems, including management and related contractual costs of said acquisitions, including contractual costs associated with operations authorized by section 3109 of title 5, United States Code, \$6,231,680,270, plus reimbursements: Provided, That \$1,686,245,270 shall be for pay and associated costs, of which not to exceed 3 percent shall remain available until September 30, 2026: Provided further, That \$4,544,475,000 shall be for operations and maintenance, of which not to exceed 5 percent shall remain available until September 30, 2026, and of which \$118,900,000 shall remain available until expended for the purpose of facility activations related to projects funded by the "Construction, Major Projects", "Construction, Minor Projects", "Medical Facilities", "National Cemetery Administration", "General Operating Expenses, Veterans Benefits Administration", and "General Administration" accounts: Provided further, That \$960,000 shall be for information technology systems development, and shall remain available until September 30, 2026: Provided further, That amounts made available for salaries and expenses, operations and maintenance, and information technology systems development may be transferred among the three subaccounts after the Secretary of Veterans Affairs notifies the Committees on Appropriations of both Houses of Congress: Provided further, That amounts made available for the "Information Technology Systems" account for development may be transferred among projects or to newly defined projects: Provided further, That no project may be increased or decreased by more than \$3,000,000 of cost prior to submitting notification to the Committees on Appropriations of both Houses of Congress.

Explanation of Language Change

VA is proposing a no-year appropriation provision for IT activation costs required to support VA Administration and Staff Office construction projects, non-recurring maintenance (NRM) projects, and leases. These funds would still be part of the IT Systems appropriation but designated solely for the purpose of IT activations related to construction, NRM projects, and leases. The proposed change would allow VA to align IT funding to a specific construction, NRM, or lease project, and provide flexibility in the period of available for IT activation funds to move with changing construction schedules. OIT needs the same type of flexibility to fund IT activation costs that the VA Administrations and Staff Offices do to fund construction-related costs. A no-year appropriation provision would afford that flexibility.

Section 1.2 Appropriation Highlights

Office of Information Technology Appropriation Highlights (Dollars in Thousands)						
	2023	2024	2024	2025	2024-2025 Change	
	Actuals	Request	Estimate	Request	\$	%
BASE APPROPRIATIONS						
Budgetary Resources:						
Development	142,092	125,650	125,650	960	(124,690)	-99.2%
Operations and Maintenance	4,145,678	4,668,373	4,668,373	4,544,475	(123,898)	-2.7%
Staffing and Administrative Services	1,494,230	1,606,977	1,606,977	1,686,245	79,268	4.9%
Subtotal, Appropriation ^{1/}	5,782,000	6,401,000	6,401,000	6,231,680	(169,320)	-2.6%
Base Development	41,836		49,205		(49,205)	-100.0%
Base Operations and Maintenance	649		153,000		(153,000)	-100.0%
Base Staffing and Administrative Support Services	5,312		44,826		(44,826)	-100.0%
Transformational Fund Operations and Maintenance	44,691		36,507		(36,507)	-100.0%
Technology Modernization Fund (P.L. 117-2 Section 4011)	5,895		22		(22)	-100.0%
OEF/OIF Emergency Appropriation (P.L. 110-28)	2,061		1,872		(1,872)	-100.0%
Choice Act Section 801	1,026		1,029		(1,029)	-100.0%
Subtotal, Unobligated balance brought forward, Oct 1	101,471		286,461		(286,461)	-100.0%
Base Development	451					
OEF/OIF Emergency Appropriation (P.L. 110-28)						
Transformational Fund Operations and Maintenance	13					
Choice Act Section 801	3					
Subtotal, Recoveries	467					
North Chicago Facility Transfers	(8,085)	(8,085)	(8,085)	(8,085)		
Technology Modernization Fund (P.L. 117-2 Section 4011)			12,064		(12,064)	-100.0%
Collections for Reimbursable	174,450	186,499	247,823	321,456	73,633	29.7%
Subtotal, Budgetary Resources	6,050,303	6,579,414	6,939,263	6,545,051	(382,148)	-5.7%
Base funding	(2,061)					
Subtotal, Unobligated Balance Expiring	(2,061)					
Base Development	(49,205)					
Base Operations and Maintenance	(153,000)					
Base Staffing and Administrative Support Services	(44,826)					
Transformational Fund Operations and Maintenance	(36,507)					
Technology Modernization Fund (P.L. 117-2 Section 4011)	(22)					
Choice Act Section 801	(1,029)					
OEF/OIF Emergency Appropriation (P.L. 110-28)	(1,872)					
Subtotal, Unexpired Unobligated Balance	(286,461)					
Total, Obligations	5,761,781	6,579,414	6,939,263	6,545,051	(382,148)	-5.7%

Obligations by Program Activity:						
Development	135,174	125,650	174,855	960	(173,895)	-99.5%
Operations and Maintenance	3,993,665	4,664,710	4,831,668	4,540,812	(290,856)	-6.0%
Staffing and Administrative Support Services	1,450,294	1,602,555	1,647,381	1,681,823	34,442	2.1%
Transformational Fund Operations and Maintenance	8,197		36,507		(36,507)	-100.0%
Choice Act Section 801			1,029		(1,029)	-100.0%
Subtotal, Direct Obligations	5,587,330	6,392,915	6,691,440	6,223,595	(467,845)	-7.0%
Reimbursable Obligations by Program Activity						
IT Systems, Reimbursable Obligations	174,450	186,499	247,823	321,456	73,633	29.7%
Subtotal, Reimbursable Obligations	174,450	186,499	247,823	321,456	73,633	29.7%
Total, Obligations	5,761,781	6,579,414	6,939,263	6,545,051	(394,212)	-5.7%
Full Time Equivalent (FTE):						
Direct	7,901	9,177	8,150	8,310	160	2.0%
Reimbursable	60	65	93	95	2	2.2%
Total FTE	7,961	9,242	8,243	8,405	162	2.0%

Note: Numbers may not add due to rounding

1/ Numbers exclude reimbursements. Numbers shown are prior to transfers to and from other accounts.

Office of Information Technology						
Appropriation Highlights						
(Dollars in Thousands)						
	2023	2024	2024	2025	2024-2025 Change	
	Actuals	Request	Estimate	Plan	\$	%
TOXIC EXPOSURES FUND (TEF)						
Budgetary Resources:						
Development	2,000	16,404	17,160	0	(17,160)	-100.0%
Operations and Maintenance	645,123	1,155,777	1,213,365	1,336,437	123,072	10.1%
Staffing and Administrative Services	8,877	70,819	12,475	27,164	14,689	117.7%
Subtotal, Appropriation ^{1/}	656,000	1,243,000	1,243,000	1,363,601	120,601	9.7%
Development	6,250		2,500		(2,500)	-100.0%
Operations and Maintenance	113,056	70,610	288,600	265,252	(23,348)	-8.1%
Staffing and Administrative Services	3,747		9,971		(9,971)	-100.0%
Subtotal, Unobligated balance brought forward, Oct 1	123,053	70,610	301,071	265,252	(35,819)	-11.9%
Recoveries						
Subtotal, Recoveries	711					
Subtotal, Budgetary Resources	779,053	1,313,610	1,544,071	1,628,853	84,782	5.5%
Development	(2,500)					
Operations and Maintenance	(288,600)		(265,252)	(333,853)	(68,601)	25.9%
Staffing and Administrative Services	(9,971)					
Subtotal, Unexpired Unobligated Balance	(301,071)		(265,252)	(333,853)	(68,601)	25.9%
Total, Obligations	477,982	1,313,610	1,278,819	1,295,000	16,181	1.3%
Obligations by Program Activity:						
Development	5,750	16,404	19,660	0	(19,660)	-100.0%
Operations and Maintenance	469,579	1,226,387	1,236,713	1,267,836	31,123	2.5%
Staffing and Administrative Support Services	2,653	70,819	22,446	27,164	4,718	21.0%
Total, Obligations	477,982	1,313,610	1,278,819	1,295,000	16,181	1.3%
Full Time Equivalent (FTE):						
Direct	12	341	139	139	0	0.0%
Total FTE	12	341	139	139	0	0.0%

Note: Numbers may not add due to rounding.

1/ Numbers shown are prior to transfers to and from other accounts

Section 1.3 Message from the Chief Information Officer

Today, many Veterans are accustomed to a seamless and easy digital experience—whether depositing a check from their phone, accessing their auto insurance card from an app, or chatting with a customer service representative via text. Veterans expect the same options from VA. VA’s digital transformation is much broader than investments in the cloud, equipment, and new services. VA’s digital transformation is also an acknowledgment that for Veterans who physically interact with VA—whether coming into one of VA’s more than 1,200 health care facilities to receive care or visiting a Vet Center to sign up for benefits—they expect VA to be able to provide those services reliably, and that the complex, nationwide information systems that enable that service will work every time.

This budget reflects OIT’s efforts to deliver modern, innovative, secure, and efficient solutions for the nation’s Veterans. The VA systems infrastructure is vast with a significant need to invest more in modernizing old systems and strengthening our cybersecurity posture, both articulated as priorities by the Federal Chief Information Officer’s Key Priorities of IT. The 2025 Budget will focus with precision on optimizing our strategic investments to enhance Veterans access to VA information and services. The request supports maintenance and recurring operations of existing aging and legacy systems, with limited modernization and cybersecurity resources that will be allocated in a strictly prioritized fashion to our most critical efforts in Modernization (i.e., Infrastructure Readiness Program, Financial Management, and Supply Chain Management), Cybersecurity, and IT Workforce. Significant gaps will remain, however, specifically in our modernization and cybersecurity investment levels. While recognizing these gaps, the VA IT program will endeavor to ensure that veterans and their families continue to receive these critical IT functions that support the delivery of services that enhances their lives.

The federal government is at a unique moment in time to drive digital transformation across the federal enterprise. The right technology can do a lot of good for Veterans. It is having a real impact, right now, in the lives of Veterans across America. This budget request focuses OIT on those incremental investments required for the most essential capabilities to deliver a fully integrated experience in which the support Veterans need is just a few clicks away—right there in their hands. VA’s digital transformation not only can be—but very well must be—the most innovative, reliable, and customer-focused experience, not just in government, or American private sector, but in the world.

Kurt DelBene

Assistant Secretary for Information and Technology and Chief Information Officer
Office of Information and Technology
Department of Veterans Affairs

Section 1.4 Budget Request Summary

A full-year 2024 appropriation for this account was not enacted at the time the Budget was prepared. Charts displayed in the following chapters display the 2024 President’s Budget request level for 2024 with updates to balances, recoveries, and collections in the 2024 Estimate column.

<u>2025 Budget Request at a Glance</u>	
Budget Authority (Base)	
(Dollars in Thousands)	
2024 Request	\$6,401,000
Program Changes	-\$169,320
2025 Request	\$6,231,680
Change from 2024 Request	-2.6%

The 2025 Budget (Base) for IT Systems is \$6.232 billion, \$169 million (-2.6%) below the 2024 Request. This funding level will:

- Support expansion of select **Development, Enhancement, and Modernization** projects needed to reduce technical debt and mitigate cybersecurity threats to fully support the operations and maintenance of aging and legacy systems necessary to sustain current Veteran services;
- Strategically invest in the Federal CIO’s Key Priorities working to bolster investments in the areas of **IT Modernization, Cybersecurity, and IT Workforce** needed to drive digital transformation across the Federal enterprise increasing opportunity for seamless Veteran digital experience; and
- Adamantly maintain **Standard IT Investments** which represent the critical core and bedrock systems serving as the structural backbone of the VA digital ecosystem – especially in areas like the **Infrastructure Readiness Program (IRP)** and **Application Services** which support VA’s infrastructure refresh and hardware and software maintenance.

VA is delivering more care and more benefits to more Veterans than ever before. Technology serves as the foundation of VA’s ability to serve on its mission. The 2025 budget represents VA’s desire to stop at nothing to serve every Veteran as well as they have served the Nation. The judicious use of budgetary resources associated with base and Toxic Exposures Fund (TEF) resources will require a careful balance of funding streams across health, benefits, and memorial programs to ensure IT investments reflect VA’s vision of a seamless Veterans experience.

Information Technology Systems Account

FCIO Key Priorities (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Development	135,153	125,650	960	(124,690)	-99.2%
Operations & Maintenance	3,988,583	4,668,373	4,544,475	(123,898)	-2.7%
<i>Sustainment-Enhancement</i>	<i>505,880</i>	<i>362,734</i>	<i>44,627</i>	<i>(318,107)</i>	<i>-87.7%</i>
<i>Sustainment-Modernization</i>	<i>527,283</i>	<i>797,553</i>	<i>266,932</i>	<i>(530,621)</i>	<i>-66.5%</i>
<i>Sustainment-Steady-State</i>	<i>2,955,419</i>	<i>3,508,086</i>	<i>4,232,916</i>	<i>724,830</i>	<i>20.7%</i>
Staffing & Administrative Services	1,449,337	1,606,977	1,686,245	79,268	4.9%
Total	5,573,073	6,401,000	6,231,680	(169,320)	-2.6%

Notes: Base includes Staffing and Administrative services. 2024 estimates exclude 23/24 carryforward.

The IT Systems account provides necessary expenses for information technology systems and telecommunications support, including development, operations and maintenance, and associated pay, staffing, and capital asset acquisition management and operations authorized by Title 5 U.S. Code § 3109. The IT Systems account enables the effective and efficient delivery of services to the Nation's largest healthcare network, as well as VA's Veterans benefits, memorials affairs, and corporate business lines. This account is composed of three sub-accounts:

- **Development** subaccount in the amount of \$960 thousand (-\$125 million, -99.2%) funds activities in support of creating new projects, services, and other scalable solutions. With the continuously evolving IT and cyber security landscape, these activities serve as important investments in delivering modern and secure services to Veterans, and continued investment in IT development will be necessary to ensure VA meets the accelerated pace of modernization.
- **Operations and Maintenance** subaccount in the amount of \$4.544 billion (-\$124 million, -2.7%) funds activities in support of the control and upkeep of IT infrastructure and systems. These activities are critical in keeping IT systems and networks secure and operating efficiently and reliably through continuous monitoring, upgrading, and maintaining of applications and IT infrastructure ensuring seamless integrations between old and new enterprise technologies.
- **Staffing and Administrative Support** subaccount in the amount of \$1.686 billion (+\$79 million, +4.9%) funds IT program management activities including government and contract personnel and administrative and overhead expenses. These activities ensure vendors perform to the cost, schedule, and performance objectives and the corresponding management of associated project risk.

The 2025 Budget for Development, Enhancement, and Modernization is \$960 thousand (-\$125 million, -99.2%), \$45 million (-\$318 million, -87.7%), and \$267 million (-\$531 million, -66.5%), respectively. Across the U.S. Government, agencies are undertaking IT modernization and digital transformation efforts in pursuit of more efficient and impactful service delivery. The 2025 Budget supports limited, controlled investment in IT modernization.

The 2025 Budget will focus on the operations and maintenance of aging and legacy systems

necessary to meet the current needs of VA stakeholders including VHA, VBA, NCA, and VA Staff Offices. VA will invest in key Federal initiatives including Zero Trust Architecture, Artificial Intelligence, and Section 508 Compliance. VA will continue to invest in development, enhancement, and modernization activities needed to reduce technical debt, adequately secure the digital environment, and expand the IT workforce in support of VA employees and Veterans.

Federal CIO Key Priorities

FCIO Key Priorities (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Modernization	1,128,073	1,027,685	191,837	(835,848)	-81.3%
Cybersecurity	428,013	552,182	669,908	117,726	21.3%
IT Workforce	1,452,968	1,617,292	1,698,997	81,705	5.1%
Digital-First Customer Experience	2,461,904	3,083,814	3,533,728	449,915	14.6%
Data as a Strategic Asset	102,115	120,027	137,210	17,183	14.3%
Total	5,573,073	6,401,000	6,231,680	(169,320)	-2.6%

Notes: Base includes Staffing and Administrative services. 2024 estimates exclude 23/24 carryforward.

In 2025, VA will invest in the Federal CIO’s Key Priorities as outlined in the [Federal IT Operating Plan](#). These investments include an increase in Cybersecurity (\$670 million; +\$118 million, +21.3%), IT Workforce (\$1.698 billion, +\$82 million, +5.1%), Digital-First Customer Experience (\$3.534; +450 million, 14.6%) and Data as a Strategic Asset (\$137 million; +\$17 million, +14.3%), and a decrease in investment in IT Modernization (\$192 million; -\$836 million, -81.3%).

IT Modernization

VA remains dedicated to the improvement and scaling of modern technologies needed to ensure a stable and secure digital ecosystem. VA recognizes IT Modernization must be an on-going process rather than a single standalone event to allow for continuous modernization rather than costlier sporadic “catch ups.” VA is making key investments in IT Modernization and prioritizing initiatives such Financial Management and Supply Chain Management to support an end-to-end enterprise approach to modernization.

IT Workforce

Investing in the IT workforce makes VA an attractive employer for top talent that better delivers services to Veterans. The 2025 Budget supports the Special Salary Rate (SSR) authorized pursuant to the PACT Act for VA’s IT technical positions. This investment is balanced by VA’s ability to maximize these incentives while concurrently tempering staffing levels. The 2025 Budget supports targeted expansion of IT services – including Artificial Intelligence. Today, 32% of OIT’s workforce are retirement eligible and 46% are retirement eligible in the next 3 to 5 years. VA must continue investing in the IT workforce, developing career tracks, establishing apprenticeship programs, and evolving talent acquisition strategies to deliver world-class IT products and services to millions of Veterans, their families, and caregivers.

Agency IT Investments Categories

IT Investment Categories (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Delivery IT Investments	1,052,751	1,155,064	1,149,793	(5,271)	-0.5%
<i>Health & Social Services</i>	786,301	1,020,897	1,049,229	28,332	2.8%
<i>Veterans Benefits</i>	234,265	88,325	52,252	(36,073)	-40.8%
<i>Memorial Affairs</i>	32,184	45,842	48,312	2,470	5.4%
Mission Support IT Investments	837,618	916,367	872,046	(44,321)	-4.8%
<i>Corporate Services</i>	837,618	916,367	872,046	(44,321)	-4.8%
Standard IT Investments	2,233,367	2,722,591	2,523,596	(198,995)	-7.3%
<i>Enterprise Security Services</i>	428,012	552,182	669,908	117,726	21.3%
<i>Infrastructure Readiness Program</i>	449,316	390,790	134,500	(256,290)	-65.6%
<i>IT Enterprise Architecture</i>	305,887	527,882	650,867	122,985	23.3%
<i>IT Operations</i>	1,396,103	1,251,737	1,068,320	(183,417)	-14.7%
Pay & Administration	1,449,337	1,606,977	1,686,245	79,268	4.9%
Total	5,573,073	6,401,000	6,231,680	(169,320)	-2.6%

Notes: Base includes Staffing and Administrative services. 2024 estimates exclude 23/24 carryforward.

The *Clinger-Cohen Act of 1996* grants OMB various authorities for overseeing the acquisition, use, and disposal of information technology by the Federal government to improve the productivity, efficiency, and effectiveness of Federal programs. VA uses IT capital planning as a systematic approach to ensure IT investments support the department’s mission and business needs. Thus, IT investments represent a long-term digital transformation strategy that helps VA administrations and staff offices increase capabilities needed to achieve mission and business objectives. Examination of VA’s IT investments can provide insight into how VA is assigning resources to drive the department’s mission, goals, and objectives. These investments are categorized as Mission Delivery, Mission Support and Standard IT Investments and grouped into IT portfolios (e.g., Health & Social Services, Veterans Benefits, Memorial Affairs).

Mission Delivery IT Investments

The 2025 Budget for Mission Delivery IT Investments is \$1.149 billion, which is \$5 million (-0.5%) below the 2024 Estimate. Mission Delivery investments directly support the delivery of VA’s mission and are linked to the department’s strategic and annual performance plan having high executive visibility, high costs, or unusual funding mechanisms. VA’s Mission Delivery IT Investments directly impact VA’s ability to provide critical services to Veterans and their families.

In 2025, VA will heavily invest in the **Memorial Affairs** portfolio \$48 million, which is \$2 million, (+5.4%) above 2024 Estimate ensuring the technology services needed to provide Veterans and their families with burial benefits and memorial services – at no cost to the family and with customer satisfaction ratings leading all public and private organizations in the nation – remain a top priority in the department.

While the 2025 base request in the **Veterans Benefits** portfolio is \$52 million which is \$36 million (-40.8%) below the 2024 Estimate, a substantial number of systems in this portfolio provide direct benefits or are incident to the delivery of benefits for toxic exposed Veterans. Therefore, VA plans

to use a significant amount of TEF resources to support this portfolio \$635 million which is \$136 million; (+\$27.3%) above the 2024 Estimate in accordance with the PACT Act, VA financial policy, and recent OIG operational reviews.

VA will capture the inflation rate but maintain a steady investment in the **Health and Social Services** portfolio \$1.049 billion, which is \$28 million, (+2.8%) above the 2024 Estimate. The Health & Social Services portfolio provides advanced technology solutions positioned to ensure modern, high quality and efficient medical care delivery capabilities to our Nation's Veterans.

Key investments impacted include:

- Supply Chain Management: \$98 million, which is \$20 million (-17.1%) below the 2024 Estimate will ensure the continued sustainment of the Supply Chain Enterprise Solution needed to support efficient logistics across VA; and
- Health Management Platform: \$431 million, which is \$32 million (-7.0%) below the 2024 Estimate will improve the quality of care for an estimated 5,300 Veterans and reduce healthcare costs, including access to medical services in foreign locations.

Mission Support IT Investments

The 2025 Budget for Mission Support IT Investments is \$872 million, which is \$44 million (-4.8%) below the 2024 Estimate. Mission Support investments capture activities that are common across all federal agencies and include functional areas such as financial management, human capital, acquisitions, and grants management. These IT investments indirectly affect how the VA operates and meets the needs of Veterans and their families.

Mission Support investments capture the entirety of the **Corporate Services** portfolio \$872 million, which is \$44 million (-4.8%) below the 2024 Estimate. Corporate Services consist of the back-office operations that is a major contributor to running the business lines of the Department and support for the Office of Management; Office of Acquisition, Logistics and Construction; General Counsel; and Human Resources.

Key investments impacted include:

- Financial Management \$52 million, which is \$88 million (-62.9%) below the 2024 Estimate. This enables compliance with financial management legislation, ensure continuity of the implementation schedule, and improve services to those who serve the Veteran; and
- Other Corporate IT Systems \$116 million, which is \$37 million (-24.1%) below the 2024 Estimate. This supports Human Resources projects such as Employee Performance Management modernization which will support the transition of VA from the legacy Talent Management System (TMS) to the new Enterprise Learning Management Solution (ELMS) modernizing VA's system of record for learning and employee development.

Standard IT Investments

The 2025 Budget for Standard IT Investments is \$2.524 billion, which is \$199 million (-7.3%) below the 2024 Estimate. Standard investments are related to costs associated with the VA's enterprise IT systems infrastructure, security, and IT management which service as the structural backbone of VA's digital ecosystem. Key investments impacted include:

- **Infrastructure Readiness Program** \$135 million, which is \$256 million (-65.6%) below the 2024 Estimate. This is a high visibility initiative that supports VA's ability to maintain modern and operational infrastructure required to ensure reliable functionality and telephony services, supports ongoing IT operations by providing technical refresh for end-of-life servers/storage, and reduces latency in system performance; and
- **IT Operations** \$1.068 billion, which is \$183 million (-14.7%) below the 2024 Estimate. This includes Application Services (\$82 million; -\$109 million, -56.9%) which support the continued maintenance of critical VA hardware such as Active Directory, VistA Imaging NetApp, data centers, networks, servers, and NetApp Converged Infrastructure (CVI) that ensures the integrity and security of VA's infrastructure, as well as the maintenance of critical VA software.



Information Technology Program at a Glance

This chapter provides a brief overview of VA's IT program providing background into the program and setting a foundation for interpreting the budget request and justification in subsequent chapters. The chapter includes sections providing description of VA's IT program, IT Systems account, OIT, and IT program governance. The chapter concludes with a brief discussion of VA's IT program strategic goals and objectives.

Section 2.1 Information Technology Program Description

The VA uses technology systems to solve VA employee and Veteran problems and handle information through hardware, software, telecommunication, and data management. As VA continues its drive towards digital transformation, OIT supports the delivery of IT products and services to VA employees and Veterans through three primary functions:

- **Functionality** is perhaps the most apparent task performed by OIT. It refers to creating and maintaining operational applications; developing, securing, and storing VA's electronic data; and assisting in the use of software and data management to all VA's administrations and staff offices.
- **Infrastructure** refers to the hardware components, network, circuitry, and all other equipment necessary to make an IT system function according to the established needs and system "size" of the organization.
- **Governance** refers to the implementation of operational parameters for business units and individuals' use of IT systems, architecture, and networks. The governance of the master data is based on workflow processes that integrate business rules and subject matter domain expertise. This is part of the conventional IT security as well as the data assurance for which OIT is also responsible.

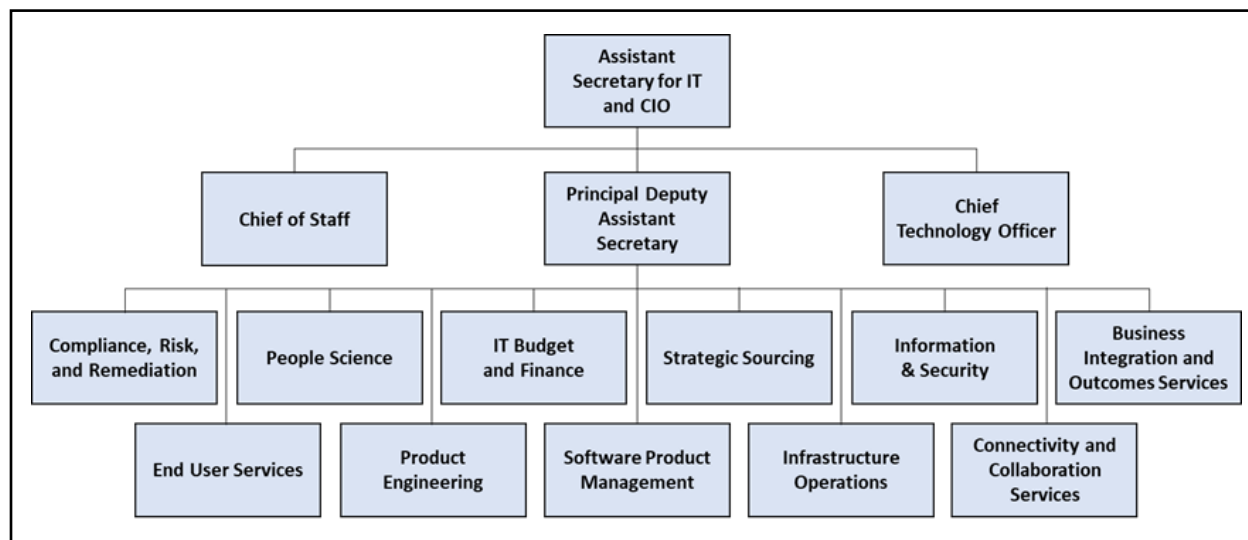
OIT conducts these primary functions within a complex and dispersed geographic area. OIT supports more than 1.95 million pieces of equipment in the VA spanning at least 2,920 sites and facilities across all 50 states and U.S. territories. These sites include VA Medical Centers and Clinics, VA Vet Centers, VBA Regional Offices, and VA National Cemeteries. Over the course of the last year, OIT was successful in blocking over 6.3 billion malware attempts in systems and has reduced incidence time to review and resolve broken IT items to just 1.8 days. Additionally, with advancements in the Joint VA/DoD Health Information Exchange, the VA can boast a daily exchange of 1.5 million data elements between VA and DoD.

Section 2.2 OIT Organizational Structure & Function

OIT is a VA staff office led by the Assistant Secretary for Information and Technology who also serves as the VA’s Chief Information Officer (CIO) for the Department. As the CIO, the Assistant Secretary is responsible for the vision, management, operation, and execution of OIT and its resources, delivering adaptable, secure, and cost-effective technology services to the department – transforming VA into an innovative, 21st century organization focused on the Veteran experience.

OIT is composed of a Front Office and 11 service lines (see Figure 1). The OIT Front Office includes administrative support for the CIO, Deputy CIO, Chief of Staff, and Chief Technology Officer. The Deputy CIO oversees the 11 service lines responsible for the technical and business functions driving OIT’s mission.

Figure 1. Office of Information and Technology Organizational Structure



Office of Compliance, Risk, and Remediation

Office of Compliance, Risk, and Remediation (CRR) oversees all aspects of quality and compliance within OIT and its integration with other VA quality-focused activities through a risk management framework approach focused on accessibility, reliability, and security of Veterans’ digital services.

Office of People Science

Office of People Science (OPS) bridges the gap between human capital and science taking a more data-centric approach to understanding and managing teams – and improving the workplace in the process. OPS oversees OIT’s human capital strategy maintaining a focus on employee data to better interact with and utilize employee skills and talents to drive organizational performance and increase the quality of services to Veterans.

Office of IT Budget and Finance

Office of IT Budget and Finance (ITBF) oversees all aspects of budget and finance within OIT, including IT capital planning, multi-year programming, budget formulation and execution, financial accounting, and audit readiness. ITBF serves as the primary liaison with the Office of Management and Budget (OMB) and Congressional Appropriations Committees to justify and promote OIT's program plans and budget estimates. ITBF also coordinates closely with VA program officials to ensure budget requests are technically accurate, performance-based, and focused on improving Veterans' experience.

Office of Strategic Sourcing

Office of Strategic Sourcing (OSS) oversees procurement processes aimed at obtaining IT products and services at reasonable prices by improving sourcing decision making that minimizes supply chain risks and provides pricing transparency and demand forecasting. OSS also ensures VA remains in compliance with the Federal Information Technology Acquisition Reform Act (FITARA) by managing the CIO's oversight of IT spending.

Office of Information Security

Office of Information Security (OIS) manages VA's cybersecurity program and ensures the protection of Veteran data and VA information systems through delivery of enterprise-wide strategy, policy, governance, and network defense.

Office of Business Integration and Outcome Service

Office of Business Integration and Outcome Service (BIOS) serves as a customer service organization that liaises between OIT and VA's 3 administrations (i.e., VHA, VBA, NCA) and 12 staff offices and is dedicated to understanding these business partner's needs. BIOS establishes and maintains strategic partnerships, ensures an understanding of OIT's governance processes, and serves as a trusted advisor. These relationships drive strategic alignment, prioritization of work in progress, and planning of future operations.

Office of End User Services

Office of End User Services (EUS) provides centrally managed services to enable a delightful end user experience delivering products and services with assured services and products available anytime and anywhere. Responsible for nearly 600,000 desktop/laptop computers and over 120,000 smart phones, EUS provides services such as on-site support to IT customers at every VA point of presence and business unit including but not limited to break/fix repairs, fulfilling approved customer requests for adds/moves or changes involving IT support systems or changes, operational support for deployed IT services, and emergency support and provisioning. EUS also manages VA's 24/7/365 single point of contact enterprise command center and enterprise service desk ensuring response to end user needs around the clock. uninterrupted services by enabling a system of people, equipment, and processes to operate at peak performance. EUS establishes a system of interconnected practices to works to continuously to improve the responsiveness to end

user needs, ensuring those who depend upon IT technology to serve Veterans have seamless access to what they need, when they need it. Ultimately, EUS endeavors to ensure all end users in VA have their IT needs represented and understand how to navigate to the services and products they require.

Office of Product Engineering Service

Office of Product Engineering Service (PES) delivers modern digital solutions that enable exceptional Veteran outcomes including seamless access to benefits and proactive care. PES accelerates the IT delivery process by enabling VA to leverage Software as a Service (SaaS) and Platform as a Service (PaaS) technologies and provides custom-development and API platforms to improve security and quality of VA and 3rd-party apps supporting all administrations. PES also builds resilient, event-driven systems with extensible, pluggable architectures to better anticipate and respond to customer needs. PES measures success by leveraging emerging technology, methodologies, and trends found in the private sector that deliver unparalleled value by creating a standardized, consistent, low-burden environment to support VA services and benefits provided to Veterans and those who care for them.

Office of Software Product Management

Office of Software Product Management (SPM) oversees program and project managers in enterprise-wide scheduling, resource allocation, testing, design, engineering, and implementation needed to deliver and sustain software products for VA administrations and staff offices in support of Veterans. SPM employs product line management best practices to support VA's priorities, enhance the Veteran's experience by the speed of delivery of products and services to VA's workforce. Software products include Managed Services, SaaS, Commercial Off the Shelf products (COTS), low-code/no-code, and custom-developed applications. SPM is organized by Product Teams (scrum teams), Product Lines (groups of product teams), and Portfolios (groups of Product Lines). These portfolios support across the VA, Corporate Services, Health Services, Benefit and Memorials, and Financial Technology. SPM's most common interactions are with Infrastructure Operations (IO) and PES. IO provides the hosting services for SPM applications and Product Engineering provides solutioning with SaaS and Low-code/No-code configuration. SPM is a customer of both organizations and orchestrates activities so that business customers have a "one stop shop" for applications.

Office of Infrastructure Operations

Office of Infrastructure Operations (IO) is a customer-centric organization focused on efficiently delivering secure and high availability infrastructure solutions supporting VA's mission. IO is responsible for implementing and sustaining several key technical, management, and operational security controls and supporting processes that protect mission critical networks, systems, and applications throughout the enterprises. The organization serves as an operational service provider of foundational compute, storage, physical database, and client management components for the VA enterprise.

Office of Connectivity and Collaboration Service

Office of Connectivity and Collaboration Services (CCS) designs and maintains world-class connectivity, collaboration, and support services that produce measurable business value with secure, redundant, and reliable connections across the VA enterprise. CCS aims to deliver a delightful user experience, with robust offerings for web conferencing, telephony, secure messaging, collaboration, and more built on a resilient network infrastructure.

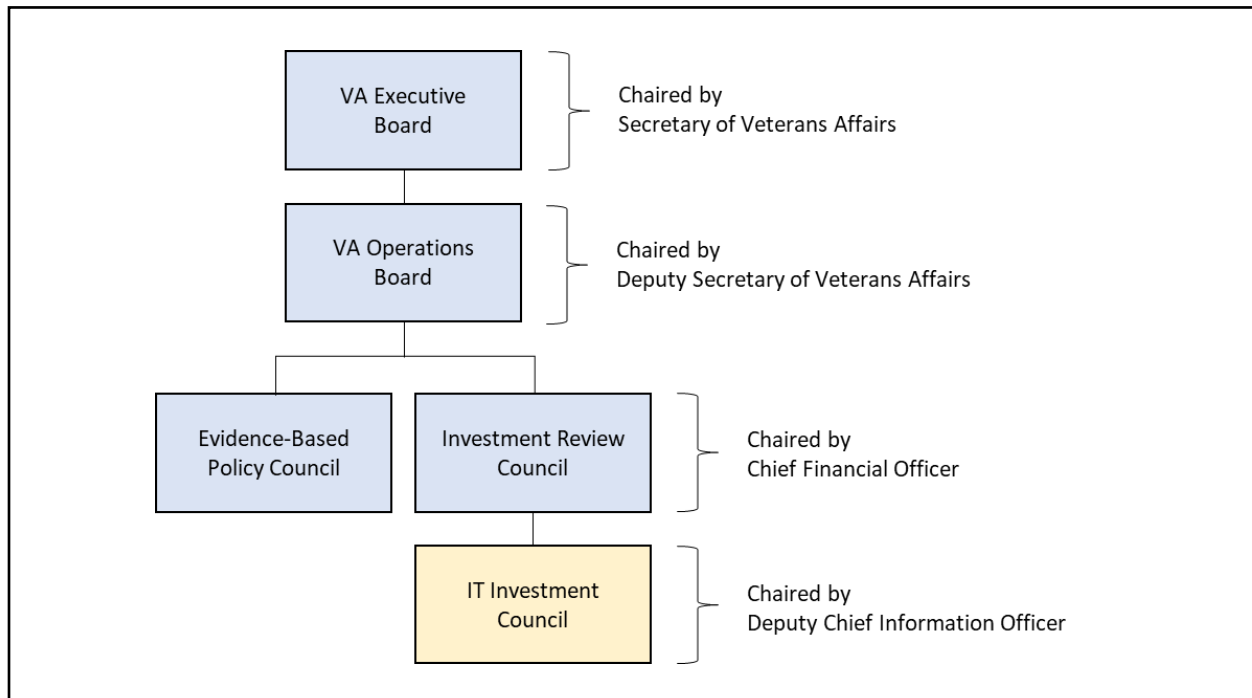
Section 2.3 IT Program Governance

In accordance with *VA Directive 0214, Enterprise Governance Structure and Process*, VA created the IT Investment Review Council (ITIC), a cross-departmental governance body, as a forum for deliberation and recommendations regarding VA's information technology investments. ITIC is designed to assist the VA in meeting the intent of the *Clinger-Cohen Act of 1996*; *FITARA*; *OMB Circular A-130*; *Executive Order No. 13833*; and other applicable IT-related laws, rules, and regulations.

ITIC recommendations are the primary inputs into the VA's larger enterprise governance structure for decisions related to IT capital planning and investments (Figure 2). The ITIC is a subordinate review and recommendation council to the Investment Review Council (IRC) which serves to ensure investment decisions are consistent with the Secretary's strategic goals and objectives and are developed as intended to improve the lives of transitioning Service Members, Veterans, family members, Caregivers, and survivors.

Through this governance structure, VA ensures the CIO is in position to work in close synchronization with the VA's CFO and senior leaders in the department's administrations and staff offices. The ITIC is chaired by the Principal Deputy CIO and vice-chaired by the Principal Deputy Chief Financial Officer (CFO) and Principal Deputy Chief Acquisition Officer (CAO). Voting members of the ITIC include Deputy Under Secretaries and Assistant Secretaries from VHA, VBA, NCA, and VA's staff offices.

Figure 2. IT Investment Review Council (ITIC) within the VA Enterprise Governance Structure



Section 2.4 Office of Information Technology Strategic Plan

Veterans are at the heart of OIT's Strategic Plan, which is anchored in VA's foundational principles of access, advocacy, outcomes, and excellence. The needs of Veterans drive everything OIT does to ensure the delivery of world-class IT products and services needed to enable VA's delivery of timely, world-class health care; access to the benefits; and assurance of a final resting place that is a lasting tribute to Veterans' service and sacrifice.

To implement the Strategic Plan, OIT will bring strategy to action through a four-pronged approach of vision-driven execution, operational excellence, delightful end user experience, and people excellence. To become the best IT organization in Government, OIT must lead with vision, connect the vision to clear plans with measures for success, and achieve those through relentless execution and proactive risk management in all undertakings. The mission, vision, goals and objectives, and customer partnership strategies outline what it takes to make OIT the leading government IT organization.

OIT's Mission: *Deliver World-Class IT Products and Services to VA and the Nation's Veterans*

OIT plans and manages the Department's information technology, driving IT and VA capability modernization. OIT supports more than 1.95 million pieces of equipment, a VA workforce of over 433,000 FTE, and over nine million Veterans in the VA health care system. Although, OIT self manages only 21 sites, OIT works with other VHA facility managers on the remaining sites. VA has 3,034 sites and facilities but only 21 are managed by OIT. OIT also thrives on diversity and recruits, develops, and sustains a team of employees and contractors who use their talents and backgrounds to deliver technologies and services that improve the Veteran experience. With former Fortune 500 Executives, lifelong public servants, government leaders, and service members transitioning out of the military, OIT has built a team whose primary motivation is to serve. That motivation drives OIT to identify improvement areas, become a change agent, and continue to transform into a lean, agile, Veteran-focused enterprise.

OIT's Vision: *Become the Best IT Organization in Government*

For OIT to transform into an example of what the best IT organizations can do to further government agency missions, OIT requires a renewed focus on several critical areas that, unless addressed, will prevent VA from providing the seamless, modern, and secure experience our Veterans deserve.

OIT is pursuing excellence in organizational strategic planning, bringing rigorous discipline to prioritizing requirements and resource allocation. OIT's enterprise-wide IT governance framework and processes enable organizational decision making to drive IT investment value, improve operational efficiencies, and ensure compliance with Federal regulatory requirements. OIT understands and strives to manage the risks associated with its strategy and business objectives with risk-based decision-making. OIT is examining how its engineers and IT specialists maintain key IT products and services, avoid downtime, service our VA customers, and support top VA priorities such as Electronic Health Record Modernization (EHRM) and modernize the Veteran's

digital experience. OIT is also clearly articulating and deploying a Zero Trust strategy to secure and protect VA's vital infrastructure and our Veterans' information.

VA and OIT Goals and Objectives

Goal 1: Improve VA's "Front Door" for Digital Services to Enable a Seamless Digital Experience

- » *Objective 1.1: Deliver one-stop access for all VA services.*
- » *Objective 1.2: Reduce the time it takes for Veterans to find, use, and receive VA services.*
- » *Objective 1.3: Increase accessibility, reliability, and security of Veterans' digital services.*

Per *Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*, OIT is creating a delightful end user experience by putting the user at the center of everything the organization does to improve Government service delivery. Improving the Veteran's digital experience begins with improvements at the 'digital front door' of the VA. Whether it is one of the 125 million monthly page views on VA.gov or one of the 700,000 Veterans using the VA's flagship mobile application, Veterans deserve accessible, secure, and easy-to-use digital tools. VA is committed to creating interactive digital experiences with Veterans that are reliable, easy to use, intuitive, and personalized. As such, OIT is prioritizing modernizing our digital tools to create the best online experience in the Federal Government by improving interoperability and accessibility of systems, so that Veterans receive the same information regardless of how or where they interact with VA. OIT will use the best human-centered design practices to engage Veterans for feedback and understanding to deliver services and capabilities that meet their needs.

Goal 2: Secure VA and Veterans' Data Through Zero Trust

- » *Objective 2.1: Enforce strong identity verification.*
- » *Objective 2.2: Ensure all connecting devices are healthy.*
- » *Objective 2.3: Using rich telemetry and advanced algorithms to detect attacks and isolate affected systems.*
- » *Objective 2.4: Enforcing Least Privileged Access.*
- » *Objective 2.5: Protect sensitive VA information as an additional line of defense.*
- » *Objective 2.6: Assure the health of our IT supply chain by enforcing strict security requirements on our third-party IT providers.*
- » *Objective 2.7: Assume and plan for VA network breaches.*

Veterans, their families, and caregivers have entrusted VA to manage their personal health records and financial information. As such, OIT proactively protects the confidentiality, integrity, and availability of Veteran information in support of the VA mission. Nonetheless, Veteran data and VA information are of great interest to adversaries and bad actors that may seek financial gain, influence, or other types of exploitation. Loss or compromise of information can erode Veteran trust and place VA's mission at risk.

The vision of a Zero Trust environment is a modernized cybersecurity environment at VA that makes it impossible for bad actors to access VA resources. VA must continue to collaboratively address priority initiatives to ensure full implementation of a Zero Trust architecture to secure VA's IT systems and Veteran data. In a Zero Trust environment, security comes not solely from protecting the perimeter but rather from ensuring that a perimeter breach will not reward the threat actor because all systems are designed to be secure. Excellence in Zero Trust drives a clear, risk-based set of investments that will unfold over multiple years.

Goal 3: Position IT End Users to Be Successful in Service Deliver to Veterans

- » *Objective 3.1: Introduce digital solutions to optimize service delivery to the end user.*
- » *Objective 3.2: Optimize workplace technologies to enhance collaboration, mobility, and accessibility.*
- » *Objective 3.3: Improve how customers access and utilize enterprise IT services and capabilities.*
- » *Objective 3.4: Quickly deliver and provision end user devices, hardware, software, and network connections to meet the diverse IT needs of the VA workforce.*

OIT will continue to focus on delivering exceptional IT customer service to VA partners, staff, and customers to enable them to focus on successfully meeting Veterans' needs. VA administrations and staff offices need enhanced technologies and tools to effectively carry out healthcare, benefits, and memorialization services. OIT's customer-centric mission and priorities allow VA to deliver self-service tools and customizable digital services that are accessible, easy to understand, and navigate. OIT will deliver these capabilities with help from our industry partners, using industry-leading technology solutions and methods, providing the best online experience in the federal government. To accomplish this, OIT will expand and enhance our customer engagement practices, including requirements gathering, validation, and surveying activities. Additionally, OIT will identify targeted processes and methods for obtaining customer feedback to identify and resolve any potential gaps in service delivery or outcomes.

Goal 4: Modernizing and Enhancing VA Systems and Infrastructure

- » *Objective 4.1: Create efficient delivery mechanisms for software solutions.*
- » *Objective 4.2: Decommission legacy systems and modernize VA's aging infrastructure.*
- » *Objective 4.3: Move to continuous modernization rather than big bang launches.*
- » *Objective 4.4: Improve reliability and resilience of critical systems.*
- » *Objective 4.5: Migrate applications to the cloud, including VA Enterprise Cloud, SaaS, and PaaS.*
- » *Objective 4.6: Invest in our data analytics portfolio to take advantage of next generation technologies (e.g., artificial intelligence, machine learning).*

OIT prioritizes the modernization, enhancement, maintenance, and operation of a robust, resilient, and secure technology environment where VA staff can perform the essential work of the Department. OIT will continue to modernize VA's legacy IT infrastructure and systems, adopting a posture of continuous modernization that progressively integrates emerging technologies and

capabilities into the VA IT ecosystem. Modern technologies will provide more resilient systems that are easier and less costly to maintain. OIT will decommission legacy systems and end-of life hardware, redirecting cost savings realized to the support and enhancements of modern systems using new technologies. OIT will deliver IT infrastructure that is rich, robust, and responsive to customers to drive a seamless end-user experience. OIT strives to build highly resilient systems and will track the key aspects of that resiliency.

OIT also will drive the development, acceleration, and sustainment of innovative health care and benefits technology solutions to save Veterans and VA time and money. We will do this by serving as an orchestrator of innovation investments, identifying, and integrating innovative technology solutions, and executing initiatives that drive innovation across our community of technology professionals and enable a more agile, resilient IT environment at VA.

Goal 5: Become the Best IT Workforce in Government

- » *Objective 5.1: Make OIT a great place to start and build your career through competitive pay and clear career progressions.*
- » *Objective 5.2: Technically upskill our workforce to ensure they have the skills to deliver on OIT's mission.*
- » *Objective 5.3: Create meaningful career opportunities for Veterans in technology.*

OIT's commitment to People Excellence strives to create a culture to continually upskill IT staff and drive innovation. With over 4,400 Veterans among the organization's ranks, OIT remains committed to ensuring the organization attracts, recruits, develops, and retains a diverse and highly qualified workforce capable of achieving short and long-term objectives and OIT's mission. OIT will continue to invest in strategic recruitment and retention approaches to grow and retain a diverse IT workforce. OIT will pursue a more inclusive, accessible workplace where all staff feel supported and included and will strive to create a diverse team that represents the diversity of the Veterans we serve.



Federal CIO Key Priorities

This chapter provides an overview on how VA plans to allocate the 2025 Budget towards the Federal CIO’s Key Priorities as outlined in the *Federal Information Technology Operating Plan*. The chapter includes sections for each key priority (i.e., IT Modernization, Cybersecurity, IT Workforce, Data-First Customer Experience, Data as a Strategic Asset). These sections outline each key priority’s full budgetary resources (Base discretionary appropriation and TEF) and breaks out funding by IT investment. The investments are further discussed in terms of projects and subprojects, outlining expected outputs and outcomes driving VA operations and Veteran experiences.

2025 Budgetary Resources and Federal CIO Key Priorities

FCIO Key Priorities (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Modernization	1,526,674	1,743,376	969,662	(773,714)	-44.4%
<i>Base</i>	1,128,073	1,027,685	191,837	(835,848)	-81.3%
<i>Toxic Exposures Fund</i>	398,601	715,691	777,825	62,134	8.7%
Cybersecurity	436,390	597,102	706,914	109,812	18.4%
<i>Base</i>	428,013	552,182	669,908	117,726	21.3%
<i>Toxic Exposures Fund</i>	8,377	44,920	37,006	(7,914)	-17.6%
IT Workforce	1,455,521	1,639,738	1,726,161	86,423	5.3%
<i>Base</i>	1,452,968	1,617,292	1,698,997	81,705	5.1%
<i>Toxic Exposures Fund</i>	2,553	22,446	27,164	4,718	21.0%
Digital-First Customer Experience	2,511,447	3,475,425	3,931,921	456,497	13.1%
<i>Base</i>	2,461,904	3,083,814	3,533,728	449,914	14.6%
<i>Toxic Exposures Fund</i>	49,543	391,611	398,193	6,583	1.7%
Data as a Strategic Asset	121,023	224,178	192,022	(32,156)	-14.3%
<i>Base</i>	102,115	120,027	137,210	17,183	14.3%
<i>Toxic Exposures Fund</i>	18,908	104,151	54,812	(49,339)	-47.4%
Total	6,051,055	7,679,819	7,526,680	(153,138)	-2.0%
<i>Base</i>	5,573,073	6,401,000	6,231,680	(169,320)	-2.6%
<i>Toxic Exposures Fund</i>	477,982	1,278,819	1,295,000	16,182	1.3%

Notes: Base and Toxic Exposures Fund includes Staffing and Administrative services. 2024 estimates exclude 23/24 carryforward.

In the 2025 Budget, VA is investing \$7.527 billion (Base and TEF) into Federal CIO Key Priorities, which is \$153 million (-2.0%) below the 2024 Estimate. The decrease in the 2025 Budget reflects reduced IT Modernization investments while focusing investments on the operations and maintenance of the legacy IT systems. VA will continue invest in the IT initiatives needed to secure digital ecosystem, modernize VA financial system, reduce technical debt, and expand the IT Workforce.

The 2025 Budget includes the 2024 5.2% pay raise, a 2025 2% pay raise assumption, and inflation rates. Additionally, IT requires additional IT staff to support VHA and VBA in the field. The Budget will allow the scaling of modern technologies needed to ensure a stable and secure digital environment for Veterans and enable VA’s staffing capacity to support expanded services need to deliver world-class IT products and services to millions of Veterans, their families, and caregivers.

Section 3.1 IT Modernization

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	1,128,073	1,027,685	191,837	(835,848)	-81.3%
Toxic Exposures Fund (TEF)	398,601	715,691	777,825	62,134	8.7%
Total	1,526,674	1,743,376	969,662	-773,714	-44.40%

Note: Amounts in table include Base and TEF funding only. 2024 estimates exclude 23/24 carryforward.

In the 2025 Budget, VA is investing \$970 million (Base and TEF) in IT Modernization investments, which is a decrease of \$774 million (-44.4%) below the 2024 Estimate. In addition to heavy investment in sustaining aging and legacy systems, VA will support NCA’s modernization efforts by fully funding the Memorial Automation investment and invest in the modernization plans for enterprise efforts like IRP and Financial Management. VA will continue to maintain compliance with IT-related legislation written over the last 30 years focusing on federal IT modernization from earlier laws like the *Information Technology Management Reform Act of 1996* to the more recent *Modernizing Government Technology (MGT) Act of 2017*.

NCA Modernization Efforts – Memorial Automation

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	40,139	45,842	52,657	6,815	14.9%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	40,139	45,842	52,657	6,815	14.9%

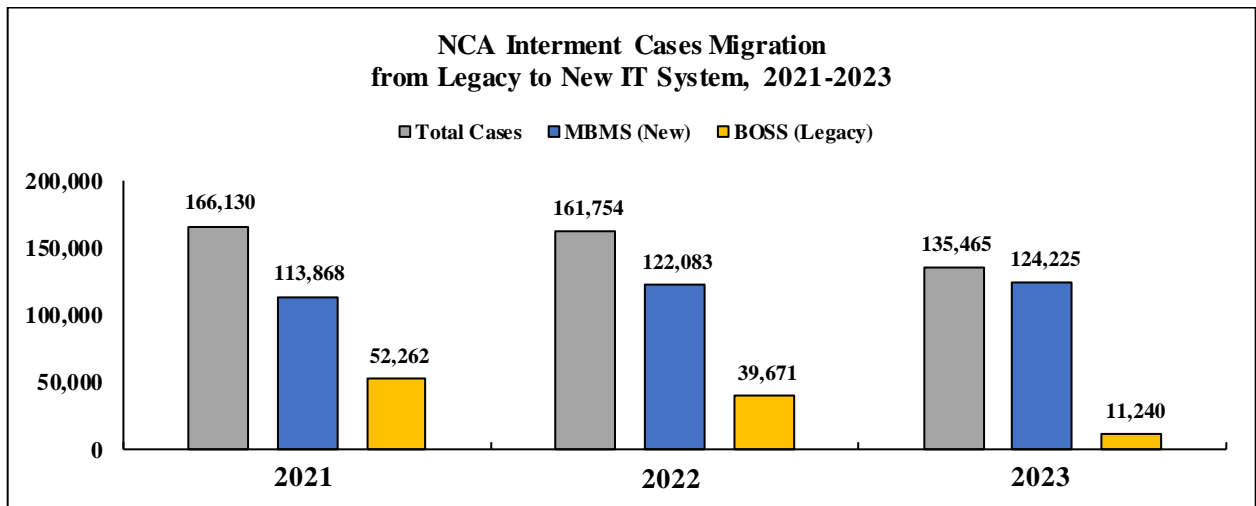
Note: 1. Amounts in table include Base and TEF non-pay funding only. 2. NCA modernization effort in the amount above includes Projects that fall under IT modernization and Digital First CX.

The 2025 Budget fully funds NCA modernization efforts. Investment in IT modernization will prioritize the accessibility of benefits and services, while reducing the time for the Veteran community to receive benefits through NCA by streamlining cemetery management and self-service capabilities for over 160,000 Veterans, spouses, and dependent children annually. These self-service solutions and automated workflows aim to achieve seamless and secure data interoperability across VA platforms by decommissioning and transforming legacy systems to modern systems, ensuring compliance with Section 508 of the Rehabilitation Act and Multi-Factor Authentication directives.

Figure 1, below, shows the yearly number of Veteran internment/inurnment benefits cases existing in both the Burial Operations Support System (BOSS; legacy system) and Memorial Benefits Management System (MBMS; new system), as well as the gradual migration of cases filed for internment/inurnment benefits from the BOSS to the modernized MBMS as Veterans gain

confidence in navigating the new system. This proves the maturity of the MBMS modernization effort to date and customer adoption of the tool.

Figure 1. Yearly number of Veterans internment/inurnment benefits cases



The ability to automate workflows will assist with pre-need eligibility determinations and benefits delivery. These modernization efforts will continue the exceptional customer satisfaction in NCA’s field programs and will inspire a culture of digital transformation in burial benefits and memorial services. Through effective data management and business intelligence workflows, NCA will provide more timely and accurate visual analytical data through a suite of 14 dashboards to support informed decision-making relating to the management of its 158 National Cemeteries, visited by over 1.7 million individuals yearly. Finally, the Veterans Legacy Memorial (VLM) provides a public-facing online memorialization platform to preserve approximately 10 million Veteran legacies in perpetuity, for friends, families, and colleagues who wish to honor their loving memory using modern technology. Please see *Program Spotlight* at the end of the section on NCA’s ongoing infrastructure modernization.

Tackling Technical Debt – Infrastructure Readiness Program (IRP)

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	449,316	390,790	134,500	(256,290)	-65.6%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	449,316	390,790	134,500	(256,290)	-65.6%

Note: Amounts in table include Base and TEF non-pay funding only

The 2025 Budget invests in IRP to mitigate the risk of accumulating a technical debt. Technical debt refers to the cost needed to bring legacy infrastructure components to a state of full efficacy. VA’s ability to manage technical debt is dependent on robust and consistent investment in IRP,

which identifies the current state of the IT Infrastructure and provides analysis for the strategy to refresh and to continue the modernization of core technology assets. A healthy IT infrastructure is necessary to ensure overall operational efficiency in delivering reliable, available, and responsive IT services to all VA staff offices and administration customers as well as Veterans. In addition to continuing to facilitate a successful transition to the new Electronic Health Record (EHR), VA must ensure the existing infrastructure is modernized and optimized in support of all modernization efforts (e.g., Financial Management, Supply Chain Management) achieving a continuous readiness state for all common core technologies incorporated into the IRP plan.

The effort associated with infrastructure readiness support includes over 370,000 personnel, 258,000 desktop and 303,000 laptop computing devices, 93,000 mobile devices, 21,866 servers, IT storage, data center management, 4 trusted internet connection gateways, network infrastructure management, 145,000 wireless access points, 120,000 remote daily user connections (Citrix Access Gateway (CAG) and Rescue), software portfolio for the agency consisting of over 800 software systems and packages, unified communications, and telecommunications for the entire VA enterprise.

Technical debt accumulation comes from equipment age, expiration of warranty, support limitations, lifecycle estimates, business requirements, technology roadmap, software life cycle elements, financial planning, vendor supply and policy changes. Additional funding will support the life cycle management of critical network infrastructure within its recommended life expectancy as well as directly support the EHR Initiative (see Figures 1 and 2 below). This infrastructure readiness supports necessary requirements that are 12-18 months before EHRM implementation is completed in the subject locations. Managing technical debt enables VA to rapidly deliver IT solutions for VA business partner priorities that enable the exceptional customer experience (CX) in health, benefits, and memorial services for Veterans.

Figure 2. Categories of Infrastructure Readiness Assets Based on In Lifecycle and Out of Lifecycle Cost

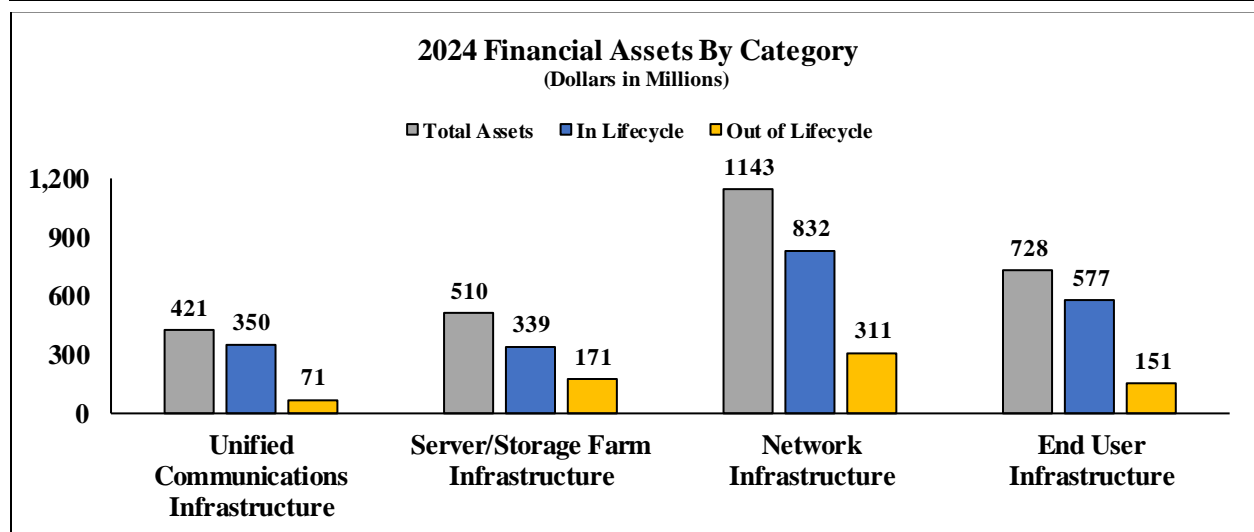
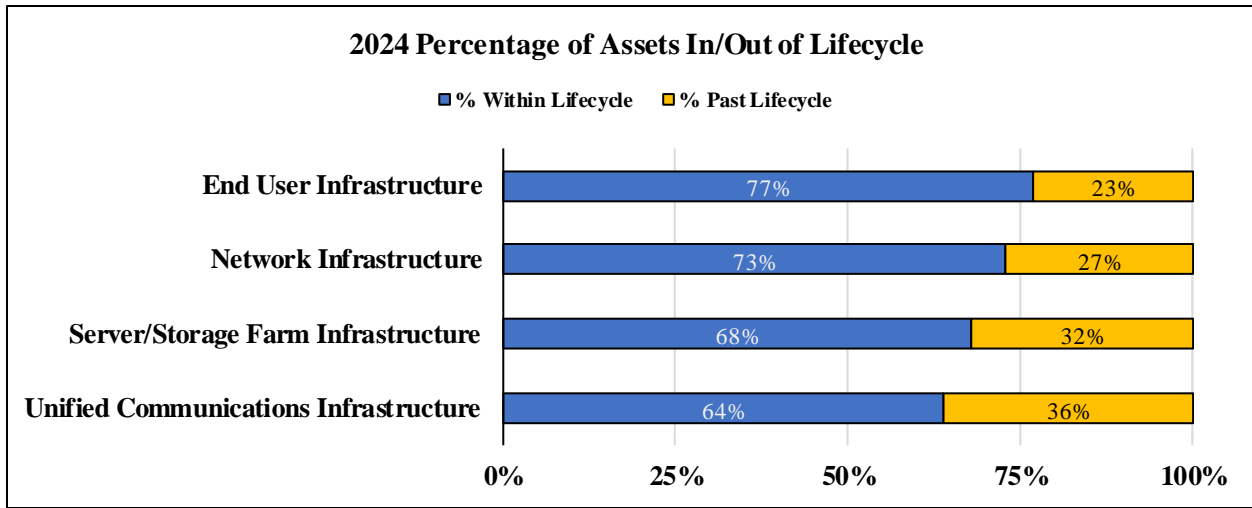


Figure 3. Categories of Infrastructure Readiness Assets Based on In Lifecycle and Out of Lifecycle Percentages



Transforming the Business – Financial Management

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	127,738	139,860	51,874	(87,986)	-62.9%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	127,738	139,860	51,874	(87,986)	-62.9%

Note: Amounts in table include Base and TEF non-pay funding only

The 2025 Budget includes VA’s investments in the modernization of its financial system at a minimal level. The Financial Management Business Transformation (FMBT) program supports the standardization, integration, and streamlining of financial processes – including budgeting, procurement, accounting, and financial reporting – into a cloud-based, scalable, secure, and seamless financial transactional environment. The Integrated Financial and Acquisition Management System (iFAMS) facilitates effective management by providing stronger analytics and projections for planning purposes and improves the speed and reliability of communicating financial information throughout the VA while providing timely, robust, and accurate payment processing (see Table 1).

Table 1. Financial Management Business Transformation (FMBT) iFAMS Metrics, 2022-2024

	January 2022	January 2023	January 2024
Wave Implementations	3	5	6
Active Users	2,607	3,974	4,172
Average Daily Logins	664	540	808
iFAMS Availability	99.4%	99.75%	99.49%
Transactions Processed	385,703	1,847,992	6,211,799
<i>Treasury Payments (in Billions)</i>	\$2.72	\$5.84	\$17.06
Service Desk Satisfaction	94.0%	97.0%	96.4%
<i>First Call</i>	99.8%	97.2%	97.5%
<i>All Cases</i>	97.8%	96.3%	96.3%

The 2025 Budget will provide support for efforts such as the SimLEARN. SimLEARN’s Joint Evaluation Environment which simulates real-life scenarios at VA Medical Centers. This eliminates patient safety issues and “does no harm” to existing work at medical centers while still giving FMBT and other initiatives an environment to rehearse implementation.

Modernizing Logistics and Service Delivery – Supply Chain Management

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	89,157	118,047	97,810	(20,237)	-17.1%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	89,157	118,047	97,810	(20,237)	-17.1%

Note: Amounts in table include Base and TEF non-pay funding only

The 2025 Budget focuses investments on the operations and maintenance of the Enterprise Supply Chain Management, which is critical in ensuring patient safety and timely access to care. All VA medical care, including mental healthcare, is enabled by the supply chain to provide clinicians with the materials necessary to provide care to Veterans and their beneficiaries.

The Supply Chain Enterprise Solution Initiative integrates the supply chain systems and processes around Mental Health Care to provide clinicians with medical/surgical supply items and pharmaceuticals. The solution incorporates all existing VA pharmaceutical logistics functionality/needs, to include integration with EHRM and VA’s Consolidated Mail Outpatient Pharmacy (CMOP) system and includes the delivery of prescriptions directly to Veterans’ homes. The vision for the new solution is to integrate the supply chain across all VA Lines of Business (LOB) (VBA, NCA, VHA). A more efficient supply chain allows VA LOBs to spend more of their budget on their primary missions.

IT MODERNIZATION: PROGRAM SPOTLIGHT

Keeping Loved Ones Connected at Our Cemeteries

When Veterans' loved ones want to pay their respects at national cemeteries, they rely on online directions, cemetery maps and a grave locator—or contact cemeteries directly for assistance. With nearly 4 million gravesites managed by NCA, it's crucial to have reliable data networks to get families where they need to go.

Technology plays an important role in how survivors pay tribute to Veterans. For example, survivors and friends may want to post a tribute to the Veterans Legacy Memorial (VLM) platform. They may also rely on Global Positioning System (GPS) capabilities on their mobile phones to find a headstone or gravesite. To make sure visitors can easily locate gravesites and headstones, VA needs to keep its Nationwide Gravesite Locator, VLM, and Find-a-Cemetery page up-to-date and easily accessible.

This is why OIT and NCA are refreshing and expanding wireless capabilities across all NCA cemeteries and staff offices. The upgrades transfer data collected by GPS and Geographic Information System (GIS) equipment to the cloud so visitors can reliably and securely locate their loved one using the gravesite locator via their cell phones before and during visits. The wireless expansion is part of VA's infrastructure modernization across NCA cemeteries and staff offices. OIT is also updating telephone systems and data networks.

VA started the multi-year effort in 2021 with upgrades to 21 sites. The team will install wireless upgrades at 33 NCA sites in 2022 and plans to complete wireless upgrades at the remaining sites in 2023. "The updated IT infrastructure at Great Lakes National Cemetery gives staff the ability to more quickly and efficiently serve our Veteran community," says Srey M. Austin, the cemetery's director. "This update was needed and everyone, including the families and all our stakeholders, benefit from it."

Section 3.2 Cybersecurity

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	428,013	552,182	669,908	117,726	21.3%
Toxic Exposures Fund (TEF)	8,377	44,920	37,006	(7,914)	-17.6%
Total	436,390	597,102	706,914	109,812	18.4%

Note: Amounts in table include Base and TEF funding only. 2024 estimates exclude 23/24 carryforward.

In 2025, VA is investing \$707 million (Base and TEF) in Cybersecurity, which is an increase of \$110 million (18.4%) above the 2024 estimate. The growing scope of cybersecurity initiatives will continue to challenge VA’s capacity to support enterprise-wide cybersecurity and data protection for VA and Veterans as VA works to align with the *National Cybersecurity Strategy (NCS)* and directives such as the *Federal Information Security Management Act of 2002 (FISMA)*, *Executive Order 14028, Improving the Nation’s Cybersecurity*, and *OMB Memorandum M-22-09, Moving the U.S. Government Toward Zero-Trust Cybersecurity Principles*.

VA Cybersecurity Strategy

The VA Cybersecurity Investment provides an enterprise 24/7/365 cybersecurity incident response as well as information security system assessments and field-based information system security officers for all VA information systems and facilities. Additionally, Cybersecurity Investment ensures cybersecurity threat detection and incident response services, vulnerability identification and management, facility assurance management services, penetration testing, and system assessments. VA’s goal is to improve cybersecurity posture and resiliency by ensuring VA information and data are adequately protected and providing Veterans and employees with a trusted and secure information management and accountability to the data processing environment (see *Program Spotlight at the end of the section*).

To be consistent with the pillars of the National Cybersecurity Strategy (NCS), in 2025, VA will prioritize its cybersecurity effort in these areas. The below is a high-level summary of the 2025 Budget by NCS pillar.

Table 1. National Cybersecurity Strategy (NCS) Pillars, 2023-2025

NCS Pillars (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request
Defend Critical Infrastructure - Pillar 1	283,722	261,038	310,282
Counter Cybercrime, Defeat Ransomware - Pillar 2	94	98	91
Shape Market Forces to Drive Security and Resilience - Pillar 3	3,417	3,417	3,630
Invest in a Resilient Future - Pillar 4	186,148	135,679	238,210
Total	473,381	400,232	552,213

Notes: Base and TEF includes Staffing and Administrative services

In 2025, Cybersecurity investment funding will ensure a continuous increase in the number of Security Control Assessments, moving from 200 in 2024 to 250 in 2025 – providing greater visibility into cyber security risk across the enterprise.

VA is committed to preserving the trust of Veterans, partners, and the public through true Operational Excellence. Veterans, their families, and caregivers have entrusted VA to manage and protect their personal health records and financial information with their interests in mind. Likewise, VA's public and private partners trust that VA manages and protects information under our control.

OIT will demonstrate Security Excellence by proactively protecting the confidentiality, integrity, and availability of information to meet today's mission and for the future. VA's IT systems and networks are monitored to ensure vulnerabilities and potential weaknesses are proactively identified and resolved in compliance with Federal regulations and best practices. OIT uses risk-based strategies to rapidly respond to changes in the cyber threat landscape and is committed to fully implementing Federal standards and best practices that protect enterprise and Veteran information as a Departmental asset throughout its lifecycle.

Zero Trust Implementation

VA's Zero Trust First Strategy starts with a simple premise: there are so many ways that a bad actor can compromise a network that we must assume our network will be breached. If we assume this, then the next line of defense is to assure that the bad actor cannot profit from breaching our network since no vital information or resources will be available to them if they do. Traditionally, users are implicitly trusted once they log in or devices are trusted when they are first connected to the network. Zero Trust First changes the rules and requires all users, devices, and transactions to continually prove they belong in the network.

Recognizing the enormous scale of VA and dividing ZT adoption into scalable processes is enabling VA to deploy what is available by prioritizing critical systems, designing scalable solutions, and more accurately assessing progress and needs, including the current ZT funding analysis and alignment. While there is a lot of work to do, VA achieved over 95% multi-factor authentication to eliminate the use of risky usernames and passwords in favor of a more intuitive, secure, and cost-effective solution. Moreover, VA has verified that 97% of data is encrypted "at rest" and "in transit" to prevent the interception and loss of Veterans' personal, financial and health information. VA has also driven the implementation of effective tools for threat detection and response for 94% of the devices, resulting in the blocking of over 37 million threats and blocking over 871 million suspicious emails.

CYBERSECURITY: PROGRAM SPOTLIGHT

VA Adoption of Login.gov a Big Hit with Veterans

The VA is providing a new digital credentialing method that's so popular more than 1,200 Veterans are signing up for it every day. By registering for "Login.gov," Veterans obtain a single, secure, seamless sign-on to their VA benefits and services that works on many other federal, state, and local websites as well.

"Login.gov makes access to the federal websites I use incredibly easy," said Air Force Veteran Stephen Walker. "I currently use it to access VA resources—online and the mobile app—and USAJOBS. Having a single way to access all government services just makes sense and simplifies the overall experience—no longer need to track numerous passwords. Convenience and security in one step—seems like a no-brainer to me. I recommend it."

The adoption of Login.gov is another example of how VA uses innovative technologies to drive simplified access for its most valued stakeholders. And it fulfills a key objective of President Biden's Executive Order on Transforming Federal Customer Experience, which explicitly states, "The Secretary of Veterans Affairs and the Administrator of General Services shall collaborate to provide seamless integration of Login.gov accounts to allow customers to access VA.gov, the VA mobile application, and other customer-facing digital products and to eliminate outdated and duplicate customer sign-in options."

The General Services Administration's Technology Transformation Services operates Login.gov. VA's adoption of Login.gov is supported by \$10.55 million in funding from the Technology Modernization Fund. The Veteran Identity Modernization investment aims to not only improve the experience of veterans accessing VA benefits and services, but also reduce VA costs and the risk of fraud.

Login.gov uses multiple authentication and encryption methods to protect user data and works closely with top security organizations like the National Institute of Standards and Technology to stay current on the latest guidelines, recommendations, and best practices. It currently has about 40 million users across 27 participating organizations and reached 100 million users at the end of 2022.

Section 3.3 IT Workforce

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	1,452,968	1,617,292	1,698,997	81,705	5.1%
Toxic Exposures Fund (TEF)	2,553	22,446	27,164	4,718	21.0%
Total	1,455,521	1,639,738	1,726,161	86,423	5.3%

Note: Amounts in table include Base and TEF funding only. 2024 estimates exclude 23/24 carryforward.

In the 2025 Budget, VA is investing \$1.726 billion (Base and TEF) in the IT Workforce, which is an increase of \$86 million (5.3%) above the 2024 estimate. Investing in the IT workforce makes VA an attractive employer for top talent that better delivers services to Veterans. VA’s capability to attract, recruit, train, develop and retain a diverse IT workforce capable of achieving short and long-term goals and objectives supports the President’s Management Agenda *Priority 1, Strengthening and Empowering the Federal Workforce* and *Priority 2, Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience*, as well as the Office of the National Cyber Director’s (ONCD) National Cyber Workforce and Education Strategy (NCWES) goal to strengthen the cyber workforce, connect people to well-paying, quality jobs, and advance the welfare, prosperity, and security of our society.

VA’s Drive for a New Generation of Federal IT Workers

VA is calling on a new generation of in-demand technologists to consider a stint – if not an entire career – in the federal workforce. Given the fact that compensation, career development, and work-life balance are the top three attraction and attrition drivers of workers, VA has made the following progress in developing incentives and programs to address each:

Compensation

After IT-specific employee journey maps showed compensation as a top attraction and attrition driver for people in the technology field, VA made the decision to implement a historic 17% average pay raise for its IT and cybersecurity workforce, leveraging expanded special rate authorities afforded to VA within the PACT Act. This increase is a strategic step towards narrowing the 66% pay disparity between private industry and government technologists.

Career Development

VA is pitching itself as a place where tech employees can develop new skills and advance into new roles needed to deliver world-class products and services to Veterans and their families. VA is committed to fostering a culture of continuous learning and career development for people throughout their employee lifecycle. This commitment to putting people first led to the creation of a Career Tracks program that provides skills-based training, job rotation opportunities and a dedicated mentoring program. Through the Career Tracks program, employees can explore career options, develop new skills/or refine existing ones, discover alternate career pathways, and access learning and development opportunities necessary for achieving career goals. Furthermore, these

leadership, business acumen and technical tracks align to Office of Personnel Management (OPM) Executive Core Qualification standards, thus creating a robust succession planning process. Additionally, VA developed a Cybersecurity Apprenticeship Program, the first registered cybersecurity apprenticeship program at a civilian agency, to help Veterans “learn while they earn” and develop valuable tech skills on the job (see ***Program Spotlight at the end of the section***). VA partnered with the Department of Labor to register the program in November 2022 and will leverage the program to further grow VA’s cybersecurity workforce. The program was further highlighted at the Congressional Forum of U.S. City Mayors in September 2023.

Work-Life Balance

VA is leveraging our strong competitive position with influential branding to attract talent with an improved offer and opportunities. Based on employee and candidate journey maps, VA has created an Employee Wellness Program and offers flexible scheduling consistent with OMB and OPM standards. These initiatives combined with the mantra “People First, Mission Always” and outreach to communities addresses the fundamental question that any employer must answer, “Why come work for us?”

VA’s Commitment to Federal Tech Workforce Excellence

In 2023, the Office of National Cyber Director’s (ONCD) and OPM launched the Tech to Gov Working Group with support from VA leadership as members of the group’s Executive Steering Committee and executive sponsor of Workstream 3, focused on cross-government cyber hiring actions. As members of the Executive Steering Committee, VA is helping transform the federal hiring process and cultivate a highly skilled tech and cybersecurity workforce capable of designing, developing, and protecting the modern, digital services the American people deserve. By bringing VA’s principles of operational excellence, exceptional customer service, and people excellence to the working group, VA is shaping a shared common vision for federal tech and cybersecurity talent acquisition as well as a clear path forward to develop delightful products and experiences for future candidates; tools that will empower our federal talent acquisition teams; and a compelling proposition for highly skilled technologists to join public service.

VA is committed to actively contributing to multiple initiatives within the ONCD’s National Cyber Workforce and Education Strategy (NCWES) Implementation Plan, including pioneering the use of role-based position descriptions and role-based selection assessment instruments; guiding and advising Departments and Agencies on the use of VA’s Cybersecurity Apprenticeship Program to establish new apprenticeship programs; sharing labor market analysis and work role research to support the development of additional government-wide SSRs; designing training programs for federal HR Specialists responsible for hiring tech and cybersecurity talent; and enhancing the Cyber Career Pathways Tool, a national cyber career development resource VA designed and published in partnership with DHS and DoD.

VA is continuing discussions with ONCD and OPM to establish an interagency working group responsible for evaluating and updating the 2210 Information Technology Management occupational series. Recognizing outdated classification and qualification standards are a root cause of numerous challenges facing federal agencies in attracting and hiring top talent, VA is

committed to resourcing the working group with the human resource and technical subject matter expertise needed to assist OPM in expediting the development and implementation of updated standards for federal technologists.

Supporting the Field and Serving Our Veterans

VA has an IT organization with a unique mission – supporting the technology that 19 million Veterans rely on to receive health care and benefits each year. VA’s IT program touches everything – whether it’s finance, education, or health care. VA is infusing cutting-edge technologies into all aspects of its mission, making VA an attractive employer for tech workers. Due to its significant technology footprint, workforce, and unwavering commitment to become a world-class organization that provides a seamless, unified Veteran experience through the delivery of state-of-the-art technology, VA is regarded as a standard-bearer amongst its federal peers when it comes to tech and cybersecurity workforce management.

The strategic risk to VA operations is exponential growth in Administration staffing levels without the requisite synchronous growth in IT field-based staffing, which could impact IT product delivery and core services. Since 2020, VHA and VBA staffing level increased by 49,378 and 9,470 employees respectively, to provide care and essential services to Veterans and their families.

Bolstering the IT workforce with additional field-based staff would help VA reach current staffing requirements. Growth in VHA and VBA staffing levels necessitates a continued growth in VA’s IT workforce to deliver IT products and services, which directly impact the care and benefits delivered to Veterans.

IT WORKFORCE: PROGRAM SPOTLIGHT

Cybersecurity Apprenticeship Program Getting Go-Ahead

There's a new professional development opportunity on the horizon for Veterans looking to transition to a career in federal service when their tour of duty ends. The VA's OIT and the VBA are collaborating with external partners on a new Cyber Registered Apprenticeship program to bring Veterans into VA as cyber apprentices. VA kicked off an initial two-year pilot program in 2023 focused on Veterans who are budding technologists.

VA has already completed a major step in bringing this program to life by submitting its apprenticeship program application in November 2022 to register the program with the Department of Labor (DOL). The DOL swiftly saw the value of the new VA Cyber Registered Apprenticeship program and officially signed off on it.

OIT's Nathan Tierney, Deputy CIO for the Office of People Science (OPS) and Chief People Officer, represented VA at the White House Cybersecurity Apprenticeship Sprint, where the official signing ceremony took place. The event hosted by the White House recognized over 160 new cybersecurity Registered Apprenticeship programs. VA was recognized for developing an innovative pilot program designed to be replicated as a scalable and sustainable model to attract a more diverse cybersecurity workforce in the foreseeable and long-term future. Event participants emphasized the importance of registered apprenticeship programs fostering a more inclusive, diverse, and equitable work environment.

"The VA Cyber Registered Apprenticeship program will allow VA to attract diverse and inclusive cybersecurity talent from Veterans across the Nation to strengthen VA's ability to protect Veterans and their personal data. It will also allow Veterans to 'learn while they earn' and serve their fellow Veterans," stated Mr. Tierney.

The 2024 pilot is expected to have anywhere from 5-10 apprentices. It will provide two years of on-the-job training and aims to coordinate and share employment information and emerging trends in the IT industry, as well as improve access to and navigation of employment practices and opportunities for Veterans. In the future, VA intends to expand the program as one of the many benefits available to Veterans and spouses.

Section 3.4 Digital-First Customer Experience

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	2,461,904	3,083,814	3,533,728	449,915	14.6%
Toxic Exposures Fund (TEF)	49,543	391,611	398,193	6,582	1.7%
Total	2,511,447	3,475,425	3,931,921	456,497	13.1%

Note: Amounts in table include Base and TEF funding only. 2024 estimates exclude 23/24 carryforward.

In the 2025 Budget, VA is investing \$3.932 billion (Base and TEF) in Digital-First Customer Experience, which is an increase of \$456 million (13.1%) over the 2024 estimate. VA will be able to leverage innovative design and technology to deliver an exceptional customer experience that demonstrably meets user needs and is on par with Veteran’s expectations about modern technology and improving service delivery under the *21st Century Integrated Digital Experience Act* and *Executive Order 14058, Transforming Federal Customer Service Delivery to Rebuild Trust in Government*.

The 21st Century IDEA Act – VA.gov, VA Flagship Mobile Application, and Digital Veterans Platform

The 21st Century Integrated Digital Experience Act (IDEA) requires federal executive branch agencies to report to Congress, OMB, and the public on their progress to modernize their websites and digital services. Improving customer interactions with VA websites and digital services is a high priority for the Department.

The Digital Experience project funds the ‘digital front door’ of the VA. Whether it’s one of the 125 million monthly page views on VA.gov or one of the 700,000 Veterans using the VA’s flagship mobile application, Veterans deserve accessible, secure, and easy-to-use digital tools. The Digital Experience project funds several Veteran-facing investments including: (1) Mobile Applications, (2) Web Applications and platforms, (3) Self-service tools, and (4) Veteran Identity and Access tools. For each of these investments, a multiyear modernization effort is underway to ensure Veterans can access all VA services and benefits from a single web platform (VA.gov) or a single mobile application (VA’s Health and Benefits mobile app).

An important part of the digital modernization effort is MHV on VA.gov. VA’s effort to reunify the patient portal so that Veterans can go to one place to access and manage their health care. Patient portal functionality includes secure messaging, sending, and receiving secure messages; viewing, refilling, and tracking prescriptions; viewing, downloading, and printing medical record data.

VA.Gov

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	38,854	7,119	-	(7,119)	-100.0%
Toxic Exposures Fund (TEF)	41,247	96,311	81,349	(14,962)	-15.5%
Total	80,101	103,430	81,349	(22,081)	-21.3%

Note: Amounts in table include Base and TEF non-pay funding only

The 2025 budget invests \$81 million (-\$22 million, -21.3%) in TEF for services, credits, and software necessary to support VA.gov. VA.gov enhances the Veteran experience by facilitating and providing interactions that are modern, digital, timely, informative, and clear. The VA.gov platform and its various capabilities, tools, and features meets Veterans and their caregiver teams "where they are" providing a digital experience users expect today. VA.gov provides Veterans, Caregivers, and family members the information they need to find and get VA benefits, the tools they need to track their applications and status data, and the help and support they need while using VA services, all in an accessible self-service format.

A survey of 3,400 Veterans and Service Members indicated that most users want to access all their military and Veteran benefits and services online and that they expect to find this experience on VA.gov. Since transitioning to the modern VA.gov platform, average customer satisfaction scores have increased from 53.1 to 64.7. Continued improvements to Digital Experience's identity and access investments will ensure Veterans can access VA.gov portals via a Zero-Trust Architecture compliant with E.O. 14028 guidelines.

VA Flagship Mobile Application

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	-	-	-	-	-
Toxic Exposures Fund (TEF)	-	17,852	17,234	(618)	-3.5%
Total	-	17,852	17,234	(618)	-3.5%

Note: Amounts in table include Base and TEF non-pay funding only

The 2025 budget invests \$17 million (-\$1 million, -3.5%) in TEF for VA Flagship Mobile Application designed to bring key capabilities to Veterans such as secure messaging with their care team, checking status of claims, and accessing benefit letters.

Over the past five years, Veterans have increasingly turned to their smartphones to interact with VA's services. While VA's websites are designed to work well on small screens, Veterans increasingly expect routine transactions like messaging their doctor, checking a payment status, or refilling a prescription to be available in a high-quality, easy to use mobile app. Addressing Veterans' needs through a mobile app seizes an opportunity to continue to deliver the highest quality customer service to Veterans and caregiver teams, and to increase trust in the VA.

In 2025, expected services include but are not limited to: leveraging native phone notifications to send status updates to users in real time when status changes to claims occur; leveraging the mobile functionality, which allows users to call/text/chat VA services directly from the app; and using mobile app map functionality, allowing users to easily view claim status, facility locations, appointments, and adjust their personal profile as needed. The outcome of combining these native features into one app is that it will make it simpler and faster for users to interact with VA and complete day-to-day transactions.

Digital Veterans Platform (DVP)

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	24,557	23,983	46,787	22,804	95.1%
Toxic Exposures Fund (TEF)	4,343	26,064	9,915	(16,149)	-62%
Total	28,900	50,048	56,702	6,654	13%

Note: Amounts in table include Base and TEF non-pay funding only

DVP promotes resources to developers through a developer page (e.g., developer.va.gov), Application Programming Interfaces (APIs), and infrastructure; all enabling developer discovery and simplifying application integration with VA authoritative data sources and mission-critical services. DVP provides highly interoperable APIs leveraging standard interfaces and open standards, decoupling applications from back-end services and data sources, fulfilling the guidance recently provided in OMB Memorandum M-23-22.

To date, DVP supports over 140 applications in production. This includes high-quality non-governmental applications such as Apple Health and Tyler Tech; applications from other federal agencies such as the Federal Communications Commission (FCC), Health and Human Services (HHS), and Small Business Administration (SBA); to applications from numerous state and local agencies; all enabling Veterans greater access and control over their data and getting ensure faster benefits delivery with higher customer satisfaction.

VA Artificial Intelligence (AI) Initiative

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	-	16,615	20,311	3,697	128.2%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	-	16,615	20,311	3,697	128.2%

Notes: Base includes Staffing and Administrative services

The VA has one of the nation's largest and most extensively curated collections of health and benefits data in the world representing a large opportunity to use AI to contribute to our mission of delivering world-class, secure technology solutions that enable a seamless, unified, efficient Veteran experience that aligns with the *Executive Order 14110 Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence*.

In 2025 VA's execution plan for AI has four main workstreams:

- **Governance:** VA hopes to establish an effective and responsive AI governance process that promotes innovation, while providing guardrails that ensure VA investment in AI is trustworthy and effective.
- **Use Cases:** VA is prototyping and piloting high priority AI use cases with the goals of learning which AI solutions add most value to VA and scaling successful pilots.
- **Infrastructure:** VA is creating technical infrastructure and defined processes to develop, integrate, and monitor AI products in operations.

- **Workforce:** VA is investing in developing a workforce proficient in using, developing, and understanding AI, especially regarding its relevance to VA’s mission and goals.

VA launched a retrieval and rules-based chatbot that uses AI in the form of Natural Language Understanding (NLU) and Natural Language Processing (NLP). Veterans have sent more than 300,000 messages to the VA.gov chatbot since its March 2022 launch which will enable surfaces automated unauthenticated responses based on VA.gov benefits-content and will allow Veterans to refill and track prescriptions.

Section 508 Compliance Initiative

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	5,835	13,205	31,509	18,305	201.8%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	5,835	13,205	31,509	18,305	201.8%

Notes: Base includes Staffing and Administrative services

The Section 508 Program supports the VA’s three administrations and VA staff offices, including the Board of Veterans Appeals with ensuring that conformance to accessibility standards is incorporated into all VA’s Information Communication Technology (ICT) and ICT products and services procured by VA on behalf of the nation’s Veterans and the VA’s 27,000 employees who have self-identified with targeted disabilities (*see Program Spotlight at the end of the section*).

The magnitude of VA’s ICT that requires validation for 508 Compliance includes 6,000 COTS; 900 web-based applications; 1,500 websites; 214,000 SharePoint sites; and 70,000 documents and forms. The current statistics demonstrate the level of work ahead to be done in the various areas.

VA Investment in 508 Compliance in 2025 will support a first ever testing capability; development of a defect tracking system for 508 compliances; develop a more robust training program to address awareness and lack of technical education across the department for 508 Compliance; and address our FITARA requirements to validate 508 contract language on every contract and contractor’s Voluntary Product Accessibility Template (VPAT) reports. Currently, 508 Compliance Office is tracking 30,335 Webpages across VA, which is 37% of all its webpages (see Figure 1). Also, 508 Compliance Office is currently tracking 1,894 Applications and 18,381 Web facing Documents across VA (See Figures 2 and 3).

Figure 1. Webpage Assessment

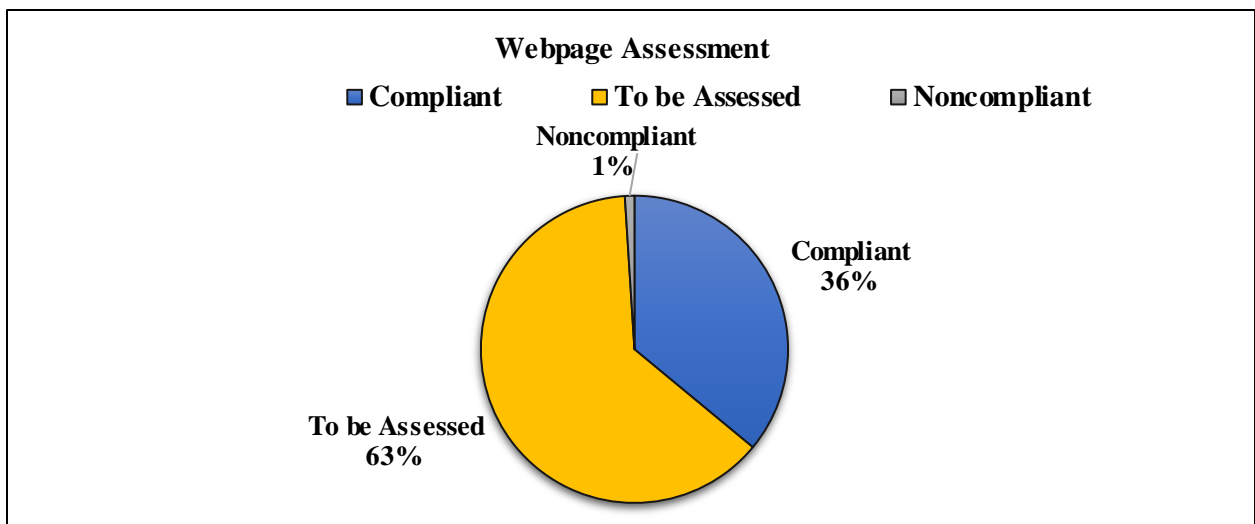


Figure 2. Application Assessment

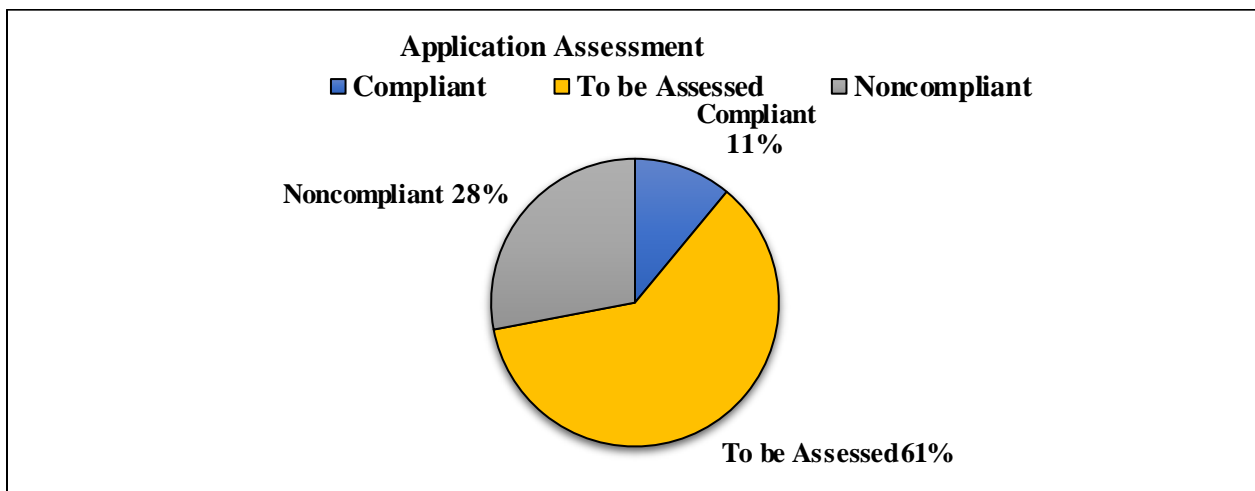
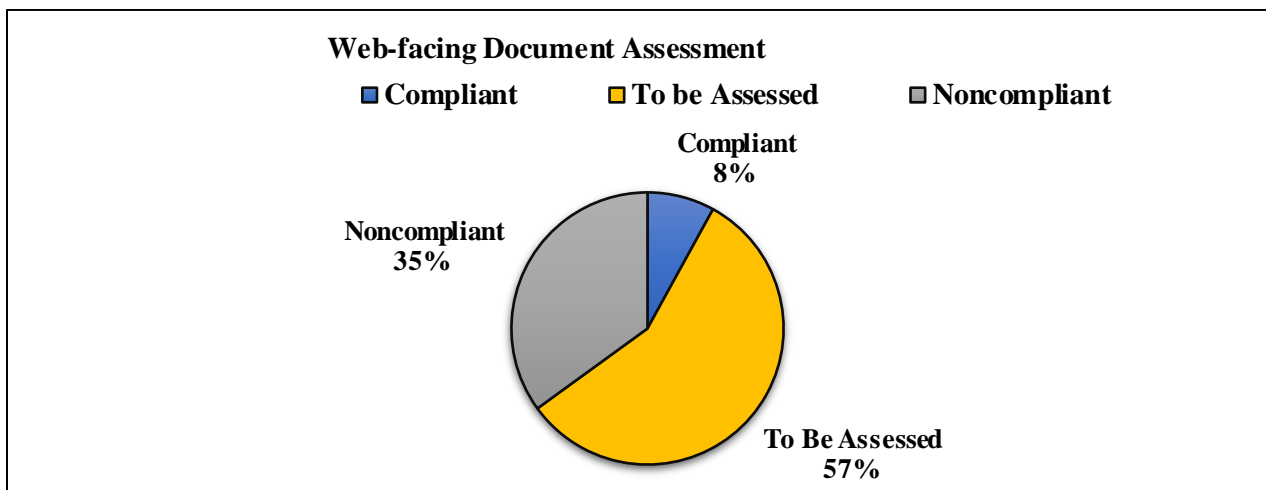


Figure 3. Web-facing Document Assessment



In addition, the VA is building a dedicated Remediation office to address and eliminate 508 deficiencies. The VA is also leveraging VA and OIT Governance bodies to raise 508 awareness and compliance. To assess the remediation workload, the substantial backlog of applications, websites, and forms most frequently downloaded by Veterans were assessed. Additionally, they were assessed and ascribed a rating of accessibility. The most egregious products have been prioritized.

DIGITAL-FIRST CX: PROGRAM SPOTLIGHT

Blind Veterans Can Now Read Decision Letters

For the first time ever, blind Veterans can now read their VA benefits decision letters inside the VA Health and Benefits mobile app. This new feature is part of VA's move to improve its accessibility and enable Veterans to view their decision letters immediately, online, a significant improvement over previously waiting ten days to receive letters in the mail.

Claudia Baldwin is a blind Veteran who has benefited from this new accessibility change. She served in the Air Force for over five years and medically retired as a staff sergeant. For the past 15-plus years, she has worked on accessibility issues with VA and the Blind Veterans Association.

Baldwin said after the change took effect on May 9, 2023, "I don't know what you did, but you can read rating decisions now in the app. OMG, this is awesome! It was beautiful. I can now read it! One of the biggest things that Veterans get is their rating decision. No blind Veteran can read it. It's paper. It's a huge document sent to you, and someone has to read it to you. It's a very small percentage of Veterans who can't read it, so we don't have a loud enough voice and usually don't get included in accessing important programs or documentation since the information isn't accessible to blind Veterans."

Blind Veterans can now download a PDF file from the VA Health and Benefits mobile app or by using their web browser and then using a third-party app, such as VoiceOver on iOS, to listen to the content in the PDF file. This option is made possible by VA's commitment to design accessibility of the VA Health and Benefits mobile app.

VA is committed to ensuring all Veterans have access to its services taking an "accessibility beyond compliance" approach, meaning accessibility is considered an integral part of the development process from the start rather than an afterthought.

Section 3.5 Data as a Strategic Asset

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	102,115	120,027	137,210	17,183	14.3%
Toxic Exposures Fund (TEF)	18,908	104,151	54,812	(49,339)	-47.4%
Total	121,023	224,178	192,022	(32,156)	-14.3%

Note: Amounts in table include Base and TEF funding only. 2024 estimates exclude 23/24 carryforward.

In the 2025 Budget, VA is investing \$192 million (Base and TEF) in Data as a Strategic Asset, which is a decrease of \$32 million (-14.3%) below the 2024 estimate. VA has continued to invest in the Federal CIO Key Priority driving key insights into the decision-making process by harnessing accurate, available, and actionable data to power intelligent VA operations and Veteran experiences. These efforts will support VA is meeting requirements outlined in OMB’s *Federal Data Strategy* ensuring VA continues to leverage, utilize, and implement data as a resource and strategic asset.

VA Research & Development – Putting VA Data to Work for Veterans

From research on tuberculosis in the 1940s, to today's developments in advanced robotic prosthetics, VA has ranked as one of the nation's leaders in health research. Much of this research relies on data systems and platforms which facilitate VA-approved research including precision and genomic medicine. These enterprise systems support big data science, genomics analysis, and machine learning and artificial intelligence.

VA Informatics and Computing Infrastructure (VINCI)

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	7,394	9,300	13,633	4,333	46.6%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	7,394	9,300	13,633	4,333	46.6%

Note: Amounts in table include Base and TEF non-pay funding only

In 2025, VA will invest \$14 million (+\$4 million, +46.6%) in VA Informatics and Computing Infrastructure (VINCI) an initiative to improve researchers' access to VA data and to facilitate the analysis of those data while ensuring Veterans' privacy and data security. The investment will enhance researchers’ capability to collect data outside of the VA Firewall, to connect to the VINCI Workspace inside the VA Firewall and provide ongoing maintenance of the analytics and data related to genomic, clinical, lifestyle, and military exposure information by hosting research-related systems in the secure VA Enterprise Cloud.

VINCI provides critical services to day-to-day operations for health research across the VA Services that include access to secured environment, designed to carefully balance the needs of the researchers by providing the resources and tools necessary to conduct studies and analyze data with the VA's requirement to maintain security and privacy of that data. The VINCI environment

consists of extensive storage area networks, drives, file shares, databases, a SharePoint farm for collaboration and correspondence sites, Statistical Analysis System (SAS)/Grid for advanced analytics and contains both physical and virtual machines with an extensive collection of software, including Government off the shelf (GOTS), COTS, and homegrown applications.

Current demand in VA comprises on average 200+ active health research studies per month. Enhancement of system infrastructure, software and application support ensures that VINCI can continue to improve researchers' access to VA's data and to facilitate the analysis of that data on the latest version of available tools. This also ensures Veterans' privacy and data security allowing data scientists to have analytical tools and a platform to create additional health data insights.

Million Veteran Program

Appropriation (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	10,990	5,978	6,369	391	6.5%
Toxic Exposures Fund (TEF)	-	-	-	-	-
Total	10,990	5,978	6,369	391	6.5%

Note: Amounts in table include Base and TEF non-pay funding only

In 2025, VA will invest \$6 million (+\$0.4 million, +6.5%) in the Million Veteran Program (MVP) which is a national research program looking at how genes, lifestyle, military experiences, and exposures affect health and wellness in Veterans. Since launching in 2011, one million Veterans have joined MVP. It's the largest research effort at VA to improve health care for Veterans and one of the largest research programs in the world studying genes and health. As such, VA is committed to keeping MVP participant information protected. Information collected as part of MVP is stored in a secure database and is only available for research purposes. Genetic or health information from MVP is not entered in medical records or shared with insurance companies or employers. All MVP data is coded so that MVP researchers do not have full access to identifiable information such as contact information, date of birth, and social security number.

Investments in Data as a Strategic Asset in 2025 will enable the continuation of MVP, where researchers can use genetic, health, lifestyle, and military background information to understand how genes affect health and illness (*see Program Spotlight at the end of the section*).

Important discoveries are made on a wide range of diseases and conditions that affect Veterans including:

- Cancer - MVP is researching genetic and clinical markers to predict breast cancer risk in female Veterans.
- Cardiovascular Disease - MVP is looking at how obesity and lipid levels affect risk in African Americans and Hispanics.
- Substance Abuse Disorder - MVP is identifying genetic predictors of sensitivity to better predict treatment option success.
- Post-Traumatic Stress Disorder - MVP is examining risk factors for developing PTSD in combat Veterans.

DATA AS A STRATEGIC ASSET: PROGRAM SPOTLIGHT

VA is a Data Driven Organization

When managed as an enterprise strategic asset, curated, authoritative and broadly accessible data enables a data-driven culture through the democratization of insights into operational efficiency, customer experience, and other key performance metrics across the organization. Well governed data assets are a prerequisite to developing and delivering accurate, equitable and trustworthy AI solutions.

VA has a unique advantage when it comes to exploring new ways to care for patients. VA is the nation's largest integrated health care system. And that means VA can access the nation's largest store of voluntary patient data. Coupled with robust data management practices, VA has an opportunity to leverage potentially the world's largest curated AI training set for health applications. In response to an ever-growing demand for cross-administration data, OIT's Product Engineering Service has continued to evolve the capabilities of the Summit Data Platform to meet the needs of OIT Teams, business partners and clinicians in the creation, maintenance and publishing of high-quality authoritative data assets that can broadly reused within a secure, scalable, and modern data management platform.

In Virginia, researchers spent years studying how eye movement is affected by neurological disorders such as Parkinson's Disease. They discovered that each disease is associated with a different eye movement abnormality. That means the presence of these disorders can be detected by having patients undergo simple, non-invasive eye tests. And it means they can be detected more accurately and much earlier – in some cases, up to 10 years before more serious symptoms emerge.

Data is also playing a big role in the groundbreaking work VA is doing in precision oncology. For decades, cancer has either meant surgery or administering poison to kill the cancer that severely weakens the patient, or both. But through precision oncology, VA can study the genetic makeup of tumors and design treatments that attack the cancer, not the patient. VA has already built targeted therapies to attack some forms of leukemia. These therapies are more effective and are already making these cancers less lethal. Precision oncology means earlier and more accurate cancer detection, less guesswork about treatment, and patients who are more comfortable and have more peace of mind. It's no wonder one researcher called VA's precision oncology program "the future of cancer care."



Budget Details by IT Investments

This chapter provides an overview of VA’s IT investments. These investments are categorized as Mission Delivery, Mission Support and Standard IT Investments and grouped into IT portfolios (e.g., Health & Social Services, Veterans Benefits, Memorial Affairs) in accordance with *44 USC § 3602*, *Circular A-11 Section 55*, and *OMB IT Budget – Capital Planning Guidance*. The chapter also includes the congressional project details and outlines the changes to the IT budget request from prior years.

Section 4.1 Mission Delivery IT Investments

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Delivery Investments	1,669,284	259,960	1,962,820	2,186,238	223,419	11.4%
<i>Health & Social Services</i>	1,173,855	54,472	1,363,621	1,384,672	21,052	1.5%
<i>Veterans Benefits</i>	457,327	205,489	545,825	744,977	199,152	36.5%
<i>Memorial Affairs</i>	38,102	-	53,374	56,589	3,215	6.0%
Total	1,669,284	259,960	1,962,820	2,186,238	223,419	11.4%

Notes: Amounts in table include all budgetary resources (pay and non-pay)

The 2025 Budget for Mission Delivery IT Investments is \$2.186 billion, which is +\$223 million (11.4%) above the 2024 Estimate. Mission Delivery investments directly support the delivery of VA’s mission and are linked to the department’s strategic and annual performance plan having high executive visibility, high costs, or unusual funding mechanisms. VA’s Mission Delivery IT Investments directly impact VA’s ability to provide critical services to Veterans and their families.

VA will maintain a steady investment in the **Health and Social Services** portfolio \$1.385 billion, which is \$21 million, (+1.5%) above the 2024 Estimate.

VA will heavily invest in the **Veterans Benefits** portfolio \$745 million, which is \$199.2 million, (+36.5%) above the 2024 Estimate. This includes TEF funding \$649 million, which is \$231 million; (+\$55.6%) above the 2024 Estimate in the 2025 budget, in accordance with the PACT Act, VA financial policy, and recent OIG operational reviews.

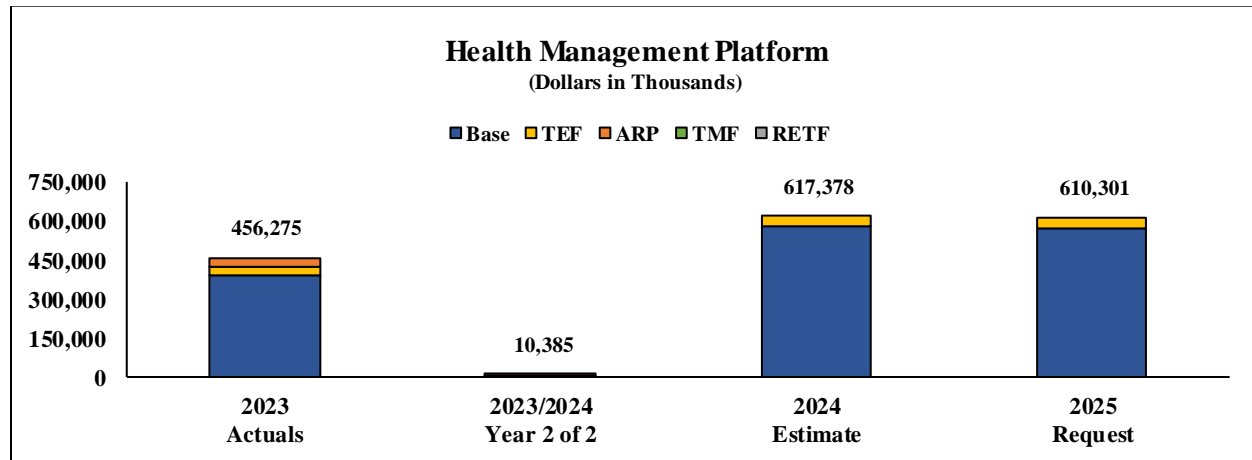
In 2025, VA will also invest in the **Memorial Affairs** portfolio \$57 million, which is \$3.2 million, (+6.0%) above the 2024 Estimate. This ensures the technology services needed to provide Veterans and their families with burial benefits and memorial services – at no cost to the family and with customer satisfaction ratings leading all public and private organizations in the nation – remain a top priority in the department.

Section 4.1.1 Health and Social Services

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health & Social Services	1,173,855	54,471	1,363,621	1,384,672	21,051	1.5%
Health Management Platform	456,275	10,385	617,378	610,301	(7,077)	-1.1%
Health Data & Information	162,569	587	215,639	246,928	31,289	14.5%
Other Medical IT Systems	73,708	9,568	197,048	222,356	25,308	12.8%
Supply Chain Management	105,298	31,506	138,551	127,215	(11,336)	-8.2%
Access to Care	291,846	-	147,632	121,032	(26,600)	-18.0%
Health Research	84,159	2,425	47,373	56,840	9,467	20.0%
Total	1,173,855	54,471	1,363,621	1,384,672	21,051	1.5%

The 2025 Budget for the Health and Social Services portfolio is \$1.385 billion, which is \$21 million (+1.5%) above the 2024 Estimate. The Health & Social Services portfolio provides advanced technology solutions positioned to ensure modern, high quality and efficient medical care delivery capabilities to our Nation's Veterans. This portfolio is composed of six IT investments and 39 projects.

Health Management Platform Investment \$610.3M (-\$7.1M, -1.1%)



Appropriation ^{1,2} (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	394,223	9,377	578,354	570,269	(8,085)	-1.4%
TEF	28,390	1,008	39,024	40,032	1,008	2.6%
ARP	33,662	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	456,275	10,385	617,378	610,301	(7,077)	-1.1%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

2/ Base 2023/2024 Year 2 of 2-year availability includes VACAA

The Health Management Platform Investment is critical to Veteran Care and encompasses management and access of Patient Records, Purchased Care, Digital Health Platform, Telehealth Services, Lab, Pharmacy and Community Care. The scope and breadth of services provided by the Health Management Platform ensures the design and delivery of digital systems that seamlessly connect Veterans to their healthcare teams and their health information. This investment is Veteran-centric and evidence-based with a focus on safety, quality, and value while utilizing a systems-based approaches to engage key clinicians throughout the decision-making and program management processes. It is dedicated in promoting quick and easy access for the health and well-being of Veterans through key initiatives such as Integrated Veteran Care, Telehealth Services, and Care in the Community.

The 2025 Budget of \$610.3 million, which is \$7.1 million, (-1.1%) below the 2024 Estimate for the Health Management Platform investment, is needed to provide both internal and external benefits through upgrades to existing systems and the deployment of systems enhancements designed to improve efficiencies while also delivering enhancements which bring the highest quality care to Veterans. VA plans to continue building on efficiencies, upgrades, and the delivery of high-quality care by:

- Implementing proposed Lung Imaging Reporting and Data System (lung-RADS) functionality in Lung Cancer Screening Platform, implementing patient two-way context synchronization from applications to Clinical Decision Support (CDS) console.
- Integrating field developed applications onto Clinical Decision Support Platform.
- Stabilizing and enhancing reporting functionality providing failovers for reporting errors creating new reports and refining existing reports.

The Health Management Platform investment includes the following projects:

Table 1. Health Management Platform Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Care Infrastructure	29,868	-	185,329	218,930	33,601	18.1%
Care Coverage Services	96,094	3	91,078	79,500	(11,578)	-12.7%
Enterprise IT Infrastructure	39,567	1,008	35,631	49,654	14,023	39.4%
Clinical Care Services	21,045	714	46,207	36,668	(9,539)	-20.6%
Operational Support	30,540	-	34,563	29,741	(4,822)	-14.0%
Health Delivery Support	53,398	1,820	40,553	18,601	(21,952)	-54.1%
CHC Specific Services	21,481	1,983	14,930	13,023	(1,907)	-12.8%
CHC Workflows	17,580	2,726	21,509	11,881	(9,628)	-44.8%
Health Administration	51,113	2,029	30,139	11,307	(18,832)	-62.5%
Quality Systems	4,101	-	2,343	2,072	(271)	-11.6%
Patient Management	-	-	559	-	(559)	-100.0%
Telehealth Services	-	102	-	-	N/A	N/A
Staffing & Administration	91,488	-	114,537	138,924	24,387	21.3%
Total	456,275	10,385	617,378	610,301	(7,077)	-1.1%

Notes: Projects captures total budgetary resources. CHC = Common Health Care

Health Care Infrastructure \$218.9 million (+\$33.6 million, +18.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Care Infrastructure	29,868	-	185,329	218,930	33,601	18.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Care Infrastructure project supports VistA maintenance and operations efforts that ensures all deployed VistA applications are responsive to VHA’s need to successfully execute its mission to care for Veterans. The VistA maintenance support provides post-release life-cycle support for deployed VistA health applications which is essential to ensure that users have a reliable system with which to execute VHA’s business operations.

The 2025 Budget for this project is \$33.6 million above the 2024 Estimate due to high priority sub-projects within this investment such as VistA that requires an increase in funding in 2025. The increase in funding will result in continued support ranging from laboratory services, outpatient, and mail order pharmacy to many the tools which make VA Medical Centers (VAMCs) run smoothly and efficiency: replenishment of ward stock, shift handoff, nursing, nutrition, and more.

The 2025 Budget supports:

- Continued support of Laboratory services and outpatient and mail order pharmacy .
- The VistA application to continue providing a vast number of benefits to the Veteran each year.
- VA to keep software operational and Veteran data safe from cyberattack.
- VistA Audit Solution (VAS) to improve data security and data assurance of the Person record in VistA.
- The Graphic User Interface (GUI) to provide search and reporting capability to support Inspector General (IC) investigations delivering specific, detailed information regarding access to Veteran PII/PHI.

Care Coverage Services \$79.5 million (-\$11.6 million, -12.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Care Coverage Services	96,094	3	91,078	79,500	(11,578)	-12.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Care Coverage Services project opens more healthcare options to Veterans by allowing them to receive care from non-VA Community Providers, which is significant as an estimated 10 million Veterans receive care through the community and 4,000 FTE in VHA in direct support. Some of those options require expedited and enhanced care through special monitoring and clinical support for Veterans with a high risk for suicide. Those services are especially critical as the Office of Community Care is not staffed or trained to provide mental health support and suicide risk reduction resources.

The 2025 Budget supports:

- Optimization of the efficiencies of Provider Profile Management System (PPMS) processes and workflows.
- Provider information is up to date that will enable healthcare organizations the ability to track and monitor provider credentials, licenses, and certification.
- Veterans to continue to see a non-VA provider in approximately a quarter of the time required for the legacy paper-based process.
- Facilitating compliance with Compact Act, Choice Act, and interoperability with the new electronic health record.
- Business rule improvements, Community Care Network contract modifications and Third-Party Administrator (TPA) invoice research and reporting support.

Enterprise IT Infrastructure \$49.7 million (+\$14.0 million, +39.4%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise IT Infrastructure	39,567	1,008	35,631	49,654	14,023	39.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Enterprise IT Infrastructure project supports development of the new Veterans support system that will automate a simple income threshold for requesting and receiving medical debt forgiveness and reduce the effort required by Veterans to access relief.

The 2025 Budget is \$14.0 million above the 2024 Estimate due to high priority sub-projects within this investment such as Web Operations VHA, and Health Data and Analytics Platform. The increase in funding will result in continued contractor support including online technical support, troubleshooting, design, coding, mockups, testing, review of sustainment fixes, content management, documentation, and training for VHA websites.

The 2025 Budget supports:

- Corporate Data Warehouse (CDW) to continue providing reliable and secure access to mission critical data analytics for a growing number of over 100,000 stakeholders including Veterans, VA Leadership, VA Staff, and Congress.
- CDW customers to have the ability to continue to use the supported products which include Microsoft SQL Server, SQL Server Integration Services (SSIS), Power BI, Pyramid Analytic.

Clinical Care Services \$36.7 million (-\$9.5 million, -20.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Clinical Care Services	21,045	714	46,207	36,668	(9,539)	-20.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Clinical Care Services project continues to automate the daily processing of blood inventory and patient transfusion; resolve and eliminate the current practice of transferring medical

procedure images and evidence between VA and third-party sites using Compact Disks; and sustain the system of records for Veteran's medical images, electronic healthcare documents, and medical procedure evidence acquired and associated for Veteran's care.

The 2025 Budget supports:

- On-going steady-state support to collect mental health assessment data captured during structured interviews with patients.
- VA Mental Health providers to develop living, multidisciplinary, Veteran-centered treatment plans for each Veteran engaged in the VA's Mental Health continuum of care.
- The Mental Health Assistant web application to continue securing availability for VA medical staff to access and assess patient mental health assessment progress and outcomes.

Operational Support \$29.7 million (-\$4.8 million, -14.0%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Operational Support	30,540	-	34,563	29,741	(4,822)	-14.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Operations Support project supports the sustainment to the Electronic Data Interchange (EDI) Standards and Operating rules that allows VHA to continue exchanging data with insurance payers. The 2025 Budget is \$4.8 million below the 2024 Estimate due to sub-projects within this investment that will have funding reduced in 2025 such as Medical Care Collections Fund Transactions Applications Suite (MCCF EDI TAS) and Veteran Co-Payment Lockbox (VCPL).

The 2025 Budget supports:

- Clinical Trainee Registration and Tracking System (CTRTS) to continue providing visibility and transparency to Health Professional Trainees (HPTs).
- Continued sustainment of the VHA Finance First Party Billing systems that include Consolidated Copayment Processing Center System, First Party Lockbox, Debt Management System, and First Party Treasury Offset.
- Maintaining the supply chain system that is intuitive to use, easier to operate, with a clean source of logistics data that provides an enterprise view into procurement and inventory management to drive cost saving initiatives.
- Continuity of services for Legacy Supply Chain Systems which directly impacts users of the systems and provides quality health care for our Veteran's receiving care.

Health Delivery Support \$18.6 million (-\$22.0 million, -54.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Health Delivery Support	53,398	1,820	40,553	18,601	(21,952)	-54.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Delivery Support project supports VHA Researchers' capability to collect data outside of the VA Firewall, to connect to the VA Informatics and Computing Infrastructure Workspace inside the VA Firewall, and to provide ongoing support to maintain the analytics and data management related to genomic, clinical, lifestyle, and military exposure information by hosting research-related system(s) in the secure VA Enterprise Cloud (VAEC). VA research electronic data capture is a secure web application for building and managing online surveys and databases within the VA firewall. The data capture product allows the VA to move research to the real world and create a 'learning healthcare system' which directly benefits the Veteran.

The 2025 Budget supports:

- Cardiac Device Monitoring to remain available for remote 24 monitoring of these Cardiac devices that facilitates the reviews of over 180,000 remote transmissions each year that assists the VA's National Safety Office in formulating the official response to the United States Department of Agriculture (USDA) and industry recalls and alerts.
- Support of the Homeless Management Information System (HMIS) that allows the VA to document and assist them and their families with houses, as well as additional resources .
- Continual maintenance and sustainment activities in support of Master Patient Index (MPI) and Veterans Data Integration and Federation (VDIF) HealthShare operations for the National Clozapine Coordinating Center to continue to authorize and track all Clozapine prescriptions to ensure that this medication is used safely during patient care for Veterans at high risk for suicide.
- On-going steady-state support for national, voluntary research program aiming to study how genes affect Veteran health.

Common Health Care (CHC) Specific Services \$13.0 million (-\$1.9 million, -12.8%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
CHC Specific Services	21,481	1,983	14,930	13,023	(1,907)	-12.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only. 3. CHC = Common Health Care

The Common Health Care Specific Service project provides vital health support for Veterans. It's essential to sustain the accuracy and quality of health care systems since they are used for assessing the burden, patient management, program assessment, and planning for Veterans diagnosed with cancer. The surveillance of these Veterans provides vital information about newly diagnosed cancer cases, treatment, recurrence, and deaths for use, research, and planning by VA health professionals, policy administrators, researchers, and the public.

The 2025 Budget supports:

- Scheduling and facilitation of business requirements, documentation management, release management, change-management, software testing, security documentation and responding to data calls and action items.

- Continued availability of the Veterans Integrated Registries Platform (VIRP) that consolidates all VA Health registries into one web portal that utilizes common business logic and data using design patterns.
- Clinical Decision Support Platform (CDSP) is intended to reduce burnout in clinicians by presenting clinical decision support applications, using a common all y-first design system, within the clinical workflow. The applications hosted on this platform are designed to work across both of VA’s electronic health record systems (VistA and Oracle Health).
- VHA to appropriately record and store credentialing information for all the healthcare workforce aligned to a VA medical facility.
- The establishment of the VetPro database that will allow VHA managers to manage their resources, plan for specific needs, and forecast by the type of credential needed at any point in time and location.

Common Health Care (CHC) Workflows \$11.9 million (-\$9.6 million, -44.8%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CHC Workflows	17,580	2,726	21,509	11,881	(9,628)	-44.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only. 3. CHC = Common Health Care

The Common Health Care Workflows project supports emerging telehealth requirements. As Telehealth grows within VA, the Office of Telehealth Services within the Office of Connected Care requires expansion of the program that cares for more than 130,000 unique Veterans annually via Home Telehealth / Remote Patient Monitoring.

The 2025 Budget supports:

- Home Telehealth vendors to be hosted in the VAEC and will be completely up to date on their security requirements.
- The Synchronous Telehealth to provide the technological capabilities that support decreased wait times and deliver real time access to care to Veterans without the costly overhead expenses.
- VA Online Scheduling to improve Veteran experience by enhancing the schedule process transformation for all Veteran appointment and transforming.
- VHA scheduling with the continuous integration of Health Share Referral Manager (HSRM) and VA Online Scheduling (VAOS) platform.

Health Administration \$11.3 million (-\$18.8 million, -62.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	51,113	2,029	30,139	11,307	(18,832)	-62.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project supports VHA in delivering health care more efficiently and effectively to ensure the quality and safety of the care provided to Veterans. In support of this effort, VHA requires the implementation of a standardized tool that allows for clear, inclusive, and

transparent searches of published policies and guidance that supports VHA employees in performing their daily function.

The 2025 Budget supports:

- Health Data Repository (HDR II) to provide 2 additional domains to HDR customers and perspective customers, and the improved services will lower sustainment costs for our customers.
- Joint Longitudinal Viewer (JLV) to continue monitoring and updating all environments/components ensuring they are in proper functioning condition.
- JLV to implement automated security scans to streamline detection of vulnerabilities.
- VistA Integration Reporting and Revenue (VIRR) applications and services to provide necessary integration with VistA to enable the mandatory national encoder product’s functionality.

Quality Systems \$2.1 million (-\$0.3 million, -11.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Quality Systems	4,101	-	2,343	2,072	(271)	-11.6%

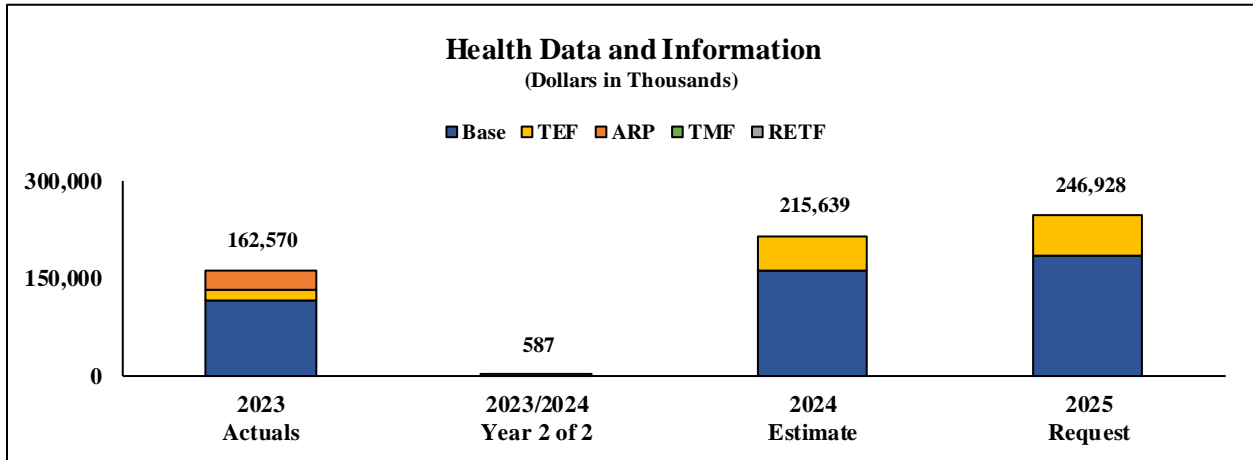
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Quality Systems project supports the Community Care Clinical and Business Intelligence Solution Enterprise Program Reporting System (EPRS) that provides an automated, accurate, and complete view of data from multiple data sources presented in a single, consolidated data visualization to track, on average, over 30,000 Veteran claims a month.

The 2025 Budget supports:

- The utilization of Check-in Experience (CIE) that will continue to grow as patients become more accustomed to interacting with VA health services via personal devices and guest Wi-Fi coverage increases in medical facilities.
- On-going steady-state support of the National Utilization Management Integration (NUMI) to help ensure that patients are receiving the right care, at the right time, and in the right place.

Health Data & Information Investment \$246.9M (+\$31.3M, +14.5%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	115,452	-	161,184	183,596	22,412	13.9%
TEF	15,831	587	54,455	63,332	8,877	16.3%
ARP	31,286	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	162,569	587	215,639	246,928	31,289	14.5%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Health Data and Information (HDI) Investment supports the overall health of Veterans by improving interoperability of health data among department and industry, developing a centralized registry platform to coordinate care, and providing an online environment to manage their healthcare. By sharing health data electronically, the VA and participating community care providers can coordinate and improve Veterans' overall quality of care. HDI's overarching goal is to make Veterans' health data consistently available to the VA and community care providers at the right time, in a way that is easy for clinicians to use and can be relied on.

The 2025 Budget request of \$246.9 million (+\$31.3 million, +14.5%) is needed to continue providing optimal and safe patient care. All Health Registries are a critical component in monitoring Veterans' health status and planning patient care. The ability to track the Veteran's information allows health providers to ensure accurate and timely solutions that benefits the Veteran population. The existing Registries return on investment is illustrated through support to VA's nationally recognized clinical practices that results in lower development and sustainment costs and higher efficiency and effectiveness of treatment.

The Health Data and Information investment includes the following projects:

Table 1. Health Data and Information Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Care Infrastructure	56,754	-	60,808	77,967	17,159	28.2%
Enterprise IT Infrastructure	39,360	587	53,332	64,053	10,721	20.1%
Virtual Veteran Record	16,047	-	24,019	37,447	13,428	55.9%
Digital Experience	8,648	-	25,801	15,760	(10,041)	-38.9%
Health Administration	14,482	-	11,797	12,914	1,117	9.5%
Health Delivery Support	2,786	-	5,028	5,239	211	4.2%
CHC Specific Services	10,326	-	11,022	5,099	(5,923)	-53.7%
CHC Workflows	-	-	2,275	658	(1,617)	-71.1%
Clinical Care Services	-	-	2,650	-	(2,650)	-100.0%
Staffing & Administration	14,168	-	18,907	27,791	8,885	47.0%
Total	162,571	587	215,639	246,928	31,289	14.5%

Notes: Projects captures total budgetary resources. CHC = Common Health Care

Health Care Infrastructure \$78.0 million (+\$17.2 million, +28.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Care Infrastructure	56,754	-	60,808	77,967	17,159	28.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Care Infrastructure project is essential for ensuring that Veterans have access to quality healthcare and that healthcare providers can deliver effective and timely care. VDIF-EP is a middleware component that addresses the need for Cerner Joint Health Information Exchange (HIE) and other applications to access federated electronic medical records from a single, performant source rather than create individual connections to compile the data at each application. The program aggregates and normalizes data from 130 different electronic medical record instances that support 172 VA medical centers and 1,074 outpatient clinics, which affects millions of Veterans. The program allows federated data to produce a longitudinal patient record.

The 2025 Budget request for this project is \$17.2 million above the 2024 Estimate due to sub-projects within this investment such as VDIF-EP. The increase in funding will result in continued operation of the system to meet the health mission requirements of the VA.

The 2025 Budget supports:

- Complex changes to databases and architecture to support customers' long-term goals of "Google" performance to return all patient records in milliseconds, expand the customer base, and use data for analytics.
- The addition of new functionalities (data sources, technologies, or improved capabilities from existing technologies).
- VistA Maintenance to continue to provide Defect Repair, Break Fix, Application Maintenance, Standards Compliance, and other Tier 3 Support services to a portfolio of applications that are mission critical.

Enterprise IT Infrastructure \$64.1 million (+\$10.7 million, +20.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise IT Infrastructure	39,360	587	53,332	64,053	10,721	20.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

To fulfill VA mandates, the Enterprise IT Infrastructure project requires an enterprise encoder product to consistently document the clinical quality of care during healthcare encounters and inpatient stays. Enterprise IT Infrastructure allows VA coding professionals to accurately and consistently code healthcare encounters and inpatient stays. The software assists VHA in collecting healthcare data and accurately applying the codes to determine the level of care provided to our patient population, billing third-party payers, and equitable resource allocation determinations for each site and regional network.

The 2025 Budget request for this project is \$10.7 million above the 2024 Estimate due to sub-projects within this investment such as CDW, and Collaborative Terminology Tooling Data Management (CTT&DM) that requires an increase in funding in 2025. The increase in funding will result in CDW to continue to provide Veterans and other Veteran customers an easy to use, easy to understand way of accessing patient wait time and quality of care with up-to-date information on appointment wait times for VA locations.

The 2025 Budget request for this project will continue to support third-party revenue operations to provide funding for VA medical centers to enhance services in over 80 VA catheterization labs as a point-of-care tool for interventional cardiologist.

Virtual Veteran Record \$37.4 million (+\$13.4 million, +55.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Virtual Veteran Record	16,047	-	24,019	37,447	13,428	55.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Virtual Veteran Record project enables VA to fulfill its mission to deliver high-quality healthcare to Veterans by providing a secure communication capability between VA and internal and external sources. Communication occurs in numerous ways, on multiple devices, and between stakeholders. With these advancements, VHA will replace the costly and less secure use of printed and faxed copies with the 306,000+ organizations in the direct trust network.

The 2025 Budget is \$13.4 million above the 2024 Estimate due to sub-projects within this investment such as Standards and COTS Integration Platform (SCIP), Health Data Quality Tools, Patient Treatment File, and Medical SAS.

The 2025 Budget supports:

- The VA care providers to work more efficiently due to the fast data transfer from external care providers and the trust in the information received electronically in machine-readable formats.

- The security built into the Direct Trust network to make this the safest and most secure method of exchanging patient data with external care providers.

Digital Experience \$15.8 million (-\$10.0 million, -38.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Digital Experience	8,648	-	25,801	15,760	(10,041)	-38.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Digital Experience project seeks to solve several business problems related to the delivery of healthcare and benefits services to Veterans. Addressing limited access to healthcare and benefits services by providing Veterans with digital tools and platforms that they can use to access healthcare and benefits services from anywhere, at any time.

The 2025 Budget is \$10.0 million below the 2024 Estimate. The 2025 Budget supports:

- Increased access to healthcare and benefits services by providing digital self-service tools, mobile applications and platforms, and web applications and platforms.
- Digital tools and platforms that will help to facilitate communication between Veterans, patients, and healthcare or benefits providers.
- Improvement of healthcare and benefits by providing Veterans with access to healthcare and benefits services through digital tools and platforms.

Health Administration \$12.9 million (+\$1.1 million, +9.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	14,482	-	11,797	12,914	1,117	9.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project is committed to continuously improving the quality of care provided to our Veterans and identifying tools that help reduce delays in care and improve patient safety. To that end, their projects seek to optimize the VAMCs' management of patient flow capabilities by minimizing delays in patient care, reducing the amount of staff time needed to track patients and coordinate care, and improving standardization of capacity management operations.

The 2025 Budget is \$1.1 million above the 2024 Estimate due to high priority sub-projects within this investment such as JLV. The increase in funding will result in JLV improving capabilities for its numerous specialized widgets; expanding global application features such as high-level filtering and enterprise search; and growing the Report Builder tool for easier use/generation of health reports.

The 2025 Budget supports:

- VHA to improve on continuity of care for Veterans in any eventuality, whether from a community provider, a VA Medical Center, or a VA Outpatient Clinic.

- The addition of different types of mobile, smartphones, and other caregiver communication devices.

Health Delivery Support \$5.2 million (+\$0.2 million, +4.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Delivery Support	2,786	-	5,028	5,239	211	4.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Delivery Support project encompasses a comprehensive framework promoting safe, timely, effective, efficient, and equitable patient-centered healthcare services that requires continued sustainment to ensure VA Pharmacists remain able to minimize inappropriate medication processing and correctly process medication orders to reduce the number of negative outcomes, thereby enhancing the care delivered to the Veteran.

The 2025 Budget supports:

- A functional eScreening application that allows clinicians to send surveys and patients to complete them and send data back to VA.
- Non-VA healthcare providers to electronically submit prescriptions to the VA which will reduce errors that can be present on paper prescriptions, increase the Veteran’s access to healthcare, and save the pharmacist time that can be reallocated to providing better care and customer service for the Veteran.

Common Health Care Specific Services \$5.1 million (-\$5.9 million, -53.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CHC Specific Services	10,326	-	11,022	5,099	(5,923)	-53.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only. 3. CHC = Common Health Care

Common Health Care Specific Services project is required to satisfy the mandate under the Privacy Act of 1974, title 5, United States Code 552a(c) and the Health Insurance Portability and Accountability Act (HIPAA) Privacy Rule.

The 2025 Budget is \$5.9 million below the 2024 Estimate due to sub-projects within this investment such as Cancer Registry Software, Implant Tracking Registry and Alert System (ITRAS), and Clinical Case Registries (CCR).

The 2025 Budget supports:

- Healthcare facilities to create, process, print, track, and manage requests for health records contained in the VHA Privacy Act System of Records and HIPAA-designated record sets.
- Billing services in accordance with 38 Code of Federal Regulations (CFR) 1.577, “Access to Regulations,” and the creation of form letters to accompany the requested mailed information.

Common Health Care Workflows \$0.7 million (-\$1.6 million, -71.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CHC Workflows	-	-	2,275	658	(1,617)	-71.1%

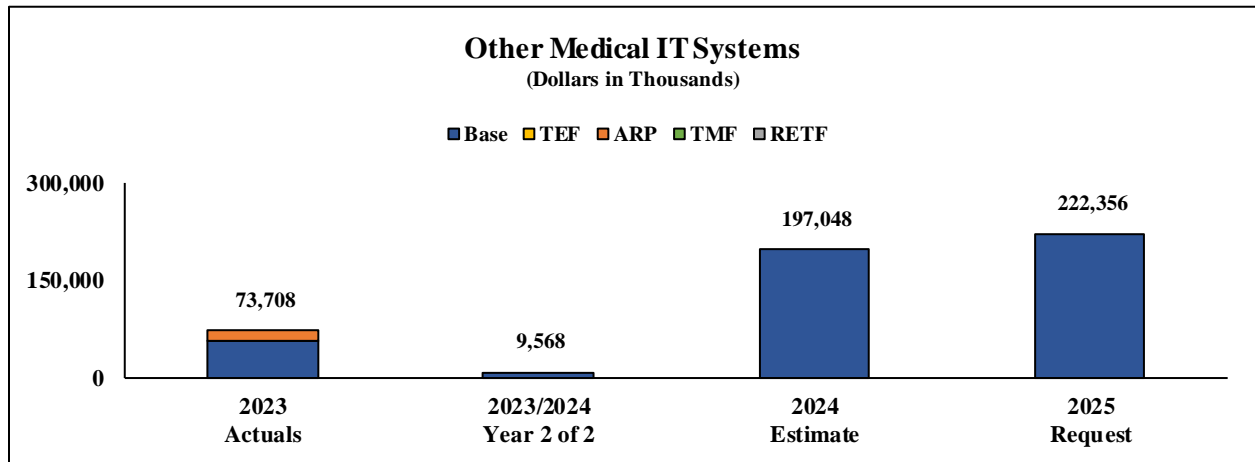
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only. 3. CHC = Common Health Care

Common Health Care Workflows project includes several products vital in standardizing multiple healthcare services' workflows, resulting in significantly improved and efficient healthcare for Veterans.

The 2025 Budget supports:

- Assistance for providers in collecting and analyzing data on Veterans' results, treatment effectiveness, and other key metrics, enabling them to make data-driven decisions and continuously improve their care delivery.

Other Medical IT Systems Investment \$222.4M (+\$25.3M, +12.8%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	58,535	9,568	197,048	222,356	25,308	12.8%
TEF	-	-	-	-	-	-
ARP	15,173	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	73,708	9,568	197,048	222,356	25,308	12.8%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Other Medical IT Systems investment manages software applications for clinical and various Community Care centers.

The 2025 Budget of \$222.4 million for this investment is needed to provide direct internal/external benefits for the development and sustainment activities for many VHA clinical and administrative software applications.

The Other Medical IT Systems investment includes the following projects:

Table 1. Health Data and Information Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	4,690	405	62,055	63,215	1,160	1.9%
Operational Support	6,162	-	14,500	44,291	29,791	205.5%
Health Care Infrastructure	4,989	-	15,914	37,197	21,283	133.7%
Clinical Care Services	26,272	9,163	43,476	20,368	(23,108)	-53.2%
Patient Management	4,865	-	20,919	17,402	(3,517)	-16.8%
Common Health Care Specific Services	1,157	-	6,251	8,014	1,763	28.2%
Enterprise IT Infrastructure	3,834	-	5,035	3,697	(1,338)	-26.6%
Quality Systems	3,792	-	6,271	3,562	(2,709)	-43.2%
Care Coverage Services	869	-	140	1,492	1,352	965.7%
Staffing & Administration	17,078	-	22,486	23,118	632	2.8%
Total	73,708	9,568	197,047	222,356	25,309	12.8%

Notes: Projects captures total budgetary resources. CHC = Common Health Care

Health Administration \$63.2 million (+\$1.2 million, +1.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	4,690	405	62,055	63,215	1,160	1.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project focuses on its function for improving patient, operational, and financial outcomes. Veterans can expect such outcomes as reduction in wait after they check-in at a VA healthcare facility for an appointment or a bed and the ability to schedule telehealth appointments no matter the Veteran's current location.

The 2025 Budget is \$1.2 million above the 2024 Estimate due to high priority sub-projects within this investment such as Health Information Coding, Billing, and Auditing (HICBA).

The 2025 Budget supports:

- Integration with the new healthcare record system and improving the completeness of Veteran health records.
- Improved communication and collaboration among VA and community providers, enhancing care coordination, reducing errors, and improving patient outcomes.

Operational Support \$44.3 million (+\$29.8 million, +205.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Operational Support	6,162	-	14,500	44,291	29,791	205.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Operational Support project bolsters VHA with the most extensive integrated healthcare system in the United States, providing care at 1,293 healthcare facilities, including 171 VAMC and 1,112 VHA outpatient clinics to over 9 million Veterans enrolled in the VHA healthcare program with a wide array of systems and services. The project shall maintain a core supply chain system that is intuitive to use, easier to operate, and with a clean source of logistics data that provides an enterprise view into procurement and inventory management to drive cost-saving initiatives.

The 2025 Budget supports:

- Updates and enhancements to VistA-IB (Integrated Billing) and VistA-AR (Accounts Receivable) features and functionalities to comply with ever-changing legislative requirements and mandates.
- Additional visibility and transparency to Health Professional Trainees (HPTs) who can be recruited into critical medical positions to provide direct care to Veterans.
- Payment processing personnel at all VA Medical Centers to use Veteran Copayment Lockbox (VCPL) to process Veteran copayments for medical services and ensures revenues from Veteran copayments count towards the correct VA Medical Center for services received.

Health Care Infrastructure \$37.2 million (+\$21.3 million, +133.7%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Health Care Infrastructure	4,989	-	15,914	37,197	21,283	133.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Care Infrastructure project contains healthcare services at an IT infrastructure level, including Single Sign On, GUI, Medical Device Integration, and Other Health Care Infrastructure services. Single Sign-On allows an authentication method that enables users to securely authenticate with multiple applications and websites using just one set of credentials. Core GUI provides a graphics-based operating system interface that uses icons, menus, and a mouse to manage interaction with the system.

The 2025 Budget is \$21.3 million above the 2024 Estimate due to sub-projects within this investment such as Health Application Project Management and Product Support, and Health Solutions. The increase in funding will result in keeping IT systems current with security as well as keeping software operational and Veteran data safe from cyberattack which requires constant software release and production support.

The 2025 Budget supports:

- VistA Maintenance to continue to provide Defect Repair, Break Fix, Application Maintenance, Standards Compliance, and other Tier 3 Support services to mission-critical applications.
- Veterans Data Integration and Federation Health Information Exchange Portal to capture the information-sharing preferences for Veterans who do not have access to the MyHealthVet (MHV) portal.

- Aggregation and normalization of data from 130 different electronic medical record instances that support 172 VA medical centers and 1,074 outpatient clinics.

Clinical Care Services \$20.4 million (-\$23.1 million, -53.2%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Clinical Care Services	25,738	9,163	43,476	20,368	(23,108)	-53.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Clinical Care Services project provides an array of services including: providing care for blind and visually impaired Veterans served by the VA; continuing to enroll, track, monitor, and support existing and new caregivers; integrate medical, dental records to meet state dental board record keeping requirements and improve dental patient care by enhancing the Veteran longitudinal dental record with care provided in the community, interface with elements of the CDW to prepare for a future dental solution to separate from Vista, and additional functionality to address mission-critical patient safety and quality of care standards.

The 2025 Budget supports:

- Reduction of processing time for new Caregivers enrolling in the Caregiver Record Management Application (CARMA) system.
- Improvements to the community care process for Dental Care and completing the testing and implementation by enhancing dental charting, electronic dental radiograph exchange, periodontal staging and grading, and oral pathology documentation.
- Compliance with the OIG requirement that the VA strengthen requirements for colonoscopy quality assurance by standardizing collection, monitoring, analysis, and reporting of colonoscopy's quality indicators.

Patient Management Services \$17.4 million (-\$3.5 million, -16.8%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Patient Management	4,865	-	20,919	17,402	(3,517)	-16.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Patient Management Services project is essential for improved patient outcomes, better coordination of care, increased patient satisfaction, cost savings, and improved population health. Improved patient outcomes lead to better health results, reduced hospital readmissions, and lower healthcare costs. Better coordination of care means patients receive more comprehensive, seamless care tailored to their needs. Activities within this project help to improve population health by identifying and addressing health disparities, promoting preventive care, and managing chronic conditions more effectively.

The 2025 Budget supports:

- The Community Living Center (CLC) Resident Assessment Instrument (RAI) to release software as needed (approximately 4 releases per year) to sustain and maintain CLCRAI core functionality for Minimum Data Sets (MDS), Care Area Assessments (CAA), Resource Utilization Guidelines (RUG) and Quality Measures.
- VA Providers and their Veteran patients to complete more than 3.3 million consent forms for treatments and procedures via the Informed Consent Web (ICW) application.
- Vet Ride to support the accessibility of travel to and from VA facilities for the large Veteran population located throughout the rural communities of the United States who would otherwise be unable to receive treatment from the VA.

Common Health Care (CHC) Specific Services \$8.0 million (+\$1.8 million, +28.2%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
CHC Specific Services	1,157	-	6,251	8,014	1,763	28.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Common Health Care Specific Services project satisfies the mandate under the Privacy Act of 1974, title 5, United States Code 552a(c), and the HIPAA Privacy Rule. It enables healthcare facilities to create, process, print, track, and manage requests for health records contained in the VHA Privacy Act System of Records and HIPAA-designated record sets. These health records are also used for screening patients with diagnoses such as cancer, Hepatitis C, and HIV to determine patient management, program assessment, and planning needs.

The 2025 Budget for this project is \$1.8 million above the 2024 Estimate due to sub-projects within this investment such as VetPro and VHA Geographic Information System (GIS). The increase in funding will result in VHA managers having the ability to manage their resources, and plan for specific needs, which empowers the VA with the ability to provide timely and high-quality care to the Veterans and their families.

The 2025 Budget supports:

- Appropriate recording and storing of credentialing information for all the healthcare workforce aligned to any VA medical facility via the VetPro database.
- Healthcare facilities to create, process, print, track, and manage requests for health records contained in the VHA Privacy Act System of Records and HIPAA-designated record sets.

Enterprise IT Infrastructure \$3.7 million (-\$1.3 million, -26.6%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Enterprise IT Infrastructure	3,834	-	5,035	3,697	(1,338)	-26.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Enterprise IT Infrastructure project allows VA coding professionals to accurately and consistently code healthcare encounters and inpatient stays. The software assists VHA in collecting healthcare data and accurately applying the codes to determine the level of care provided to our patient population, billing third-party payers, and equitable resource allocation determinations for each site and regional network.

The 2025 Budget supports:

- Automation for requesting and receiving medical debt forgiveness, reducing the effort required by Veterans to access relief.
- Interoperability connections to health data repositories, in support of the VistA transition to EHRM.
- The consolidated patient account center’s revenue operations workflow tool to improve the accuracy of first-party Veteran copayment determinations.

Quality Systems \$3.6 million (-\$2.7 million, -43.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Quality Systems	3,792	-	6,271	3,562	(2,709)	-43.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Quality Systems' comprehensive framework of tools includes the ability to automate a consolidated visualization of data from multiple data sources. At its core, Quality Systems use tools and applications to standardize evidence-based criteria to make decisions, increase efficiency, promote quality, improve access, and assure effective use of resources.

The 2025 Budget supports:

- Monitoring of third-party healthcare providers to ensure their possession of proper credentials (education, training, licensure) and determining what privileges, specific scope, and content of patient care services (admitting, clinical, conversion, emergency, hospital, surgery, staff, temporary, therapeutic) they are granted.
- Consolidation of data and systems, customizing tools, and promoting evidence-based practices throughout VHA.

Care Coverage Services \$1.5 million (+\$1.4 million, +965.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Care Coverage Services	869	-	140	1,492	1,352	965.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

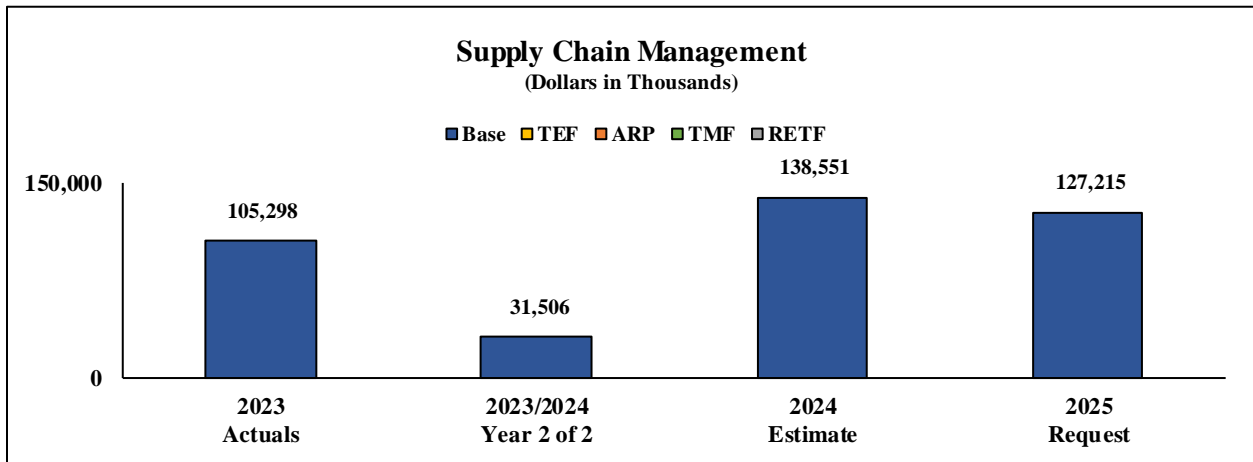
Care Coverage impacts Veterans by reducing their healthcare costs by allowing them to access medical services in foreign locations which also improves their quality of care. It also protects against fraud and abuse with Community Care claims and avoids delays by ensuring reimbursements are made to providers in a timely manner.

The 2025 Budget is \$1.4 million above the 2024 Estimate due to sub-projects within this investment such as VHA Claims and Appeals, and Fee Basis Claims Archive (FBCA). The increase in funding will result in the creation of a single digital location for relevant records that are easily accessed by VHA and the Board and will condense document search and transmission time, especially where records from multiple program offices are required.

The 2025 Budget supports:

- FBCA to provide the capability to perform analysis, investigations, and audit response on historical claims.
- Increased efficiencies in adjudicating subsequent claims and appeals for the same or similar benefits, increased ease of use for Veterans to access and manage their records, view decisions, and other information reducing additional Privacy Act requests for their own records.
- A centralized VHA Claims and Appeals platform to provide access to VHA Benefit File that covers: Community Care (reimbursement claims) processing, Beneficiary Travel, Clothing Allowances, Prosthetics, Eligibility, Enrollment, Income Verification, Financial Transactions (copays), Community Care Health Care Programs and Caregivers.

Supply Chain Management Investment \$127.2M (-\$11.3, -8.2%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	105,298	31,506	138,551	127,215	(11,336)	-8.2%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	105,298	31,506	138,551	127,215	(11,336)	-8.2%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The goal of the Supply Chain Management investment is to modernize, standardize, and streamline VA's logistics and environmental solutions in support of improving operational efficiencies, achieving seamless interoperability among partners and stakeholders, maximizing buying power, and ultimately improving Veterans' healthcare. It is focused on connecting people, systems, and data to enhance healthcare efficiencies and supply chain management operations.

The 2025 Budget provides \$127.2 million for the Supply Chain Management investment which supports a holistic, modernized supply chain environment that addresses people, training, processes, data, and automated systems; leveraged collaboration and strengthened interoperability; streamlined applications with no overlap; reduced operating costs; better access to data for strategic decision making; an improved spend management; a more resilient supply chain; and an improved user experience regarding system usability and availability.

The Supply Chain Management investment includes the following project:

Table 1. Supply Chain Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Operational Support	89,157	31,506	118,047	97,810	(20,237)	-17.1%
Staffing & Administration	16,140	-	20,503	29,405	8,901	43.4%
Total	105,297	31,506	138,550	127,215	(11,335)	-8.2%

Notes: 1. Projects captures total budgetary resources.
2. Amounts include non-pay portion only.

Operational Support \$97.8 million (-\$20.2 million, -17.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Operational Support	89,157	31,506	118,047	97,810	(20,237)	-17.1%

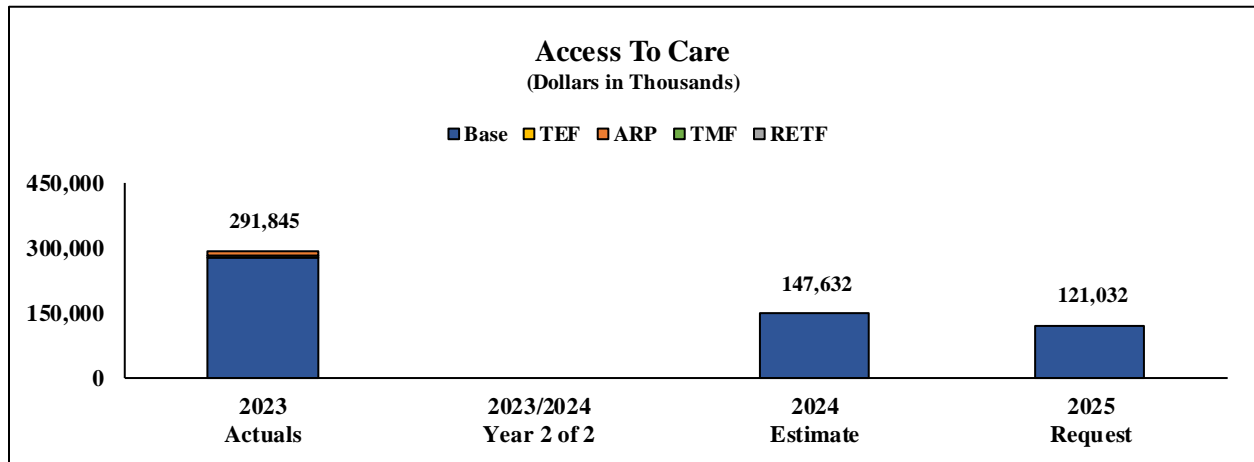
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Updating the VA supply adheres to the Government Accountability Office (GAO) report, GAO-18-34, which identified improvements to purchasing medical and surgical supplies that could yield cost savings and other efficiencies.

The 2025 Budget supports:

- Maintaining a supply chain system that is intuitive to use, easier to operate, with a clean source of logistics data, that provides an enterprise view into procurement and inventory management to drive cost saving initiatives.
- Sustaining communities of practice that will focus on the practices and improvements for the use of the new Supply Chain system(s) and sharing processes adjustments that work well in the field for core users of the system(s).
- Maintaining a core supply chain system that is intuitive to use, easier to operate, with a clean source of logistics data.
- Maintaining an enterprise view into procurement and inventory management to drive cost saving initiatives that is lacking from today's disparate supply chain systems per GAO recommendations.

Access to Care Investment \$121.0M (-\$26.6M, -18.0%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	279,062	-	147,632	121,032	(26,600)	-18.0%
TEF	3,784	-	-	-	-	-
ARP	9,000	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	291,845	-	147,632	121,032	(26,600)	-18.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Access to Care investments objective is to provide access to care through Veteran transportation cost assistance; streamlining eligibility and claims processing; improving access to care through patient scheduling access; and self-scheduling.

The 2025 Budget provides \$121.0 million for the Access to Care investment, continuing access to care through Veteran transportation cost assistance; streamlining eligibility and claims processing; improving access to care through patient scheduling access; and self-scheduling. This investment includes several products that play a vital role in standardizing multiple healthcare services' workflows, resulting in greatly improved and efficient healthcare to Veterans.

The Access to Care investment includes the following projects:

Table 1. Access To Care Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CHC Workflows	19,124	-	20,716	68,756	48,040	231.9%
Operational Support	20,543	-	25,005	30,251	5,246	21.0%
Care Coverage Services	10,081	-	9,544	8,928	(616)	-6.5%
Patient Management	9,864	-	4,639	3,110	(1,529)	-33.0%
Health Administration	3,561	-	6,166	798	(5,368)	-87.1%
Clinical Care Services	-	-	-	617	617	N/A
Health Care Infrastructure	168,953	-	14,403	251	(14,152)	-98.3%
Staffing & Administration	59,719	-	67,159	8,321	(58,838)	-87.6%
Total	291,845	-	147,632	121,032	(26,600)	-18.0%

Notes: Projects captures total budgetary resources. CHC = Common Health Care

Common Healthcare (CHC) Workflows \$68.8 million (+\$48.0 million, +231.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CHC Workflows	19,124	-	20,716	68,756	48,040	231.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only. 3. CHC = Common Health Care

Common Healthcare Workflows project develops and refines workflows to collect and analyze data on Veterans' outcomes, treatment effectiveness, and other key metrics, enabling providers to make data-driven decisions and continuously improve their care delivery.

The 2025 Budget is \$48.0 million above the 2024 Estimate due to increases in sub-projects within this investment such as Enterprise Scheduling Services (ESS), Synchronous Telehealth (SyncTele), VAOS, Home Telehealth Reporting (HTR), and Clinical Staff Viewer. The increase in funding will result in the support of provider-based scheduling, telehealth appointments including virtual care (i.e., inter/intra-facility telehealth appointments), and community care.

The 2025 Budget supports:

- Aid to VHA for improving patient care, increasing efficiency, reducing costs, ensuring compliance, and providing data collection and analysis.
- Improvements to patient flow and deliver the highest quality of care with the best outcomes. Once integrated together, these workflows optimize services in respect to access, quality, user satisfaction, and efficiency.
- VA Online Scheduling to improve Veteran experience by enhancing the schedule process transformation for all Veteran appointment and transforming VHA scheduling with the continuous integration of Health Share Referral Manager (HSRM) and VAOS platform to enable Veterans in requesting appointments with providers in the community.
- Home Telehealth Reporting to deliver additional patient panel management tools and reports used in resource management as the Home Telehealth program continues to expand.

Operational Support \$30.3 million (+\$5.2 million, +21.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Operational Support	20,543	-	25,005	30,251	5,246	21.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Operational Support project maintains a core supply chain system that is intuitive to use, easy to operate, and has a clean source of logistics data that provides an enterprise view into procurement and inventory management to drive cost-saving initiatives. The medical supply chain is the second largest expense in the VA budget and the logistical programs within the Operational Support project such as the Decision Support System (DSS) and the Managerial Cost Accounting System – Reporting (MCA-R) will help to reduce costs and inefficiencies within the VA’s medical supply chain. The project also has several systems to make viewing and paying current and past Veteran bills more efficient.

The 2025 Budget is \$5.2 million above the 2024 Estimate due to sub-projects within this investment such as VHA Mobile Application Platform (MAP). The increase in funding will result in platform increases to telehealth video hosting capacity by 30% so VA telehealth systems can complete the migration to the platform as well as continue to provide telehealth appointments to Veterans nation-wide.

The 2025 Budget supports:

- Integrated Billing and Account Receivable (IBAR) team to continue to create/update/enhance VistA-IB (Integrated Billing) and VistA-AR (Accounts Receivable) features and functionalities to comply with the current legislative requirements and Revenue Operations internal requirements.
- Medical Care Collections Fund (MCCF) to support VHA with collecting third party insurance for services Veterans receive from the VA but are not covered by the Veteran’s benefit.
- Ongoing maintenance, license maintenance, and hosting of Veteran CoPayment Lockbox (VCPL) which allows Veterans to continue to have their mail-in and pay.gov copays processed by the VA which total nearly \$1 billion annually for VA Medical Centers.

Care Coverage Services \$8.9 million (-\$0.6 million, -6.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Care Coverage Services	10,081	-	9,544	8,928	(616)	-6.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Care Coverage Services project sustains, enhances, and modernizes products that prevents fraud and abuse across community care claims. Funding this project ensures the VA is compliant with federal and health care regulations and mandates.

The 2025 Budget supports:

- Veterans to receive care from non-VA Community Providers; assures reimbursement to third party providers for the Community Care network; provides a repository for all non-VA Provider information; and manages eligibility and claims payment functions for mandated programs.
- The reduction of turnaround time on Veteran Family Member Program (VFMP) health claims; continue to provide an audit for all person records instead of only “Sensitive Patients”.
- VA to comply with existing and new legislative mandates; continue to meet the business requirement of automating and streamlining the non-VA referral process to Community Care providers by replacing mail and fax process with electronic referrals allowing quicker appointments.
- Sustainment support for software licenses, maintenance, and hosting of the Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE) application to meet operational requirements.
- On-going steady-state support provides a gateway through which Emdeon, the health care clearinghouse that works with the VA, can return eligibility data for Veterans from VA systems.

Patient Management Services \$3.1 million (-\$1.5 million, -33.0%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Patient Management	9,864	-	4,639	3,110	(1,529)	-33.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Patient Management Services project is essential for improved patient outcomes, better coordination of care, increased patient satisfaction, cost savings, and improved population health. Improved patient outcomes lead to better health results, reduced hospital readmissions, and lower healthcare costs. Better coordination of care means patients receive more comprehensive, seamless care tailored to their needs.

The 2025 Budget supports:

- The ICW application to continue providing the capability and the functionality for electronic Informed Consent Webs and patient education documents for all medical specialties stored in the VA electronic patient health record systems (such as VistA or Cerner ERHM), with a single sign-on capability using a Personal Identification Verification (PIV) card.
- Community Living Center (CLC) Resident Assessment Instrument (RAI) sustainment to release software as needed (approximately 4 releases per year) to sustain and maintain the CLC Resident Assessment Instrument (CLCRAI) core functionality for Minimum Data Sets (MDS), Care Area Assessments (CAA), Resource Utilization Guidelines (RUG) and Quality Measures.

Health Administration \$0.8 million (-\$5.4 million, -87.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	3,561	-	6,166	798	(5,368)	-87.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project supports the continued sustainment of the system interface used by providers, nurses, and other clinical staff to view patient information and is the electronic medical record that is used throughout VA in all health care settings (Inpatient, Outpatient, Long-term care), covering all aspects of patient care and treatment.

The 2025 Budget supports:

- An increase in interconnectivity by adding different types of mobile devices, smart phones, and other caregiver communication devices based on changing technology requirements.
- Clinical Health Data Repository (CHDR) to provide seamless electronic access to electronic drug and allergy information for more than one million Veterans and beneficiaries who receive care from both the DoD and VHA.
- Emergency Department Integration Software (EDIS) to provide a standardized framework for emergency department (ED) and urgent care center (UCC) operations that is intended to improve the overall tracking of patients throughout the ED in conjunction with ED performance reporting.

Clinical Care Services \$0.6 million (+\$0.6 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Clinical Care Services	-	-	-	617	617	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Clinical Care Services project includes modernizing the Pathology and Lab Medicine Service Lab Information Systems to support Clinical and Anatomic Pathology services and ensuring data integrity and reliability. Developing tests will enhance scoring and reporting features, improve the user interface to make testing more accessible for Veterans, support integration with VA EHRs, and with other EHR and VHA data to provide real-time clinical decision support.

The 2025 Budget provides \$0.6 million for Patient Centered Management Module Web (PCMM Web) which will result in three GUI releases per year in that will provide modernization and New Service Requests (NSRs) enhancements centering on the PCMM core functionality, 1) establish and define a healthcare team, 2) assign staff and health professions trainees to positions within the team, 3) assign patients to the team, and 4) assign patients to practitioners, including trainees.

The 2025 Budget supports:

- The Blind Rehabilitation Services (BRS) application to remain available to BRS staff to enter and track patient care without delay for approximately 65,000 blind and visually impaired Veterans served by the VA.
- CARMA users and integration partners to be provided with dedicated system administration and technical support to facilitate required coordination between CARMA and other applications.
- The Mental Health Assistant web application to continue securing availability for VA medical staff to access and assess patient mental health assessment progress and outcomes.
- The Mental Health Assistant web-based platform to continue successful expansion to facilitate new panel management capabilities and new outcome monitoring that enables real-time clinical decision support.

Health Care Infrastructure \$0.3 million (-\$14.2 million, -98.3%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Health Care Infrastructure	168,953	-	14,403	251	(14,152)	-98.3%

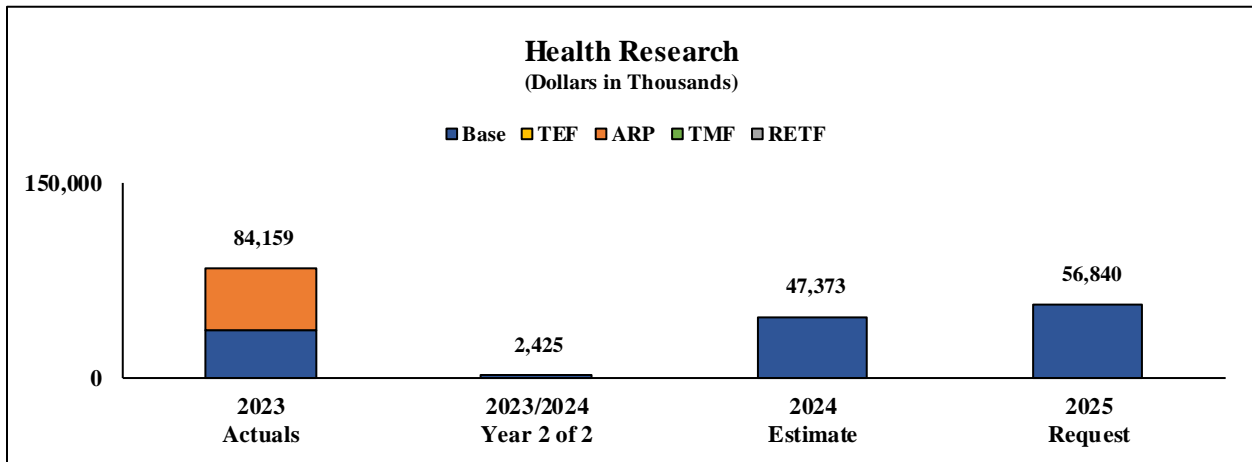
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Care Infrastructure project provides mandatory sustainment for over 60 Health Portfolio systems. Funding is needed to ensure the availability, reliability, security, and efficiency of the 60 supported systems that deliver critical services to Veterans. With sustainment support from systems analysts and developers, systems can keep up with routine patching and releases and break-fix problem resolution.

The 2025 Budget supports:

- Additional functionalities (data sources, technologies, or improved capabilities from existing technologies).
- Continued operations for Enterprise Cybersecurity Infrastructure Protection, VMWare Platform, Central Processor Time, Disk Storage (Mainframe), Tape Mounts, and Tape Storage
- Software maintenance and technical support for 250 Vaults that are part of the Context Management (CM) infrastructure. This applies to over 300,000 health desktops for applications such as CPRS, VistA Imaging, VistA Vitals, VistA Web, Bar Code Medication Administration and iMedConsent which is enterprise wide.
- Continued operation of the Veterans Data Integration and Federation-Enterprise Platform (VDIF-EP) system to meet the health mission requirements of the VA.

Health Research Investment \$56.8M (+\$9.5M, +20.0%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	37,453	2,425	47,373	56,840	9,467	20.0%
TEF	-	-	-	-	-	-
ARP	46,706	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	84,159	2,425	47,373	56,840	9,467	20.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Health Research investment encompasses a comprehensive framework promoting safe, timely, effective, efficient, and equitable patient-centered healthcare services that require continued sustainment to ensure VA Pharmacists remain able to minimize inappropriate medication processing and correctly process medication orders to reduce the number of adverse outcomes, thereby enhancing the care delivered to the Veteran. Without these systems, VA Pharmacists would be required to process medications manually and would not be able to efficiently accommodate the Veteran who needs to obtain medication when away from their home facility.

The 2025 Budget provides \$56.8 million for the Health Research investment which supports VHA Researchers' capability to collect data outside of the VA Firewall, to connect to the VA Informatics and Computing Infrastructure Workspace inside the VA Firewall, and to provide ongoing support to maintain the analytics and data management related to genomic, clinical, lifestyle, and military exposure information by hosting research-related system(s) in the secure VAEC. Additionally, maintaining the web VistA remote access management product will prevent delays in providing clinicians access to multiple VistA instances and ensure no impact on Veterans receiving much-needed care from the VA. Telehealth Services requires the VistA remote access management product to continue functioning, be hosted in the VAEC, and maintain an authority to operate to support the clinicians using this application.

The Health Research investment includes the following projects:

Table 1. Health Research Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Delivery Support	46,330	2,425	31,298	38,687	7,389	23.6%
Enterprise IT Infrastructure	32,523	-	9,300	13,633	4,333	46.6%
Staffing & Administration	5,306	-	6,775	4,520	(2,255)	-33.3%
Total	84,159	2,425	47,373	56,840	9,467	20.0%

Notes: Staffing & Administration includes Base and TEF.

Health Delivery Support \$38.7 million (+\$7.4 million, +23.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Delivery Support	46,330	2,425	31,298	38,687	7,389	23.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Delivery Support project ensures patient safety by ensuring Veterans receive proper prescription dosages to avoid prescription abuse and gives Pharmacists an accurate overview of the patient's prescription plan. The primary component is the Legacy System and Operational Support Contract, which manages and maintains services for the information systems currently supporting the local and nationwide research development operations and the associated infrastructure.

The 2025 Budget is \$7.4 million above the 2024 Estimate due to sub-projects within this investment such as Genomic Information System for Integrative Sciences (Genisis), VHA Research IT Support, Research Electronic Data Capture (VA REDCap) and Million Veterans Program (MVP) Patient Recruitment and Enrollment System. The increase in funding will result in increased support to accommodate the business' plan to increase the number of studies 130 to 1000 as noted in the Development, Education and Affiliated Networks (DEAN) multi-year planning exercises. VA REDCap will continue to provide support to more than 3,000 active users with over 770,000 survey responses across the VA research enterprise.

The 2025 Budget supports:

- Continued support for planning and conducting large multicenter clinical trials and epidemiological studies throughout VA.
- An interagency agreement with the Department of Energy for a public facing phenotype library hosted by Oak Ridge National Laboratories (ORNL) and available to all researchers using phenotypes to compile possible outcomes for Veterans and/or citizens.
- Secure storage, collaboration and streamlining of business processes for VA researchers, educators and innovators in areas including suicide prevention and research on PTSD and cancer. It enables collaboration within VA and with academic affiliates and other agencies (e.g., NIH, National Cancer Institute.)
- Ongoing operations and maintenance support for the national, voluntary research recruitment and enrollment system.

Enterprise IT Infrastructure \$13.6 million (+\$4.3 million, +46.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise IT Infrastructure	32,523	-	9,300	13,633	4,333	46.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Enterprise IT Infrastructure project is an open-architected, multi-cloud, data management and analytics platform used for consolidating, curating, and analyzing data from multiple sources throughout the VA. Enterprise IT Infrastructure contains services that support VA-wide infrastructure, including supporting VHA legacy systems and licenses.

The 2025 Budget is \$4.3 million above the 2024 Estimate due to high priority sub-projects within this investment such as VINCI. The increase in funding will result in VINCI continuing to provide reliable and secure access of VA Data to health researchers and advanced analytical tools to facilitate advanced research. In addition, VINCI will continue to enhance aging equipment and software to continually satisfy business needs and emerging technologies.

The 2025 Budget supports:

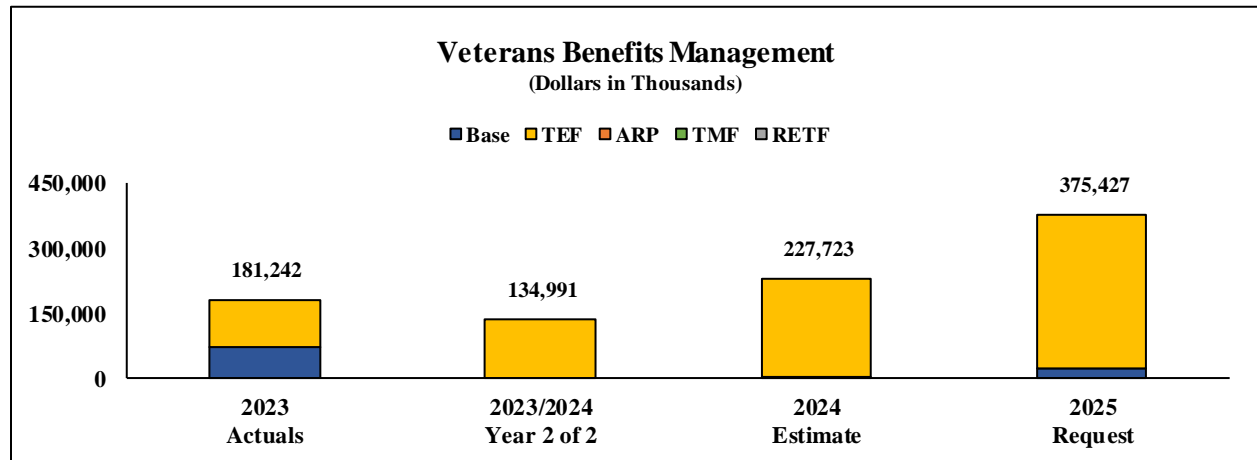
- CDW to continue providing reliable and secure access to mission critical Data Analytics for a growing number of over 100,000 stakeholders including Veterans, VA Leadership, VA Staff and Congress.
- CDW to continue providing Veterans an easy to use, easy to understand way of accessing patient wait time and quality of care with up-to-date information on appointment wait times for VA locations within a specified zip code with continuous improvement and enhance through Veteran feedback.
- Consolidated Patient Account Center (CPAC) Revenue Operations Workflow Tool (ROWT) and Payer Compliance Tool (PCT) Technical services to provide support of applications in VA production environment with a fully certified Authority to Operate (ATO).
- Continuous system operations of the CPACs and continuous system tuning that will result in improved performance and functionality saving thousands of FTE hours.

Section 4.1.2 Veterans Benefits \$745.0M (+\$199.2M, +36.5%)

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Veterans Benefits	457,327	205,489	545,825	744,977	199,152	36.5%
Benefits Appeals	36,819	13,952	27,244	78,571	51,326	188.4%
Benefits Payment	42,102	581	75,116	78,883	3,768	5.0%
Other Benefits IT Systems	197,163	55,964	215,742	212,096	(3,646)	-1.7%
Veterans Benefits Mgmt	181,242	134,991	227,723	375,427	147,704	64.9%
Total	457,327	205,489	545,825	744,977	199,152	36.5%

The Veterans Benefits investment addresses the technology needs for the lines of business managed by VBA and BVA that serve over 6 million Veterans annually. They include Compensation, Pension, Loan Guaranty, Insurance, Education and Veteran Readiness and Employment (VR&E).

Veterans Benefits Management Investment \$375.4M (+\$147.7M, +64.9%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	72,023	-	4,956	21,957	17,001	343.0%
TEF	109,218	134,991	222,767	353,470	130,703	58.7%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	181,242	134,991	227,723	375,427	147,704	64.9%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

/ Base and TEF include Staffing and Administrative Services.

The 2025 Budget provides \$375.4 million for Veterans Benefits Management investment that supports VBA claims adjudication and benefits delivery to Veterans and their dependents by using a secure web-based technology platform. For Veterans, leveraging and expanding VBMS will result in more modern and consistent decisions. For VBA employees, VBMS provides better

access to information, faster system updates, reliance on fewer applications, and automated decision recommendation tools that increase quality and consistency. VBMS objectives will facilitate quicker, easier identification and gathering of key records, improve the timeliness of notifications and correspondence, improve consistency and accuracy across all types of rating decisions, improve automation to support increased employee productivity for faster claims processing, and ensure alignment with VHA’s electronic health records. VBMS will address its future operational position by supporting the development of new functionality within the PACT Act, other legislative mandates, and new business priorities.

The Veterans Benefits Management investment includes the following projects:

Table 1. Veterans Benefits Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Compensation and Pension	158,432	131,503	196,498	325,360	128,862	65.6%
Benefits Integration and Administration	20,837	3,488	28,924	32,416	3,492	12.1%
Staffing & Administration	1,973	-	2,301	17,652	15,350	667.0%
Total	181,242	134,991	227,723	375,427	147,704	64.9%

Notes: Staffing & Administration includes Base and TEF.

Compensation and Pension \$325.4 million (+\$128.9 million, +65.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Compensation and Pension	158,432	131,503	196,498	325,360	128,862	65.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Compensation & Pension (C&P) project expedites the provision of monthly benefits to Veterans in recognition of disabilities, diseases, or injuries sustained or aggravated during active military service, and supports VBA’s Pension & Fiduciary programs that aim to provide needs-based benefits to wartime Veterans and their survivors. This project is centered around enhancing efficiencies in Veterans’ claim processing, integrating high-quality platforms, leveraging data analytics, and optimizing administrative products. The C&P Project enables VBA and Veteran Service Organizations (VSOs) to support Veterans and their families by providing information on benefits eligibility and how to apply for their earned benefits. Increased efficiencies for Veteran disability claims processing improves the quality of service for end-users and Veterans, reduces inventory backlog of Veteran claims, and ensures the timely and accurate delivery of monthly disability benefits totaling \$8.3 billion servicing 5.8 million Veterans, dependents, and beneficiaries.

The 2025 Budget is \$128.9 million above the 2024 Estimate due to sub-projects within this investment such as Veterans Benefits Management and VA Discharge that requires an increase in funding in 2025. The increase in funding will result in reducing the inventory backlog of Veteran claims and ensure the timeliness and accuracy of disability benefits to Veterans. By modernizing VA Discharge, VA will be able to significantly improve the ability to integrate new U.S.

regulations, policies, and mandates more rapidly and efficiently resulting in letters and information dispersed to Veterans and their families in a timely manner.

The 2025 Budget supports:

- VA to provide key system and functional updates to support periodic compliance updates for user authentication, transmission security and mandated Technical Reference Model (TRM) updates.
- VA to fulfill legislative and business directives 38 CFR guidelines and the VBA and VHA Memorandum of Understanding for processing C&P Examination requests.
- VA to support suicide prevention and ensure that at-risk and underserved Veterans receive what they need to end Veteran suicide, homelessness, and poverty.
- VA to provide continuous delivery of a broad spectrum of over 100 patient-centric health applications such as Automated Medical Information Exchange (AMIE) and shared services products including professional IT services which work together to deliver an effective and efficient means for the coordination, treatment, discharge, and follow-on care of our Veterans.
- VA to provide Veterans and their families information about the benefits that they are eligible to receive and how to apply for the benefits they have earned.
- Continued support for VBMS which has increased efficiencies for Veteran disability claims processing, improved the quality of service for end-users and Veterans, reduced inventory backlog of Veteran claims, and ensured the timely and accurate delivery of monthly disability benefits to Veterans.

Benefits Integration and Administration \$32.4 million (+\$3.5 million, +12.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Benefits Integration and Administration	20,837	3,488	28,924	32,416	3,492	12.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

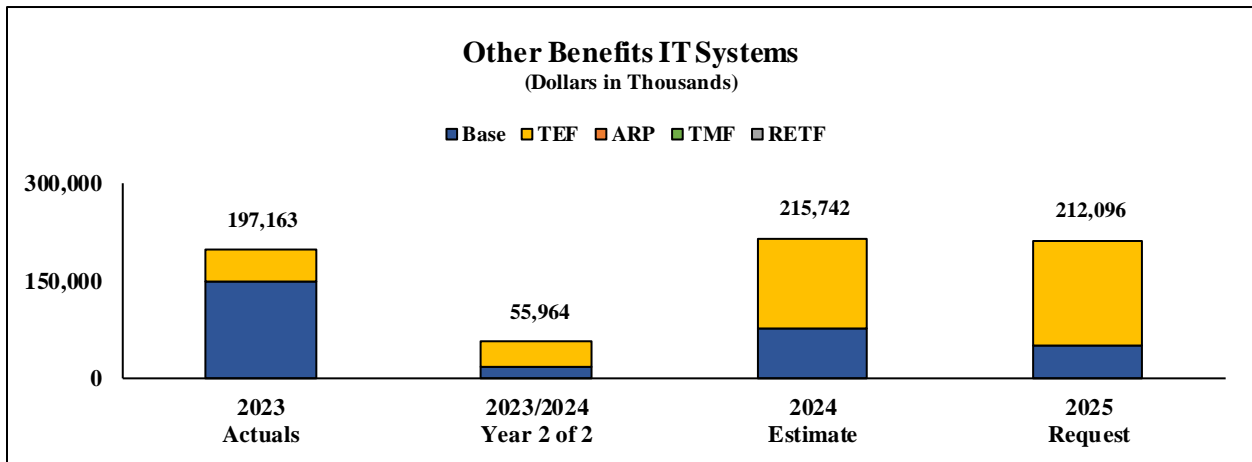
The Benefits Integration and Administration (BIA) project delivers high-quality platform, data, business intelligence, system integration and automation, and administrative products and services that serves as a foundation to our VA partners’ efforts to deliver benefits and services to Veterans. BIA closely collaborates with our VA partners, including the C&P and Memorial Benefits and Services product lines, to make methods for delivering benefits and services to Veterans as seamless, efficient, and effective as possible. The project supports the delivery of Veteran benefits through various platform, integration, data, and administrative products.

The 2025 Budget is \$3.5 million above the 2024 Estimate due to the need to expand support for the Benefits Integration Platform (BIP), a cloud-based platform that allows teams to develop quickly and easily, build, test, deploy, scale, and manage modern applications in the cloud.

The 2025 Budget supports:

- Refactoring of the existing Rules-based processing system (RBPS). This will support digital modernization for BIP and enhance self-service capabilities.
- Completion of the migration of Common Security Services (CSS) to the cloud and retirement of the on-premises instance of CSS.
- Reduction of the cost, effort, and complexity to deliver new capabilities by providing development teams with a turn-key DevSecOps platform that includes infrastructure, baked-in security, containerization capabilities, shared tooling/services, and a shared operations team.

Other Benefits IT Systems Investment \$212.1M (-\$3.6M, -1.7%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	147,517	17,549	78,236	48,847	(29,388)	-37.6%
TEF	49,647	38,415	137,506	163,249	25,743	18.7%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	197,163	55,964	215,742	212,096	(3,646)	-1.7%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Other Benefits IT Systems investment supports processing of compensation and pension claims, education claims, and the technology infrastructure improvements to modernize the Benefits IT Platform.

The 2025 Budget provides \$212.1 million for the Other Benefits IT Systems investment is needed for a centralized system to track the processing of service members through the transition to the VA services and benefits. The Other Benefits IT Systems investment includes the continuous enhancement and sustainment effort of various projects including, but not limited to Digital GI Bill (DGIB), Education Legacy Decommissioning System, Corporate Winston-Salem, Indianapolis, Newark, Roanoke, and Seattle System (CWINRS), Requirements Elaboration Specification (RES), Federal Case Management Tool (FCMT), and Quality Assurance Web (QAWEB). DGIB application implements a modern and comprehensive solution to improve the Education benefits service through back-end claims processing automation and outward-facing towards beneficiaries and institutions. The managed service solution enables the fast claims decision making, process automation, digital communications with VA, customer relationship management, backend workload streamlining, and accurate benefits payment processing. With the new features and functionalities being roll out to the end users, it enables VA to decommission the aged legacy systems and redirect investment that could create more opportunities and values to VA.

The Other Benefits IT Systems investment includes the following projects:

Table 1. Other Benefits IT Systems Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Benefits Integration and Administration	50,805	19,978	89,426	122,304	32,878	36.8%
Education Veteran Readiness & Employment	31,982	14,771	61,219	42,106	(19,113)	-31.2%
Loan Guaranty	4,971	14,239	24,553	17,600	(6,953)	-28.3%
Compensation and Pension	6,724	6,976	4,801	11,887	7,086	147.6%
Insurance	457	-	648	2,100	1,452	224.1%
Benefits Experience	3,725	-	3,000	-	(3,000)	-100.0%
Benefits Enterprise Support	74,671	-	-	-	-	N/A
Staffing & Administration	23,679	-	32,095	16,099	(15,995)	-49.8%
Total	197,014	55,964	215,742	212,096	(3,646)	-1.7%

Notes: Staffing & Administration includes Base and TEF.

Benefits Integration and Administration \$122.3 million (+\$32.9 million, +36.8%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Benefits Integration and Administration	50,805	19,978	89,426	122,304	32,878	36.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Benefits Integration and Administration project supports the Benefits Infrastructure Services (BIS) project that provides improvements to systems engineering and web services to support the enhancement efforts of Benefits partner systems. BIS is a unified service provider of underlying business logic (which is managed by the Benefits Enterprise Platform (BEP) which provides benefits data from VBA’s Corporate Database (CRP) through various platform, integration, data, and administrative products. These products are used by business and IT partners predominately within the VBA and NCA pillars.

The 2025 Budget is \$32.9 million above the 2024 Estimate due to sub-projects within this investment such as VBA Data Analytics and Benefits Infrastructure Services that are working to modernize current on-prem legacy systems. These systems are currently constrained by finite network and hardware capacity that hinder the VA’s ability to respond to surges in workload and result in processing delays, errors, and issues that necessitate extensive troubleshooting and support efforts.

The 2025 Budget supports:

- Modernization efforts to improve the core system infrastructure and performance, providing greater agility, flexibility, stability, performance, and scalability while accommodating greater capacity and resulting in faster claims processing and benefit processing.
- Completion of the migration of Common Security Services (CSS) to the cloud and retirement of its on-premises instance.

Education Veteran Readiness and Employment \$42.1 million (-\$19.1 million, -31.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Education Veteran Readiness and Employment	31,982	14,771	61,219	42,106	(19,113)	-31.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Education Veteran Readiness and Employment project delivers Education claims automation processing by enabling real time decisions for Veterans, service members, and eligible dependents. This project also improves workload management and case management functionality allowing VR&E counselors to track Veterans’ case status efficiently and providing communication and services to Veterans and beneficiaries. Modifications to current Education and VR&E systems are required to meet both the expectations and demands of legislative mandates, GI Bill students, Veterans using VR&E benefits, and other key stakeholders.

The 2025 Budget supports:

- Expedited education claims and award processing, improved communications across various stakeholders, business analytics and reporting services, as well as improved customer services to schools and educational institutes.
- The DGIB program to provide Education benefits with a modern and comprehensive solution.
- A comprehensive solution that will result in faster, more automated decisions for Veterans and their families with faster and less complicated communication.
- Continued migration of system interfaces and integrations and migration of all legacy system functionalities into the DGIB system.

Loan Guaranty \$17.6 million (-\$7.0 million, -28.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Loan Guaranty	4,971	14,239	24,553	17,600	(6,953)	-28.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project will support the needed build-out of a standalone Specially Adapted Housing/Special Housing Adaptations (SAH/SHA) web-application interface that will provide Veterans with a more user-friendly method of applying for and/or receiving grants to modify or adapt their housing. The development of the stand-alone SAH/SHA application will aid in achieving the business goal of reducing by 50% the time it takes from application submission to receipt of grant funds. Veterans will also be able to obtain Certificate of Eligibility (CoE) in a timely manner, with an anticipated decision time to be 5 days in no less than 90% of all CoE applications.

The 2025 Budget is \$7.0 million below the 2024 Estimate due to sub-projects within this investment such as Veteran Special Accommodations (VSA). The 2025 Budget supports continued progress on a newly modernized platform that will help disabled Veterans apply and receive grants to modify and install adaptive accommodations to their homes or living space.

Compensation and Pension \$11.9 million (+\$7.1 million, +147.6%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Compensation and Pension	6,724	6,976	4,801	11,887	7,086	147.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The C&P project provides VBA users innovative Veteran-focused services by leveraging technology and automation to improve processing efficiency and seamless data integration between internal and external partners. The project supports updates and enhancements to the Compensation and Pension Record Interchange (CAPRI) that promote efficient communication between the VHA and VBA information systems. Investment in this project will reduce the inventory backlog of Veteran claims and ensure the timeliness and accuracy of disability benefits to Veterans.

The 2025 Budget supports:

- Veterans and their families to continue receiving accurate and up-to-date information about benefit decisions.
- Greater automation for claims establishment, increase timely requests for routine future claims management, expedite centralized outbound correspondence, provide instant access to Education benefits.
- The elimination of the risk of VA staff processing Veteran claims manually, that will increase the backlog and reduce the accuracy of claims.

Insurance \$2.1 million (+\$1.5 million, +224.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Insurance	457	-	648	2,100	1,452	224.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

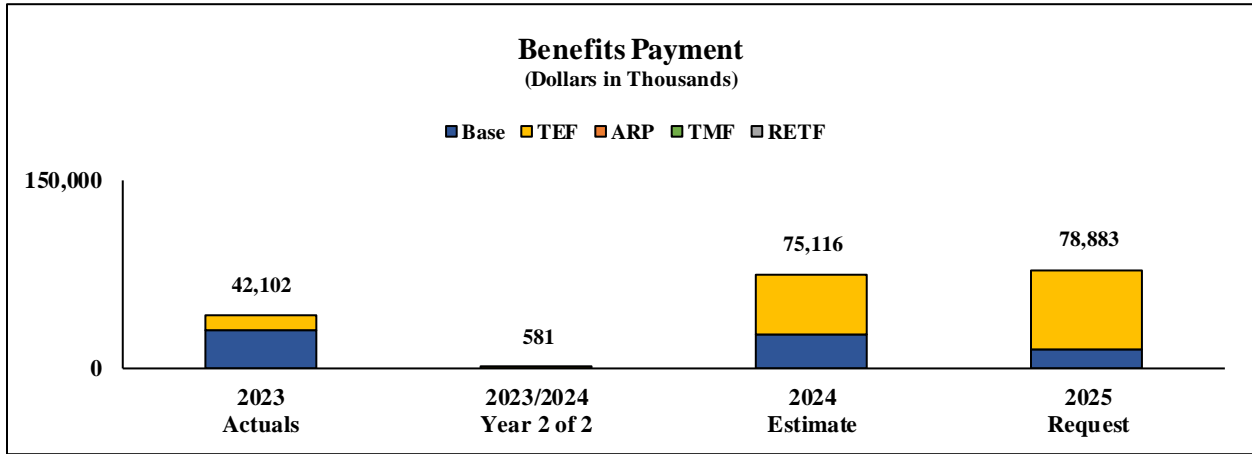
The Insurance Project provides IT solutions to support life insurance benefits for servicemembers and Veterans. VA provides decision-making tools to enable individuals to determine the appropriate insurance protection given their needs. Insurance has an operational need to further modernize Veteran-centric insurance systems that will provide solutions to improve business operations. Enhancing the Insurance systems will ensure Veteran's insurance policy administration is accurate, efficient, and secure. This will enable Insurance's business processes, which allows the VA to offer our Veterans the world-class service they deserve.

The 2025 Budget is \$1.5 million above the 2024 Estimate due to modernization efforts for insurance systems and initiatives to increase automation for the Veterans' Customer Experience. Additionally, the Insurance project will modernize business processes and integrate Veterans' insurance records with the VBA Corporate Database. The increase in funding will result in improved paperless billing and credit card billing functionality as well as sustainment of Death Claims and Central Mail functionality.

The 2025 Budget supports:

- Life Insurance Benefits to provide Operational Excellence, by delivering timely, accessible, high-quality benefits, care, and services to meet the unique needs of Veterans and all eligible beneficiaries.
- Electronic Insurance (EIN) initiatives that will enable over 500,000 Veterans and their beneficiaries to apply for benefits (e.g., disability, life, mortgage insurance, etc.) online 24/7 from comfort of their home.
- Accessibility for Veterans to self-service functionality for their existing insurance policies, that will allow them to update their contact and beneficiary information online.

Benefits Payment Investment \$78.9M (+\$3.8M, +5.0%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	30,161	-	27,750	14,840	(12,910)	-46.5%
TEF	11,942	581	47,366	64,043	16,677	35.2%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	42,102	581	75,116	78,883	3,768	5.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Benefits Payment investment provides payment processing and accounting for Disability Compensation, Pension and Education benefits. It also supports VBA payments modernization through the consolidation of fiduciary and education payments and transactions, platform updates and the production of appropriate interfaces to the VA enterprise financial system.

The 2025 Budget provides \$78.9 million for the Benefits Payment investment which will allow the acquisition of services needed to provide application support for the operations and maintenance of the disability compensation, pension, and education applications, and to maintain the required software licensing for the technologies in place.

Projects under this investment will support VBA’s Compensation Programs in providing monthly benefits to Veterans with disabilities, diseases, and injuries incurred or aggravated during active military service, as well as support VBA’s Pension & Fiduciary programs to provide needs-based benefits to wartime Veterans and their survivors.

The Benefits Payment investment will continue to modernize and integrate the financial management and payment processing solution that directly transforms the way VA responds to Veterans needs through accessible and transparent methods. It leverages economies of scale increasing efficiency, reducing audit findings, ensuring Veterans’ data is fully secure. Also, minimizing administrative burden while increasing integration allowing more focus on core

mission; automated business processes, and internal controls with advanced analytics acting as a force multiplier for a constructive data-driven decisions.

The Benefits Payment investment includes the following projects:

Table 1. Benefits Payment Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
VBA Finance	26,809	-	35,420	30,112	(5,308)	-15.0%
Benefits Experience	-	-	10,000	21,500	11,500	115.0%
Compensation & Pension	6,911	581	8,290	14,883	6,593	79.5%
Benefits Enterprise Support	-	-	17,682	5,581	(12,101)	-68.4%
Benefits Integration and Administration	5,505	-	-	-	-	N/A
Staffing & Administration	2,878	-	3,723	6,807	3,084	82.8%
Total	42,102	581	75,116	78,883	3,768	5.0%

Notes: Staffing & Administration includes Base and TEF.

VBA Finance \$30.1 million (-\$5.3 million, -15.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
VBA Finance	26,809	-	35,420	30,112	(5,308)	-15.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The VBA Finance project includes one of VBA's mission-critical payment and financial accounting systems, Enterprise Management of Payments, Workload, and Reporting (eMPWR-VA) which processes payments of VA's benefits, compensation, and military retirements, etc.

eMPWR-VA system modernization enables integration of all benefits payment related activities with VA's iFAMS and FMBT initiatives. The project will also work to incorporate all the changes required by the Treasury Department and integrate with CARS to better reconcile debt management with the Debt Management Center (DMC).

While modernizing eMPWR-VA system capabilities, this project also supports continued operation of eMPWR-VA to ensure timely processing of benefit payments to Veterans and their beneficiaries.

The 2025 Budget supports:

- Proper maintenance of eMPWR-VA, which has over 6 million recipients that have received approximately \$6.013 million as of October 2021 of recurring monthly benefits payments (Compensation, Pension, Fiduciary).
- Automation of the VBA financial payment and debt process including consolidation of fiduciary and education payments and transactions, enhancing system platform updates, and producing appropriate interfaces to the VA enterprise financial system.
- The eMPWR-VA system to support additional benefits such as Chapter 31 education benefits.

- The Office of Financial Management to be able to deliver more accurate and timely benefits payments to Veterans and beneficiaries in a more complete, efficient fashion.

Benefits Experience \$21.5 million (+\$11.5 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Benefits Experience	-	-	10,000	21,500	11,500	115.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The purpose of this requirement is to find a centralized system to track the processing of service members through the transition to the VA services and benefits. While other interfaces exist between DoD and the VA that exchange records and data, the Benefits Experience project includes Veterans Tracking Application (VTA), which is the only case management system that brings together the entire transition of a service member to Veteran status in a single system.

The 2025 Budget provides \$21.5 million for the Digital Experience sub-project which will result in enabling VA employees to evaluate eligibility quickly and easily for disability conditions with the help of ever-more-intelligent decision support tools.

The 2025 Budget supports:

- The Virtual Regional Office to serve as a platform on which dozens of product development teams will be able to quickly experiment with new products and features that drastically quicken access to and delivery of benefits.
- Veterans to receive benefits reactively, rather than needing to proactively reach out to VA to submit a claim.

Compensation and Pension \$14.9 million (+\$6.6 million, +79.5%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Compensation and Pension	6,911	581	8,290	14,883	6,593	79.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The C&P project is crucial in VBA’s commitment to aiding our Veterans. The C&P Project enables VBA and VSOs to support Veterans and their families by providing information on benefits eligibility as well as guidance on how to apply for their earned benefits. Increased efficiencies for Veteran disability claims processing improves the quality of service for end-users and Veterans, reduces inventory backlog of Veteran claims and ensures the timely and accurate delivery of monthly disability benefits that total \$8.3 billion and service 5.8 million Veterans and their dependents.

The 2025 Budget is \$6.6 million above the 2024 Estimate due to required critical enhancements within the Legacy Claims Processing and Veterans Service Network projects to meet evolving requirements, including legislative changes. The increase in funding will result in reduced duplication of data across systems and create easier use and access to Veterans’ data for VA

representatives. This will increase speed of claims processing by limiting the time VA users spend changing between systems.

The 2025 Budget supports:

- Enable 23,000 field users to establish and develop Veterans claims, conduct the rating decision, transmit payment information to Treasury, and perform the annual rate adjustment to all current awards so the Veterans receive the accurate benefits based on updated Cost of Living Adjustments with their January 1st award payment. Continue to support Veterans by generating claims pertinent to new legislation, as well as generating letters to inform them about the new eligibility that potentially offers additional benefits to existing Veterans.
- Deliver benefits to approximately 2,000 additional Veterans per week.
- Support the testing and implementation of new reports, interfaces, and letters to Veterans, Power of Attorney (POA) and dependents.
- Reconcile issues involving payment to Veterans, dependents, and survivors.

Benefits Enterprise Support \$5.6 million (-\$12.1 million, -68.4%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Benefits Enterprise Support	-	-	17,682	5,581	(12,101)	-68.4%

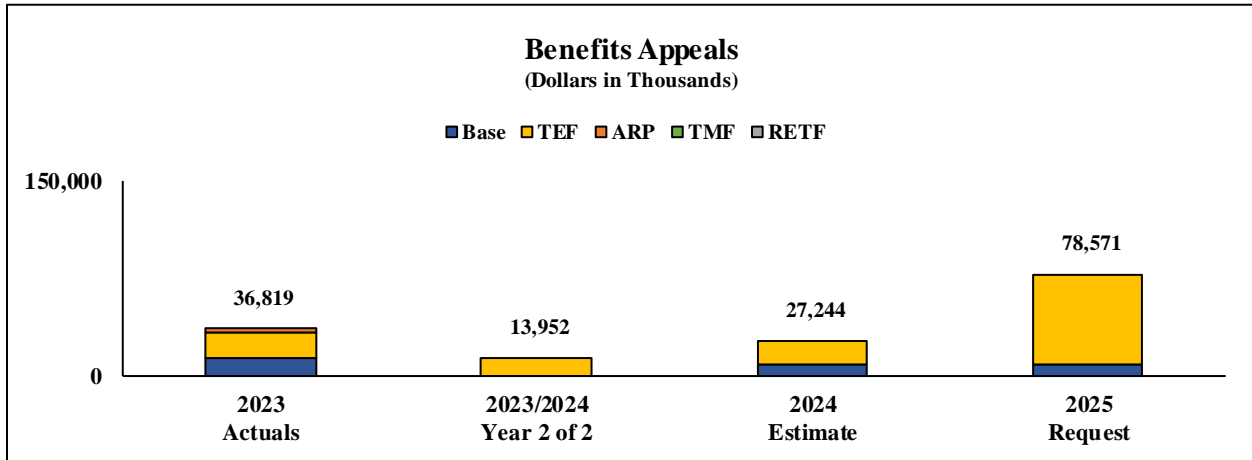
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Benefits Enterprise Support project provides integration, collaboration, and configuration services focused on delivering high-performing, business-sponsored systems that are optimized for the end user and therefore experience fewer defects. These systems and sub-systems release weekly to provide features and capabilities to the vast population of Veterans and Users. With guidance, training, and coordination from the Benefits System Support Services, the systems can begin to share and target common architectures that facilitate reuse of common interfaces and common data. The ability to leverage this shared data across projects reduces costs, ensures tested quality products that meet business needs, and increases delivery timelines allowing for better and faster services being provided to Veterans.

The 2025 Budget supports:

- Provide strategy, integration, implementation, and oversight of multiple IT products that directly support Veterans and their family members.
- Deliver integrated solutions for tool-based automation services/support and configuration standards to streamline efficiencies, increase implementation/deployment effectiveness, and enhance VA product quality for thousands of Veteran users and stakeholders.
- Provide a managed approach for VBA IT service and product providers to operate effectively and efficiently to deliver faster end-user products and features.

Benefits Appeals Investment \$78.6M (+\$51.3M, +188.4%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	13,445	-	9,643	8,457	(1,186)	-12.3%
TEF	20,685	13,952	17,601	70,114	52,513	298.3%
ARP	2,689	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	36,819	13,952	27,244	78,571	51,326	188.4%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Benefits Appeals investment improve appeals processing throughout the Department to better serve Veterans and their families. This effort is part of the Board of Veterans' Appeals' approach to provide the best appeals process for Veterans through legislative reform, increased FTE, technology, and other process improvements.

The 2025 Budget provides \$78.6 million for the Benefits Appeals investment which will improve and streamline the end-to-end appeals process by increasing efficiency and providing transparency to all stakeholders involved in the multi-step process. The project supports the development and optimization of paperless functionality in VA appeals processing, consolidates all Veteran-facing services and content to a single website that requires a single user account and therefore enables Veterans to easily initiate appeals and view their status online via the VA.gov website.

The Benefits Appeals investment includes the following project:

Table 1. Benefits Appeals Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Appeals	35,376	13,952	25,050	75,574	50,524	201.7%
Staffing & Administration	1,443	-	2,195	2,997	802	36.5%
Total	36,819	13,952	27,244	78,571	51,326	188.4%

Notes: Staffing & Administration includes Base and TEF.

Appeals \$75.6 million (+\$50.5 million, +201.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Appeals	35,376	13,952	25,050	75,574	50,524	201.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Appeals Project funds the systems necessary to support the Board of Veterans’ Appeals in their legislated mandate to hear and decide on requests submitted by Veterans appealing the agency’s decisions about their benefits. The project ensures IT systems are developed to enable the Board’s full compliance with the Appeals Modernization Act (AMA) which granted Veterans a variety of choices in how to pursue a disagreement with a VA decision. The Caseflow system funded within this project provides IT functionality to meet AMA requirements. It enables the VA workforce to track all choices across different VA administration and Areas of Jurisdiction (VHA, VBA, NCA, OGC) that us disconnected systems, improves notifications, and allows for faster processing of appeals for Veterans. Continued automation of the new AMA business processes will also improve throughput ensuring appeals are ready for decision faster which will result in progress toward reaching the Board’s Average Days to Complete goals.

The 2025 Budget is \$50.5 million above the 2024 Estimate due to modernization requirements for appeals systems to carry out critical legislative mandates, while improving the multi-step appeals process to better serve Veterans and other appellants. The increase in funding will result in faster appeals processing and will minimize the dependency on legacy systems.

The 2025 Budget supports:

- Improve the customer and end-user experience for appeals IT systems by employing technology that aids in prompt, efficient, and accurate appeals processing.
- Deliver timely, accessible, high-quality benefits, care, and services to meet the unique needs of Veterans and all eligible beneficiaries.
- Automate appeals processes, improve operational performance, increase system availability for end users and decrease wait times for appeals.
- Establish a flexible and scalable data repository architecture to provide efficient, report-friendly access to all current and historical data for all AMA and Legacy appeals.
- Enhance the current reporting capabilities of the Board and continued enhancements to VA’s security model to align with VA’s mandated Zero Trust Architecture model.

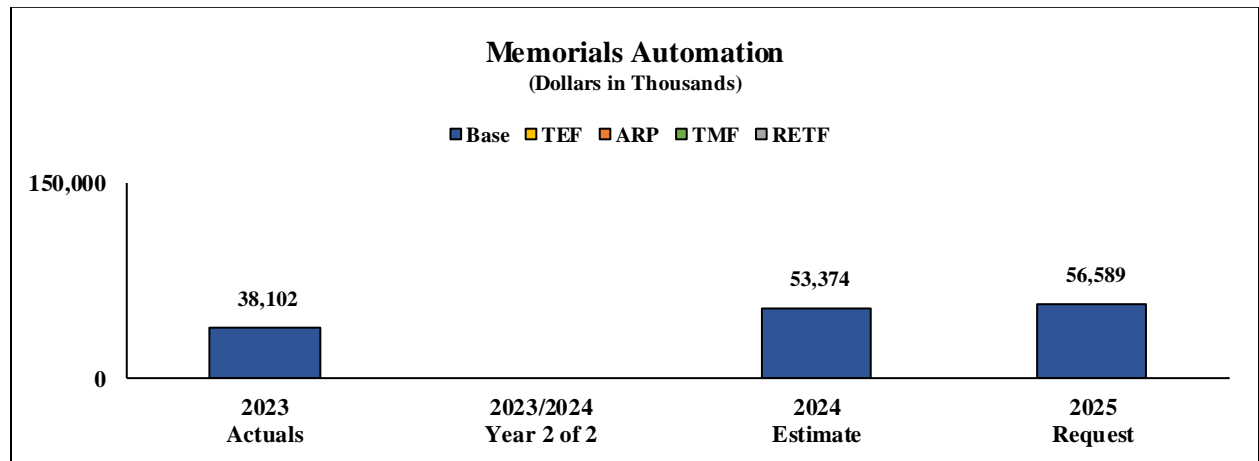
- Enhance system architecture and code, to include reduction of redundant resources, Data Migration Services (DMS), and containerization of the Caseflow codebases, to reduce latency, gain more efficiency and improve overall system performance.

Section 4.1.3 Memorial Affairs \$56.6M (+\$3.2M, +6.0%)

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Delivery Investments	38,102	-	53,374	56,589	3,215	6.0%
Memorials Automation	38,102	-	53,374	56,589	3,215	6.0%
Total	38,102	-	53,374	56,589	3,215	6.0%

Memorial Affairs provides support for modernization of applications and services for national Cemeteries cared by the NCA at 155 locations nationwide.

Memorials Automation Investment \$56.6M (+\$3.2M, +6.0%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	38,102	-	53,374	56,589	3,215	6.0%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	38,102	-	53,374	56,589	3,215	6.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Memorials Automation investment supports the implementation of NCA's strategy to develop a modern cemeterial and burial operations management system, which utilizes the latest technologies to improve Veteran benefit delivery capabilities and reduce cycle times. The Memorials Automation investment ensures that the NCA is better equipped to maintain greater than 4.7 million gravesites, 155 National Cemeteries, and 34 soldier lots and monument sites while

supporting the nearly 160,000 interment services provided to Veterans, spouses, and dependent children annually.

The 2025 Budget provides \$56.6 million for the Memorials Automation investment that continues access to the inventory management tool that NCA uses for real-time burial markers tracking, alongside other memorial benefits-related orders. These efforts ensure the VA can honor Veterans and their families with final resting places in National Cemeteries while providing lasting tributes that commemorate their service and sacrifice to our nation. Additionally, the investment supports the Veteran Legacy memorial (VLM), a public-facing site people use to memorialize their loved ones' service. The project will support the expansion of VLM profiles through the import of data for newly interred Veterans to the site and thereby enable a significantly elevated outreach, visibility, and digital presence for our Veterans service that family members, survivors, and the public may view.

The Memorials Automation investment includes the following projects:

Table 1. Memorials Automation Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Memorial Support	31,609	-	45,267	47,637	2,370	5.2%
Memorial Operation	575	-	575	675	100	17.4%
Staffing & Administration	5,918	-	7,532	8,277	745	9.9%
Total	38,102	-	53,374	56,589	3,215	6.0%

Notes: Staffing and Administrative Services includes Base and TEF.

Memorial Support \$47.6 million (+\$2.4 million, 5.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Memorial Support	31,609	-	45,267	47,637	2,370	5.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Memorial Support project supports transforming NCA systems and processes through the expansion of MBMS. This project aims to improve operational resiliency, provide an enhanced end-user experience, and expand system integration, automation, and benefit self-service capabilities for approximately 160,000 Veterans, spouses, and dependent children annually. This transformation effort will allow NCA staff to be more efficient, improve data quality, increase security and resiliency, and improve Veteran access and benefits delivery speed.

The 2025 Budget for this project is \$2.4 million above the 2024 Estimate due to continued activities to expand MBMS self-service capabilities and decommission outdated BOSS-E legacy systems. The increase in funding will result in delivering exceptional customer service, inspire a culture of digital transformation, IT enhancement, and achieve seamless and secure data interoperability across VA, DoD, and Partner platforms.

The 2025 Budget supports:

- Legacy applications to be retired and migration of the MBMS system to a Salesforce based solution that improves Memorial product workflows related to administering headstones, markers, and monuments.
- MBMS to work towards deployment of the new eligibility process for external sources, deployment of pre-need processes and workflows for the Eligibility Office, automation of pre-need eligibility utilizing the service-connected disability rating from VA Profile, and deployment of self-service capabilities for VA .gov.
- NCA leadership to access Dashboard metrics and run Memorials reports incorporating self-service capabilities for data analytics, increase efficiency in managing and sharing data across NCA users, and delivering timely and accurate data via daily updates for continued improved decision-making.
- Continued sustainment for the VLM website (online portal) which includes digital pictures of headstones and markers as well as burial records.
- VLM to incorporate approximately 4.5 million additional Veteran records, effectively doubling the number of records in the VLM database to 9.8 million. VLM will also focus on improving the user experience and begin incorporating records from the American Battle Monuments Commission into the memorialization platform.

Memorial Operation \$0.7 million (+\$0.1 million, 17.4%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Memorial Operation	575	-	575	675	100	17.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Memorial Operations project leverages geospatial capabilities to ensure NCA can plot and document GIS and geolocational marking. These capabilities ensure the remains of Veterans and their eligible family members are properly identified and placed, and assist in cemetery maintenance and operations including markers, monuments, roads, and other points of interest. Continued contributions towards the Enterprise Geospatial Team (EGT) will allow Memorial Benefits and Services (MBS) access to the Geospatial Data Warehouse, enable compliance towards mandates set forth in the Geospatial Data Act of 2018, contribute to the upkeep of established GIS tools, and allow for the expansion of burial maps, gravesites, and grave markers.

The 2025 Budget for this project is \$0.1 million above the 2024 Estimate. The increase in funding will allow NCA to collect and incorporate geospatial data for national cemeteries, and use GIS to enhance the accounting for remains, marking of graves, and mapping of national cemeteries.

The 2025 Budget supports:

- Continued IT architecture, technical enhancement, and support of additional GIS capability into cemetery field operations.
- The continuation of licensing and maintenance for the primary Inventory Management system.
- IT support capabilities to ensure the remains of Veterans and their eligible family members are properly identified and places.

Section 4.2 Mission Support IT Investments

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Support Investments	1,730,286	153,229	1,663,177	1,663,291	114	0.0%
Corporate Services	1,730,286	153,229	1,663,177	1,663,291	114	0.0%
Total	1,730,286	153,229	1,663,177	1,663,291	114	0.0%

Notes: Amounts in table include all budgetary resources (pay and non-pay)

The 2025 Budget for Mission Support IT Investments is \$1.663 billion, which is \$0.1 million (0.0%) above the 2024 Estimate. Mission Support investments capture activities that are common across all federal agencies and include functional areas such as financial management, human capital, acquisitions, and grants management. These IT investments indirectly affect how the VA operates and meets the needs of Veterans and their families.

Mission Support investments capture the entirety of the **Corporate Services** portfolio \$1.663 billion which is \$0.1 million, (+0.0%) above the 2024 Estimate. Most of the Corporate Services investments do not have a toxic exposure nexus limiting access to TEF funding that have legally augment funding in other areas of the department in response to the PACT Act.

Key investments include:

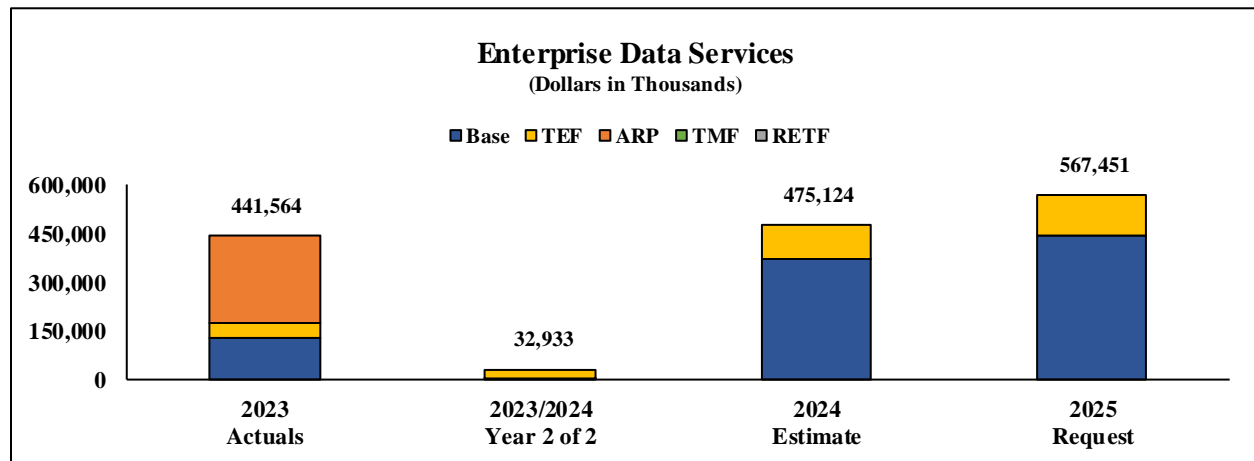
- Financial Management \$82.2 million, which is \$102 million, (-55.4%) below the 2024 Estimate. This enables compliance with financial management legislation, ensure continuity of the implementation schedule, and improve services to those who serve the Veteran; and
- Other Corporate IT Systems \$131.7 million, which is \$38.4 million, (-22.6%) below the 2024 Estimate. This supports Human Resources projects such as Employee Performance Management modernization which would support the transition of VA from the legacy Talent Management System (TMS) to the new Enterprise Learning Management Solution (ELMS) modernizing VA’s system of record for learning and employee development.

Section 4.2.1 Corporate Services

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Support Investments	1,730,286	153,229	1,663,177	1,663,291	114	0.0%
Enterprise Data Services	441,564	32,933	475,124	567,451	92,327	19.4%
Customer Relationship Mgmt	458,566	67,596	442,583	420,754	(21,829)	-4.9%
Corporate IT Support ITRM	167,767	2,720	193,798	423,730	229,932	118.6%
Other Corporate IT Systems	240,664	39,582	170,157	131,697	(38,460)	-22.6%
Financial Management	162,368	-	184,214	82,150	(102,065)	-55.4%
EPMO Enterprise Support	259,358	10,399	197,301	37,509	(159,792)	-81.0%
Total	1,730,286	153,229	1,663,177	1,663,291	114	0.0%

Corporate Services consist of the back-office operations that is a major contributor to running the business lines of the Department and support for the Office of Management; Office of Acquisition, Logistics and Construction; General Counsel; Human Resources; etc.

Enterprise Data Services Investment \$567.5M (+\$92.3M, +19.4%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	127,601	1,312	371,375	446,053	74,679	20.1%
TEF	46,606	31,621	103,749	121,398	17,649	17.0%
ARP	267,357	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	441,564	32,933	475,124	567,451	92,327	19.4%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Enterprise Data Services investment develops and manages VA's strategy for information management and data quality as well as the automation and determination of authoritative sources

across multiple platforms, products, and geographical areas for improved system reliability and availability.

The 2025 Budget of \$567.5 million for the Enterprise Data Services investment is needed to modernize VA’s data systems to meet Congressionally mandated legislation such as the 21st Century Cures Act (Cures Act), Choice Care Act, HIPAA, Veterans Appeals Improvement and Modernization Act, National Defense Authorization Act, and others. The Enterprise Data Services investment is essential for modernizing VA's data systems that meets Congressionally mandated legislation. By moving to an electronic health model that provides for electronic processing of various transaction types, VA will reduce or eliminate paper processing and storage costs for completed forms. Based upon costs analysis, this investment provides an estimated annual Return on Investment of 24.7%. More than 350 applications have been moved to the enterprise cloud for hosting to-date with a total of roughly 900 planned. Applications virtualized in the cloud provide tremendous ROI by reducing cost and improving performance in the cloud versus on-premises applications that require a huge physical footprint and incur much higher maintenance costs.

The Enterprise Data Services investment includes the following projects:

Table 1. Enterprise Data Services Platform Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Foundation Platforms	260,864	2,870	265,797	381,828	116,031	43.7%
Application Delivery Infrastructure	69,800	11,932	69,111	50,846	(18,265)	-26.4%
CRR Support	15,114	-	23,735	22,969	(766)	-3.2%
Customer Data Management Experience	33,506	11,028	35,400	62,612	27,212	76.9%
Decision Intelligence	59,135	7,103	56,220	12,465	(43,755)	-77.8%
Health Administration	1,348	-	12,384	12,384	-	0.0%
Eligibility and Enrollment Experience	1,797	-	2,276	3,121	845	37.1%
Contact Center Experience	-	-	10,200	-	(10,200)	-100.0%
Staffing & Administration	-	-	-	21,226	21,226	N/A
Total	441,564	32,933	475,124	567,451	92,327	19.4%

Notes: Staffing & Administration includes Base and TEF.

Foundation Platforms \$381.8 million (+\$116.0 million, +43.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Foundation Platforms	260,864	2,870	265,797	381,828	116,031	43.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Foundation Platforms Project enables the effective implementation and lifecycle management of low-code and no-code Software as a Service (SaaS) and Platform as a Service (PaaS) solutions. It accelerates health and benefits delivery outcomes for Veterans and military families and improves customer service for VA providers and employees. It supports over 390 products used across the VA enterprise that automate business workflows, connect users to business processes, and streamline/optimize business operations. It also significant because 22% of recent SaaS requests are to replace legacy systems or manual processes. Foundation Platforms includes Salesforce,

MuleSoft, Digital Transformation Center, Digital Veterans Platform, Microsoft Power Platform, and Pega Government Platform.

Digital Veterans Platform provides modern, secure, and human-centered API-focused resources for software development teams so they can create a world-class customer experience for Veterans, their families, and their advocates. DVP Application Programming Interfaces (APIs) and infrastructure power over 140 VA and 3rd-party production applications serving all administrations. Current applications consume 110 million monthly API transactions including delivery of nearly 250,000 monthly digital benefits submissions that would otherwise be submitted via mail & fax, and over 6 million daily API transactions enabling Veterans to receive their VA Health Records on apps and devices of their choice. DVP also provides infrastructure and developer tools to enable teams to quickly build, secure, obtain a full authority to operate, and deploy modern cloud-based software in 1/3 the time required via other methods leveraging a new continuous ATO (cATO) process, the first federal agency to obtain this approval.

The 2025 Budget for this project is \$116.0 million above the 2024 Estimate due to high priority sub-projects within this investment such as Salesforce Government Cloud Plus (SFGCP), and VA MuleSoft GovCloud Platform. The increase in funding will result in the continued use of 150+ existing, in-Production Salesforce applications used across the VA enterprise, with 99.9% uptime/availability of the Salesforce platform.

The 2025 Budget supports:

- Accelerate SaaS and PaaS product delivery by 80% through reuse of approved products which is critical for VA IT Modernization. Products support Veterans in areas including Veteran Relationship Management, Medical Services & Devices, Medical Research, Education, and Public Health.
- Deliver 1,100 SaaS/PaaS implementations (of the 390 unique products) to improve the customer experience. Support includes platform management, end user support and security and accreditation to include achieving over 100 security authorizations (i.e., Federal Risk and Authorization Management Program (FedRAMP) and VA Authority to Operate.)
- Enable 10 new applications on the Lighthouse Delivery Infrastructure, providing 3x improvement in time to production with a full Authority to Operate (ATO) while simultaneously improving security, ATO compliance, and ATO transparency with VA and NIST policy and standards.
- Deliver key API initiatives including VHA's Social Determinants of Health and Veteran Interoperability Pledge and completion of the Electronic Veterans Self Service (EVSS) modernization, enabling EVSS to be decommissioned in FY26.
- Support 30 new applications on the DVP Public API Platform (developer.va.gov), enabling VA and 3rd-party applications to quickly discover VA data and services and include them in high-quality, high-impact, secure applications.
- Support 200% growth in usage of the new VA developer portal (CODE VA) supporting OIT custom development across the enterprise in support of VAs Software Factory effort.

Application Delivery Infrastructure \$50.8 million (-\$18.3 million, -26.4%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Application Delivery Infrastructure	69,800	11,932	69,111	50,846	(18,265)	-26.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Application Delivery Infrastructure project supports VA’s ability to appropriately plan surge capacity, increase visibility in the Community Care Program, execute service recovery in near real-time and proactively respond to emergent events such as natural disasters, PACT Act, pandemics, and other disruptions to operations of facilities or supply chains in a localized or national area. The platform provides a consolidated dashboard that assists leadership making evidence-based decisions on facility decisions for hospital capacity, beds available, etc. that impact timeliness of access to service.

The 2025 Budget for this project is \$18.3 million below the 2024 Estimate due to sub-projects within this investment such as Microsoft Power Platform, Data Access Services, Platform Services Support, and Software Factory New Work Support.

The 2025 Budget supports:

- Transformation of operations in OIT through enabling end users to leverage data assets to respond to emerging requirements in a curated, secure, interoperable, and managed environment.
- Support that will monitor, support ingestions, and maintain data pipelines in the platform.

CRR Support \$23.0 million (-\$0.8 million, -3.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CRR Support	15,114	-	23,735	22,969	(766)	-3.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

CRR Support project directs and administers critical VA programs through CRR Support that analyze, evaluate, and deliver enterprise wide CRR services for all VA reporting of compliance, reliability and sustainability of programs, risk, privacy and records and management, and ultimately the security of Veterans’ data. Each CRR program, while having a distinct role, serves to encapsulate and account for VA’s required responsibilities regarding Laws, Regulations, and Policies and Reporting.

The 2025 Budget is \$0.8 million below the 2024 Estimate due to sub-projects within this investment such as ACOE Advanced Tools and Support. The increase in funding will result in ACOE Business Intelligence & Reporting and Metrics and Analytics teams continuing to focus on bringing data points from OIT into a hierarchical "single pane of glass" through dashboarding at the enterprise level in support of the CIO initiative on Engineering Excellence.

The 2025 Budget supports:

- Coordinating, validating, supporting, and tracking acquisition and budget tasks and requirements.
- All financial management and budget support to the Compliance, Risk, and Remediation Service which includes complete tracking of budget requirements plus the management of budget documents/products in the Budget Tracking Tool (BTT).
- Budget Support maintenance and submission of CRR Forecasts of Opportunities and Requirements Center for Excellence (FORCE) items and overseeing the CRR business office SharePoint site, budget strategy, Independent Government Cost Estimates (IGCEs), and market research.
- Increase of productivity by enhancing all reporting needs for the CRR Business Office.

Customer Data Management Experience \$62.6 million (+\$27.2 million, 76.9%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Customer Data Management Experience	33,506	11,028	35,400	62,612	27,212	76.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Customer Master Data Management Experience investments are key to VA’s goal to improve Customer Experience (CX) as Veterans, family members, and caregivers navigate the journey from military service through the spectrum of VA benefits. Products within this project support systems across the VA, shared with DoD and used to support user-friendly channels through which data can be submitted and consumed by customers and their advocates. Customer data management experience encompasses two overarching goals: 1) provide an infrastructure for capturing, synchronizing, and maintaining the integrity of customer data and 2) ensure this data is available enterprise wide and to customers to provide and adjudicate VA benefits.

The 2025 Budget is \$27.2 million above the 2024 Estimate due to high priority sub-projects within this investment such as Military History Data. The increase in funding will result in VA has up-to-date replicated Veteran service history data from DoD so that benefits and healthcare eligibility determinations can be made. The VA/DoD Identity Repository (VADIR) database, APIs and associated infrastructure will be patched, upgraded and issues resolved to ensure critical VA programs have access to the Veteran service history and maintain the system Authority to Operate.

The 2025 Budget supports:

- Continued direct support for the VA Strategic goal to transform Business Operations by modernizing systems and focusing resources more efficiently to be competitive and to provide world-class customer service to Veterans and its employees.
- Needed data to enable the streamlining of business processes.

Decision Intelligence \$12.5 million (-\$43.8 million, -77.8%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Decision Intelligence	59,135	7,103	56,220	12,465	(43,755)	-77.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Decision Intelligence houses a Robotic Process Automation (RPA) low-code/no-code platform which enable business transformation and automates processes so that personnel can focus on high-value vs. low-value processes. It provides business owners the ability to take their rote/repetitive business processes and automate them using software robots (bots). This improves the VA by shortening wait times on processes, increasing the number of decisions that can occur in a period, and giving staff back time to work the human decisions.

The 2025 Budget supports platforms to continue to host automations that help bridge gaps in sustainment efforts and give VA staff assistance with repetitive processes.

Health Administration \$12.4 million (+\$12.4 million, +0.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	1,348	-	12,384	12,384	-	0.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project is the management of all the non-clinical functions involved in operating a healthcare facility, from day-to-day operations to staffing to budgeting and finance to long-term strategic planning to ensure the success of the healthcare provider or system. An example of functionality included in healthcare administration project includes Capacity Management, which provides the ability to schedule patients for care including optimizing bed availability, patient flow, discharge coordination, bed turnover, maintaining clinic/facility hours, services offered, and decisions related to the allocation of key resources such as facilities, equipment, and workforce.

The 2025 Budget supports:

- Improvements on continuity of care for Veterans in any eventuality, whether from a community provider, a VA Medical Center, or a VA Outpatient Clinic.
- The scheduling of telehealth appointments wherever they are currently located due to increases in interconnectivity.
- The addition of different types of mobile, smartphones, and other care giver communication devices.
- Two additional domains to HDR customers and perspective customers, and the improved services will lower sustainment costs for our customers. HDR will also utilize cloud native API solutions as a plug in to get solutions to clients faster.

Eligibility and Enrollment Experience \$3.1 million (+\$0.8 million, +37.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Eligibility and Enrollment Experience -	1,797	-	2,276	3,121	845	37.1%

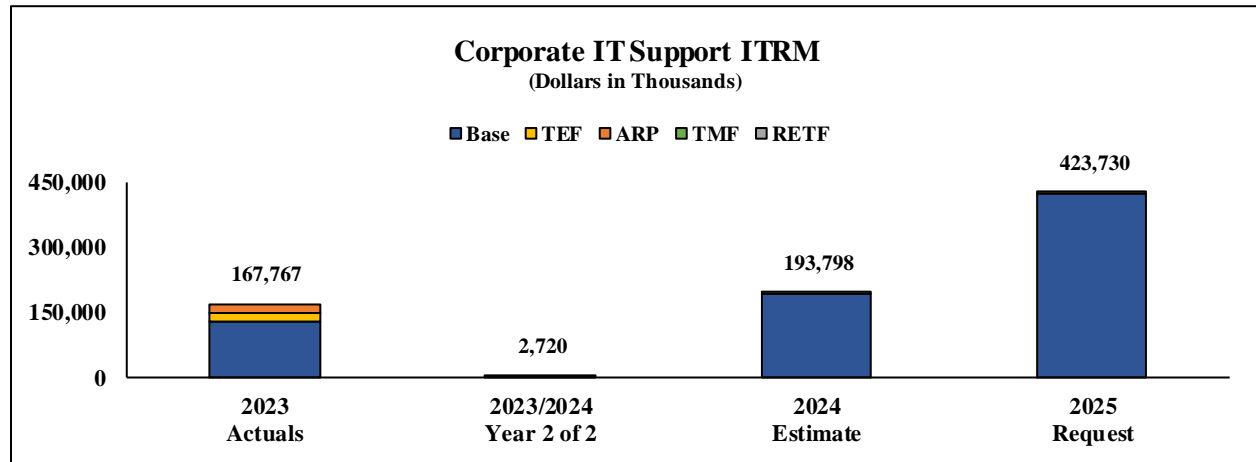
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Eligibility and Enrollment Experience project supports new functionality of the Veteran Health Eligibility and Enrollment process which supports enhancements required by future congressional mandates, (Promise to Address Comprehensive Toxics Act of 2022, EHRM, and Claims Processing & Eligibility System (CP&E)) business requirements. The systems supporting this project work together to support the Health Benefits Eligibility and Enrollment business processes. Continued investments are needed to continue ongoing migration effort to a more modern, sustainable, and secure technology stack.

The 2025 Budget is \$0.8 million above the 2024 Estimate due to sub-projects within this investment such as Health Eligibility and Enrollment. The increase in funding will result in applying any required enhancements to the VES database maintain in the Amazon Web Service (AWS) Cloud, the VES architecture of microservices functions, and the thin client ReactJS user interface (UI) of the front and backend of VES require by business requirements and/or congressional mandates of additional services to Veterans and user communities.

The 2025 Budget supports the use of Microservices Development Framework to maintain a DevSecOps pipeline for continuous deployment of updates for VES applications and architectures.

Corporate IT Support ITRM Investment \$423.7M (+\$229.9M, +118.6%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	129,682	2,720	192,896	423,219	230,323	119.4%
TEF	17,235	-	902	511	(391)	-43.3%
ARP	20,850	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	167,767	2,720	193,798	423,730	229,932	118.6%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Corporate IT Support ITRM investment provides support for the IT Budget and Finance (ITBF) office, which includes the following functional areas: PPBE process support, Training, Travel management, Financial and Program Management, Acquisitions, Vendor Management, and Strategic Sourcing.

The 2025 Budget of \$423.7 million for the Corporate IT Support ITRM investment will provide continuance of operations and maintenance activities throughout ITBF, from interagency agreements and acquisition fees to human capital management and facilities infrastructure. The administrative and technical solutions provided through ITBF, in turn, bolster OIT's mission to provide IT enterprise solutions in service of Veterans and VA. VA's projected increase in staffing and administration reflects its implementation of the Special Salary Rate authority under the PACT Act.

The Corporate IT Support ITRM investment includes the following projects:

Table 1. Corporate IT Support ITRM Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
TAC Fees	78,138	-	57,947	64,649	6,702	11.6%
Property and Facility Management	29,039	495	40,267	59,008	18,741	46.5%
Interagency Agreements Shared Services	-	-	-	19,343	19,343	N/A
Budget Formulation	14,575	-	16,780	17,013	233	1.4%
Human Capital Management	3,631	-	10,315	12,340	2,025	19.6%
OIT Front Office Support	-	-	-	11,402	11,402	N/A
BIOS Support	-	2,225	-	3,766	3,766	N/A
Budget Execution	4,254	-	4,651	3,136	(1,515)	-32.6%
ITBF Support	-	-	2,304	1,992	(312)	-13.5%
OSS Support	263	-	6,817	551	(6,266)	-91.9%
Data Analytics Infrastructure	-	-	511	511	-	0.0%
OSS Software Maintenance	-	-	3,500	-	(3,500)	-100.0%
Implementation Support	-	-	391	-	(391)	-100.0%
Staffing & Administration	37,867	-	50,315	230,018	179,703	357.2%
Total	167,767	2,720	193,798	423,730	229,932	118.6%

Notes: Staffing & Administration includes Base and TEF.

TAC Fees \$64.6 million (+\$6.7 million, +11.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
TAC Fees	78,138	-	57,947	64,649	6,702	11.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

TAC Fees is an Intra-Agency cross servicing agreement for contract awards and support services with the Technology Acquisition Center (TAC). The TAC operates on a percentage payment model for all acquisitions that they manage. OIT pays a percentage fee for all acquisitions managed by the TAC; as the OIT budget increases, so does the needed TAC Fees planned amount. OIT calculates the expected need amount based on the percentage we expect to be billed by the TAC (2.5 – 3 %).

The 2025 Budget supports:

- Contracts to be awarded or managed for OIT, to include option years.
- OIT funding to be spent on mission priorities. Every budget line in the OIT appropriation (excluding Payroll) is impacted by proper and timely payment of TAC fees.

Property and Facility Management \$59.0 million (+\$18.7 million, +46.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Property and Facility Management	29,039	495	40,267	59,008	18,741	46.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Property and Facility Management project retains OIT’s current occupancy agreements with GSA for lease space and security agreements with the Department of Homeland Security (DHS) and Federal Protective Service. This project supports and maintains OIT facilities throughout the country by providing operational maintenance and upgrades to the facilities which includes the ability to maintain 24/7/365 data operations and full facility preventative maintenances.

The 2025 Budget is \$18.7 million above the 2024 Estimate due to sub projects within this investment such as Business Operations (BO) - Space and Facilities Management.

The 2025 Budget supports:

- OIT to better utilize the amount of square footage by combining office space in strategic locations that best suits the needs of the office personnel and program while at the same time allowing OIT find better rates and to occupy more updated facilities which in turn could reduce the amount of sustainment costs.
- More efficient utilization of facility costs; safer and better upgraded facilities for on-site office personnel.
- Expansion of the Safety Standard Operating Procedures to prepare and implement post COVID building occupancy safety standards. OIT safety program’s mission is to assure safe and healthful working conditions for workers by setting and enforcing safety standards and by providing training, outreach, education, and assistance.

Interagency Agreements (IAA) Shared Services \$19.3 million (+\$19.3 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IAA	-	-	-	19,343	19,343	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Interagency Agreements (IAA) Shared Services project includes interagency agreements for services including Matter Tracking System (MTS): Workers Compensation Centralized Case Management, Next Generation (NextGen) PIV Solution, Veterans Child Care Assistance Program (VCAP) - Child Care Subsidy Program, and VACO Human Resources Service Center (VACO-HRSC).

The 2025 Budget supports:

- Injured or ill employees receive the benefits for which they are entitled and to return employees to suitable work as soon as they are medically capable.

- Migration and implementation to the NextGen PIV system across the enterprise which will provide a streamlined and consistent solution to badging and credentials management.
- Reimbursement funding to cover a percentage of the cost of childcare for lower income employees who apply for the program.

Budget Formulation \$17.0 million (+\$0.2 million, +1.4%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Budget Formulation	14,575	-	16,780	17,013	233	1.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Budget Formulation project manages the Folio application, which is a web-based, Government-owned, fee-for-service technology solution that OIT uses to support their internal Portfolio Management, IT Capital Planning, and IT Governance processes for successful management of Exhibit 300A. The IAA with GSA funds the maintenance and support of VA’s instance of the Folio application.

The 2025 Budget supports management of the Folio application for successful management and submission of VA’s Agency IT Portfolio, as well as to meet external reporting requirements to OMB.

Human Capital Management \$12.3 million (+\$2.0 million, +19.6%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Human Capital Management	3,631	-	10,315	12,340	2,025	19.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Human Capital Management project provides critical support to all OPS business functions to enable OPS mission and OIT's ability to attract, recruit, train, develop, and retain a diverse, highly skilled technical and talented workforce to support VA strategic goals and objectives in providing support and services to VA OIT employee’ and our Nation's Veterans.

The 2025 Budget is \$2.0 million above the 2024 Estimate due to high priority sub-projects within this investment such as Talent Management Organization (TMO) and Cyber Workforce Services.

The 2025 Budget supports:

- OPS to fully control their talent acquisition, position management, classification, reasonable accommodations, employee relation/labor relation (ER/LR), and worker's compensation authority and associated business functions and processes.
- The development of the OPS Hub to improved leadership ability to make informed and timely decisions based on Human Capital Management measures for success.
- Initial requirements gathering and design development of Position Management and Organizational Change Management tools and databases to support VA OIT HR Authority.

- Continued refinement and development of professional training and development services to support VA OIT employee training, development, and retention.
- Future talent pipelines and close the entry-level tech talent gap which supports OPS' mission and OIT's ability to attract, recruit, train, develop, and retain a diverse, highly skilled technical and talented IT workforce.

OIT Front Office Support \$11.4 million (+\$11.4 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
OIT Front Office Support	-	-	-	11,402	11,402	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The OIT Front Office Support project provides a high level of productivity and workflow continuity. OIT Front Office strives to provide high quality, effective, and efficient IT services to those responsible for providing care to the Veterans at the point-of-care as well as throughout all the points of the Veterans’ health care in an effective, timely and compassionate manner.

The 2025 Budget supports:

- Organizational resiliency to include leadership, workforce/staff/facilities, and communications in times of an emergency event.
- Sustainment and protection of a variety of systems to safeguard Veterans and eligible family members benefits, healthcare, and memorial services.
- The protection of personal identifying information, sensitive corporate information, assets, and medical information.
- Seamless scheduling, project management, action item management and coordination, and administrative support of the business operations and strategic planning functions in the office of the Chief of Staff.

BIOS Support \$3.8 million (+\$3.8 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
BIOS Support	-	2,225	-	3,766	3,766	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Support project provides strategic planning tied to agency goals and ensures that IT spend is efficient and results focused. BIOS Support is needed to effectively execute our mission of fully understanding business requirements, matching them to optimal OIT solutions, and measuring and reporting on the business outcomes delivered. BIOS produces Business Technology Roadmaps for each investment portfolio based on Vision, Outcome and Capability Roadmaps, mapped to technical roadmaps, and calibrated with outcome metrics that will determine whether each program is successfully performing and delivering desired outcomes.

The 2025 Budget supports:

- A Service Now module allowing VA wide visibility into these roadmaps and demand signals.
- Client Management Services such as refining the 1-n list to show additional stakeholder inputs and transparency, enhance roadmap tracking to show the consistency of delivery, and the ability to report impact on the projected business measures.

Budget Execution \$3.1 million (-\$1.5 million, -32.6%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Budget Execution	4,254	-	4,651	3,136	(1,515)	-32.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Budget Execution project supports the BTT support contract; this provides core system sustainment functionality such as reference data updates, ATO support, and security reviews/patching. The BTT system supports the entire Planning, Programming, Budget, and Execution (PPBE) lifecycle, reporting, and management functions. BTT also houses the Acquisition Review Module (ARM), which facilitates a streamlined review process and expands accessibility and visibility for the Chief Information Officer regarding all information technology-related acquisitions mandated by FITARA requirements.

The 2025 Budget supports:

- BTT to be maintained and operational so that users can manage the Budget Operating Plan (BOP), produce reports, and conduct analysis.
- Updates and enhancements to the Acquisition Review Module and Execution module to align with the business process changes resulting from the transition to iFAMS.

ITBF Support \$2.0 million (-\$0.3 million, -13.5%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
ITBF Support	-	-	2,304	1,992	(312)	-13.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The 2025 Budget supports VA to meet the mandatory reporting requirements of OMB and the Clinger Cohen Act.

OSS Support \$0.6 million (-\$6.3 million, -91.9%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
OSS Support	263	-	6,817	551	(6,266)	-91.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The OSS Support project provides enterprise program management support to ensure proper alignment of IT expenditures to agency strategy and goals by contributing to development of

business cases for desired capabilities, performing analyses (i.e., technical, data, trend, business, and operational) in support of the IT Investment portfolios. This includes performing analytics, reports, and dashboards, planning, measuring, reporting value delivered, and business outcomes achieved.

The 2025 Budget supports:

- Best practices for software asset management of software products and the negotiation of complex terms and conditions for major software vendors such as Oracle and Microsoft, leading to a better overall negotiation position for VA.
- Enterprise program management support to ensure proper alignment of IT expenditures to agency strategy and goals by contributing to development of business cases for desired capabilities, performing analyses.
- Supply Chain Risk Modernization resources to include a developed process for tracking and monitoring supply chain risks, plans and strategies to integrate supply chain risk management into VA’s acquisition ecosystem, and a supplier/vendor/product vetting and reporting process.

Data Analytics Infrastructure \$0.5 million (+\$0.0 million, 0.0%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Data Analytics Infrastructure	-	-	511	511	-	-

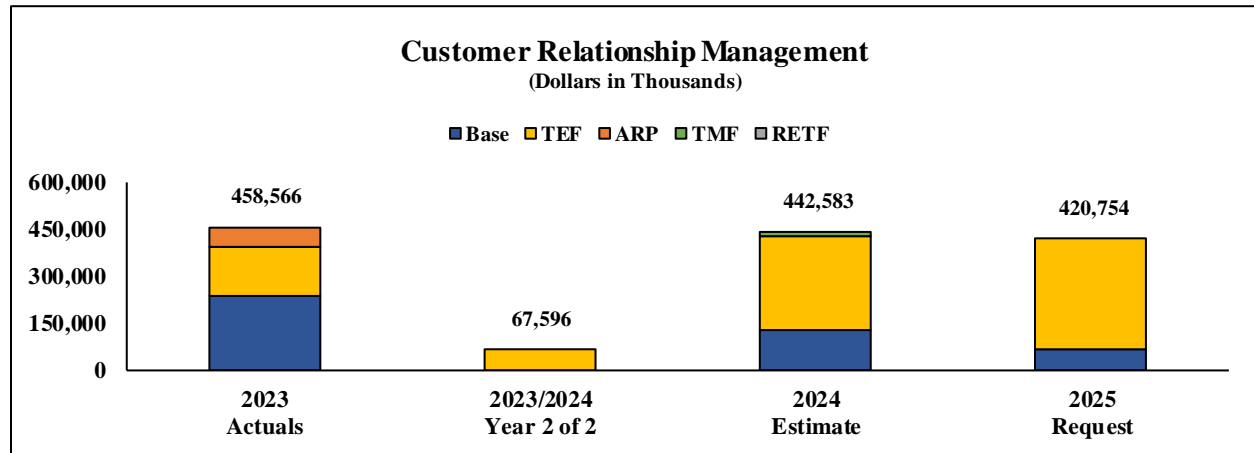
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Data Analytics Infrastructure project includes Cloud Credits that supports the Enterprise Risk Registry. The Enterprise Risk Registry supports all enterprise level products and project within with in the portfolio and OIT. The Enterprise Risk Registry is used to assist IT Enterprise Risk Management in the assessment, mitigation, monitoring and reporting of OIT risks.

The 2025 Budget supports:

- Cloud credits to provide a Cloud platform and service that allows the Enterprise Risk Registry to operate.
- The IT Enterprise Risk Management to support OIT enterprise level risk throughout the organization.
- VHA the ability to manage information technology risks within its hospital facilities.

Customer Relationship Management Investment \$420.8M (-\$31.8, -7.0%)



Appropriation ¹	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Base	239,571	-	128,776	67,683	(61,093)	-47.4%
TEF	155,187	67,596	301,743	353,071	51,328	17.0%
ARP	63,808	-	-	-	-	-
TMF	-	-	12,064	-	(12,064)	-100.0%
RETF	-	-	-	-	-	-
Total	458,566	67,596	442,583	420,754	(21,829)	-4.9%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Customer Relationship Management investment supports integration of information enabling on-demand and seamless access to Veterans benefits. The investment efficiently facilitates case management of Veteran and beneficiary access to VA services.

The 2025 Budget of \$420.8 million for the Customer Relationship Management investment is needed to improve delivery of services to the Veteran. Currently, the average reduction in call length since implementation of software is 14%. In addition, there has been a reduced variation in call resolution processes, such as the Health Resource Center's (HRC) Help Desk reduced average handle time (AHT) by 5% while increasing first call resolution by 10%. The CRM investment also realizes cost savings by reducing the number of solutions across the Enterprise, for example, by choosing one (1) enterprise solution for the Veteran Oriented Interactive Customer Evaluation (VOICE) application, the VA is saving approximately 90% of the cost by avoiding multiple solutions over a 5-year lifecycle.

The Customer Relationship Management investment includes the following projects:

Table 1. Customer Relationship Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Contact Center Experience	113,540	35,085	121,947	168,695	46,748	38.3%
Digital Experience	153,212	-	147,040	124,681	(22,359)	-15.2%
Eligibility and Enrollment Experience	82,908	20,251	29,753	31,357	1,604	5.4%
Customer Data Management Experience	24,206	12,260	35,874	31,201	(4,673)	-13.0%
Innovations and Artificial Intelligence	-	-	-	18,027	18,027	N/A
Quality Systems	-	-	13,020	9,500	(3,520)	-27.0%
Customer Feedback and Experience	13,303	-	15,495	7,726	(7,769)	-50.1%
Health Administration	1,679	-	6,032	4,747	(1,285)	-21.3%
Health Delivery Support	-	-	1,601	-	(1,601)	-100.0%
Care Coverage Services	-	-	652	-	(652)	-100.0%
Staffing & Administration	69,718	-	71,169	24,820	(46,349)	-65.1%
Total	458,566	67,596	442,583	420,754	(21,829)	-4.9%

Notes: 1. Staffing & Administration includes Base and TEF.

2. Amounts include non-pay portion only

Contact Center Experience \$168.7 million (+\$46.7 million, +38.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Contact Center Experience	113,540	35,085	121,947	168,695	46,748	38.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The purpose and mission of a contact center is communication: knowledge transfer from business to customer and customer to business. Prior to the development of the Contact Center Experience project, the VA lacked a consistent method for collecting/sharing Veteran data; employees had to navigate and update multiple applications during service provision, leading to longer hold times and lengthened calls.

The 2025 Budget is \$46.7 million above the 2024 Estimate due to sub-projects within this investment such as Contact Center Support Systems, VHA Patient Advocate and Veteran Inquiry Capability, and Event Bus.

The 2025 Budget supports:

- A single system to provide and modify information, allowing call center agents to service Veterans with accurate information and updates without having to reference multiple systems.
- An increase in system monitoring services across all Call Center applications.
- Building new APIs for projected new stakeholders, improving software licensing structure and tracking with the ability to reclaim licenses, and incorporation of Continuous Integration/Continuous Deliver (CI/CD) principles to support more frequent releases and automated testing processes.

Digital Experience \$124.7 million (-\$22.3 million, -15.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Digital Experience	153,212	-	147,040	124,681	(22,359)	-15.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Digital Experience project seeks to solve several business problems related to the delivery of healthcare and benefits services to Veterans and their families. Addressing limited access to VA healthcare and benefits services by providing digital tools and platforms that focus on the providing the best-in-class end to end experiences for both Veterans and VA employees. Streamlining inefficient processes that lead to delays in benefit delivery to Veterans through web and mobile applications and platform with the overall goal of simplifying, automating, and providing transparency around healthcare and benefits services. This project provides digital tools and platforms that Veterans and employees use to apply for and manage VA Health and benefits services.

The 2025 Budget supports:

- Increased access to healthcare and benefits services by providing digital self-service tools, mobile applications and platforms, and web applications and platforms.
- Digital tools and platforms that will help facilitate communication between Veterans, patients, and healthcare or benefits providers, leading to improved patient and Veteran engagement in their own care and better health outcomes.
- VA to improve healthcare and benefits outcomes and support the VA's mission to provide high-quality care and services to Veterans.

Eligibility and Enrollment Experience \$31.4 million (+\$1.6 million, +5.4%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Eligibility and Enrollment Experience	82,908	20,251	29,753	31,357	1,604	5.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Eligibility and Enrollment Experience project serves as the system of record for VA health benefits decisions for over 8 million Veterans currently using VHA health care and supports a community of 19 million Veterans and their beneficiaries and families. The project enhances functionalities and software to gain efficiencies and effectiveness in processes that are in response to growing demand and most closely aligns with VA Directive 6008, Section 2b product/service: Any mechanism or service for providing access to applications in any IT environment operating under VA control, including private/commercial cloud operations.

The 2025 Budget supports:

- Required maintenance activities needed to sustain VES database in AWS Cloud.

Customer Data Management Experience \$31.2 million (-\$4.7 million, -13.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Customer Data Management Experience	24,206	12,260	35,874	31,201	(4,673)	-13.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Customer Data Management Experience project provides and continues to evolve the Veteran and Customer Experience data which supports the streamlining of business processes to support service improvement, customer satisfaction and enable actionable, targeted, rapid outreach to positively impact the lives of our Veterans, caregivers, and beneficiaries.

The 2025 Budget supports:

- Modernization of systems and focusing resources more efficiently to be competitive and to provide world-class customer service to Veterans and its employees.
- The streamlining of customer experience business processes.
- VA critical customer experience data leading to VA business decisions to advance a more mature features and functionality based on prioritization from this empirical customer experience data.

Innovations and Artificial Intelligence \$18.0 million (+\$18.0 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Innovations and Artificial Intelligence	-	-	-	18,027	18,027	N/A

Notes: 1. Project captures total budgetary resources.
 2. Amounts include non-pay portion only
 3. Projected 2024 Estimate amount of 20,311 is not included in the table above
 4. Refer to Section 3.1 total non-pay and pay amounts

OIT is using and piloting AI at these early stages in a way that is compliant with government security, Health Insurance Portability and Accountability (HIPPA) Act, as well as other data privacy laws when applicable and necessary, so that the VA can start to understand what kind of productivity gains we can realize from integrating AI into our environment. As companies release new functionality, the VA is figuring out how to bring that into the Federal space safely to improve our Department’s efficiency, to expand access to care and benefits, and to streamline and further improve the Veteran experience.

The 2025 Budget supports:

- The AI infrastructure, encompassing research, development, and implementation of AI into operations and policy to serve the nation’s Veterans and make a global impact to advance trustworthy AI.
- VA to use algorithms to assist with the processing of claims, making the entire claims process more efficient.

- VA to implement industry-leading data analytics and machine learning tools to help VA researchers and data scientists make new health care discoveries.
- Effective analytics and evidence-based decisions improve efficiencies, effectiveness, experiences, and the quality of benefits, care, memorialization, and services the VA and the ecosystem of partners deliver.

Quality Systems \$9.5 million (-\$3.5 million, -27.0%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Quality Systems	-	-	13,020	9,500	(3,520)	-27.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Quality Systems comprehensive framework of tools include the ability to automate a consolidated visualization of data from multiple data sources. VA leadership and management uses this reporting capability to obtain high level performance and success metrics to assess the effectiveness of a clinical space and the impact on the quality of care provided to Veterans to identify recommendations for improvements.

The 2025 Budget supports:

- For excellence in quality management, patient safety, and analytical support for VHA.
- Reduction of numerous types of risk, assist in decision-making from many perspectives, and help to identify and overcome barriers to care.
- Systems to provide an automated, accurate, and complete view of different types of data from multiple sources presented in a standardized, consolidated visual depiction and reports that track over 30,000 Veteran claims a month, identify, monitor, and mitigate risks, and facilitate the flow and action from it all.

Customer Feedback and Experience \$7.7 million (-\$7.8 million, -50.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Customer Feedback and Experience	13,303	-	15,495	7,726	(7,769)	-50.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Customer Feedback Experience project is comprised by Veterans Signals (VSignals) and Employee Signals (ESignals). VSignals provides a mechanism to collect, analyze, and report this information provides the ongoing support to sustain the Customer Experience Management solution utilized by the VA to collect, analyze, and manage customer experience data and insights. ESignals is the managed solution that collects, analyzes, and manages employee experience. The Customer Feedback and Experience Program consistently meets its responsibility to provide actionable intelligence on what is influencing Veterans’ trust in the services VA provides and that the Veterans experience with the VA is effective, easy, seamless, efficient, and emotionally resonant.

The 2025 Budget supports:

- Implementation of survey capability to additional contact centers.
- Analysis of data gathered through the two programs to develop insights into pain points and areas for improvement.
- Maintaining of Crowdicity Licenses (Crowd sourcing).
- Maintaining of Customer Experience Management Licenses.

Health Administration \$4.7 million (-\$1.3 million, -21.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Health Administration	1,679	-	6,032	4,747	(1,285)	-21.3%

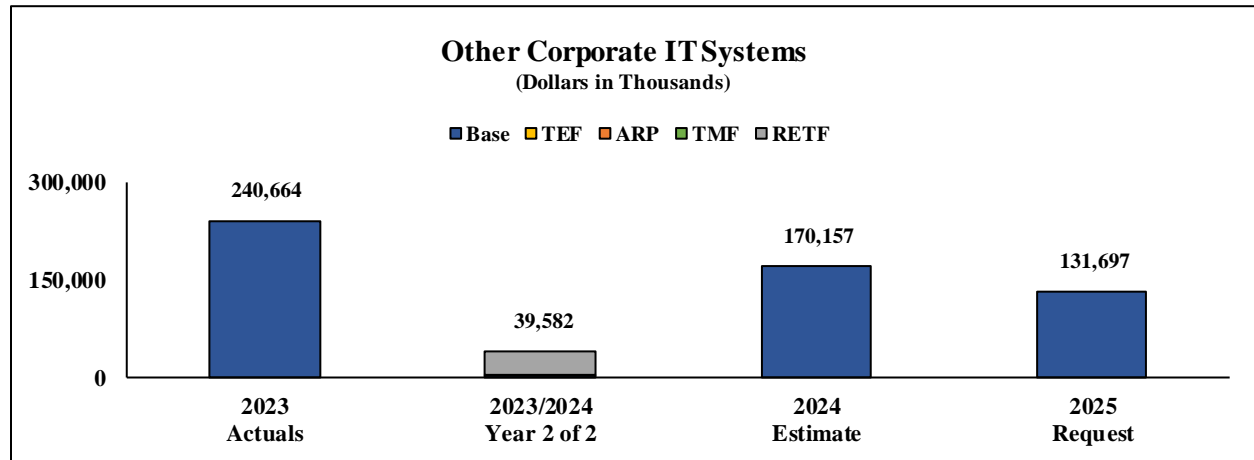
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Health Administration project plans to increase interconnectivity by adding different types of mobile devices, smart phones, and other caregiver communication devices based on changing technology requirements. From the provider’s perspective, these outcomes include an integrated medical speech recognition speech to functionality to over 8,000 VA clinical end users.

The 2025 Budget supports:

- VHA to improve on continuity of care for Veterans in any eventuality, whether from a community provider, a VA Medical Center, or a VA Outpatient Clinic.
- The addition of different types of mobile, smartphones, and other caregiver communication devices.

Other Corporate IT Systems Investment \$131.7M (-\$38.5M, -22.6%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	240,664	3,075	170,157	131,697	(38,460)	-22.6%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	36,507	-	-	-	-
Total	240,664	39,582	170,157	131,697	(38,460)	-22.6%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Other Corporate IT Systems investment supports multiple corporate lines of business, including Human Capital Management, OGC, and the OCLA. Investment funds are used to support the development of new projects, modernization of legacy systems, and the sustainment of existing products.

The 2025 Budget of \$131.7 million for the Other Corporate IT Systems investment is needed to support critical VA corporate functions for Human Capital Management, OGC, FM, and Acquisition and Property Management product lines. These investments include developing best in class software solutions for corporate customers, modernizing legacy systems, and sustaining products that are critical to VA operations. HCM will support the sustainment, enhancement, and modernization to several HCM systems, including, modernizing HR Smart, the core Human Resources engine, and automating several systems including performance management, employee screening, hiring, and onboarding; General Counsel anticipates the recovery of more than \$150 million dollars for direct care for Veterans. These activities will minimize and prevent superfluous claims against the VA, reduce the high risk of court-imposed sanctions for non-compliance with Federal law, adverse rulings, and unnecessary judgments and settlements; APM mitigation of security vulnerabilities, software updates to maintain compliance with VA's approved technologies list, Section 508 accessibility compliance, cloud hosting, and timely resolution of system outages;

OGC will deliver the IT needed to provide virtual access to the materials in the National VA History Center that tell the VA story.

The Other Corporate IT Systems investment includes the following projects:

Table 1. Other Corporate IT Systems Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Financial Management Services	15,535	-	16,515	43,208	26,693	161.6%
Human Resources	23,685	39,055	28,720	25,237	(3,483)	-12.1%
General Counsel	13,058	497	13,087	16,452	3,365	25.7%
Acquisition and Property Management	5,345	-	6,533	13,440	6,907	105.7%
CTO Support	-	-	-	11,993	11,993	N/A
Management Information Systems	11,310	-	8,072	5,685	(2,387)	-29.6%
Health Care Infrastructure	121,119	-	56,818	-	(56,818)	-100.0%
OIT Front Office Support	15	-	13,003	-	(13,003)	-100.0%
Health Delivery Support	2,075	-	6,503	-	(6,503)	-100.0%
Corporate Enterprise Support	-	30	3,700	-	(3,700)	-100.0%
Veteran Experience Enterprise Support	20,104	-	-	-	-	-
Memorials Enterprise Support	7,955	-	-	-	-	-
OIT Administration Support	241	-	-	-	-	-
Staffing & Administration	20,222	-	17,206	15,682	(1,524)	-
Total	240,664	39,582	170,157	131,697	(38,460)	-22.6%

Notes: Staffing & Administration includes Base and TEF.

Financial Management Services \$43.2 million (+\$26.7 million, +161.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Financial Management Services	15,535	-	16,515	43,208	26,693	161.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Financial Management Services project has several key outcomes planned for 2025, including replacing the VA’s legacy FMS that will be retired. All VA financial management transactions will be recorded in iFAMS. This will bring VA operations into the 21st century by fully complying with federal financial regulations and mandates and resolving long-standing audit findings.

The 2025 Budget is \$26.7 million above the 2024 Estimate due to high priority sub-projects within this investment such as Financial Management, and Financial Reporting.

The 2025 Budget supports:

- The provision of COTS upgrades and remediate undesirable Nessus and Penetration test findings, provide support to Development & Security Operations best standards in a timely manner, and a host of other preventive maintenance practices.

- OIT to manage and execute Programming, Planning, Budgeting and Execution financial activities via the BTT.
- The Strategic Capital Investment Planning (SCIP) to rate and rank funding requests for hospital/clinic/medical center infrastructure budgets.

Human Resources \$25.2 million (-\$3.5 million, -12.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Human Resources	23,685	39,055	28,720	25,237	(3,483)	-12.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Human Resources project delivers workforce content and resources for the 29 technical work roles employed by VA, including but not limited to federal policy revisions, IT talent career development paths, apprenticeship programs, centralized web-based career hub, skills maturity assessment tools, mission readiness assessments, Learning Through Experience programs and the updating of VA technical employee workforce policies.

The 2025 Budget supports:

- The Human Capital Management - Data Warehouse’s (HCM-DW) archiving of payroll, HR, and personnel data related to training and learning.
- Management of background investigation requirements, ensure the VA Centralized Adjudication Background Investigation System (VA-CABS) system operates properly within VA policy and federal security directives.
- Recertification, performance improvement, bulk archiving, and modernization of CCRMS.

General Counsel \$16.5 million (+\$3.4 million, +25.7%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
General Counsel	13,058	497	13,087	16,452	3,365	25.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The General Counsel project includes the maintenance of a large IT system with multiple components, contracts, and resources to support those systems. The components of these systems include on-premises, cloud based, COTS and GOTS solutions. These systems provide discovery of electronic information as evidence in legal cases to VA Office of General Counsel, as well as OAWP.

The 2025 Budget supports:

- Improvements to Tort Claim wait times for administrative decisions and supports the recovery of millions of dollars that are returned to medical centers for direct care to Veterans.

- The reduction of high-risk court-imposed sanctions for non-compliance with Federal law, adverse rulings, and unnecessary judgments and settlements due to VA’s lack of resources to comply in a timely and defensible manner.
- Lower risk of potential cost to the VA by hundreds of millions of dollars in the out years for court-imposed sanctions, adverse rulings, unnecessary judgments, and settlements.

Acquisition and Property Management \$13.4 million (+\$6.9 million, +105.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Acquisition and Property Management	5,345	-	6,533	13,440	6,907	105.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Acquisition and Property Management project supports the IT needs of the Office of Acquisition, Logistics, and Construction (OALC), Veterans Canteen Service (VCS), Office of Administration (OA), and Office of Small and Disadvantaged Business Utilization (OSDBU). Multiple directives, executive orders, and laws are supported with the IT products provided by this project, including Executive Order (EO) 13327 - which requires that VA report annually to OMB and GSA on the VA’s inventory and real property performance, and VA–Directive 7815 - Acquisition of Real Property by Lease and by Assignment from GSA.

The 2025 Budget for this project is \$6.9 million above the 2024 Estimate due to high priority sub-projects within this investment such as Property and Facility Services, Construction Guidelines Management, and Property Acquisition and Control Reporting.

The 2025 Budget supports:

- Sustainment of the Construction and Guidelines Management Applications which house the official sources for standards, criteria, and other publications required for VA construction, planning, design, and leasing.
- Technical support services and remediation of security vulnerabilities identified in the Corporate and Regional Matrixed Budget System (CRMBS).
- Compliance with VA security policies, TRM, and Section 508 accessibility requirements.

CTO Support \$12.0 million (+\$12.0 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CTO Support	-	-	-	11,993	11,993	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Chief Technology Officer (CTO) Support project supports the subject matter expertise, evaluation, and integration needed to assess VA’s current technological posture and make recommendations for updates and upgrades that will improve efficiency and bring up-to-date technologies to the Department.

The 2025 Budget supports:

- A consistent and regular approach to product engineering, including the development and maintenance of technical standards and support for portfolios to apply those standards.
- Adoption of modern technologies, employing methods of continuous improvement, and scaling them across the Department so it can run more effectively.
- The ability to track top emergent engineering issues across the organization, develop plans for addressing them, and oversee and coordinate execution of fixes as needed.
- The AES program to begin the modernization efforts of the Technical Reference Model (TRM) and the VA Enterprise Management Suite (VEAMS) artifacts to make sure the necessary VA Enterprise Architecture (EA) meets the goals and requirements set forth by the business and peer stakeholders.

Management Information Systems \$5.7 million (-\$2.4 million, -29.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Management Information Systems	11,310	-	8,072	5,685	(2,387)	-29.6%

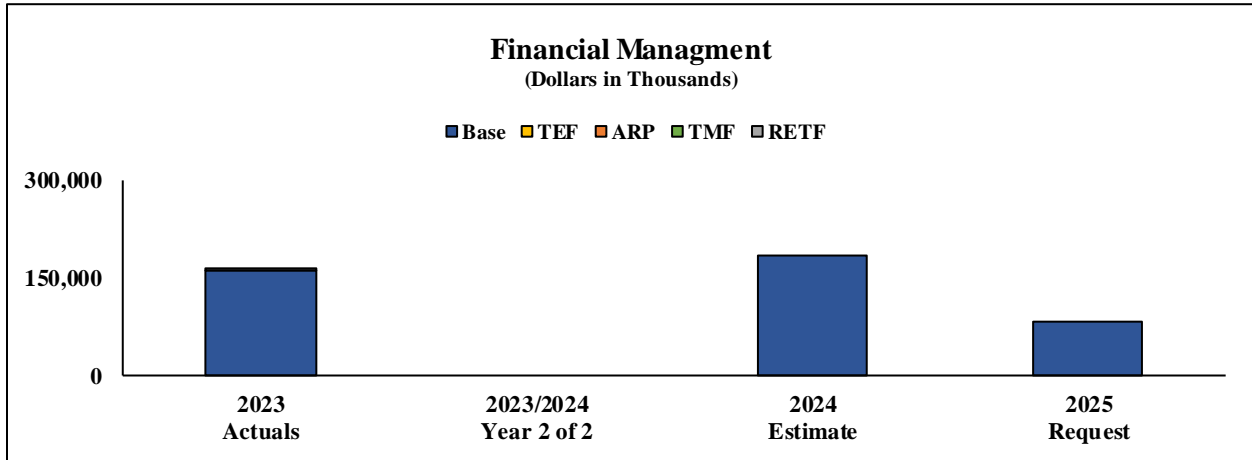
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Management Information System (MIS) project fulfills the customer needs of OAWP, OCLA, Office of Executive Secretary (EXECSEC), OALC, and the Office of Enterprise Integration for an enterprise-wide case management application needed to follow applicable Government mandates and policies. MIS provides various workload and administrative functions such as improved accessibility, security, responsiveness, integrity to disclosure, perform GAO evaluations, audits, investigations, and analyses requested by congressional committees and subcommittees.

The 2025 Budget supports:

- Licensing, hosting, and maintenance to be provided for OAWP’s Matter Tracking System, used to capture, record, and track reported matters for investigation.
- Compliance with governmental mandates for Two Factor Authentication (2FA) and Section 508 discrepancies and validate additional Section 508 audits.
- Replacement of multiple legacy MIS mainframe applications with modern, highly available applications that are compliant with VA security policy.

Financial Management Investment \$81.2M (-\$102.1M, -55.4%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	162,351	-	184,214	82,150	(102,065)	-55.4%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	18	-	-	-	-	-
Total	162,368	-	184,214	82,150	(102,065)	-55.4%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Financial Management investment includes iFAMS which uses CGI's Momentum commercial off-the-shelf software that includes systems and interface analysis; security (internal and external); Section 508 compliance; cloud services; and data management, cleansing, and conversion. This modern, cloud-based solution is being implemented across the VA by the Financial Management Business Transformation program. Program goals include capitalizing on opportunities for business process improvements and standardization to resolve systemic and procedural issues and leveraging economies of scale to increase efficiencies.

The 2025 Budget of \$82.2 million for the Financial Management investment will provide a modern iFAMS with transformative business processes and capabilities that enable VA to meet its goals and objectives of compliance with financial management legislation and directives, ultimately enhancing service to the Veterans. FMBT will complete a major upgrade of the core Momentum software in December, which will keep iFAMS current from a security and legislative standpoint while also including new features and functionality. The program will also continue working to implement iFAMS at the VBA Loan Guaranty Service and the VHA Central Office.

The Financial Management investment includes the following project:

Table 1. Financial Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Financial Management Services	127,738	-	139,860	51,874	(87,986)	-62.9%
FMBT	18	-	-	-	-	-
Staffing & Administration	34,612	-	44,354	30,276	(14,079)	-31.7%
Total	162,368	-	184,214	82,150	(102,065)	-55.4%

Notes: Staffing & Administration includes Base and TEF.

Financial Management Services \$51.9 million (-\$88.0 million, -62.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Financial Management Services	127,738	-	139,860	51,874	(87,986)	-62.9%

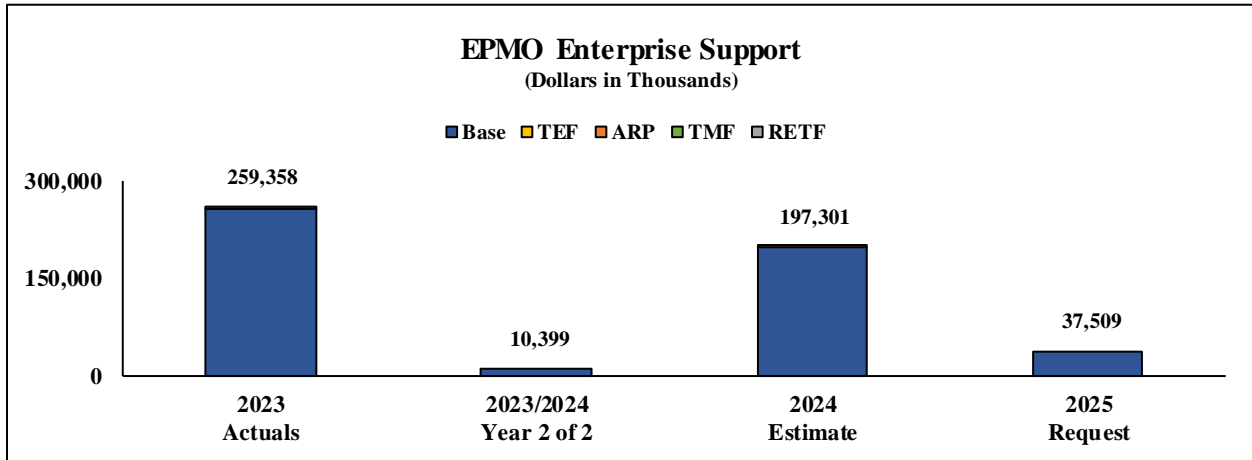
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Financial Management Services project provides a modern, cloud-based system that leverages economies of scale to increase efficiencies, automate business processes and internal controls with advanced analytics, transfer administrative burden to the system, reduce manual data entry into multiple systems, and address persistent audit issues, all of which act as a force multiplier for constructive, data-driven decisions. Increasing the transparency, accuracy, timeliness, and reliability of financial information across VA will result in improved fiscal accountability to American taxpayers and enhanced services to those who serve our Veterans and other beneficiaries.

The 2025 Budget supports:

- Upgrading of iFAMS to the Momentum 8.0 baseline, going live with the first two VHA implementation waves, and the VBA Insurance wave go-live.
- OIT to bring VA operations into the 21st century by fully complying with federal financial regulations and mandates and resolving long-standing audit findings.

EPMO Enterprise Support Investment \$37.5M (-\$159.8M, -81.0%)



Appropriation ¹	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Base	258,381	10,399	197,207	37,509	(159,698)	-81.0%
TEF	977	-	94	-	(94)	-100.0%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	259,358	10,399	197,301	37,509	(159,792)	-81.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The Enterprise Program Management Office (EPMO) Enterprise Support investment provides ongoing support for IT development projects to meet the business needs for design and deployment of software to production for the VA.

The 2025 Budget of \$37.5 million for the EPMO Enterprise Support investment is needed to support requirements that provides quality and value to more than 800 VA products and services that directly serve 22 million Veterans, their families, and VA. This investment provides strategy, oversight, integration, implementation, licenses, and support for high priorities and OIT directives, such as OMB/Section 508 compliance, cybersecurity, technical debt reduction, automation, CI/CD, increased velocity, and IT modernization. Capacity and Performance Engineering estimates cost savings of \$3.4 million over last year from cloud/on-premises system sizing analysis/prescriptions. Estimated operating cost reductions are \$2 million annually, and \$10 million is avoided due to SolarWinds. Product Engineering Support assists in streamlining and delivering digital solutions.

The EPMO Enterprise Support investment includes the following projects:

Table 1. EPMO Enterprise Support Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Product Engineering and Development Support	1,986	-	6,924	17,389	10,465	151.1%
Software Product Management Support	84,791	10,399	45,069	16,362	(28,707)	-63.7%
CTO Support	7,532	-	-	-	-	-
QPR Support	3,800	-	-	-	-	-
ITBF Support	2,060	-	-	-	-	-
Software Product Management Support	977	-	-	-	-	-
Staffing & Administration	158,212	-	145,308	3,758	(141,549)	-97.4%
Total	259,358	10,399	197,301	37,509	(159,792)	-81.0%

Notes: Staffing & Administration includes Base and TEF.

Product Engineering (PE) and Development Support \$17.4 million (+\$10.5 million, +151.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
PE and Development Support	1,986	-	6,924	17,389	10,465	151.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Product Engineering (PE) project provides technical and management resources to support VA's digital transformation strategy, technology modernization initiatives and the Secretary's Strategic goals. This project assists with strengthening strategic partnerships with business customers to proactively solve business problems using emerging technology. This project also identifies centers of excellence, innovative business processes, and industry trends that will assist the VA with increasing efficiency and effectiveness of the organization.

The 2025 Budget for this project is \$10.5 million above the 2024 Estimate due to high priority sub-projects within this investment such as Product Engineering Operational Support, and Capacity and Performance Engineering Services.

The 2025 Budget supports:

- Streamline processes to deliver digital solutions that enable exceptional Veteran outcomes. Addition of and further maturity of PES product lines under Data Analytics, Veterans Experience Services, Digital Transformation Center, Lighthouse Digital Experience and Identify Credential and Access Management. Expand Software factories beyond the current Software as a Service factory. Further strategic partnerships with business customers to proactively solve business problems using emerging technology. Establish additional Centers of Excellence (COE) and leverage industry trends to increase PES and OIT's efficiency and effectiveness.
- Capacity and Performance Engineering Services (CPE) to deliver services in IT system capacity and analysis, health system performance metric data as well as health system non-production environment support.

- CPE to continue to deliver the services as well as enhance/expand those services to address EHR issues identified during Cerner deployment.
- Support of the modernization of VA’s current and future EHR and providing accountable capacity and performance guidance for the Healthcare portfolio.

Software Product Management Support \$16.4 million (-\$28.7 million, - 63.7%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
SPM Support	84,791	10,399	45,069	16,362	(28,707)	-63.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The SPM Support Services project continually completes strategy, integration, development, implementation, and oversight of over 800 IT products that directly support and affect 22 million Veterans and their families to understand Veteran issues, where technology is going, and to create a vision of where SPM Operations Support will be as work continues to make SPM a technology leader. Included in this project is the CI/CD tool. CI/CD is a unified, automated tools platform that reduces cybersecurity risks to the VA enterprise and Veteran's data/services.

The 2025 Budget supports:

- SPM Operations Support to continue to add staff that match technical needs, provide strategy with modernization roadmaps, and standardized solutions processes for new and existing customer software requests.
- Foundational CI/CD tool capabilities and data/methods for early, optimal, consistent use in the product lifecycle, with guidance for CI/CD use/adoption/maturity.
- A unified, automated, secure tools platform that reduces cybersecurity risks to the VA enterprise and Veteran’s data/services.
- Pilots that allow hands-on experience using tools to design frameworks and portfolio/product line automated workflows within tools, as well as designing setups and integrations for data aggregation and consolidation.

Section 4.3 Standard IT Investments

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Standard IT Investments	3,439,916	119,445	3,819,614	3,677,151	(142,463)	-3.7%
<i>Enterprise Security Services</i>	668,135	26,494	813,388	951,538	138,150	17.0%
<i>VA IT Infrastructure Readiness Program (IRP)</i>	454,789	-	390,790	154,179	(236,611)	-60.5%
<i>IT Enterprise Architecture</i>	419,893	-	542,778	662,266	119,488	22.0%
<i>IT Operations</i>	1,897,099	92,951	2,072,658	1,909,169	(163,489)	-7.9%
Total	3,439,916	119,445	3,819,614	3,677,151	(142,463)	-3.7%

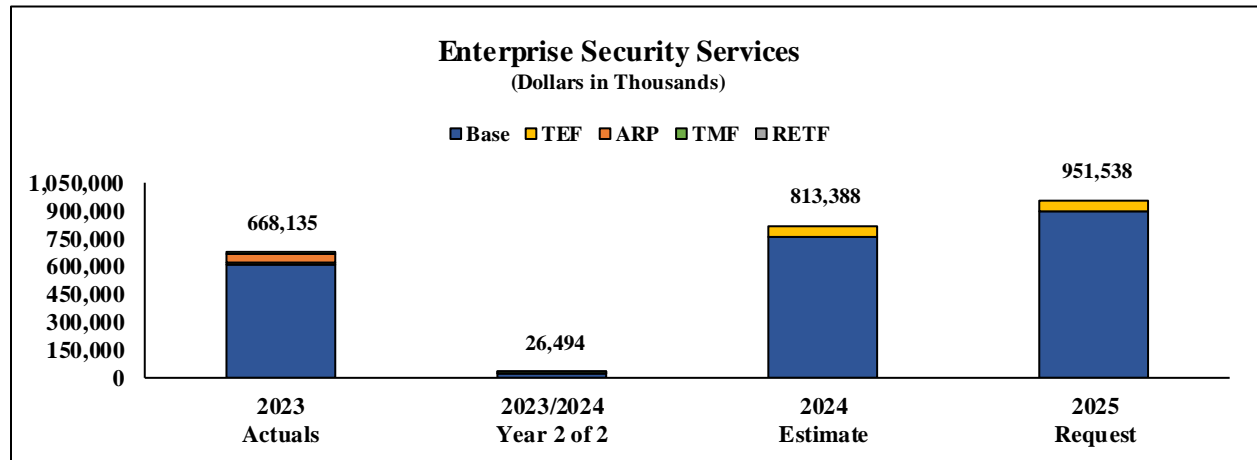
Notes: Amounts in table include all budgetary resources (pay and non-pay)

The 2025 Budget for Standard IT Investments is \$3.677 billion, which is \$142 million (3.7%) below the 2024 Estimate. Standard investments are related to costs associated with the VA's enterprise IT systems infrastructure, security, and IT management which service as the structural backbone of VA's digital ecosystem. Key investments include:

- Infrastructure Readiness Program** \$154.2 million, which is \$236.6 million; (-60.5%) below the 2024 Estimate. This is a high visibility initiative that supports VA's ability to maintain modern and operational infrastructure required to ensure reliable functionality and telephony services, supports ongoing IT operations by providing technical refresh for end-of-life servers/storage, and reduces latency in system performance; and
- IT Operations** \$1.909 billion, which is \$163.5 million; (-7.9%) below the 2024 Estimate. This includes Application Services (\$140.5 million; -\$113.7 million, -44.7%) which support the continued maintenance of critical VA hardware such as Active Directory, VistA Imaging NetApp, data centers, networks, servers, and NetApp Converged Infrastructure (CVI) that ensures the integrity and security of VA's infrastructure, as well as the maintenance of critical VA software.

Enterprise Security Services Investment \$951.5M (\$138.2, 17.0%)

IT Investment Categories (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Standard IT Investments	668,135	26,494	813,388	951,538	138,150	17.0%
<i>Enterprise Security Services</i>	<i>668,135</i>	<i>26,494</i>	<i>813,388</i>	<i>951,538</i>	<i>138,150</i>	<i>17.0%</i>
Total	668,135	26,494	813,388	951,538	138,150	17.0%



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	613,529	24,223	762,439	898,100	135,661	17.8%
TEF	9,199	2,249	50,949	53,438	2,489	4.9%
ARP	39,535	-	-	-	-	-
TMF	5,873	22	-	-	-	-
RETF	-	-	-	-	-	-
Total	668,135	26,494	813,388	951,538	138,150	17.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

2024 Estimate reflects OIT's current budget estimate which differs from the 2024 estimate (full year CR) reported in the Cyber BDR.

The Enterprise Security Services investment supports VA's information security program by providing enterprise-wide cybersecurity and privacy capabilities to protect and defend Veterans' information and VA information systems. The investment's mature programs are aligned to FISMA and enhance VA's management of information security risks through strategy, policy, and governance. These investments facilitate the protection of VA and Veteran data on the VA network through the core functions of identify, protect, detect, respond, and recover as outlined in the National Institute of Standards and Technology Cybersecurity Framework. VA information security investments enable mission owners to make informed risk decisions while delivering secure services to Veterans.

The 2025 Budget of \$951.5 million for the Enterprise Security Services investment is needed to enable VA to provide immediate response and recovery when a cybersecurity incident or privacy breach may occur. The Corporate IT Support Enterprise Cyber Security and Privacy program

continuously ensures that Veteran Personal Health Information (PHI), Personally Identifiable Information (PII), and all other sensitive information that is processed or stored in VA IT systems always remain safeguarded. VA applies a risk-based approach to security and implements a defense in depth strategy that and lowers risk of system vulnerability by defending protects and defends the VA enterprise systems, applications, and services from both internal and external security threats, which is accomplished by vulnerability scanning, penetration testing, firewall management, forensic analysis, and intrusion detection monitoring. The program ensures that Veteran information is disposed of properly and within the confines of appropriate legal authorities. It also ensures that information that is deemed beneficial is made available to the public with an emphasis on protecting all Veteran and other sensitive information.

The Enterprise Security Services investment includes the following projects:

Table 1. Enterprise Security Services Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Cyber Security Operations	400,404	10,980	302,991	444,600	141,609	46.7%
Awareness, Governance, Risk, Compliance	56,376	14,666	264,963	173,997	(90,966)	-34.3%
Privacy & Records Management	24,707	848	26,899	94,731	67,832	252.2%
Human Resources	500	-	-	-	-	-
Staffing & Administration	186,148	-	218,535	238,210	19,675	9.0%
Total	668,135	26,494	813,388	951,538	138,150	17.0%

Notes: Staffing and Administrative Services includes Base and TEF.

2023 Actuals includes 2023 OEF/OIF Supplemental (P.L. 110-28) funding in the amount of \$189K.

2024 Year 2 of 2-Year Availability includes OEF/OIF Supplemental (P.L. 110-28) funding in the amount of \$1.9M.

2024 Estimate reflects OIT's current budget estimate which differs from the 2024 estimate (full year CR) reported in the Cyber BDR

Cyber Security Operations \$444.6 million (+\$141.6 million, +46.7%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Cyber Security Operations	400,404	10,980	302,991	444,600	141,609	46.7%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Cyber Security Operations project solves the business problem of enterprise-wide Cyber Security and data protection for Veterans and the VA. Not limited to, but includes 24/7/365 network defense operations, data loss prevention, recovery, incident response, reporting, vulnerability testing, remediation, social security number reduction, Zero Trust Architecture, and implementation/compliance with Executive Orders, Congressional and OMB mandates, laws, and agency directives.

The 2025 Budget is \$141.6 million above the 2024 Estimate due to subprojects within this investment such as Identity and Access, Continuous Readiness in Information Security (CRISP), and Information Security Operations (ISO).

The 2025 Budget supports:

- 24/7/365 Cybersecurity Operations defending against emerging and imminent threats with cyber incident response coverage, malicious activity monitoring and advanced analytic capabilities.
- Control Assessment Reports providing comprehensive, detailed reports of the implementation of security and privacy controls for VA information systems.
- Static code review reports for VA information systems being developed, and external assessment reports.
- Proactive response to cyber security events, collection of cyber threat intelligence, and provide cyber security expertise to the VA enterprise.
- Full implementation of a Cyber Security operational environment based on Zero Trust Architecture.

Awareness, Governance, Risk, Compliance \$174.0 million (-\$91.0 million, -34.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Awareness, Governance, Risk, Compliance	56,376	14,666	264,963	173,997	(90,966)	-34.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The VA Awareness, Governance, Risk, Compliance Project is needed to develop, implement, manage, monitor, and report on the VA’s Cyber Security enterprise strategy. This project is necessary to significantly improve VA’s overall plan for Risk Management by conceptualizing a design for monitoring and controlling a VA OIS information security risk management (ISRM) capability.

The 2025 Budget supports:

- Improvement to VA’s cyber security posture, ensuring VA information and data are adequately protected and providing Veterans and employees with a trusted and secure information management and data processing environment.
- Improved network resiliency enabled by risk reduction through standardization and process workflows, zero trust, and privacy policy considerations.
- Continued delivery of enterprise cyber security awareness and compliance with federal cyber security priorities and requirements.
- Enabled cybersecurity protocols that assist in the VA to move to secure cloud services, zero-trust architecture, and mandates deployment of multifactor authentication and encryption.

Privacy and Records Management \$94.7 million (+\$67.8 million, +252.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Privacy & Records Management	24,707	848	26,899	94,731	67,832	252.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Privacy & Records Management project is a high performing project consisting of OIT programs that evaluate and deliver enterprise-wide reporting of current compliance and sustainability of Veterans data to key OIT and stakeholder leadership. Key programs under this project include the Section 508 Compliance, Controlled Unclassified Information (CUI), and the Freedom of Information Act (FOIA) Service. The Section 508 program ensures conformance to accessibility standards is incorporated into all VA's Information Communication Technology (ICT) and ICT products and services procured by VA on behalf of the nation's Veterans and the VA's 27,000 employees who have self-identified with targeted disabilities.

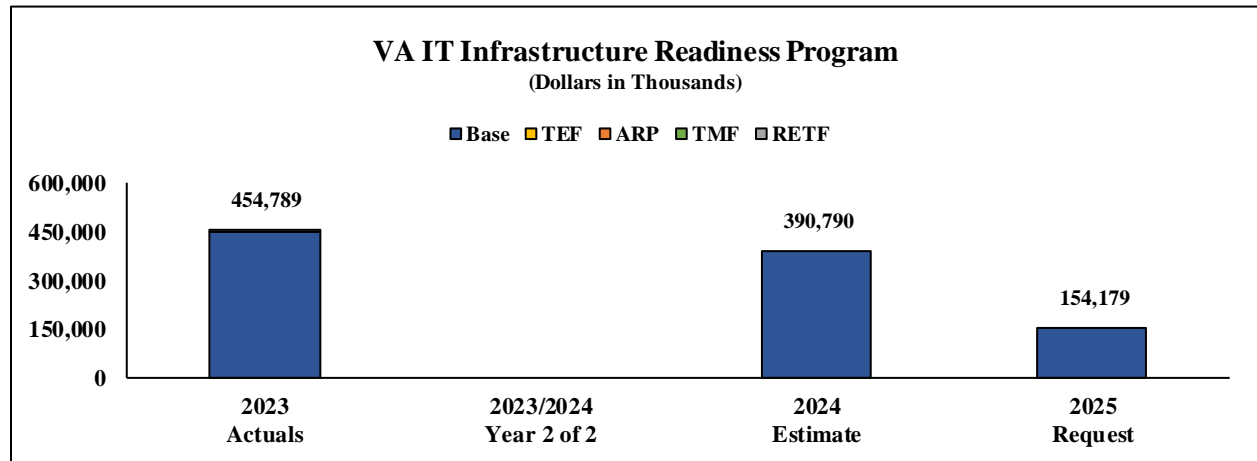
The 2025 Budget is \$67.8 million above the 2024 Estimate due to high priority subprojects within this investment such as Information Security Operations (ISO) - Privacy, Data Analytics Contract, and Systems Quality Assurance Service (SQAS) - IV&V Support Contract.

The 2025 Budget supports:

- Enterprise Risk Registry (ERR) to be maintained in accordance with SP NIST 800-53 Security and Privacy Controls for Information Systems and Organizations and VA Handbook 6500, Risk Management Framework for VA Information Systems, VA Information Security Program.
- End-to-end testing for VA's major IT systems is a new approach required to ensure early identification of non-compliance with the Section 508 law; ensure system integration; quality assurance; risk mitigation; and a delightful end user experience.
- Development of a compliance tracking system which will take the program into the 21st century, eliminating manual tracking in Excel of audit reports and create leadership visibility on status of app defects.
- Privacy Impact Assessment to provide services that support the review and completion of the PTA and PIA privacy artifacts required for any VA information technology system or program to obtain and authority-to-operate as a part of security's assessment and authorization process.
- The Data Analytics Services to provide OIT and VA with multiple benefits (and associated outcomes), including standardization of business intelligence and analytics (BI&A) design, analytic lifecycle development processes, and reduction of analytic process variation.

VA IT Infrastructure Readiness Program Investment \$154.2M (-\$236.6, -60.5%)

IT Investment Categories (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Standard IT Investments	454,789	-	390,790	154,179	(236,611)	-60.5%
VA IT Infrastructure Readiness Program (IRP)	454,789	-	390,790	154,179	(236,611)	-60.5%
Total	454,789	-	390,790	154,179	(236,611)	-60.5%



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	449,316	-	390,790	154,179	(236,611)	-60.5%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	5,473	-	-	-	-	-
Total	454,789	-	390,790	154,179	(236,611)	-60.5%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT Infrastructure Readiness Program Investment guides the ongoing refresh and replacement of the IT Infrastructure that sustains all VA IT operations. “Technical debt” refers to the cost needed to bring legacy infrastructure components to a state of full efficacy. Business drivers of technical debt include equipment age, expiration of warranty, support limitations, lifecycle estimates, business requirements, technology roadmap, software life cycle elements, financial planning, vendor supply and policy changes. Inadequately resourced technical debt accumulates year over year and, reduces the available technology resources for other VA business priorities. IRP identifies the current state of the IT Infrastructure and provides analysis for the strategy to refresh and modernize IT Infrastructure assets.

The 2025 Budget of \$154.2 million for the VA IT Infrastructure Readiness Program investment is needed to support the continued and necessary balancing of IT infrastructure that is In/Out of lifecycle effectiveness (aka Common Core Technology (CCT) Refresh). Each component used

criteria unique to that specific infrastructure element to derive the needs for improvement and basic capability evolution.

The VA IT Infrastructure Readiness Program investment includes the following projects:

Table 1. VA IT Infrastructure Readiness Program Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Network Services	19,393	-	137,174	40,000	(97,174)	-70.8%
Storage Services	47,791	-	76,546	35,000	(41,546)	-54.3%
End User Compute	380,037	-	123,664	34,500	(89,164)	-72.1%
Unified Communications	7,568	-	53,406	25,000	(28,406)	-53.2%
Staffing & Administration	-	-	-	19,679	19,679	N/A
Total	454,789	-	390,790	154,179	(236,611)	-60.5%

Notes: Staffing & Administration includes Base and TEF.

Network Services \$40.0 million (-\$97.2 million, -70.8%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Network Services	19,393	-	137,174	40,000	(97,174)	-70.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Network Services allows the VA to house a Network Operations Center (NOC) that provides gateways, these are considered the "backbone" of the enterprise level network. As all data passes through these gateways the VA is dependent on them when meeting strategic goals. This project supports the recommended scale and frequency of lifecycle refresh to avoid the accumulation of infrastructure technical debt for the various components that constitute the "eco-system" to support mission critical business functions.

The 2025 Budget supports:

- The elimination of standalone communication silos, infrastructure duplication, implementation of enterprise standards, and lower VA's Total Cost of Ownership (TCO).
- Network Services to provide the VA with enterprise-wide secure and transparent communications (voice, data, video, circuits) interoperability utilizing physical and cloud environments.

Storage Services \$35.0 million (-\$41.5 million, -54.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Storage Services	47,791	-	76,546	35,000	(41,546)	-54.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Storage Services project supports ongoing IT operations by providing technical refresh for end of life Servers/Storage thereby allowing the operation of critical VA applications. The strategy

for reduction of technical debt in this category is to utilize the Infrastructure as a Managed Service (IaaS) contract and update/refresh on premise mission essential servers/storage infrastructure. Approximately 15,000 servers, storage arrays and related systems require modernization and technological reengineering.

The 2025 Budget supports:

- The modernization of VA’s end user experience, by providing a dynamic and agile framework utilizing a Provisioning-as-a-Service (PVaaS) model that will enhance customer satisfaction and allow us to meet changing business requirements rapidly.
- Elimination of remaining one-off technical debt in the server/storage space.
- Completion of resource tagging and assignment of ownership/funding data to specific resources.

End User Compute \$35 million (-\$89.2 million, -72.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
End User Compute	380,037	-	123,664	34,500	(89,164)	-72.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The End User Compute project supports planned construction, lease, modifications of existing space, unanticipated IT equipment needs, IT expenses occurring from changes to business practices or patterns of business activity during the current budget year.

The 2025 Budget supports:

- Operational efficiency is based upon a robust, healthy IT infrastructure necessary to ensure delivery of reliable, available, and responsive IT services to all VA staff offices and administration customers as well as Veterans.
- VA to rapidly deliver IT solutions for VA business priorities that enable the exceptional customer experience, care, benefits, and services for Veterans.

Unified Communications \$25 million (-\$28.4 million, -53.2%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Unified Communications	7,568	-	53,406	25,000	(28,406)	-53.2%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Unified Communications project has been working on modernization to move the entire VA to a single Cisco environment. Funding has been used to purchase the new Cisco equipment to replace the older, aging non-Cisco phone systems. This project allows VA to continue upgrading aging infrastructure and replace legacy OEMs.

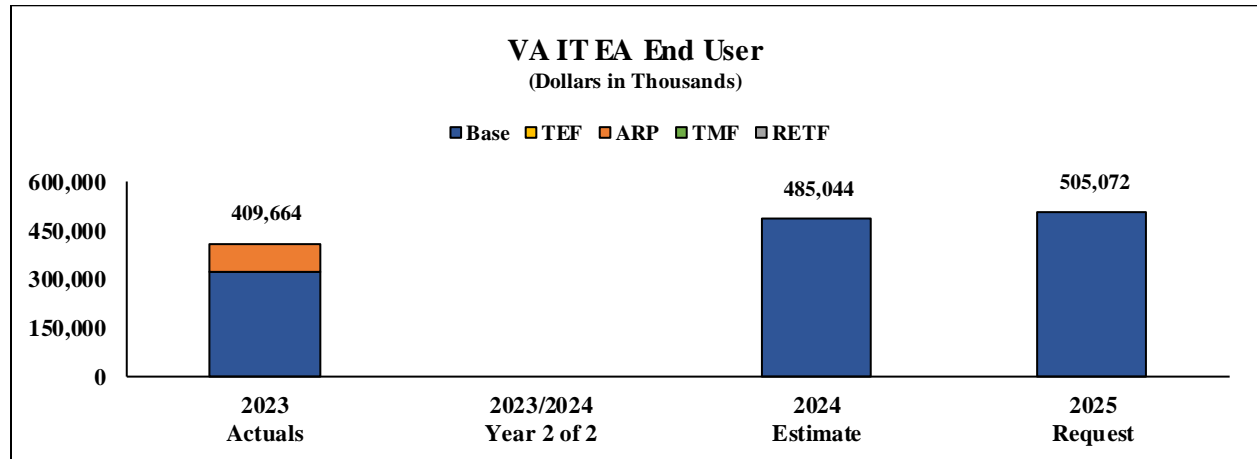
The 2025 Budget supports:

- VA to establish a cohesive implementation strategy to collect, measure, and display end users' experiences via automation and translate the data into actionable information utilizing dashboards to illustrate/illuminate improvement in remote end users' experiences.
- VA to maintain modern and operational infrastructure required to ensure reliable functionality and telephony services for all of VA.

IT Enterprise Architecture \$662.3M (+\$119.5M, +22.0%)

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Standard IT Investments	419,893	-	542,778	662,266	119,488	22.0%
VA IT EA End User	409,664	-	485,044	505,072	20,028	4.1%
VA IT EA Network	354	-	2,858	109,663	106,805	3736.7%
VA IT EA Platform	9,875	-	54,876	47,530	(7,346)	-13.4%
Total	419,893	-	542,778	662,266	119,488	22.0%

VA IT EA End User Investment \$505.1 million (+\$20.0 million, +4.1%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	321,105	-	485,044	505,072	20,028	4.1%
TEF	-	-	-	-	-	-
ARP	88,559	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	409,664	-	485,044	505,072	20,028	4.1%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The 2025 Budget of \$505.1 million for the VA IT EA End User investment is needed to provide workplace and end user IT solutions and resources enabling VA's ability to provide high quality, effective, and efficient Information Technology services to those responsible for providing care to the Veterans at the point-of-care as well as throughout all the points of the Veterans' health care in an effective, timely, as well as benefits and services.

The VA IT EA End User investment includes the following projects:

Table 1. VA IT EA End User Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
End User Software	394,446	-	439,021	476,682	37,661	8.6%
OSS Software Maintenance	-	-	19,477	17,498	(1,979)	-10.2%
OSS Hardware Maintenance	-	-	12,312	-	(12,312)	-100.0%
Staffing & Administration	15,218	-	14,234	10,892	(3,342)	-23.5%
Total	409,664	-	485,044	505,072	20,028	4.1%

Notes: Staffing & Administration includes Base and TEF.

End User Software \$476.7 million (+\$37.7 million, +8.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
End User Software	394,446	-	439,021	476,682	37,661	8.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The End User Operations (EUO) Software project outcome is to provide sustainment and maintenance of existing software licenses for the ongoing operations across the VA. These are individual and non-enterprise procurements. Microsoft Enterprise Agreement is necessary to maintain and support the core IT infrastructure which is required for most applications and systems used by VA employees, and for Veterans to access services.

The 2025 Budget supports:

- Microsoft Enterprise Agreement to maintain and support current agency demands for Microsoft software and services as well as provide expansion capabilities to respond to changing agency needs.
- Utilization of some of the most advanced software initiatives and programs to support a more streamlined and efficient approach to Veterans services across the enterprise and reduce risk.

Office of Strategic Sourcing (OSS) Software Maintenance \$17.5 million (-\$2.0 million, -10.2%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	-	-	19,477	17,498	(1,979)	-10.2%

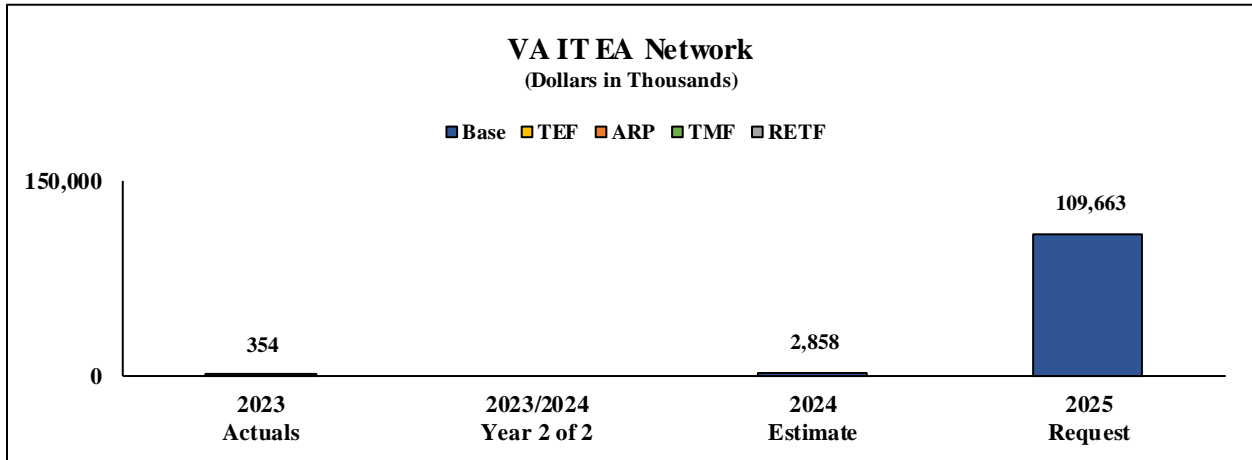
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

These enterprise agreements within this project provides software licenses, subscriptions, and associated services and support capabilities as part of the core OIT infrastructure that ensures the entire VA is properly postured to provide the necessary products, services and communication with VA employees, Veterans, and beneficiaries.

The 2025 Budget supports:

- Cisco AppDynamics to provide VA with the ability to monitor the performance of hundreds of applications using AppDynamics without access to the proposed software licensing and support.
- Cisco Security Enterprise License Agreement to provide vital licenses that provide continuing support for mission critical capabilities to support VA's ongoing security posture for the enterprise infrastructure network.
- Red Hat Enterprise Linux Software Subscription to establish an enterprise-wide VA authoritative Satellite Server for all instances of Linux Operating System (OS) and Red Hat Enterprise Linux (RHEL) ancillary applications.
- Oracle Java to support the following applications: Audiocare, Vista Imaging, WebLogic, RightFax, Identity and Access Management, Care Enhance Review Manager Enterprise (CERMe), Ricoh SAS, Cleo Stream Faxing, TLE VITRIA, Avaya.

VA IT EA Network Investment \$109.7M (\$106.8M, 3,736.7%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	354	-	2,858	109,663	106,805	3736.7%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	354	-	2,858	109,663	106,805	3736.7%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT EA Network investment provides network and unified communications IT solutions and resources through enterprise agreements for VA. The VA IT EA Network investment supports the Cisco Business Critical Enterprise Service Agreement (CBCESA), Cisco Security Enterprise License Agreement (CSELA), Cisco AppDynamics, and Very Small Aperture Terminals (VSAT) enterprise satellite communications systems.

The 2025 Budget of \$109.7 million for the VA IT EA Network investment is needed to provide services and support capabilities to ensure that the entire VA is properly postured to serve Veterans by safeguarding a reliable, robust, and secure enterprise core infrastructure to support delivery of Veterans’ care and benefits without significant interruptions in a safe and secure manner.

VA uses the VSAT program to provide National Essential Functions to provide rapid and effective response to and recovery from domestic consequences of an attack or other incidents and provides Federal Government services that address the national health, safety and welfare needs of the United States when normal terrestrial or mobile cell services are not available. Enterprise Satellite Communications provides necessary satellite transponder access, operation, Radio Frequency (RF) chain components, teleport collocation services, hub operation and hub hardware / firmware components, and VSAT Units required to deliver private dedicated Enterprise SatCom services agency-wide to ensure that mobile Vet centers, pharmacies, and mobile medical units have continued functionality and communication when terrestrial and cell services are not available.

The VA IT EA Network investment includes the following projects:

Table 1. VA IT EA Network Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Hardware Maintenance	-	-	-	91,825	91,825	N/A
OSS Software Maintenance	-	-	2,527	14,480	11,953	473.0%
Unified Communications	-	-	-	3,105	3,105	N/A
Staffing & Administration	354	-	331	253	(78)	-23.6%
Total	354	-	2,858	109,663	106,805	3737.1%

Notes: Staffing & Administration includes Base and TEF.

Office of Strategic Sourcing (OSS) Hardware Maintenance \$91.8 million (+\$91.8 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Hardware Maintenance	-	-	-	91,825	91,825	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project includes the Cisco Business Critical Enterprise Service Agreement that provides the ongoing operations, maintenance, and OEM technical support for the VA’s core infrastructure operations hardware and software. This program provides OIT with Cisco enterprise hardware, software, and support services (i.e., technical support services, break fixes, education, replacement device services) for VA’s core infrastructure across the enterprise.

The 2025 Budget supports:

- This program to continue support for infrastructure and engineering support services to improve VA’s technical, operational and security posture for the enterprise network infrastructure.
- The Cisco Business Critical Enterprise Service Agreement to continue supporting for infrastructure and engineering support services to improve VA’s technical, operational and security posture for the enterprise network infrastructure.
- Support for VA’s core infrastructure and engineering devices and support services to improve and sustain VA’s technical, operational and security posture for the entire enterprise infrastructure network.

Office of Strategic Sourcing (OSS) Software Maintenance \$14.5 million (+\$12.0 million, +473.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	-	-	2,527	14,480	11,953	473.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The OSS Software Maintenance project provides ongoing IT operations in support of over 300 applications across all VA Administrations. This project provides the ongoing operations and maintenance of applications within the VA Enterprise Ecosystem.

The 2025 Budget supports:

- The Citrix Enterprise Agreement to enable IT staff to obtain support, upgrades, consulting services, and education from Citrix.
- Cisco AppDynamics to provide VA with the ability to monitor mission critical applications and services in the complex VA operational environment for both internal and Veteran Facing applications.
- VA application programmers to work with an established base line of APIs from which to write interdependent applications such as Computerized Patient Record System, and other VA in-house applications.

Unified Communications \$3.1 million (+\$3.1 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Unified Communications	-	-	-	3,105	3,105	N/A

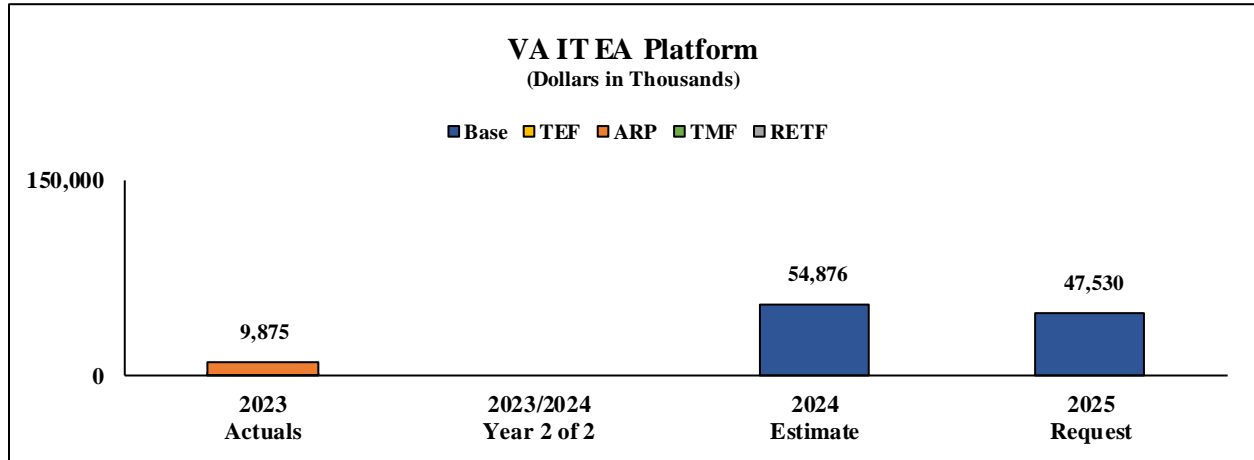
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project provides the Enterprise Satellite Communications with capability for the VA to have satellite capabilities for emergency use in declared disasters and to provide mobile clinics in rural and highly rural areas. Applications will be available to Veteran/beneficiary/family members include Mobile Vet Centers, Mobile Pharmacies, and Mobile Medical Services.

The 2025 Budget supports:

- VSAT program to provide National Essential Functions the ability to provide rapid and effective response to and recovery from domestic consequences of an attack or other incidents and to provide Federal Government services that address the national health.
- Support to Veteran outreach, rural/underserved Veteran healthcare, telemedicine, direct patient care, Disaster Preparedness, Emergency Response, National Public Health, Continuation of Operations (COOP), and Continuation of Government (COG) missions.
- VSAT to provide necessary satellite transponder access, operation, Radio Frequency (RF) chain components, teleport collocation services, hub operation and hub hardware/firmware components.

VA IT EA Platform Investment \$47.5M (-\$7.3M, -13.4%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	354	-	54,876	47,530	(7,346)	-13.4%
TEF	-	-	-	-	-	-
ARP	9,521	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	9,875	-	54,876	47,530	(7,346)	-13.4%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT Enterprise Agreement (VA IT EA) Platform investment provides platform IT solutions and resources through enterprise agreements for VA. This investment supports the Oracle Enterprise License Agreement and Oracle Java Enterprise Agreement.

The 2025 Budget of \$47.5 million for the VA IT EA Platform investment is needed for the Oracle Enterprise License Agreement and Oracle Java Enterprise Agreement to provide software licenses, subscriptions, and associated services. This support ensures the entire VA is properly postured to provide the necessary products, services and communication with Veterans, beneficiaries, and VA employees. Including those responsible for providing care to the Veterans at the point-of-care as well as throughout all the points of the Veterans’ health care in an effective, timely, as well as benefits and services.

Oracle Java is required for software and systems which include the following: Audio care, Vista Imaging, WebLogic, RightFax, Identity and Access Management, Care Enhance Review Manager Enterprise (CERMe), Ricoh SAS, Cleo Stream Faxing, TLE VITRIA, and Avaya.

The VA IT EA Platform investment includes the following project:

Table 1. VA IT EA Platform Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	-	-	54,545	47,277	(7,268)	-13.3%
Health Care Infrastructure	9,521	-	-	-	-	
Staffing & Administration	354	-	331	253	(78)	-23.6%
Total	9,875	-	54,876	47,530	(7,346)	-13.4%

Notes: Staffing & Administration includes Base and TEF.

Office of Strategic Sourcing (OSS) Software Maintenance \$47.3 million (-\$7.3 million, -13.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	-	-	54,545	47,277	(7,268)	-13.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

All VA level hardware requires software licenses to maintain operations and monitoring while increasing the efficiency and effectiveness of business processes and administrative while eliminating redundancy. The delay in timeliness of task and imposes the requirement of the Paper Reduction Act of 1980. VA migration to consumption model has enhanced Veteran's services as well as licensing and cloud (internal/external) services. Migration included Veteran's experience of clinical contact center modernization with Calabrio Call Recording.

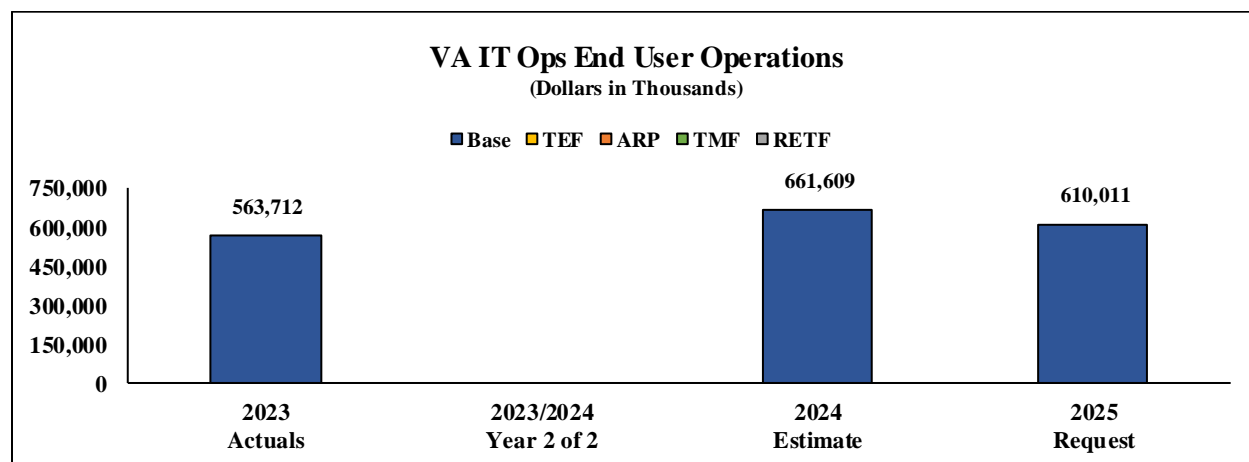
The 2025 Budget supports:

- All Oracle Java that is required by the following applications: Audiocare, Vista Imaging, WebLogic, RightFax, Identity and Access Management (IAM), Care Enhance Review Manager Enterprise (CERMe), Ricoh SAS, Cleo Stream Faxing, TLE VITRIA, Avaya, etc.
- A reduction in IT system outages of critical business applications and to be available on a continued basis.
- VA's Enterprise Command Operations' ability to support current operations of application monitoring and support capacity planning that would also be adversely affected if the brand name AppDynamics software and maintenance were not procured.
- Consolidation of all Red Hat licenses that will gain future cost savings through economies of scale and permit the continued growth and development of containers and help the VA move more towards the Cloud First approach.

IT Operations \$1,909.2M (-\$163.5M, -7.9%)

Investment Category (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Support Investments	1,897,099	92,951	2,072,658	1,909,169	(163,489)	-7.9%
VA IT Ops End User Operations	563,712	-	661,609	610,011	(51,598)	-7.8%
VA IT Ops Network Engineering	295,625	-	130,185	379,963	249,778	191.9%
VA IT Ops Data Center and Cloud	289,652	92,951	245,235	160,385	(84,850)	-34.6%
VA IT Ops Service Management	109,004	-	99,098	147,650	48,553	49.0%
VA IT Ops Application Services	173,065	-	254,288	140,542	(113,747)	-44.7%
VA IT Ops Activations	96,208	-	127,606	131,091	3,485	2.7%
VA IT Ops End User Service Management	84,134	-	137,660	113,433	(24,227)	-17.6%
VA IT Ops Network Operations	33,076	-	336,204	93,810	(242,394)	-72.1%
VA IT Ops End User Service Desk	38,437	-	51,280	79,440	28,160	54.9%
VA IT Ops Engineering Applications	197,215	-	1,456	26,625	25,169	1729.2%
VA IT Ops Platform Services	11,510	-	26,704	18,441	(8,264)	-30.9%
VA IT Ops Engineering Storage	5,462	-	1,334	7,779	6,445	483.2%
Total	1,897,099	92,951	2,072,658	1,909,169	(163,489)	-7.9%

VA IT Ops End User Operations Investment \$610.0 million (-\$51.6 million, -7.8%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	563,712	-	661,609	610,011	(51,598)	-7.8%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	563,712	-	661,609	610,011	(51,598)	-7.8%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT Ops EUO investment provides ongoing IT operations and maintenance through end user software, hardware, facility allowances, and IT support to deliver IT services to VA users and Veterans. The End User Operations investment is a comprehensive allocation of funds designed to bolster the IT infrastructure within the VA. The purpose of such an investment is to sustain and improve the delivery of IT services to VA users and Veterans, a critical component in the efficient operation of the VA's healthcare and benefits systems. This investment plays a pivotal role in ensuring that Veterans have access to modern, reliable, and secure technology services, directly impacting their care and the benefits they receive.

The 2025 Budget of \$610.0 million for the VA IT Ops EUO investment is needed to support the procurement and maintenance of end-user hardware such as computers, mobile devices, and peripherals, as well as software licenses necessary for the operation of these devices. Additionally, facility allowances could be used to enhance the IT infrastructure within VA facilities, ensuring they are conducive to modern healthcare delivery, which includes the expansion of telehealth services and digital information systems.

Operations and maintenance work supported by this investment are critical to the backbone of the VA's IT systems. This encompasses ongoing software updates, hardware repairs, cybersecurity measures, and network improvements. Such investments ensure the IT equipment used by VA employees remains functional, secure, and capable of handling the increasing demand for services, thus supporting both internal operations and the services provided to Veterans.

The VA IT Ops EUO investment includes the following projects:

Table 1. VA IT Ops End User Operations Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
End User Operations	6,700	-	99,292	79,100	(20,192)	-20.3%
Enterprise SLA	-	-	-	1,317	1,317	N/A
Field Data Services	87,887	-	-	-	-	-
Staffing & Administration	469,125	-	562,316	529,594	(32,723)	-5.8%
Total	563,712	-	661,609	610,011	(51,598)	-7.8%

Notes: Staffing & Administration includes Base and TEF.

End User Operations \$79.1 million (-\$20.2 million, -20.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
End User Operations	6,700	-	99,292	79,100	(20,192)	-20.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The EUO project supports ongoing Operations and Maintenance requirements that are executed by the IT Operation's EUO organization. EUO provides onsite customer support at every VA point of presence and business unit via low dollar, high volume actions for: break/fix repairs, fulfilling approved customer requests or changes, operational support for deployed IT services, and emergency support.

The 2025 Budget supports:

- Support for break fix and operational needs supporting over 2 million end user assets across the enterprise.
- VA to continue providing services/equipment for break fix and operational needs supporting over 2 million end user assets across the enterprise.
- Sustainment and maintenance of existing software licenses for the ongoing operations across the VA that will prevent software that is currently in operation from expiring.

Enterprise Service Level Agreement (SLA) \$1.3 million (+\$1.3 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Enterprise Service Level Agreement (SLA)	-	-	-	1,317	1,317	N/A

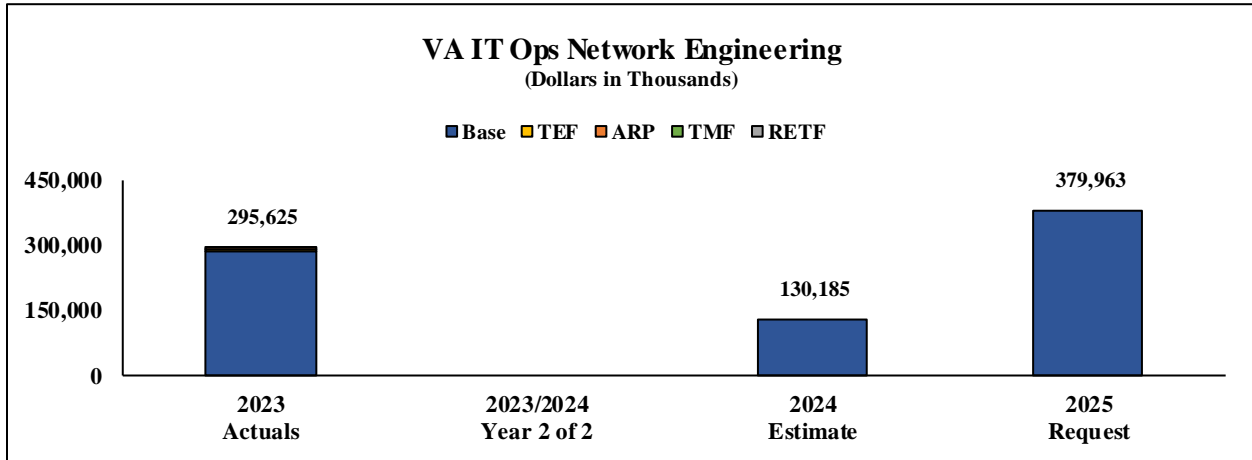
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project consists of the SLA costs of over 25 application codes in the Cyber Security Product Line, IT Infrastructure Operations and Services Product Line, End User Services Product Line, as well as unassigned application codes.

The 2025 Budget supports:

- Support of Virtual Desktops, which greatly impacts Telehealth.
- VA to continue supporting VA’s five National Data Centers (NDC) and Disaster Recovery (DR) sites.

VA IT Ops Network Engineering Investment \$380.0M (+\$250.0M, +191.9%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	287,160	-	130,185	379,963	249,778	191.9%
TEF	2,511	-	-	-	-	-
ARP	5,953	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	295,625	-	130,185	379,963	249,778	191.9%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT Ops Network Engineering investment provides ongoing IT operations and maintenance for network and telecom engineering and connectivity across the VA in support of enterprise capabilities and delivery of services to VA users and Veterans.

The 2025 Budget of \$380.0 million for the VA IT Ops Network Engineering investment is focused on enabling enterprise collaboration and connecting Veterans to VA by providing secure voice, video, data, and messaging services connecting Veterans and employees with VA Services.

The VA IT Ops Network Engineering investment includes the following projects:

Table 1. VA IT Ops Network Engineering Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Network Services	260,972	-	49,574	290,165	240,591	485.3%
CCS Hardware Maintenance	5,953	-	11,419	42,836	31,417	275.1%
Unified Communications	-	-	10,890	5,817	(5,073)	-46.6%
CCS Software Maintenance	-	-	-	2,034	2,034	N/A
Staffing & Administration	28,699	-	31,944	39,111	7,167	22.4%
Total	295,625	-	130,185	379,963	249,778	191.9%

Notes: Staffing & Administration includes Base and TEF.

Network Services \$290.2 million (+\$240.6 million, 485.3%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Network Services	260,972	-	49,574	290,165	240,591	485.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Network Services project supports voice, data, mobile/cellular and video services enterprise-wide. This includes service for: VA Enterprise Wide Area Network (WAN), VA Internet Gateways, VA private Cloud Access Points (CAP), remote access (telework, telehealth, etc.), modern voice Session Initiation Protocol (SIP), legacy voice services – plain old telephony services (POTS), Local Exchange Carrier (LEC)/voice charges, long distance, mobility voice and data plans and devices, satellite services for very small aperture terminals (VSATs), videoconferencing, and telehealth. The Network Services project also fully supports the four Trusted Internet Connection (TIC) Gateways at the enterprise level.

The 2025 Budget supports:

- Support for the GSA telecom contract ordering and inventory support.
- Support of the four TIC Gateways that allows the VA to maintain a fast, reliable, and secure connection between internal and external stakeholders, including Veterans, their families, employees, and contractors.
- VA to maintain both the hardware and software and policy updates required to maintain consumer confidence in the VA network.
- Network Redundancy program to establish communications redundancy in critical areas to ensure 24/7/365 operability and connectivity at sites across the country.

Connectivity & Collaborations Service (CCS) Hardware Maintenance \$42.8 million (+\$31.4 million, +275.1%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
CCS Hardware Maintenance	5,953	-	11,419	42,836	31,417	275.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project encompasses extended warranty and equipment support for critical operational hardware components. It is essential to support customer SLAs for network, server, storage, tapes/drives, legacy phone systems-private branch exchange (PBX) systems, PIV printers, PIV scanners, paging systems, IT management tools, and video teleconferencing (VTC) equipment. Hardware supports all emergent requirements to repair/replace inoperative equipment VA Enterprise-wide.

The 2025 Budget is \$31.4 million above the 2024 Estimate due to subprojects within this investment such as Enterprise Hardware Maintenance – Unified Communication and Enterprise Hardware Maintenance – Network.

The 2025 Budget supports:

- VA to capitalize on cutting-edge technology solutions and state-of-the-art cybersecurity tools to optimize the delivery of care and services to Veterans.
- Support for component(hardware) replacement, log collection and analysis from the vendor to ensure the proper part is deployed.
- The hardware maintenance applied to these systems to have continuous operation obviating the need for full equipment replacement each year.

Unified Communications \$5.8 million (-\$5.1 million, -46.6%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Unified Communications	-	-	10,890	5,817	(5,073)	-46.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project includes Enterprise IT Support which assists in maintaining the Unified Communications platforms all-inclusive to the delivery of voice, data, fax, and video content to all Veterans so they can access healthcare, benefits, and cemetery services within their local areas. As the efforts are midway transitioning from traditional voice PBX systems to a seamless unified communication platform which delivers state of the art video, interactive voice, and data services, making all services continually available to our Veterans.

The 2025 Budget supports:

- Unified communications to begin the modernization of the Call centers security systems to ensure Veteran and employee data stays safe.
- VA to connect Veterans to VA services through end-to-end accountability for omni-channel collaboration technologies.
- Automated Call Center Responses, Help Desk support, Audio Coding support, national maintenance support and Business Office support.

Connectivity & Collaborations Service (CCS) Software Maintenance \$2.0 million (+\$2.0 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
CCS Software Maintenance	-	-	-	2,034	2,034	

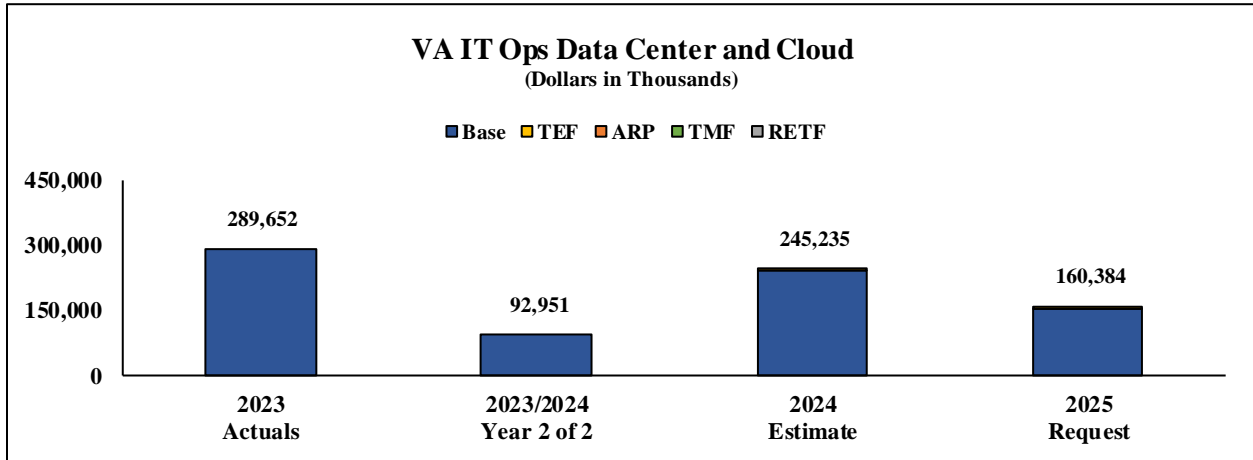
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project allows the VA to track and assist the Veterans and other staff to add efficiency and effectiveness to daily practices. Majority of software applications will result in the continuation of Enterprise and local level automation and prevent the VA from having security vulnerability.

The 2025 Budget supports:

- The use of variety operating systems and monitoring and maintenance of enterprise and local level equipment, increasing the efficiency and effectiveness of business processes and administrative tasks.
- More efficient business practices and paperless documentation to support the advancement of Veteran's patient / provider access, consultation, and ease of telecommunication to internal and external staff, providers, and Veteran's.
- Delivery of effective solutions that enables VA to provide a variety software licenses to maintain updated security.

VA IT Ops Data Center and Cloud Investment \$160.4M (-\$84.9M, -34.6%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	289,652	92,951	244,210	154,493	(89,716)	-36.7%
TEF	-	-	1,025	5,891	4,866	474.6%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	289,652	92,951	245,235	160,385	(84,850)	-34.6%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services.

The VA IT Ops Data Center and Cloud investment provides ongoing IT operations and maintenance for data center and cloud infrastructure which supports enterprise systems and delivers on-prem, edge, and cloud resources in service to VA users and Veterans. The VA IT Ops Data Center and Cloud investment provides ongoing IT operations and maintenance for data center and cloud infrastructure which supports enterprise systems and delivers on-prem, edge, and cloud resources in service to VA users and Veterans. The goals of this investment include developing a common infrastructure vision, integrating the existing on-prem, edge and cloud resources, and standardizing on cross-platform tools, solutions, and services. This goal is met through work performed in the areas of data center and cloud engineering, the VAEC, national data center operations, and platform support. Specific activities supported by this investment include edge services, the enterprise encryption key management system, hardware maintenance contracts, IT support contracts, software maintenance contracts, NetApp maintenance, and the VMWare ELA and associated support.

The 2025 Budget of \$160.4 million for the VA IT Ops Data Center and Cloud investment supports enterprise-level infrastructure engineering activities in storage, platforms, database, and data center infrastructure, primarily focusing on infrastructure and implementation standards for security and stability, but also incident engagement, cybersecurity response, contract technical expertise, and implementation services.

Furthermore, the investment leverages cloud technology to provide rapidly delivered, innovative, managed, secure, scalable, and flexible applications and systems using the VAEC. By developing and maintaining Enterprise-level cloud computing resources, activities in this investment support VA’s mission to provide high quality services to Veterans.

Work performed under this investment serves to identify and manage data center infrastructure throughout the enterprise, resulting in increased visibility and compliance with security, reporting and energy efficiency mandates. The obtained improvements in cost effective and efficient delivery of service directly support VA's achievement of continual improvement of service to Veterans.

This investment supports IT server (compute) and storage Infrastructure deployed throughout the country, hosting over 2 thousand database environments, more than 25 thousand virtual servers, and 60+ petabytes of storage to provide a foundation of IT capabilities to enable the VA to meet its mission. The platforms under this investment provide the necessary compute, storage and database environments that allow our partners and customers to provide many services to the VA.

The VA IT Ops Data Center and Cloud investment includes the following projects:

Table 1. VA IT Ops Data Center and Cloud Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise SLA	107,709	92,951	52,160	28,498	(23,662)	-45.4%
IO Software Maintenance	15,638	-	29,205	27,811	(1,394)	-4.8%
IO Hardware Maintenance	-	-	54,309	23,670	(30,639)	-56.4%
OSS Software Maintenance	1,130	-	19,328	16,807	(2,521)	-13.0%
IO Support	-	-	17,528	15,159	(2,369)	-13.5%
CCS Hardware Maintenance	116,132	-	22,963	78	(22,885)	-99.7%
Staffing & Administration	49,042	-	49,742	48,360	(1,381)	-2.8%
Total	289.652	92.951	245.235	160.385	(84.850)	-34.6%

Notes: Staffing & Administration includes Base and TEF.

Enterprise Service Level Agreement (SLA) \$28.5 million (-\$23.7 million, -45.4%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise SLA	107,709	92,951	52,160	28,498	(23,662)	-45.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Enterprise SLA project allows VA to have detailed agreements which formalize service expectations while avoiding the burden of a formal contract. This project allows VA to continue to use and upgrade the National Data Center Program, Endpoint Security, and SharePoint for the Government Community Cloud.

The 2025 Budget supports:

- Clinical and non-clinical VA staff to deliver services remotely via Government Funded Equipment (GFE) and non-GFE.
- Enterprise Service Level Agreement projects to provide Veterans with added confidence in knowing that VA is taking comprehensive security measures to protect their protected information.
- VA to support mandated requirements for managing and authenticating PKI Certificates.

Infrastructure Operations (IO) Software Maintenance \$27.8 million (-\$1.4 million, -4.8%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
IO Software Maintenance	15,638	-	29,205	27,811	(1,394)	-4.8%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project contains software and applications that allow VA to provide care, services or benefits to Veterans or their beneficiaries. Software maintenance reduces risk of loss of Veteran data and contributes towards achieving redundancy, reliability, and resiliency.

The 2025 Budget supports:

- Continued growth and modernization of VA’s software and applications to continue improving quality and timeliness in delivery of care.
- The VA to track and assist the Veterans and other staff to add efficiency and effectiveness to daily practices.

Infrastructure Operations (IO) Hardware Maintenance \$23.6 million (-\$30.6 million, -56.4%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
IO Hardware Maintenance	-	-	54,309	23,670	(30,639)	-56%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project provides emergent requirements to replace broken equipment and to facilitate the timely restoral of IT operational systems. With well-maintained hardware VA can provide timely repairs and/or replacements as needed, reducing downtime in services.

The 2025 Budget supports:

- Continued support of major investments such as NetApp Converged Infrastructure (CVD), servers, and storage for data centers; VistA Imaging, authentication, lifecycle refresh and break/fix.
- Support for Active Directory, VistA Imaging, NetApp, data centers, networks, servers, storage, peripheral devices, maintenance (scheduled, preventive, and/or performance), warranties, and support contracts.

- Support for other hardware expenses required for VA Enterprise operations.

Office of Strategic Sourcing (OSS) Software Maintenance \$16.8 million (-\$2.5 million, -13.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	1,130	-	19,328	16,807	(2,521)	-13.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project allows OIT to anticipate equipment upgrades, quick troubleshoot and remediate broken equipment and allows secure connections to both ingoing and outgoing traffic on both the intranet and internet.

The 2025 Budget supports:

- Hardware monitoring and patient/employee data monitoring to support the advancement of Veteran's patient/provider access, consultation, and ease of telecommunication to internal and external staff.
- Continued support of Adobe Acrobat Pro desktop software that is relied upon daily by VA staff.
- VA business offices the ability to timely access Adobe Acrobat Pro desktop software capabilities will that prevent work stoppage in daily business operations for new or augmented VA staff.

Infrastructure Operations Support \$15.2 million (-\$2.4 million, -13.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Infrastructure Operations Support	-	-	17,528	15,159	(2,369)	-13.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project directly affects the care and benefits provided to our Veterans and their right to the privacy of their information. This project allows VA to prevent a breach of security that would jeopardize protected personal information and diminish trust in VA.

The 2025 Budget supports:

- VA to maintain a stringent security posture that provides reassurance to Veterans.
- Support of multiple contracts required for operations, some of which fulfill mandated cybersecurity requirements.

Connectivity & Collaborations Service (CCS) Hardware Maintenance \$0.1 million (-\$22.9 million, -99.7%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
(CCS) Hardware Maintenance	116,132	-	22,963	78	(22,885)	-99.7%

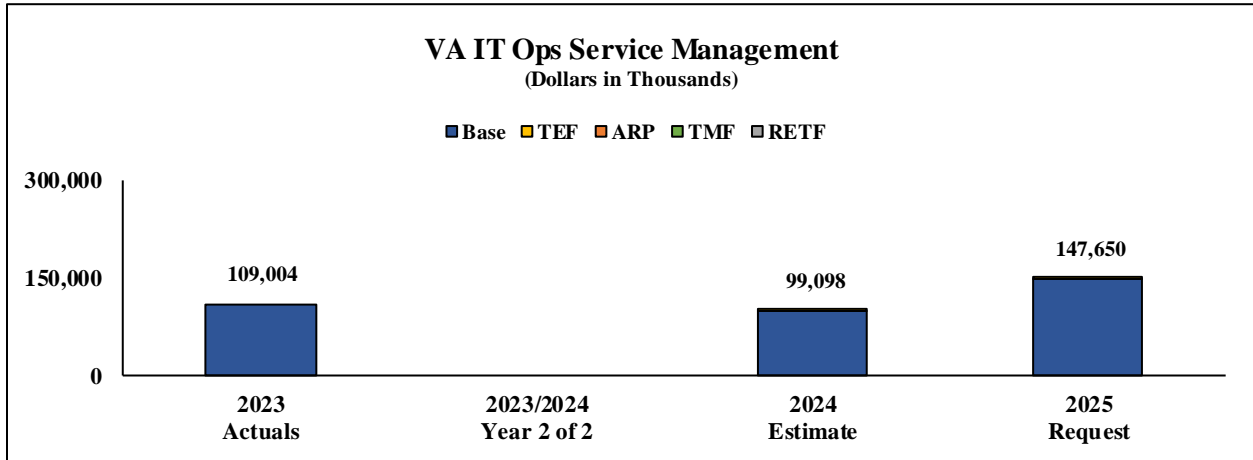
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project supports all emergent requirements to repair/replace inoperative equipment VA Enterprise-wide. In addition, it ensures needed support is provided for VTC to connect Veterans to service providers and Enterprise Contact Center which works closely multiple initiatives to ensure crucial command and control operations function seamlessly (i.e., White House Command Center (WCC), Integrated Operations Center (IOC) and Continuity of Operations (COOP)).

The 2025 Budget supports:

- VA to capitalize on cutting-edge technology solutions and state-of-the-art cybersecurity tools to optimize the delivery of care and services to Veterans, reduce costs to the Department and ensure IT systems and Veterans' and other beneficiaries' data are accessible, secure, and resilient.
- Hardware maintenance and support to ensure the systems continue to operate.
- Getting replacement parts deployed to our network locations around the country.

VA IT Ops Service Management Investment \$147.7M (+\$48.6M, +49.0%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	109,004	-	98,709	147,309	48,600	49.2%
TEF	-	-	389	341	(48)	-12.2%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	109,004	-	99,098	147,650	48,553	49.0%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Service Management investment enables VA teams to support our nation's Veterans by maturing IT service management governance, delivering scalable enterprise services, and ensuring high reliability and availability of tools supporting VA users and Veterans. This investment is primarily focused on ServiceNow.

The 2025 Budget of \$147.7 million for the VA IT Ops Service Management investment supports ServiceNow. ServiceNow is a single, unified platform with a shared data model. ServiceNow is a SaaS and PaaS with strong origins in IT Service Management and is anchored to the IT Infrastructure Library (ITIL) framework. ServiceNow data resides in a FedRAMP approved Cloud environment. ServiceNow empowers organizations to automate business workflow processes and connects various data sources on a single data model. Many common non-IT business functions, such as Human Resources and Finance, are available as licensable modules. Configuration of the environment is possible and allows each organization to leverage the platform in multiple ways that save time, improve work, and provide insight into operations. ITIL framework capabilities are embedded in SaaS capabilities, to include Incident, Problem, Change, Release, Service Request, Service Level Management and Reporting, Integrated Configuration Management Database (CMDB)/ Asset Management, Knowledge Management, ITBM, ITOM.

The roadmap ahead for the investment is to continue to mature as a service management platform, manage demands and appetite for the system, offer a viable platform, manage ServiceNow

according to the current roadmap, and assess new functionality requested by stakeholders. The investment is moving to adopt new technology such as data lake, which will provide versatility and better response times on the platform, as we offload data to an offline data source which can be easily mined and queried by users.

The VA IT Ops Service Management investment includes the following projects:

Table 1. VA IT Ops Service Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Service Management	101,894	-	89,421	122,506	33,085	37.0%
Operations Triage Group	7,110	-	9,288	8,000	(1,288)	-13.9%
Staffing & Administration	-	-	389	17,144	16,755	4307.2%
Total	109,004	-	99,098	147,650	48,553	49.0%

Notes: Staffing & Administration includes Base and TEF.

IT Service Management \$122.5 million (+\$33.1 million, +37.0%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Service Management	101,894	-	89,421	122,506	33,085	37.0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project provides the ongoing operations and maintenance of the ECC mission. ECC can continue to identify application, system, and device problems and act prior to end-users and/or Veterans being impacted. End users and Veterans attempting to perform online actions will be able to use the Veteran facing and/or business application as designed with fewer errors and less downtime.

The 2025 Budget supports:

- End-to-end operational performance monitoring for the VA enterprise, including monitoring of more than 150 critical or high systems supporting all VA Administrations.
- Response to more than 4.5 million events per year to resolve incidents, preventing and minimizing service disruptions proactively and expeditiously to VA staff reliant upon IT systems to provide services to Veterans.
- Support for the enterprise DR and emergency preparedness asset deployment and expertise during natural disasters such as extreme weather events. Enterprise Command Center aligns with Incident and Emergency Management (IEM) and Service Quality and Support (SQS).
- Shorter outages for applications reducing downtime for employees and will have a direct impact to Veterans.

Operations Triage Group \$8.0 million (-\$1.3 million, -13.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Operations Triage Group (OTG)	7,110	-	9,288	8,000	(1,288)	-13.9%

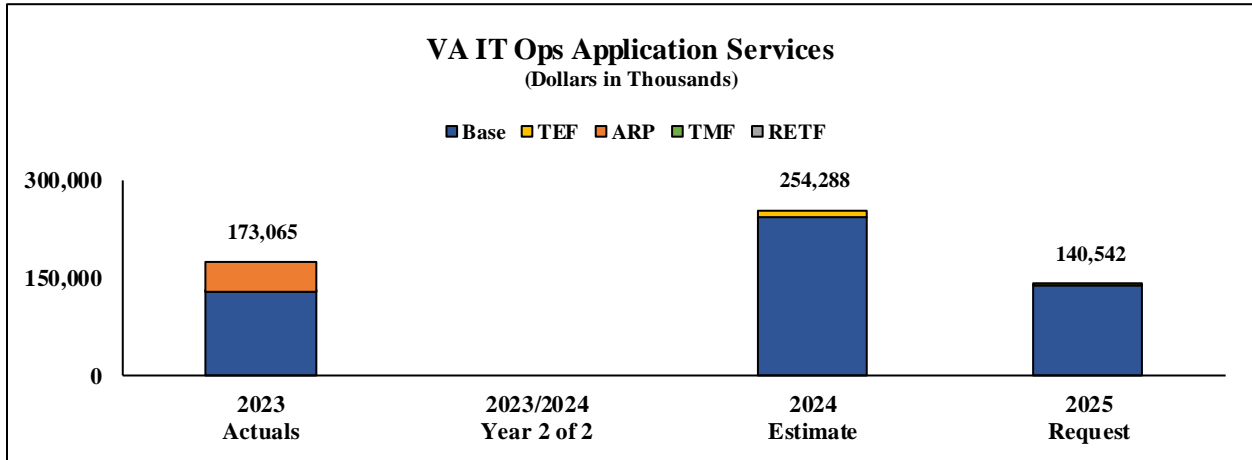
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Operations Triage Group's (OTG) core objective is ensuring VA system availability and reliability for end users. OTG includes high level Site Reliability Engineering (SRE) contractors that provide technical support and quick resolution to increase VA IT system availability and reliability.

The 2025 Budget supports:

- OTG to provide direct impact to Time-to-repair.
- OTG Site Reliability Engineers to provide feedback leading to timely incident closure and users returning to stable operations.
- The reduction in downtime due to incidents returns time to clinical and non-clinical users, increasing productivity and efficiency.
- OTG to provide broad engineering excellence to improve overall system performance and resiliency.
- OTG to provide problem management and root-cause analysis support, resulting in improved system reliability generating greater/expected user productivity and Veteran access to benefits and health care support.

VA IT Ops Application Services Investment \$140.5M (-\$113.7M, -44.7%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	129,117	-	244,217	138,055	(106,162)	-43.5%
TEF	306	-	10,071	2,486	(7,584)	-75.3%
ARP	43,642	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	173,065	-	254,288	140,542	(113,747)	-44.7%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Application Services investment provides ongoing IT operations and maintenance for infrastructure applications that support and sustain processes and technology resources that protect mission critical networks, systems, and applications throughout the enterprise.

The 2025 Budget of \$140.5 million for this investment is needed to provide ongoing IT operations and maintenance for infrastructure applications that support and sustain processes and technology resources that protect mission critical networks, systems, and applications throughout the enterprise. Work performed in the areas of Consolidated Mail Outpatient Pharmacy (CMOP), cybersecurity management, and support systems are aligned under this investment. Specific activities supported by this investment include active directory, licensing and maintenance of cybersecurity tools and appliances, identity and access management, and public key infrastructure.

The investment supports the CMOP IT infrastructure required for the processing of over 500,000 prescriptions per day in support of the Nations Veterans and Indian Health Services. The CMOP provides prescription order translation and assignment to the seven outlying factor pharmacies geographically located to support mail order efficiencies to all areas of the United States. The CMOP production workforce ensures operational stability of highly mechanized robotic bottling systems to provide verification, validation, and expeditious fulfillment of prescriptions providing an enormous saving to the VA while at the same time ensuring a quality pharmaceutical product to customers.

This investment implements and sustains several key technical, management and operational security controls and supporting processes that protect mission critical networks, systems, and applications throughout the enterprise. Key functions include security threat visibility and incident response, continuous monitoring, oversight of patch and vulnerability management, endpoint security, monitoring of elevated privileges, and general support for independent audits.

The VA IT Ops Application Services investment includes the following projects:

Table 1. VA IT Ops Application Services Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Application Delivery Infrastructure	-	-	-	65,022	65,022	N/A
OSS Software Maintenance	14,837	-	10,436	10,436	-	0%
IO Support	-	-	20,382	5,383	(14,998)	-73.6%
IO Hardware Maintenance	-	-	14,303	1,873	(12,430)	-86.9%
IO Software Maintenance	-	-	-	678	678	
OSS Hardware Maintenance	-	-	76,519	-	(76,519)	-100.0%
Corporate Enterprise Support	97,089	-	75,564	-	(75,564)	-100.0%
Benefits Enterprise Support	6,951	-	-	-	-	-
SPM Support	3,695	-	-	-	-	-
Enterprise IT Infrastructure	3,544	-	-	-	-	-
Staffing & Administration	46,949	-	57,084	57,149	65	0.1%
Total	173,065	-	254,288	140,542	(113,747)	-44.7%

Notes: Staffing & Administration includes Base and TEF.

Application Delivery Infrastructure \$65.0 million (+\$65.0 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Application Delivery Infrastructure	-	-	-	65,022	65,022	

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The Application Delivery Infrastructure project includes VAPO. This is a VA developed cloud solution. The system provides a faster, more secure way to move core business applications to any cloud through Enterprise-ready containerized software solutions using innovating technologies. It is part of Infrastructure Operations modernization plan.

The 2025 Budget supports:

- Better cross-platform compatibility and interoperability across VA no-code/low-code solutions, additional functionalities that will result in greater processing speed, and improved performance.
- Leveraging the VAEC and other cloud-based solutions that enables VA to move away from a hardware acquisition, opting for more self-sufficient solutions increases efficiency, reliability and is overall more economic.

Office of Strategic Sourcing (OSS) Software Maintenance \$10.4 million

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
OSS Software Maintenance	14,837	-	10,436	10,436	-	0%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The OSS Software Maintenance project supports the Red Hat Enterprise software subscription which is necessary to ensure VA Handbook 6500 compliance. An unlimited enterprise Micro Focus Reflection software solution is used to protect data in transit for the Host Integration and Emulation Program. Red Hat software allows protection of patient medical records and personally identifiable information against theft.

The 2025 Budget supports:

- This software to cover the full spectrum of host access to a myriad of VA server platforms in one package.
- VA application programmers to work with an established baseline of Application Programming Interfaces (APIs) from which to write interdependent applications such as Computerized Patient Record System, and other VA in-house applications.
- Micro Focus Reflection software solution to protect data in transit for the Host Integration and Emulation Program.

Infrastructure Operations Support \$5.4 million (-\$15.0 million, -73.6%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Infrastructure Operations Support	-	-	20,382	5,383	(14,998)	-73.6%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Infrastructure Operations Support project allows for more efficient business practices, secure data environments, privilege access control, data monitoring, and other cost associated with supporting flagship business and core IT infrastructure. Monitoring tools supported by this project minimize incidents and downtime, which benefits Veterans in the timeliness of their claims and care.

The 2025 Budget supports:

- IT support contracts work to minimize vulnerability and reduce impacts of attack.
- Lowering downtime and improving the timeliness of incident response.
- Operations and maintenance support; and contract staff working towards achieving redundancy, reliability, and resiliency.

Infrastructure Operations (IO) Hardware Maintenance \$1.9 million (-\$12.4 million, -86.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IO Hardware Maintenance	-	-	14,303	1,873	(12,430)	-86.9%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The IO Hardware Maintenance project supports Active Directory, VistA Imaging, NetApp, data centers, networks, servers, storage, peripheral devices, maintenance (scheduled, preventive, and/or performance), warranties, and support contracts; as well as other hardware expenses required for VA Enterprise operations. This project also provides emergent requirements to replace broken equipment and to facilitate the timely restoral of IT operational systems.

The 2025 Budget supports:

- OIT to maintain the integrity of VA’s infrastructure.
- Authentication capabilities for privileged access that plays a critical role in the security of VA networks.
- Maintenance including scheduled, preventive, and/or performance decreases the chance of work-stoppage due to system failures.

Infrastructure Operations (IO) Software Maintenance \$0.7 million (\$0.7 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IO Software Maintenance	-	-	-	678	678	N/A

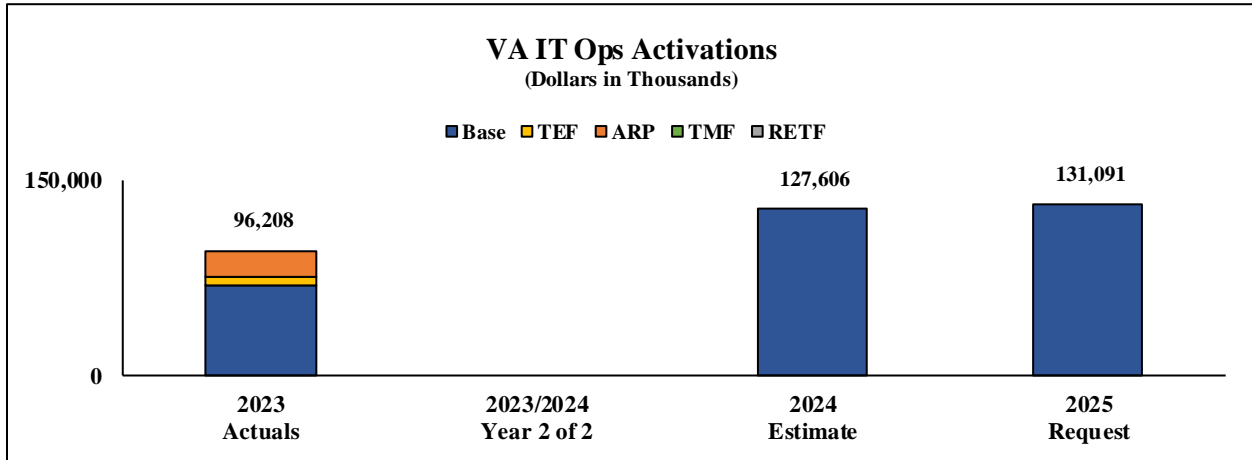
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The IO Software Maintenance project provides critical funding for ongoing IT operations in support of over 300 applications across all VA Administrations. VA software licensing and maintenance allows for more efficient business practices, secure data environments, privilege access control, data monitoring, and other cost associated with licensing and maintaining software in the Enterprise.

The 2025 Budget supports:

- VA migration to consumption model to enhance Veteran's services, as well, as, licensing and cloud (internal/external) services.
- VA's software security and identity to enhance the PIV and personal data of Veteran's interaction and overall experience.
- Software licenses to maintain operations and monitoring while increasing the efficiency and effectiveness of business processes and administrative.
- Eliminating redundancy and the delay in timeliness of task which imposes the requirement of the Paperwork Reduction Act of 1980.

VA IT Ops Activations Investment \$131.1M (+\$3.5M, +2.7%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	69,721	-	127,606	131,091	3,485	2.7%
TEF	6,311	-	-	-	-	-
ARP	20,176	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	96,208	-	127,606	131,091	3,485	2.7%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Activations investment supports VA-wide operational requirements for new user equipment and provisioning of activation funding of IT equipment and expenses required to open newly built or leased space; expansions/modifications related to facility projects; and leasing activity. The Activations investment is centered on enhancing the operational infrastructure of the VA, focusing particularly on the provision of new user equipment and the associated costs of activating IT equipment for newly established or leased VA facilities. This strategic investment is crucial for supporting both the VA's expansion efforts and the modernization of its facilities, which are essential for delivering high-quality care and services to Veterans.

The 2025 Budget of \$131.1 million for the VA IT Ops Activations investment is needed to ensure that Veterans have access to the latest technological advancements in healthcare and service delivery, thereby increasing the value of the services provided to the public. By investing in new user equipment and IT infrastructure, the VA demonstrates a commitment to staying at the forefront of technology, which is vital for enhancing the efficiency, security, and effectiveness of Veterans' care.

This investment supports a range of programs and projects, such as the modernization of electronic health records, telehealth services, and the expansion of digital services for Veterans. By covering the costs associated with the activation of IT equipment, the investment directly supports the operational readiness of new and renovated facilities, ensuring that they are equipped to meet the

needs of Veterans from day one. Furthermore, this includes the maintenance and upgrade of existing IT systems, which is critical for the uninterrupted delivery of services.

The VA IT Ops Activations investment includes the following project:

Table 1. VA IT Ops Activations Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Activations	85,275	-	112,288	118,900	6,612	5.9%
Staffing & Administration	10,934	-	15,318	12,191	(3,127)	-20.4%
Total	96,208	-	127,606	131,091	3,485	2.7%

Notes: Staffing & Administration includes Base and TEF.

Activations \$118.9 million (+\$6.6 million, +5.9%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Activations	85,275	-	112,288	118,900	6,612	5.9%

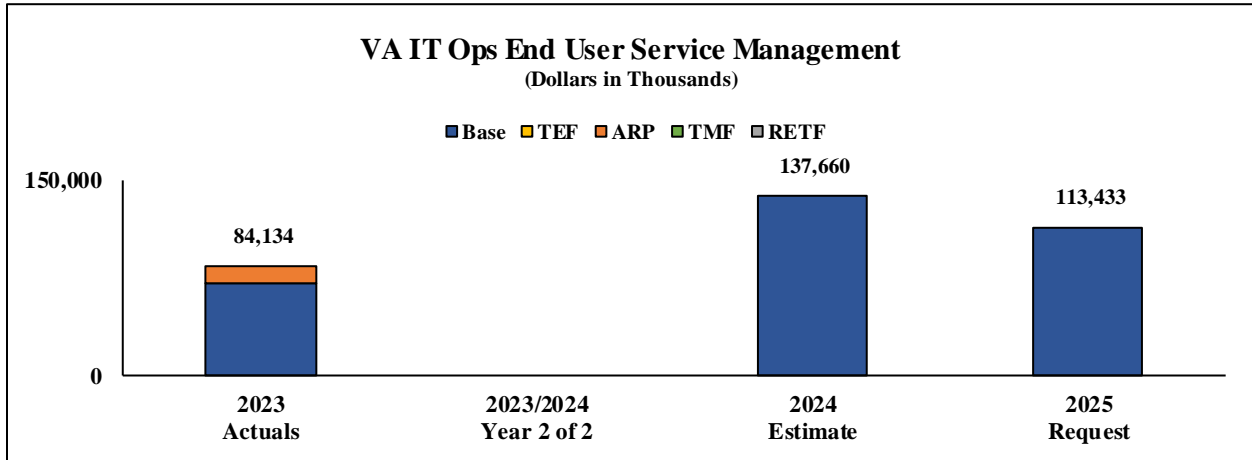
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

Activations is a mature Major Program Initiative (MPI) that supports well understood operational requirements of the entire VA. This program supports the provision of IT equipment required to open newly built or leased space; the IT equipment and software required for newly hired staff/contractors to perform their business essential function; changes to IT equipment form factors required by staff/contractors to perform their business essential functions (EX: from desktop to laptop to tablet).

The 2025 Budget supports:

- The accommodation of unanticipated IT equipment requirements arising from changes in business practices, or patterns of business activity during the current budget year.
- The completion of Major/Minor Construction, Non-Recurring Maintenance, Station Level Projects, Community Based Outpatient Clinics (CBOC)-New or Expansion, Vet Centers-New or Expansion, National Mandated Programs-New, and leased Space-New or Expansion.
- All VA employees, in every space, to have seamless access to the technology and resources they require to effectively deliver benefits and care to Veterans and their families.

VA IT Ops End User Service Management Investment \$113.4M (-\$24.2M, -17.6%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	71,315	-	137,660	113,433	(24,227)	-17.6%
TEF	-	-	-	-	-	-
ARP	12,818	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	84,134	-	137,660	113,433	(24,227)	-17.6%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops End User Service Management investment supports ongoing IT operations and maintenance through Enterprise Command Center operations and performance monitoring 24x7 across the VA enterprise as well as incident response and business continuity management in service to VA users and Veterans. This investment funds the operation of VA’s Enterprise Command Center (ECC) which provides 24/7/365 operations and performance monitoring services across the VA enterprise and conducts disaster relief and DR, devolution, and business continuity operations. The Command Center operations are tightly integrated with the Enterprise Service Desk, Problem Management, Business Management Office, and Major Incident Management in support of VA’s health, benefits, and internment service delivery.

The 2025 Budget of \$113.4 million for the VA IT Ops End User Service Management investment is needed for the Enterprise Command Center to provide full stack performance monitoring for the VA enterprise, including 24/7/365 monitoring of the VA’s 100 most critical systems, spanning all VA Administrations. The Command Center responds to more than 4.5 million events per year for over 600 instrumented services by addressing indicators of service degradation and disruption, and preventing and minimizing service disruptions proactively and expeditiously to ensure VA staff reliant upon IT systems can provide continual service delivery to the nation’s Veterans.

The VA IT Ops End User Service Management investment includes the following projects:

Table 1. VA IT Ops End User Service Management Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Service Management	14,845	-	58,286	77,100	18,814	32.3%
Enterprise SLA	-	-	-	458	458	-
Staffing & Administration	69,289	-	79,374	35,875	(43,499)	-54.8%
Total	84,134	-	137,660	113,433	(24,227)	-17.6%

Notes: Staffing & Administration includes Base and TEF.

IT Service Management \$77.1 million (+\$18.8 million, +32.3%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
IT Service Management	14,845	-	58,286	77,100	18,814	32.3%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The IT Service Management project increases efficiency across the VA by streamlining operations and automating service requests. Platforms in this project supports the Enterprise Command Center (ECC) and VA Service Catalog. Maintaining these platforms, specifically ServiceNow, is critical in delivering timely access to claims and services for Veterans. ECC provides 24/7 eyes-on-glass watch operations and end-to-end monitoring solutions and services to increase availability for business partners and improve the experience for Veterans. The platforms in this project support the Enterprise Command Center and VA Service Catalog. Maintaining these platforms, specifically ServiceNow, is critical in delivering timely access to claims and services for Veterans.

The 2025 Budget supports:

- Major Incident Management (MIM) to provide 24/7/365 operations and communications support to effectively manage the lifecycle of Major Incidents, restoring IT service(s).
- MIM to establish a well-coordinated response process that includes calculated communications required to accelerate incident resolution and minimize business impacts.
- OEM team to provide an enhanced ability to respond during emergencies, contingency operations, and major outages.
- The team to provide emergency communications solutions, Contingency Planning Subject Matter Expert (SME)/Testing, Continuity of Operations support, and Situational Awareness to OIT Senior Leadership through the VA Integrated Operations Center.

Enterprise Service Level Agreement (SLA) \$0.5 million (+\$0.5 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise Service Level Agreement (SLA)	-	-	-	458	458	N/A

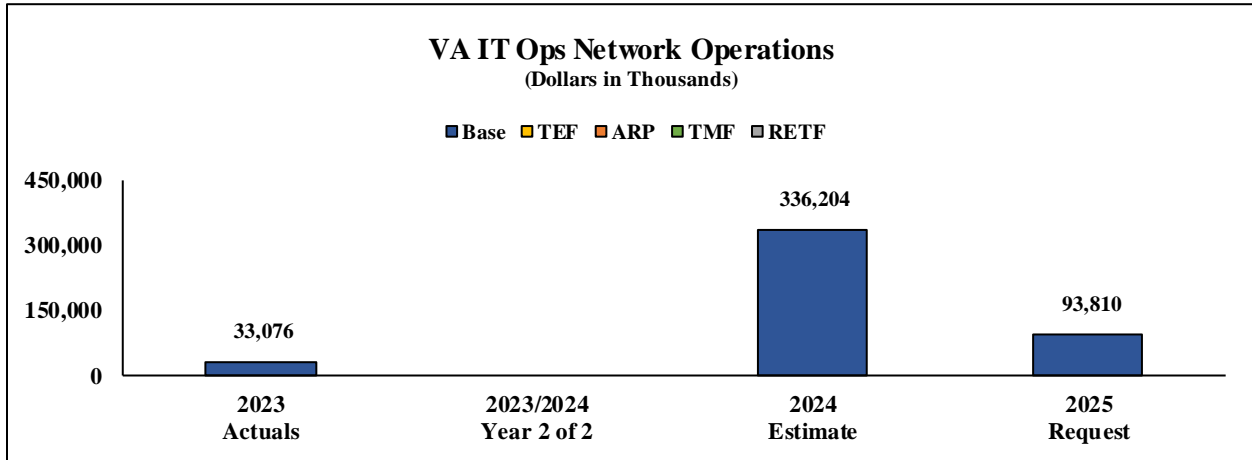
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project will continue to provide the ongoing operations and maintenance of critical applications. It allows VA to continue to use and upgrade the National Data Center Program, Endpoint Security, SharePoint for the Government Community Cloud, as well as others.

The 2025 Budget supports:

- Enterprise SLA to provide Veterans with added confidence in knowing that VA is taking comprehensive security measures to protect their protected information.
- VA to have detailed agreements which formalize service expectations while avoiding the burden of a formal contract.
- Improvements to security measures and provide modern solutions for virtual desktops and applications.

VA IT Ops Network Operations Investment \$93.8M (-\$242.4M, -72.1%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	33,076	-	336,204	93,810	(242,394)	-72.1%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	33,076	-	336,204	93,810	(242,394)	-72.1%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Network Operations investment provides ongoing IT operations and maintenance for network operations, monitoring, and compliance in support of enterprise capabilities and delivery of services to VA users and Veterans.

The 2025 Budget of \$93.8 million for the VA IT Ops Network Operations investment is focused on enabling enterprise collaboration and connecting Veterans to VA by providing secure voice, video, data, and messaging services. It contains two programs, Solutions Delivery (SD) and Infrastructure Operations. SD provides secure voice, video, data, and messaging services, which connects Veterans with VA. The SD program contains three projects: CCS Software Maintenance, Network Services, and Unified communications. CCS Software Maintenance supports software license for queue management and caller ID for Contact/Call Centers. Network Services supports the NOC hardware and software maintenance requirements, in addition to contractor support. This program supports VA Trusted Internet Connection (TIC) Gateways, which scans and monitors all inbound and outbound data traffic in order to maintain a secure and responsive enterprise level network. Unified Communications, provides engineering and administrative contractor support. The second program, IO supports franchise funded Enterprise SLA for enterprise level data center, desktop, and cyber security support.

The VA IT Ops Network Operations investment includes the following projects:

Table 1. VA IT Ops Network Operations Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Network Services	31,461	-	330,986	36,075	(294,911)	-89.1%
Enterprise SLA	-	-	-	16,599	16,599	N/A
CCS Software Maintenance	-	-	-	2,163	2,163	N/A
Unified Communications	-	-	3,056	78	(2,978)	-97.4%
Staffing & Administration	1,615	-	2,162	38,895	36,733	1699.0%
Total	33,076	-	336,204	93,810	(242,394)	-72.1%

Notes: Staffing & Administration includes Base and TEF.

Network Services \$36.1 million (-\$294.9 million, -89.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Network Services	31,461	-	330,986	36,075	(294,911)	-89.1%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project includes service for: VA Enterprise WAN, VA private Cloud Access Points (CAP), remote access (telework, telehealth, etc.), modern voice Session Initiation Protocol (SIP), legacy voice services - plain old telephony services (POTS), Local Exchange Carrier (LEC)/voice charges, long distance, mobility voice and data plans and devices, satellite services for very small aperture terminals (VSATs), videoconferencing, and telehealth.

The 2025 Budget supports:

- Maximum performance of networked systems, trust that systems can be accessed and maintains a secure physical and cloud environment for employee and Veteran data.
- Development of VA’s capacity to handle converged data, voice, and video consistent with the requirements of its three bureaus/administrations and central staff.
- VA Network modernization and redundancy initiatives, uninterrupted use of the EMDS contract for mobile devices, EIS primary and secondary carriers for data, and voice and video services.

Enterprise Service Level Agreement (SLA) \$16.6 million (+\$16.6 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Enterprise Service Level Agreement (SLA)	-	-	-	16,599	16,599	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project will continue provide the ongoing operations and maintenance of critical applications. It allows VA to continue to use and upgrade the National Data Center Program, Endpoint Security, and SharePoint for the Government Community Cloud.

The 2025 Budget supports:

- Improvement security measures to provide modern solutions for virtual desktops and applications.
- VA to take comprehensive security measures to protect Veterans protected information.
- VA to continue to use and upgrade the National Data Center Program, Endpoint Security, SharePoint for the Government Community Cloud, as well as others.

Connectivity & Collaborations Service (CCS) Software Maintenance \$2.2 million (+\$2.2 million)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
CCS Software Maintenance	-	-	-	2,163	2,163	N/A

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The software covered under this project allows OIT to anticipate equipment upgrades, quick troubleshoot and remediate broken equipment and allows secure connections to both ingoing and outgoing traffic on both the intranet and internet.

The 2025 Budget supports:

- OIT to continue to maintain sustainment of network software licenses.
- Consultation and ease of telecommunication to internal and external staff, providers, and Veterans.
- More efficient business practices and paperless documentation to support the advancement of patient / provider access.
- Efforts for enterprise infrastructure to support voice, video and collaboration technologies, Network Platforms to support mobile units and remote locations.

Unified Communications \$0.1 million (-\$3.0 million, -97.4%)

Project	2023	2023/2024	2024	2025	2024-2025	2024-2025
(Dollars in Thousands)	Actuals	Year 2 of 2	Estimate	Request	Delta	%
Unified Communications	-	-	3,056	78	(2,978)	-97.4%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

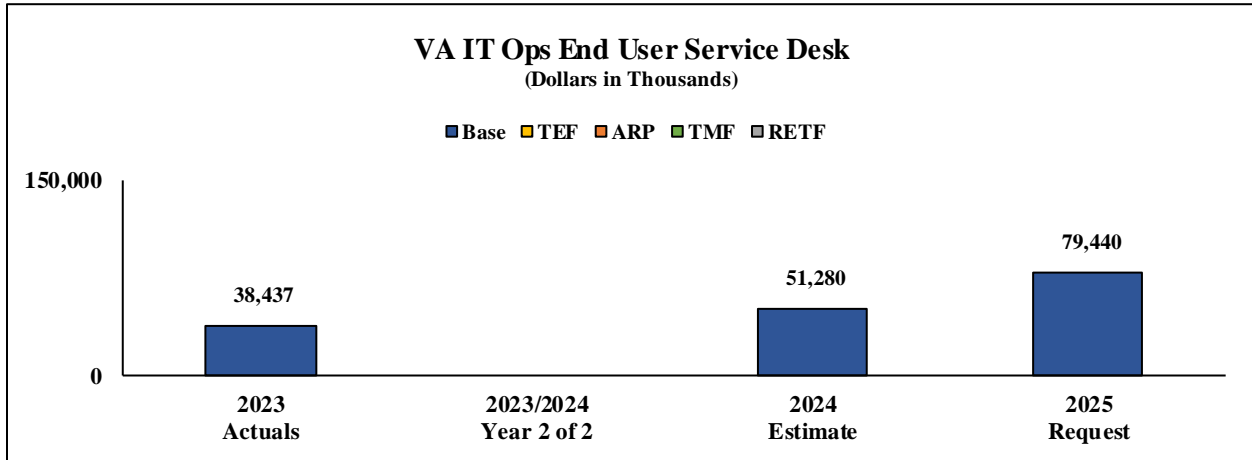
This project delivers state of the art video, interactive voice, and data services, making all services continually available to our Veterans. These efforts are captured through the Enterprise Contact Center Call Security & Trust contact, AudioCodes Session Border Controller (SBC), Enterprise Cloud Contact Center, National Maintenance Contract for On-Site Support and Business Office support.

The 2025 Budget supports:

- Automated Call Center Responses, Help Desk support, Audio Coding support, and National maintenance support and Business Office support.

- VSAT and First Responder Units required to deliver private dedicated Enterprise SatCom services agency-wide to ensure that clinical mobile Vet centers and pharmacies.
- VA to connect Veterans to VA services through end-to-end accountability for omni-channel collaboration technologies.

VA IT Ops End User Service Desk Investment \$79.4M (+\$28.2M, +54.9%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	38,437	-	51,280	79,440	28,160	54.9%
TEF	-	-	-	-	-	-
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	38,437	-	51,280	79,440	28,160	54.9%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops End User Service Desk investment supports ongoing IT operations and maintenance through Enterprise Service Desk support for all VA employees. Support provides a single point of contact for requesting IT services and reporting IT incidents and outages as well as providing critical monitoring 24x7 to ensure continual operations for VA and Veterans.

The 2025 Budget of \$79.4 million for the VA IT Ops End User Service Desk investment supports the Enterprise Service Desk (ESD) to provide single point of contact services for IT support of all VA applications, hardware, software, data, and services. The Service Desk is responsible for the end-to-end ticket management for all approved VA technologies and works across all OIT organizational entities and third-party IT service providers to ensure VA employees and VA designated third parties are not impeded or prevented from conducting daily business operations due to IT issues. The Enterprise Service Desk receives more than 3.2 million phone calls annually and processes more than 5.6 million tickets to enable or restore IT capabilities for VA staff across all VA Administrations. The ESD aligns to the OIT IT Imperatives/Goals including Exceptional Customer Experience, IT Modernization, IT Workforce Transformation, and Seamless and Secure Interoperability.

The ESD’s Managed Services Contract funds the operation of VA’s Tier 1 Service Desk which provides centralized 24/7/365 help desk support to all VA employees and contractors, acting as the single point of contact for requesting IT services and reporting IT incidents and outages for all

VA applications, hardware, software, data, and services. Every day the Enterprise Service Desk supports over half a million VA end users to provide health, benefits, and internment services by resolving or preventing.

The VA IT Ops End User Service Desk investment includes the following project:

Table 1. VA IT Ops End User Service Desk Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Service Desk	38,437	-	51,280	65,160	13,880	27.1%
Staffing & Administration	-	-	-	14,280	14,280	N/A
Total	38,437	-	51,280	79,440	28,160	54.9%

Notes: Staffing & Administration includes Base and TEF.

Service Desk \$65.2 million (+\$13.9 million, +27.1%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Service Desk	38,437	-	51,280	65,160	13,880	27.1%

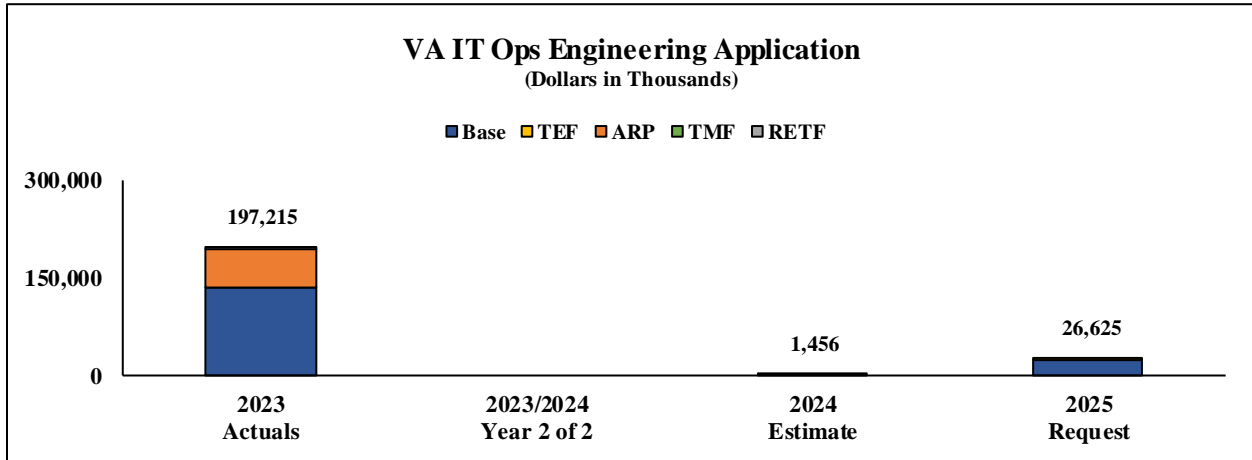
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

The ESD is a centralized 24/7/365 help desk support to all VA that can restore IT capabilities for VA staff across all Administrations. ESD services are provided through a managed services contract that provides single point of contact services for IT support of all VA applications, hardware, software, data, and services. The ESD is also responsible for the end-to-end ticket management for all approved VA technologies and works across all IT organizational entities and third-party IT service providers to ensure VA employees, and VA designated third parties are not impeded or prevented from conducting daily business operations due to IT issues with VA applications, hardware, software, or networks.

The 2025 Budget supports:

- All VA end users to have the requisite support needed when encountering issues related to VA applications, hardware, software, or data networks.
- A single point of contact for reporting incidents or requesting IT services for the VA Enterprise.
- VA to support the volume of more than 3.2 million phone calls annually.
- VA to process more than 5.6 million tickets to enable or restore IT capabilities for VA staff across all Administrations to be able to support Veteran/beneficiary/family members are derived from the individual applications.

VA IT Ops Engineering Applications Investment \$26.6M (+\$25.2M, +1,729.2%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	135,391	-	1,456	23,086	21,631	1486.1%
TEF	-	-	-	3,538	3,538	N/A
ARP	59,119	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	2,705	-	-	-	-	-
Total	197,215	-	1,456	26,625	25,169	1729.2%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Engineering Applications investment provides ongoing IT operations and maintenance for infrastructure business software and tools supporting enterprise-wide IT engineering, connectivity, and collaboration for VA users and Veterans.

The 2025 Budget of \$26.6 million for the VA IT Ops Engineering Applications investment enables enterprise collaboration and connects Veterans to VA by providing secure voice, video, data, and messaging services. It contains the CCS program, which provides secure voice, video, data, and messaging services through multiple software applications, thus connecting Veterans and employees with VA Services. This program contains the CCS Software Maintenance project, which supports software licenses, subscriptions, and maintenance requirements for hundreds of services used by VA patients, providers, and support staff. These applications including call center support, to include the Veterans Crisis Line and claims processing. Telephony services, to include voice and video calls between Veterans and their provides and Employees. As well as Internet Gateway functions to ensure all incoming and outgoing enterprise level internet data traffic is secure. The licenses maintenance portion allow VA to ensure the latest security patches are in place surge licenses can be procured quickly and technical support is available to address any service disrupting issues.

The VA IT Ops Engineering Applications investment includes the following project:

Table 1. VA IT Ops Engineering Applications Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CCS Software Maintenance	134,304	-	-	9,041	9,041	N/A
Network Services	61,824	-	-	-	-	-
Staffing & Administration	1,087	-	1,456	17,584	16,128	1107.7%
Total	197,215	-	1,456	26,625	25,169	1728.6%

Notes: Staffing & Administration includes Base and TEF.

Connectivity & Collaborations Service (CCS) Software Maintenance \$9.0 million (+\$9.0 million)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
CCS Software Maintenance	134,304	-	-	9,041	9,041	N/A

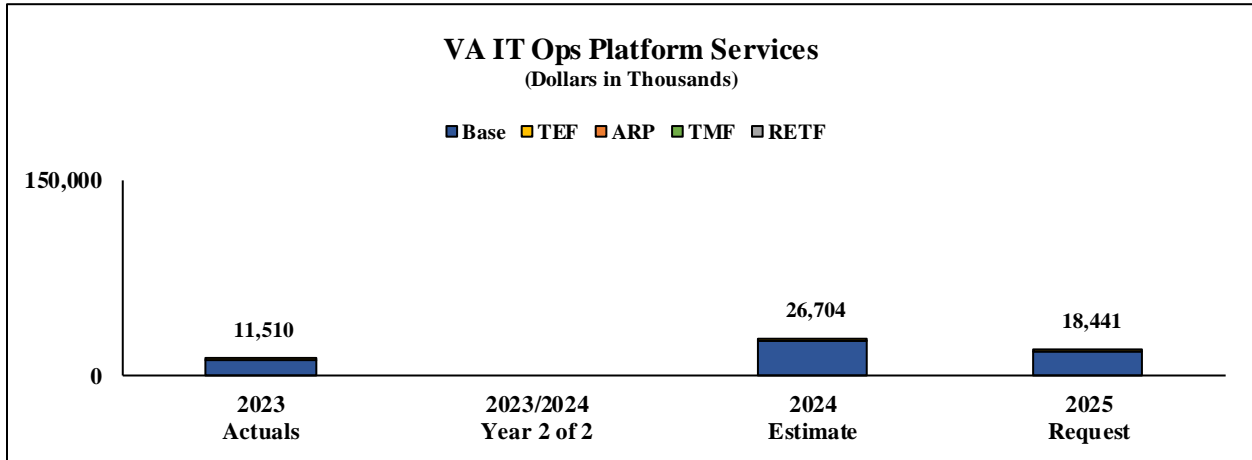
Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

This project includes all requires software licenses for VA level hardware to maintain updated security, operations and monitoring while increasing the efficiency and effectiveness of business processes and administrative while eliminating redundancy, the delay in timeliness of task and imposes the requirement of the Paperwork Reduction Act of 1980. VA migration to consumption model has enhanced Veteran's services, as well, as, licensing and cloud (internal/external) services may enhance the capability of applications to allow for more software compatibilities in the future.

The 2025 Budget supports:

- Software licenses maintenance is a major investment in the overall IT Infrastructure.
- Software licensing & applications for the use and interfacing of variety operating systems.
- Support of systems such as patient record access, security applications and cloud applications.
- Monitoring and maintenance of enterprise & local level equipment.

VA IT Ops Platform Services Investment \$18.4M (-\$8.3M, -30.9%)



Appropriation ¹ (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Base	11,357	-	26,627	18,355	(8,271)	-31.1%
TEF	153	-	78	85	8	9.7%
ARP	-	-	-	-	-	-
TMF	-	-	-	-	-	-
RETF	-	-	-	-	-	-
Total	11,510	-	26,704	18,441	(8,264)	-30.9%

Note: TEF = Toxic Exposures Fund; ARP = American Rescue Plan; TMF = Technology Modernization Fund; RETF = Recurring Expenses Transformation Fund

1/ Base and TEF include Staffing and Administrative Services

The VA IT Ops Platform Services investment provides ongoing IT operations and maintenance of platform capabilities that deliver IT services and technology resources to VA users and Veterans. The VA IT Ops Platform Services investment provides ongoing IT operations and maintenance of platform capabilities that deliver IT services and technology resources to VA users and Veterans.

The 2025 budget of \$18.4 million for the VA IT Ops Platform Services investment is needed to provide hosting solutions for enterprise platform services and establishes governance for the comprehensive support of IT enterprise platform hosting solutions. Additionally, the investment provides VA portfolios with a service catalog of items that will enable development security operations by creating enterprise platform services. Specific activities supported by the investment include:

VA Platform One, which delivers and manages an integrated platform solution with a focus on agility, automation, scale, and appropriate development autonomy. This solution is based on a containerization approach that provides a pathway for traditionally hosted applications to leverage cloud native services, auto scaling, and repeatable CI/CD processes.

Content Hosting and Delivery Solutions (CHDS), which is a centralized hub for a culture of content collaborative behaviors, processes, and relationships that are provided through solutions, content, delivery, business processes and knowledge sharing. CHDS has centralized SharePoint to

an online component of Microsoft 365 as a platform. Centralizing SharePoint environment has reduced lifecycle management and cost by eliminating the necessity to develop and maintain separate development and support models to a scalable SharePoint DevOps service. It also allows for the first time a truly centralized assistance, governance and knowledge sharing capable of increasing citizen development and business process improvement.

Platform System Security, which supports and focuses on maintaining the confidentiality, integrity, and availability of VA data within the investment, maintaining ATO for VAPO, Enterprise Logging Warehouse (ELW) and DocuSign.

Enterprise Logging Warehouse (ELW), which manages data log ingest and queries with the DevSecOps tool - Splunk. Data ingested into ELW includes SIEM data, device data, performance and/or application monitoring data that will be used for auditing, storage, and/or performance and application monitoring.

Stand Alone e-signature service, which provides a consolidated electronic solution for emailing and signing digital documents. The service can be used to streamline business processes that require Veterans/patients to sign paper-based forms. Stand Alone eSig service supports the collection of multiple data types, including signature, date, and application specific fields such as dates of birth, and the last four digits of Social Security Numbers.

The VA IT Ops Platform Services investment includes the following projects:

Table 1. VA IT Ops Platform Services Projects

Projects (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Infrastructure Operations Support	-	-	13,567	1,972	(11,595)	-85.5%
Infrastructure Operations (IO) Software Maintenance	-	-	-	1	1	N/A
Staffing & Administration	11,510	-	13,138	16,468	3,331	25.4%
Total	11,510	-	26,704	18,441	(8,264)	-30.9%

Notes: Staffing & Administration includes Base and TEF.

Infrastructure Operations Support \$2.0 million (-\$11.6 million, -85.5%)

Project (Dollars in Thousands)	2023 Actuals	2023/2024 Year 2 of 2	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Infrastructure Operations Support	-	-	13,567	1,972	(11,595)	-85.5%

Notes: 1. Project captures total budgetary resources. 2. Amounts include non-pay portion only.

IO Support projects supports and manages service contracts that underpin VA's fundamental IT capabilities such as: Enterprise Endpoint Protection-Anti-Virus/Firewall, Mobile Device Management, and Identity Access Management.

The 2025 Budget supports more efficient business practices, secure data environments, privilege access control, data monitoring.



*Information Technology Programs
Appendices*

Appendix A: Development Subaccount

Office of Information Technology Development Activities Highlights (Dollars in Thousands)							
	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
Obligations by Program Activities							
Clinical Enabling Capabilities	70,988	34,979	53,656	53,656	-	(53,656)	-100.0%
Health Business Services	10,969	2,726	14,694	14,694	-	(14,694)	-100.0%
Health Business Services - TEF	-	-	5,500	3,900	-	(3,900)	-100.0%
Benefits Services	11,154	3,690	16,000	16,000	-	(16,000)	-100.0%
Benefits Services – TEF	-	2,500	-	8,553	-	(8,553)	-100.0%
Veteran Experience Services	7,230	-	14,184	14,184	-	(14,184)	-100.0%
Veteran Experience Services - TEF	5,750	-	5,319	-	-	-	-
Care Coverage Capabilities	32,021	3	13,608	13,608	-	(13,608)	-100.0%
Clinical Care Capabilities	2,792	5,663	7,949	7,949	-	(7,949)	-100.0%
Clinical Care Capabilities - TEF	-	-	5,585	4,707	-	(4,707)	-100.0%
Corporate Services	-	2,143	3,000	3,000	960	(2,040)	-68.0%
Health IT Services	-	-	2,000	2,000	-	(2,000)	-100.0%
Patient Management Capabilities	-	-	559	559	-	(559)	-100.0%
Total Direct Obligations by Program Activities	140,903	51,704	142,054	142,810	960	(141,850)	-99.3%
Obligations by Funding Sources							
Appropriation	135,153	49,204	125,650	125,650	960	(124,690)	-99.2%
Toxic Exposures Fund	5,750	2,500	16,404	17,160	-	(17,160)	-100.0%
Total Direct Obligations by Funding Sources	140,903	51,704	142,054	142,810	960	(141,850)	-99.3%
Total Development Obligations	140,903	51,704	142,054	142,810	960	(141,850)	-99.3%

Note: Numbers may not add due to rounding.

1/ Year 2 of 2-Year Period of Availability

Appendix B: Congressional Report Summary

Office of Information Technology Congressional Report Summary (Dollars in Thousands)							
	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
DEVELOPMENT							
Clinical Enabling Capabilities	70,988	34,979	53,656	53,656	-	(53,656)	-100.0%
Health Business Services	10,969	2,726	14,694	14,694	-	(14,694)	-100.0%
Health Business Services - TEF	-	-	5,500	3,900	-	(3,900)	-100.0%
Benefits Services	11,154	3,690	16,000	16,000	-	(16,000)	-100.0%
Benefits Services - TEF	-	2,500	-	8,553	-	(8,553)	-100.0%
Veteran Experience Services	7,230	-	14,184	14,184	-	(14,184)	-100.0%
Veteran Experience Services - TEF	5,750	-	5,319	-	-	-	-
Care Coverage Capabilities	32,021	3	13,608	13,608	-	(13,608)	-100.0%
Clinical Care Capabilities	2,792	5,663	7,949	7,949	-	(7,949)	-100.0%
Clinical Care Capabilities - TEF	-	-	5,585	4,707	-	(4,707)	-100.0%
Corporate Services	-	2,143	3,000	3,000	960	(2,040)	-68.0%
Health IT Services	-	-	2,000	2,000	-	(2,000)	-100.0%
Patient Management Capabilities	-	-	559	559	-	(559)	-100.0%
Development Subtotal	140,903	51,704	142,054	142,810	960	(141,850)	-99.3%
SUSTAINMENT / O&M							
End User Experience	877,735	-	658,942	825,545	774,342	(51,203)	-6.2%
End User Experience - TEF	6,312	-	88,812	-	-	-	-
End User Experience - ARP 8002	108,735	-	-	-	-	-	-
Cyber Security	402,806	21,503	676,272	525,282	575,177	49,895	9.5%
Cyber Security - TEF	8,378	2,249	35,742	42,671	67,965	25,294	59.3%
Cyber Security - TMF	5,873	22	-	-	-	-	-
Cyber Security - ARP 8002	49,014	-	-	-	-	-	-
Infrastructure Operations	297,576	92,951	556,112	569,913	557,932	(11,981)	-2.1%
Infrastructure Operations - TEF	-	-	99,353	6,666	6,417	(249)	-3.7%
Infrastructure Operations - ARP 8002	12,818	-	-	-	-	-	-

Note: Numbers may not add due to rounding.

^{1/} Year 2 of 2-Year Period of Availability

Office of Information Technology
Congressional Report Summary
(Dollars in Thousands)

	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
SUSTAINMENT / O&M (continued)							
Product Development and Engineering	91,486	1,312	337,207	331,723	460,222	128,499	38.7%
Product Development and Engineering - TEF	41,697	20,593	76,831	71,789	52,625	(19,164)	-26.7%
Product Development and Engineering - ARP 8002	256,616	-	-	-	-	-	-
Solutions Delivery	561,846	-	589,646	699,388	456,392	(242,996)	-34.7%
Solutions Delivery - TEF	2,511	-	84,166	-	-	-	-
Solutions Delivery - ARP 8002	69,392	-	-	-	-	-	-
Health IT Services	438,585	-	539,476	381,457	414,436	32,979	8.6%
Health IT Services - TEF	18,921	1,594	21,160	77,134	88,142	11,008	14.3%
Health IT Services - ARP 8002	69,618	-	-	-	-	-	-
Clinical Enabling Capabilities	215,660	2,280	293,947	383,242	372,986	(10,256)	-2.7%
Clinical Enabling Capabilities - TEF	17,915	-	50,178	-	9,698	9,698	-
Clinical Enabling Capabilities - ARP 8002	32,594	-	-	-	-	-	-
OIT Operation Support Services	231,034	13,966	230,347	258,212	356,645	98,433	38.1%
OIT Operation Support Services - TEF	18,212	-	2,742	902	511	(391)	-43.3%
OIT Operation Support Services - ARP 8002	25,572	-	-	-	-	-	-
Corporate Services	258,417	932	277,018	289,050	154,936	(134,114)	-46.4%
Corporate Services - ARP 8002	35,843	-	-	-	-	-	-
Health Business Services	24,865	1,983	54,020	29,518	96,916	67,398	228.3%
Health Business Services - TEF	7,385	-	23,130	6,615	10,515	3,900	59.0%
Health Business Services - ARP 8002	15,085	-	-	-	-	-	-
Care Coverage Capabilities	73,848	-	73,887	87,154	90,286	3,132	3.6%
Care Coverage Capabilities - TEF	-	-	-	652	-	(652)	-100%
Care Coverage Capabilities - ARP 8002	1,175	-	-	-	-	-	-
Clinical Care Capabilities	31,671	4,214	42,211	79,677	52,946	(26,731)	-33.5%
Clinical Care Capabilities - TEF	-	-	-	-	4,707	4,707	-
Clinical Care Capabilities - ARP 8002	12,854	-	-	-	-	-	-

Note: Numbers may not add due to rounding.

^{1/} Year 2 of 2-Year Period of Availability

Office of Information Technology Congressional Report Summary (Dollars in Thousands)							
	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
SUSTAINMENT / O&M (continued)							
Benefits Services	230,062	13,859	138,485	72,325	52,252	(20,073)	-27.8%
Benefits Services - TEF	190,399	185,540	388,562	408,633	649,171	240,538	58.9%
Benefits Services - ARP 8002	2,689	-	-	-	-	-	-
Memorial Services	40,139	-	27,938	45,842	48,312	2,470	5.4%
Memorial Services - TEF	-	-	2,326	-	-	-	-
Veteran Experience Services	201,727	-	157,145	64,487	42,156	(22,331)	-34.6%
Veteran Experience Services - TEF	154,347	78,624	282,775	333,051	378,086	45,035	13.5%
Veteran Experience Services - TMF	-	-	-	12,064	-	(12,064)	-100.0%
Veteran Experience Services - ARP 8002	82,170	-	-	-	-	-	-
Patient Management Capabilities	11,124	-	15,720	25,558	20,512	(5,046)	-19.7%
Patient Management Capabilities - TEF	3,605	-	-	-	-	-	-
IT Innovation	-	-	-	-	18,027	18,027	-
Sustainment Subtotal	5,238,311	441,622	5,824,150	5,628,550	5,812,313	183,763	3.3%
TOTAL BUDGET AUTHORITY							
Development	135,153	49,204	125,650	125,650	960	(124,690)	-99.2%
Development - TEF	5,750	2,500	16,404	17,160	-	(17,160)	-100.0%
Sustainment/O&M	3,988,582	153,000	4,668,373	4,668,373	4,544,475	(123,897)	-2.7%
Sustainment/O&M - TEF	469,680	288,600	1,155,777	948,113	1,267,836	319,723	33.7%
Sustainment/O&M - ARP 8002	774,174	-	-	-	-	-	-
Sustainment/O&M - TMF	5,873	22	-	12,064	-	(12,064)	-100.0%
Staffing and Administration	1,449,336	44,827	1,606,977	1,606,977	1,686,245	79,628	4.9%
Staffing and Administration - TEF	2,553	9,971	70,819	12,475	27,164	14,689	117.7%
OEF/OIF Supplemental (P.L. 110-28)	189	1,872	-	-	-	-	-
Subtotal	6,831,290	549,996	7,644,000	7,390,812	7,526,680	135,869	1.8%
VACAA Section 801	-	1,029	-	-	-	-	-
Recurring Expenses Transformational Fund	8,197	36,507	-	-	-	-	-
Total	8,197	37,536	-	-	-	-	-

Note: Numbers may not add due to rounding. 1/ Year 2 of 2-Year Period of Availability

Congressional Report Summary

(Dollars in Thousands)

	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
TOTAL BUDGET AUTHORITY (continued)							
Reconciliation (SF-133) Report							
Reimbursable Obligations	174,450	-	-	-	-	-	-
Total	174,450	-	-	-	-	-	-
Grand Total	7,013,937	587,532	7,644,000	7,390,812	7,526,680	135,869	1.8%

Note: Numbers may not add due to rounding.

1/ Year 2 of 2-Year Period of Availability

Appendix C: Congressional Report Details

Congressional Report Details							
(Dollars in Thousands)							
	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
DEVELOPMENT DETAILS							
Clinical Enabling Capabilities	70,988	34,979	53,656	53,656	0	(53,656)	-100.0%
Health Delivery Support	9,674	1,129	23,599	23,599	0	(23,599)	-100.0%
Operational Support	45,626	31,416	23,137	23,137	0	(23,137)	-100.0%
Health Administration	15,688	2,434	6,920	6,920	0	(6,920)	-100.0%
Health Business Services	10,969	2,726	14,694	14,694	0	(14,694)	-100.0%
Common Health Care Specific Services	2,396	0	7,100	7,100	0	(7,100)	-100.0%
Common Health Care Workflows	8,573	2,726	7,594	7,594	0	(7,594)	-100.0%
Health Business Services - TEF	0	0	5,500	3,900	0	(3,900)	-100.0%
Common Health Care Specific Services	0	0	5,500	3,900	0	(3,900)	-100.0%
Benefits Services	11,154	3,690	16,000	16,000	0	(16,000)	-100.0%
Benefits Integration and Administration	5,505	0	0	0	0	0	-
Loan Guaranty	4,310	3,690	16,000	16,000	0	(16,000)	-100.0%
Education Veteran Readiness and Employment	1,339	0	0	0	0	0	-
Benefits Services - TEF	0	2,500	0	8,553	0	(8,553)	-100.0%
Loan Guaranty	0	2,500	0	8,553	0	(8,553)	-100.0%
Veteran Experience Services	7,230	0	14,184	14,184	0	(14,184)	-100.0%
Digital Experience	7,230	0	9,511	9,511	0	(9,511)	-100.0%
Customer Data Management Experience	0	0	4,673	4,673	0	(4,673)	-100.0%
Veteran Experience Services - TEF	5,750	0	5,319	0	0	0	-
Digital Experience	0	0	5,319	0	0	0	-
Eligibility and Enrollment Experience	3,750	0	0	0	0	0	-
Contact Center Experience	2,000	0	0	0	0	0	-
Care Coverage Capabilities	32,021	3	13,608	13,608	0	(13,608)	-100.0%
Care Coverage Services	32,021	3	13,608	13,608	0	(13,608)	-100.0%

Note: Numbers may not add due to rounding.

^{1/} Year 2 of 2-Year Period of Availability

Office of Information Technology
Congressional Report Details
(Dollars in Thousands)

	2023 Actuals	2023/2024 2-year ^{1/}	2024 Request	2024 Estimate	2025 Request	Delta 2024-2025	
						\$	%
DEVELOPMENT DETAIL (continued)							
Clinical Care Capabilities	2,792	5,663	7,949	7,949	0	(7,949)	-100.0%
Clinical Care Services	2,792	5,663	7,949	7,949	0	(7,949)	-100.0%
Clinical Care Capabilities - TEF	0	0	5,585	4,707	0	(4,707)	-100.0%
Clinical Care Services	0	0	5,585	4,707	0	(4,707)	-100.0%
Corporate Services	0	2,143	3,000	3,000	960	(2,040)	-68.0%
Management Information Systems	0	0	0	0	960	960	-
Financial Management Services	0	0	3,000	3,000	0	(3,000)	-100.0%
Human Resources	0	2,143	0	0	0	0	-
Health IT Services	0	0	2,000	2,000	0	(2,000)	-100.0%
Enterprise IT Infrastructure	0	0	2,000	2,000	0	(2,000)	-100.0%
Patient Management Capabilities	0	0	559	559	0	(559)	-100.0%
Patient Management Services	0	0	559	559	0	(559)	-100.0%
Total	140,903	51,704	142,054	142,810	960	(141,850)	-99.3%

Note: Numbers may not add due to rounding.
^{1/} Year 2 of 2-Year Period of Availability

Appendix D: Operations and Maintenance Subaccount

Office of Information Technology Operations and Maintenance Subaccount (Dollars in Thousands)						
	2023	2023/2024	2024	2024	2025	Delta 2024-2025
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$ %
OPERATIONS AND MAINTENANCE HIGHLIGHTS						
Obligations by Program Activities						
End User Experience	877,735	-	655,279	821,882	770,679	(51,203) -6.2%
End User Experience - TEF	6,312	-	88,812	-	-	- -
End User Experience - ARP 8002	108,735	-	-	-	-	- -
Cyber Security	402,806	21,503	676,272	525,282	575,177	49,895 9.5%
Cyber Security - TEF	8,378	2,249	35,742	42,671	67,965	25,294 59.3%
Cyber Security - TMF	5,873	22	-	-	-	- -
Cyber Security - ARP 8002	49,014	-	-	-	-	- -
Infrastructure Operations	297,576	92,951	556,112	569,913	557,932	(11,981) -2.1%
Infrastructure Operations - TEF	-	-	99,353	6,666	6,417	(249) -3.7%
Infrastructure Operations - ARP 8002	12,818	-	-	-	-	- -
Product Development and Engineering	91,486	1,312	337,207	331,723	460,222	128,499 38.7%
Product Development and Engineering - TEF	41,697	20,593	76,831	71,789	52,625	(19,164) -26.7%
Product Development and Engineering - ARP 8002	256,616	-	-	-	-	- -
Solutions Delivery	561,846	-	589,646	699,388	456,392	(242,996) -34.7%
Solutions Delivery - TEF	2,511	-	84,166	-	-	- -
Solutions Delivery - ARP 8002	69,392	-	-	-	-	- -
Health IT Services	438,585	-	539,476	381,457	414,436	32,979 8.6%
Health IT Services - TEF	18,921	1,594	21,160	77,134	88,142	11,008 14.3%
Health IT Services - ARP 8002	69,618	-	-	-	-	- -
Clinical Enabling Capabilities	215,660	2,280	293,947	383,242	372,986	(10,256) -2.7%
Clinical Enabling Capabilities - TEF	17,915	-	50,178	-	9,698	9,698 -
Clinical Enabling Capabilities - ARP 8002	32,594	-	-	-	-	- -
OIT Operation Support Services	231,034	13,966	230,347	258,212	356,645	98,433 38.1%
OIT Operation Support Services - TEF	18,212	-	2,742	902	511	(17,701) -43.3%

Note: Numbers may not add due to rounding.

^{1/} Year 2 of 2-Year Period of Availability

Operations and Maintenance Subaccount

(Dollars in Thousands)

	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE HIGHLIGHTS (continued)							
OIT Operation Support Services - ARP 8002	25,572	-	-	-	-	-	-
Corporate Services	258,417	932	277,018	289,050	154,936	(134,114)	-46.4%
Corporate Services - ARP 8002	35,843	-	-	-	-	-	-
Health Business Services	24,865	1,983	54,020	29,518	96,916	67,398	228.3%
Health Business Services - TEF	7,385	-	23,130	6,615	10,515	3,900	59.0%
Health Business Services - ARP 8002	15,085	-	-	-	-	-	-
Care Coverage Capabilities	73,848	-	73,887	87,154	90,286	3,132	3.6%
Care Coverage Capabilities - TEF	-	-	-	652	-	(652)	-100.0%
Care Coverage Capabilities - ARP 8002	1,175	-	-	-	-	-	-
Clinical Care Capabilities	31,671	4,214	42,211	79,677	52,946	(26,731)	-33.5%
Clinical Care Capabilities - TEF	-	-	-	-	4,707	4,707	-
Clinical Care Capabilities - ARP 8002	12,854	-	-	-	-	-	-
Benefits Services	230,062	13,859	138,485	72,325	52,252	(20,073)	-27.8%
Benefits Services - TEF	190,399	185,540	388,562	408,633	649,171	240,538	58.9%
Benefits Services - ARP 8002	2,689	-	-	-	-	-	-
Memorial Services	40,139	-	27,938	45,842	48,312	2,470	5.4%
Memorial Services - TEF	-	-	2,326	-	-	-	-
Veteran Experience Services	201,727	-	157,145	64,487	42,156	(22,331)	-34.6%
Veteran Experience Services - TEF	154,347	78,624	282,775	333,051	378,086	45,035	13.5%
Veteran Experience Services - TMF	-	-	-	12,064	-	(12,064)	-100.0%
Veteran Experience Services - ARP 8002	82,170	-	-	-	-	-	-
Patient Management Capabilities	11,124	-	15,720	25,558	20,512	(5,046)	-19.7%
Patient Management Capabilities - TEF	3,605	-	-	-	-	-	-
IT Innovation	-	-	-	-	18,027	18,027	-
Total Direct Obligations by Program Activities	5,238,309	441,622	5,820,487	5,624,887	5,808,649	183,763	3.3%

Note: Numbers may not add due to rounding.

1/ Year 2 of 2-Year Period of Availability

Office of Information Technology
Operations and Maintenance Subaccount
(Dollars in Thousands)

	2023	2023/2024	2024	2024	2025	Delta 2024-2025	
	Actuals	2-year ^{1/}	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE HIGHLIGHTS (continued)							
Obligations by Funding Sources							
Appropriation	3,988,582	153,000	4,668,373	4,668,373	4,544,475	(123,897)	-2.7%
Toxic Exposure Fund	469,680	288,600	1,155,777	948,113	1,267,836	319,723	33.7%
American Rescue Plan (ARP) - Section 8002	774,174	-	-	-	-	-	-
Technology Modernization Fund	5,873	22	-	12,064	-	(12,064)	-100.0%
North Chicago Transfer	-	-	(3,663)	(3,663)	(3,663)	-	-
Total Direct Obligations by Funding Sources	5,238,309	441,622	5,820,487	5,624,887	5,808,649	183,763	3.3%
Reimbursable Obligations incurred	155,472	-	173,699	233,077	304,904	71,827	30.8%
Total Operations and Maintenance Obligations	5,393,781	441,622	5,994,186	5,857,964	6,113,553	255,590	4.4%

Note: Numbers may not add due to rounding.

^{1/} Year 2 of 2-Year Period of Availability

Appendix E: Operations and Maintenance Details

Office of Information Technology Operations and Maintenance Details (Dollars in Thousands)						
	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS						
Projects						
End User Software	305,887	315,098	439,021	476,682	37,661	8.6%
End User Software - TEF	-	41,551	-	-	-	-
End User Software - ARP 8002	88,559	-	-	-	-	-
Cyber Security Operations ^{1/}	346,430	575,965	268,657	401,180	132,523	49.3%
Cyber Security Operations - TEF ^{1/}	8,378	32,111	43,420	67,965	24,545	56.5%
Cyber Security Operations - Technology Modernization Fund (TMF)	5,873	-	22	-	(22)	-100.0%
Cyber Security Operations - ARP 8002	48,454	-	-	-	-	-
Network Services ^{2/}	312,014	463,196	517,734	366,240	(151,494)	-29.3%
Network Services - TEF	2,511	51,150	-	-	-	-
Network Services - ARP 8002	59,119	-	-	-	-	-
Foundation Platforms ^{1/}	42,553	248,298	256,968	361,772	104,804	40.8%
Foundation Platforms - TEF ^{1/}	13,258	46,910	11,699	20,056	8,357	71.4%
Foundation Platforms - ARP 8002	205,053	-	-	-	-	-
Health Care Infrastructure	366,002	408,785	333,274	334,345	1,071	0.3%
Health Care Infrastructure - ARP 8002	25,202	-	-	-	-	-
Operational Support ^{1/}	91,776	159,692	169,069	202,093	33,024	19.5%
Operational Support - TEF	-	6,800	-	-	-	-
Operational Support - ARP 8002	9,000	-	-	-	-	-
IT Service Management	103,920	139,726	147,707	199,606	51,899	35.1%
IT Service Management - TEF	-	15,845	-	-	-	-
IT Service Management - ARP 8002	12,818	-	-	-	-	-
Awareness, Governance, Risk, Compliance ^{1/}	56,376	100,307	278,129	173,997	(104,132)	-37.4%
Awareness, Governance, Risk, Compliance - TEF	-	3,631	1,500	-	(1,500)	-100.0%
Awareness, Governance, Risk, Compliance - ARP 8002	559	-	-	-	-	-

Note: Numbers may not add due to rounding

1/ 2024 estimate includes 2023 / 2024 carryforward

2/ In 2023, Projects were either obligated partially or fully from the Recurring Expenses Transformational Fund

3/ The 2024 estimate includes the Recurring Expenses Transformational Fund 2023/2024 carryforward

**Office of Information Technology
Operations and Maintenance Details**

(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
Activations	58,787	75,288	112,288	118,900	6,612	5.9%
Activations - TEF	6,312	37,000	-	-	-	-
Activations - ARP 8002	20,176	-	-	-	-	-
Office of Strategic Sourcing (OSS) Software Maintenance	15,408	35,760	109,813	106,498	(3,315)	-3.0%
Application Delivery Infrastructure	21,699	49,419	52,084	98,450	46,366	89.0%
Application Delivery Infrastructure - TEF ^{1/}	21,890	17,291	28,959	17,418	(11,541)	-39.9%
Application Delivery Infrastructure - ARP 8002	26,211	-	-	-	-	-
Financial Management Services ^{2/}	143,292	146,855	153,374	95,082	(58,292)	-38.0%
Privacy & Records Management ^{1/}	24,707	27,641	27,748	94,731	66,983	241.4%
Health Administration	49,204	36,905	109,270	92,981	(16,289)	-14.9%
Health Administration - TEF	1,045	1,500	12,384	12,384	-	0.0%
Health Administration - ARP 8002	10,936	-	-	-	-	-
Office of Strategic Sourcing (OSS) Hardware Maintenance	-	111,299	88,831	91,825	2,994	3.4%
Care Coverage Services	73,848	73,887	87,154	89,920	2,766	3.2%
Care Coverage Services - TEF	-	-	652	-	(652)	-100.0%
Care Coverage Services - ARP 8002	1,175	-	-	-	-	-
Common Health Care Workflows	28,131	29,336	29,147	81,295	52,148	178.9%
End User Operations	6,700	165,633	99,292	79,100	(20,192)	-20.3%
End User Operations - TEF	-	3,292	-	-	-	-
Service Desk	38,437	51,880	51,280	65,160	13,880	27.1%
Service Desk - TEF	-	6,969	-	-	-	-
TAC Fees	40,053	60,419	57,947	64,649	6,702	11.6%
TAC Fees - TEF	17,235	-	-	-	-	-
TAC Fees - ARP 8002	20,850	-	-	-	-	-
Health Delivery Support ^{1/}	55,422	88,425	71,332	62,527	(8,805)	-12.3%

Note: Numbers may not add due to rounding

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Office of Information Technology
Operations and Maintenance Details
(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
Health Delivery Support - TEF	17,915	41,878	-	-	-	-
Health Delivery Support - ARP 8002	12,658	-	-	-	-	-
Property and Facility Management ^{1/}	29,039	38,078	40,762	59,008	18,246	44.8%
Clinical Care Services ^{1/}	31,671	42,211	83,891	52,946	(30,945)	-36.9%
Clinical Care Services - TEF	-	-	-	4,707	4,707	-
Clinical Care Services - ARP 8002	12,854	-	-	-	-	-
Memorial Support	31,609	21,156	45,267	47,637	2,370	5.2%
Memorial Support - TEF	-	2,326	-	-	-	-
Enterprise Service Level Agreement (SLA) ^{1/}	107,709	52,160	145,111	46,872	(98,238)	-67.7%
Connectivity & Collaborations Service (CCS) Hardware Maintenance	116,132	25,450	34,382	42,914	8,532	24.8%
Connectivity & Collaborations Service (CCS) Hardware Maintenance - TEF	-	27,299	-	-	-	-
Connectivity & Collaborations Service (CCS) Hardware Maintenance - ARP 8002	10,273	-	-	-	-	-
Enterprise IT Infrastructure	61,374	107,379	24,164	42,895	18,731	77.5%
Enterprise IT Infrastructure - TEF ^{1/}	13,038	21,160	78,728	88,142	9,414	12.0%
Enterprise IT Infrastructure - ARP 8002	44,416	-	-	-	-	-
Virtual Veteran Record	11,209	23,312	24,019	37,447	13,428	55.9%
Virtual Veteran Record - TEF	4,838	-	-	-	-	-
Storage Services ^{2/}	47,791	114,000	76,546	35,000	(41,546)	-54.3%
Shared Devices	-	37,543	-	34,500	34,500	-
Unified Communications ^{2/}	7,574	24,000	67,352	34,000	(33,352)	-49.5%
Education Veteran Readiness and Employment ^{1/}	25,858	17,925	31,064	28,838	(2,226)	-7.2%
Education Veteran Readiness and Employment - TEF ^{1/}	4,934	11,488	45,026	13,268	(31,758)	-70.5%
Infrastructure Operations (IO) Software Maintenance	15,638	61,500	29,205	27,240	(1,965)	-6.7%
Infrastructure Operations (IO) Software Maintenance - TEF	-	57,165	-	-	-	-
Infrastructure Operations (IO) Hardware Maintenance	-	22,560	68,364	25,295	(43,069)	-63.0%

Note: Numbers may not add due to rounding

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**Office of Information Technology
Operations and Maintenance Details**

(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
Infrastructure Operations (IO) Hardware Maintenance - TEF	-	24,220	248	248	-	0.0%
Human Resources ^{1/, 3/}	24,184	38,511	65,632	25,237	(40,395)	-61.5%
CRR Support	17,887	21,312	23,735	24,278	543	2.3%
Digital Experience	54,300	85,658	32,103	21,576	(10,527)	-32.8%
Digital Experience - TEF	41,247	128,723	119,163	118,865	(298)	-0.3%
Digital Experience - Technology Modernization Fund (TMF)	-	-	12,064	-	(12,064)	-100.0%
Digital Experience - ARP 8002	59,082	-	-	-	-	-
Patient Management Services	11,124	15,720	25,558	20,512	(5,046)	-19.7%
Patient Management Services- TEF	3,605	-	-	-	-	-
Interagency Agreements Shared Services	-	-	-	18,034	18,034	-
Innovations and Artificial Intelligence	-	-	-	18,027	18,027	-
Infrastructure Operations Support	-	9,819	45,059	17,595	(27,464)	-61.0%
Infrastructure Operations Support - TEF	-	1,091	6,418	6,169	(249)	-3.9%
Product Engineering and Development Support	1,986	7,304	6,924	17,389	10,465	151.1%
Product Engineering and Development Support - TEF	-	1,859	-	-	-	-
Budget Formulation	14,575	18,033	16,780	17,013	233	1.4%
General Counsel ^{1/}	13,058	14,111	13,584	16,452	2,868	21.1%
Software Product Management Support ^{1/}	84,791	27,667	55,468	16,362	(39,106)	-70.5%
Software Product Management Support - TEF	977	-	-	-	-	-
Software Product Management Support - ARP 8002	3,695	-	-	-	-	-
Common Health Care Specific Services ^{1/}	8,098	18,641	16,571	15,621	(950)	-5.7%
Common Health Care Specific Services - TEF	7,385	23,130	6,615	10,515	3,900	59.0%
Common Health Care Specific Services - ARP 8002	15,085	-	-	-	-	-
Quality Systems	7,893	14,968	21,634	15,134	(6,500)	-30.0%
Acquisition and Property Management	5,345	731	6,533	13,440	6,907	105.7%

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Office of Information Technology
Operations and Maintenance Details
(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
Connectivity & Collaborations Service (CCS) Software Maintenance	134,304	-	-	13,238	13,238	-
Human Capital Management	3,631	12,485	10,315	12,340	2,025	19.6%
CTO Support	7,532	2,000	-	11,993	11,993	-
OIT Front Office Support	15	4,316	13,003	11,402	(1,601)	-12.3%
Compensation and Pension	73,041	53,380	7,175	10,108	2,933	40.9%
Compensation and Pension - TEF ^{1/}	99,026	87,203	341,474	342,022	547	0.2%
Customer Data Management Experience	24,211	18,382	5,716	9,037	3,321	58.1%
Customer Data Management Experience - TEF ^{1/}	23,787	44,747	84,173	60,231	(23,942)	-28.4%
Customer Data Management Experience - ARP 8002	9,714	-	-	-	-	-
Operations Triage Group	7,110	9,288	9,288	8,000	(1,288)	-13.9%
Operations Triage Group - TEF	-	1,032	-	-	-	-
Contact Center Experience	42,235	33,306	12,673	5,883	(6,790)	-53.6%
Contact Center Experience - TEF ^{1/}	62,996	75,866	154,559	162,812	8,253	5.3%
Contact Center Experience - ARP 8002	5,813	-	-	-	-	-
Customer Feedback and Experience	13,303	10,640	13,995	5,660	(8,335)	-59.6%
Customer Feedback and Experience - TEF	-	952	1,500	2,066	566	37.7%
Appeals	12,548	7,322	8,388	5,625	(2,763)	-32.9%
Appeals - TEF ^{1/}	20,139	22,628	30,614	69,949	39,335	128.5%
Appeals - ARP 8002	2,689	-	-	-	-	-
Benefits Enterprise Support	81,622	7,984	10,621	5,581	(5,040)	-47.5%
Benefits Enterprise Support - TEF	-	145,311	7,061	-	(7,061)	-100.0%
Management Information Systems	11,310	1,246	8,072	4,725	(3,347)	-41.5%
BIOS Support ^{1/}	-	-	2,225	3,766	1,541	69.3%
Budget Execution	4,254	2,930	4,651	3,136	(1,515)	-32.6%
Insurance	457	515	648	2,100	1,452	224.1%

Note: Numbers may not add due to rounding

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Office of Information Technology
Operations and Maintenance Details
(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
ITBF Support	2,060	1,000	2,304	1,992	(312)	-13.5%
Memorial Operation	575	575	575	675	100	17.4%
OSS Support	263	-	6,817	551	(6,266)	-91.9%
Eligibility and Enrollment Experience	47,574	9,159	-	366	366	-
Eligibility and Enrollment Experience - TEF ^{1/}	26,317	32,487	52,280	34,112	(18,168)	-34.8%
Eligibility and Enrollment Experience - ARP 8002	7,064	-	-	-	-	-
Benefits Integration and Administration	15,748	37,530	13,828	-	(13,828)	-100.0%
Benefits Integration and Administration - TEF ^{1/}	55,895	66,523	127,988	154,720	26,732	20.9%
VBA Finance	17,739	11,460	11,460	-	(11,460)	-100.0%
VBA Finance - TEF	9,070	17,508	23,960	30,112	6,152	25.7%
Benefits Experience	2,389	2,369	3,000	-	(3,000)	-100.0%
Benefits Experience - TEF	1,336	30,740	10,000	21,500	11,500	115.0%
Loan Guaranty	661	-	-	-	-	-
Loan Guaranty - TEF ^{1/}	-	7,161	8,049	17,600	9,551	118.7%
Decision Intelligence	27,234	39,490	23,983	-	(23,983)	-100.0%
Decision Intelligence - TEF ^{1/}	6,549	12,630	39,340	12,465	(26,875)	-68.3%
Decision Intelligence - ARP 8002	25,351	-	-	-	-	-
Data Analytics Infrastructure - TEF	-	500	511	511	-	0.0%
End User Compute	380,037	13,500	123,664	-	(123,664)	-100.0%
Corporate Enterprise Support ^{1/}	61,246	75,564	79,294	-	(79,294)	-100.0%
Corporate Enterprise Support - ARP 8002	35,843	-	-	-	-	-
Solution Delivery (SD) Software Maintenance	-	77,000	26,358	-	(26,358)	-100.0%
Solution Delivery (SD) Software Maintenance - TEF	-	5,717	-	-	-	-
Implementation Support - TEF	-	383	391	-	(391)	-100.0%
Memorials Enterprise Support	7,955	6,207	-	-	-	-

Note: Numbers may not add due to rounding

1/ 2024 estimate includes 2023 / 2024 carryforward

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Office of Information Technology
Operations and Maintenance Details
(Dollars in Thousands)

	2023	2024	2024	2025	Delta 2024-2025	
	Actuals	Request	Estimate	Request	\$	%
OPERATIONS AND MAINTENANCE DETAILS (continued)						
Projects						
Memorials Enterprise Support	7,955	6,207	-	-	-	-
OIS Support	-	5,985	-	-	-	-
OIT Administration Support	241	1,177	-	-	-	-
Field Data Services	87,887	-	-	-	-	-
Veteran Experience Enterprise Support	20,104	-	-	-	-	-
QPR Support - ARP 8002	1,027	-	-	-	-	-
VEO Contact Centers - ARP 8002	496	-	-	-	-	-
GRAND TOTAL	5,246,506	5,824,150	6,106,679	5,812,311	(294,367)	-4.8%

Note: Numbers may not add due to rounding

1/ 2024 estimate includes 2023 / 2024 carryforward

2/ In 2023, Projects were either obligated partially or fully from the Recurring Expenses Transformational Fund

3/ The 2024 estimate includes the Recurring Expenses Transformational Fund 2023/2024 carryforward

Appendix F: Object Classification

Office of Information Technology Object Classification (Dollars in Thousands)						
	2023 Actuals	2024 Request	2024 Estimate	2025 Request	Delta 2024-2025 \$ %	
Direct Obligations:						
Personnel Compensation:						
Full-time permanent	933,952	1,018,050	1,050,755	1,134,323	83,567	8.0%
PACT Full-time permanent	1,814	49,573	15,949	19,301	3,352	21.0%
Total Personnel Compensation	935,765	1,067,623	1,066,704	1,153,624	86,920	8.1%
Civilian personnel benefits	350,502	438,202	450,324	486,138	35,815	8.0%
PACT Civilian personnel benefits	739	21,246	6,497	7,863	1,366	21.0%
Travel and transportation of persons	6,682	17,256	17,259	7,164	(10,095)	-58.5%
Communications, utilities, and miscellaneous charges	1,284,679	1,199,507	1,262,781	1,377,351	114,570	9.1%
Communications, utilities, and miscellaneous charges - American Rescue Plan [P.L. 117-2 Section 8002] ^{1/}	356,056					
Communications, utilities, and miscellaneous charges - PACT Act	36,354		47,592	48,026	434	0.9%
Other services from non-Federal sources	2,362,808	3,328,312	3,438,648	2,538,200	(900,448)	-26.2%
Other services from non-Federal sources - American Rescue Plan [P.L. 117-2 Section 8002] ^{1/}	298,247					
Other services from non-Federal sources - Recurring Expenses Transformational Fund	8,197		36,507		(36,507)	-100.0%
Other services from non-Federal sources - PACT Act	428,264	1,242,791	1,207,856	1,218,877	11,021	0.9%
Other services from non-Federal sources - Technology Modernization Fund (P.L. 117-2 Section 4011)	5,873		12,086		(12,086)	-100.0%
Supplies and materials	1,689	3,004	3,064	1,811	(1,253)	-40.9%
Equipment	632,000	387,233	418,665	677,590	258,925	61.8%
Equipment - American Rescue Plan [P.L. 117-2 Section 8002] ^{1/}	119,871					
Equipment - PACT Act	10,812		925	933	8	0.9%
Insurance claims and indemnities	950	1,351	1,351	1,019	(333)	-24.6%
Subtotal, Direct Obligations	6,839,486	7,706,525	7,970,259	7,518,595	(451,664)	-5.7%
Reimbursable Obligations:						
Personal compensation:	100					
Full-time permanent	7,618	9,528	8,975	10,239	1,264	14.1%
Civilian personnel benefits	2,244	4,083	3,846	4,388	542	14.1%
Travel and transportation of persons	62					
Communications, utilities, and miscellaneous charges	28,773	14,621	41,085	19,963	(21,122)	-51.4%
Other services from non-Federal sources	55,911	135,275	79,909	149,779	69,870	87.4%
Supplies and Materials		16				
Equipment	79,843	22,976	114,008	137,087	23,079	20.2%
Subtotal, Reimbursable Obligations	174,450	186,499	247,823	321,456	73,633	29.7%
Total New Obligations, Unexpired Accounts	7,013,937	7,893,024	8,218,082	7,840,051	(378,031)	-4.6%

Note: Numbers may not add due to rounding.

2024 estimate includes 2023/2024 carryforward.

^{1/} Section 8002 American Rescue Plan Act of 2021 (H.R. 1319) funding expired at the end of 2023.

Appendix G: IT Investments Portfolio

IT Investments (Dollars in Thousands)	2023 Actuals	2024 Estimate	2025 Request	2024-2025 Delta	2024-2025 %
Mission Delivery Investments	1,052,751	1,155,064	1,149,793	(5,271)	-0.5%
Health & Social Services	786,301	1,020,897	1,049,229	28,332	67.6%
<i>Access to Care</i>	219,521	80,473	112,711	32,238	40.1%
<i>Health Data & Information</i>	101,285	143,400	155,805	12,405	8.7%
<i>Health Management Platform</i>	302,735	463,817	431,345	(32,472)	-7.0%
<i>Health Research</i>	32,146	40,598	52,320	11,722	28.9%
<i>Other Medical IT Systems</i>	41,457	174,562	199,238	24,676	14.1%
<i>Supply Chain Management</i>	89,157	118,047	97,810	(20,237)	-17.1%
Veterans Benefits	234,265	88,325	52,252	(36,073)	-40.8%
<i>Benefits Appeals</i>	12,548	8,388	5,625	(2,763)	-32.9%
<i>Benefits Payment</i>	27,829	24,402	8,088	(16,314)	-66.9%
<i>Other Benefits IT Systems</i>	123,837	52,880	33,353	(19,527)	-36.9%
<i>Veterans Benefits Management</i>	70,051	2,655	5,186	2,531	95.3%
Memorial Affairs	32,184	45,842	48,312	2,470	5.4%
<i>Memorials Automation</i>	32,184	45,842	48,312	2,470	5.4%
Mission Support Investments	837,617	916,368	872,046	(44,321)	-4.8%
Corporate Services	837,617	916,368	872,046	(44,321)	-4.8%
<i>Corporate IT Support ITRM</i>	91,815	142,582	193,201	50,620	35.5%
<i>Customer Relationship Management</i>	169,853	57,607	49,999	(7,608)	-13.2%
<i>Financial Management</i>	127,738	139,860	51,874	(87,986)	-62.9%
<i>Other Corporate IT Systems</i>	220,441	152,951	116,015	(36,936)	-24.1%
<i>Enterprise Data Services</i>	127,601	371,375	427,206	55,831	15.0%
<i>EPMO Enterprise Support</i>	100,169	51,993	33,751	(18,242)	-35.1%
Standard Investments	2,233,368	2,722,591	2,523,596	(198,996)	-7.3%
Enterprise Security Services	428,012	552,182	669,908	117,726	21.3%
VA IT Infrastructure Readiness Program (IRP)	449,316	390,790	134,500	(256,290)	-65.6%
IT Enterprise Architecture	305,887	527,882	650,867	122,985	23.3%
<i>VA IT EA End User</i>	305,887	470,810	494,180	23,370	4.7%
<i>VA IT EA Network</i>	-	2,527	109,410	106,883	97.7%
<i>VA IT EA Platform</i>	-	54,545	47,277	(7,268)	-15.4%
IT Operations	1,050,153	1,251,737	1,068,320	(183,417)	-14.7%
<i>VA IT Ops Activations</i>	58,787	112,288	118,900	6,612	5.6%
<i>VA IT Ops Application Services</i>	82,475	190,786	82,185	(108,601)	-132.1%
<i>VA IT Ops Data Center and Cloud</i>	240,610	195,245	106,814	(88,431)	-82.8%
<i>VA IT Ops End User Operations</i>	94,587	99,292	80,417	(18,875)	-23.5%
<i>VA IT Ops End User Service Desk</i>	38,437	51,280	65,160	13,880	21.3%
<i>VA IT Ops End User Service Management</i>	2,027	58,286	77,558	19,272	24.8%
<i>VA IT Ops Engineering Applications</i>	134,304	-	9,041	9,041	100.0%
<i>VA IT Ops Network Engineering</i>	258,461	98,242	340,852	242,610	71.2%
<i>VA IT Ops Network Operations</i>	31,461	334,042	54,915	(279,127)	-508.3%
<i>VA IT Ops Platform Services</i>	-	13,567	1,972	(11,595)	-588.0%
<i>VA IT Ops Service Management</i>	109,004	98,709	130,506	31,797	24.4%
Pay & Administration	1,449,337	1,606,977	1,686,245	79,268	4.7%
Grand Total	5,573,073	6,401,000	6,231,680	(169,320)	-2.6%

Notes: Base includes Staffing and Administrative services

Appendix H: FTE By OIT Organizational Component

Base Budget Authority (Base) and Toxic Exposures Fund (TEF)

Information Technology Organizational Components	2023 Actuals		2024 Request		2024 Estimate		2025 Request		2024-2025		Delta	2024-2025 %
	Base	TEF	Base	TEF	Base	TEF	Base	TEF	Base	TEF		Base
End User Services (EUS)	3,419	-	3,601	98	3,479	-	3,512	-	33	-	-	1.0%
Software Product Management (SPM)	1,403	1	1,535	25	1,434	31	1,434	31	-	-	-	0.0%
Infrastructure Operations (IO)	626	1	755	25	645	28	651	28	6	-	-	1.0%
Information Security (IS)	621	5	678	76	641	28	647	28	6	-	-	1.0%
Connectivity and Collaboration Services (CCS)	444	2	498	43	462	23	462	23	-	-	-	0.0%
Compliance, Risk, and Remediation (CRR)	373	-	417	-	404	-	439	-	35	-	-	9.0%
People Science	278	-	807	25	284	-	350	-	66	-	-	23.0%
Product Engineering (PE)	214	4	253	34	231	28	231	28	-	-	-	0.0%
Strategic Sourcing (SS)	188	-	204	-	198	-	202	-	4	-	-	2.0%
Business Integration and Outcomes Services (BIOS)	111	-	150	-	130	-	130	-	-	-	-	0.0%
IT Budget and Finance (ITBF)	116	-	140	-	121	-	124	-	3	-	-	2.0%
Chief Technology Officer (CTO)	107	-	135	15	121	-	128	-	7	-	-	6.0%
Strategic Initiatives	1	-	4	-	-	-	-	-	-	-	-	-
Total FTE	7,901	12	9,177	341	8,150	139	8,310	139	160	-	-	2.0%

Reimbursable Authority

Information Technology Organizational Components	2023 Actuals	2024 Request	2024 Estimate	2025 Request	2024-2025 Increase / Decrease	2024-2025 %
SPM	49	-	51	64	13	25%
ITBF	-	-	31	31	-	0%
EUS	10	65	11	-	-11	-95%
Total FTE	60	65	93	95	3	3%

Appendix I: Employment Summary – FTE by Grade

Employment Summary - FTE by Grade									
# of FTE	2023 Actuals		2024 Request		2024 Estimate		2025 Request		2024-2025 Base and RA Increase/ Decrease
	Base Appropriation & RA	TEF	Base Appropriation & RA	TEF	Base Appropriation & RA	TEF	Base Appropriation & RA	TEF	
SES	36	-	36	-	37	-	38	-	1
GS-15	292	4	296	32	303	14	309	14	6
GS-14	1,260	3	1,399	70	1,305	29	1,330	29	25
GS-13	2,664	4	3,048	77	2,758	32	2,812	32	54
GS-12	1,545	-	1,761	42	1,599	18	1,631	18	32
GS-11	1,876	-	2,310	108	1,943	45	1,981	45	38
GS-10	-	-	-	-	-	-	-	-	-
GS-9	182	-	247	12	188	-	192	-	4
GS-8	1	-	1	-	1	-	1	-	-
GS-7	69	-	111	-	72	-	74	-	2
GS-6	28	-	25	-	29	-	29	-	-
GS-5	5	-	7	-	5	-	5	-	-
GS-4	1	-	1	-	1	-	1	-	-
GS-3	-	-	-	-	-	-	-	-	-
GS-2	-	-	-	-	-	-	-	-	-
GS-1	-	-	-	-	-	-	-	-	-
TITLE 38	-	-	-	-	-	-	-	-	-
Wage Grade (non-GS)	2	-	-	-	2	-	2	-	-
Total Number of FTE	7,961	12	9,242	341	8,243	139	8,405	139	162

Appendix J: Staffing and Admin Support by OIT Organization

Information Technology Organizational Components (\$s in thousands)	2023 Actuals		2024 Request		2024 Estimate		2025 Request	
	Staffing	Administrative Support Services	Staffing	Administrative Support Services	Staffing	Administrative Support Services	Staffing	Administrative Support Services
EUS	481,423	14,448	490,330	1,826	567,505	19,975	610,037	1,582
EUS - TEF	-	-	20,353	-	-	-	-	-
SPM	250,763	848	280,320	3,265	298,191	1,828	311,954	387
SPM - TEF	179	-	5,192	-	1,409	-	1,705	-
IO	112,515	731	124,659	1,591	127,278	890	136,545	188
IO - TEF	175	-	5,192	-	1,973	-	2,387	-
IS	111,392	829	123,488	1,131	126,040	1,113	135,333	563
IS - TEF	822	-	15,784	-	8,278	-	10,018	-
People Science	39,236	20,692	116,848	-	45,713	15,082	54,464	1,076
People Science - TEF	-	-	5,192	-	-	-	-	-
ITBF	23,239	92,766	23,994	126,002	23,766	71,111	25,916	54,722
CCS	79,304	512	88,116	1,060	93,113	598	99,705	126
CCS - TEF	284	-	8,930	-	2,924	-	3,538	-
CRR	69,340	3,765	72,179	8,274	79,272	3,831	90,358	1,938
PE	39,548	444	48,626	537	48,954	526	53,638	111
PE - TEF	1,093	-	7,061	-	7,862	-	9,515	-
BIOS (Previously AMO)	20,751	27,658	23,501	1,360	25,790	29,195	28,507	212
SS	35,657	332	38,676	1,257	38,563	439	42,179	93
CTO	20,882	1,856	24,587	-	26,893	1,715	31,823	363
CTO - TEF	-	-	3,115	-	-	-	-	-
Strategic Initiatives	404	-	927	-	-	-	-	-
Total	1,287,007	164,883	1,527,071	146,303	1,523,525	146,303	1,647,625	61,362

Appendix K: Information Security (IS) Details

Information Technology Information Security (IS) Details (Dollars in thousands)	2023 Actuals		2024 Request		2024 Estimate		2025 Request		2024-2025 Delta	
	OM	PAY/ ADMIN	OM	PAY/ ADMIN	OM	PAY/ ADMIN	OM	PAY/ ADMIN	OM	PAY/ ADMIN
IS Operations	178,956	-	231,468	-	128,794	-	184,317	-	55,523	-
IS Operations - TEF	-	-	5,888	-	2,158	-	2,158	-	-	-
SSNR	-	-	116,000	-	16,000	-	17,328	-	1,328	-
Cyber Security	37,036	57	83,071	-	72,672	-	99,535	-	26,863	-
Cyber Security - TEF	7,572	-	26,223	-	41,262	-	41,262	-	-	-
Cyber Security - ARP 8002	28,617	-	-	-	-	-	-	-	-	-
Cyber Security - TMF	5,873	-	-	-	22	-	-	-	(22)	-
CRISP Operations	142,051	-	100,000	-	60,000	-	100,000	-	40,000	-
CRISP Operations - ARP 8002	10,918	-	-	-	-	-	-	-	-	-
ECP	14,789	-	56,369	-	22,479	-	24,482	-	2,003	-
ECP- TEF	-	-	3,631	-	-	-	-	-	-	-
Privacy & Records Management	13,280	2,374	27,641	-	31,021	-	94,731	-	63,710	-
Privacy & Records Mgt - TEF	-	-	-	-	-	-	-	-	-	-
IS Policy & Strategy	41,587	-	89,364	-	245,440	-	149,515	-	(95,925)	-
IS Policy & Strategy - TEF	806	-	-	-	1,500	-	-	-	(1,500)	-
Network Operations Security	500	-	-	-	-	-	-	-	-	-
Staffing and Administration	-	182,896	-	171,588	-	210,256	-	228,192	-	17,936
Staffing and Administration - TEF	-	822	-	15,784	-	8,278	-	10,018	-	1,740
Subtotals	481,986	186,149	739,655	187,372	621,348	218,534	713,328	238,210	91,980	19,676
TOTAL		668,135		927,027		839,882		951,538		111,656

Note: ECP- Enterprise Cybersecurity Program (formerly Cybersecurity Implementation Strategy), SSNR- Social Security Number Reduction
2024 Estimate reflects OIT's current budget estimate which differs from the 2024 estimate (full year CR) reported in the Cyber BDR.

Appendix L: 1:N Prioritization Funded List

Office of Information Technology							
Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
1	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	BigFix Software Subscription and Support Renewal	Sustainment-Steady-State	10,566
2	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Control Assessment Services	Sustainment-Steady-State	9,839
3	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	AppDetective Pro Licenses	Sustainment-Steady-State	162
4	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Cellebrite	Sustainment-Steady-State	34
5	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise IT Support Contracts - EUS	Enterprise End Point Protection	Sustainment-Steady-State	19,500
6	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Enterprise Cybersecurity Strategy Program (ECSP)	Securing Medical Devices Internet of Medical Things (IOMT [Zingbox])	Sustainment-Steady-State	4,078
7	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Medical Device/Special Purpose Systems Cybersecurity Program TSS SR01	Sustainment-Steady-State	15,223
8	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Solution Delivery-Enterprise Security Compliance and Validation Service Support (ESECVS)	Sustainment-Steady-State	1,107
9	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Enterprise Cybersecurity Strategy Program (ECSP)	Material Weakness Working Group (ISPL-ECSP) TSS SR07	Sustainment-Steady-State	5,400
10	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	External Assessment Services (red teams/penetration testing)	Sustainment-Steady-State	9,839
11	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	ESA2 Modernization	Sustainment-Steady-State	7,339
12	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	ESCCB Automated Tool SW	Sustainment-Steady-State	36

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
13	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Implement ZTA Architecture Acceleration	Sustainment-Steady-State	7,346
14	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	CSOC Cloud Credits - AWS	Sustainment-Steady-State	8,044
15	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	CSOC Cloud Credits - AZURE	Sustainment-Steady-State	6,155
16	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Phishing Awareness Training System	Sustainment-Steady-State	700
17	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Boundary Support TSS SR10B	Sustainment-Steady-State	2,992
18	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Migration of CVS to VAEC	Sustainment-Steady-State	366
19	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Research Support John Scott Hannon healthcare Act - SR16B	Sustainment-Steady-State	5,040
20	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Data Loss Prevention - DLP	Sustainment-Steady-State	11,200
21	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Cyber Security Operations Center Support	Sustainment-Steady-State	52,295
22	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Cloud Security Support	Sustainment-Steady-State	6,700
23	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	ServiceNow	Sustainment-Steady-State	16,568
24	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	ICT-Supply Chain Risk Management	Sustainment-Steady-State	3,630
25	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	VirusTotal	Sustainment-Steady-State	91

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
26	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Engineering Support Operations	Sustainment-Steady-State	7,005
27	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Tenable Security Center Maintenance Renewal and Upgrade to NNM	Sustainment-Steady-State	3,908
28	OIT	Enterprise Security Services	Cyber Security Operations	Social Security Number Reduction (SSNR)	Social Security Number Reduction (SSNR)	Sustainment-Steady-State	17,328
29	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	IBM Cognos Subscription and Support	Sustainment-Steady-State	306
30	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Static Code Analysis Maintenance and Support	Sustainment-Steady-State	7,761
31	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	IT Security Engineering Support	Sustainment-Steady-State	7,268
32	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	BlackHat USA Conference (EAS)	Sustainment-Steady-State	17
33	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	HSDN and Other Secure Equipment	Sustainment-Steady-State	115
34	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	National Health Info Sharing and Analysis Center (NH-ISAC)	Sustainment-Steady-State	5
35	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Unified Monitoring (Zenoss)	Sustainment-Steady-State	51
36	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	IT Purchase Card Acquisitions - ISRM	Sustainment-Steady-State	30
37	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Specialized Device Risk Management Support (ISPS-SDCD) TSS SR16	Sustainment-Steady-State	10,694
38	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	OIS Hosted Services Platform Support (HSPS)	Sustainment-Steady-State	3,146

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
39	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Identity and Access Management Support (IAMS)	Sustainment-Steady-State	820
40	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	DB Protect Software and Maintenance	Sustainment-Steady-State	2,430
41	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	High Speed Shared Storage (Hitachi/Vion/Epoch)	Sustainment-Steady-State	100
42	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	NetApps ELA Consolidation	Sustainment-Steady-State	436
43	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Password Cracking Rig (EAS)	Sustainment-Steady-State	48
44	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Server HW Supporting Tenable NNM	Sustainment-Steady-State	1,253
45	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Tenable Scan Data Storage	Sustainment-Steady-State	500
46	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	EHRM Cyber Support - TSS SR16A	Sustainment-Steady-State	1,348
47	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Information Security Policy Program	Sustainment-Steady-State	1,598
48	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	EnCase Perpetual Software Licenses	Sustainment-Steady-State	335
49	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	CobaltStrike (EAS)	Sustainment-Steady-State	16
50	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	IT Purchase Card Acquisitions	Sustainment-Steady-State	74
51	OIT	Enterprise Security Services	Cyber Security Operations	Information Security (CRISP)	Continuous Readiness in Information Security	Sustainment-Steady-State	100,000
52	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Burp Suite Enterprise	Sustainment-Steady-State	25

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
53	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Security Orchestration Automation Response (SOAR)	Sustainment-Steady-State	1,183
54	OIT	Enterprise Security Services	Privacy & Records Management	E-FOIA Express Systems Quality Assurance Service (SQAS) - IV&V Support Contract	E-FOIA Express Systems Quality Assurance Service (SQAS) - IV&V Support Contract	Sustainment-Steady-State	2,080
55	OIT	Enterprise Security Services	Privacy & Records Management	Freedom of Information Act (FOIA) Support Services	Freedom of Information Act (FOIA) Support Services	Sustainment-Steady-State	8,710
56	OIT	Enterprise Security Services	Privacy & Records Management	Data Analytics Contract	Data Analytics Contract	Sustainment-Steady-State	1,995
57	OIT	Enterprise Security Services	Privacy & Records Management	Data Analytics Contract	Data Analytics Contract	Sustainment-Steady-State	12,196
58	OIT	Enterprise Security Services	Privacy & Records Management	Microsoft ELA - Power Apps SW	Microsoft ELA - Power Apps SW	Sustainment-Steady-State	472
59	OIT	Enterprise Security Services	Privacy & Records Management	Quality Continuous Improvement Organization (QCIO)	QCIO Process Records and Knowledge Solutions (PRKS) Support Contract	Sustainment-Steady-State	6,918
60	OIT	Enterprise Security Services	Privacy & Records Management	DOJ required Public Access Link	DOJ required Public Access Link	Sustainment-Steady-State	65
61	OIT	Enterprise Security Services	Privacy & Records Management	Cloud Credit in support of the Enterprise Risk Registry	Cloud Credit in support of the Enterprise Risk Registry	Sustainment-Steady-State	284
62	OIT	Enterprise Security Services	Privacy & Records Management	Control Unclassified Information Federal Managers Financial Integrity (FMFIA) - Statement of Assurance	Control Unclassified Information Federal Managers Financial Integrity (FMFIA) - Statement of Assurance	Sustainment-Steady-State	1,620
63	OIT	Enterprise Security Services	Privacy & Records Management	IT Governance Support Contract	IT Governance Support Contract	Sustainment-Steady-State	2,750
64	OIT	Enterprise Security Services	Privacy & Records Management	Privacy, Records Assessment Data Analytics and Risk (PRADAR)	Privacy, Records Assessment Data Analytics and Risk (PRADAR)	Sustainment-Steady-State	6,455
65	OIT	Enterprise Security Services	Privacy & Records Management	Privacy, Records Assessment Data Analytics and Risk (PRADAR)	Privacy, Records Assessment Data Analytics and Risk (PRADAR)	Sustainment-Steady-State	1,093

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
66	OIT	Enterprise Security Services	Privacy & Records Management	Identity Theft Call Center - Health Eligibility Center	Identity Theft Call Center - Health Eligibility Center	Sustainment-Steady-State	30
67	OIT	Enterprise Security Services	Privacy & Records Management	Section 508 Compliance	Accessibility Compliance Scanning	Sustainment-Steady-State	630
68	OIT	Enterprise Security Services	Privacy & Records Management	Section 508 Compliance	CommonLook SW Licenses and Maintenance	Sustainment-Steady-State	593
69	OIT	Enterprise Security Services	Privacy & Records Management	Section 508 Compliance	Compliance Software Solutions	Sustainment-Steady-State	5,119
70	OIT	Enterprise Security Services	Privacy & Records Management	Section 508 Compliance	Dragon Professional SW License Upgrade and Maintenance	Sustainment-Steady-State	4
71	OIT	Enterprise Security Services	Privacy & Records Management	Section 508 Compliance Section 508	JAWS/Zoomtext/Fusion SW License and Maintenance	Sustainment-Steady-State	4
72	OIT	Enterprise Security Services	Privacy & Records Management	Enablement Audit Team	Section 508 Enablement Audit Team	Sustainment-Steady-State	16,650
73	OIT	Enterprise Security Services	Privacy & Records Management	Information Security Operations (ISO) - Privacy IAPP Level V	Privacy Compliance Support Services	Sustainment-Steady-State	4,600
74	OIT	Enterprise Security Services	Privacy & Records Management	Membership Subscription Enterprise Risk Management (ERM)- Technology Operations & Maintenance	IAPP Level V Membership Subscription	Sustainment-Steady-State	10
75	OIT	Enterprise Security Services	Privacy & Records Management	Support Contract Information	Enterprise Risk Management (ERM)- Technology Operations & Maintenance Support Contract	Sustainment-Steady-State	280
76	OIT	Enterprise Security Services	Privacy & Records Management	Security Operations (ISO) - Privacy Privacy Strategy, Policy, and Performance	Information Security Operations (ISO) - Privacy	Sustainment-Steady-State	9,495
77	OIT	Enterprise Security Services	Privacy & Records Management		Privacy Cloud Operations and Migration Services (COMS)	Sustainment-Steady-State	3,991
78	OIT	Enterprise Security Services	Privacy & Records Management	Privacy Impact Assessment (PIA) Compliance Readiness	Privacy Impact Assessment (PIA)	Sustainment-Steady-State	1,600
79	OIT	Enterprise Security Services	Privacy & Records Management	Directorate Audit Support	Compliance Readiness Directorate Audit Support	Sustainment-Steady-State	7,087

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
80	OIT	VA IT Ops Network Engineering	Network Services	Network Engineering	Telecommunications - Network Infrastructure	Sustainment-Steady-State	10,120
81	OIT	VA IT Ops Network Engineering	Network Services	Network Engineering	Telecommunications - Local Exchange Connection (LEC)	Sustainment-Steady-State	34,400
82	OIT	VA IT Ops Network Engineering	Network Services	Network Engineering	Telecommunications - Mobility	Sustainment-Steady-State	45,610
83	OIT	VA IT Ops Network Operations	Network Services	Network Operations Center	Network Operations Center	Sustainment-Steady-State	36,075
84	OIT	VA IT Ops Application Services	Infrastructure Operations Support	Enterprise IT Support Contracts - Infrastructure Operations	Public Key Infrastructure	Sustainment-Steady-State	4,176
85	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	IO Hardware Maintenance	Sustainment-Steady-State	12,641
86	OIT	VA IT EA Network	Office of Strategic Sourcing (OSS) Hardware Maintenance	Office of Strategic Sourcing (OSS) Hardware Maintenance	Cisco SmartNet Hardware Maintenance	Sustainment-Steady-State	91,825
87	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	NetApp	Sustainment-Steady-State	8,552
88	OIT	VA IT Ops Application Services	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	Public Key Infrastructure	Sustainment-Steady-State	40
89	OIT	VA IT Ops Application Services	Infrastructure Operations (IO) Software Maintenance	Enterprise Software Licensing	Public Key Infrastructure	Sustainment-Steady-State	153
90	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO) Hardware Maintenance	End User Operations Hardware Maintenance	Sustainment-Steady-State	3,603
91	OIT	VA IT EA End User	End User Software	Microsoft Enterprise Agreement (EA)	Microsoft Enterprise Agreement (EA)	Sustainment-Steady-State	464,262
92	OIT	VA IT EA End User	End User Software	Microsoft Enterprise Agreement (EA)	Microsoft Enterprise Agreement (EA) True Up	Sustainment-Steady-State	12,420
93	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Software Maintenance	Enterprise Software Licensing	IO Software Maintenance	Sustainment-Steady-State	8,614

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
94	OIT	VA IT EA Network	Office of Strategic Sourcing (OSS) Software Maintenance	Enterprise Software Licensing	Cisco AppDynamics ELA	Sustainment-Steady-State	2,527
95	OIT	VA IT EA Network	Office of Strategic Sourcing (OSS) Software Maintenance	Enterprise Software Licensing	Cisco Security ELA	Sustainment-Steady-State	11,953
96	OIT	VA IT Ops Application Services	Office of Strategic Sourcing (OSS) Software Maintenance	Enterprise Software Licensing	Citrix Software, Hardware Maintenance and Technical Support (CMS - Enterprise Software Maintenance)	Sustainment-Steady-State	10,436
97	OIT	VA IT EA Platform	Office of Strategic Sourcing (OSS) Software Maintenance	Enterprise Software Licensing	Oracle ELA	Sustainment-Steady-State	38,004
98	OIT	VA IT Ops Data Center and Cloud	Office of Strategic Sourcing (OSS) Software Maintenance	Enterprise Software Licensing	Red Hat Enterprise Service Agreement	Sustainment-Steady-State	16,807
99	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO) IT Support Contracts	End User Operations IT Support Contracts	Sustainment-Steady-State	32,364
100	OIT	VA IT Ops Network Engineering	Network Services	Enterprise IT Support Contracts - Network Services	Collaboration Services	Sustainment-Steady-State	7,221
101	OIT	VA IT Ops Network Operations	Unified Communications	Enterprise IT Support Contracts - Unified Communications	Strategic Communications	Sustainment-Steady-State	78
102	OIT	VA IT Ops End User Operations	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	SLA Costs - Desktop Computing - App Code DTS	Sustainment-Steady-State	1,317
103	OIT	VA IT Ops Network Operations	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	SLA Costs - Network Field Operations - App Code NFO	Sustainment-Steady-State	16,599
104	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO) Facility Allowance	End User Operations Facility Allowance	Sustainment-Steady-State	10,884
105	OIT	Enterprise Data Services	Foundation Platforms	ITIN Digital Transformation Center (DTC) Application Programming Interface (API) Development and Support	Digital Transformation Center (DTC)	Sustainment-Steady-State	38,852
106	OIT	Enterprise Data Services	Foundation Platforms	VA MuleSoft GovCloud Platform	VA MuleSoft GovCloud Platform ITIN	Sustainment-Steady-State	8,698
107	OIT	Enterprise Data Services	Foundation Platforms	Salesforce Government Cloud Plus (SFGCP)	Salesforce Government Cloud Plus (SFGCP) ITIN	Sustainment-Steady-State	17,590

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
108	OIT	VA IT Ops Activations	Activations	Activations	Activations Projects Change in Business Practice/ New Requirement	Sustainment-Steady-State	74,000
109	OIT	VA IT Ops Activations	Activations	Activations		Sustainment-Steady-State	15,000
110	OIT	VA IT Ops Activations	Activations	Activations Business Operations (BO)	New User Equipment	Sustainment-Steady-State	29,900
111	OIT	Corporate IT Support ITRM	Property and Facility Management	- Space and Facilities Management	Utilities	Sustainment-Steady-State	6,122
112	OIT	Corporate IT Support ITRM	TAC Fees	Office of Procurement, Acquisition, and Logistics (OPAL)	Office of Procurement, Acquisition, and Logistics (OPAL)	Sustainment-Steady-State	64,649
113	OIT	Enterprise Data Services	Application Delivery Infrastructure	Data Access Services (DAS)	Data Access Services (DAS)	Sustainment-Steady-State	5,581
114	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO) Software License Maintenance	End User Operations Software License Maintenance	Sustainment-Steady-State	19,344
115	VHA	Health Data & Information	Virtual Veteran Record	Standards and COTS Integration Platform (SCIP)	Standards and COTS Integration Platform (SCIP)	Sustainment-Steady-State	27,169
116	OIT	Enterprise Data Services	Foundation Platforms	Digital Veterans Platform (DVP)	Digital Veterans Platform (DVP)	Sustainment-Steady-State	46,787
117	OIT	VA IT Ops Network Engineering	Unified Communications	Enterprise IT Support Contracts - Unified Communications	Contact Center	Sustainment-Steady-State	228
118	OIT	VA IT EA Network	Unified Communications	Enterprise IT Support Contracts - Strategic Sourcing	VSAT	Sustainment-Steady-State	3,105
119	OIT	VA IT Ops Network Engineering	Unified Communications	Enterprise IT Support Contracts - Unified Communications	Telephony	Sustainment-Steady-State	4,994
120	OIT	Enterprise Data Services	Foundation Platforms	VA MuleSoft GovCloud Platform	VA MuleSoft GovCloud Platform Corporate	Sustainment-Steady-State	10,395
121	OIT	Corporate IT Support ITRM	OIT Front Office Support	OIT-Wide Communication Support OIT Front Office	Communication Support	Sustainment-Steady-State	4,452
122	OIT	Corporate IT Support ITRM	OIT Front Office Support	Executive Assistant (EA) Support Contract	OIT Front Office EA Support Contract	Sustainment-Steady-State	475
123	OIT	Corporate IT Support ITRM	OIT Front Office Support	OIT Front office - ITPI Support Contract	OIT Front office - ITPI Support Contract	Sustainment-Steady-State	6,475
124	OIT	Enterprise Data Services	Foundation Platforms	Salesforce Government Cloud Plus (SFGCP)	Salesforce Government Cloud Plus (SFGCP) Corporate	Sustainment-Steady-State	17,987

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
125	HRA	Other Corporate IT Systems	Human Resources	Security and Preparedness	VA Centralized Adjudication Background Investigation System (VA-CABS)	Sustainment-Steady-State	3,000
126	OM	Other Corporate IT Systems	Financial Management Services	Financial Reporting	Veterans Equitable Resource Allocation (VERA)	Sustainment-Steady-State	4,133
127	OM	Financial Management	Financial Management Services	Financial Management	Financial Management Business Transformation (FMBT)	Sustainment-Modernization	30,000
128	VHA	Other Medical IT Systems	Operational Support	Managerial Cost Accounting	Decision Support System (DSS)	Sustainment-Steady-State	24,672
129	HRA	Other Corporate IT Systems	Human Resources	Human Capital Management	Human Capital Management - Data Warehouse (HCM-DW)	Sustainment-Steady-State	1,854
130	HRA	Other Corporate IT Systems	Human Resources	Workforce Analytics and Employee Records	Human Resources - Payroll Application Services (HR-PAS)	Sustainment-Steady-State	9,999
131	HRA	Other Corporate IT Systems	Human Resources	Employee Performance Management	Enterprise Performance Management System (ePerformance)	Sustainment-Steady-State	4,799
132	HRA	Other Corporate IT Systems	Human Resources	New Hire In-Processing and Onboarding	Next Generation (NextGen) PIV Solution	Sustainment-Steady-State	540
133	HRA	Other Corporate IT Systems	Human Resources	New Hire In-Processing and Onboarding	VA On-/Off Boarding Process Improvement	Sustainment-Steady-State	2,708
134	HRA	Other Corporate IT Systems	Human Resources	Employee Performance Management	Talent Management System (TMS) 2.0	Sustainment-Steady-State	323
135	HRA	Other Corporate IT Systems	Human Resources	Security and Preparedness	Police Program Inspection Compliance (PPIC)	Sustainment-Steady-State	305
136	HRA	Other Corporate IT Systems	Human Resources	Compensation and Benefits	VA Transit Benefits Program Application Portal for the NCR (VA TBP)	Sustainment-Steady-State	126
137	HRA	Other Corporate IT Systems	Human Resources	Work-Life Wellness/Employee Assistance Programming	Child Care Records Management System (CCRMS)	Sustainment-Steady-State	536
138	HRA	Other Corporate IT Systems	Human Resources	Compensation and Benefits	Workers Compensation - Occupational Safety Health Management Information System (WC-OSH)	Sustainment-Steady-State	647

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
139	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO) - Data Breach Response Services	Information Security Operations (ISO) - Data Breach Response Services	Sustainment-Steady-State	1,810
140	OIT	Corporate IT Support ITRM	Property and Facility Management	Business Operations (BO) - Space and Facilities Management	Lease/Rent	Sustainment-Steady-State	27,547
141	OIT	Corporate IT Support ITRM	Property and Facility Management	Business Operations (BO) - Space and Facilities Management	Security	Sustainment-Steady-State	9,117
142	OIT	Corporate IT Support ITRM	Property and Facility Management	Business Operations (BO) - Space and Facilities Management	Support Services and Maintenance	Sustainment-Steady-State	14,447
143	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Software Maintenance Office of Strategic Sourcing (OSS) Software	Enterprise Software Licensing	VMWare ELA	Sustainment-Steady-State	17,947
144	OIT	VA IT EA Platform	Maintenance	Enterprise Software Licensing	Java	Sustainment-Steady-State	9,273
145	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Enterprise IT Support Contracts - Infrastructure Operations	VMWare Support	Sustainment-Steady-State	1,250
146	OIT	VA IT Ops Application Services	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	Active Directory	Sustainment-Steady-State	1,323
147	OIT	VA IT Ops Data Center and Cloud	Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	VISTA Imaging	Sustainment-Steady-State	2,228
148	OIT	Enterprise Data Services	Application Delivery Infrastructure	Slack	Slack	Sustainment-Steady-State	2,492
149	OIT	VA IT Ops Service Management	IT Service Management	IT Service Management	IT Service Management	Sustainment-Steady-State	2,126
150	OIT	VA IT Ops Service Management	IT Service Management	IT Service Management	ServiceNow ELA	Sustainment-Steady-State	100,380
151	OIT	VA IT Ops Service Management	IT Service Management	IT Service Management	ServiceNow Support	Sustainment-Steady-State	20,000
152	OIT	Enterprise Data Services	Application Delivery Infrastructure	Box Cloud Content Management (Box)	Box Cloud Content Management (Box)	Sustainment-Steady-State	1,163
153	OIT	VA IT Ops Service Management	Operations Triage Group (OTG)	Operations Triage Group (OTG)	Operations Triage Group (OTG)	Sustainment-Steady-State	8,000

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
154	OIT	VA IT Ops Application Services	Application Delivery Infrastructure	ITIN VA Enterprise Cloud Solutions (VAEC) Application/Application Programming Interface (API) Hosting	SLA Costs - App Codes ECH, SCL, and VMP	Sustainment-Steady-State	65,022
155	OIT	Corporate IT Support ITRM	Human Capital Management	Talent Management Organization (TMO)	Talent Management Organization (TMO)	Sustainment-Steady-State	2,340
156	OIT	VA ITEA End User Enterprise Data	Software Maintenance Application Delivery	Enterprise Software Licensing	Microfocus DevSecOps Tools	Sustainment-Steady-State	9,868
157	OIT	Services	Infrastructure	DevSecOps Tools Enclave (DTE)	Enclave (DTE)	Sustainment-Steady-State	17,045
158	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations Support	Enterprise IT Support Contracts - Infrastructure Operations	IO IT Support Enterprise Service Desk (ESD) Managed Services	Sustainment-Steady-State	8,345
159	OIT	VA IT Ops End User Service Desk	Service Desk	Enterprise Service Desk	Enterprise Licensing Program Management	Sustainment-Steady-State	65,160
160	OIT	Corporate IT Support ITRM	OSS Support	OSS Program Management	SLA Costs - Cyber Security Product Line	Sustainment-Steady-State	551
161	OIT	Enterprise Security Services	Cyber Security Operations	Service Level Agreement (SLA) - Enterprise	Cyber Workforce Services	Sustainment-Steady-State	6,721
162	OIT	Corporate IT Support ITRM	Human Capital Management	Cyber Workforce Services	Services	Sustainment-Steady-State	3,124
163	VHA	Health Data & Information	Health Care Infrastructure	Imprivata	Imprivata Imperva Database Monitoring	Sustainment-Steady-State	7,448
164	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise Software Licensing	Enterprise Command Center	Sustainment-Steady-State	1,929
165	OIT	VA IT Ops End User Service Management	IT Service Management	Enterprise Command Center	Enterprise Command Center	Sustainment-Steady-State	67,500
166	OIT	VA ITEA End User VA IT Ops End User Service Management	Software Maintenance IT Service Management	Enterprise Software Licensing	Adobe Acrobat Pro licenses	Sustainment-Steady-State	7,630
167	OIT	Enterprise Data Services	Foundation Platforms	Enterprise Command Center	SLA Costs - ECC - App Code CCV Pega Cloud for Government (PCG)	Sustainment-Steady-State	9,600
168	OIT	Services	Foundation Platforms	Pega Cloud for Government (PCG)	Government (PCG) Burial Operations Support System - Enterprise (BOSS-E)	Sustainment-Steady-State	9,986
169	NCA	Memorials Automation	Memorial Support	Field Programs	Salesforce Government Cloud Plus (SFGCP)	Sustainment-Steady-State	9,879
170	NCA	Enterprise Data Services	Foundation Platforms	Salesforce Government Cloud Plus (SFGCP)	Memorials	Sustainment-Steady-State	1,950

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
171	OIT	VA IT Ops Network Engineering	Network Services	Network Engineering	Telecommunications - Data Networks Transport	Sustainment-Steady-State	183,000
172	OIT	VA IT Ops Data Center and Cloud	Connectivity & Collaborations Service (CCS) Hardware Maintenance	Enterprise Hardware Maintenance	Enterprise Hardware Maintenance	Sustainment-Steady-State	78
173	OIT	VA IT Ops Network Engineering	Connectivity & Collaborations Service (CCS) Hardware Maintenance	Enterprise Hardware Maintenance - Gateways	Enterprise Hardware Maintenance - Gateways	Sustainment-Steady-State	5,474
174	OIT	VA IT Ops Network Engineering	Connectivity & Collaborations Service (CCS) Hardware Maintenance	Enterprise Hardware Maintenance - Unified Communication	Telephony	Sustainment-Steady-State	30,661
175	OIT	VA IT Ops Network Engineering	Connectivity & Collaborations Service (CCS) Hardware Maintenance	Enterprise Hardware Maintenance - Network	Enterprise Hardware Maintenance - Network	Sustainment-Steady-State	6,701
176	OIT	VA IT Ops Engineering Applications	Connectivity & Collaborations Service (CCS) Software Maintenance	Enterprise Software License Maintenance - Unified Communication	Contact Center	Sustainment-Steady-State	5,041
177	OIT	VA IT Ops Network Operations	Connectivity & Collaborations Service (CCS) Software Maintenance	Enterprise Software License Maintenance - Unified Communication	Telephony	Sustainment-Steady-State	2,163
178	OIT	VA IT Ops Network Engineering	Connectivity & Collaborations Service (CCS) Software Maintenance	Enterprise Software License Maintenance - Unified Communication	Video Collaboration	Sustainment-Steady-State	968
179	OIT	VA IT Ops Engineering Applications	Connectivity & Collaborations Service (CCS) Software Maintenance	Enterprise Software License Maintenance	Enterprise Software License Maintenance	Sustainment-Steady-State	4,000
180	OIT	VA IT Ops Network Engineering	Connectivity & Collaborations Service (CCS) Software Maintenance	Enterprise Software License Maintenance - Network	Enterprise Software License Maintenance - Network	Sustainment-Steady-State	1,066
181	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise IT Support Contracts - Infrastructure Operations	ForeScout	Sustainment-Steady-State	11,249
182	OIT	VA IT Ops Data Center and Cloud	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	SLA Costs - ITOPS Product Line	Sustainment-Steady-State	27,380

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
183	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise IT Support Contracts - Infrastructure Operations	Gigamon	Sustainment-Steady-State	4,686
184	OIT	VA IT Ops End User Service Management	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	SLA Costs - SolarWinds - App Code SWD	Sustainment-Steady-State	458
185	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise Software Licensing	CyberArk	Sustainment-Steady-State	1,145
186	OIT	Enterprise Security Services	Cyber Security Operations	Enterprise Software Licensing	Enterprise Encryption Key Management System	Sustainment-Steady-State	4,300
187	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO) - Data Breach Response Services	PSETS Help Desk Support	Sustainment-Steady-State	600
188	VEO	Customer Relationship Management	Customer Feedback and Experience	Customer Feedback	Veterans Signals (VSignals)	Sustainment-Steady-State	5,660
189	OIT	Corporate IT Support ITRM	Human Capital Management	Talent Management Organization (TMO)	Cyber Workforce Management	Sustainment-Steady-State	2,310
190	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service	TechSmith Snag-it SW	Sustainment-Steady-State	1
191	OIT	Enterprise Data Services	CRR Support	Development and Acquisition Support	Enterprise Testing Service	Sustainment-Steady-State	4,507
192	OIT	VA IT Ops Platform Services	Infrastructure Operations (IO) Software Maintenance	Enterprise Testing Service	Splunk Licensing	Sustainment-Steady-State	1
193	OIT	VA IT Ops Platform Services	Infrastructure Operations Support	Enterprise IT Support Contracts - Infrastructure Operations	Splunk Support	Sustainment-Steady-State	1,972
194	VEO	Customer Relationship Management	Digital Experience	Web Application and Platforms	Enterprise Veterans Self Service (EVSS)	Sustainment-Steady-State	3,616
195	VEO	Health Data & Information	Digital Experience	Web Application and Platforms	My HealtheVet (MHV)	Sustainment-Steady-State	15,760
196	OIT	EPMO Enterprise Support	Software Product Management Support	Software Product Management Operations Support	Software Product Management Operations Support	Sustainment-Steady-State	13,546

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
197	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO)	Enterprise Mobility Management	Sustainment-Steady-State	12,905
198	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	VA Bay Pines Kemp - IP Load Balancer HW Maintenance	Sustainment-Steady-State	23
199	VHA	Other Medical IT Systems	Health Care Infrastructure	Health Application Project Management and Product Support	Health Application Project Management and Product Support	Sustainment-Steady-State	14,141
200	VHA	Health Management Platform	Care Coverage Services	Payer Electronic Data Interchange Transactions Applications Suite (Product Engineering and Development TAS)	Payer Electronic Data Interchange Transactions Applications Suite (Product Engineering and Development TAS)	Sustainment-Steady-State	15,230
201	OIT	Enterprise Data Services	Foundation Platforms	Microsoft Power Platform	Microsoft Power Platform	Sustainment-Steady-State	17,361
202	OIT	VA IT Ops Network Engineering	Unified Communications	Voice Access Modernization (VAM) Infrastructure	SLA Costs - VAM - App Code IVR	Sustainment-Steady-State	595
203	OIT	Enterprise Data Services	CRR Support Software Product Management	Enterprise Testing Service Acquisition Support	Adobe Premier Pro License	Sustainment-Steady-State	1
204	OIT	EPMO Enterprise Support	Support	Portfolio Integration	Portfolio Integration	Sustainment-Steady-State	2,816
205	VEO	Enterprise Security Services	Cyber Security Operations	Identity and Access	Identity and Access Management	Sustainment-Steady-State	6,910
206	VEO	Enterprise Security Services	Cyber Security Operations Product Engineering and Development Support	Identity and Access	Identity and Access Management Program Support Services	Sustainment-Steady-State	20,248
207	OIT	EPMO Enterprise Support	Support	Capacity and Performance Engineering Services (CPE) Enterprise IT Support	Capacity and Performance Engineering Services (CPE)	Sustainment-Steady-State	5,329
208	OIT	VA IT Ops Network Engineering	Network Services	Contracts - Network Services	Core Network Services	Sustainment-Steady-State	4,730
209	OIT	Enterprise Data Services	CRR Support	ACOE Advanced Tools and Support	ACOE Performance Reporting	Sustainment-Steady-State	2,728
210	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	MS Project Premium Client Access Licenses	Sustainment-Steady-State	15

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
211	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	Portswigger Burp Site Professional SW Maintenance	Sustainment-Steady-State	1
212	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	Red Hat Ansible Tower SW Licenses and Maintenance	Sustainment-Steady-State	62
213	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	TE Alexsys Team 2 - Software Maintenance	Sustainment-Steady-State	4
214	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	TE KingswaySoft SQL Serve Integration License - Software Maintenance	Sustainment-Steady-State	2
215	VHA	Health Research	Health Delivery Support	Million Veteran Program Online/CHAMPION IAA (MVP Online)	Million Veteran Program Online/CHAMPION IAA (MVP Online)	Sustainment-Steady-State	5,835
216	VEO	Enterprise Security Services	Cyber Security Operations	Identity and Access	VetPS	Sustainment-Steady-State	5,788
217	OIT	Enterprise Data Services	CRR Support	ACOE Advanced Tools and Support	Business Intelligence and Reporting	Sustainment-Steady-State	2,209
218	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	DevScope PowerBI Tiles Pro Desktop License	Sustainment-Steady-State	1
219	OIT	Enterprise Data Services	CRR Support	VA Product Line Accountability & Reporting System (VA PARS)	Kendo SW License Renewal	Sustainment-Steady-State	3
220	OIT	Access to Care	Health Care Infrastructure	VHA Software License Maintenance	VHA Software License Maintenance	Sustainment-Steady-State	251
221	OIT	Enterprise Data Services	CRR Support	Rentouch PIPlanning (Rentouch)	Rentouch PIPlanning (Rentouch)	Sustainment-Steady-State	197
222	OIT	Enterprise Data Services	CRR Support	ACOE DevOps/SAFe/Agile Transformation	ACOE DevOps/SAFe/Agile Transformation	Sustainment-Steady-State	9,601
223	VEO	Enterprise Security Services	Cyber Security Operations	Identity and Access	Cloud Credits	Sustainment-Steady-State	8,103
224	VEO	Enterprise Security Services	Cyber Security Operations	Identity and Access	SLA Costs - App Codes MPI, IAM, and PSM	Sustainment-Steady-State	153
225	OIT	Corporate IT Support ITRM	Budget Execution Product Engineering and Development Support	Budget Execution and Analysis Service (BEAS)	Budget Execution and Analysis Service (BEAS)	Sustainment-Steady-State	3,136
226	OIT	EPMO Enterprise Support	Product Engineering and Development Support	Product Engineering Operational Support	Product Engineering Operational Support	Sustainment-Steady-State	12,060
227	OIT	Enterprise Data Services	CRR Support	Enterprise Testing Service Development and Acquisition Support	TE Alteryx Designer SW Software Maintenance	Sustainment-Steady-State	24

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
228	OIT	Corporate IT Support ITRM	ITBF Support Application	Investment Oversight and EPS Support	Investment Oversight and EPS Support	Sustainment-Steady-State	1,580
229	OIT	Enterprise Data Services	Delivery Infrastructure	Application Delivery Infrastructure	Data Interoperability (DI)	Sustainment-Steady-State	4,397
230	VEO	Enterprise Security Services	Cyber Security Operations	Contracts - Infrastructure Operations	Cloud Credits	Sustainment-Steady-State	8,802
231	OIT	Enterprise Data Services	Delivery Infrastructure	VA Enterprise Content Management System (TeamSite)	VA Enterprise Content Management System (TeamSite)	Sustainment-Steady-State	2,750
232	OIT	Corporate IT Support ITRM	BIOS Support	Business Outcomes and Demand Management	IT BIOS - Replacement Contract Funding	Sustainment-Steady-State	1,883
233	OIT	Corporate IT Support ITRM	Property and Facility Management	Business Operations (BO) - Space and Facilities Management	SLA Costs - SFM - No App Code	Sustainment-Steady-State	1,775
234	OIT	Other Corporate IT Systems	CTO Support	Technical Strategy Delivery Services	Technical Strategy Delivery Services	Sustainment-Steady-State	7,855
235	OIT	Corporate IT Support ITRM	Human Capital Management	Talent Management Organization (TMO)	Professional Development Support Services	Sustainment-Steady-State	4,566
236	OIT	VA IT Ops Network Engineering	Network Services Infrastructure	Network Engineering	Telecommunications -Network Redundancy	Sustainment-Steady-State	5,084
237	OIT	VA IT Ops Application Services	Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	ForeScout	Sustainment-Steady-State	510
238	VHA	Health Research	Health Delivery Support	Million Veterans Program (MVP) Patient Recruitment and Enrollment System	Million Veterans Program (MVP) Patient Recruitment and Enrollment System	Sustainment-Steady-State	534
239	VHA	Access to Care	Common Health Care Workflows	VA Online Scheduling (VAOS)	VA Online Scheduling (VAOS)	Sustainment-Steady-State	10,058
240	VHA	Other Medical IT Systems	Operational Support	Registration and Tracking System (CTRTS)	Clinical Trainee Registration and Tracking System (CTRTS)	Sustainment-Steady-State	5,250
241	VHA	Health Management Platform	Care Coverage Services	Community Care Referral and Authorization (CCRA)	Community Care Referral and Authorization (CCRA)	Sustainment-Steady-State	33,701
242	NCA	Enterprise Data Services	Foundation Platforms	VA MuleSoft GovCloud Platform	VA MuleSoft GovCloud Platform Memorials	Sustainment-Steady-State	2,395

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
243	VBA	Other Benefits IT Systems	Education Veteran+ Readiness and Employment	Digital GI Bill	Digital GI Bill	Sustainment-Steady-State	28,838
244	VEO	Enterprise Data Services	Customer Data Management Experience	Military History Data	VA/DoD Identity Repository (VADIR)	Sustainment-Steady-State	3,527
245	OIT	Other Corporate IT Systems	Financial Management Services	Financial Management	Budget Tracking Tool (BT)	Sustainment-Steady-State	3,205
246	OIT	Enterprise Data Services	CRR Support	Business Office Budget Support	Business Office Budget Support	Sustainment-Steady-State	849
247	OIT	Other Corporate IT Systems	CTO Support	AES Enterprise Architecture Program Standards and Terminology Services (STS)	AES Enterprise Architecture Program Standards and Terminology Services (STS)	Sustainment-Steady-State	4,138
248	VHA	Health Data & Information	Enterprise IT Infrastructure	Community Care - Provider Profile Management System (PPMS)	Community Care - Provider Profile Management System (PPMS)	Sustainment-Steady-State	194
249	VHA	Health Management Platform	Care Coverage Services	Veterans Health Information Systems and Technology Architecture (VistA)	Veterans Health Information Systems and Technology Architecture (VistA)	Sustainment-Steady-State	8,222
250	VHA	Health Management Platform	Health Care Infrastructure	Mental Health Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Mental Health Suite (MHS) Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Sustainment-Steady-State	217,883
251	VHA	Health Management Platform	Clinical Care Services	Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Mental Health Suite (MHS) Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Sustainment-Steady-State	6,001
252	VHA	Health Management Platform	Clinical Care Services	Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Mental Health Suite (MHS) Mental Health Assistant VistA - Computerized Patient Record System (CPRS)	Sustainment-Steady-State	1,339
253	VHA	Health Management Platform	Health Administration	VistA - VA Fileman Caregiver Record Management Application (CARMA)	VistA - VA Fileman Caregiver Record Management Application (CARMA)	Sustainment-Steady-State	2,262
254	VHA	Health Management Platform	Health Care Infrastructure	VistA - VA Fileman Caregiver Record Management Application (CARMA)	VistA - VA Fileman Caregiver Record Management Application (CARMA)	Sustainment-Steady-State	75
255	VHA	Other Medical IT Systems	Clinical Care Services	VistA Audit Solution (VAS)	VistA Audit Solution (VAS)	Sustainment-Steady-State	10,215
256	VHA	Health Management Platform	Health Care Infrastructure	4-SIGHT Automated Eyeglass Ordering	4-SIGHT Automated Eyeglass Ordering	Sustainment-Steady-State	972
257	VHA	Health Management Platform	Health Delivery Support	4-SIGHT Automated Eyeglass Ordering	4-SIGHT Automated Eyeglass Ordering	Sustainment-Steady-State	1,013
258	BVA	Benefits Appeals	Appeals	Appeals Processing	Appeals (Caseflow)	Sustainment-Steady-State	2,375

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
259	NCA	Memorials Automation	Memorial Support	Field Programs	Memorial Benefits Management System (MBMS)	Sustainment-Steady-State	7,881
260	BVA	Benefits Appeals	Appeals	Appeals Processing	Appeals Modernization - Board of Veterans' Appeals (BVA VACOLS)	Sustainment-Steady-State	500
261	VBA	Other Benefits IT Systems	Insurance	Life Insurance Benefits	Electronic Insurance (EIN)	Sustainment-Steady-State	300
262	VBA	Other Benefits IT Systems	Insurance	Life Insurance Benefits	Life Insurance Policy Administration Solution (LIPAS)	Sustainment-Steady-State	1,800
263	VBA	Veterans Benefits Management	Compensation and Pension	Disability Examination VA Product Line Accountability & Reporting System (VA PARS)	CLAIMS VA Product Line Accountability & Reporting System (VA PARS)	Sustainment-Steady-State	1,108
264	OIT	Enterprise Data Services	CRR Support	Customer Relationship Management	Customer Relationship Management	Sustainment-Steady-State	2,741
265	VEO	Customer Relationship Management	Contact Center Experience	VHA Contact Centers	Veterans Crisis Line (VCL)	Sustainment-Steady-State	1,983
266	OIT	Corporate IT Support ITRM	BIOS Support	IT BIOS - ITAM Management and Operations	IT BIOS - ITAM Management and Operations	Sustainment-Steady-State	1,883
267	VBA	Other Benefits IT Systems	Compensation and Pension	Disability Examination	Vista - CAPRI: Automated Medical Information Exchange	Sustainment-Steady-State	1,107
268	VHA	Supply Chain Management	Operational Support	Supply Chain Enterprise Solution	Supply Chain Enterprise Solution	Sustainment-Steady-State	50,000
269	NCA	Memorials Automation	Memorial Support	Veterans Memorialization	Veterans Legacy Memorial (VLM)	Sustainment-Steady-State	3,500
270	OIT	VA IT Ops Data Center and Cloud	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	Unassigned App Codes	Sustainment-Steady-State	1,118
271	VHA	Supply Chain Management	Operational Support	Supply Chain Services	Defense Medical Logistics Standard Support (DMLSS)	Sustainment-Steady-State	8,007
272	VEO	Enterprise Data Services	Customer Data Management Experience	Military History Data	Veterans Information Solution (VIS)	Sustainment-Steady-State	1,349
273	VEO	Customer Relationship Management	Contact Center Experience	VBA Contact Centers	Education Call Center (ECC) Customer Relationship Management (CRM) (ECC CRM)	Sustainment-Steady-State	2,150

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
274	VHA	Health Research Supply Chain Management	Health Delivery Support Operational	VA-Academic Collaboration Space - Box Cloud Content Management (Box)	Box Cloud Content Management (Box) - VA-Academic Collaboration Space	Sustainment-Steady-State	2,778
275	VHA		Support	National Item File	National Item File (NIF) National Cemetery Administration (NCA) geographic information system (GIS)	Sustainment-Steady-State	214
276	NCA	Memorials Automation	Memorial Operation Customer Data Management	Enterprise Administration Management	NextGen Federated Data Architecture	Sustainment-Steady-State	675
277	VEO	Enterprise Data Services VA IT Ops Data Center and Cloud	Experience Infrastructure Operations Support	Military History Data Enterprise IT Support Contracts - Infrastructure Operations	Information Technology Programing and Budget Formulation (ITPBF)	Sustainment-Steady-State	4,161
278	OIT				Information Technology Programing and Budget Formulation (ITPBF)	Sustainment-Steady-State	1,853
279	OIT	Corporate IT Support ITRM	Budget Formulation	Budget Formulation (ITPBF)	Information Technology Budget Formulation (ITBF)	Sustainment-Steady-State	252
280	OIT	Corporate IT Support ITRM	Budget Formulation	Budget Formulation (ITBF)	Budget Formulation (ITBF)	Sustainment-Steady-State	16,761
281	OIT	Corporate IT Support ITRM	ITBF Support	ITBF Front Office	ITBF Front Office	Sustainment-Steady-State	412
282	OIT	VA IT Infrastructure Readiness Program (IRP)	Storage Services	Infrastructure Readiness Program (IRP) - Server/Storage Farm Infrastructure	Server/Storage Farm Infrastructure	Sustainment-Modernization	35,000
283	OIT	VA IT Infrastructure Readiness Program (IRP)	Network Services	Infrastructure Readiness Program (IRP) - Network Infrastructure	Network Infrastructure	Sustainment-Modernization	40,000
284	OIT	VA IT Infrastructure Readiness Program (IRP)	Unified Communications	Infrastructure Readiness Program (IRP) - Unified Communications Infrastructure	Unified Communications	Sustainment-Modernization	25,000
285	OIT	VA IT Infrastructure Readiness Program (IRP)	End User Compute	Infrastructure Readiness Program (IRP) - End User Infrastructure	Desktop Infrastructure	Sustainment-Modernization	34,500
286	OIT	Enterprise Security Services	Cyber Security Operations Awareness, Risk, Compliance	Information Security Operations (ISO)	EAS NetApp Hardware Storage Expansion	Sustainment-Modernization	323
287	OIT	Enterprise Security Services	Governance, Risk, Compliance Awareness, Risk, Compliance	Information Security Policy and Strategy	Periodic Assessment of Risk Support - PARS	Sustainment-Modernization	27,640
288	OIT	Enterprise Security Services	Governance, Risk, Compliance	Information Security Policy and Strategy	ATO Support	Sustainment-Modernization	6,099

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
289	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance Common Health	Information Security Policy and Strategy	Information Assurance Support Services (IASS)	Sustainment-Modernization	2,500
290	VHA	Other Medical IT Systems	Care Specific Services	VetPro	VetPro	Sustainment-Steady-State	2,280
291	VHA	Supply Chain Management	Operational Support	Supply Chain Services	National Contingency Response Tool (NCRT)	Sustainment-Steady-State	4,562
292	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	GWN Storage Refresh	Sustainment-Modernization	30
293	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Splunk Enterprise License	Sustainment-Enhancement	9,014
294	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Information Security Program Support	Sustainment-Enhancement	1,476
295	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Networking Refresh for GWE/GWN	Sustainment-Modernization	99
296	VHA	Supply Chain Management	Operational Support	Supply Chain Services	Supply Chain GUI (SC GUI)	Sustainment-Steady-State	11,175
297	VEO	Customer Relationship Management	Digital Experience	Web Application and Platforms	WordPress VIP Go (WP VIP) License and Support	Sustainment-Steady-State	2,200
298	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	eMASS Hosting Services	Sustainment-Modernization	205
299	VHA	Supply Chain Management	Operational Support	Supply Chain Services	Strategic Equipment Planning Guide - Enterprise Equipment Request (SEPG-EER)	Sustainment-Steady-State	1,625
300	VEO	Customer Relationship Management	Contact Center Experience	Event Bus	Event Bus	Sustainment-Steady-State	1,750
301	BVA	Benefits Appeals	Appeals	Appeals Processing	Appeals Modernization - Board of Veterans' Appeals (ARMS)	Sustainment-Steady-State	2,750
302	VHA	Health Management Platform	Care Coverage Services	Fee Payment Processing System	Fee Payment Processing System	Sustainment-Steady-State	10
303	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Threat Intelligence Platform (Cyber Threat Database)	Sustainment-Enhancement	319
304	VHA	Customer Relationship Management	Quality Systems	Check-in Experience (CIE)	Check-in Experience (CIE)	Sustainment-Steady-State	9,500

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
305	VHA	Health Management Platform	Common Health Care Specific Services	COVID Analytics	Long COVID Analytics	Sustainment-Steady-State	2,500
306	VHA	Other Medical IT Systems	Patient Management Services	Informed Consent Web (ICW)	Informed Consent Web (ICW)	Sustainment-Steady-State	11,335
307	VHA	Access to Care	Common Health Care Workflows	Home Telehealth Synchronous	Home Telehealth	Sustainment-Steady-State	4,752
308	VHA	Access to Care	Common Health Care Workflows	Telehealth (SyncTele)	Synchronous Telehealth (SyncTele)	Sustainment-Steady-State	12,700
309	VHA	Health Research	Health Delivery Support	VHA Research IT Support	VHA Research IT Support	Sustainment-Steady-State	6,698
310	VHA	Other Medical IT Systems	Health Administration	Health Information Coding, Billing, and Auditing (HICBA) Construction	Health Information Coding, Billing, and Auditing (HICBA)	Sustainment-Steady-State	60,000
311	OALC	Other Corporate IT Systems	Acquisition and Property Management	Guidelines Management Property	Space and Equipment Planning System (SEPS) Corporate and Regional	Sustainment-Steady-State	1,072
312	OALC	Other Corporate IT Systems	Acquisition and Property Management	Acquisition and Control Reporting Information	Matrixed Budget System (CRMBS / CFM)	Sustainment-Steady-State	1,486
313	OIT	Enterprise Security Services	Cyber Security Operations	Security Operations (ISO)	Media Sanitization	Sustainment-Modernization	1,124
314	VHA	Access to Care Health Data & Information	Clinical Care Services	Patient Centered Management Module Web (PCMM Web)	Patient Centered Management Module Web (PCMM Web)	Sustainment-Steady-State	617
315	VHA	Health Data & Information	Virtual Veteran Record	Direct Secure Messaging (DSM) Veterans Data Integration and Federation	Direct Secure Messaging (DSM)	Sustainment-Steady-State	4,364
316	VHA	Health Data & Information	Health Care Infrastructure	Enterprise Platform (VDIF-EP) Veterans Data Integration and Federation	VDIF Web Service Layer VIA (VWSL VIA)	Sustainment-Steady-State	4,949
317	VHA	Health Data & Information	Health Care Infrastructure	Enterprise Platform (VDIF-EP)	VA Health Information Exchange (HIE) Data Analytics Platform	Sustainment-Steady-State	2,408
318	VHA	Health Management Platform	Common Health Care Workflows	Consult Toolbox (CTB)	Consult Toolbox (CTB)	Sustainment-Steady-State	2,833
319	VHA	Health Management Platform	Common Health Care Workflows	Community Care - Standardized Episodes of Care (CC-SEOC)	Community Care - Standardized Episodes of Care (CC-SEOC)	Sustainment-Steady-State	1,554

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
320	VHA	Health Data & Information	Virtual Veteran Record	Attachments Retrieval System	Attachments Retrieval System	Sustainment-Steady-State	3
321	VHA	Access to Care	Health Administration	Bed Management Solution (BMS)	Bed Management Solution (BMS)	Sustainment-Steady-State	798
322	VHA	Other Medical IT Systems	Enterprise IT Infrastructure	James A. Lovell Federal Health Center (JAL FHCC)	James A. Lovell Federal Health Center (JAL FHCC)	Sustainment-Steady-State	1,508
323	VHA	Health Management Platform	Clinical Care Services	VistA - Imaging (IMAGE)	VistA - Imaging (IMAGE)	Sustainment-Steady-State	6,372
324	VHA	Health Management Platform	Clinical Care Services	VistA - Blood Establishment Computer Software (VBECS)	VistA - Blood Establishment Computer Software (VBECS)	Sustainment-Steady-State	8,485
325	VHA	Health Management Platform	Clinical Care Services	Behavioral Health Lab	Behavioral Health Lab	Sustainment-Steady-State	131
326	VHA	Health Data & Information	Administration	Joint Longitudinal Viewer	Joint Longitudinal Viewer	Sustainment-Steady-State	11,743
327	VHA	Health Data & Information	Health Delivery Support	National Clozapine Registry (NCR)	National Clozapine Registry (NCR)	Sustainment-Steady-State	4,782
328	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Sustainment-Steady-State	50,041
329	VHA	Health Management Platform	Health Delivery Support	Genetic Test Data Storage and Transportation -Data Access Services (DAS)	Data Access Services (DAS) - Genetic Test Data Storage and Transportation	Sustainment-Steady-State	997
330	VHA	Access to Care	Care Coverage Services	Claims Processing & Eligibility System (CP&E)	Claims Processing & Eligibility System (CP&E)	Sustainment-Steady-State	8,824
331	VHA	Access to Care	Patient Management Services	Beneficiary Travel Self-Service System (BTSSS)	Beneficiary Travel Self-Service System (BTSSS)	Sustainment-Steady-State	1,858
332	VHA	Health Research	Health Delivery Support	Research Electronic Data Capture (VA REDCap)	Research Electronic Data Capture (VA REDCap)	Sustainment-Steady-State	2,380
333	VHA	Health Data & Information	Common Health Care Specific Services	Veterans Integrated Registries Platform (VIRP)	Veterans Integrated Registries Platform (VIRP)	Sustainment-Steady-State	2,322
334	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	VDIF Veterans Health Information Exchange (VHIE) Joint Health Information Exchange (JHIE)	Sustainment-Steady-State	7,760

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
335	VHA	Health Data & Information	Health Delivery Support	Homeless Management Information System (HMIS)	Homeless Management Information System (HMIS)	Sustainment-Steady-State	197
336	VHA	Health Data & Information	Health Delivery Support	Cardiac Device Monitoring System (CDMS)	Cardiac Device Monitoring System (CDMS)	Sustainment-Steady-State	260
337	VBA	Other Benefits IT Systems	Compensation and Pension	Disability Examination	Compensation and Pension Record Interchange (CAPRI) VA MuleSoft GovCloud	Sustainment-Steady-State	1,308
338	VEO	Enterprise Data Services	Foundation Platforms	VA MuleSoft GovCloud Platform	Platform Veteran Experience	Sustainment-Steady-State	2,699
339	VHA	Other Medical IT Systems	Operational Support	First Party Billing	First Party Lockbox	Sustainment-Steady-State	306
340	VHA	Health Management Platform	Care Coverage Services	Community Care Reimbursement System (CCRS)	Community Care Reimbursement System (CCRS)	Sustainment-Steady-State	12,990
341	VHA	Other Medical IT Systems	Quality Systems	National Utilization Management Integration (NUMI)	National Utilization Management Integration (NUMI)	Sustainment-Steady-State	745
342	VHA	Health Management Platform	Health Administration	VistA Integration Adapter (VIA)	VistA Integration Adapter (VIA)	Sustainment-Steady-State	646
343	VHA	Other Medical IT Systems	Operational Support	Community Care Veteran Billing System (CCVBS)	Community Care Veteran Billing System (CCVBS)	Sustainment-Steady-State	1,505
344	VHA	Health Management Platform	Common Health Care Specific Services	Lung Cancer Screening Management System	Lung Cancer Screening Management System	Sustainment-Steady-State	8
345	VHA	Health Management Platform	Health Administration	Emergency Department Integration System (EDIS)	Emergency Department Integration System (EDIS)	Sustainment-Steady-State	585
346	VHA	Other Medical IT Systems	Patient Management Services	Community Living Centers Resident Assessment Instrument	Community Living Centers Resident Assessment Instrument (CLC-RAI)	Sustainment-Steady-State	5,711
347	VHA	Other Medical IT Systems	Health Administration	Enterprise Precision Scanning and Indexing (EPSI)	Enterprise Precision Scanning and Indexing (EPSI)	Sustainment-Steady-State	3,215
348	VHA	Health Management Platform	Health Delivery Support	Advanced Medication Platform (AMPL) - Pharmacy Graphic User Interface (GUI)	Advanced Medication Platform (AMPL) - Pharmacy Graphic User Interface (GUI)	Sustainment-Steady-State	1,245
349	VHA	Health Management Platform	Health Delivery Support	Inbound ePrescribing (eRx)	Inbound ePrescribing (eRx)	Sustainment-Steady-State	1,839

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
350	VHA	Health Management Platform	Health Delivery Support	Medication Order Check Healthcare Application (MOCHA)	Medication Order Check Healthcare Application (MOCHA)	Sustainment-Steady-State	627
351	VHA	Health Research	Health Delivery Support	VHA Innovation Ecosystem	VHA Innovation Ecosystem	Sustainment-Steady-State	6,220
352	VHA	Other Medical IT Systems	Quality Systems	Salesforce - National Center For Patient Safety Tools (SF - NCPS)	Salesforce - National Center For Patient Safety Tools (SF - NCPS)	Sustainment-Steady-State	2,817
353	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Veterans Health Information Exchange Portal (VHIE Portal)	Sustainment-Steady-State	5,361
354	VHA	Access to Care	Operational Support	VHA Mobile Application Platform (MAP)	Mobile Application Platform (MAP)	Sustainment-Steady-State	30,251
355	VHA	Other Medical IT Systems	Operational Support	Real Time Location System (RTLS)	Real Time Location System (RTLS)	Sustainment-Steady-State	3,808
356	VCS	Other Corporate IT Systems	Acquisition and Property Management	Property and Facility Services	Veterans Canteen Service Automated Information System (VCS AIS)	Sustainment-Steady-State	4,243
357	VBA	Benefits Payment	Benefits Enterprise Support	Benefits System Support Services	Software Product ManagementBAM Operations	Sustainment-Steady-State	5,581
358	VHA	Other Medical IT Systems	Common Health Care Specific Services	Release of Information Plus (ROI)	Release of Information Plus (ROI)	Sustainment-Steady-State	3,896
359	VHA	Health Data & Information	Common Health Care Workflows	Clinical Assessment Reporting and Tracking (CART)	Clinical Assessment Reporting and Tracking (CART)	Sustainment-Steady-State	658
360	VHA	Other Medical IT Systems	Operational Support	Central FEE	Non-VA Hospital System Clinical Data	Sustainment-Steady-State	83
361	VHA	Health Data & Information	Health Administration	Clinical Data Repository/Health Data Repository (CHDR)	Repository/Health Data Repository (CHDR)	Sustainment-Steady-State	1,171
362	VHA	Health Management Platform	Operational Support	Insurance Capture Buffer Web	Insurance Capture Buffer Web	Sustainment-Steady-State	15
363	VHA	Health Data & Information	Enterprise IT Infrastructure	Collaborative Terminology Tooling Data Management (CTT&DM)	Collaborative Terminology Tooling Data Management (CTT&DM)	Sustainment-Steady-State	527
364	VHA	Access to Care	Care Coverage Services	Automated Eligibility Tool	Automated Eligibility Tool	Sustainment-Steady-State	104
365	VHA	Health Management Platform	Enterprise IT Infrastructure	Web Operations VHA	Web Operations VHA	Sustainment-Steady-State	13,524
366	VHA	Health Management Platform	Health Delivery Support	eScreening	eScreening	Sustainment-Steady-State	600
367	VHA	Health Management Platform	Health Delivery Support	VA PMP Gateway (VAPMPG)	VA PMP Gateway (VAPMPG)	Sustainment-Steady-State	7,553

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
368	VHA	Health Management Platform	Common Health Care Workflows	Community Care Referral Documentation (REFDOC)	Community Care Referral Documentation (REFDOC)	Sustainment-Steady-State	2,076
369	VHA	Health Management Platform	Health Delivery Support	CMOP Pharmaceutical System	CMOP Pharmaceutical System	Sustainment-Steady-State	156
370	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Increase Usable capacity in GWE/GWN HCI Solution	Sustainment-Enhancement	109
371	VHA	Health Management Platform	Common Health Care Workflows	AudioCare	AudioCare Enterprise Production - Legacy (AEP-L)	Sustainment-Steady-State	5,350
372	VHA	Health Management Platform	Operational Support	Electronic Insurance Verification	Electronic Insurance Verification	Sustainment-Steady-State	187
373	VHA	Health Management Platform	Clinical Care Services	Laboratory System Reengineering PathNet (LSRP)	Laboratory System Reengineering PathNet (LSRP)	Sustainment-Steady-State	4,657
374	VHA	Other Medical IT Systems	Operational Support	Central FEE	Central Fee System (FEE)	Sustainment-Steady-State	1,176
375	VHA	Health Management Platform	Clinical Care Services	Dental Care	Dental Record Manager Plus (DRM Plus)	Sustainment-Steady-State	2,890
376	VHA	Health Management Platform	Clinical Care Services	Observsmart Invisalert Solutions	Observsmart Invisalert Solutions	Sustainment-Steady-State	12
377	VHA	Health Management Platform	Clinical Care Services	Blind Rehabilitation Services (BRVS)	Blind Rehabilitation Services (BRVS)	Sustainment-Steady-State	659
378	VHA	Other Medical IT Systems	Operational Support	Veterans Personal Finance System	Veterans Personal Finance System	Sustainment-Steady-State	106
379	VHA	Health Research	Health Delivery Support	VHA Innovation Ecosystem	Diffusion Marketplace for Health Care System Knowledge	Sustainment-Steady-State	56
380	VHA	Access to Care	Patient Management Services	Vet Ride (VTSHS)	Vet Ride (VTSHS)	Sustainment-Steady-State	1,252
381	VHA	Supply Chain Management	Operational Support	Tissue and Implant Tracking and Inventory Management System	Tissue and Implant Tracking and Inventory Management System	Sustainment-Steady-State	7
382	VHA	Access to Care	Common Health Care Workflows	Enterprise Scheduling Services (ESS)	Integrated Scheduling Solution (ISS)	Sustainment-Steady-State	26,355
383	VHA	Health Data & Information	Common Health Care Specific Services	Veteran Re-Entry Search Service (VRSS)	Veteran Re-Entry Search Service (VRSS)	Sustainment-Steady-State	863

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
384	VCS	Other Corporate IT Systems	Acquisition and Property Management	Property and Facility Services	Veterans Canteen Service Point of Sale (VCS POS)	Sustainment-Steady-State	1,958
385	VHA	Health Data & Information	Common Health Care Specific Services	Administration Central Cancer Registry (VACCR)	Veterans Administration Central Cancer Registry (VACCR)	Sustainment-Steady-State	93
386	VHA	Health Data & Information	Virtual Veteran Record	Health Data Quality Tools	Health Data Quality Tools (DQT)	Sustainment-Steady-State	4,956
387	VHA	Health Management Platform	Operational Support	Medical Care Collections Fund Transactions Applications Suite (MCCF EDI TAS) Readjustment	Medical Care Collections Fund Transactions Applications Suite (MCCF EDI TAS)	Sustainment-Steady-State	27,106
388	VHA	Health Management Platform	Health Delivery Support	Counseling Service Network	Readjustment Counseling Service Network	Sustainment-Steady-State	207
389	VHA	Health Management Platform	Health Delivery Support	Delivery Operations Claims Management Platform (DOCMP)	Delivery Operations Claims Management Platform (DOCMP)	Sustainment-Steady-State	2,027
390	VHA	Health Data & Information	Virtual Veteran Record	Patient Treatment File	Patient Treatment File	Sustainment-Steady-State	561
391	OALC	Other Corporate IT Systems	Acquisition and Property Management	Property Management	Facilities Management Support System (CFMSS)	Sustainment-Steady-State	1,097
392	VHA	Other Medical IT Systems	Operational Support	Managerial Cost Accounting	VistA - Event Capture System (ECS)	Sustainment-Steady-State	1,507
393	VHA	Other Medical IT Systems	Operational Support	Managerial Cost Accounting	Accounting - Reporting (MCA-R)	Sustainment-Steady-State	1,324
394	VHA	Health Management Platform	Operational Support	Veteran Co-Payment Lockbox (VCPL)	Veteran Co-payment Lockbox (VCPL)	Sustainment-Steady-State	2,327
395	VHA	Other Medical IT Systems	Care Coverage Services	VHA Claims and Appeals	VHA Claims and Appeals	Sustainment-Steady-State	792
396	VHA	Health Management Platform	Clinical Care Services	Anesthesia Record Keeper	Anesthesia Record Keeper	Sustainment-Steady-State	57
397	VHA	Health Management Platform	Health Delivery Support	Functional Status and Outcome Database	Functional Status and Outcome Database	Sustainment-Steady-State	288
398	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Investment Control (CPIC)	Sustainment-Enhancement	268
399	VEO	Enterprise Data Services	Foundation Platforms	Salesforce Government Cloud Plus (SFGCP)	Salesforce Government Cloud Plus (SFGCP) Veteran Experience	Sustainment-Steady-State	4,532

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
400	VHA	Health Data & Information	Common Health Care Specific Services	VistA - Clinical Case Registries (ROR)	VistA - Clinical Case Registries (ROR)	Sustainment-Steady-State	1,113
401	VHA	Health Management Platform	Health Delivery Support	Web VistA Remote Access Management (WebVRam)	Web VistA Remote Access Management (WebVRam)	Sustainment-Steady-State	715
402	VHA	Other Medical IT Systems	Operational Support	First Party Billing	Consolidated Copayment Processing Center System (CCPCS)	Sustainment-Steady-State	359
403	VHA	Access to Care	Common Health Care Workflows	Home Based Primary Care	Home Based Primary Care	Sustainment-Steady-State	77
404	VEO	Customer Relationship Management	Eligibility and Enrollment Experience	Health Eligibility and Enrollment	Health Eligibility Center (HEC)	Sustainment-Steady-State	366
405	VHA	Health Management Platform	Enterprise IT Infrastructure	VA Patient Account Resource System (VAPARS)	VA Patient Account Resource System (VAPARS)	Sustainment-Steady-State	3,270
406	VHA	Other Medical IT Systems	Health Care Infrastructure	Health Application Project Management and Product Support	Health Care Administration SLA Customer Level Charges	Sustainment-Steady-State	22,369
407	VHA	Other Medical IT Systems	Health Care Infrastructure	Health Application Project Management and Product Support	Health Financial SLA Customer Level Charges	Sustainment-Steady-State	97
408	VHA	Health Management Platform	Enterprise IT Infrastructure	CPAC Revenue Workflow Tools (ROWT)	CPAC Revenue Workflow Tools (ROWT)	Sustainment-Steady-State	5,411
409	VHA	Health Management Platform	Quality Systems	Community Care Clinical and Business Intelligence Solution (EPRS)	Community Care Clinical and Business Intelligence Solution (EPRS)	Sustainment-Steady-State	2,072
410	OALC	Other Corporate IT Systems	Acquisition and Property Management	Construction Guidelines Management	Library Management System (TIL-MS)	Sustainment-Steady-State	1,675
411	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	PPC Support	Sustainment-Enhancement	1,281
412	VHA	Health Management Platform	Clinical Care Services	Diagnostics Pathology and Laboratory Medicine (PLM)	Diagnostics Pathology and Laboratory Medicine (PLM)	Sustainment-Steady-State	179
413	VHA	Other Medical IT Systems	Operational Support	First Party Billing	First Party Treasury Offset (FPTO)	Sustainment-Steady-State	112

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
414	VHA	Health Management Platform	Care Coverage Services	Integrated Veterans Care Centralized Data Repository	Integrated Veterans Care Centralized Data Repository (IVC CDR)	Sustainment-Steady-State	4,745
415	VBA	Benefits Payment	Compensation and Pension	Legacy Claims Processing	Veterans Service Network (VETSNET)	Sustainment-Steady-State	2,507
416	VHA	Health Management Platform	Clinical Care Services	Health Information Gateway and Exchange (HINGE-VAROQS)	Health Information Gateway and Exchange (HINGE-VAROQS)	Sustainment-Steady-State	1,104
417	VHA	Access to Care	Common Health Care Workflows	Home Telehealth Reporting (HTR)	Home Telehealth Reporting (HTR)	Sustainment-Steady-State	8,636
418	OALC	Other Corporate IT Systems	Acquisition and Property Management	Property Management	Space Management Support System (SMSS)	Sustainment-Steady-State	1,359
419	VHA	Supply Chain Management	Operational Support	Supply Chain Services	MAXIMO Enterprise Asset and Work Management (EAWM)	Sustainment-Steady-State	15,031
420	VHA	Supply Chain Management	Operational Support	Supply Chain Services Environment of Care Assessment	PAR Excellence	Sustainment-Steady-State	2,385
421	VHA	Other Medical IT Systems	Operational Support	Compliance Tool (EOC)	Environment of Care Assessment Compliance Tool (EOC)	Sustainment-Steady-State	3,903
422	VHA	Health Management Platform	Health Administration	Enterprise Wide Speech Recognition (EWSR)	Enterprise Wide Speech Recognition (EWSR)	Sustainment-Steady-State	4,790
423	VHA	Health Management Platform	Care Coverage Services	Program Integrity Tool (PIT)	Program Integrity Tool (PIT)	Sustainment-Steady-State	4,194
424	VHA	Health Management Platform	Health Administration	Business Information Office Business Intelligence Solution (BIO BIS)	Business Information Office Business Intelligence Solution (BIO BIS)	Sustainment-Steady-State	1,915
425	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Adaptive Risk Assessment Framework and Integration Support	Sustainment-Modernization	1,551
426	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	eMASS	Sustainment-Modernization	2,732
427	VHA	Health Data & Information	Common Health Care Specific Services	Environmental Agents Service Registries	Environmental Agents Service Registries	Sustainment-Steady-State	708
428	VHA	Health Management Platform	Health Delivery Support	VistA Pharmacy - Drug Accountability	VistA Pharmacy - Drug Accountability	Sustainment-Steady-State	75

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
429	VHA	Health Management Platform	Health Delivery Support	Pharmacy Enterprise Customization System	Pharmacy Enterprise Customization System	Sustainment-Steady-State	463
430	OIT	VA IT Ops Application Services	Infrastructure Operations (IO) Software Maintenance	Enterprise Software Licensing	CDM Dashboard	Sustainment-Steady-State	525
431	VHA	Health Management Platform	Health Delivery Support	Pharmacy Product System - National	Pharmacy Product System - National	Sustainment-Steady-State	712
432	VHA	Access to Care Other Medical IT Systems	Common Health Care Workflows	Clinical Staff Viewer	Clinical Staff Viewer (VSECS)	Sustainment-Steady-State	6,175
433	VHA	Other Medical IT Systems	Operational Support	First Party Billing	Debt Management System	Sustainment-Steady-State	180
434	VHA	Other Medical IT Systems	Patient Management Services	Minimum Data Set (MDS)	Minimum Data Set (MDS)	Sustainment-Steady-State	356
435	VHA	Health Management Platform	Operational Support	VistA IB - Electronic Claims Management Engine	VistA IB - Electronic Claims Management Engine	Sustainment-Steady-State	106
436	VHA	Health Management Platform	Clinical Care Services	VistA - Surgery	VistA - Surgery	Sustainment-Steady-State	75
437	VHA	Other Medical IT Systems	Care Coverage Services	Fee Basis Claims Archive (FBCA)	Fee Basis Claims Archive (FBCA)	Sustainment-Steady-State	700
438	OEI	Other Corporate IT Systems	Management Information Systems	Organizational Management	Open Data Publishing (ODP)	Sustainment-Steady-State	363
439	VHA	Health Management Platform	Health Delivery Support	Market Area Health Systems Optimization Repository (MAHSO)	Market Area Health Systems Optimization Repository (MAHSO)	Sustainment-Steady-State	4
440	VHA	Health Data & Information	Virtual Veteran Record	Medical SAS File	Medical SAS File	Sustainment-Steady-State	394
441	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	ISCM CDM Technical Support	Sustainment-Modernization	952
442	VHA	Health Research	Health Delivery Support	Genomic Information System for Integrative Sciences (Genisis)	Genomic Information System for Integrative Sciences (Genisis)	Sustainment-Steady-State	13,682
443	VHA	Other Medical IT Systems	Clinical Care Services	Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE)	Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE)	Sustainment-Steady-State	7,030
444	VHA	Health Management Platform	Common Health Care Workflows	Secure Health and Research Environment	Secure Health and Research Environment Server for Advanced	Sustainment-Steady-State	19
445	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Forensics Analytics (And Support Materials)	Sustainment-Enhancement	62
446	VHA	Other Medical IT Systems	Health Care Infrastructure	Health Solutions	Health Solutions	Sustainment-Steady-State	513

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
447	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO) Center for	HCI Backup Solution Refresh - Cohesity	Sustainment-Modernization	50
448	VHA	Customer Relationship Management	Health Administration	Development and Civic Engagement - Portal (CDCEP)	Center for Development and Civic Engagement - Portal (CDCEP)	Sustainment-Steady-State	3,035
449	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	GRC Digital Transformation AI RPA Veterans Enterprise Management System	Sustainment-Modernization	2,500
450	OSDBU	Other Corporate IT Systems	Acquisition and Property Management	Vendor Management Salesforce Government Cloud Plus (SFGCP)	(VEMS) Salesforxe Government Cloud Plus (SFGCP) Benefits	Sustainment-Steady-State	550
451	VBA	Enterprise Data Services	Foundation Platforms	Plus (SFGCP)	VA Functional Organization Manual System (FOM)	Sustainment-Steady-State	32,540
452	OEI	Other Corporate IT Systems	Management Information Systems	Business Architecture VA Informatics and Computing Infrastructure (VINCI)	VA Informatics and Computing Infrastructure (VINCI)	Sustainment-Steady-State	381
453	VHA	Health Research	Enterprise IT Infrastructure	Enterprise IT Infrastructure (VINCI)	VA Informatics and Computing Infrastructure (VINCI)	Sustainment-Steady-State	13,633
454	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO) Status Query and Response Exchange (SQUARES)	SANS Institute Training Status Query and Response Exchange (SQUARES)	Sustainment-Modernization	94
455	VHA	Customer Relationship Management	Health Administration	Health Administration	Health Administration	Sustainment-Steady-State	1,712
456	VHA	Health Management Platform	Enterprise IT Infrastructure	ReachVet	ReachVet	Sustainment-Steady-State	2,639
457	OGC	Other Corporate IT Systems	General Counsel	General Counsel IT Systems Massachusetts Veterans Epidemiology Research and Information Center (MAVERIC)	eDiscovery Massachusetts Veterans Epidemiology Research and Information Center (MAVERIC)	Sustainment-Steady-State	7,331
458	VHA	Health Research	Health Delivery Support	Health Delivery Support	Health Delivery Support	Sustainment-Steady-State	290
459	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Alteryx Designer Server and MongoDB Enterprise	Sustainment-Modernization	120
460	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	GWE and FY24 GWN Server Hardware Refresh	Sustainment-Modernization	640
461	OGC	Other Corporate IT Systems	General Counsel	General Counsel IT Systems	General Counsel Legal Automation Workload System (GCLAWS)	Sustainment-Steady-State	1,611

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
462	VHA	Other Medical IT Systems	Enterprise IT Infrastructure	Salesforce - Oversight and Accountability Reporting and Visualization Platform (OARVP)	Salesforce - Oversight and Accountability Reporting and Visualization Platform (OARVP)	Sustainment-Steady-State	2,189
463	VHA	Health Management Platform	Health Delivery Support	Telemedicine (Store & Forward)	Telemedicine (Store & Forward)	Sustainment-Steady-State	3
464	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Information Security Policy and Strategy	Risk Management Framework - Red Seal	Sustainment-Enhancement	8,796
465	VHA	Health Management Platform	Care Coverage Services	Explanation of Benefits and Payments, Healthcare Resolution Applications	Explanation of Benefits and Payments, Healthcare Resolution Applications	Sustainment-Steady-State	408
466	OALC	Other Corporate IT Systems	Management Information Systems	VA Historian Office Journal of Rehabilitation Research and Development	VA Historian Office Management System Journal of Rehabilitation Research and Development	Sustainment-Steady-State	375
467	VHA	Health Management Platform	Common Health Care Workflows	Organizational Management	Forms and Publications Orders (FP Orders)	Sustainment-Steady-State	49
468	OALC	Other Corporate IT Systems	Management Information Systems	General Counsel IT Systems	eDiscovery Clearwell (SCW)	Sustainment-Steady-State	1,328
469	OGC	Other Corporate IT Systems	General Counsel	VHA Geographic Information System (GIS)	VHA Geographic Information System (GIS)	Sustainment-Steady-State	7,510
470	VHA	Other Medical IT Systems	Common Health Care Specific Services	Information Security Operations (ISO)	Xerox Copier Lease	Sustainment-Enhancement	13
471	OIT	Enterprise Security Services	Cyber Security Operations	Cooperative Studies Program	Cooperative Studies Program	Sustainment-Steady-State	214
472	VHA	Health Research	Health Delivery Support	VA Discharge	Veterans Assistance Discharge System (VADS)	Sustainment-Steady-State	4,078
473	VBA	Veterans Benefits Management	Compensation and Pension	Information Security Policy and Strategy	OIS Business and Graphics Support	Sustainment-Enhancement	658
474	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Case and Correspondence Tracking	GAO Module	Sustainment-Steady-State	1,264
475	OCLA	Other Corporate IT Systems	Management Information Systems	Case and Correspondence	Matter Tracking System (MTS)	Sustainment-Steady-State	619
476	OAWP	Other Corporate IT Systems	Management Information Systems	Case and Correspondence	Matter Tracking System (MTS)	Sustainment-Steady-State	619

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
477	VHA	Other Medical IT Systems	Clinical Care Services	Occupational Health Record-Keeping System 2.0 (SF - OHR2.0)	Occupational Health Record-Keeping System 2.0 (SF - OHR2.0)	Sustainment-Steady-State	3,123
478	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Wall Display Modernization (Hines and CRRC)	Sustainment-Modernization	46
479	VHA	Supply Chain Management	Operational Support	Supply Chain Services	VA Logistics Integration Platform	Sustainment-Steady-State	4,804
480	VHA	Health Management Platform	Health Delivery Support	Research Compliance Review Solution	Research Compliance Review Solution	Sustainment-Steady-State	77
481	OM	Financial Management	Financial Management Services	Financial Management	Integrated Financial Acquisition Management System (iFAMS)	Sustainment-Steady-State	21,874
482	OM	Other Corporate IT Systems	Management Services	Financial Management	Financial Management System (FMS)	Sustainment-Steady-State	28,207
483	VHA	Health Management Platform	Health Administration Financial	VA Policy Library	VA Policy Library	Sustainment-Steady-State	1,109
484	OM	Other Corporate IT Systems	Management Services	Real Property Tools	Strategic Capital Investment Planning (SCP)	Sustainment-Steady-State	3,372
485	OM	Other Corporate IT Systems	Management Services	Real Property Tools	Capital Asset Management System Business Intelligence (CAMS-BI)	Sustainment-Steady-State	1,819
486	VHA	Other Medical IT Systems	Health Care Infrastructure Financial	Survey, Evaluation, and Examination System (SEES)	Survey, Evaluation, and Examination System (SEES)	Sustainment-Steady-State	77
487	OM	Other Corporate IT Systems	Management Services	Debt Management	PayVA	Sustainment-Steady-State	588
488	VHA	Access to Care	Common Health Care Workflows Financial	VistA - Scheduling (VSE)	VistA - Scheduling (VSE) Centralized Administrative Accounting Transaction System (CAATS)	Sustainment-Steady-State	3
489	OM	Other Corporate IT Systems	Management Services	Financial Management	System (CAATS)	Sustainment-Steady-State	1,884
490	VHA	Enterprise Data Services	Foundation Platforms	VA MuleSoft GovCloud Platform	VA MuleSoft GovCloud Platform Health	Sustainment-Steady-State	21,217
491	VHA	Enterprise Data Services	Foundation Platforms	Salesforce Government Cloud Plus (SFGCP)	Salesforce Government Cloud Plus (SFGCP) Health	Sustainment-Steady-State	128,783
492	OIT	Enterprise Security Services	Awareness, Governance, Risk, Compliance	Enterprise Cybersecurity Strategy Program (ECSP)	Cybersecurity Innovation Program (CIP) (OIS Support)	Sustainment-Modernization	15,000

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
493	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	TSS Service Request 10E - Cyber Surge	Sustainment-Modernization	26,977
494	OALC	Other Corporate IT Systems	Management Information Systems Awareness,	Organizational Management	Integrated Supply Management System (ISMS)	Sustainment-Steady-State	395
495	OIT	Enterprise Security Services	Governance, Risk, Compliance Awareness,	Information Security Policy and Strategy	Assessment and Authorization Support	Sustainment-Modernization	10,000
496	OIT	Enterprise Security Services	Governance, Risk, Compliance	Enterprise Cybersecurity Strategy Program (ECSP)	Microsoft Project Plan 5 (ISPL-ECSP)	Sustainment-Enhancement	4
497	NCA	Memorials Automation	Memorial Support	Field Programs	Memorial Benefits Management System (MBMS)	Sustainment-Enhancement	18,972
498	NCA	Memorials Automation	Memorial Support	Field Programs	Burial Operations Support System - Enterprise (BOSS-E)	Sustainment-Modernization	3,750
499	NCA	Memorials Automation	Memorial Support	Veterans Memorialization	Veterans Legacy Memorial (VLM)	Sustainment-Enhancement	3,655
500	OALC	Other Corporate IT Systems	Management Information Systems	VA Historian Office	VA Historian Office Collection Management System	Development	960
501	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	GovDelivery Enterprise Email Services	Office of Public and Intergovernmental Affairs (OPIA) GovDelivery and Enhancements	Sustainment-Steady-State	507
502	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	News Media Clips	Office of Public and Intergovernmental Affairs (OPIA) News Media Clips and Good News Story Contracts	Sustainment-Steady-State	7
503	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	Social Media Scheduling	Office of Public and Intergovernmental Affairs (OPIA) Social Media Scheduling	Sustainment-Steady-State	4
504	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	New Hire In-Processing and Onboarding	Next Generation (NextGen) PIV Solution	Sustainment-Steady-State	1,309
505	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	VA Advertisements	Office of Public and Intergovernmental Affairs (OPIA) VA Advertisement	Sustainment-Steady-State	247
506	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	VA Analytical Tools	Office of Public and Intergovernmental Affairs (OPIA) VA Analytical Tool	Sustainment-Steady-State	28

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
507	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	OHRM - Childcare Subsidy Program (CCSP)	OHRM - Childcare Subsidy Program (CCSP)	Sustainment-Steady-State	66
508	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	OHRM - Washington Metropolitan Area Transit Authority (WMATA) - Transit Benefits Program	OHRM - Washington Metropolitan Area Transit Authority (WMATA) - Transit Benefits Program	Sustainment-Steady-State	265
509	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	Alternative Dispute Resolution (ADR)	OHRM Alternative Dispute Resolution (ADR) Costs Under OCHCO	Sustainment-Steady-State	165
510	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	Health Unit Functions	OHRM Federal Occupational Health (FOH)	Sustainment-Steady-State	320
511	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	Resolution Management Diversity and Inclusion	OHRM Office of Diversity and Inclusion (ODI)/Office of Resolution and Management (ORM)	Sustainment-Steady-State	3,074
512	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	Warehouse and Property Management OSVA - Office of Employment Discrimination Complaint	OHRM Warehouse Operations Support OSVA - Office of Employment Discrimination Complaint	Sustainment-Steady-State	275
513	OAWP	Corporate IT Support ITRM	Interagency Agreements Shared Services	Adjudication (OEDCA)	OSVA - Office of Employment Discrimination Complaint Adjudication (OEDCA)	Sustainment-Steady-State	32
514	OIT	Corporate IT Support ITRM	Interagency Agreements Shared Services	VACO HR Service	VACO HR Service VA Innovation Unit (S);VA Innovation Ecosystem	Sustainment-Steady-State	13,044
515	OIT	Customer Relationship Management	Innovations and Artificial Intelligence	Innovations Security and Preparedness	VA Crisis Management System (VA/SAFE)	Sustainment-Steady-State	18,027
516	OIT	Other Corporate IT Systems	Human Resources			Sustainment-Steady-State	400
Total							4,545,435

Appendix M: 1:N Prioritization Unfunded List

Office of Information Technology							
Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
1	OIT	Salaries	Salaries	Salaries	Salaries	Pay	189,873
2	OIT	Admin	Admin	Admin	Admin	Admin	63,674
3	OIT	Enterprise Security Services	Cyber Security Operations	Information Security Operations (ISO)	Increased Frequency Scanning	Sustainment-Steady-State	19,300
4	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	NetApp	Sustainment-Steady-State	2,098
5	OIT	VA IT Ops End User Operations	End User Operations	End User Operations (EUO) Facility Allowance	End User Operations Facility Allowance	Sustainment-Steady-State	9,992
6	OIT	VA IT Ops Activations	Activations	Activations	New User Equipment	Sustainment-Steady-State	10,100
7	OM	Financial Management	Financial Management Services	Financial Management	Financial Management Business Transformation (FMBT)	Sustainment-Modernization	106,191
8	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Software Maintenance	Enterprise Software Licensing	VMWare ELA	Sustainment-Steady-State	4,250
9	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	VISTA Imaging	Sustainment-Steady-State	2,000
10	OIT	VA IT Ops Service Management	Operations Triage Group (OTG)	Operations Triage Group (OTG)	Operations Triage Group (OTG)	Sustainment-Steady-State	2,000
11	OIT	Enterprise Data Services	Application Delivery Infrastructure	DevSecOps Tools Enclave (DTE)	DevSecOps Tools Enclave (DTE)	Sustainment-Steady-State	2,826
12	OIT	VA IT Ops End User Service Desk	Service Desk	Enterprise Service Desk	Enterprise Service Desk (ESD) Managed Services	Sustainment-Steady-State	1,700
13	OIT	VA IT Ops End User Service Management	IT Service Management	Enterprise Command Center	SLA Costs - ECC - App Code CCV	Sustainment-Steady-State	2,700
14	OIT	VA IT Ops Application Services	Infrastructure Operations Support	Enterprise IT Support Contracts - Infrastructure Operations	StrongAuth	Sustainment-Steady-State	2,883

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
15	OIT	EPMO Enterprise Support	Software Product Management Support	Software Configuration Management Services	Software Configuration Management Services	Sustainment-Steady-State	5,220
16	OIT	Corporate IT Support ITRM	BIOS Support	IT BIOS - ITAM Management and Operations	IT BIOS - ITAM Management and Operations	Sustainment-Steady-State	428
17	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations (IO) Hardware Maintenance	Infrastructure Operations (IO) Hardware Maintenance	Data Center	Sustainment-Steady-State	9,650
18	OIT	VA IT Ops Data Center and Cloud	Enterprise Service Level Agreement (SLA)	Service Level Agreement (SLA) - Enterprise	Unassigned App Codes	Sustainment-Steady-State	18,289
19	OIT	VA IT Ops Data Center and Cloud	Infrastructure Operations Support	Enterprise IT Support Contracts - Infrastructure Operations	Edge Services	Sustainment-Steady-State	7,093
20	OIT	Corporate IT Support ITRM	OSS Support	VA Enterprise Research and Advisory Services Contract	VA Enterprise Research and Advisory Services Contract	Sustainment-Steady-State	8,751
21	OIT	VA IT Infrastructure Readiness Program (IRP)	Storage Services	Infrastructure Readiness Program (IRP) - Server/Storage Farm Infrastructure	Server/Storage Farm Infrastructure	Sustainment-Modernization	63,579
22	OIT	VA IT Infrastructure Readiness Program (IRP)	End User Compute	Infrastructure Readiness Program (IRP) - End User Infrastructure	Desktop Infrastructure	Sustainment-Modernization	93,402
23	OIT	VA IT Infrastructure Readiness Program (IRP)	Network Services	Infrastructure Readiness Program (IRP) - Network Infrastructure	Network Infrastructure	Sustainment-Modernization	107,349
24	OIT	VA IT Infrastructure Readiness Program (IRP)	Unified Communications	Infrastructure Readiness Program (IRP) - Unified Communications Infrastructure	Unified Communications	Sustainment-Modernization	12,423

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
25	HRA	Other Corporate IT Systems	Human Resources	Human Capital Management	Human Resources Information System (HR Smart) (HRIS)	Sustainment-Enhancement	15,826
26	HRA	Other Corporate IT Systems	Human Resources	Employee Performance Management	Enterprise Learning Management Solution (ELMS)	Development	684
27	HRA	Other Corporate IT Systems	Human Resources	Security and Preparedness	VA Centralized Adjudication Background Investigation System (VA-CABS)	Sustainment-Enhancement	4,090
28	HRA	Other Corporate IT Systems	Human Resources	Employee Performance Management	Enterprise Performance Management System (ePerformance)	Sustainment-Enhancement	3,347
29	HRA	Other Corporate IT Systems	Human Resources	Position Classification and Position Management	eClassification360 (eClass360)	Sustainment-Enhancement	1,072
30	HRA	Other Corporate IT Systems	Human Resources	New Hire In-Processing and Onboarding	VA On-/Off Boarding Process Improvement	Sustainment-Enhancement	1,000
31	HRA	Other Corporate IT Systems	Human Resources	Talent Acquisition	Talent Acquisition	Sustainment-Enhancement	2,000
32	HRA	Other Corporate IT Systems	Human Resources	Talent Development	Talent Development	Sustainment-Enhancement	5,000
33	HRA	Other Corporate IT Systems	Human Resources	Security and Preparedness	VA Centralized Adjudication Background Investigation System (VA-CABS)	Sustainment-Modernization	4,000
34	SECVA	Other Corporate IT Systems	Management Information Systems	Case and Correspondence Tracking	Case and Correspondence Management (VIEWS CCM)	Sustainment-Enhancement	4,358
35	HRA	Other Corporate IT Systems	Human Resources	Separation and Retirement	Separation and Retirement	Sustainment-Enhancement	1,000

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
36	VHA	Health Research	Health Delivery Support	Genomic Information System for Integrative Sciences (Genisis)	Genomic Information System for Integrative Sciences (Genisis)	Sustainment-Steady-State	9,498
37	OGC	Other Corporate IT Systems	General Counsel	General Counsel IT Systems	eDiscovery Clearwell (SCW)	Sustainment-Steady-State	3,000
38	VHA	Health Data & Information	Common Health Care Specific Services	Veterans Integrated Registries Platform (VIRP)	Veterans Integrated Registries Platform (VIRP)	Sustainment-Enhancement	3,492
39	VHA	Health Data & Information	Common Health Care Specific Services	Cancer Registry Software	Cancer Registry Software	Development	3,240
40	OIT	VA IT Ops Network Engineering	Network Services	Enterprise IT Support Contracts - Network Services	Core Network Services	Sustainment-Modernization	18,416
41	VHA	Health Management Platform	Health Administration	VistA - Computerized Patient Record System (CPRS)	VistA - Computerized Patient Record System (CPRS)	Sustainment-Enhancement	8,853
42	OGC	Other Corporate IT Systems	General Counsel	General Counsel IT Systems	eDiscovery	Sustainment-Enhancement	990
43	VHA	Health Management Platform	Enterprise IT Infrastructure	Corporate Data Warehouse (CDW) Mental Health (MH) Service Transition	Corporate Data Warehouse (CDW) Mental Health (MH) Service Transition	Sustainment-Enhancement	2,536
44	VHA	Health Management Platform	Clinical Care Services	Mental Health Assistant	Mental Health Assistant	Sustainment-Enhancement	7,856
45	OEI	Other Corporate IT Systems	Management Information Systems	Business Architecture	VA Functional Organization Manual System (FOM)	Sustainment-Enhancement	1,293
46	OGC	Other Corporate IT Systems	General Counsel	General Counsel IT Systems	General Counsel Legal Automation Workload System (GCLAWS)	Sustainment-Enhancement	3,444
47	OIT	Other Corporate IT Systems	Financial Management Services	Financial Management	Budget Tracking Tool (BTT)	Sustainment-Enhancement	5,462

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
48	VHA	Other Medical IT Systems	Clinical Care Services	Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE)	Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE)	Sustainment-Modernization	13,900
49	OALC	Other Corporate IT Systems	Acquisition and Property Management	Construction Guidelines Management	Space and Equipment Planning System (SEPS)	Sustainment-Enhancement	1,448
50	VHA	Other Medical IT Systems	Clinical Care Services	Occupational Health Record-Keeping System 2.0 (SF - OHRS2.0)	Occupational Health Record-Keeping System 2.0 (SF - OHRS2.0)	Sustainment-Modernization	1,784
51	VHA	Other Medical IT Systems	Quality Systems	National Center for Patient Safety (NCPS) Patient Safety Operations	National Center for Patient Safety (NCPS) Patient Safety Operations	Sustainment-Enhancement	2,303
52	VHA	Health Management Platform	Health Delivery Support	Telemedicine (Store & Forward)	Telemedicine (Store & Forward)	Sustainment-Modernization	4,443
53	VHA	Access to Care	Common Health Care Workflows	Telehealth Hub Expansion	Telehealth Hub Expansion	Sustainment-Enhancement	8,500
54	OALC	Other Corporate IT Systems	Acquisition and Property Management	Property Management	Construction and Facilities Management Support System (CFMSS)	Sustainment-Enhancement	998
55	OM	Other Corporate IT Systems	Financial Management Services	Real Property Tools	Strategic Capital Investment Planning (SCP)	Sustainment-Enhancement	2,845
56	VHA	Access to Care	Common Health Care Workflows	Home Telehealth Reporting (HTR)	Home Telehealth Reporting (HTR)	Sustainment-Enhancement	2,111
57	OALC	Other Corporate IT Systems	Acquisition and Property Management	Construction Guidelines Management	Technical Information Library Management System (TIL-MS)	Sustainment-Enhancement	1,368
58	OM	Other Corporate IT Systems	Financial Management Services	Real Property Tools	Capital Asset Management System Business Intelligence (CAMS-BI)	Sustainment-Modernization	8,036
59	OALC	Other Corporate IT Systems	Acquisition and Property Management	Property Management	Construction and Facilities Management Support System (CFMSS)	Sustainment-Modernization	950

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
60	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Sustainment-Modernization	2,150
61	OALC	Other Corporate IT Systems	Management Information Systems	Organizational Management	Integrated Supply Management System (ISMS)	Sustainment-Modernization	1,430
62	OALC	Other Corporate IT Systems	Management Information Systems	Organizational Management	Forms and Publications Orders (FP Orders)	Sustainment-Modernization	1,386
63	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Veterans Health Information Exchange Portal (VHIE Portal)	Sustainment-Enhancement	1,800
64	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	VA Health Information Exchange (HIE) Data Analytics Platform	Sustainment-Enhancement	2,353
65	VHA	Health Data & Information	Health Care Infrastructure	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Veterans Data Integration and Federation Enterprise Platform (VDIF-EP)	Sustainment-Enhancement	14,487
66	VBA	Benefits Payment	Benefits Experience	Digital Experience - Benefits	Transition Experience Improvements	Sustainment-Enhancement	4,985
67	VHA	Health Data & Information	Virtual Veteran Record	Direct Secure Messaging (DSM)	Direct Secure Messaging (DSM)	Sustainment-Enhancement	2,054
68	VHA	Health Data & Information	Virtual Veteran Record	Health Data Quality Tools	Health Data Quality Tools (DQT)	Sustainment-Enhancement	1,890
69	VHA	Health Management Platform	Operational Support	Medical Care Collections Fund (MCCF) EDI Transaction Applications Suite	Medical Care Collections Fund (MCCF) EDI Transaction Applications Suite	Development	3,279
70	VHA	Health Management Platform	Operational Support	Community Care (CC) Integrated Billing (IB) Accounts Receivable (AR)	Community Care (CC) Integrated Billing (IB) Accounts Receivable (AR)	Sustainment-Enhancement	4,804
71	VHA	Health Management Platform	Enterprise IT Infrastructure	CPAC Revenue Workflow Tools (ROWT)	CPAC Revenue Workflow Tools (ROWT)	Sustainment-Enhancement	2,333

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
72	VHA	Health Management Platform	Care Coverage Services	Community Care Referral and Authorization (CCRA)	Community Care Referral and Authorization (CCRA)	Sustainment-Enhancement	9,402
73	VHA	Health Management Platform	Care Coverage Services	Community Care - Provider Profile Management System (PPMS)	Community Care - Provider Profile Management System (PPMS)	Sustainment-Enhancement	4,008
74	VHA	Health Management Platform	Care Coverage Services	Community Care (CC) Electronic Data Interchange (EDI)	Community Care (CC) Electronic Data Interchange (EDI)	Sustainment-Modernization	140
75	VHA	Health Management Platform	Care Coverage Services	Community Care Reimbursement System (CCRS)	Community Care Reimbursement System (CCRS)	Sustainment-Enhancement	8,347
76	VHA	Access to Care	Care Coverage Services	Community Care Claims Processing	TriZetto Facets (ClaimsXM)	Sustainment-Enhancement	16,250
77	VHA	Health Management Platform	Care Coverage Services	Integrated Veterans Care Centralized Data Repository	Integrated Veterans Care Centralized Data Repository (IVC CDR)	Sustainment-Modernization	1,327
78	VHA	Health Management Platform	Care Coverage Services	Program Integrity Tool (PIT)	Program Integrity Tool (PIT)	Sustainment-Enhancement	922
79	VHA	Health Research	Health Delivery Support	VHA Innovation Ecosystem	VHA Innovation Ecosystem	Development	6,897
80	VHA	Health Management Platform	Health Delivery Support	Pharmacy Operational Updates	Pharmacy Operational Updates	Sustainment-Enhancement	30,032
81	VHA	Health Management Platform	Health Delivery Support	VA PMP Gateway (VAPMPG)	VA PMP Gateway (VAPMPG)	Development	8,336
82	VHA	Health Management Platform	Health Delivery Support	Office of Healthcare Innovation and Learning	Simulation Learning, Evaluation, Assessment and Research Network (SIMLEARN)	Development	10,818
83	VHA	Health Management Platform	Clinical Care Services	VA Endoscopy Quality Improvement Program (VA EQuIP)	VA Endoscopy Quality Improvement Program (VA EQuIP)	Development	1,212

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
84	VHA	Health Management Platform	Care Coverage Services	Community Care Medical Health Referral Tracker	Community Care Medical Health Referral Tracker	Development	1,952
85	VHA	Health Data & Information	Clinical Care Services	Computerized Cognitive Behavioral Psychotherapy	Computerized Cognitive Behavioral Psychotherapy	Development	2,250
86	VHA	Health Management Platform	Common Health Care Specific Services	National Oncology Program	National Oncology Program	Development	3,900
87	VHA	Health Management Platform	Clinical Care Services	Diagnostics - Radiology and Nuclear Medicine	Making Advances in Mammography and Medical Options (MAMMO) for Veterans Act	Development	3,200
88	VHA	Health Management Platform	Clinical Care Services	Diagnostics - Radiology and Nuclear Medicine	National Mammography Tracking System	Development	1,500
89	VHA	Health Management Platform	Clinical Care Services	Diagnostics - Radiology and Nuclear Medicine	Bi-directional Image Sharing	Development	1,650
90	VHA	Health Management Platform	Clinical Care Services	Diagnostics - Radiology and Nuclear Medicine	Comprehensive Results Tracking System	Development	1,500
91	VHA	Health Management Platform	Clinical Care Services	Diagnostics - Radiology and Nuclear Medicine	Enterprise Imaging	Development	1,500
92	VHA	Health Management Platform	Health Administration	VA Policy Library	VA Policy Library	Development	2,303
93	VHA	Health Management Platform	Health Delivery Support	Bereavement Care - National Chaplain Service (NCS)	Bereavement Care - National Chaplain Service (NCS)	Development	1,800
94	VHA	Health Management Platform	Clinical Care Services	Anesthesia Quality Improvement Program & Analytics Database	Anesthesia Quality Improvement Program & Analytics Database	Development	1,500
95	VHA	Health Management Platform	Care Coverage Services	Community Care – Foreign Medical Program	Foreign Medical Program (FMP)	Development	3,160

Priority	Admin	Investment	Project	Sub-Project	Sub-Project Activity	Strip Type	2025 Request (Dollars in Thousands)
96	VHA	Access to Care	Common Health Care Workflows	Women's Health	Veterans Child Care Assistance Program (VCAP)	Development	14,240
97	VHA	Health Management Platform	Common Health Care Workflows	AudioCare	VA Audio Response	Development	1,000
98	VHA	Supply Chain Management	Operational Support	Supply Chain Enterprise Solution	Supply Chain Enterprise Solution	Development	39,399
99	VHA	Health Management Platform	Enterprise IT Infrastructure	Veterans Support System (VSS)	Veterans Support System (VSS) - Streamlined Accounts Receivables Solution (STARS)	Development	5,000
TOTAL							1,131,410

1,2. Staffing and Administrative (\$189.87M - Staffing, \$63.67M - Administrative)

Bolstering the IT workforce with at least an additional 1,285 field-based staff would help VA reach current staffing requirements. Growth in VHA and VBA staffing levels necessitates a continued growth in VA's IT workforce to deliver IT products and services, which directly impact the care and benefits delivered to Veterans. Today, 10 VA sites are operating at or below 50% of required IT staffing levels, and 107 sites are operating between 51-75% required staffing levels. Current requirements and further expansion of VHA and VBA sites will continue to put pressure on VA's IT workforce and ability to deliver seamless services to Veterans and their families.

3. Increased Frequency Scanning (\$19.30M, Sustainment-Steady-State)

Increased Frequency Scanning support the Cybersecurity and Infrastructure Security Agency (CISA) Binding Operational Directive (BOD) 23-01 that mandated increasing enterprise scanning frequency from once per month to every 14 days by April 3, 2023. This mandate required a significant increase in data storage, hardware, licensing, and staffing. This requirement also enables NESSUS agents to be installed on hosts to scan additional hosts within the enterprise that have otherwise gone unscanned. If not funded, scanning frequency cannot be increased and will remain stagnant. Lack of funding will significantly impact the VA's ability to meet required remediation timelines. Undetected vulnerabilities can lead to exploitation which can cause significant adverse effects to BA systems, data, and Veterans.

4. NetApp (\$2.10M, Sustainment-Steady-State)

Funding for the NetApp Consolidation Support Contract would help maintain critical internal VA applications, such as VistA instances that have not yet been migrated to the Cloud, and Virtual machines at several CMOP facilities. These devices also support several Veteran facing applications, such as Package Contact Center Enterprise, VISN level Contact Centers, Telehealth Applications, Calabrio call recording solutions, telephony call routing, enterprise video call routing and Enterprise UC monitoring applications. A lapse in support coverage could be detrimental to support of Veterans directly and indirectly should a system fail and not be covered by a support contract.

5. End User Operations Facility Allowance (\$9.99M, Sustainment-Steady-State)

EUO Facility Allowance supports OIT's ability to maintain equipment on hand (shelf stock) to quickly resolve customer service disruptions in business continuity at the point of Veteran's service (e.g., need for a new printer or scanner, customer, etc.). If EUO Facility Allowance is not funded, the ability to support timely repair or replacement of aged customer equipment for VA staff will be challenged and there will be a risk of significant increase in unresolved tickets. Currently, EUO completes over 1.4M incident tickets annually.

6. New User Equipment (\$10.10M, Sustainment-Steady-State)

New User Equipment is the portion of Activations that OIT utilizes to support new hire growth across all administrations. If Activations is not fully funded, a reduction in this account will strain the velocity and capacity to support new employee growth, and may require adjustment of onboarding provisioning expectations, should that growth continue at the current unprecedented rates. This will challenge EUS' successfully achieving OIT's "Ready Day One" key performance indicator that supports the timely provisioning of new employees so that they may be productive on their first day of employment.

7. Financial Management Business Transformation (FMBT) (\$106.19M, Sustainment-Modernization)

FMBT will be used to modernize OIT's legacy FMS. If the project is not fully funded, not only will VA not be able to replace its aging financial system, but the investment thus far will be lost. VA will have to continue to operate the legacy financial software at considerable risk. The limited maintenance of the legacy software will become even more difficult each year, and eventually the current system will fail or have severe complications likely resulting in further material weakness, increased internal control issues, compliance findings, and delayed or inaccurate payments to Veterans, beneficiaries, and service providers.

8. VMWare ELA (\$4.25M, Sustainment-Steady-State)

Operational risk analysis is complete. Identified risks are documented with mitigation strategies clearly described and implementable within one year. Risks are evaluated and documented during budget planning period each fiscal year. This activity supports the virtual technology environment of the entire VA enterprise, to monitor and secure mobile devices in accordance with ZTA. This is a consumption-based model for all VA VMware services, including Mobile device licensing, data center virtualization licensing, software maintenance and updates, and professional services supporting enterprise deployments. Without funding for this requirement, VA will lose management/security configurations of all VA mobile devices. As a subscription license contract, VA will also lose license compliance of all VA VMware infrastructure on premises to include 4,000 virtualization hosts and 42,600 virtual machines, hosting nearly all VA critical applications (82% of all VA systems) in every data center and computer room.

9. VistA Imaging (\$2.00M, Sustainment-Steady-State)

This activity is required to ensure the availability of the VistA Imaging system, which clinicians use to perform diagnostic medical imaging while providing medical care to Veterans. Failure to provide funding would result in deactivation and removal of the equipment and clinicians would no longer be able to provide diagnostic medical imaging for Veterans, widows, and orphans.

10. Operations Triage Group (OTG) (\$2.00M, Sustainment-Steady-State)

Without funding to support this activity, systems outages will take more time to remediate, VA users will have longer down time periods, productivity will be decreased, and adverse impacts to health, benefits, and memorial services will increase. Systems failures and trends will be detected more slowly, increasing the risk for system performance degradation and outages.

11. DevSecOps Tools Enclave (DTE) (\$2.83M, Sustainment-Steady-State)

The DevSecOps Tools Enclave (DTE) sub-project supports all products/projects that support VA, VHA, VBA, and NCA that ultimately support our Veteran communications. The DTE sub-project's continued implementation of VA's selected enterprise-level application development lifecycle management toolset will not be supported by the manufacturer for continuous licensing, putting the tools at risk of being out of compliance and missing critical security updates. There will not be adequate resources to provide technical support for customer issues, consideration of enhancements, or incremental version updates and hot fixes to bugs.

12. Enterprise Service Desk (ESD) Managed Services (\$1.70M, Sustainment-Steady-State)

ESD supports the VIP Service Desk which is isolated to support only Senior Executive Service (SES) customers. If this request is not funded, this customer base would not have specialized customer support services as a single point of contact for reporting incidents or requesting VA IT services.

This will result in VIP customer calls and contacts being routed to the standard service desk with all other customers and will increase the time it takes for the VIP users to get needed support for their issues or requests.

13. SLA Costs - ECC - App Code CCV (\$2.70M, Sustainment-Steady-State)

SLA Costs - ECC - App Code CCV funding is for a team of 14 resources focused on instrumenting and monitoring, for VA connected critical, bedrock and mission essential systems and infrastructure. This monitoring provides visibility to our 24/7/365 Enterprise Command Center that allows early warning and escalation to ensure timely restorative response team notification. If not funded, the VA will decrease the velocity and capacity to manage enhanced telemetry of these systems to aid in proactive response to restore operations. This will impact resiliency and availability for critical systems and may lesson OIT's ability to detect, respond, and restore operations for systems in distress.

14. StrongAuth (\$2.88M, Sustainment-Steady-State)

Almost every VA service to, or interaction with, our Veteran clients is supported by VA's operational IT systems. This Sub-Project provides the ongoing operations and maintenance of Enterprise IT Support Contracts. The risks if not fully funded include systems being shut down and applications being turned off, resulting in services not being available to Veteran/beneficiary/family members that provided by the individual applications themselves.

15. Software Configuration Management Services (\$5.22M, Sustainment-Steady-State)

Software Configuration Management Services augments a small staff of six (6) IT specialists and supplies professional expertise (approximately 12-13 full-time contractor resources) with advanced just-in-time expertise not available among existing staff. If not fully funded, implementation and support for most current automation pathways supporting portfolios/product lines will stall. Impacts to Veterans are potential delays in services, security events, and application outages.

16. IT BIOS – ITAM Management and Operations (\$0.43M, Sustainment-Steady-State)

IT BIOS – ITAM Management and Operations supports the analysis of requests from VA mission areas for software to support new or evolving problems. The resources are used to map business need to the current architecture of VA systems and identify opportunities for reuse, or potential solutions when a VA solution is not in place. Failing to fund this effort will result in reduced ability to plan integrated solutions to emerging operational needs, resulting in higher costs in parallel or stovepipe development and increased long term costs in systems maintenance.

17. Data Center (\$9.65M, Sustainment-Steady-State)

If this activity is not funded, VA would neither be able to rapidly address cooling, power, or security findings due to infrastructure failure, nor address audits in these non-corporate IT managed spaces. Example incidents include the Atlanta cooling failure, Orlando power bus failure, and CMOP access controls unavailability.

18. Unassigned App Codes (\$18.29M, Sustainment-Steady-State)

The SLA lines reflect costs associated with IO data centers and other infrastructure. There are data center management and infrastructure that are critical to maintaining VA data centers that support VA's application portfolio.

19. Edge Services (\$7.09M, Sustainment-Steady-State)

VA is rapidly approaching a contract cliff event for infrastructure and support services; edge service development is required to maintain a cloud first approach to cloud native technology offerings. Infrastructure procurements must overlap to provide migration of existing systems; without edge services funding application availability will be negatively impacted, to include VistA read-only, VistA Imaging (clinical imaging for all veterans, widows, orphans), and the remaining 90% of VA applications hosted at edge locations (43,000 virtual machines, 36 Petabytes storage).

20. VA Enterprise Research and Advisory Services Contract (\$8.75M, Sustainment-Steady-State)

VA Enterprise IT Research and Advisory subscription services are needed to help VA accomplish its mission and initiatives, build a well-trained and informed workforce, and improve assistance and guidance to programs and projects across all of VA. These subscriptions provide access to Information and Business Strategy Research in areas where technology and business intersect, and enable better decision-making, the surfacing of best practices, gaining foresight into future IT issues and challenges faced by their peers at the federal agency and private sector levels, and understanding of how other large enterprises are managing costs and complexities of their environments.

21. Server/Storage Farm Infrastructure (\$63.58M, Sustainment-Modernization)

Almost every VA service to, or interaction with, our Veteran clients is supported by VA's operational IT systems that rely up on storage and server compute infrastructure. Server/Storage Farm Infrastructure provides the needed infrastructure to timely manage this technology within its recommended life expectancy. The risks if not fully funded include increased probability of additional instability and catastrophic failure in critical systems that rely upon this infrastructure, as well as VA being hindered from implementing crucial security patches, codes, and must-implement upgrades provided by manufacturers. This can leave VA vulnerable with outmoded technology that cannot meet the ever-changing operational needs.

22. Desktop Infrastructure (\$93.40M, Sustainment-Modernization)

Desktop Infrastructure provides the needed infrastructure for ongoing operations life cycle refresh of end user device infrastructure such as desktops/laptops/printers/scanners, etc. The risks if not fully funded include ongoing support of these types of devices beyond their useful life cycle, introducing additional technical debt burden for OIT to maintain. This translates into increased instability, unreliability, and unavailability of end user devices, increased staff burden to respond to older systems breaking more often, and a reduction in agility to respond to other modernization efforts.

23. Network Infrastructure (\$107.35M, Sustainment-Modernization)

Network Infrastructure supports the life cycle management of critical network infrastructure within its recommended life expectancy. Typical examples of equipment include routers, switches, wireless access infrastructure, etc. Insufficient financial resources allocated to this project will increase the probability of catastrophic failure in critical systems that rely upon this infrastructure. The inability to get necessary financing to stay within the recommended life expectancy and manage technical debt creates additional instability (older things break more often) and can also hinder the VA from implementing crucial security patches, codes, and must-implement upgrades provided by manufacturers. As a result, the operational maintenance expenditures increased, exceeding the initial cost. This can leave VA vulnerable with outmoded technology that cannot meet the ever-changing operational needs.

24. Unified Communications (\$12.42M, Sustainment-Modernization)

Unified Communications support the life cycle management of critical unified communications infrastructure within its recommended life expectancy. Typical examples of equipment include IP based Telephony infrastructure. Insufficient financial resources allocated to this project will increase the probability of catastrophic failure in critical systems that and prevent unified standard systems that allow enhanced business support for critical telephony workflow in support of critical operations such as call center management. Inability to update/upgrade equipment necessary to provide voice, video, and conferencing services for all VA employees who rely on these services to perform their duties. Failure to fund would significantly affect normal operational, security, and privacy requirements of VA and Veterans and their families.

25. Human Resources Information System (HR Smart) (HRIS) (\$15.83M, Sustainment-Enhancement)

HR Smart (HRIS) provides shared services support to VA's Human Resources Administration and is the system of authority for all VA employee personnel transactions and employee information. If not funded, VA will cease to enhance and integrate its business practices. VA will continue use of manual processes, continue to rely on disparate systems without exchanging employee information needed to improve efficiency and data integrity, negatively affecting business processes. VA will fail to meet reporting requirements to Congress or the OPM. VA will also not be able to manage employee positions.

26. Enterprise Learning Management Solution (ELMS) (\$0.68M, Development)

Enterprise Learning Management Solution (ELMS) to replace TMS, as a new development effort in 2025. ELMS will include a comprehensive, modernized, and intuitive set of tools to support employees and other workforce members in their individual development planning, succession management, career development, competency assessment, skills acquisition, and training goals. If the new ELMS system is not up and running, VA employees/contractors will have to continue using the current TMS 2.0 system.

27. VA Centralized Adjudication Background Investigation System (VA-CABS) (\$4.09M, Sustainment-Enhancement)

VA CABS is the system of record for background investigations and adjudications of all VA employees, contractors, and affiliates. If VA CABS enhancements are not funded, this will negatively impact the VA's ability to provide healthcare and benefits to Veterans and would create a substantial risk in onboarding and vetting of employees, contractors, and affiliates. Without ongoing enhancements, VA CABS would fail to provide continuous enhancement releases and improvements to the system to adhere to cybersecurity updates and updated background investigation processes.

28. Enterprise Performance Management System (ePerformance) (\$3.35M, Sustainment-Enhancement)

Enterprise Performance Management System (EPMS) is an enterprise-wide solution that automates the management of employee performance plans and appraisals with workflow for review/approval, as well as the capability to send completed performance forms directly to Electronic Official Personnel Folder (eOPF). Currently there are 161,000 VA employees utilizing EPMS for performance plans and appraisal. Any delays with enhancement or sustainment of the application could mean employees would not be able to take training as required. If EPMS is not funded, then VA will return to manual processes for performance planning and appraisals of VA employees, VA will experience gaps and deficiencies with the manual processes and there will be no interface to HR-Smart to support updating of employee information and automation of wage in grade increases will be lost.

29. eClassification360 (eClass360) (\$1.07M, Sustainment-Enhancement)

VA's Human Resources Line of Business (HR LOB) has identified Automated Classification as an important component in its mission to provide enterprise-wide HR process improvements. This investment under eClassification360 provides a framework for positioning the right candidate in the right job/position and encourages uniformity and equity in hiring by establishing a common reference across VA. If not funded, VA will not have an enterprise solution for managing position classification and the agency will continue to use disparate duplicative and manually intensive processes to perform classification functions, resulting in less efficient hiring and an inability to provide best in class service to Veterans.

30. VA On-/Off Boarding Process Improvement (\$1.00M, Sustainment-Enhancement)

VA On-/Off Boarding Process Improvement funds enhancements to the automated checklist of tasks, electronic forms, workflow, records management and reporting capabilities supporting continuous improvements needed to align on/off boarding processes across Administrations. If not funded, then VA will be unable to make improvements to the On-/Off Boarding solution which could result in failure to improve records management, VA would also be unable to integrate with new systems within the enterprise leading to data integrity problems and less efficient and timely onboarding and offboarding of employees.

31. Talent Acquisition (\$2.00M, Sustainment-Enhancement)

Talent Acquisition will deliver a Talent Acquisition technology to fill existing technological gaps to properly equip VA with the tools necessary to attract, recruit, assess, and select candidates with the right skills and competencies while increasing transparency and automation. These enhancements would provide an end-to-end experience for HR employees, customers, and candidates and will supplement existing HR solutions, including HR Smart and USA Staffing.

32. Talent Development (\$5.00M, Sustainment-Enhancement)

Talent Development funds enhancements to the integrated solution that is a centralized and integrated system facilitating the employee performance management process while enabling employees to act on their competency gaps immediately within the system. If not funded, changes to the system necessary for workforce improvement through training will result in gaps in the training and competency development of VA employees, resulting in reduced competency and a decrease in level of service to Veterans.

33. VA Centralized Adjudication Background Investigation System (VA-CABS) (\$4.00M, Sustainment-Modernization)

VA-CABS is the system of record for background investigations and adjudications of all VA employees, affiliates, and contractors. If VA CABS does not receive modernization funding, there will be impacts to the effort to reduce the Social Security numbers in accordance with the Social Security Reduction Act by 2026. The VA risks not safeguarding the employees' privacy and PII records by not reducing the exposure of the PII data. Without modernizing the VA CABS system process improvements with background investigations of employees, affiliates, and contractors would not be implemented, significantly increasing VA's time to hire staff, and negatively impacting the delivery of healthcare, benefits, and services to our Veterans.

34. Case and Correspondence Management (VIEWS CCM) (\$4.36M, Sustainment-Enhancement)

Scrum team sustainment-enhancement technical support is needed to enhance existing software functions and fix any VIEWS CCM Module defects identified by end users or the scrum team, and to maintain the system with required security patches and triannual software updates, and to perform

integration testing on shared components updated by scrum teams working on any of the other 200+ VA Salesforce apps. Enhancement work includes a comprehensive modernization of the user interface to support an improved customer experience throughout the entire correspondence management process, while incorporating technical infrastructure updates to bring the app into full compliance with the latest security and privacy policies.

35. Separation and Retirement (\$1.0M, Sustainment-Enhancement)

Separation and Retirement support the Operations and Maintenance of a solution that includes infrastructure management, configuration, access control, security, troubleshooting and maintenance, continuous monitoring, software updates, help desk support, and Incident Response Services. If not funded, VA is at risk of not being able to improve employee efficiency and operations hindering the quality of services provided to Veterans and their families.

36. Genomic Information System for Integrative Sciences (Genisis) (\$9.50M, Sustainment-Steady-State)

GenISIS is the platform used by Office of Research and Development (ORD) to support the Million Veteran Program and genomic science at the VA. This includes sequencing the COVID-19 virus genome and working with the CDC. If funding is not received, GenISIS would be at a reduced capacity to provide virus genome sequencing and shared data from the 6 labs with the CDC, the technology refresh would cease and the increased security for the GenISIS platform would be at the mercy of an ageing server infrastructure. This puts approved research studies in jeopardy with failing compute capacity and/or storage capacity putting research in an untenable situation. Petabytes of data would be wasted, and the Veterans and their beneficiaries would suffer and possibly miss out on life changing discoveries.

37. eDiscovery Clearwell (SCW) (\$3.00M, Sustainment-Steady-State)

SCW is a COTS application product utilized by the OGC and the Office of Accountability and Whistleblower Protection (OAWP) to review & report case data to/for Federal Courts, Congress, VA Secretary, and other authorized requestors. VA will remain under a very high risk of court-imposed sanctions for non-compliance with Federal law, adverse rulings, and unnecessary judgments and settlements due to our lack of resources to comply in a timely and defensible manner. This would cost the VA hundreds of millions of dollars in court-imposed sanctions, adverse rulings, unnecessary judgments, and settlements putting the entire mission of the VA in jeopardy and expose the VA to negative media coverage.

38. Veterans Integrated Registries Platform (VIRP) (\$3.49M, Sustainment-Enhancement)

VIRP is a centralized architectural platform for the national health registries and is comprised of standardized common patient data and registry-specific data elements that provides end users with on-demand reporting and querying capabilities. Enhancements are required to keep the Health Registries current to the needs of its business owners by minimizing the duplication of effort among the various registries and maximize VAs ability to support the rapid development of new quick reaction registries. If not funded, the additional enhancement work will not be completed, leaving business registry owners with incomplete registry applications/data sources to support Veterans who have been identified with serious ailments.

39. Cancer Registry Software (\$3.24M, Development)

The VHA Oncology Program/The Office of Specialty Care Services is seeking a replacement for the current VA Cancer Registry solution set: VistA - OncoTraX and VACCR to a modernized solution. This new solution is to integrate with the current VistA EHR system, and integrate with the new Cerner EHR, as it is rolled out. The legacy cancer registry system does not work in Cerner, so if there is no funding for a new registry

software that does work with Cerner then VA would have no cancer registry data. If there is no cancer registry data, then all the care processes and quality metrics dependent on that data are no longer functional, so patient care suffers.

40. Core Network Services (\$18.42M, Sustainment-Modernization)

Core Network Services support ZTA requirement to fill the gap of native IPv6 integration to ZTA deployments. Resources will include IPv6 consulting services, lab environments and additional DNS64 and NAT64 resources unavailable today. If not funded, VA would be unable to fulfill required ZTA requirements at the enterprise network level to secure the network under the NIST SP 800-207. This would result in a security posture that does not meet national standards for Veteran and employee data. Without this funding, VA networks would be unable to communicate with DOD networks, hampering EHRM efforts.

41. VistA - Computerized Patient Record System (CPRS) (\$8.85M, Sustainment-Enhancement)

CPRS provides an integrated patient record system for clinicians, managers, QA staff, and researchers. The primary goal of VistA-CPRS is to deliver a fast and easy-to-use application that provides clinicians pertinent information needed in the clinical workflow process. Improved clinical workflow processes for VistA-CPRS users will result in productive and timely care for Veterans. If not funded, VHA business owners will not meet Veteran patients' care needs and mandated requirements will not be delivered. Furthermore, VistA-CPRS will not deliver solutions for the many Patient Safety remediation tickets classified by VHA Patient Safety as critical. This would impact and reduce the quality and safety of care of the Veteran throughout the VA.

42. eDiscovery (\$0.99M, Sustainment-Enhancement)

eDiscovery is a stable, secure, and modern eDiscovery tool and is a replacement for the current inadequate eDiscovery Clearwell (SCW) application. Failure to provide enhancement services will cause VA to remain under a very high risk of court-imposed sanctions for non-compliance with Federal law, adverse rulings, and unnecessary judgments and settlements due to our lack of resources to comply in a timely and defensible manner. This could cost the VA hundreds of millions of dollars in court-imposed sanctions, expose the VA to negative media coverage, and create adverse opportunity costs should funds be required to be diverted from VA's core initiatives in service of mandated legal obligations.

43. Corporate Data Warehouse (CDW) Mental Health (MH) Service Transition (\$2.54M, Sustainment-Enhancement)

CDW MH Service will integrate new sources of DoD data on behavioral health risk factors and screening data, risk predictors, and medical history to VHA for use in predictive modeling, decision support, and other clinician tools to support safe care transition and proactive care interventions for servicemembers transitioning out of DoD. Without the inclusion of new data attributes and improvement of existing models, opportunities will be lost to improve Veteran mental health outcomes. This will further impede VA, DoD, and DHS compliance with the requirements of Executive Order 13822 and the subsequent Joint Action Plan signed by the Secretaries of all three Departments. Additionally, lack of this data port leaves VA and DoD only with impractical and less secure methods of data sharing, which waste time, increase security/privacy risks, and limit functional use of information.

44. Mental Health Assistant (\$7.86M, Sustainment-Enhancement)

Mental Health Assistant is a clinical decision support system that allows clinicians to quickly assess a Veteran's mental state and overall risk of suicidality. This allows clinicians to apply meaningful and, where appropriate, aggressive intervention strategies – ultimately reducing Veteran

suicide rates across the country. Roughly two million Veterans receive mental health care each year through VA's robust continuum of clinical services. If not funded, this will negatively impact the ability of VA clinicians to engage with Veterans and provide the quickest care. In addition, clinicians would quickly fall behind industry standards and clinical decision support tools, such as dashboards and algorithms informing the care of high-risk and vulnerable Veterans, would be compromised.

45. VA Functional Organization Manual System (FOM) (\$1.29M, Sustainment-Enhancement)

Scrum team sustainment-enhancement technical support is needed to enhance existing software functions, and fix any FOM defects identified by end users or the scrum team, and to maintain the system with required security patches and triannual software updates (Salesforce deploys “Major Releases” for Summer, Winter, and Spring every year), and to perform integration testing on shared components updated by scrum teams working on any of the other 200+ VA Salesforce apps. Enhancements expected under this period of performance include custom development of improved graphical organizational chart functions, improved workflow associated with the FOM Data Request process, improved business rules and workflows enhancing the existing Account Hierarchy functions, updates to streamline requests to modify existing organizational account information, and additional management and status reports and dashboard reports.

46. General Counsel Legal Automation Workload System (GCLAWS) (\$3.44M, Sustainment-Enhancement)

GCLaws is an in-house developed legal case management system that supports the activities of the VA's legal practice organization in over 30 areas of Law with case management tracking, correspondence control, and statistical analysis and/or comment. This system of records contains case tracking for time and personnel, as well as case facts and pertinent documents uploaded with comment activity and may include data privileged under the attorney-client relationship. The system helps ensure a legally sound claims appeals process for Veterans and defends SecVA adjudication of Veterans claims for compensation and other benefits.

47. Budget Tracking Tool (BTT) (\$5.46M, Sustainment-Enhancement)

The BTT system supports the entire PPBE Lifecycle, including reporting and management functions. BTT also houses the Acquisition Review Module (ARM), which facilitates a streamlined review process and expands accessibility and visibility for the Chief Information Officer regarding all information technology-related acquisitions mandated by FITARA requirements. With the VA's transition to one financial system, the contractual team will expand to leverage the targets needed to migrate systems into iFAMS.

48. Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE) (\$13.90M, Sustainment-Modernization)

The Modernization to the Electronic Solution for Healthcare and Occupational Recordkeeping of Employees (eSHORE) product is vital to Veteran and Employee Patient Safety. eSHORE will provide all Employee Occupational Health (EOH) providers in the field the ability to create, maintain, and monitor medical records for VA employees and generate site-specific reports at the National, Veterans Integrated Service Network (VISN), and facility levels. Enhancement of eSHORE will include employee medical surveillance, appointment scheduling, CPRS/Vista integration, and migration of the legacy OHRS 2.0 data. If not funded, then VHA would have to rely on manual processes to support daily employee occupational health operations to track the health of 600,000 VHA healthcare employees, which would negatively impact the mission of Occupational Health to ensure occupational health staff readiness and delivery of quality healthcare to the 8.9 million Veterans they serve.

49. Space and Equipment Planning System (SEPS) (\$1.45M, Sustainment-Enhancement)

SEPS supports the Office of Construction and Facilities Management's (CFM) ability to effectively manage all major construction projects (over \$20 million). SEPS is a space and content planning tool for VA, DoD, and industry partner facility planners. Typical transactions include building facilities by assigning required departments, rooms, equipment, staffing, and patient needs. This funding provides technical resources needed to automate manual processes and enhance the user interface. If the Construction Guidelines Management enhancements are not funded, CFM will be unable to effectively and reliably manage construction procurement and acquisition processes related to design, construction furnishing, supplies and equipment of the highest quality in accordance with U.S. Title 38 section 312A.

50. Occupational Health Record-Keeping System 2.0 (SF - OHRS2.0) (\$1.78M, Sustainment-Modernization)

The VHA OHRS 2.0 is critical to the VA's mission to support COVID-19 response and to manage and track employee vaccination health and readiness. Modernization of OHRS 2.0 will include mandated requirements from VHA Executive leadership, the CDC and VA's COVID-19 and Influenza vaccination efforts. If not funded, the current manual process of using spreadsheets to track 400,000 Occupational Health staff would continue. This will result in risks such as resource constraints in ensuring all vaccinations are tracked due to the large number of vaccinations being conducted daily and no automated error checking in data entry. This could result in putting Veterans at risk of being exposed to communicable diseases that require vaccinations.

51. National Center for Patient Safety (NCPS) Patient Safety Operations (\$2.30M, Sustainment-Enhancement)

NCPS Patient Safety Tools product is a critical patient safety communication tool used to keep information flowing and operations in motion. NCPS applications create, monitor, and maintain critical safety records for VHA Employees and ensure our Veterans receive the best healthcare by staff equipped to do so. NCPS serves as an enterprise safety support system for a VHA wide network of VISN Patient Safety Officers, facility Patient Safety Managers, VISN Chief Logistics Officers, facility logistics staff and other VISN and facility safety personnel trained to facilitate documentation and analysis of adverse events related to patient healthcare. Enhancements will add the improvements and functionality to Alerts and Recalls (A&R) and Patient Safety Assessment Tool (PSAT) tools and begin integration of the platform with Power BI to CDW. If not funded, the program with its two remaining IT web-based applications that provide better systems resulting in safer care for Veterans, will not be delivered.

52. Telemedicine (Store & Forward) (\$4.44M, Sustainment-Modernization)

Telemedicine (Store & Forward) asynchronously acquires and stores clinical information (e.g., data, image, sound, and video) that is then forwarded to or retrieved by a provider at another location for clinical evaluation. Modernization will implement Five Nines uptime availability, automate the Disaster Recovery Failover processes for all programs, integrate with IAM Services, obtain an ATO for any programs that have completed pilot testing and develop/implement a national cloud-based storage solution to allow for rapid expansion of systems and products. Lack of funding for Telehealth would stifle innovation, decrease the experience of telehealth for both Veterans and health care professionals, and adversely impact the accessibility, quality, capacity, and safety of VA health care services. OIT must continue to enhance the network infrastructure and provide the necessary equipment and circuits to expand the bandwidth and transmission capabilities as the Telehealth program adds new clinical services and adds more patient clinical encounters to meet the need to provide more capacity for Veterans to access care. Currently, patient satisfaction levels are high (Home Telehealth 89%; Video Telehealth 90% and Store & Forward Telehealth 88%).

53. Telehealth Hub Expansion (\$8.50M, Sustainment-Enhancement)

The Telehealth Hub Bandwidth Expansion will allow continued support of the Telehealth Hubs along with the ability to provide upgrade of their circuits / expansion of their bandwidth capacity. Enhancements will allow the capability, telehealth tools, devices, and processes allowing providers to produce quality healthcare efficiently and effectively to Veterans irrespective of the provider or the Veterans location across the enterprise. Without the Telehealth Hub Expansion effort, Veteran's in rural areas that have difficult time getting to a local Medical Center may be deprived of health care. VHA's current process that involves multiple requests to systems to obtain access is not standardized or consistently defined across the enterprise, often necessitates time-consuming manual intervention to obtain access for a single remote provider. If unfunded, this process will continue to delay clinicians from access thereby impacting VA's care to much needed Veterans.

54. Construction and Facilities Management Support System (CFMSS) (\$1.00M, Sustainment-Enhancement)

The CFMSS software application is used by CFM staff to effectively manage all major construction projects over \$20 million. The system provides CFM with the ability to plan, manage, schedule, track, capture milestones and report on all major construction and preservation efforts. Reduced system reliability will negatively impact the OA and CFM staff's ability to carry out their mission and their ability to manage major construction efforts and distribute costs efficiently and effectively among multiple VA organizations for the space they occupy in various VA Central Office (VACO) buildings. This will result in delays in delivery of a wide range of services to Veterans.

55. Strategic Capital Investment Planning (SCIP) (\$2.85M, Sustainment-Enhancement)

VA uses the SCIP tool to support real property investment planning process. This tool directly affects the approximately 22 million Veterans served by the agency and the approximately 378,000 employees that serve the Veterans. To mitigate the challenges presented by out-of-date IT infrastructure, the VA needs to modernize the infrastructure to provide Veterans with best-in-class care and support. CAMS is VA's tool to respond to EO 13327 and Public Law 1150182, the MISSION Act. If not funded, VA would not be able to submit outyear capital budget requests, resulting in no new construction money for building and improving VA facilities and decreased access to care for Veterans nation-wide. This would directly impact VA's medical service delivery, including the 200+ leasing actions VHA planned for any given year. NCA wouldn't be able to acquire new land or construct needed burial options. 48 National Cemeteries will run out of burial capacity within the next 7 years, impacting burial options of approximately 11.9 M Veterans.

56. Home Telehealth Reporting (HTR) (\$2.11M, Sustainment-Enhancement)

HTR is an integration project that validates data from multiple COTS vendors in the VHA Home Telehealth / Remote Patient Monitoring program and integrates it with VA systems as well as provides tools and outcomes reporting to clinical staff using that data. The solution will improve the access, delivery, and efficiency of care for the Veteran population and support modernization of the healthcare system. Without the HTR application's Cloud hosting and VA required security support, continuation of the program that cares for more than 130,000 Veterans will not be possible. Congressionally mandated reporting of outcomes for 130,000 unique Veterans would have to be accomplished manually. Tools used by 2,000+ Care Coordination staff would cease to function. If full funding is not provided, OIT will not be able to patch and maintain the application hosted in the VA Enterprise Cloud, which would prevent the project from maintaining its Authority to Operate (ATO).

57. Technical Information Library Management System (TIL-MS) (\$1.37M, Sustainment-Enhancement)

TIL-MS is the authoritative source that provides technical publications in a searchable library. The library referred to as the TIL catalog, is an alphabetical listing of publications that contain information used for construction planning, design, leasing, and facilities management processes. This information is used by external vendors and internally by VA employees for all VA construction projects to include Major (over \$20M), Minor (under \$20M), Non-Recurring Maintenance (NRM)/Clinical Specific Initiative (CSI) Construction, leased projects, and replacement medical equipment procedures. This funding provides technical resources needed to automate manual processes and enhance the user interface. If the Construction Guidelines Management enhancements are not funded, the Office of Construction and Facilities Management (CFM) will be unable to effectively and reliably manage construction procurement and acquisition processes related to design and cost.

58. Capital Asset Management System Business Intelligence (CAMS-BI) (\$8.04M, Sustainment-Modernization)

VA owns more than 6,000 buildings and more than 38,000 acres of land and GSA requires updates to its real property profile by the end of each calendar year. This is the third largest real estate portfolio in the federal government, behind only DoD and GSA. VA uses the CAMS-BI and the Capital Asset Inventory (CAI) (a part of the CAMS system) to record and store facilities data, and generate reports for internal customers, Federal agencies, and the US Congress. CAMS supports 283 stations and VA's nearly \$10 Billion annual capital budget. Serving approximately 22 million Veterans and 378,000 employees.

59. Construction and Facilities Management Support System (CFMSS) (\$0.95M, Sustainment-Modernization)

The CFMSS software application is used by Construction and Facility Management (CFM) staff to effectively manage all major construction projects over \$20 million. The system provides CFM with the ability to plan, manage, schedule, track, capture milestones and report on all major construction and preservation efforts. Failure to provide modernization services will result with the system to not be compliant with VA's "Cloud First" policy, VA Directive 6517. This will also significantly reduce the reliability of the software applications that support Property Management. Reduced system reliability will negatively impact the OA and CFM staff ability to carry out their mission. This reduced reliability will result in delays in delivery of a wide range of services to Veterans.

60. Veterans Data Integration and Federation Enterprise Platform (VDIF-EP) (\$2.15M, Sustainment-Modernization)

VDIF-EP federates patient record data from all VistA instances and caches the data to improve response times for customers querying for clinical data. Federated data allows interoperability and information sharing between internal VA organizations and external organizations like DOD, CDC, etc., with the ability to aggregate data from disparate sources in a virtual database so it can be used for business intelligence or other analysis. If the VDIF-EP modernization is not fully funded, then the VA would experience higher costs communicating health information with external care providers using older versions of the HealthShare and HealthConnect products that are not fully optimized and re-engineered for optimal performance in the VA system. User and Veteran experience would suffer from greater risk of outages or deployment issues and product updates would be at greater risk of being incompatible with older product versions.

61. Integrated Supply Management System (ISMS) (\$1.43M, Sustainment-Modernization)

ISMS legacy mainframe VA-developed software application ensures that VA locations can properly perform inventory management of non-expendable items in accordance with VA policy. This funding provides the technical resources needed to modernize the system. Failure to modernize the legacy applications within Organizational Management may result in the supporting legacy software applications becoming

inoperable and unrepairable. Paper-based forms needed by Veterans and beneficiaries to request benefits may not be available. Veteran burial flag sets may not be requisitioned and distributed to where they are required, thus impacting Veteran funerals. In addition, proper inventory management of non-expendable equipment required to serve our Veterans may not be possible.

62. Forms and Publications Orders (FP Orders) (\$1.39M, Sustainment-Modernization)

The FP Orders legacy mainframe VA-developed software application provides end users across VA with the ability to order approximately 1,500 items including hard copy forms, publications, Veteran burial flag sets, and Veteran suicide prevention gun locks. There are approximately 300-500 end users throughout VA that place orders through the system. This funding provides the technical resources needed to modernize the system. Failure to modernize the legacy applications within Organizational Management may result in the supporting legacy software applications becoming inoperable and unrepairable.

63. Veterans Health Information Exchange Portal (VHIE Portal) (\$1.80M, Sustainment-Enhancement)

VHIE Portal is a custom-coded interface hosted on AWS that is accessible within the VA intranet to authorized VA users to perform consent for information sharing tasks. The VHIE Portal manages a Patient's Consent, also known as the Patient's Participation Preferences (PPP) and the requests for generating Clinical Document Architecture (CDA)-type documents for selected Veterans, as well as generate and display Health Information. VHIE Portal manages the consent for the Cerner JHIE requests for VA clinical data. If not funded, the VA record exchange would have to be halted.

64. VA Health Information Exchange (HIE) Data Analytics Platform (\$2.35M, Sustainment-Enhancement)

The VA HIE Analytics Platform analyzes documents coming into the VA from external care providers and other community partners to create better health outcomes for Veterans and other patients while adding efficiency to the operations of VA health administrative and VA clinical functions. This product is a cloud-based platform that receives and stores all the documents sent and received on the Joint HIE with the associated cloud-based computing assets and tools needed to process and analyze those documents. The enhancements will provide the cloud-based computing resources in the VA Enterprise Cloud, the scrum team of engineering, operations, and support for the platform, and the Program Management Office (PMO) resources to manage the need to keep the platform secure, operational, and meeting the needs of the mission.

65. Veterans Data Integration and Federation Enterprise Platform (VDIF-EP) (\$14.49M, Sustainment-Enhancement)

VDIF-EP federates patient record data from all VistA instances and caches the data to improve response times for customers querying for clinical data. Federated data allows interoperability and information sharing between internal VA organizations and external organizations like DOD, CDC, etc. The program aggregates and normalizes data from 130 different electronic medical record instances that support 172 VA medical centers and 1,074 outpatient clinics which effects millions of Veterans. If the VDIF-EP enhancement is not funded, then the VA would risk Veteran care by failing to keep current with industry technologies, performance, and data needs. In addition, adoption would suffer, generating ad hoc alternative solutions that would create expense and be less secure and less standardized. Finally, user and Veteran experience would suffer from greater risk of incomplete medical records being used for treatment and poor coordination of immunizations and disease treatment with the CDC.

66. Transition Experience Improvements (\$4.99M, Sustainment-Enhancement)

The Transition Experience improvement project will take a comprehensive look at the digital tools and self-service features available during transition. In partnership with the VA's Transition Assistance Program (TAP), Digital Experience will enhance the features and capabilities of the VA's Health and Benefits mobile app, VA.gov, and any other digital touchpoints needed to better serve transitioning service members and Veterans. This additional functionality seeks to provide a more comprehensive set of resources and tools for transitioning service members, including information on employment and education benefits, as well as resources for financial planning and wellness. If the Digital Experience - Benefits sub-project is not fully funded, there are several risks that could impact both Veterans and the VA, including: Delays in processing benefit claims, Reduced access to information, Reduced efficiency, and productivity.

67. Direct Secure Messaging (DSM) (\$2.05M, Sustainment-Enhancement)

DSM is a secure health-industry-standard transport mechanism for patient health information over the internet. The timely and secure exchange of health information is critical to external patient care, and DSM provides for that exchange between the VA and external care providers. The timely and accurate exchange of electronic patient data with the external care providers avoids inconveniencing Veterans with unnecessary duplicate medical testing as well as providing a cost savings to the VA. The enhancements to DSM will provide improved user efficiency and workflow performance and will track the industry expansion in the document quantities and types for the nine DSM use cases. If DSM enhancements are not fully funded, then externally delivered Veteran care would be less efficient and require more manual communication leading to the slower delivery of care and worse health outcomes for Veterans.

68. Health Data Quality Tools (DQT) (\$1.89M, Sustainment-Enhancement)

The Health Data Quality Tools enables Department of Veterans Affairs, participating community care providers, governmental agencies, and Veterans to measure and increase the quality of the medical data that is securely shared with external care providers - 75% of enrollees see both VA and community care providers (referrals and self-initiated care). By identifying quality problems and working with external providers to fix them the quality of the data shared is improved and community care providers are better able to coordinate and improve Veterans' overall quality of care. This is for an enhancement to provide a Data Quality Workspace Environment to expand the ability to assess the completeness and usability of clinical data, actionable observations to resolve the data challenges and support multiple vendors and partners. If DQT enhancements are not fully funded, then some data errors will be undetectable or will be harder to detect and will continue to be transmitted to VA without correction. Unidentified issues with medical records will grow over time, leading to poor medical service for Veterans.

69. Medical Care Collections Fund (MCCF) EDI Transaction Applications Suite (\$3.28M, Development)

The MCCF supports the VHA collection of health insurance copayments for services Veterans receive from the VA but are not covered by the Veteran's benefit. The revenue collected through this program is used to offset the VA's annual appropriation and directly contributes to the care delivered to Veterans. MCCF also supports VHA's implementation of the HIPAA which requires industry-wide standardization of EDI Transactions, to achieve improved efficiency and cost effectiveness in US healthcare. Without funding, MCCF will not be regularly updated per Federal and National mandates and could result in fines to the VA. Out of date systems introduces the risk of inability to obtain or delay benefits to the Veteran/beneficiary/family members affecting a Veteran's personal health. Additionally, poorly maintained systems may cause incorrect charges for non-service-connected care provided the VA and impact VHA budgets with the loss of revenue from not being able to fully collect insurance revenue.

70. Community Care (CC) Integrated Billing (IB) Accounts Receivable (AR) (\$4.80M, Sustainment-Enhancement)

The IB/AR Product enhancement team focuses on updates to the VistA-AR and VistA-IB software packages with Revenue Operation's requirements that include Veteran billing and reporting. Timely continuous software updates and enhancements to Veteran billing and reporting are required to ensure the accuracy of Veteran First Party copayments and the maximization of revenue collections. These enhancements are also required to support various Congressional mandates like the American Rescue Plan Act of 2021 and the Veterans Comprehensive Prevention. If the Integrated Billing (IB) Accounts Receivable (AR) program is not funded, required revisions to copay determination, repayment plans, revenue operations reports, and patient statements will not be made, resulting in billing inaccuracies to Veterans. The Veterans would receive erroneous medical billing charges, would not have the ability to setup Repayment Plans for Debt Incurred, and receive incorrect copays for Acute Suicide episodes.

71. CPAC Revenue Workflow Tools (ROWT) (\$2.33M, Sustainment-Enhancement)

Enhancements to the CPAC ROWT will enable the existing workflow tool to allow for the transmission of claim level payment information for the purpose of third-party and first-party billing at the seven regionally aligned CPACs. Enhancements of the various CPAC information technology tools will perpetuate the goal of streamlining work resulting in increased collections and reduced cost to collect. Enhancements include Robotic Process Automation (RPA) at the CPACs and additional Reporting capabilities. If the CPAC ROWT is not funded, the greatest risk for the Veteran is that they will not have appropriate access to community care if the community providers do not receive accurate and prompt payment for their services.

72. Community Care Referral and Authorization (CCRA) (\$9.40M, Sustainment-Enhancement)

CCRA delivers customer facing enhancements to improve Veterans' access to Community Care and coordination of that care between Community Providers and the VA. Funding supports integration and testing requirements with the OEHRM. If CCRA is not fully funded, the VA cannot support integration of OEHRM's Millennium HER nor be able to support their work in the Community Care, as they rely on CCRA to process referrals and receive referral data from CCRA. This could delay or eliminate a Veteran's ability to get care and/or emergency care in the community. This would dramatically affect the 4.1 million Veterans who have received 20 million episodes of care in the last 3 ½ years.

73. Community Care (CC) - Provider Profile Management System (PPMS) (\$4.01M, Sustainment-Enhancement)

The CC PPMS focuses on the implementation of the Non-VA Provider directory. The repository data is utilized by multiple systems such as the Community Care Network (CCN), TriWest Patient-Centered Community Care (PC3) and Choice Program, Veteran Care Agreements (VCA), VA Medical Center Local Contracts, Indian Health Service (IHS) Providers, DOD facilities, and VA Medical Center providers. Enhancements will provide a more reliable and efficient system for managing and optimizing the production process, ensuring that the VA meets or exceeds customers' expectations on time and within budget. If not funded, PPMS will not be able to incorporate additional data sources required by the VA for Veteran Community Care referrals and appointments. Without PPMS the process to standardized data collection as well as the provider data accuracy will be become compromised. In turn, it will also limit the number of available providers for the Veteran to choose from within the community for Veteran care.

74. Community Care (CC) Electronic Data Interchange (EDI) (\$0.14M, Sustainment-Modernization)

The CC EDI enables the Payer EDI Program with Sustainment-Modernization capability for all downstream systems within Office of Community Care (OCC) that require EDI Transactions within OCC and OCC users. Funds are needed to provide transitional modernization efforts of migrating

to an entirely new IT solution on a more modern, and scalable platform to comply with Standards and Operating Rules for Fee Processing and Payment Systems and Claims Processing and Eligibility. Modernization is critical to ensure the Payer EDI Program migrates to the VAEC as a new service model due to closure of the Denver Health Administration Center (HAC) data centers. In addition, modernization will enable the program to maintain compliance with federal health care regulations required for Access to Care Act (ACA) HIPPA ACA/HIPPA and the VACAA congressional mandates. If not funded, the VA will be unable to replace aging systems, increasing the risks to Community Care Providers of not being appropriately reimbursed for the health care they have provided to Veterans.

75. Community Care Reimbursement System (CCRS) (\$8.35M, Sustainment-Enhancement)

CCRS is a highly automated system used in support of the Community Care Network to align with industry standard claim reimbursements to fully automate and integrate with other business systems including Referral and Authorization, Revenue, Fraud, Waste, and Abuse (FWA), data analytics and financial systems. This Sustainment Enhancement funding will be used to integrate with other VA systems, develop new bi-directional feeds, update, and enhance critical workflow tools, enhance reporting, and improve fraud, waste, and abuse analysis to increase compliance and timeliness of payments. CCRS funding is needed for the VA to process Community Care Network claims for reimbursement. If the CCRS enhancements are not fully funded then the VA cannot continue to improve its reimbursement and payment capabilities based on new and evolving guidance, regulations, laws, and business processes, which could impact the timeliness, accuracy, and regulatory compliance of future reimbursements to the Third-Party Administrators (TPAs) for Community Care provided to Veterans.

76. TriZetto Facets (ClaimsXM) (\$16.25M, Sustainment-Enhancement)

ClaimsXM performs claims processing and adjudication for community care services provided to Veterans. It further transmits the adjudicated claims to the VA's financial management system for payment. If there is no solution in place for claims processing both Veterans and Community Care, then providers will not receive payments for care provided. If the sub-project is not fully funded then the following dependent systems will not be able to make changes to their systems for claims processing; Sunsetting of the Claims Processing & Eligibility System, Payer Electronic Digital Invoicing program, Veteran Eligibility System, Program Integrity Tool, Financial Management System, Department of Treasury, Pharmacy Benefits Management.

77. Integrated Veterans Care Centralized Data Repository (IVC CDR) (\$1.33M, Sustainment-Modernization)

The CDR will produce the authoritative dataset repository for Community Care. It will include consolidate data for existing and future systems by consolidating multiple source systems' raw data into a single repository; developing logic to mitigate reporting disparities; and serve as a single source of truth for IVC, HOC, VSSC, OCC, and other VHA entities generating reports from Community Care data. CDR data will encompass initial consult all the way through final payment. Reporting categories include consults, referrals, claims, payments, and revenue activity. If not funded, the risk to Veteran is the inability to provide predictive analytics that would improve the Veteran, Family, and Beneficiaries health outcomes. Other applications could be negatively impacted by increasing their storage costs for historical purposes, drive down performance of said products by permitting reporting and analytics tools to mine production systems. In addition, the VA will be unable to provide timely/accurate analytics that will help Community Care Providers with Claims and Payments.

78. Program Integrity Tool (PIT) (\$0.92M, Sustainment-Enhancement)

The PIT performs Fraud, Waste, and Abuse check of Community Care healthcare claims payments. As PIT is transitioned to the Office of Compliance (VHA OIC) sustainment enhancement funding will be used to enhance and improve the interoperability with new and existing VA systems. This system allows for scoring of claims, conducting pre-payment analytics, and real-time reporting critical to decision making and analytics when performing FWA activities. If enhancement funding is not received, then the PIT system would not follow the latest mandates to detect potential fraud, waste, and abuse in community care claims. This could in turn result in overpayment or fraudulent payments to providers and could impact the amount of funding available to provide care to Veterans.

79. VHA Innovation Ecosystem (\$6.90M, Development)

The VA's VHA Innovation Ecosystem is a network of programs, initiatives, and partnerships that aim to foster a culture of innovation and drive positive change across the VA healthcare system. The ecosystem is designed to promote collaboration, experimentation, and creative problem-solving, with the goal of improving health outcomes and enhancing the patient experience for our nation's Veterans. Overall, the risks to both Veterans and the VA of inadequate funding for the VHA Innovation Ecosystem are significant, including slower progress towards improving the quality of care for Veterans, decreased innovation and collaboration among VA employees and external partners, and potentially worse health outcomes and decreased satisfaction with VA healthcare services. It is important to ensure that the VHA Innovation Ecosystem is fully funded to support the development and implementation of innovative solutions to healthcare challenges faced by Veterans.

80. Pharmacy Operational Updates (\$30.03M, Sustainment-Enhancement)

Pharmacy Operational Updates will provide enhancements to the VA Pharmacy software that will allow interoperability between the pharmacy software at different VA facilities. The enhancement will allow the Veteran to obtain VA-prescribed medications from any VA facility. The end-user of the product will be VA Pharmacists and other pharmacy staff who utilize VA's pharmacy software. The Pharmacist will electronically retrieve the prescription from the originating VA facility and use the existing clinical decision support logic to dispense the medication. This will reduce the wait time for Veterans to receive medications when they are not near their normal VA facility. If this enhancement is not funded, the Veteran will experience delays in obtaining medications. The delay may cause Veterans not to seek needed medications from the VA and utilize other more expensive and questionable resources causing harm to the Veteran.

81. VA PMP Gateway (VAPMPG) (\$8.34M, Development)

VA PMP Gateway is fundamental to integrating PMP query functionality into both legacy and Cerner's EHR settings. Authorized users such as pharmacists, providers, and authorized delegates launch the PMP query from within the patient's medical record. VA controlled substance prescribers, pharmacists, and their delegates use the PMP query information to aid in prevention of adverse events associated with over-prescribing of a controlled substance (e.g., opioids), abuse/addiction of controlled substances, and concomitant use of different controlled substance medications (e.g., opioids and benzodiazepines). Not fully implementing requirements will hinder the ability for VA PMP Gateway to accomplish its goals in providing new batch queries, automated data capture, and downstream data use, allowing the monitoring and reporting of inpatient and outpatient opioid-related outcomes to various stakeholders and fulfilling VHA's Opioid Safety Initiatives.

82. Simulation Learning, Evaluation, Assessment and Research Network (SIMLEARN) (\$10.82M, Development)

The SimLEARN national program office is VHA's premiere clinical education asset for the advancement and innovation of VHA healthcare. SimLEARN supports VHA's journey as a high reliability and learning organization through the coordination of all national VHA simulation-based clinical education products and activities supporting enterprise level innovative healthcare solutions. The SimLEARN Emerging Health Technology Integration team accelerates the adoption of emerging health technology through simulation and learning, assessing the technology landscape and identifying solutions that advance the standard of clinical learning and simulation. If not funded, this system would not be implemented and would significantly hinder Office of Healthcare Innovation and Learning's (OHIL) ability to successfully implement highly complex, visible, and impactful initiatives that directly advance multiple SecVA priorities, as well as satisfy legislative requirements.

83. VA Endoscopy Quality Improvement Program (VA EQuIP) (\$1.21M, Development)

VA-EQuIP will standardize collection, monitoring, analysis, and reporting of colonoscopy quality indicators to ensure Veterans are receiving high quality colonoscopy. The program will fulfill the recent OIG requirement for VA to strengthen requirements for colonoscopy quality assurance. Without this system, the VA is unable to effectively monitor the quality of colonoscopy, as required by VA policy and by the OIG. The NGHP has requested the development of this system since 2012, in hopes of establishing the VA as a leader in quality assurance for gastrointestinal (GI).

84. Community Care Medical Health Referral Tracker (\$1.95M, Development)

The Community Care Medical Health Referral Tracker will enable the real-time bi-directional sharing of critical clinical information between VA and community MH teams. This includes key treatment data, safety plan details, lethal means reduction plans, patient-reported outcome measures (PROM), local suicide prevention resources, and others. The application, which will be used chiefly by facility MH program staff charged with monitoring those Veterans referred to community MH providers, will benefit hundreds of thousands of Veterans each year. Without the funding for this project Veterans with a high risk of suicide will not receive the enhanced package of care through the VA rather it would continue to be outsourced to the community where VA MH staff does not have the ability to remain apprised to the wellbeing of the Veteran.

85. Computerized Cognitive Behavioral Psychotherapy (\$2.25M, Development)

Computerized Cognitive Behavioral Psychotherapy is a web-based capability for the enterprise-wide delivery of computerized Cognitive Behavioral Therapy (cCBT) and other asynchronous psychotherapies. In the contexts of industry-wide migration from office-based healthcare to remote healthcare delivery and prolonged obstacles to in-person care in 2020, VA now can leverage technology to enhance OIT's ability to meet the needs of our Veterans. Studies have provided evidence of effectiveness of asynchronous psychotherapies, therapies provided through a combination of asynchronous communications, online assignments and exercises, and live interactions through video telehealth. In not funded, the VA will be unable to develop a computerized Cognitive Behavioral Therapy system that would improve Veterans healthcare.

86. National Oncology Program (\$3.90M, Development)

National Precision Oncology Program provides access to cutting age molecular testing which informs precise care and treatment options for Veterans with cancer - Clinical Pathways, a decision support tool that ensures standardized evidence-based cancer care across the VA enterprise. Fundamental to the success of our precision oncology is the role of patient data, allowing for health information from patient electronic health records to come together with 'omics' information to provide timely clinical decision support at the intersection of research and clinical practice within VHA. It is also critical that learnings from a precision oncology diagnostic test do not end with the single patient and can be used to inform

the care of the next patient particularly for rare cancers where the number of patients may be small. Limiting the DAS cloud resource capability could lead to limits on the genomic testing that we can provide and reduce our ability to receive the valuable testing data. The lack of easy access to discrete clinical data is a risk for the TeleOncology providers and the molecular tumor boards. There are processes in place to manage the intake of clinical documents and place them in a location that can be readily accessed by providers.

87. Making Advances in Mammography and Medical Options (MAMMO) for Veterans Act (\$3.20M, Development)

The Making Advances in Mammography and Medical Options for Veterans Act expands access to high quality breast cancer screening, ensures that VA is using the most advanced imaging and laboratory testing available, and optimizes the quality of care for Veterans diagnosed with breast cancer. The Act requires the submission of a strategic plan for improving breast imaging services, implementation of a three-year pilot program to provide telescreening mammography services, an update to policy to ensure appropriate accessibility of breast imaging services to Veterans with spinal cord injury or other ambulatory diagnoses. The Act also requires each VISN to enter a partnership with at least one cancer center and collaborate with the Department of Defense and report back to Congress on Veterans and active-duty service members diagnosed with breast cancer. Limited functionality or extended schedules resulting from partial funding will not be practical or a responsible use of funds given the nature of the proposed programs. For the mammography tracking system, it would not allow enterprise-wide data collection.

88. National Mammography Tracking System (\$1.500M, Development)

A national electronic mammography tracking system is needed to allow for the development of national workflows. This will aid in facilitating communication and management of breast imaging results by community care providers. Breast imaging care coordination processes between Integrated Veteran Care, Primary Care, Women's Health, and Radiology Services will be optimized for continuity of care. The system will enhance compliance oversight and will improve bi-directional communication between the facilities and the National Radiology Program (NRP).

89. Bi-directional Image Sharing (\$1.65M, Development)

Bi-directional image exchange is a cloud-based environment that is used to securely send and receive reports and images from community care providers. The use of bi-directional image exchange facilitates the transfer of images to community providers when VA is not able to provide the service and then allows the community provider to share the report and images back to the VA when the exam is completed. This allows community providers to interpret the Veterans images and make comparisons to their previous exams. The desired impact is to improve coordination of the Veterans care. Sharing of images is needed to avoid delays in care if images are not readily available and repeat images being ordered due to providers not being aware that imaging exams were not done at the VA or in the community. If the x-ray images from a prior x-ray imaging exam are not available, then Veterans are at risk of having to repeat an imaging exam which may expose them to additional radiation or canceled follow up care for not having results available at the time of their clinic appointment.

90. Comprehensive Results Tracking System (\$1.50M, Development)

A comprehensive tracking program that allows radiologist to close loop on recommendations for follow-up and for ordering providers to ensure pertinent imaging and laboratory exam are entered and completed. A reliable reminder system for both radiologists and ordering providers is needed to facilitate communication, improve patient safety and quality of care, reduce liability, and to reduce or minimize missed or delayed diagnosis. Health systems which have implemented these systems have experienced a 50% increase in compliance with follow-up recommendations. Limited functionality or extended schedules resulting from partial funding will not be practical or a responsible use of funds given the nature of the proposed

programs. If not funded, there will be no system that will prompt ordering a Veteran's provider to enter orders for follow-up imaging procedures and tests requiring follow-up, ensuring timely access to care.

91. Enterprise Imaging (\$1.50M, Development)

Enterprise Imaging is a single, comprehensive patient imaging record across the enterprise that houses radiology, cardiology, dermatology, and other 'ology' images. Without comparison images, Veterans are at risk of having to repeat an imaging exam which may expose them to additional radiation or canceled follow up care for not having results available at the time of their clinic appointment. Implementation of enterprise imaging (EI) advances the delivery of healthcare from image repository silos (radiology, cardiology, dermatology, etc.) to a single image repository which will aid in facilitating coordinated care. It also takes all forms of imaging data and stores it in an environment that clinicians can access in a simplified manner. If an enterprise repository is not provided and utilized by all clinical imaging domains within the Veterans Health Administration (VHA), then Veterans' medical images from imaging procedures will continue to be siloed away from VHA staff who may be able to deliver the better Veteran healthcare.

92. VA Policy Library (\$2.30M, Development)

The Office of Regulations, Appeals, and Policy in conjunction with the Office of Enterprise Integration wants to maintain a centralized platform for the VA to store and search policies and associated content (Directives, Handbooks, manuals, Memorandums, and linkage to Regulations, Legislation, Associated Guidance Documents, Workforce Management Materials, Quality measures policy, Internal controls standards, Oversight & Accountability information). VA Policy Library will help the VHA employees find any policy they wish to see in a single search. VA Policy Library needs to automate and streamline archiving and record retention requirements systemwide and to implement a public facing intranet site. This would require an internal and external view to be established with public having access to policy documents with the improved access and searchability without having access to internal processes and process documents in compliance with statutory requirements. If not funded, VA risks making ill-informed decisions and operating without full-knowledge of varying complexities that exist across a more than 9 million patient-focused health care system.

93. Bereavement Care - National Chaplain Service (NCS) (\$1.80M, Development)

The VA NCS is requesting an automated solution to manage initial and continued bereavement care for Veteran Next-of-Kin (NOK) and Caregivers (CG), including reporting from a single system. There are several issues with the current process, namely that facility Chaplain staff are not informed of a Veteran death in a timely manner and there is no way to effectively track continued bereavement care for NOK or CG in a single application location. The NCS Program Office wishes to automate many of the functions and services provided by VA Facility Chaplain Service (FCS) Staff for initial and continued bereavement care from the time of death of the Veteran to the one-year anniversary date of the death of the Veteran, including documenting continued bereavement care in a NOK or CG unique health record. The request will improve the current process by ensuring Veteran NOK and CG are automatically informed of and provided bereavement care services. If not funded, Veterans and their families will not receive this essential bereavement care which negatively impacts the overall Veteran, family member, and caregiver experience.

94. Anesthesia Quality Improvement Program & Analytics Database (\$1.50M, Development)

The Anesthesia Service is responsible for conducting research and collaboration at the clinical and basic science level to proactively identify gaps in evidence and practice, then measure the impact of filling these gaps and linking evidence to practice. Relevant research findings and quality

improvement results can then be systematically fed back to providers and patients, as appropriate. If not funded, it will be more difficult for the VA to achieve improvements in patient safety and efficiency surrounding anesthesia and surgery care, due to a continued lack of easy access to near real-time data. This presents health care risk to the patient that could be mitigated with data and analysis of that data.

95. Foreign Medical Program (FMP) (\$3.16M, Development)

The VHA is seeking to pay foreign medical treatment claims to Veterans and Providers via an EFT solution instead of mailing U.S. Treasury checks to domestic addresses and foreign countries. This request is being split into 2 Phases: Phase 1 To leverage existing payment channels with the FSC and US Treasury to give Veterans the option of receiving FMP timely payments to their pre-existing domestic or international bank accounts where their monthly C&P stipend payments are sent by the VBA. Phase 2 To pay foreign medical treatment claims to overseas Providers via EFT to international bank accounts in foreign/US currency. If sufficient funding is not provided, then the VA will continue to lack the capability to comply with the 3-day Payer Operating Rules of the Council for Affordable Quality Healthcare (CAQH) Committee on Operating Rules for Information Exchange (CORE) for reimbursable medical payments to Veterans.

96. Veterans Child Care Assistance Program (VCAP) (\$14.24M, Development)

The office of Women's Health is asking to establish a mechanism that would support Veterans on childcare claims and childcare appointments at on-site drop off childcare centers. The first capability would manage reimbursements for Veterans obtaining their own childcare while they are at VA medical appointments. The second main capability would be for Veterans to request childcare at an on-site drop off childcare center during their medical appointments. If not funded, the VA will not fulfill the requirements needed for successful implementation of this program and the VA will continue to not have a system to support Veterans on childcare claims and childcare appointments at on-site drop off childcare centers.

97. VA Audio Response (\$1.00M, Development)

The AudioCare, COTS, system has been deployed in VHA since 2016. It provides the VA medical centers with automated communication (via interactive voice response [IVR]) with Veterans. It is predominately used for prescription refills, renewals, and medication information as well as for scheduling capabilities (scheduling appointments, canceling appointments, and reminders of upcoming healthcare appointments) and is available twenty-four hours and seven days a week. VA is requesting to enhance patient engagement capabilities, specifically leveraging UCI and commercial partners that can support the following functionality: VA Audio Response (VAAR) for appointment reminders, appointment inquiries, automated prescription refills and prescription renewals; Functionality is required for both VistA and Cerner interface/integration. Partial funding would impact the Enterprise solution meaning that only a fraction of VA Sites/Veterans would be able to take advantage of new technology.

98. Supply Chain Enterprise Solution (\$39.40M, Development)

The Supply Chain Enterprise Solution will deliver a set of IT products to replace legacy supply chain products used by VA today. The scope of work includes procurement of software products, adjustment of the selected software product for mandatory VA requirements, and development of interfaces to connect the selected software projects to the VA to make a unified supply chain system. If Supply Chain Enterprise Solution is not fully funded, then OIT may be delayed, or unable to deliver the mission-essential, highly anticipated, medical supply chain management solutions to VA medical centers across the enterprise. Consequently, any improvements to the ordering of critical need inventory, supply chain efficiencies, and other cost savings across the Enterprise would go unrealized and OIT would continue investing in the aging legacy systems to support the VA mission.

99. Veterans Support System (VSS) - Streamlined Accounts Receivables Solution (STARS) (\$5.00M, Development)

The VHA Revenue Operations (RO) and CPAC Program Office requested a new VSS solution to automate management of Veterans medical debt relief requests and First Party account management actions. These actions will essentially serve as the work driver and will be able to create or import work lists for designated RO tasks, which allows for streamlining and automation of the processing of Veterans' medical debt forgiveness. If the VSS isn't funded, the RO staff will not have a solution that automates management of Veterans medical debt relief. The lack or failure of not having the system would prevent account management activities for Veteran's accounts resulting in negative impact to Veterans and loss of revenue for VHA.

Appendix N: IT Systems Appropriation History

	President's Budget	Enacted Appropriation	FTE
2009	2,442,066	2,539,391 ^{1/}	6,710
2010	3,307,000	3,307,000	6,853
2011	3,307,000	2,993,604 ^{2/}	7,004
2012	3,161,376	3,111,376	7,311
2013	3,327,444	3,323,053	7,362
2014	3,683,344	3,703,344	7,291
2015	3,903,344	3,902,278	7,419
2016	4,133,363	4,133,363	7,745
2017	4,278,259	4,270,259	8,334 ^{3/}
2018	4,055,500	4,055,500	7,899
2019	4,184,571	4,103,000	8,138
2020	4,343,000	4,371,615	7,890
2021	4,912,000	4,874,500	8,251
2022	4,842,800	4,842,800	8,766
2023	5,782,000	5,782,000	8,993
2024	6,401,000		9,242
2025	6,231,680		8,405

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

FTE includes Reimbursements.

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

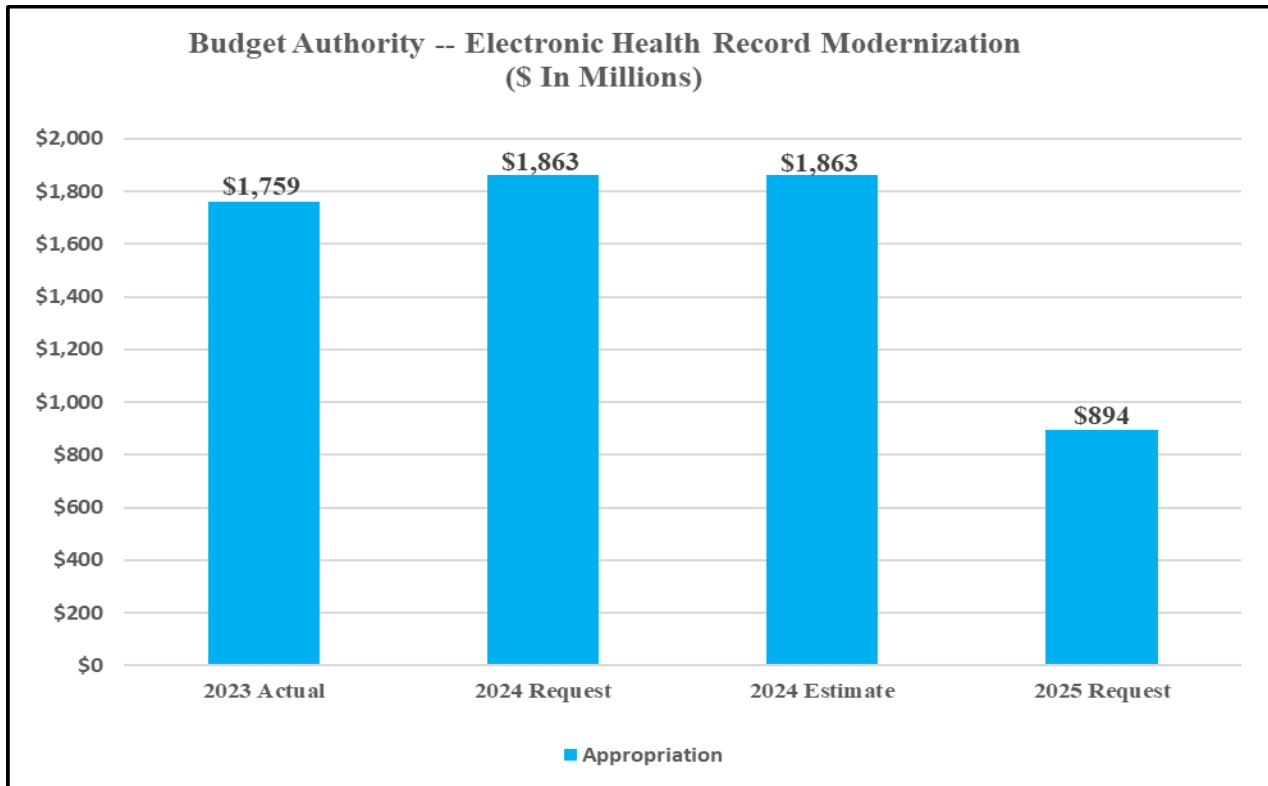
2/The 2011 appropriation was \$3.141 billion (including ATB rescission) with an additional \$147 million in unobligated balances rescinded.

3/ FTE includes VACAA FTE funded by the IT Appropriation



Electronic Health Record Modernization

Budget Authority and Appropriation Language



Note: A full-year 2024 appropriations Act was not enacted at the time the 2025 President’s Budget was prepared. The 2024 Current Estimate assumes the 2024 President’s Budget request for 2024 with updates to unobligated balances, reimbursements, transfers, and collections.

Appropriation Language

For activities related to implementation, preparation, development, interface, management, rollout, and maintenance of a Veterans Electronic Health Record system, including contractual costs associated with operations authorized by section 3109 of title 5, United States Code, and salaries and expenses of employees hired under titles 5 and 38, United States Code, \$894,000,000, to remain available until September 30, 2027.

Appropriation Highlights

Electronic Health Record Modernization Appropriation Highlights (\$ thousands)						
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
Budgetary Resources:						
Electronic Health Record (EHR)	\$1,119,145	\$1,185,884	\$1,185,884	\$375,012	(\$810,872)	-68.4%
Infrastructure Readiness (IR)	\$440,739	\$424,000	\$424,000	\$191,098	(\$232,902)	-54.9%
Program Management Office (PMO)	\$199,116	\$253,116	\$253,116	\$327,890	\$74,774	29.5%
Subtotal, Appropriation	\$1,759,000	\$1,863,000	\$1,863,000	\$894,000	(\$969,000)	-52.0%
Electronic Health Record (EHR)	\$98,450		\$59,889		(\$59,889)	-100.0%
Infrastructure Readiness (IR)	\$284,831		\$203,078		(\$203,078)	-100.0%
Program Management Office (PMO)	\$111,249		\$114,443		(\$114,443)	-100.0%
Withhold - Not Available for Obligation (Anticipated Rescission)			\$439,750		(\$439,750)	-100.0%
Subtotal, Unobligated balance brought forward, Oct 1	\$494,530	\$0	\$817,160	\$0	(\$817,160)	-100.0%
Recoveries, 2nd year of funds	\$8,874					
Recoveries, 3rd year of funds	\$121,587					
Recoveries, 3rd year of funds - IR						
Recoveries, 3rd year of funds - PMO						
Subtotal, Recoveries	\$130,461	\$0	\$0	\$0	\$0	0.0%
Rescission of Prior Year Funds - EHR						
Rescission of Prior Year Funds - IR	(\$150,000)					
Rescission of Prior Year Funds - PMO						
Rescission of Prior Year Funds (Anticipated) - Unapportioned			(\$439,750)		\$439,750	
Subtotal, Rescission of Prior Year Funds	(\$150,000)	\$0	(\$439,750)	\$0	\$439,750	0.0%
Subtotal, Budgetary Resources	\$2,233,991	\$1,863,000	\$2,240,410	\$894,000	(\$1,346,410)	-60.1%
Electronic Health Record (EHR)	\$6,008					
Infrastructure Readiness (IR)	(\$8,547)					
Program Management Office (PMO)	(\$12)					
Subtotal, Unobligated Balance Expiring	(\$2,551)	\$0	\$0	\$0	\$0	0.0%
Electronic Health Record (EHR)	(\$59,889)					
Infrastructure Readiness (IR)	(\$203,001)					
Program Management Office (PMO)	(\$114,520)					
Unobligated Balance: Unapportioned	(\$439,750)					
Subtotal, Unexpired Unobligated Balance	(\$817,160)	\$0	\$0	\$0	\$0	0.0%
Total, Obligations	\$1,414,281	\$1,863,000	\$2,240,410	\$894,000	(\$1,346,410)	-60.1%
Direct Obligations by Program Activity						
Electronic Health Record (EHR)	\$723,971	\$1,185,884	\$1,245,773	\$375,012	(\$870,761)	-69.9%
Infrastructure Readiness (IR)	\$437,276	\$424,000	\$627,078	\$191,098	(\$435,980)	-69.5%
Program Management Office (PMO)	\$253,034	\$253,116	\$367,559	\$327,890	(\$39,669)	-10.8%
Total, Obligations	\$1,414,281	\$1,863,000	\$2,240,410	\$894,000	(\$1,346,410)	-60.1%
Full Time Equivalent (FTE):						
Direct FTE	200	313	313	313	-	0.0%
Total, FTE	200	313	313	313	-	0.0%

1/ The 2024 Estimate reflects \$439,750M withheld from obligation in anticipation of Rescission to unobligated balances brought forward.

Budget Overview

<u>2025 Budget Request at a Glance</u>	
(\$ in thousands)	
2024 President's Budget	\$1,863,000
Program Changes	\$-969,000
2025 Request	\$894,000
Change from 2024 President's Budget	-52%

The budget request includes \$894 million for the Veterans Electronic Health Record (EHR), a decrease of \$969 million (-52%) relative to the 2024 President's Budget.

VA's \$894 million request includes:

- **\$375.0 million for EHR Contract** – This level aligns with VA's revised Electronic Health Record Modernization Integration Office (EHRM-IO) deployment strategy that optimizes resources, provides flexibility, and restarts deployment activities. The funding will support enterprise integration and site implementation support, as well as sustainment for the current five sites and the Captain James A. Lovell Federal Health Care Center (FHCC).
- **\$191.1 million for Infrastructure Readiness** – Funds will aid in supplying deployment sites with updated computers and network infrastructure capable of supporting the federal EHR system six to eighteen months in advance of scheduled deployment. The funding will also support system interfaces and cybersecurity efforts.
- **\$327.9 million for Project Management Office (PMO)** – The funding will support personnel supporting effective change management as the federal EHR system is implemented throughout the nation. The goal is also to retain qualified experts who understand VA's legacy systems, computer programming languages and interfaces. The request supports VHA experts who are critical to change management and effective deployment. EHRM will support the Federal Electronic Health Record Modernization (FEHRM) program office for \$23.4 million; part of this request includes federal staff pay, contract support staff, funding for travel, training, equipment, and supplies.

Mission

Successful deployment of the new federal EHR system across the VA enterprise will facilitate seamless health care transitions for service members and Veterans. The federal EHR will provide an accurate lifetime health record for Veterans among partners in the federal EHR. For the newest members of the military, this EHR will serve them from the day they begin their military service through the rest of their lives.

The suite of technologies that make up a modern EHR are part of a larger ecosystem of orchestrated technologies needed to enhance the quality and safety of health care delivery, to empower clinical teams with effective decision support, and to advance Veteran engagement. In support of these goals, the new federal EHR integrates with other health information technologies, ultimately simplifying the experience for VA staff and Veterans, enhancing standardization across the VA enterprise, and improving VA and DoD's interoperability with the rest of the U.S. health care system.

Moreover, the adoption of a product used by both VA and DoD will help to simplify health care delivery by providers in both Departments, benefitting patients who receive care in both systems or who are transitioning from DoD to VA for care. One of the program's goals is to deliver and optimize unified, seamless, trusted information flow between VA, DoD, the U.S. Coast Guard (USCG), National Oceanic and Atmospheric Administration (NOAA) and community providers.

VA's focus is keeping Veterans at the center of everything VA does, and our top priority remains and continues to be advancing a culture of safety and high reliability, with the goal of zero incidents of patient harm. Veterans deserve high-quality health care—that means health care that is timely, safe, Veteran-centric, equitable, evidence-based and efficient. The federal EHR is, and will remain, a key enabler of VA's ability to deliver the comprehensive health care Veterans deserve.

Program Update

The modernization of VA's EHR system is one of the most complex clinical and business transformation endeavors in the Department's history. It is an opportunity for VA to fundamentally transform health care for Veterans through standardization of its operations to deliver consistent, high-quality care whenever and wherever Veterans seek it. Any implementation of this scale and complexity comes with inherent challenges.

Reset Progress

As part of an EHRM Program Reset (Reset) announced in April 2023, VA halted work on future deployments of the federal EHR, with the exception of our planned deployment at the joint VA/DoD Captain James A. Lovell Federal Health Care Center (FHCC), while the Department prioritizes improvements at the five sites that currently use the federal EHR. The purpose of the Reset is to optimize the current state of the federal EHR, closely examine and address the issues that clinicians and other end users are experiencing, and position VA for future deployment success. VA has three primary goals for the Reset: Address the concerns of the live sites and ensure the new system is working as promised; invest in the necessary enterprise work to ensure VA is positioned for success when deployments resume; and prepare for the Lovell FHCC deployment in March 2024.

VA is seeing incremental progress and the rate of progress has been ramping up as the Reset enters the third phase or increment. Examples of accomplishments to date include:

- Identification and resolution of an initial 270 system-change requests impacting the live sites.
- Improved system performance. As of February 22, 2024, it's been over 300 days since the last full system outage attributable to the EHR system itself.
- Improved end user support and communication as evidenced by the 2023 KLAS Research survey results.
- Further training for VA's informatics workforce, to better equip them to lead and manage our EHR transition.

The third increment of the Reset began on December 1, 2023. The six workstreams from the first increment continue, with new projects initiated within those workstreams. Additionally, four new workstreams were added during the second increment: Deployment Sequencing Criteria, Data and Analytics Support, Transition to Normal Operations, and Reconciliation of Current Practice and Federal Enclave Model. All 10 workstreams are continuing into Increment #3 in order to address issues and make changes in a coordinated way across VA, recognize gaps between the live sites priorities that will be mitigated in this increment, and address identified themes of common challenges experienced across all workstreams.

VA will not schedule additional deployments of the new EHR until VA is confident that the federal EHR is highly functioning at current sites and is ready to deliver for Veterans and VA clinicians at future sites.

Contract Update

In May 2023, VA negotiated a new option structure for its current EHR contract with Oracle Health, moving from a single 5-year option award to five 1-year option awards. The renegotiated contract dramatically increases VA's ability to hold Oracle Health accountable across a variety of key areas, including:

- **Reliability:** Minimizing outages (time when the system crashes completely), incidents (time when one component of the system isn't working), and interruptions (time when the system is operating slowly) of the system.
- **Responsiveness:** Quickly and reliably resolving help tickets and clinician requests.
- **Interoperability with other health care systems:** Ensuring that VA can quickly and reliably access patient health records from private sector hospitals when necessary, so VA can provide informed, world-class care to Veterans.
- **Interoperability with other applications:** Ensuring that the federal EHR system interfaces with VA's website, mobile app, and other critical applications, so Veterans have a seamless and integrated health care experience.

For each of these key areas, the contract now includes stronger performance metrics and expectations, as well as larger monetary credits to VA if Oracle Health doesn't meet expectations. For example, if these new terms had been in place since the start of the contract, VA would have received approximately a 30-fold increase in credits for the system outages. Outage-free time is only one of the 28 performance metrics that are now built into the contract, so Oracle Health is heavily incentivized across the board to improve performance for Veterans and clinicians. These new accountability measures are critical as VA focuses on improving system reliability and performance at the five sites that currently use the federal EHR, as part of the larger Reset. Specifically, the amended contract lays the groundwork for VA and Oracle Health to resolve EHR issues and optimize EHR configuration for future sites. Ultimately, this new contract gives VA the tools needed to hold Oracle Health accountable to deliver an EHR that will meaningfully improve Veterans' health outcomes and benefits.

Implementing Program Improvements

As part of regular and ongoing operations, VA is implementing a range of enhancements and improvements to the federal EHR system in the areas of system stability and reliability, usability, training, change management, and end-user engagement. Further, VA is also continuing to refine functional and technical quality standards, defining success metrics regarding access to care, clinical operational efficiency, financial performance, and more.

System Stability and Reliability

VA is working to resolve issues with the federal EHR system's performance and usability. VA has significantly reduced unplanned outages through corrective actions taken within the Oracle Health database configuration. As of February 22, 2024, it has been more than 300 days since the last outage attributable to the EHR system itself. There was a DoD network outage on February 26, 2024, that impacted clinician access to the Federal EHR, based on an unrelated issue. Overall, the

EHR itself has been more stable than in its initial stages. The Federal EHR uptime has been 100% for 12 out of the last 13 months. Performance degradations of the system have also decreased.

In February 2022, VA established a Performance Excellence Program to improve the overall system performance, resiliency, capacity, and reliability of the Oracle Health system. Due to this systematic approach, EHRM IO has seen the core system stabilize over time, resulting in improvements to the user experience. Ultimately, EHRM IO anticipates that the system's performance will improve when the change velocity decreases, and enough time has passed to enable unanticipated defects to be addressed. From a technical perspective, one of the advantages of the Reset is providing time for optimization of the system and associated technical processes.

System Usability

VA has completed several tasks to address usability issues identified by its health care providers who are currently using the system and continues to make further improvements. Examples include:

- Making patient behavioral health flags more prominent in all user-facing applications of the federal EHR where clinicians interact with patients. This was completed for RadNet and PathNet as part of the February 2023 Block 8 upgrade; RevCycle completed with Block 9 in August 2023.
- Adding further improvements for pharmacy workflow and prescription refill processing as part of the Block 9 upgrade released in August 2023.
- Enhancing integration between PowerChart, used by clinicians, and Medication Manager Retail, used by pharmacists, as part of the Block 9 release. Additional enhancements in this area are also scheduled for Block 10 in February 2024.
- Fixing bugs in the system and enhancing existing interfaces and capabilities, as part of the November 2023 cube release.

VA is also standardizing activities across the VA health system to optimize business processes, reduce user adoption issues, and improve training and testing.

Training, Change Management and End-User Engagement

Supporting VA's end users and helping them fully adopt the new EHR is key to program success and integration of the federal EHR into VA operations. VA continues active engagement with sites already using the federal EHR. These sites have provided vital feedback on challenges with the federal EHR and with training and adoption initiatives to date. As part of continued support at existing sites, VA has developed a training regimen to ensure new hires are properly trained and existing users have opportunities to optimize their performance using the federal EHR system.

VA routinely communicates system changes, planned maintenance events, and system upgrades to facility leadership, informatics leadership, and end users. VA also communicates through the weekly User Impact Series, attended by over 200 super users, site and VA leaders, and subject matter experts. The lessons learned from these sites have enabled VA to improve the level of support provided before, during and after future go-lives.

To ensure users have completed assigned systems training on the federal EHR system, EHRM-IO has developed a robust data management system to extract and share data from VA's Talent

Management System (TMS), showing training completions. EHRM-IO provides Power BI dashboards to help key stakeholders monitor day-to-day training of thousands of users across various sites and populations. In addition to the dashboards, EHRM-IO supports local facilities to ensure their site completes training by delivering daily supplemental reports, monitoring open bridge lines to facilitate real-time response to concerns, and deploying EHRM-IO staff onsite to support active training.

VA has also taken steps to address concerns with contracted trainers and the sandbox simulated training environment to better prepare users for the live federal EHR environment. VA is addressing challenges with user participation and involvement of super users, who are critical in providing specific, on-the-job guidance to our health care providers. Additionally, VA has made the training more modular and based on specific system functionality. This allows us to further target training requirements to end users' specific roles in the system, better aligning content with the work they perform and reducing the overall amount of training required for many users. Lastly, VA has worked to help staff manage expectations around training to clarify that it is only one part of the EHR rollout process.

In 2023, EHRM-IO and VHA assigned training to National Councils and Office of Health Informatics (OHI) to provide foundational knowledge of the system for users to perform their job duties; and collaborated to define user readiness and adoption and improve end user engagement. EHRM-IO also converted 200-level curricula to computer-based trainings (CBTs) to reduce scheduling complexity and increase flexibility of training and updated more than 200 training artifacts, while also piloting transition of 400-level curricula to VA ownership. These activities demonstrate continued progress in the areas of change management and training and provide increased collaboration with VHA, in line with the 10 recommendations from the General Accountability Office's (GAO) March 2023 report.

Program Improvements

The goal of the Reset is to address identified issues with and optimize the federal EHR at the five deployed sites to reduce risk and prevent any harm to Veterans. As of January 11, 2024, 49 of 68 recommendations from VA's Office of the Inspector General (OIG) have been closed and 19 remain open. There are two OIG recommendations that are older than three years; these and several other recommendations may be put on pause for the duration of the Reset since the OIG recommendations can only be demonstrated/closed through deployments, and VA is not deploying, with the exception of Lovell FHCC. EHRM-IO continues to work closely with its partner offices to expeditiously adjudicate the outstanding recommendations. As of January 11, 2024, four of the fifteen GAO recommendations have been sent to GAO for closure. Two recommendations remain open for program monitoring and one of the four recommendations submitted to GAO has been closed.

Additionally, VA has established VHA EHRM governance bodies and processes to ensure enterprise standardization and health system decision-making. As part of this work, EHRM-IO transitioned the EHRM National Councils to VHA to be incorporated in VHA's governance process.

Consistent with VA's commitment to the health and safety of Veterans, VA responded to the patient safety concerns at its first deployment site and the findings of the 2021 strategic review by incorporating patient safety activities in all aspects of the federal EHR deployment effort: pre-deployment, at go-live and post-deployment. Pre-deployment actions to ensure safe deployment include validating the nationally approved workflows; thorough testing of the system; and the use of the site deployment readiness checklist. Additionally, VA conducts patient safety educational activities and assessments at the local deployment sites to ensure a thorough and accurate assessment of readiness. At go-live, VA instituted a comprehensive package of activities to assess patient safety concerns and patient harm, including the deployment of staff from VA's National Center for Patient Safety to work with the local patient safety staff to triage Joint Patient Safety Reports (JPSR) for investigation.

The most impactful prevention activity is the robust support that EHRM IO and its contractors have provided to personnel during and after the go-live period to support successful adoption of the federal EHR system and ensure continued timely care for Veterans. This support includes significantly improved training and change management activities to ensure end users are confident in using the new technology; ample "at-the-elbow" support from trained peer super users, as well as from adoption coaches provided by the EHR vendor who help new users navigate and complete workflows in the new system; and support for clinical operations from the Veterans Integrated Service Network (VISN) (Clinical Resource Hubs) and VHA (National EHRM Supplemental Staffing Unit) that support the local site in providing seamless service to Veterans during the immediate weeks after go-live. The result of these new activities has been a significant decline in the number of patient safety reports and more importantly few reports of assessed harm between what was experienced at the first deployment site in 2020 and the following four 2022 implementation sites.

Budget Request

VA established the EHRM-IO within the Office of the Deputy Secretary to ensure successful preparation, deployment, and continued operation of the federal EHR system and the health information technology tools dependent upon it. VA's main priority for 2024 is to ensure that the EHRM-IO effort judiciously balances speed of implementation with little to no risk to cost, schedule and performance objectives to ensure optimal care of our Veterans and their families.

For 2025, VA requests \$894 million, which is a decrease of \$969 million (-52%) relative to the 2024 President's Budget. The 2025 Budget request is separated into three subaccounts detailed below.

Electronic Health Record Modernization - \$375.0 million

In support of this effort, VA requests \$375 million for the EHR program for 2025. This funding is critical to support the current five live sites that have already received the federal EHR, and the go-live of the Lovell FHCC in Spring 2024. Site Transition reflects the funding needed to prepare for the next program requirements at sites scheduled to go-live in 2026 and 2027. At this time, no funding is projected for Site Transitions (deployment), consistent with the EHRM Reset objectives for FHCC, Live-Sites, system stability and associated fixes. Pre-deployment Site Assessment activities typically begin 20 plus months in advance of go-live dates to ensure sites are equipped to receive the federal EHR system. At this time, no funding is projected for Current State Reviews (CSRs) in 2025 because the Program has funded assessments for VISNs 15, 19, and 21 and as a result of the deployment schedule adjusting, there is no need to fund additional CSRs in 2025.

The Budget includes estimated costs for activities required to plan for and sustain the federal EHR system such as change management, data hosting, interoperability, workflow development, testing, help desk support, licenses, and data analytics. The federal EHR system will help simplify health care delivery for both patients and clinical providers. Medical providers will have instant and seamless access to a Veteran's full health records and history. VA will compile data from servicemembers' records to guarantee it is available to be accessed years later by DoD, VA, and private sector doctors. This centralization of data will provide clinicians with a full picture of a Veteran's medical history. Through national and local workflow design processes, VA partnered with DoD and commercial vendors and is working to strengthen and improve health care for all Veterans and active duty servicemembers and to improve the productivity and user experience for VA system users.

Infrastructure Readiness - \$191.1 million

The Budget includes estimated infrastructure support costs, such as minor modifications to legacy systems, interfaces, and wired and wireless networks at VA medical centers and their associated sites. Infrastructure readiness is a critical component of the success of the EHRM-IO effort, and VA's strategy includes ensuring upgrades are in place six to eighteen months in advance of go-live. Components of VA, namely OIT, VHA and EHRM-IO, collaborate to improve current IT infrastructure to a point of efficiency that supports the federal EHR system and positions VA to effectively deploy the solution across the enterprise. The 2025 Budget is very limited and focused on site costs related to the five live sites plus anticipated FHCC, as well as enterprise costs associated with sustainment of the live sites.

Program Management Office - \$327.9 million

The Budget includes estimated cost of program management, including government and contract personnel, administrative and overhead expenses. EHRM-IO will ensure successful execution, oversight, active coordination, and proactive management of the program. Specifically, it ensures contractors perform to the cost, schedule and performance objectives and the corresponding management of associated project risks while guaranteeing that VA infrastructure is ready for the system's deployment. EHRM-IO employs highly trained government and contractor personnel to provide this expert oversight in a myriad of professional disciplines.

Total Obligations by Subaccount

Electronic Health Record Modernization Obligation by Subactivity Highlight (\$ thousands)						
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
Grand Total	\$1,414,281	\$1,863,000	\$1,863,000	\$894,000	-\$969,000	-52.0%
EHR	\$723,971	\$1,185,884	\$1,185,884	\$375,012	-\$810,872	-68.4%
Site Transitions	\$122,985	\$66,928	\$66,928	\$0	-\$66,928	-100.0%
EHR Operations	\$481,951	\$928,724	\$928,724	\$320,923	-\$607,801	-65.4%
Enterprise Integration	\$91,712	\$153,078	\$153,078	\$34,230	-\$118,848	-77.6%
VA Current Site Assessments	\$3,920	\$0	\$0	\$0	\$0	0.0%
Vendor Site Implementation Support	\$23,404	\$37,154	\$37,154	\$19,859	-\$17,295	-46.5%
Infrastructure	\$437,276	\$424,000	\$424,000	\$191,098	-\$232,902	-54.9%
Site Specific:	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%
End User Devices	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%
Enterprise:	\$187,939	\$149,340	\$149,340	\$111,695	-\$37,645	-25.2%
Data Migration & Syndication	\$32,255	\$25,999	\$25,999	\$34,121	\$8,122	31.2%
Identity & Access Management	\$13,485	\$26,000	\$26,000	\$31,620	\$5,620	21.6%
Security	\$36,599	\$30,417	\$30,417	\$16,429	-\$13,988	-46.0%
Testing Activities	\$53,486	\$46,364	\$46,364	\$25,774	-\$20,590	-44.4%
Interoperability	\$52,113	\$20,561	\$20,561	\$3,751	-\$16,810	-81.8%
Hybrid:	\$248,571	\$124,012	\$124,012	\$77,784	-\$46,228	-37.3%
VA LAN	\$8,845	\$22,134	\$22,134	\$18,716	-\$3,418	-15.4%
Joint Security Architecture & WAN	\$73,528	\$36,490	\$36,490	\$44,710	\$8,220	22.5%
Legacy System Mods & Interfaces	\$109,161	\$32,659	\$32,659	\$14,358	-\$18,301	-56.0%
Medical Devices	\$57,037	\$32,729	\$32,729	\$0	-\$32,729	-100.0%
PMO	\$253,034	\$253,116	\$253,116	\$327,890	\$74,774	29.5%
PMO Support Contracts	\$215,284	\$155,296	\$155,296	\$237,508	\$82,212	52.9%
Pay & Benefits (including reimbursements)	\$34,523	\$88,433	\$88,433	\$78,742	-\$9,691	-11.0%
Travel	\$729	\$3,888	\$3,888	\$3,990	\$102	2.6%
Equipment, Supplies, Leases & Other	\$2,498	\$5,499	\$5,499	\$7,650	\$2,151	39.1%
Carryover 2024:			\$377,410			
EHR			\$59,889			
Infrastructure			\$203,001			
PMO			\$114,520			

Electronic Health Record - \$375.0 million (-\$810.8 million, -68.4%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
EHR	\$723,971	\$1,185,884	\$1,185,884	\$375,012	-\$810,872	-68.4%
Site Transitions	\$122,985	\$66,928	\$66,928	\$0	-\$66,928	-100.0%
EHR Operations	\$481,951	\$928,724	\$928,724	\$320,923	-\$607,801	-65.4%
Enterprise Integration	\$91,712	\$153,078	\$153,078	\$34,230	-\$118,848	-77.6%
VA Current Site Assessments	\$3,920	\$0	\$0	\$0	\$0	0.0%
Vendor Site Implementation Support	\$23,404	\$37,154	\$37,154	\$19,859	-\$17,295	-46.5%

The EHR 2025 Budget funds the core Indefinite-Delivery / Indefinite-Quantity (ID/IQ) activities and the approved modified EHR baseline requirements identified through Initial Operating Capability (IOC) and lessons learned.

The 2025 Budget includes \$375.0 million for the federal EHR system, and all activities required to plan for the solution, which is a \$810.8 million (-68.4%) decrease relative to the 2024 President's Budget. The primary decrease is due to the reduction of funding tied to the anticipated deployment/go-live activities at sites that were planned to commence upon the completion of reset. Upon the completion of reset and go-live at FHCC, VA will leverage carryover funding for deployment restart activities, as well as associated costs of enterprise change management, training, functional operations, testing services, and interface development. This Budget funds limited enterprise operations that support system reliability, hosting, sustainment, license renewals, and continued efforts to achieve interoperability between VA and DoD and community care providers.

The federal EHR system will help simplify health care delivery for both patients and clinical providers. Medical providers will have instant and seamless access to a Veteran's full health records and history. VA will compile data from servicemembers' records to guarantee it is available to be accessed years later by DoD, VA, and private sector doctors. This centralization of data will provide clinicians with a full picture of a Veteran's medical history. Through national and local workflow design processes, VA partnered with DoD and commercial vendors and is working to strengthen and improve health care for all Veterans and active duty servicemembers and to improve the productivity and user experience for VA system users.

The specific details for each budget subcategory provided in the budget subcategory sections that follow the EHR overview.

Site Transitions - \$0 (-\$66.9 million, -100%)

The 2025 request is focused on other areas beyond site transitions, including sustainment of the federal EHR at all live sites and FHCC (projected to go live in 2024), as well as hosting, operations and sustainment, implementation management, change management, training content maintenance and development.

EHR Operations - \$320.9 million (-\$607.8 million, -65.4%)

EHR operations are sustainment activities required to operate and maintain the federal EHR system as VA approaches site transitions. Activities include data hosting, help desk, software license maintenance, forward deployed hardware and software, end user operations, and ongoing national and local level sustainment support to ensure proper maintenance and performance of the new solution. The 2025 request will fund EHR Operations and Sustainment activities at the five live sites and the FHCC.

Enterprise Integration - \$34.2 million (-\$118.8 million, -77.6%)

Enterprise Integration activities are enterprise-level activities required to support the integration, installation, and design for the implementation of the federal EHR system software across the enterprise. Enterprise Integrations includes cross-cutting activities conducted at an enterprise level to ensure VA systems, organizations and staff are ready for site-level transitions to occur. The funding will support Change Management and Training, Interface Development, Data Migration, Testing, and council support. This is a decrease of \$118.8 million below the 2024 President's Budget request for the EHR Enterprise Integration subcategory. This funding will aid in the ongoing development of enterprise level workflows and the program's focus on system integration and enhancement for the five live sites and the FHCC.

VA Current Site Assessments - \$0.0 million (\$0 million, -0.0%)

Site assessments are pre-site transition activities that occur at each VAMC and associated facilities prior to a site's EHR transition. The purpose of these activities is two-fold: 1) a functional assessment allows VA to properly assess the current state of the site, to understand the services delivered at that site, and to properly estimate the level of effort required for site transition; and 2) a technical assessment that informs VA's site infrastructure modernization plans by providing VA with a gap analysis of current site infrastructure and upgrades required to support the new system.

At this time, no funding is projected for CSRs in 2025 because the Program has funded assessments for VISNs 15, 19, and 21, and as a result of the deployment schedule adjusting, there is no need to fund additional CSRs in 2025. The current VISNs that are funded for CSRs could change based on the updated deployment plan. CSRs should resume in 2026 to support future deployments and refresh CSRs for the sites that have been stopped during reset.

Vendor Site Implementation Support - \$19.8 million (-\$17.2 million, -46.5%)

Oracle Health will support VA with project management functions required to successfully execute the individual task orders on the base contract. This support includes integrated planning, scheduling, communication, requirements management, site coordination, reporting, quality assurance, quality management, project planning, financial and risk management.

Infrastructure Readiness - \$191.1 million (-\$232.9 million, -54.9%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
(\$ thousands)						
Infrastructure	\$437,276	\$424,000	\$424,000	\$191,098	-\$232,902	-54.9%
Site Specific:	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%
End User Devices	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%
Enterprise:	\$187,939	\$149,340	\$149,340	\$111,695	-\$37,645	-25.2%
Data Migration & Syndication	\$32,255	\$25,999	\$25,999	\$34,121	\$8,122	31.2%
Identity & Access Management	\$13,485	\$26,000	\$26,000	\$31,620	\$5,620	21.6%
Security	\$36,599	\$30,417	\$30,417	\$16,429	-\$13,988	-46.0%
Testing Activities	\$53,486	\$46,364	\$46,364	\$25,774	-\$20,590	-44.4%
Interoperability	\$52,113	\$20,561	\$20,561	\$3,751	-\$16,810	-81.8%
Hybrid:	\$248,571	\$124,012	\$124,012	\$77,784	-\$46,228	-37.3%
VA LAN	\$8,845	\$22,134	\$22,134	\$18,716	-\$3,418	-15.4%
Joint Security Architecture & WAN	\$73,528	\$36,490	\$36,490	\$44,710	\$8,220	22.5%
Legacy System Mods & Interfaces	\$109,161	\$32,659	\$32,659	\$14,358	-\$18,301	-56.0%
Medical Devices	\$57,037	\$32,729	\$32,729	\$0	-\$32,729	-100.0%

The 2025 Budget includes \$191.1 million for infrastructure readiness, which is a \$232.9 million (-54.9%) decrease relative to the 2024 President's Budget. Further details are described below.

In 2025, the EHRM-IO program strategy focuses on reducing the number of specialized interfaces by having more standardized workflows. With a focus on standardized workflows, EHRM-IO will continue to place emphasis on CSRs to ensure sites are properly scoped and prepared for infrastructure readiness activities. This is especially important because information technology equipment must be ordered at least 32 months ahead of planned go-lives. VA will determine the specific infrastructure gaps that will require mitigation. Analysis of CSRs performed to date provides a gauge of probable infrastructure upgrades VA will address at all sites across the enterprise, including upgrades to specific types of end user devices, monitors, printers, scanners, and card readers.

Site Specific Costs - \$1.6 million (-\$149.0 million, -98.9%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
(\$ thousands)						
Site Specific:	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%
End User Devices	\$765	\$150,648	\$150,648	\$1,619	-\$149,029	-98.9%

This funding supports end user device information technology infrastructure costs at VA medical facilities to support implementation of the federal EHR system not currently covered by OIT or VHA funding. This includes costs directly related to facility IT infrastructure readiness, such as workstations, monitors, printers, scanners display boards and wall mounted items supporting End User Devices (EUD) equipment. EHRM-IO works with VHA to coordinate their facilities' infrastructure costs to support EHRM-IO and with OIT to coordinate IT costs aligned with their Infrastructure Refresh Plan (IRP).

Enterprise Costs - \$111.6 million (-\$37.6 million, -25.2%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
(\$ thousands)						
Enterprise:	\$187,939	\$149,340	\$149,340	\$111,695	-\$37,645	-25.2%
Data Migration & Syndication	\$32,255	\$25,999	\$25,999	\$34,121	\$8,122	31.2%
Identity & Access Management	\$13,485	\$26,000	\$26,000	\$31,620	\$5,620	21.6%
Security	\$36,599	\$30,417	\$30,417	\$16,429	-\$13,988	-46.0%
Testing Activities	\$53,486	\$46,364	\$46,364	\$25,774	-\$20,590	-44.4%
Interoperability	\$52,113	\$20,561	\$20,561	\$3,751	-\$16,810	-81.8%

This funds technology infrastructure costs that support implementation at the national level, including data migration and syndication, identity and access management, cybersecurity, testing and performance monitoring. Enterprise costs are ongoing costs that broadly support EHR M-IO and are not directly tied to site infrastructure; however, are significantly reduced in 2025 to reflect minimal enterprise activities necessary to support the five live sites and the FHCC.

Data Migration & Syndication - \$34.1 million (+\$8.1 million, +31.2%)

This funds the overall data management required to ensure VA’s Veterans Health Information System and Technology Architecture (VistA) and the federal EHR system properly account for all existing Veteran’s data. These efforts include the support to the VX-130 system, which provides a systematic method to replicate and transfer existing VistA data to the new system through a secure and effective method. This effort is critical as it ensures the new system will have all the relevant data on patients from the legacy system. Likewise, new data entered in the new system will need to be brought back into the VA legacy systems through a data syndication strategy. This will enable both sites using the legacy systems and sites using the federal EHR to share and update the same information on patients. Data Migration Support is managed at the Enterprise/National level as it will support migration of data across all 130 VistA Instances (supporting all VISNs and sites). This cost supports an increased need for servers, storage, network infrastructure and engineering staff needed to support live sites, as well as the move of VX-130 and syndicated data to the cloud (which began in 2023) to support VA’s availability, scalability, and increased resiliency needs.

Identity and Access Management - \$31.6 million (+\$5.6 million, +21.6%)

The funding for Identity and Access Management (IAM) includes the cost for joint Patient Identity Management Services provided by VA OIT Master Person Index (MPI), DoD’s Defense Manpower Data Center (DMDC) and Oracle Health. Joint Identity Services are required to manage the patient population for both agencies in a single system, enabling VA’s EHR system to operate in a manner that minimizes patient safety risks. Joint Identity Services will be used to manage patient identities for search and selection within the EHR. It is a critical component of the architecture and is needed to ensure that patients between VA and DoD are accurately correlated and true interoperability is achieved. Additionally, VA provided VA Profile system and VA Enrollment systems are also required for integration and support to enabling sharing of VA contact, demographic, and eligibility information. VA and Oracle Health IAM enhancements are required to support automating end user provisioning processes, end user identity lifecycle management, and improved end user Authentication experience. Existing enterprise systems and services within

VA, DoD, and Oracle Health must continue to be upgraded, enhanced, connected, and configured to support the joint EHR.

Security - \$16.4 million (-\$13.9 million, -46.0%)

Cybersecurity is vital to keep Veteran's health care information safe and to assure that the federal EHR operates to its fullest potential without interruption. The funding to support cybersecurity provides for additional security controls, legacy systems, and medical devices Authority to Operate (ATO)/ Authority to Connect (ATC), joint security monitoring, security modifications and updates, and system connectivity and activation, required to the Oracle Health hosting environments to account for additional VA capabilities. VA needs to collaborate closely with DoD on system monitoring as well as developing policies and processes to manage security controls across the federal EHR. Security expenses include the support to configuration management as well as coordination with VA OIT's Office of Information Security (OIS), Oracle Health, Defense Healthcare Management System Modernization (DHMSM) and the Defense Health Agency (DHA). Security activities support evaluating, updating, and coordinating with DoD on VA's current security documentation and risk posture to ensure all VA and DoD security requirements are met. The 2025 Budget will support cyber related requirements for the five live sites and anticipated FHCC.

Testing Activities - \$25.7 million (-\$20.5 million, -44.4%)

Provides for the design, staffing and fielding of pre-production enterprise test facilities in Bay Pines, FL, Albany, NY and the DoD's Joint testing facility in Chantilly, VA, for Joint Testing activities which includes expanded performance testing. Interconnecting with VA legacy systems (to include Joint Longitudinal Viewer), Oracle Health's data center and DoD's DMDC to validate systems are working properly prior to a respective go-live. Critical to a deployment is a robust testing methodology and plan. These activities include support for VA infrastructure and systems testing needed to ensure that EHR deployments do not disrupt patient safety or existing operations and have properly met VA standards. Testing services provides experts to conduct planning and assessments, as well as support for interagency coordination needed to test complex inter-agency workflows leveraging multiple systems in addition to the federal EHR. Testing also includes coordination around both functional and technical testing. To support scalability and resilience in the system, VA is using and maintaining testing automation tools. These costs also cover the support to software (Cube, Block) and one-off releases which do not follow the deployment schedule. Testing costs are tied to go-live activity and are reduced in 2025 due to the pause in site deployments.

Interoperability - \$3.7 million (-16.8 million, -81.8%)

The new solution is being implemented in phases to integrate health records between VA and DoD that can be shared externally. The departments work together to implement a seamless, interoperable platform that shares the same source of data. In an effort to ensure joint systems satisfy existing and emergent interoperability mandates and guidance, additional funding is required to enhance VA legacy products as well as enterprise joint (VA/DoD) solutions. These investments will ensure VA can perform the upgrades necessary, including engineering, development, application interfaces and system upgrades required to ensure enterprise, interoperable health solutions, data, images, and processes are maintained. Interoperability costs include support of increasing industry capabilities available and being leveraged through enhanced

bi-direction EHR data exchange platforms in support of Inter-agency and external clinical care coordination, benefits adjudications, population health and analytical services in compliance with existing and emerging regulatory and policy requirements (MISSION Act & CURES Act). This support will continue throughout the life of the program based on increased support needed such as Cloud based Image Sharing for direct patient care coordination, automating data reconciliation enhancements to alleviate provider manual workflows burdens and emerging public health and surveillance solutions being implemented for VA and Federal population health administrations. Interoperability enhancements to the core system were funded in 2024 and will not need to be renewed or continued in 2025.

Hybrid Costs - \$77.7 million (-\$46.2 million, -37.3%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
(\$ thousands)						
Hybrid:	\$248,571	\$124,012	\$124,012	\$77,784	-\$46,228	-37.3%
VA LAN	\$8,845	\$22,134	\$22,134	\$18,716	-\$3,418	-15.4%
Joint Security Architecture & WAN	\$73,528	\$36,490	\$36,490	\$44,710	\$8,220	22.5%
Legacy System Mods & Interfaces	\$109,161	\$32,659	\$32,659	\$14,358	-\$18,301	-56.0%
Medical Devices	\$57,037	\$32,729	\$32,729	\$0	-\$32,729	-100.0%

Hybrid costs cover technology infrastructure that apply to both the physical medical facility and the enterprise national program level. For example, VA Network (LAN) consists of site-specific costs to upgrade core switch equipment as well as costs to provide engineering and deployment support for that equipment across the enterprise.

VA Local Area Network (LAN) - \$18.7 million (-\$3.4 million, -15.4%)

The funding for the LAN modernization includes replacing aging network cables, fiber optic cables and LAN switches for wired and wireless networks, WIFI and Voice Over Internet Phones (VOIP) at all VAMCs, CBOCs, and Veteran Centers prior to go-live. VA coordinates with all stakeholders to develop a plan of action for managing responsibilities related to the modernization. Updates require engineering services to assess current infrastructure in place and provide optimizations of the current LAN to support the federal EHR. This includes reviewing configurations and assessing the hardware currently deployed and supported by VA. The upgrade includes the addition of switches, routers, cables, and adaptors as well as support needed to implement those items. The upgrades are focused on optimizations of information technology support to the federal EHR within a facility and as such are coordinated with capital improvements to the infrastructure. This includes configurations, upgrades, and assessments to improve the wireless networking needed to support the additional traffic within a facility. LAN infrastructure improvements will also consider support to the data and information needs of biomedical devices. The work within this subcategory includes enterprise activities such as bulk cable orders to support all rollouts and issues, as well as engineering support to local configuration updates as part of the Oracle Health rollout. Wi-Fi costs are no longer anticipated throughout the remainder of the enterprise federal EHR rollout.

Joint Security Architecture and WAN - \$44.7 million (+\$8.2 million, +22.5%)

The funding for Joint Security Architecture and wide area network (WAN) provides for additional security controls, ATO, Joint Security monitoring, medical device ATOs and security modifications, and ATO updates required for the Oracle Health hosting environments to account for additional VA capabilities. The WAN MedCOI is an enterprise Multi-Protocol Label Switched Layer 3 Virtual Private Network (VPN) that provides a secure logical medical enclave. It serves as a key enabler for full personal health care information interoperability between DoD and VA. VA needs to collaborate closely with DoD on system monitoring as well as developing policies and processes to manage security controls across the federal EHR. Security expenses include the support to configuration management as well as coordination with VA's Office of Information Security. Security activities support evaluating, updating, and coordinating with DoD on VA's current security documentation to ensure all VA and DoD security requirements are met. In 2025 there are increased costs for DoD JSA Support and technical support costs required to complete WAN work. JSA Support and maintenance is cumulative for all sites where it has been deployed.

Legacy System Modifications and Interfaces - \$14.3 million (-\$18.3 million, -56.0%)

This area covers the associated effort of developing interfaces to legacy systems that will no longer be connected to VistA but need to connect to other systems in the VA enterprise. Currently, numerous systems are used to support the VA health care delivery process. These range from enterprise systems that provide common functions used by many users, facilities, and processes, regional or special purpose systems that integrate and support across a subset of VA facilities, and local systems and devices that are unique to installations. Many of these systems are custom, government-built systems, which often do not utilize national industry standards for data or interfaces. EHRM-IO's strategy is to focus on interfaces that improve information and capabilities to the clinician and patients at the point of care. VA uses a set of complex systems to deliver a variety of benefits. Even though the native systems may not be substantially modified, existing VistA interfaces need to be changed to support the new electronic health record and ensure that business processes, such as benefits determination, do not have a break in functionality due to data loss. Interfaces must be designed, developed, tested, and secured in line with VA and DoD systems development methodologies. For 2025, Interface costs include only minor development and sustainment.

Medical Devices - \$0.0 million (-\$32.7 million, -100.0%)

Implementing the federal EHR system requires updates to existing healthcare technology such as medical devices/interfaces such as infusion pumps, vital sign monitors, and other bedside patient monitors. These devices handle electronic patient data that will be automatically recorded into the federal EHR system. EHRM-IO works with Oracle Health and other vendors to update the interfaces for these devices to ensure proper data transfer; older medical devices may need to be replaced with equipment that is compatible. Costs for medical devices support medical device integration, clinical application interfaces and clinical imaging integration.

Program Management Office - \$327.9 million (+\$74.7 million, +29.5%)

	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
(\$ thousands)						
PMO	\$253,034	\$253,116	\$253,116	\$327,890	\$74,774	29.5%
PMO Support Contracts	\$215,284	\$155,296	\$155,296	\$237,508	\$82,212	52.9%
Pay & Benefits (including reimbursements)	\$34,523	\$88,433	\$88,433	\$78,742	-\$9,691	-11.0%
Travel	\$729	\$3,888	\$3,888	\$3,990	\$102	2.6%
Equipment, Supplies, Leases & Other	\$2,498	\$5,499	\$5,499	\$7,650	\$2,151	39.1%

The 2025 PMO request includes \$327.9 million, which is a \$74.7 million (29.5%) increase relative to the 2024 Budget. The increase is a result of the need for additional staffing and contractual support. The PMO includes funding for government staff, government administrative expenses, and contractor support. PMO is charged with providing oversight of VA's EHRM contract with Oracle Health, management of associated project risks, and ensuring adherence to cost, schedule, and performance objectives. VA is currently determining the adequate size of federal and contractor support necessary for a successful implementation of this multi-year project. The federal staffing level of 313 requested in 2024 will sustain the program through 2025.

PMO Support Contracts - \$237.5 million (+\$82.2 million, +52.9%)

PMO Support contracts includes the cost for contractor support staff working on EHRM-IO, their travel, and other direct costs. This supports VA efforts to provide oversight of all EHRM-IO related activities, monitor Oracle Health's performance, and to manage associated project risks while ensuring successful go-lives. Contractor average rate costs rise from year to year based on the higher cost category of expertise. Contractor support costs also includes contractor travel, which is expected to increase slightly in 2025. Contractor staff will work with government personnel to provide expert oversight in a myriad of professional disciplines that include program management, clinical and technical engineering and architecture, security, testing, acquisition, contracting, data migration, communication, Independent Verification & Validation (IV&V), training, change management and governance. Furthermore, this will also fund intra-agency financial services support and human resources management support.

Pay and Benefits - \$78.7 million (-\$9.6 million, -11.0%)

This funding is for pay and benefits of general schedule (GS) employees both direct and reimbursed to include Title 38 from VHA supporting EHRM-IO. Pay and benefits funding will cover pay raises of government personnel and reimbursable staff/VHA experts, supporting 313 direct staff and 53 detailed reimbursable federal support staff. Of the direct staff, a total of 9 are supporting the joint VA/DoD FEHRM project management effort. Additional information is in the EHRM staffing section.

Travel, Equipment, Supplies, Leases and Other - \$11.6 million (+\$2.2 million, +24.0%)

This funding is for travel, equipment, supplies, leases, and other required resources that support government personnel and provide efficiencies in our everyday operations. The increased funding will ensure that sufficient resources are in place to support EHRM-IO's deployment strategy.

Staffing and Organization Structure

EHRM-IO staffing and structure is organized into various workstreams under the Office of the Program Executive Director (PED), Office of the Functional Champion, Office of Deputy Chief Information Office (DCIO) and the Program Management Office (PMO), as outlined below:

Electronic Health Record Modernization Staffing Highlights						
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
EHRM IO Organizational Structure:						
Program Executive Director (PED)	36	54	54	54	0	0.0%
Office of the Functional Champion	32	60	60	60	0	0.0%
Office of the Deputy Chief Information	72	89	89	89	0	0.0%
Program Management Office	60	110	110	110	0	0.0%
Subtotal, New Org. Direct Staffing	200	313	313	313	0	0.0%
Federal Reimbursed Staff:						
Veterans Health Administration - Core Title 38	32	53	53	53	0	0.0%
Veterans Health Administration - Field Staff	0	0	0	0	0	0.0%
Total, Reimbursed Staff	32	53	53	53	0	0.0%
Total, Staff	232	366	366	366	0	0.0%
Full Time Equivalent (FTE):						
Direct FTE	200	313	313	313	0	0.0%
Total, FTE	200	313	313	313	0	0.0%

Office of the Program Executive Director (54 FTE)

The Office of the PED is responsible for cross organizational and cross functional coordination of communication and implementation strategies, to include functional, technical and program management. The PED has operational control over the OFC, the Office of the DCIO, and the PMO. In addition, the PED chairs the new EHR Integration Council, which ensures fully coordinated and timely decisions by receiving input from stakeholders across the VA.

Office of the Functional Champion (60 FTE)

The new OFC consolidates functions from the former EHRM-IO Chief Medical Officer and the functions of the VHA Functional Champion. The OFC ensures appropriate clinical involvement by having a principal role in processing and resolving patient safety concerns. The OFC bridges any divides between IT, the EHR vendor, and the care delivery teams to ensure that the needs of practicing clinicians and support staff are met.

Office of the Deputy Chief Information Officer (89 FTE)

The new DCIO will assume all information and technology integration functions for the program. The DCIO for EHRM-IO is a newly created office that reports to the PED but will also seek guidance and expertise from the Under Secretary for Health for issues related to adherence to OIT

and VHA policies. The DCIO will ensure close bidirectional communication with technical staff at the local sites.

Program Management Office (110 FTE)

The PMO, led by an Executive Director, will be responsible for program management activities, including integrated scheduling, cost estimates, contract management, and risk management. The PMO seeks concurrence and expertise on matters related to program management and contract management through the Office of Acquisition, Logistics, and Construction. The PMO also seeks guidance from the Office of Management on budget formulation and execution, cost estimates, and audits.

DoD/VA Electronic Health Record Collaboration

Modernizing the EHR has been and continues to be one of our highest national priorities, along with ensuring the health and safety of our Veterans. VA remains committed to this effort and is working diligently to ensure its success through direct engagement with the FEHRM, as authorized by the 2020 National Defense Authorization Act.

FEHRM Resource Support:

The Budget includes \$23.4 million to fund joint responsibilities between DoD and VA for support of the FEHRM joint activities. The detailed program elements will be finalized between EHRM-IO and FEHRM.

FEHRM Support (\$ thousands)						
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
Program Element:						
Pay & Benefits	\$738	\$1,147	\$1,147	\$2,299	\$1,152	100.4%
Contract Support	\$12,677	\$17,726	\$17,726	\$19,139	\$1,413	8.0%
Travel	\$50	\$75	\$75	\$1,870	\$1,795	2393.3%
Equipment	\$0	\$12	\$12	\$76	\$64	533.3%
Total Obligations	\$13,464	\$18,960	\$18,960	\$23,384	\$4,424	23.3%
Federal Staffing	5	7	7	9	2	28.57%
Contractor Support Staffing	65	65	65	65	0	0.00%

Federal Electronic Health Record Modernization

DoD and VA share a common mission to support a lifetime of high-quality health care for service members, Veterans, and their families. In support of this mission, the FEHRM, chartered in December 2019, leads DoD, VA, and other federal partners in implementing a single, common federal EHR that enhances patient care and provider effectiveness, wherever care is provided.

With experts in analytics, clinical care, information technology and training, the FEHRM is driving federal solutions for more efficient, safer care and a better health care experience for all by working toward the following joint objectives with DoD and VA:

- Actively manage risks and the operation of the joint Federal Enclave.
- Minimize risk to federal EHR deployment and implementation.
- Identify opportunities for efficiency, standardization and optimization of systems and processes.
- Advance interoperability across the federal and private sectors.

2023 FEHRM Accomplishments

In 2023, the FEHRM delivered common capabilities in support of DoD, VA, USCG, NOAA and other federal partners deploying a single, common federal EHR. Accomplishments included:

Federal EHR Deployments

- Currently, there are more than 194,000 VA, DoD, USCG, and NOAA federal EHR users, including doctors, nurses, and other health care providers, at 135 parent military treatment facilities, five VA medical centers, 109 USCG sites and seven NOAA sites. More than 9.5 million unique patients' records are currently in the federal EHR system.

Interoperability Modernization

- **HealthRegistries** –The FEHRM completed the organizational build to extend the HealthRegistries solution to DoD nurses across the Military Health System (MHS) as well as the already live DoD physician users.
- **Joint Health Information Exchange (HIE)** – Deployed the initial implementation of the Immunization Exchange for Washington state on March 29, 2023, which allows federal EHR users to report and query immunization data in real-time from/to state/local immunization information systems.
- **Longitudinal Natural Language Processing (LNLP)** – Deployed the LNLP initiative to production Joint Longitudinal Viewer (JLV) on January 29, 2023, to improve the ability of JLV users to find targeted private sector data.
- **Individual Longitudinal Exposure Record (ILER)** – The FEHRM led several lines of effort related to ILER including leading the development of function requirements for the use of ILER-derived exposure data within the federal EHR.
- **Federal Enclave Management** – The FEHRM disseminated the “FEHRM Domain Execution Management Guide” to DoD, VA and USCG.
- **FEHRM Enterprise Operations Center (EOC)** – In addition to monitoring planned activities that could impact FEHRM partners for multiple go-lives, the EOC monitored and reported multiple unplanned incidents impacting the federal EHR or partners.

Federal EHR Strategy

- **Joint Configuration Management** – The Joint Sustainment and Adoption Board (JSaAB) approved 344 items. In the second quarter of 2023, the JSaAB approved 280 items. The FEHRM coordinates an e-JSaAB process for urgent and emergent issue resolution during off-hours, and successfully used it 11 times during the first quarter of 2023 and four times during the second quarter of 2023. Further, the FEHRM chartered the Federal Inpatient Workgroup to jointly review, endorse and standardize positions across DoD and VA.
- **Joint Functional Requirements** – The FEHRM helped develop a new separation health assessment form with joint requirement inputs.
- **Joint Enclave Data Management** – Several ongoing FEHRM projects addressed code sets, terminology and data and analytics governance. The FEHRM established and chartered ten committees under the purview of the Data Governance Board and Analytics

Governance Board to ensure full support of data standards, quality and sharing; analytics/reporting standards; and data warehouse access controls.

- **Implementation Support to Joint Sharing Sites (JSSs)** – The FEHRM identified JSSs that will require FEHRM support to mitigate risks ahead of the “end-state” transition (in which both DoD and VA sites deployed the federal EHR). The FEHRM engaged in the planning, execution and analysis of activities to support the unique health informatics and operational needs of JSSs impacted by DoD go-lives. The FEHRM established a DoD/VA Enterprise Patient Care Location (PCL) Working Group that serves as the coordinating council for new and existing PCL decisions that impact JSSs.
- **FHCC Federal EHR Implementation Enterprise Requirements Adjudication (ERA)** – The FEHRM completed the Lovell FHCC ERA process to identify, address and resolve differences between DoD and VA policies, procedures, nomenclature and workflows. The ERA process identified items and courses of action necessary to complete an implementation plan and bridge the gap between DoD and VA standards and best practices. In March 2023, the FEHRM hosted the Lovell FHCC Command Executive Kick-Off Meeting, with DoD and VA committing to a synchronous deployment in March 2025. Throughout the year, the FEHRM continued to engage with Lovell FHCC site leaders and super users to discuss deployment strategy, milestones and highlight design and execution decisions for implementation. The FEHRM established 11 sub-working groups for specific functional areas with representation across departments and vendors to support different elements of the federal EHR deployment at Lovell FHCC.

Federal EHR Cybersecurity

- **Cybersecurity – Joint Incident Management Framework** – The FEHRM finalized the standard operating procedure for joint cyber incident response; escalation; roles and responsibilities; management; and reporting.
- **Cybersecurity – Joint Security Operations Center (JSOC)** – The FEHRM initiated the creation of a JSOC that shares the responsibility of cyber incident monitoring and reporting, as well as information-sharing across various organizational components impacted by the Federal Enclave.

User Engagement and Assessments

- **Federal EHR Annual Summit** – More than 700 individuals registered for the two- and half-day summit in October 2022, including congressional staffers and the VA Office of Inspector General. The feedback received from end users during the summit produced 92 actionable items for follow up with DoD and VA.

Federal EHR Onboarding

- **National Oceanic and Atmospheric Administration**– The FEHRM led the functional requirements and onboarding for NOAA’s go-live on June 3, 2023, as well as executed the FEHRM Enterprise Operations Center to support the go-live.

2023 Accomplishments

EHRM-IO continues to build on previous milestones to achieve the mission objectives set for the EHRM initiative.

Sprint

EHRM-IO and VHA collaboratively assessed and addressed a subset of identified system challenges within a sprint process to expediently resolve some of the most critical issues. The Sprint, announced on October 13, 2022, and now complete, focused on 30 priority issues. The Sprint resulted in an initial roadmap to success. The knowledge gained from the Sprint is being used during the EHRM Program Reset to focus on execution and to systematically resolve key issues before resuming future deployments.

Program Reset

On April 21, 2023, VA announced the EHRM Program Reset and halted all work on future deployments of the new EHR to prioritize improvements at the five sites that currently use the federal EHR. VA is managing the Reset using an agile approach, focusing efforts in three-month increments, the first of which ran June to August 2023, the second ran September to November 2023, and the third began in December 2023. More detailed information can be found in the Program Update section.

System Updates

EHRM-IO completed several releases of EHR system upgrades during 2023 as part of a standard plan to enhance existing capabilities and interfaces and ensure platforms remain current on software code. The Block 8 upgrade released February 17, 2023, provided several pharmacy enhancements, including three priority updates, alongside 28 updates that reduced freezes and hangs. Block 8 also included the re-release of the Telehealth Management Platform (TMP), which provides clinical schedulers and providers with a single interface to manage telehealth appointments. The cube release in April 2023, which was an interim release of smaller fixes, included additional pharmacy capabilities and features, reducing the number of clicks and complexity for users sending prescriptions electronically to outside (non-VA) pharmacies and allowing clinicians to see the actual prescription status of the mail-order pharmacy in the EHR system. This cube release also included the release of the BD PyxisES interface, an automated dispensing cabinet system for medication dispensing and inventory maintenance. The Block 9 upgrade, released on August 25-26, 2023, included Millennium and *MPages* platform upgrades, several pharmacy enhancements, a series of small fixes for Rhapsody, new features for RevCycle and Referral Management and the release of the COVID Patient Manager and Lung Cancer Screening applications.

Performance Excellence

In 2023, EHRM-IO's architecture team collaborated with VA OHI Human Factors Engineering (HFE) and VHA Business Architecture (BA) to develop a Power BI-based prototype integrating VHA BA and EHRM-IO unified architecture (UA) by connecting business activities to infrastructure monitoring. The prototype successfully demonstrated the linkage from VHA business process architecture to related EHRM-IO interfaces to EHR system monitoring (Lights On) for the Manage Referrals workflow. This information helps to identify specific system

activities when investigating the source of performance issues. This prototype was developed in response to the OHI VA Central Ohio Health Care System Performance Evaluation Report, which included a recommendation to consider combining the EHRM-IO UA with VHA BA process workflows.

Optimization of system operations in 2023 were demonstrated by a 27% reduction in new incident tickets in 2023 compared to 2022 and 14% fewer major incidents needing support and Immediate Response Centers. Additionally, an improved communications and coordination process for managing public key infrastructure (PKI) certificate updates between VA and Oracle Health was developed and validated, resulting in the development of an EHRM PKI Certificate Management SOP, approved by the EHRM-IO Chief Product Engineer. This reduces the likelihood of experiencing service and clinical workflow disruptions with the federal EHR following PKI certificate updates.

VHA Collaboration

To facilitate collaboration between VHA and EHRM-IO, VA established VHA EHRM governance bodies and processes to ensure enterprise standardization and health system decision-making. As part of this work, EHRM-IO transitioned the EHRM National Councils to VHA in January 2023, giving VHA greater ownership of how the EHR will work in its facilities while also allowing for better internal alignment of operations. Additionally, VA established a coordinated framework with VHA for joint problem tracking. EHRM-IO and VHA continue to work collaboratively to remediate and resolve some of the most critical issues, with a focus on standardization and usability issues that may have potential patient safety impacts.

Transition to Sustainment

Ongoing sustainment activities are vital to the success of sites that went live with the federal EHR in previous fiscal years. In order to increase support to sustainment activities, in 2023, EHRM-IO collaboratively developed 12 comprehensive playbooks to provide clarity around specific activities that will transition from deployment to sustainment; completed the first four quarterly content updates to the Transition to Sustainment Plan; partnered with VHA OHI and Oracle Health to develop more than 30 Sustainment Functional Profiles to support sites' understanding of local sustainment functions and responsibilities needed to ensure long-term success; and built a Transition to Sustainment SharePoint site on the EHRM-IO Sustainment Resource Center to house resources regarding key responsibilities necessary for long-term management of the EHR.

Through September 30, 2023, EHRM-IO and VHA also developed and delivered 397 communications notifying users of planned maintenance and unplanned system outages and issues (43% more than the previous year); distributed 1,049 EHR Change Notifications (known as flashes) to end users, VISNs and sites about JSaAB change requests across dozens of clinical areas (a 27% increase from the previous year); supported 293 training requests for a total of 1,643 end users at 68 remote sites; and resolved 133 training-related tickets, in collaboration with Oracle Health Learning and VA solution experts.

EHRM-IO has placed seven functional requirements on the contract to address issues identified by VHA end users, and an additional seven requirements are expected to be placed on contract

soon. These requirements are in addition to the regular processes established for contracting for Block upgrades and enhancements.

Quality, Safety and Value

In 2023, VA hired a Quality and Value Strategy Liaison to assess and identify key quality and patient safety performance outcomes. In addition, EHRM-IO, VHA National Center for Patient Safety (NCPS) and OHI co-hosted Patient Safety Reporting and Incident Management Training on identifying and reporting patient safety incidents to decrease harm. Together, EHRM-IO and VHA:

- Reviewed, triaged and followed the disposition of 960 patient safety tickets in Service Now (SNOW) with Informatics Patient Safety, 325 patient safety tickets in JIRA with NCPS, and an additional 72 patient safety tickets utilizing the Machine Algorithm Report Surveillance tool. The full-year ticket volume has increased 25% over 2022.
- Monitored and compared 29 site stabilization measures to analyze trends and develop site scorecards to identify opportunities for continuous process improvement.
- Engaged with VHA quality and patient safety leaders and Oracle Health Quality to draft the EHRM Orientation Guidebook for Quality and Patient Safety Professionals. The goal for the guidebook is to educate users on the new process and procedures to effectively use the federal EHR system.

Training and Change Management

In 2023, EHRM-IO and VHA assigned training to National Councils and OHI to provide foundational knowledge of the system for users to perform their job duties; collaborated to define user readiness and adoption and improve end user engagement; and produced a preliminary version of a balanced Change Management scorecard for tracking how change management activities progress across sites. EHRM-IO also converted 200-level curricula to computer-based trainings (CBTs) to reduce complexity and increase flexibility of training and updated more than 200 training artifacts, while also piloting transition of 400-level curricula to VA ownership. End-user engagement published 11 editions of the EHR Beat newsletter on behalf of the EHRM Acting Program Executive Director and VA's Under Secretary for Health to share impactful information and supported sites with more than 4,000 deployment-related communications to end users. These activities demonstrate continued progress in the areas of change management and training and provide increased collaboration with VHA.

Preparing for Lovell FHCC

EHRM-IO continued implementation activities for Lovell FHCC, executing multiple activities in support of end-user engagement and go-live preparedness. This included current state reviews at the main VA medical center, four community-based outpatient clinics and one external pharmacy. EHRM-IO also completed a Joint Deployment Execution Strategy, gaining concurrence by VA and DoD executive leadership in identifying roles and responsibilities and gaps to develop task orders for VA-specific deployment activities. Other preparations included completing a pre-deployment questionnaire, identifying key functions within the change leadership team; finalizing 67 enterprise requirements adjudication topics to establish a design baseline to address differences between DoD and VA workflow and system designs; and conducting a Joint Adoption Launch, providing four in-depth overviews of the change management and adoption activities.

EHRM-IO conducted 275 Model System Review sessions to introduce enterprise workflow and demonstrations of system functionality to end users. The team also launched a Workflow Focus Week, which consisted of 100 sessions focused on validating workflow across departments, and completed User Role Assignments, creating a roster of all current VA end users and mapping them to the Federal EHR roles.

EHRM-IO completed the Instructor Led Training (ILT) Schedule Build and Load, which allows training coordinators to assign end users to their ILT courses and launched a Federal EHR Awareness Fair, which provided site staff visibility and insight into what to expect throughout the go-live journey. As part of the Super User and Provider Champion adoption process, the team continues to conduct monthly Super User (SU) and weekly Provider Champion (PC) calls, which is the primary method to share key deployment activities, educate on areas pertaining to SU/PC responsibilities, and key clinical and business workflow impacts.

Appendix

Appendix A: Obligations by Object Class

Electronic Health Record Modernization						
Obligations by Object Class						
(\$ thousands)						
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate	
					\$	%
Personal Services	\$34,523	\$64,039	\$77,213	\$78,742	\$1,529	2.0%
Travel	\$1,795	\$3,928	\$3,788	\$3,990	\$202	5.3%
Transportation of Things	\$0	\$246	\$251	\$256	\$5	2.1%
Rent, Communications and Utilities	\$89,922	\$58,720	\$59,894	\$61,152	\$1,258	2.1%
Printing and Reproduction	\$0	\$25	\$25	\$25	\$0	0.0%
Other Services	\$1,227,162	\$1,634,126	\$1,466,430	\$643,705	(\$822,725)	-56.1%
Supplies and Materials	\$1	\$180	\$180	\$180	\$0	0.0%
Equipment	\$60,878	\$101,736	\$103,771	\$105,950	\$2,179	2.1%
Lands and Structures	\$0	\$0	\$0	\$0	\$0	0.0%
Total Obligations	\$1,414,281	\$1,863,000	\$1,711,552	\$894,000	(\$817,552)	-47.8%

Appendix B: End of Year Staffing Level by Grade

EHRM Employment Summary By Grade							
	2023 Actual	2024 Request	2024 Estimate	2025 Request	25 Request vs 24 Estimate		
					\$	%	
Direct Staff:							
SES	4	8	8	8	0	0.0%	
ST	0	0	0	0	0	0.0%	
GS-15	34	39	39	39	0	0.0%	
GS-14	78	143	143	143	0	0.0%	
GS-13	67	95	95	95	0	0.0%	
GS-12	8	19	19	19	0	0.0%	
GS-11	8	4	4	4	0	0.0%	
GS-9	1	5	5	5	0	0.0%	
Total, Direct Staff	200	313	313	313	0	0.0%	
Reimbursed VHA Staff:							
SES & SES EQV	4	4	4	4	0	0.0%	
VM-15	0	9	9	9	0	0.0%	
VN-V	2	3	3	3	0	0.0%	
VN-IV	14	18	18	18	0	0.0%	
VN-III	0	3	3	3	0	0.0%	
GS-15	8	3	3	3	0	0.0%	
GS-14	4	13	13	13	0	0.0%	
GS-13	0	0	0	0	0	0.0%	
GS-12	0	0	0	0	0	0.0%	
VAMC Field Staff	0	0	0	0	0	0.0%	
Subtotal, VHA Staff	32	53	53	53	0	0.0%	
Total, Staffing	232	366	366	366	0	0.0%	