A list you may not want your boss or program manager to see!

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* More or less
Outline

A. Situation awareness
B. Getting Budget Authority
C. Spending Budget Authority
D. Tracking Budget Authority
E. Keeping Budget Authority
F. Contractor Stuff
G. Program Performance
H. Relationships
One Interchangeable Word

Program
= account
= contract
= weapon system
= project
= department
= cost objective
= whatever my budget is for
A. Situation awareness
A. Situational Awareness

1. What do I know about my command’s mission statement and my program’s relationship to it?

2. Do I know enough about my program or project to adequately describe them to someone who has a voice or interest in its budget?

3. Have I physically seen or touched or visited or used it or (pick your verb) it, e.g., Can I visualize it when I talk or teach about it? (if not, why not?)
A. Situational Awareness

4. How do I personally feel about my programs or accounts – do I badmouth it or passionately support it?

5. What happened or could happen in the world/Congress/White House last day/week/month to my program/area of interest which will impact the budget?
   • How will current events impact my program?

6. What does the NDAA say about my program办公室/command?
   • What is the impact, if it keeps me on or takes me off plan?
A. Situational Awareness

7. I’m operating under a CR? (What? No? No way!)
   • How much do I have?
   • Does the CR address my program specifically? What does it say and what does it mean?
   • Does it support the budget’s obligation plan/approved acquisition strategy?
     • If not, what needs to change?
   • When is the CR over?
   • Any programmatic impacts because of the CR?
   • Do those impacts affect the input into the budget, e.g., change in unit costs?
   • Am I ready to answer the next “How much do you need for a follow-on CR of X days/weeks/months?”
A. Situational Awareness

8. Status of peripheral programs – does my program have a dependency with another program(s)?

9. Historical problem areas?

10. Is any of my funding from an Overseas Contingency Operations account (OCO)?
   • Any impact from the migration of OCO to baseline funding lines?
B. Getting Budget Authority
11. Would I ace a quiz on my program’s acquisition strategy or Acquisition Program Baseline (APB)?

12. Where does my program fit right now into its approved acquisition strategy?
   - What is the next activity?
   - What could go right or wrong with that activity that could affect the budget?
     - How would I/could I respond to that effect?
13. What is in my program’s C, P, R, O, M budget exhibits?

- **Do they completely and accurately tell my budget/program’s story?**
- Who gets them and do I have a relationship with the individuals in those offices?
- How is the calendar relative to the BES, POM, and PRESBUD submissions?
  - What do I know that may result in adjustments from the last submission?
B. Getting Budget Authority

14. What is basis for the program cost estimate, e.g., historicals, engineering estimate?
   • If the program has more than one estimate, how close are they? What are the drivers for any significant differences?
   • If my program has an Acquisition Program Baseline, where does the cost estimate of key performance parameters fall with threshold and objective?
   • Do I provide a voice of reason?

15. Does my piece of the apportionment have any conditions?
C. Spending Budget Authority
16. How and with whom should I be reconciled for current funds?
   • Program executers?
   • Up the financial chain/across to DFAS?

17. What has happened in the last day/week/month to my program/area of interest which will impact the budget?
18. What are OSD’s/SYSCOM/MAJCOM/ISIC’s budget obligation and expenditure goals?

19. Is my budget consistent with those goals?

20. Is my execution consistent with those goals?

• If not, **WHY NOT**?
• If not, what is my get-well plan?
  • If I don’t think I will get well or get back on plan, does my boss’s boss know?
    • What is my preemptive position with my SYSCOM/ISIC?
• If not, what is my SYSCOM/ISIC’s view of the situation?
• If my program is off plan, what is the threshold relevant to my command comptroller?
21. **How is my program doing relative to my plan?**
   - If my program is off plan (either ahead or behind plan), am I keeping my comptroller in the loop. Think politically: is it better for my comptroller to hear it from me **OR** from me to hear about it from my comptroller?

22. **Do I have enough to get me from here to there, - the right amount at the right time?**

23. **If not, how can I fix it?**
   - Relative to “time-now:” midyear review, year-end sweep

24. **Will I have too much? How much too much?**
   - What is my plan if it looks like I will either underobligate because I am behind plan OR because I actually have too much?
25. How has my program historically been the subject of contract modifications?
   • What was the financial impact of those mods?
   • How connected am I with the people who might know if other mods are coming?

26. If asked if I need more funds during the execution year, do I have an answer ready?
   • How much of what color?
   • When?
   • What specifically would I use it for?

27. Do I know that it is executable? (Hint: the engineers will always say “yes,” but whose credibility is on the line?)
Outline

D. Tracking Budget Authority
28. Who is my official accountant?

29. Do I get an annual DCMA indirect rate true-up?
   - Why do I think the rate may go up or down?
     - How am I preparing for that rate change?
     - What would be the impact of current budget authority?
     - How will I solve that problem?

30. How often are my periodic validations?
   - How’d my program do during the last validation?
   - What am I doing to move anything open/unliquidated toward closure?
   - What is the situation of anything funded with now-expired funds?
     - How do I get anything closed out before the funds cancel?
D. Tracking Budget Authority

31. Any unliquidated obligations or open contracts funded with now expired funds that will move next year into cancelled status?
   • What about DCAA contract audits?
   • How am I involved in moving contracts toward close-out?

32. Do I know the operational/delivery status of all current and expired unliquidated obligations?
   • Do I have a sense when those unliquidated obligations be liquidated?
   • Do I know that the lines of accounting will be sufficient?
33. Can I anticipate current-fund deobligations?
   • Where would they come from?
   • How can I accelerate their availability
   • What can I do with them?
   • What would I recommend doing with them?
E. Keeping Budget Authority
34. Does my program require the use of EVM? 
35. Do I understand enough about EVM and its quantitative output, e.g., BCI, SCI, EAC, to anticipate any impact on my budget? 
   • What is the magnitude of that impact? 
   • How will I/my program deal with that impact? 
     • Will the default position be “find me more money”? 
     • What do I know about possible fixes besides “get me more money”? 
       • Descope, reduce quantity, push schedule, redesign, movement between threshold and objective
36. Has my comptroller ever used me as a billpayer?
   • Why did she pick me?
   • What can I do to preemptively mitigate or minimize the risk?

37. How would I respond if she comes to me to be a billpayer? (How’s my execution vis-à-vis plan?)

38. Can I quantify any reductions?
   • Who has the answer to “operational impact” question?
   • Do I have multi-tiered responses?
Outline

F. Contractor Stuff
39. Do I get to see draft RFP/RFPs?
   • Do I know why I would want to?

40. What motivates my contractors?
   • On what metrics is my contractor being measured?
     • I bet your CORs or PMs don’t even know!
     • Can I affect those, e.g., cash flow?

41. Do I see the contractor’s latest revises estimates (TCPI/LREs)? Do I know what it means?

42. Do I know that an SPI <1 will invariably will cost the program more?
   • Am I prepared for it?
43. What do I know about my contractors from their 10-K/financials?
   • Any disconnects between what you read and what the Kr claims?
   • Should your PM know what you know, e.g., claims of operating margin vs. what it reports in 10-K?

44. What do I know about the company’s financial viability/position?

45. Do I know or can get to any information that might lead to future changes in its indirect rates?
   • Do I care? (think FF vs CR contract types?)
   • Could those changes change Kr behaviors?
Outline

G. Program Performance
46. Am I able to build a budget based on discreet $ values between objectives and thresholds; of what a program needs vs. what its wants (for “getting”)

47. Is my budget connected to measureable, operational performance or output? (for “getting”)
   • Were those metrics or standard the basis for the budget submission, e.g., readiness or capability-based budgeting?

48. Do I know how to tie BE to true performance? (for “spending” and “keeping”)
   • Are the performance metrics the basis for budget retention?
     • Do I have a role in aligning performance against execution?
     • Should I care?
H. Relationships
F. Relationships

49. Who provides me information?
   • Am I getting it in a way most useful to me or the process?
   • Can I affect this?

50. Whom do I feed?
   • Am I providing it in a way most useful to the receiver or the process?
   • How can I make it more useful?

The first time you have personal contact with them IS NOT when you have a problem!
51. What is the difference between a budget mechanic and a budget analyst?

• A mechanic knows:
  • What
  • How much
  • How to state a problem

• An analyst knows:
  • Why/Why not?
  • What if . . . ?
  • Implications
  • How to develop solutions

Which one are you?
Questions about questions?

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