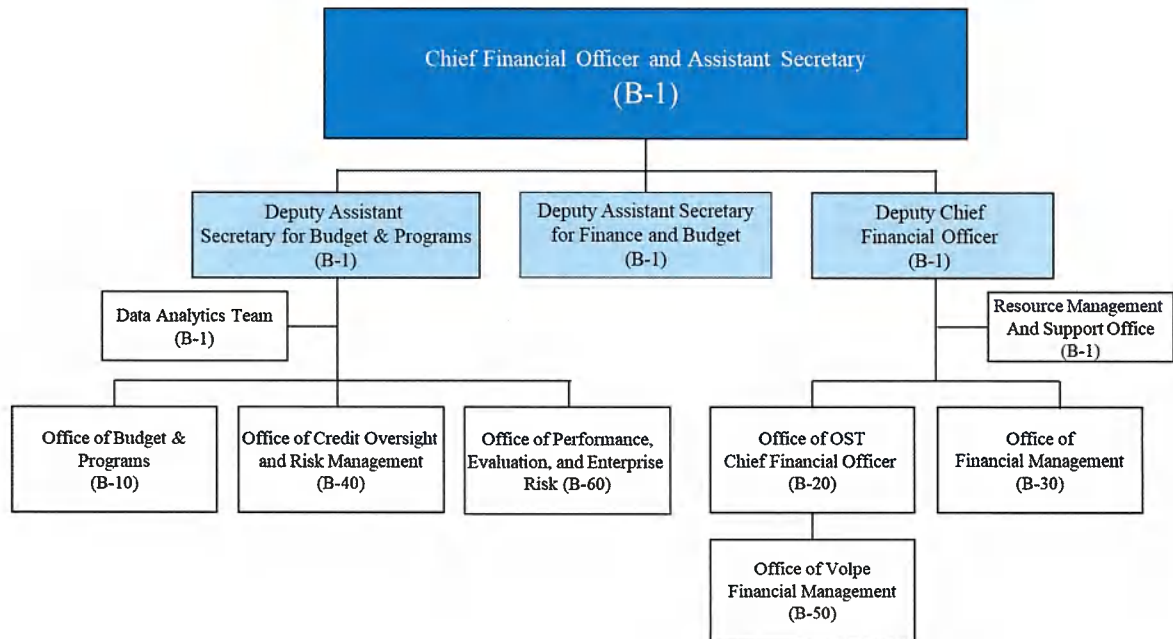


Subject: DEPARTMENT OF TRANSPORTATION ORGANIZATION MANUAL, CHIEF FINANCIAL OFFICER, AND OFFICE OF THE ASSISTANT SECRETARY FOR BUDGET AND PROGRAMS (OST-B)

1. PURPOSE. This Order updates the Department of Transportation Organization Manual for the Chief Financial Officer and Office of the Assistant Secretary for Budget and Programs (OST-B) to reflect new organizational realignments.
2. CANCELLATIONS.
 - a. DOT 1101.12B, Department of Transportation Organization Manual, Chief Financial Officer and the Office of the Assistant Secretary for Budget and Programs (OST B-1), dated 1-19-2021 and any subsequent changes.
3. EXPLANATION OF CHANGES.
 - a. This updates the organization of the Chief Financial Officer and Office of the Assistant Secretary for Budget and Programs (OST-B) to capture the addition of the new Office of Performance, Evaluation, and Enterprise Risk and the new Data Analytics Team and to make conforming changes to other offices' names. The structure for the Office of the Chief Financial Officer and the Assistant Secretary for Budget and Programs will ensure the effective organizational alignment of functions with program performance, enterprise risk management, and program evaluation.
4. MISSION. The mission of OST-B is to provide leadership, advice, and guidance to the Secretary in the development, implementation, and administration of the Department's budget, financial management, and performance management.
5. FUNCTION.
 - a. The component within the Office of the Secretary that is responsible for overseeing the Department's budget, performance, and financial management activities is the "Office of the Chief Financial Officer and Assistant Secretary for Budget and Programs," also known as the "CFO's office" or "OST-B." OST-B directs and coordinates the development, execution, and oversight activities involving budget, performance, and financial management for DOT's programs and staff offices.

6. ORGANIZATION.

Chief Financial Officer and Assistant Secretary for Budget and Programs



a. Chief Financial Officer and Assistant Secretary for Budget and Programs (B-1)

1) **Mission.** Serves as principal staff advisor to the Secretary on all aspects of financial management; the development, review, and presentation of the Department's Budget resource requirements; and oversight of the Department's Program performance. Provides oversight of and guidance for the Department's credit programs.

2) **Functions.** Provides executive direction over the following organizations:

- Office of Budget and Programs
- Office of the OST Chief Financial Officer
- Office of Volpe Financial Management
- Office of Financial Management
- Office of Credit Oversight and Risk Management
- Enterprise Services Center (shared service provider)
- Office of Performance, Evaluation, and Enterprise Risk

a) Serves as Chief Financial Officer (CFO), carrying out the functions of 31 U.S.C. § 902 (Authority and functions of agency Chief Financial Officers) to include:

- i) Directing, advising, and providing policy guidance and oversight of departmental financial management personnel, programs, activities, and operations.

- ii) Exercising authority over Departmental financial management legislative and program proposals and financial management budgets, and, in consultation with other Secretarial Officers and Operating Administrations (OAs), the design of information systems that provide, at least in part, financial and/or program performance data used in financial statements.
 - iii) Exercising authority over Departmental cost accounting procedures and financial and accounting standards, including the evaluation of their implementation.
 - iv) Ensuring adequate controls over Departmental asset management operations, including systems for cash management, credit management, debt collection, real and personal property, equipment, inventory management/control, and travel and payroll policies.
- b) Establishes systems and provides guidance to ensure the effective preparation and presentation of sound budget estimates and financial management information for the Department.
 - c) Performs both short-and long-term reviews and analyses of the impact and effectiveness of Departmental programs and major systems in achieving their objectives, and coordinates program performance planning and reporting by the Operating Administrations.
 - d) Serves as the Department's Senior Accountable Official on federal government-wide councils and workgroups related to budget, finance, performance, evaluation, and enterprise risk.
 - e) Oversees all apportionments, reappropriations, and reprogramming of funds requiring approval by the DOT Office of Budget and Programs, Office of Management and Budget (OMB), or the Congressional appropriations committees, and allotments of funds to the Office of the Secretary (OST) and the Operating Administrations as necessary.
 - f) Reviews policy, program, and legislative proposals to evaluate their impact on Departmental budget resources and financial management requirements and plans; reviews proposals for new financial assistance regulations, reorganizations, and other Departmental administrative actions to assess their impact on resources; and reviews and advises on economic trends and analysis prepared by OST and Operating Administrations relating to proposed regulations.
 - g) Maintains the Department's contacts relating to budget and financial management with the OMB, the Department of Treasury, the Government Accountability Office (GAO), the General Services Administration (GSA), the Federal Accounting Standards Advisory Board (FASAB), and other financial management entities.
 - h) Provides strategic direction and oversight to the Enterprise Services Center (ESC), in collaboration with the Director of the Mike Monroney Aeronautical Center on behalf

of DOT as a Federal Shared Service Provider, to provide financial systems and accounting services within DOT and to other federal agencies on a cost-reimbursement basis.

- i) Exercises oversight in collaboration with the Director of the Mike Monroney Aeronautical Center and provides policy guidance to the ESC regarding all financial management activities conducted by ESC and financial systems operated by ESC. This authority includes concurrence with any organizational changes within the Federal Aviation Administration (FAA) that may affect financial management operations of the ESC.
 - j) Provides overall guidance and direction to the Department's Chief Financial Officer community on budget, performance, and financial management matters, including the recruitment, selection, and training of personnel to carry out agency budget and financial management functions.
 - k) Serves as the Department's financial system (Delphi) business authorizing official, in collaboration with the Office of the Chief Information Officer, in overseeing compliance and the appropriate management of weaknesses and risks. This includes reviewing and approving existing and proposed interfacing systems (e.g., grants systems).
 - l) Serves as a voting member of the FAA Franchise Fund.
- 3) Relationships. As principal advisor to the Secretary on budget, program performance, financial management, and risk management matters, the CFO and Assistant Secretary for Budget and Programs works closely with the Deputy Secretary, General Counsel, Chief of Staff, the Chief Information Officer, the Inspector General, other Secretarial Officers, and heads of Operating Administrations.
- 4) Sub-organizations. Provides effective and efficient operational functions that support the entire OST-B organization, the functions of the Chief Financial Officer and Assistant Secretary for Budget and Programs are assigned to the following sub-organizations:
- a) Data Analytics Team
 - i) Designs, delivers, and maintains data analytics products, including analysis, reports, dashboards, and statistical models across the entire Chief Financial Officer and Assistant Secretary for Budget and Programs organization.
 - ii) Coordinates with OST, modal, and external data owners to identify, collect, prepare, and manage datasets for financial management, budget, and performance analysis and reporting needs.
 - iii) Promotes best practices in data management, data standards, and data quality improvements for financial management, budget, and performance data working collaboratively with the DOT Chief Data Officer.

- iv) Supports OST-B personnel in effectively using financial management, budget, and performance data and analytics in the performance of job duties and decision-making.

b) Resource Management and Support Office

- i) The Resource Management Office (RMO) serves as the focal point for resource oversight and administrative functions for the office of the Chief Financial Officer and Assistant Secretary for Budget and Programs as well as the organizational offices therein.
- ii) The Administrative Officer and Primary Fund Certification functions are executed by the RMO. The staff develops and executes resource policies, plans, and procedures to manage all aspects of program integration, and organizational and fiscal resource management. The RMO coordinates with appropriate organizational leads and each Office's directors and functional managers to ensure compliance and alignment with current government policies and regulations and to ensure optimal use of all forms of resources. The staff works directly with management officials in each office to analyze monetary commitments to maximize fiscal resources, while forecasting the impact of current and future financial expenditures.
- iii) The staff directly advises top management on correspondence policy and budget program integration.
- iv) The staff works with top management to recruit, develop and retain a diverse workforce while advising management on defining organizational structure and skill competencies required to support office goals and strategically forecast current workforce trends to optimize current staff levels.

b. Office of Budget and Programs (B-10)

1) Mission.

- a) To ensure effective preparation and presentation of sound budget estimates for the Department; to foster effective utilization of available resources; to ensure that financial plans are consistent with approved plans and programs; to establish procedures for the budget phase of Departmental planning and budgeting process; to oversee and coordinate monitoring, and reporting, foundational fact finding, and program/project management throughout the Department.
- b) To analyze resource and other impacts of legislative, regulatory, and budget proposals on Departmental programs; to review the budgetary implications of major systems acquisition programs and information technology investments.

2) Functions.

- a) Oversees the development, implementation, and administration of the Department's budget for 10 operating administrations and the Office of the Secretary.

- b) Formulates Departmental budget requests in alignment with Departmental policies and objectives and Secretarial goals and priorities.
 - c) Provides leadership and guidance to Operating Administrations on overall Departmental budgetary policies and procedures, budget formulation, budget execution, and evidence building activities, including performance measurement, and program evaluation design, methods, and analysis.
 - d) Reviews and advises on legislative, program, and budget proposals.
 - e) Administers and enforces budgetary controls required by OMB, Congress, and the Secretary.
 - f) Reviews, recommends, and approves proposals for rescissions or deferrals of budget authority and reprogramming of programs, projects, or activities within an appropriation account.
 - g) Reviews and evaluates assignment of or changes in employment estimates and any employment ceilings established by OMB or the Secretary.
 - h) Reviews and monitors the budgetary aspects of major systems acquisitions and information technology investments.
- 3) Sub-Organizations. To provide effective oversight and accountability, the functions of the Office of Budget and Programs are assigned to the following sub-organizations.
- a) Office of Budget Formulation
 - i) Directs the development and analysis of budget and program information to ensure that the Department's policies and initiatives are adequately justified in the President's request to the Congress and the Secretary's request to the President.
 - ii) Develops a budget process annually that integrates budget and program information and meets the needs of the Department's senior leadership.
 - iii) Guides the Department's strategy throughout the appropriations process and ensures that the Deputy Assistant Secretaries and Assistant Secretary have the information and analyses they need to advance Administration priorities and objectives.
 - iv) Monitors the progress of each modal budget office to ensure effective completion of the Department's annual budget submission by the Office of Management and Budget due date.
 - b) Office of Budget Execution

- i) Analyzes policy implications of existing and proposed spending and financial documents, including apportionments, by comparing the documents with guidelines set by the Secretary, OMB, and the Congress. Makes recommendations, as necessary, for modifying the documents.
- ii) Provides expert guidance to the Departmental budget and financial management community on budget execution in support of the OMB and congressional submission and other budget formulation materials.
- iii) Sets Departmental standards for Operating Administrations for carrying out budget execution work.
- iv) Provides assistance to Operating Administrations and serves a resource for the entire Department on technical budgeting matters.
- v) Conducts analyses of major elements of new or established programs. Identifies program objectives, governing policies, costs and benefits, alternatives, priorities, and accomplishments. As necessary, makes recommendations for program adjustments or proposals for legislative changes.

c. Office of the OST Chief Financial Officer (B-20)

- 1) Mission. To provide an accountable CFO office for the Office of the Secretary (OST) comparable to a modal CFO office, that ensures effective preparation and presentation of sound budget estimates for OST, fosters effective utilization of OST resources, establishes and maintains proper financial controls throughout OST, and performs the full range of financial management functions for 13 offices within the OST. In addition, the Office of the OST Chief Financial Officer provides financial management for the John A. Volpe National Transportation Systems Center (Volpe) that ensures effective preparation and presentation of sound budget estimates for Volpe, fosters effective utilization of Volpe resources, establishes and maintains proper financial controls throughout Volpe, and performs the full range of financial management functions for Volpe.
- 2) Functions.
 - a) Develops and provides guidance to the OST offices on the application of Departmental budgetary and financial management policies and procedures.
 - b) Reviews and advises on OST legislative, program, and budget proposals.
 - c) Formulates and justifies budget requests for OST offices, and programs to the Departmental Budget Office, OMB, and Congress. Budget justifications include nexus with Departmental strategic goals and performance measures.
 - d) Executes enacted appropriations, including apportioning, allotting funds, and monitors spending, to ensure expenditures do not exceed enacted amounts.

- e) Reviews, prepares, and recommends proposals for implementing rescissions or deferrals of OST budget authority and reprogramming OST appropriations.
 - f) Performs financial management functions, including financial statement review; preparation and/or review of all deliverables for the annual financial audit; accounts payable and accounts receivable oversight; cash management; reimbursable agreement preparation, monitoring, reconciliation, and close-out; and oversight of the integrity of transactions in the accounting system.
 - g) Manages the OST Organization's Federal Managers Financial Integrity Act (FMFIA) and OMB's Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control.
 - h) Manages and executes all payments and receipts for OST Reimbursable Agreements between and among the Operating Administrations, offices within OST, and other Agencies as appropriate.
- 3) Sub-Organizations. To provide effective oversight and accountability, the functions of the Office of the OST Chief Financial Officer are assigned to the following sub-organizations.
- a) Office of Budget
 - i) Formulates and justifies budget requests for OST offices and programs to the Departmental Budget Office, OMB, and Congress. Budget justifications include nexus with Departmental strategic goals and performance measures.
 - ii) Executes enacted appropriations, including apportioning, allotting funds, and monitors spending to ensure expenditures do not exceed enacted amounts.
 - iii) Reviews, prepares, and recommends proposals for implementing rescissions or deferrals of OST budget authority and reprogramming OST appropriations.
 - iv) Ensures that complete, accurate, and timely evidence, including program performance, foundational fact finding, and program evaluation information, is available for use in OST budget decision making.
 - v) Coordinates the development of OST portion of the annual Performance Plan and OST program performance reports in accordance with GPRAMA.
 - b) Office of Finance
 - i) Performs financial management functions, including financial statement review; preparation and/or review of all deliverables for the annual financial audit; accounts payable and accounts receivable oversight; cash management; reimbursable agreement preparation, monitoring, reconciliation, and close-out; and oversight of the integrity of transactions in the accounting system.

- ii) Manages the OST Organization's Federal Managers Financial Integrity Act (FMFIA) and OMB's Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control.
 - iii) Manages and executes all payments and receipts for OST Reimbursable Agreements between and among the Operating Administrations, offices within OST, and other Agencies as appropriate.
 - iv) Oversees the OST employee travel program (travel system and government travel charge card) to promote efficient and compliant travel management programs, systems, and practices.
 - v) Develops and keeps up-to-date OST financial management policies to be in accordance with DOT policies, including procedures and standards for financial management areas such as travel, cash management, credit management, debt management, and payment and disbursement activities.
 - vi) Manages the implementation and oversight of OST financial management activities, including G-Invoicing and the Digital and Accountability Transparency Act (DATA Act) of 2014.
- c) Office of Volpe Financial Management (B-50)
- i) Develops and provides guidance to Volpe on the application of budgetary and financial management policies and procedures.
 - ii) Formulates and justifies budget information for Volpe to the Departmental Budget Office, OMB, and Congress.
 - iii) For Volpe, executes enacted appropriations, as appropriate, including apportioning, allotting funds, and monitoring spending to ensure expenditures do not exceed enacted amounts.
 - iv) For Volpe, performs financial management functions, including financial statement review; preparation and/or review of all deliverables for the annual financial audit; accounts payable and accounts receivable oversight; cash management; reimbursable agreement preparation, monitoring, reconciliation, and close-out; and oversight of the integrity of transactions in the accounting system.
 - v) For Volpe, in coordination with Volpe counsel, ensures reimbursable agreements (RAs), Intra/Inter agency agreements (IAAs), collections, and other budgetary resources are managed in accordance with all laws, regulations, and policies.

d. Office of Financial Management (B-30)

- 1) Mission. To provide responsible stewardship of the financial resources entrusted to DOT by conducting rigorous and continual oversight of the Department's financial management activities, internal controls, financial reporting, financial audits, and financial systems. B-30 is also responsible for providing policy and procedural direction to DOT Operating Administrations on financial management matters.
- 2) Functions.
 - a) Exercises the authority delegated by the DOT CFO in carrying out the provisions of the CFO Act, as amended.
 - b) Establishes and ensures implementation of all federal financial management, travel, and payroll policies, standards, and practices to achieve the objectives of effective and efficient accounting operations, reliable financial reporting, and compliance with applicable laws and regulations.
 - c) Develops and oversees the Departmental employee travel program (travel system and government travel charge card) to promote efficient and compliant travel management programs, systems, and practices.
 - d) Establishes annual operating agreements with all Operating Administrations for Department-wide financial management systems and services, including the Consolidated Automated System for Time and Labor Entry (CASTLE) and the Department's financial management system (Delphi), and consolidated accounting and payroll operations services provided by the ESC.
 - e) Reviews Department-wide financial system efforts to ensure consistency in DOT's financial systems' strategic direction and standards, and to analyze and validate system interface requests.
 - f) Provides financial management coordination and liaison with OMB, Treasury, GAO, GSA, FASAB, and other financial management entities and interprets policies for implementation throughout DOT.
 - g) Ensures that efficient and cost-effective accounting and financial reporting services are provided for DOT.
 - h) Provides oversight and coordination of Department-wide financial statement audits.
 - i) Provides management direction and oversight for the Department-wide Internal Controls Program and Fraud Risk Management functions.

- j) Participates in government-wide initiatives on behalf of DOT including government-wide CFO workgroups, Quality Service Management Offices (QSMO), and shared services forums.
- 3) Sub-Organizations. To provide effective oversight and accountability, the functions of the Office of Financial Management are assigned to the following sub-organizations.
- a) Office of Financial Management Policy and Operations
 - i) Develops a centralized infrastructure and process to maintain a Department-wide financial management policy to include communication to the Operating Administrations.
 - ii) Develops and keeps up-to-date Department-wide financial management policy to include procedures and standards for financial management areas such as travel, cash management, credit management, debt management, and payment and disbursement activities and functions.
 - iii) Coordinates and conducts business process improvement reviews and coordinates work groups to improve the Department's accounting operations procedures.
 - iv) Represents the Department in external federal financial management workgroups.
 - v) Manages the Department's travel system and travel card programs to provide guidance and oversight to the Department's Operating Administrations and ensure compliance with A-123, Appendix B.
 - vi) Manages reporting for conferences.
 - vii) Oversees reporting for the Treasury Report on Receivables and Debt Collection Activities.
 - viii) Monitors the submission and improvement of OMB and financial metrics in coordination with ESC.
 - ix) Coordinates Department-wide financial management indicators, metrics, and efforts with B-10 on Department-wide data calls.
 - x) Manages the implementation and oversight of government-wide and Department-wide financial management activities to include G-Invoicing, travel system enhancements, and the Digital and Accountability Transparency Act (DATA Act) of 2014. This includes coordination with the OMB, Treasury, the OAs, and the ESC.
 - xi) Manages the Department-wide time and attendance policy, payroll policy, and program management in accordance with requirements of DOT, OMB, GAO, and other relevant government-wide regulations.

b) Office of Project Management and Systems

- i) Provides oversight of project management processes and templates for B-30 initiated, funded, and managed projects or activities, including those funded by the Financial Management Capital (FMC) account. Tracks financial information on the status of all projects and provides project visibility to management in a common and consistent manner.
- ii) Oversees the maintenance, upgrade, and enhancement of the DOT-wide financial management and related systems, in collaboration with the Office of the Chief Information Officer including interfaces to Delphi and DOT's time and attendance system (CASTLE).
- iii) Oversees the annual Statement on Standards for Attestation Engagements (SSAE)-18 audit of the Department's shared service provider, ESC. Monitors all findings resulting from the audit and ensures remediation is completed.
- iv) Participates in ESC's agile system planning activities to verify Departmental priorities are met, and system changes are reviewed and approved.
- v) Ensures all interface processes are institutionalized, and appropriate MOU and Security Authorization statements are maintained.
- vi) Ensures Capital Planning and Investment Control (CPIC) reporting for financial management system and time keeping system are developed and submitted timely and accurately. Coordinates coordinate financial system information for Portfolio Updates reported through the Department's Office of the Chief Information Officer (OCIO).
- vii) Oversees Delphi security support for OST, including serving as System Owner and Information System Security Manager (ISSM) for Delphi and CASTLEs.
- viii) As system owner of Delphi and CASTLE, participates in cyber security training and response. Works closely with ESC (system operator) to review cyber security requirements and investments to ensure compliance with policy and mandates.
- ix) Represents the Department in external federal financial management workgroups including the Shared Service Governance Board and the Financial Management Steering Committee's working group.
- x) Monitors all B-30 contracts and provides updates to OST-B leadership.

c) Office of Financial Reporting and Audits

- i) Ensures timely and accurate submission of the Department's consolidated financial statements and the Agency Financial Report in accordance with both Departmental Government-wide guidance to include the requirements set by the OMB, the Department of Treasury, and FASAB.
- ii) Ensures proper development of quarterly and year-end guidance to Operating Administrations for submission of the Department's Financial Statements and related deliverables.
- iii) Coordinates Department-wide financial statement audits with the Office of Inspector General/contract auditors and manages the resolution of issues that may impact the Financial Statement audit opinion.
- iv) Assists in the development of modal and OST corrective action plans, and reviews/monitors on a regular basis and facilitates timely submission of audit request items (Provided by Client – PBC).
- v) Ensures timely and appropriate response to audit Notice of Findings and Recommendations (NFRs) across the Department in coordination with the Office of Audit Relations and Program Improvement in the Office of the Assistant Secretary for Administration.
- vi) Represents DOT in external federal financial management workgroups, including the Department of Treasury's Central Reporting Team (CRT) and Issue Resolution Committee (IRC).
- vii) Identifies and implements changes to DOT's financial reporting and financial management environment due to noted changes in financial guidance or policy
- viii) Works with the OAs and other related parties to assist in the resolution of OA identified issues or concerns

d) Office of Internal Controls and Fraud Risk Management

- i) Manages the Department's Federal Managers Financial Integrity Act (FMFIA) Program and ensures annual completion of the consolidated DOT Statement of Assurance.
- ii) Manages the A-123 Internal Control Programs compliance with Appendix A—Management of Reporting and Data Integrity Risk, Appendix B—Risk Management Framework for Government Charge Card Programs, Appendix C—Requirements for Payment Integrity Improvement, and Appendix D—Compliance with the Federal Financial Management Improvement Act.

- iii) Manages the Department's Fraud Risk Management Program.
- iv) Develops and issues Department-wide guidance for all internal control FMFIA and Fraud Risk Management.
- v) Ensures timely and accurate submission of the Department's consolidated internal control, improper payment, and fraud reports in accordance with both Departmental and government-wide guidance to include the requirements set by the OMB.
- vi) Coordinates Department-wide internal control and improper payment audits with the Office of Inspector General/contract auditors and manages the resolution of issues that may impact compliance with applicable legislation.
- vii) Represents DOT in external federal internal control, improper payment, and fraud workgroups.

e. Office of Credit Oversight (B-40)

- 1) Mission. To ensure the Department has sound and effective credit programs. The office is responsible for oversight of the Department's credit programs, including the Transportation Infrastructure Finance and Innovation Act (TIFIA) program, Title XI Federal Ship Financing Program (Title XI), Railroad Rehabilitation & Improvement Financing (RRIF), and Private Activity Bonds (PABs), and assisting with the financial review, monitoring, and coordination of all the credit reform requirements with OMB.
- 2) Functions.
 - a) Reviews and advises on overall Departmental credit policies, financial viability, and credit due diligence procedures.
 - b) Reviews financial analysis of proposed credit assistance and the allocations of tax-exempt PABs.
 - c) Reviews financial analysis of proposed modifications to previously approved credit assistance and allocations of tax-exempt PABs.
 - d) Reviews and advises on legislative, program, and budget proposals related to any Departmental credit program.
 - e) Ensures that each credit program is operated with a knowledgeable and capable management and oversight structure with clear and accountable lines of authority and responsibilities in accordance with OMB Circular A-129 – Policies for Federal Credit Programs and Non-Tax Receivables.

- f) Assists the Office of Performance, Evaluation, and Enterprise Risk to oversee the development of each credit program's performance plan and program performance report.
- g) Assists the Office of Budget to administer budgetary controls as directed by OMB, Congress, and the Secretary on Departmental credit and innovative finance programs.

Supports the Department of Transportation role in the Federal Credit Policy Council, an interagency forum that provides advice and assistance to OMB and Treasury in the formulation and implementation of credit policies and serves as a mechanism to foster interagency collaboration and sharing of best practices.

f. Office of Performance, Evaluation, and Enterprise Risk (B-60)

1) Mission.

- a) To oversee and manage the Performance Management functions for the Department, as required by the Government Performance and Results Act Modernization Act (GPRAMA) and the Office of Management and Budget (OMB) directives; Enterprise and Risk Management (ERM) functions required by OMB directives; and the Program Evaluation work in the Department as required by the Evidence Act.

2) Functions.

- a) Ensures that complete, accurate, and timely evidence, including program performance, program analysis, foundational fact finding, and program evaluation information, is available for use in budget decision making.
- b) Coordinates and oversees development of annual DOT Performance Plan and program performance reports in accordance with GPRAMA.
- c) Oversees and coordinates the development of annual and four-year evidence building plans and reports, in accordance with the Evidence Act. As required, reports on Evidence Act implementation progress to OMB and Congress. Participates and provides OST perspective in OIG and GAO audits related to evidence-building activities of the Operating Administrations and the Office of the Secretary.
- d) Oversees and coordinates development of annual program/project management plans and reports in accordance with the Program Management Improvement Accountability Act.
- e) Coordinates and conducts analyses and program evaluation studies and assessments of program plans of the Operating Administrations. Oversees and coordinates development of the annual Performance Section of the Agency Financial Report (AFR).
- f) Reviews and monitors the budgetary aspects of major systems acquisitions and information technology investments.

- g) Facilitates budget and evidence integration initiatives; and tracks and reports on Department wide performance measures (GPRAMA), policy analysis, foundational fact finding, and program evaluations (Evidence Act).
- h) Develops and provides guidance to OST and Operating Administrations on the application of Departmental evidence building policies and procedures, including those related to performance analysis, foundational fact finding, program evaluation, and program/project management.
- i) Reviews and advises OST and Operating Administrations on legislation, program, evidence building, and program/project management proposals and changes.
- j) Ensures that OMB directed and other required program fact finding assessments and evaluations are completed in a timely manner.
- k) Ensures that program evidence, including performance measurement, performance analysis, foundational fact finding, program evaluation, and program/project management information, is available to executives when making resource allocation decisions.
- l) Prepares Organizational Assessments for OST, and coordinates and conducts analyses of each Operating Administration's Organizational Assessment on an annual basis.
- m) Manages the A-123 Enterprise Risk Management (ERM) Program's compliance with A-123 – Management's Responsibility for ERM and Internal Control.
- n) Develops and issues Department-wide guidance for risk programs in collaboration with the Chief Information Officer, to include Enterprise Risk Management.



MAY 31 2023

Victoria B. Wassmer
Chief Financial Officer and
Assistant Secretary for Budget and Programs