Army Emergency Relief
Enterprise Business Management System
Request for Proposal

August 16, 2018

A. <u>Executive Summary</u>:

Army Emergency Relief (AER) is a private 501(c)3 organization chartered to relieve distress of active and retired Soldiers and their Families by providing financial assistance. Financial assistance may be in the form of a no-interest loan, grant or combination of no-interest loan and grant. In addition, AER provides educational scholarship grants to dependent children and spouses of those eligible for financial assistance. In calendar year 2017, AER provided over $61.7M in assistance to over 43K Retired and Active duty Soldiers as well as an additional $8M in scholarships to 3,193 Family members.

AER's ability to provide timely assistance of this magnitude is dependent upon its ability to fully leverage information management technology. Currently, AERs enterprise business management system combines functions for providing financial assistance, managing loans, collecting and documenting donations and issuing scholarships, as well as all required accounting functions. The current system uses individual social security numbers as the primary means of individual identification. The Army is eliminating the use of the SSN and migrating to the DODID (Department of Defense ID) number as well as launching a new Integrated Personnel and Pay System – Army (IPPS-A) which requires that we identify, develop, implement and operate future technology requirements that will interface with IPPS-A.

AER seeks to acquire functionality that will provide solutions as either an all-encompassing system (Assistance, Loan Management, Donations, Scholarships and Dashboard) or a solution with three separate system options (Assistance& Loan Management combined, Donations and Scholarships) with a Dashboard tool or function to view data from the three systems. Production and delivery of these products supports AER's long-term Strategic Management Plan with an estimated timeline provided at Annex G. We envision a replacement of our current enterprise business management system in terms of software to make the "To Be" enterprise architecture operational.

AER will provide full and fair consideration to all proposals submitted in good order and received at its offices, 2530 Crystal Drive, 13th Floor, Room 13161, Arlington, VA 22202 no later than **October 2, 2018**. Electronic submissions can be submitted directly to william.hagzan@aerhq.org. Offerors may request a secure document upload link to submit proposals electronically.

- Industry Day: AER will release this RFP and host an industry day on **September 18, 2018 (9:00 to 11:30 AM)** at the Hilton Crystal City at Washington Reagan National Airport, 2399 Jefferson Davis Highway, Arlington, VA 22202. The purpose is to inform potential suppliers about AER and the Enterprise Business Management System (EBMS) requirements.

The event will include a formal presentation to vendors with a review of the RFP requirements and criteria. Following the presentation there will be question and answer session (anonymously via note cards). This will allow AER to present our requirements to multiple vendors at the same time and ensure all attendees have access to the same information to include questions and answers. Interested vendors should contact the AER POC, William Hagzan, at william.hagzan@aerhq.org (703) 601-2771 for more information and to register for attendance.

- Questions pertaining to this RFP may be presented during Industry Day or submitted via email to William Hagzan at william.hagzan@aerhq.org. Questions should be grouped by topic with reference to the page number of this RFP. Answers will be provided to all Offerors without the identity of the submitter shown. Questions must be received no later than 3:00 p.m. (Eastern Daylight Time) **September 25, 2018**. AER intends to provide answers within three (3) work days of the end of the question period. **Questions or requests for extension submitted after the cut-off date will not be considered.** In order to ensure that all Offerors are provided a fair and equal opportunity to respond, any information given to a prospective Offeror concerning this solicitation will be furnished promptly to any and all other prospective Offerors as an amendment to this solicitation.

- Vendor Presentation Day: AER will host a vendor presentation day for those vendors who meet AER's initial screening tentatively scheduled for the week of **October 15, 2018**, at Hilton Crystal City at Washington Reagan National Airport, 2399 Jefferson Davis Highway, Arlington, VA 22202. See Annex D for details.

B. Army Emergency Relief Operations Background:

To provide assistance and sustain its operations, AER's major business operations consist of the following functions:

- Financial assistance: AER provides financial relief in a distributed manner in the form of a no-interest loan, grant, or combination of the two, through 73 AER locations located worldwide (pushed to Headquarters through our current system) and through reciprocal agreements with the three other Military Aid Societies (OMAS) (data manually entered as the request is called in) and the American Red Cross (ARC) (data manually transferred between systems).

- Education Scholarships: AER provides scholarship grants submitted to, and processed centrally, at AER's national headquarters.

- Managing loans: Loan repayments provide AER with a significant source of operating cash flow. In 2017 AER processed over $54M in loan repayments and ended the year with $46M in outstanding loan balances. Other critical functions include special handling of uncollectible loans, individuals in bankruptcy, processing refunds for overpayments, combining multiple loans for an individual, and converting current loans to grants as a result of a hardship determination.

- Managing donations: AER as a 501(c) 3 organization is dependent upon direct charitable donations as a primary source of revenue and to maintain its tax exempt status. AER must account for and acknowledge donations in accordance with IRS requirements. AER receives donations and pledges in a decentralized manner during its annual campaign (March 1st through May 15th), through allotment from DFAS, checks, money orders or cash submitted to local AER sections or at the national headquarters, and online credit card donations. Donations are accepted any time throughout the year.

- Account for business operations: As a private corporation AER must perform accounting operations in accordance with Generally Accepted Accounting Principles and Financial Accounting Standards to satisfy numerous Federal, State, and local requirements to include tasks ranging from IRS reporting to local income tax withholding payments. AER currently uses Microsoft Dynamics 2016 (formerly Great Plains) software. In addition to governmental reporting requirements, accounting functions cover all other aspects of accounting to include revenues and expenses, payables, receivables, liability and asset management. A series of internal controls allows AER to ensure compliance, identify errors/conflicts and make appropriate adjustments.

- Performing Analytical Support: To ensure business operations are functioning properly and to support and inform future business decisions AER conducts program analysis and evaluations, produce historical data for reports, perform modeling and simulations on financial operations, and conducts audits and quality control reviews at both the local and national level.

- System/User interfaces: AER operates and maintains 250 user accounts with AER Officers to conduct related transactions covering its business functions through a website interface. These interfaces are used at all levels of operations in providing (disbursing funds) and managing assistance, loan repayments, scholarships, donations, information technology functions, accounting functions, supervisory review and analysis.

- Document Management System: AER electronically stores, retrieves, accounts for and uses various business documents to include appropriate linkage to financial requests, loan repayments, scholarship applications, donations, and other business actions.

- Online customer service portal: The “as is” system has a limited customer service portal that allows individuals to monitor and make payments on their current loan balance and submit the Scholarship application with document upload.

C. Envisioned End State:

This RFP represents our efforts to improve AER operations by streamlining and leveraging existing and emerging business solutions and capabilities to support our operations with cyber security protections that meets DISA Security Technical Implementation Guides (STIGs) and National Institute of Standards and Technology (NIST-800-53) to protect personal identifiable information (PII).

At end state, AER desires to continue to provide individual financial assistance and receive donations in a decentralized manner while managing scholarships and corporate functions such as: policy development and implementation, case management, records management, data analysis and accounting in a centralized manner.

D. Overall “to be” system objectives:

1. Agile. AER seeks a Commercial Off the Shelf (COTS) solution with minimal software development with the capability to quickly respond to business process changes without complex code changes and testing. The capability to make these changes must be incorporated with AER headquarters user permissions.

2. Process-Managed. The “to be” business solution shall provide the ability to orchestrate critical AER business processes that cut across functional and organizational boundaries, providing real-time (while the process is executing) monitoring and management as well as recording critical process variables for data analysis.

3. Cloud Based/Web-enabled. The “to be” business solution shall provide the ability to discover, expose, share and re-use existing AER content and data among authorized, authenticated individuals and systems located worldwide by accessing AER’s databases via the internet from a cloud computing provider’s servers. The “to be” business solution and architecture shall incorporate metadata, security mechanisms, and policies to safeguard AER and other provided data and information from disclosure to unauthorized recipients.

4. Collaborative. The “to be” business solution shall provide the amity for designed and ad-hoc teams of people to cooperatively interact and work together across the network to achieve a common desired outcome. Collaborative features and events shall be routinely incorporated into planned and ad-hoc business process. Collaborative events may include threaded group discussions polls/questionnaires, blogs, wiki’s and real-time virtual meetings. Team and or functional based workspaces shall be provided to facilitate sharing and collaboration of team-related information and documents.

5. Expandable. The “to be” business solution design shall be able to accommodate additional functionality (additional orchestrated business processes, services and specialized IT functions) and users without extensive rewriting or modification of supporting software and other processes.

6. Scalable. The “to be” business solution and supporting architecture design must be scalable to accommodate future growth. For planning purposes the offeror should plan for the “to be” process to initially support 250 total users in 73 distributed locations on multiple platforms.

7. Portable. To ensure service provider portability, the “to be” business solution designer shall, when directed, provide a transition service to plan and execute the controlled, formal turnover of all “to be” documentation, software and software configuration files and AER property to a person designated by AER.

8. High Quality and Value. The selected provider shall provide high-quality, high value IT services responsive to customer needs.

9. Corporate Governance. System should perform internal or management controls and facilitate preparation of financial statements. Audit and quality control reviews at both the section and national headquarters level should be included.

10. Security. System must provide for information security solutions that includes but not limited to, physical, operational, financial data and personnel security. Security solutions should address access, policies and procedures, access controls, user authentication, encryption and content security. AER must be able to secure DoD provided personally identifying information at the same or higher levels of security mandated by DoD.

a. Meet FedRAMP (Federal Risk and Authorization Management Program (Level 4)) standards for security assessment, authorization and continuous monitoring for cloud products and services.

b. Current DoD/DISA approved operating system and software.

c. DISA STIG settings: The Security Technical Implementation Guides (STIGs) are the configuration standards for DOD IA and IA-enabled devices/systems. Since 1998, DISA has played a critical role enhancing the security posture of DoD's security systems by providing the Security Technical Implementation Guides (STIGs). The STIGs contain technical guidance to "lock down" information systems/software that might otherwise be vulnerable to a malicious computer attack.

d. Meet security controls as defined by National Institute of Standards and Technology to protect information and information systems (NIST-800-53) to include the requirement for two-factor authentication methods.

11. Level of detail. The “to be” solution must be of sufficient level of detail to support the evaluation of proposed technical solutions to include commercial software and any required customization to meet AER requirements. Business processes and data exchanges must be documented with metadata providing not only data flows but formats and allowable domain values.

12. Application Programming Interface (API): AER maintains information in a variety of systems which is pushed, pulled, or duplicated through automated interfaces or through various manual means. The “to be” system should interface where possible or provide similar capability with the following database/information systems and extract relevant data.

a. Integrated Personnel and Pay System – Army (IPPS-A): Future requirement. This is a must have. Currently scheduled to launch in early 2020, IPPS-A will replace a series of Army legacy systems including DFAS (as it is known today). IPPS-A is a web-based system that provides integrated personnel and pay capabilities and a comprehensive HR record for all Soldiers in each component. The system will be DODID centric. AER “to be” system will draw individual personnel data elements required for consideration and processing of actions, process allotments for loan repayment, donations, and collection of outstanding balances on separation from service.

b. Defense Finance and Accounting Service (DFAS). This is a must have. AER exchanges Automated Clearing House (ACH) files to/from DFAS to start/stop allotments and update allotment status for both loan payments and donations. Information is push/pulled – there is no direct interface. Retired Soldiers will not be included in IPPS-A, therefore interface with DFAS will remain a requirement.

c. Microsoft Dynamics Accounting Software (formerly Great Plains). This is a must have. Financial Accounting system.

d. Financial Institution (currently Sun Trust, LLC): Transmission of Automated Clearing House (ACH) and Bank Administration Institute (BAI) files. Import to bank record and assistance check record (dollars out, incoming payments, payments returned for insufficient funds (NSF).

e. CBCS Collection Agency. Data exchange of payments received, transfer of accounts to/from. Current process is to transfer information via spreadsheet.

f. PACER (Public Access to Court Electronic Records): Obtain case and docket information online from federal appellate, district, and bankruptcy courts. Current process is to enter SSN and review data. Goal is to automatically review and identify individuals with a current bankruptcy filing.

g. Other Military Aid Societies (OMAS): Air Force Aid Society (AFAS), Navy and Marine Corps Relief Society, Coast Guard Mutual Aid Society. Exchange information for requests for financial assistance to allow review, update and final disposition through a program interface or user portal.

h. American Red Cross (ARC). Uses custom built software (Service to the Armed Forces (SAF). Current process is to copy and paste data between SAF and AER's system.

i. Address management software. Validates addresses through an interface with USPS for accuracy and standard formatting. Critical function related to billing and annual donations solicitation to Retired population.

j. "Dashboard" software. Summary/data compilation overview of key performance indicators.

k. Phone automated system: Check application status, loan balance, payment amount, next payment due, make a payment, and find a location (zip code driven), general information.

l. Survey management software (SoGoSurvey). Auto-generate customer satisfactions surveys, etc.

m. Client Tracking System (CTS). An Army Community Service (ACS) databased used throughout the Army to track client transactions.

n. Army Risk Reduction Portal. Identify any individuals categorized as high risk and flag record in "to be" system.

o. Army Warrior Care and Transition System (AWCTS). Identifies individuals enrolled in the Army Wounded Warrior (AW2) program. Current process is to call and check enrollment.

E. <u>Formal Deliverables</u>

1. The selected offeror shall be required to produce, within agreed upon schedule and pricing using a phased approach:

Phase	Pricing
Explore	Firm Fixed Price
Develop/Test	Firm Fixed Price
Implement	Time and Materials
Sustain	Firm Fixed Price

2. Business and Project Plan produced within three weeks of award detailing schedule of work to be performed by phase, end of phase reviews to be held, and dates for all deliverables (See Annex B).

3. Fully assess and document the “to be” enterprise solution (using the Department of Defense Architecture Framework Version (DoDAF) V2.02 as outlined in Annex E.

4. All deliverables become the exclusive property of AER.

5. For planning purposes a tentative development and fielding timeline is at Annex G.

Annex A
Enterprise Architecture
Selected Goals, Capabilities, Functionality and Attributes

1 Overarching Enterprise:

1.1 Simplify Current Business Processes

1.2 Improve Internal Controls

1.3 Execute transactions in compliance with Generally Accepted Accounting Principals

1.4 Migration and reconfiguration of historical data in current “As Is” Enterprise to match “to be” data formation

1.5 Leverage current and emerging technology

1.6 System Management and Security

1.7 Cloud based/web-enabled distributed work with online application and document uploading

1.8 Customer access to personal/account data, online application and loan payment

1.9 Offsite data replication and COOP

1.10 Data exchanges and system interface with commercial and government entities

1.11 Single client interface

1.12 Single document management system operating across all enterprise functions to archive and link relevant (electronic) documents to associated functions and tasks

1.13 Adaptable to changing technology and customer behaviors

2 Issue Financial Assistance:

2.1 Accept and process requests for assistance from multiple sources and means to include AER sections worldwide, AER HQ, online submission and API with other military aid societies (OMAS) and American Red Cross (ARC). Allow for special programs, mass assistance, and application of individual criteria.

2.2 Verify eligibility through API with IPPS-A, DFAS, DEERS or other source for personnel data dependent upon applicant’s status and auto-populate data elements through API (i.e. Branch, Component, Duty Status, ETS (expiration of term of service) or Retirement date, rank, BASD (basic active service date), unit identification code (UIC), unit name and location, DOB (date of birth), FLAG for significant personnel actions pending (i.e. elimination from the Army)

2.3 Document the particulars of the assistance request (i.e. Dollar amount requested/approved, budget surplus or deficit, needs assessment to include circumstances behind the request and rationale for providing the assistance, category of assistance, type of assistance (grant, loan, combined), secial processing code for data compilation purposes (i.e. bridge loans, natural disasters, after hours, blanket authority, etc)

2.4 Route request to appropriate approval authority based on pre-determined criteria, to include dollar amount of request, individual's status, total balance, restriction, high risk, relationship to AER (i.e. employee), etc.

2.5 Assemble and upload document application and supporting documents:

2.6 Record final assistance request decisions and as needed transmit results back to local AER section, OMAS or ARC

2.7 Prepare and document promissory note / notification of grant for approved cases with option for printed hard copy or electronic copy emailed to applicant

2.8 Allow Common Access Card (CAC) "signature" for Active duty and or Case worker as option on application and other forms

2.9 Prepare and disburse funds through a variety of means, with split disbursement as option, to include EFT, check, prepaid cards, etc.

2.9 Process change requests

2.10 Accept and document AER cases processed through OMAS or ARC (on behalf of AER) and from AER (on behalf of OMAS) through API with those agencies systems

2.13 Process recurring payments for individuals identified and approved for monthly stipends for Survivors, Residents of Military Retirement homes, or other designated populations

2.14 Link function with Managing Assistance Loans Issued and Accounting for Business Operations functions for disbursed cases.

2.15 Retain historical data for each action processed (i.e. name, rank, DODID, ETS/RET date, date awarded, amount awarded, categories of assistance, repayment terms, disbursement means, section of assist,

2.16 All fields and data elements must have query capability.

2.17 Customer Satisfaction Surveys

3. Manage Loans and Grants:

3.1 General

3.1.1 Record, monitor and track loans issued and repayment status

3.1.2 Record, monitor and track grants (including partial grants)

3.1.3 Monitor and track bankruptcy

3.1.4 Monitor and track overpayments and issue refunds

3.1.5 Monitor and track bridge loans

3.2 Auto populate additional data elements from IPPS-A/DFAS to include type of pay (allotable, full VA); amount of allotable income available; ETS date; Retirement date

3.3 Accept and process payments from multiple means (check, allotment, cash, money order, EFT, debit card, credit card, phone payments)

3.4 Integrate phone automation with client identification and ability to check account information

3.5 Generate invoices

3.6 Compute, monitor, and produce payment schedules and reports

3.7 Manage Delinquent Loans

3.8 Compute, monitor, and produce receivables aging reports to include correspondence to account holders and others on all accounts

3.9 Maintain account and transaction data on balance sheet to serve as supporting ledger accounts including:

3.9.1 Assistance Notes Receivables

3.9.2 Assistance Grants Issued

3.9.3 Uncollectible Assistance Expense

3.9.4 Collection Agency Expense

3.9.5 NSF Expense

3.9.6 Loans written off (deemed uncollectible, hardship, bankruptcy, death, conversion, etc.)

3.9.7 Donations outstanding (pledges)

3.9.8 Net Allowance of Doubtful Loans

3.10 Exchange data with the following functions / entities:

3.10.1 Issuing Assistance function (loans and grants provided)

3.10.2 Accounting for Business Operations function

3.10.3 Defense Finance and Accounting Service for allotments, DD Form 139s, other payment options

3.10.4 IPPS-A (Integrated Personnel and Pay System-Army)

3.10.5 DEERS to validate eligibility

3.10.6 Commercial banking concerns for ACH/EFT payments, Collection agency to post payments, reconcile disputes

3.10.7 Individual account holders(cash billing, ledgers, case history and command letters)

3.10.8 United States Bankruptcy Court using PACER to identify individuals currently under bankruptcy, recently dismissed or discharged bankruptcies, etc.

3.11 Bill Other Services and Process Payments from Other Services

3.12 Generate standard reports with ad-hoc capability

3.12.1 Missing payment report

3.12.2 Returned payment report (NSF/Account Closed)

3.12.3 Overpayments

3.12.4 Account aging report (delinquent)

3.12.5 Bankruptcy Report

3.12.6 Bridge Loans

3.12.7 Restricted List by reason

3.12.8 Billing by type of payment

3.12.9 Loans to Other Branches

3.12.10 Grant Awardee Summary Report

3.12.11 Loan Allotment Summary w/missing allotments

3.12.12 Outstanding loan balances (as of)

3.12.13 Loan delinquency report

3.12.14 Collections report

3.12.15 Uncollectible

3.12.16 Loan multi-status matrix

3.12.17 ETS within 90 days with loan balance

3.12.18 Write-offs by reason (uncollectible, hardship, conversion, bankruptcy, death, etc.)

3.13 Process Loans to Other Branches

4. Manage Donations:

4.1 General:

4.1.1 Mobile Optimized

4.1.2 Simple process to add records/donors

4.1.3 Knowledgeable/helpful customer support and/or help function for all level of users

4.1.4 Use and protect multiple unique individual identifiers (i.e. DODID, SSN, etc.)

4.1.5 Search function across all fields against all fields (all fields must be queriable)

4.2 Individual donor records:

4.2.1 Option to create alias for donors to donate anonymously

4.2.2 Restrict visibility on selected individual donor records to HQ level

4.2.3 Accept/import individual data elements (Rank, Component, Duty Status, Unit)

4.2.4 Donor name and contact data

4.2.5 Donor history

4.2.6 Reason for donation (i.e. Memorial or Honorarium)

4.2.7 Preference on communication option (i.e. mail, email, phone)

4.2.7.1 Auto select based on method of donation/communication (i.e. online donations communicate through email, check donations communicate through mail)

4.2.7.2 Allow selection through Customer Service Portal

4.2.7.3 Allow manual update of record at installation/HQ level

4.2.8 Mark records for Do Not Solicit

4.2.9 Create and maintain donor lists and interface with communication tools (auto add to email/newsletter software)

4.3 Account for and document receipt of donations and pledges from multiple sources and means to include:

4.3.1 Individual donations submitted electronically and ability for manual input

4.3.1.1 AER Sections

4.3.1.2 On-line transactions (credit card, debit card, PayPal, EFT/ACH, apple pay, etc.)

4.3.1.3 Allotment from the Defense Finance and Accounting Service

4.3.1.4 US Mail to HQ AER (check, money order)

4.3.1.5 Civilian allotment

4.3.1.6 Text to donate

4.3.1.7 Other means (leverage future technology)

4.3.2 Donations and pledges to include of securities, matching programs, and trusts and estates

4.3.3 Partnership donation programs (i.e. Amazonsmile)

4.3.4 Allow for one-time or recurring payments for all methods (allotment, credit/debit, etc.)

4.3.4.1 Include account update feature

4.4 Receive and process donations as one-time or recurring with ability to set parameters (i.e. date or day of month)

4.4.1 Automatic sync with debit/credit cards

4.4.2 Automatic periodic/annual renewal of allotments

4.4.3 Quality Assurance capability for allotments to correct errors prior to submission (against an external server)

4.5 Data/Records management

4.5.1 Track and view donations by all organization levels

4.5.2 Parent/subsidiary relationship management for organizations to include data "waterfalling" and reporting through multiple levels (i.e. Soldier-Platoon-Company-Battalion-Brigade-Installation)

4.6 Communication/Management

4.6.1 Built-in e-marketing tools (automated, drip communications, etc.)

4.6.2 Contact management software that interfaces with AER website, fundraising emails, survey platforms and direct mailing

4.6.3 Planned Giving management tools to communicate and track

4.6.4 Donor Wealth Screening function

4.6.5 Capability to engage donors to convert from single donation to sustained donations (i.e. one check to monthly recurring donation)

4.6.6 Track donor prospects

4.6.7 Grant tracking to include apply gifts to installments, track grant states and maintain historical data

4.7 Create/use multiple types of donation forms and scenario/event based webpages that interface with website, store information and sync constituent information with donor database.

4.8 Create and manage written correspondence

4.8.1 Gift/Donation acknowledgement letters based on dollar thresholds

4.8.1.1 Ability to have multiple address types with 4 address lines

4.8.2 Auto-generate acknowledgement emails for one-time and recurring donations

4.8.3 Calendar Year Statements for IRS purposes

4.8.3.1 Individual generated through online portal

4.8.3.2 HQ generated for electronic or hard copy mailing

4.8.4 Annual Retired Soldier solicitation with capability to target and market to select identified populations

4.9 User access

4.9.1 Role-based user accounts

4.9.2 Task assignment to individual/multiple users with tracking function

4.10 Compute and produce Management Reports

4.10.1 Ad-hoc query capability with field selection

4.10.2 Dashboard/charts for at-a-glance snapshot of donors, sections, organizations, installations, units, regions, headquarters

4.10.3 Reports that compile/analyze donations related data

4.10.4 Search historical information on donors (i.e. addresses, former names, donation history, method of donations, etc.)

4.10.5 Ability to make global changes from queries/reports across all process (mass change capability

4.11 Interface/Import/export capabilities

4.11.1 Microsoft Dynamics accounting software

4.11.2 DFAS/IPPS-A for allotment processing/management

4.11.2.1 Receive and apply donations to individual accounts

4.11.2.2 Analyze and reconcile errors/rejected allotments

4.11.3 SunTrust, LLC, for batch processing deposits and returned checks

4.11.4 Import capability from CSV (comma separated value)

5. Manage Scholarship Programs:

5.1 Accept and document online Scholarship applications by program type

5.1.1 Spouse Education Assistance Program. Provides scholarships for full-time, part-time attendance to Spouses of Soldiers on Active and Retired

5.1.2. MG James Ursano Scholarship Program. Provides up to four-years of college scholarships for children of Soldiers on Active Duty or Retired

5.1.3 Pentagon Victim's Scholarship Fund (restricted to select individuals). Provides undergraduate and graduate assistance for children of Soldiers killed or severely wounded in the terrorist attack on the Pentagon on September 11, 2001

5.2 Verify eligibility

5.2.1 Receive, review and retain supporting documents based on scholarship program requirements and program type, to include:

5.2.2 Applicant and sponsor demographic data through interface with IPPS-A

5.2.3 Eligibility verification through IPPS-A/DEERS

5.3 Receive and retain supporting documents based on scholarship program requirements, to include (but not limited to):

5.3.1 Transcript

5.3.2 Student Aid Report (SAR) from the FAFSA (Free Application for Federal Student Aid)

5.3.3 Title 10 Orders

5.3.4 Casualty Report

5.3.5 DD Form 214 (Soldier)

5.3.6 Leave and Earnings Statement (Soldier)

5.3.7 Scholarship Agreement

5.3.8 College information (name of school, contact person, full address)

5.3.9 Invoices and receipts

5.3.10 Correspondence

5.3.11 Other as required

5.4 Process, review and edit data

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5.4.1 Application and documents for completeness

5.4.2 Applicant's status for the scholarship academic year

5.4.3 Soldier (Sponsor) status for the scholarship academic year

5.5 Decision support functions

5.5.1 Management reports and application evaluation tools

5.6 Disburse funds

5.6.1 Disburse funds to the school

5.6.1.1 Electronic Funds Transfer

5.6.1.2 Check

5.6.2 Manage returned funds and secondary disbursements

5.7 Auto-generate electronic notifications

5.7.1 Receipt of application

5.7.2 Decision

5.7.3 Disbursement of funds to education institution

5.7.4 EFT of funds to applicant

6. Account for business operations:

6.1 Process Loan Payments

6.2 Maintain inventory of checks and deposit slips

6.2.1 Section's order and validate receipt

6.2.2 HQ monitor check inventory levels at each section

6.3 Process loan management adjustments

6.3.1 Exchange data through API with Microsoft Dynamics

6.4 Maintain and create financial reports

6.5 Prepare year end journal entries

6.6 Conduct AER Finance (external) audit

6.7 Create adjustments

6.8 Exchange data with the following functions / entities:

6.8.1 Accounting for Business Operations function

6.8.2 Department of the Army

6.8.3 Department of Defense

6.8.4 Other commercial entities such as schools

6.8.5 Individual account holders

7. Analytical Support/Internal Controls/Audits:

7.1 Conduct audit/analysis functions

7.1.1 Quarterly audits performed at the installation level

7.1.2 Annual audits performed at the installation level

7.1.3 Quarterly audits performed at the national headquarters level

7.1.4 Annual audits performed at the national headquarters level

7.2 Conduct modeling and simulation of assistance and cash flow trends

7.3 Generate customer satisfaction surveys

7.3.1 Auto-generate once decision is made using email from client record

7.3.2 Surveys generate for assistance, loan management, scholarships, and donations

7.3.3 API with outside vendor if capability not build within

7.4 Provide data warehouse and free query capability

7.5 Provide predefined management reports covering the full range of business functions

8. User/Client Interfaces

8.1 Provide for multiple users at multiple levels and worldwide locations

8.2 User accounts

8.2.1 Require system compliance on each login

8.2.2 Permissions-based menu options based on role

9 Customer Service Portal

9.1 Customer service portal that interfaces with “to be” system to allow for all functions/interactions

9.1.1 Allow anyone to create profile, limit capabilities based on eligibility and status

9.1.2 Validate email address prior to creating account

9.1.3 Interface with IPPS-A, DFAS, etc. to auto-populate data elements

9.1.4 Link through AER webpage

9.2 Capabilities/Functions

9.2.1 Apply for assistance

9.2.2 Apply for scholarship

9.2.3 Document upload/maintenance.

9.2.3.1 Upload documents (multiple formats) during application process

9.2.3.2 Upload documents to account (i.e. Power of Attorney)

9.2.3.3 Retrieve documents related to assistance (i.e. loan agreement/payment information).

9.2.4 Service current loan

9.2.4.1 Make a payment

9.2.4.2 Review loan balance, payment history, and next payment due

9.2.5 Donate

9.2.6 Find nearest location for assistance

9.2.7 Marketing

9.2.8 Establish bank information for EFT

9.2.9 Education on Financial Topics (i.e. Budgeting, Purchasing a Vehicle, etc.)

9.2.10 Submit inquiry

9.2.11 View lifetime history

10. System maintenance and updates:

10.1 Provide AER capability to add, delete, change or update data fields related to all aspects of process management

10.1.1 All individual identifying data fields with a dropdown or multiple options (i.e. duty status, rank, branch, component, marital status, etc.)

10.1.2 All fields/processes with dollar amount criteria (i.e. approval levels, quick assist program, restriction for high dollar amount, increase amount, uncollectible criteria, etc.)

10.1.3 All fields/process with “time” limits or periods (minutes, hours, days, day, date, months) (i.e. repayment months, direct access restrictions, recurring donation, etc.)

10.1.4 All fields on organization correspondence (i.e. name, address, Director, Board President, Chief of Staff, Signature block)

10.1.5 All data fields related to individual records or processes (i.e. assistance type, program, restriction, high risk, special processing codes, disapproval reasons, exception reasons, categories of assistance, application status)

10.1.6 All data fields related to repayment and loan management (i.e. payment options, payment type, pay status, repayment limits, etc.)

10.1.7 Data fields related to distance (i.e. determining location, locations of sections, etc.)

10.1.8 Fields that provide instructions, criteria, notes, or information to users or applicants (i.e. online processing, exception rules, etc.)

10.1.9 Fields related to percentages (i.e. collection agency, grant policy)

ANNEX B
Instructions, Conditions and Notices to Offerors

1. **Time for Submission:** Submissions are due to Army Emergency Relief, 2530 Crystal Drive, 13th Floor, Room 13161, Arlington VA 22202 and must be postmarked no later than **October 2, 2018**. Electronic submissions should be submitted to william.hagzan@aerhq.org NLT the suspense date. A secure document upload link may be requested by emailing the POC.

2. **Time for Acceptance**: Unless the Offeror inserts a different period of time on their proposal, proposals will be valid for a period of 180 days from date of proposal submission unless otherwise specified by the offeror.

3. **Limitations on Proposals:** Only one proposal may be submitted by the Offeror. An "Offeror" is considered to include any company or corporation and all of its subsidiary companies or corporations together. It does not include the use of separate companies or corporations acting as partner or sub-contractor in the Offeror's proposal. Proposals submitted in response to this RFP shall provide a straightforward, concise description of the vendor's response, as brief as possible consistent with adequate representation of the proposed system. Lengthy proposals, fancy bindings, colored displays, promotional or marketing material, and similar trappings are neither needed nor desired.

4. **Limitation on the Size of Proposals:**

   4.1 Proposals shall be as brief as possible but sufficiently detailed to completely and adequately describe what is proposed. Each proposal volume shall contain a detailed table of contents.

   4.1.1. The proposal will follow the guidance below for each volume and tab.

   4.1.2. Pages shall not exceed 8.5 inches in width and 11 inches in length (8.5" x 11"). Foldout pages are permitted when needed to adequately describe the offer and should not exceed 11x17 inches (exception: see Outsized Charts paragraph (b) below). The pages shall be printed in unreduced size with 12-pitch Arial font with one inch (1") margins on top and bottom and 1" side margins. The front and backside of a single sheet are counted as two pages. No material may be incorporated by reference to circumvent the page limitation. Pages shall be numbered sequentially by volume and marked with the Offeror's name and any applicable data use restrictions.

   4.1.3. An Offeror's proposal shall include a transmittal letter that includes the following: full official name and address of firm; name and phone number of the individual designated as the responsible contact for the firm; reference to the enclosures or volume numbers and quantities being provided of each; and the date of the enclosures or volumes if different from the date of an Offeror's proposal. An authorized official of the Offeror shall sign the transmittal letter.

   4.1.4. Proposal shall include a matrix or crosswalk of proposal to the requirements of this RFP.

   4.1.5. Each Offeror's proposal shall consist of three volumes detailed in the table summary below.

Volume	Contains	Addresses the following Evaluation Criteria
I – Technical Approach/Project Team	• Offeror's Statement of Work • Technical Solution Description • Proposed project schedule w/ critical milestones • Schedule of Proposed Architectural Views • Proposed Project Team	• Offeror's demonstrated understanding of AER's mission, structure, current business processes, and operational requirements. • Proposed methodology for constructing the Formal Deliverables. • Proposed methodology for ensuring "To Be" Business Solution objectives are incorporated into the Formal Deliverables. • Proposed schedule to produce and deliver the Formal Deliverables listed above.
II – Past Performance	• Past Performance - Summary • Past Performance Examples	• Quality and experience of the team assembled to construct and produce the Formal Deliverables. • The Offeror's history of past performance in similar type endeavors.
III – Price data	• Total Price Overview • Schedule of Manpower Hourly Rates and Prices • Schedule of Prices by Phase • Payment Terms	• Proposed price and schedule to produce and deliver the Formal Deliverables listed above by phase • Phase 1 through 3 priced by time and materials • Phase 4 priced as Firm Fixed Price (3-5 years)

4.1.6. Each volume should contain the following (unless otherwise noted):

4.1.6.1. **Cover and Title Page –** The cover and title page, which indicates the following:

- Title of proposal
- Proposal volume
- Serial number/copy number
- Offeror's name

4.1.6.2. **Table of Contents –** The table of contents must provide sufficient detail to enable easy location of important elements.

4.1.7. Proposals shall be sent to the following address or email:

Army Emergency Relief
Attn: William Hagzan
2530 Crystal Dr
13th Floor, Room 13161
Arlington, VA 22202
E-mail: william.hagzan@aerhq.org

5. General Instructions Regarding Content:

5.1. It is the Offeror's responsibility to draft a logical, practical, clear and concise proposal that contains all pertinent information in sufficient detail so that AER evaluators are able to meaningfully evaluate the Offeror's proposed approach and price without discussions. An Offeror's proposal must clearly and convincingly demonstrate that the Offeror has a thorough understanding of the requirements and associated risks; is able, willing, and competent to devote the resources necessary to meet the requirement; and has valid and practical solutions for all requirements. The Offeror must include any data necessary to illustrate the adequacy of the various assumptions, approaches, and solutions to problems.

5.2. AER may judge a proposal to be unacceptable if the proposal contains statements that do not clearly reveal the Offeror's proposed approach; statements that the Offeror shall provide a particular feature or objective without explaining how the feature or objective will be met; or statements such as "best commercial practices will be used," "standard procedures will be used," or "well-known techniques will be employed," if used without adequate definition or explanation. Mere statements that the prospective Offeror understands, can or will comply with the objectives, and or statements paraphrasing the requirements or parts thereof are unacceptable.

5.3. AER reserves the right to request additional information after receipt of the Offeror's responses to the RFP.

5.4. If any discrepancy exists between the original paper copy of the proposal and the electronic copy, the paper copy will take precedence.

5.5. Proposals are to be based on the requirements contained in this Solicitation and other attachments and exhibits.

5.6. If an Offeror believes that the requirements and/or instructions in the RFP contains an error, omission, or are otherwise unsound, the Offeror should timely notify the AER's POC in writing with supporting rationale.

5.7. AER will not pay bid and proposal prices for this proposal or for any proposal requested in the future for efforts awarded as a result of this solicitation

6. Proposal Format:

6.1 Proposals shall be submitted as three (3) distinct volumes: Volume I – Technical Approach; Volume II – Past Performance; Volume III – Price.

6.2 Volume I – Technical Approach: The Offeror shall, at a minimum, address each of the evaluation factors cited in this RFP which will be used in the evaluation. The Technical

Approach Volume of the proposal shall not make reference to price or price data so that a technical evaluation may be made on the basis of technical merit alone. The Technical Approach Volume will be organized and contain the sections listed below:

Table 2 – Volume I – Technical Approach Sections

Section	**Title**
Vol I Section A	Statement Of Work (SOW)
Vol I Section B	Technical Solution Description/Recommended Software
Vol I Section C	Proposed project schedule w/ critical milestones
Vol I Section D	Schedule of Proposed Architectural Views
Vol I Section E	Proposed Project Team

6.2.1 **Section A – Statement of Work (SOW).** The Offeror shall propose a SOW that shall specify in clear and understandable terms the work to be performed to satisfy the objectives of this effort as described in the RFP.

6.2.2 **Section B – Technical Solution Description and recommended software.** The Offeror shall provide a brief written textual description of the proposed plan and methodology for how the work will be accomplished. In presenting its technical solution the Offeror shall describe why the proposed methodology is the better alternative to other methodologies.

6.2.3 **Section C - Proposed project schedule w/ critical milestones**. The Offeror shall provide a project schedule detailing the work to be performed by operational function. Project schedule will include identification of critical milestones and progress reviews with AER.

6.2.4 **Section D - Schedule of Proposed Architectural Views.** The Offeror shall provide in their submission a schedule of proposed architectural views using DoD Architecture Framework Version 2.02 (DoDAF) as a guide. A listing of minimal architectural submission is included in Annex E.

6.2.5 **Section E – Proposed Project Team.** The Offeror shall provide their proposed project team in terms of size, structure, and experience.

6.3 Instructions for Preparation of Proposal Volume II – Past Performance. Shall contain and be organized as indicated below:

Table 3 – Volume II – Past Performance and Proposed Project Team

Section	**Title**
Vol II Section A	Past Performance Summary
Vol II Section B	Past Performance Examples

6.3.1 **Section A – Past Performance Summary.** Each Offeror shall explain how their proposed solution incorporates experience gained through current and past involvement providing similar services for relevant efforts. Each example shall specifically explain how that experience will benefit or be applied to AER's operations, e.g. same management team, same physical components, same developers, same governance process, same management approach). Examples of Past Performance shall include at least one current and one recent: Federal and other Government clients, non-proift organizations, and/or commercial clients. Each Offeror may provide up to five current or recent (not older than 3 years) examples of corporate Past Performance; more is generally better and a variety covering DoD, other Federal (non-DoD), non-profits and commercial is generally better.

6.3.2 **Section B – Past Performance Examples.** The Offeror shall provide each current or Past Performance examples under a separate tab in the Performance Risk Assessment volume. Each Past Performance description shall address: Who, What, When, Where, Why, and How. In other words: customer information, products and services provided (technical solution overview), dates of the period(s) of performance and the schedule(s) of deliveries, location(s), desired outcomes, technical approach overview, contract value, and overall assessment. Each Past Performance example may not exceed 2 pages in length (4 sides) and include contact information for the client.

6.4 Instructions for Preparation of Proposal Volume III – Price.

Table 4 – Volume III – Price Sections

Section	**Title**
Vol III Section A	Total Price Overview
Vol III Section B	Schedule of Manpower Hourly Rates and price by deliverable
Vol III Section C	Schedule of Prices by phase
Vol III Section D	Payment Terms

6.4.1 Section A. Total Price Overview – The Offeror shall provide a total price overview detailing the project price.

6.4.2 Section B Schedule of Manpower Hours, Rates and Prices – The Offeror shall provide a schedule of hours allocated to tasks and rates charged in computing the projects prices, by position and or type of labor (such as Senior Project Manager, Senior or Junior Analyst, Administrative Technician).

6.4.3 Section C Schedule of Prices by Deliverable – The Offeror shall provide a schedule of prices by phase and major task associated with each phase.

6.4.4 Section D – Payment Terms – The Offeror shall provide their proposed payment terms and schedule to include any discounts offered for prompt payments.

ANNEX C
Evaluation Criteria

A. Proposal Evaluation Criteria

1. Any award made will be based on the best overall (i.e., best value) proposals that are determined to be the most beneficial to AER, with appropriate consideration given to evaluation factors: Technical, Quality and Experience of the Team, Past Performance, and Price.

2. To receive consideration for award a Offeror must not receive “Unacceptable” for the Technical Factor, the Quality and Experience of the Team Factor, or the Past Performance.

3. Offerors are cautioned that an award may not necessarily be made to the lowest price Offeror; or, if non-price factors are evaluated as comparatively equal between two or more Offerors, price may become a determinative factor.

B. Evaluation Criteria

AER will evaluate each proposal submitted in terms of what it determines to provide the best value to AER using the following criteria and weights:

	Evaluation Criteria	Weight
1.	Demonstrated understanding of AER’s mission, structure, current business processes, and operational requirements.	15%
2.	Technical merits of the proposed methodologies for constructing the Formal Deliverables and ensuring “To Be” Business Solution objectives are incorporated into the Formal Deliverables.	40%
3.	Quality and experience of the team assembled to construct and produce the Formal Deliverables.	15%
4.	History of past performance in similar type endeavors.	10%
5.	Proposed price to produce and deliver the Formal Deliverables listed above.	20%

ANNEX D
Vendor Presentation Day

1. Demonstration and Technical Presentation: AER, at its discretion, may invite Offerors who present qualifying proposals to demonstrate the capabilities and functionality of their proposed solutions at a demonstration **tentatively scheduled for the week of October 15, 2018.**

2. Each invited Offeror shall make a demonstration and technical presentation and participate in a clarifications session led by AER and participated in by the Evaluation Board members and other representatives of AER. The demonstration and technical presentation will be used to assess the Offeror's capability to satisfy the requirements set forth in the RFP.

3. Demonstration and Technical presentation format:

a. The Offeror shall identify the authors of the presentation by name and association with the Offeror. Attendance at the presentation should be limited to the planned project manager, planned technical manager and individuals required to support the presentation.

b. The agenda for the permeation is as follows:

Activity	Timeframe
Offeror Set up	15 minutes
AER Opening Remarks	10 minutes
Offeror Presentation	90 minutes
Break	15 minutes
Clarification Session	60-90 minutes

4. Demonstration and Technical Presentation Media

a. There is no limit to the number of slides that can be presented during the demonstration and technical presentation, but only those slides actually presented will be considered for evaluation. Demonstration and technical presentation slides shall be submitted in advance with the written submission.

b. Offerors shall provide 12 appropriately bound hard copies of the presentation materials.

c. Except for the screen and computer connection in the conference room, AER will provide no equipment. The Offeror shall be responsible for any equipment necessary for the presentation.

5. Demonstration and Technical Presentation Scheduling:

a. AER will schedule the demonstration and technical presentation with the Offeror's authorized point of contact.

b. Demonstration and technical presentations will be given at Hilton Crystal City At Washington Reagan National Airport, 2399 Jefferson Davis Highway, Arlington, VA 22202.

6. Demonstration and Technical Presentation Topics:

a. AER does not expect the Offeror to provide a thorough presentation of those items already submitted in writing. Instead, the Offeror shall address this information under the topics below. The demonstration and technical presentation shall include the following topics, and organized in the following manner:

(1) Specifications of Requirements. The Offeror shall provide a technical and staff approach for the system requirements outlined in Appendix A of this RFP.

(2) Technical Approach. The Offeror shall demonstrate its capabilities by identifying and describing the methodology and expertise for fulfilling the technical requirements identified in this RFP and include the following:

(a) Process Financial Assistance Request and Disbursement
(b) Process Loan Repayment
(c) Process Donation
(d) Process Scholarship Application and Award
(e) Demonstrate link to Accounting Functions

(3) Project Staffing Approach. The Offeror shall provide a brief discussion of the project staffing approach for technical, managerial, and any other tasks proposed including Labor Categories, Qualifications of Personnel, Rationale and identification of any subcontractor labor, and high-level work breakdown structure.

(4) Management Approach. The offeror shall provide a brief discussion of the Management Approach that will be used for the duration of project.

b. In additional to the Project Manager and Senior Technical Team member, it is highly desirable that key individuals proposed to work on the project be present for the demonstration and technical presentation and that they present and/or answer questions for their area of responsibility/expertise.

ANNEX E
DoD Architecture Framework Requirements

Although AER is a private, non-profit organization our relationship with the Army and use of Army systems and Personal Identifiable Information (PII) requires our compliance with DoD system requirements. Below is a summary of the minimal architectural viewpoints either in DoDAF format or other comparable method.

1. AV-1 Overview and Summary Information

a. The overview and summary information contained within the AV-1 provides executive-level summary information in a consistent form that allows quick reference and comparison between Architectural Descriptions. The written content of the AV-1 content describes the concepts contained in the pictorial representation of the OV-1.

b. The AV-1 frames the context for the Architectural Description. The AV-1 includes assumptions, constraints, and limitations that may affect high-level decisions relating to an architecture-based work program. It should contain sufficient information to enable a reader to select a single Architectural Description from among many to read in more detail. The AV-1 serves two additional purposes:

- In the initial phases of architecture development, it serves as a planning guide.
- When the architecture is built, the AV-1 provides summary information concerning *who*, *what, when, why,* and *how* of the plan as well as a navigation aid to the models that have been created.

c. The usage of the AV-1 is to:

- Scope the architecture effort.
- Provide context to the architecture effort.
- Define the architecture effort.
- Summarize the findings from the architecture effort.
- Assist search within an architecture repository.

2. OV-1 High Level Operational Concept Graphic

a. The OV-1 describes a mission, class of mission, or scenario. It shows the main operational concepts and interesting or unique aspects of operations. It describes the interactions between the subject architecture and its environment, and between the architecture and external systems. The OV-1 is the pictorial representation of the written content of the AV-1 Overview and Summary Information. Graphics alone are not sufficient for capturing the necessary architectural data.

b. The OV-1 provides a graphical depiction of what the architecture is about and an idea of the players and operations involved. An OV-1 can be used to orient and focus detailed discussions. Its main use is to aid human communication, and it is intended for presentation to high-level decision-makers.

c. The intended usage of the OV-1 includes:

- Putting an operational situation or scenario into context.
- Providing a tool for discussion and presentation; for example, aids industry engagement in acquisition.
- Providing an aggregate illustration of the details within the published high-level organization of more detailed information in published architectures.

3. OV-2 Operational Resource Flow Description

a. The OV-2 DoDAF-described Model applies the context of the operational capability to a community of anticipated users. The primary purpose of the OV-2 is to define capability requirements within an operational context. The OV-2 may also be used to express a capability boundary.

b. The OV-2 can be used to show flows of funding, personnel and materiel in addition to information. A specific application of the OV-2 is to describe a logical pattern of resource (information, funding, personnel, or materiel) flows. The logical pattern need not correspond to specific organizations, systems or locations, allowing Resource Flows to be established without prescribing the way that the Resource Flows are handled and without prescribing solutions.

c. The intended usage of the OV-2 includes:

- Definition of operational concepts.
- Elaboration of capability requirements.
- Definition of collaboration needs.
- Applying a local context to a capability.
- Problem space definition.
- Operational planning.
- Supply chain analysis.
- Allocation of activities to resources.

4. OV-5a – Operational Activity Decomposition Tree and OV-5b Operational Activity Model

a. The OV-5a and the OV-5b describe the operations that are normally conducted in the course of achieving a mission or a business goal. It describes operational activities (or tasks); Input/Output flows between activities, and to/from activities that are outside the scope of the Architectural Description.

b. The OV-5a and OV-5b describes the operational activities that are being conducted within the mission or scenario. The OV-5a and OV-5b can be used to:

- Clearly delineate lines of responsibility for activities when coupled with OV-2.
- Uncover unnecessary Operational Activity redundancy.
- Make decisions about streamlining, combining, or omitting activities.
- Define or flag issues, opportunities, or operational activities and their interactions (information flows among the activities) that need to be scrutinized further.
- Provide a necessary foundation for depicting activity sequencing and timing in the OV-6a Operational Rules Model, the OV-6b State Transition Description, and the OV-6c Event-Trace Description.

c. The OV-5b describes the operational, business, and defense portion of the intelligence community activities associated with the Architectural Description, as well as the:

- Relationships or dependencies among the activities.
- Resources exchanged between activities.
- External interchanges (from/to business activities that are outside the scope of the model).

d. An Operational Activity is what work is required, specified independently of how it is carried out. To maintain this independence from implementation, logical activities and locations in OV-2 Operational Resource Flow Description are used to represent the structure which carries out the Operational Activities. Operational Activities are realized as System Functions (described in SV-4 Systems Functionality Description) or Service Functions (described in SvcV-4 Services Functionality Description) which are the how to the Operational Activities what, i.e., they are specified in terms of the resources that carry them out.

e. The intended usage of the OV-5a and OV-5b includes:

- Description of activities and workflows.
- Requirements capture.
- Definition of roles and responsibilities.
- Support task analysis to determine training needs.
- Problem space definition.
- Operational planning.
- Logistic support analysis.
- Information flow analysis.

5. SV-1 – Services Interface Description

a. The SV-1 addresses the composition and interaction of Systems and incorporates the human elements as types of Performers - Organizations and Personnel Types.

b. The SV-1 links together the operational and systems architecture models by depicting how Resources are structured and interact to realize the logical architecture specified in an OV-2 Operational Resource Flow Description. A SV-1 may represent the realization of a requirement specified in an OV-2 Operational Resource Flow Description (i.e., in a "To-Be" architecture), and so there may be many alternative SV models that could realize the operational requirement. Alternatively, in an "As-Is" architecture, the OV-2 Operational Resource Flow Description may simply be a simplified, logical representation of the SV-1 to allow communication of key Resource Flows to non-technical stakeholders.

c. A System Resource Flow is a simplified representation of a pathway or network pattern, usually depicted graphically as a connector (i.e., a line with possible amplifying information). The SV-1 depicts all System Resource Flows between Systems that are of interest. Note that Resource Flows between Systems may be further specified in detail in SV-2 Systems Resource Flow Description and SV-6 Systems Resource Flow Matrix.

d. Sub-System assemblies may be identified in SV-1 to any level (i.e., depth) of decomposition the architect sees fit. SV-1 may also identify the Physical Assets (e.g., Platforms) at which Resources are deployed, and optionally overlay Operational Activities and Locations that utilize those Resources. In many cases, an operational activity and locations depicted in an OV-2 Operational Resource Flow Description model may well be the logical representation of the resource that is shown in SV-1.

e. The intended usage of the SV-1 includes:

- Definition of System concepts.
- Definition of System options.
- System Resource Flow requirements capture.
- Capability integration planning.
- System integration management.
- Operational planning (capability and performer definition).

f. The SV-1 is used in two complementary ways:

- Describe the Resource Flows exchanged between resources in the architecture.
- Describe a solution, or solution option, in terms of the components of capability and their physical integration on platforms and other facilities.

6. SV-4 – Systems Functionality Description

a. The SV-4 addresses human and system functionality.The primary purposes of SV-4 is to develop a clear description of the necessary data flows that are input (consumed) by and output (produced) by each resource. . Ensure that the functional connectivity is complete (i.e., that a resource's required inputs are all satisfied). . Ensure that the functional decomposition reaches an appropriate level of detail.

b. The Systems Functionality Description provides detailed information regarding the allocation of functions to resources and the flow of resources between functions and is the counterpart to the OV-5b Activity Model of the Operational Viewpoint.

c. The intended usage of the SV-4 includes:

- Description of task workflow
- Identification of functional system requirements.
- Functional decomposition of systems.
- Relate human and system functions.

7. SV-5a – Operational Activity to Systems Function Traceability Matrix

a. The SV-5a addresses the linkage between System Functions described in SV-4 Systems Functionality Description and Operational Activities specified in OV-5a Operational Activity Decomposition Tree or OV-5b Operational Activity Model. The SV-5a depicts the mapping of system functions and, optionally, the capabilities and performers that provide them to operational activities. The SV-5a identifies the transformation of an operational need into a purposeful action performed by a system or solution.

b. During requirements definition, the SV-5a plays a particularly important role in tracing the architectural elements associated with system function requirements to those associated with user requirements.

c. The intended usage of the SV-5a includes:

- Tracing functional system requirements to user requirements.
- Tracing solution options to requirements.

- Identification of overlaps or gaps.

8. SV-5b – Operational Activity to Systems Traceability Matrix

a. The SV-5b addresses the linkage between described in SV-1 Systems Functionality Description and Operational Activities specified in OV-5a Operational Activity Decomposition Tree or OV-5b Operational Activity Model. The SV-5b depicts the mapping of systems and, optionally, the capabilities and performers that provide them to operational activities. The SV-5b identifies the transformation of an operational need into a purposeful action performed by a system or solution.

b. During requirements definition, the SV-5b plays a particularly important role in tracing the architectural elements associated with system requirements to those associated with user requirements.

c. The intended usage of the SV-5b includes:

- Tracing system requirements to user requirements.
- Tracing solution options to requirements.
- Identification of overlaps or gaps.

9. StdV-1: Standards Profile

a. The StdV-1 defines the technical, operational, and business standards, guidance, and policy applicable to the architecture being described. As well as identifying applicable technical standards, the DoDAF V2.0 StdV-1 also documents the policies and standards that apply to the operational or business context. The DISR is an architecture resource for technical standards that can be used in the generation of the StdV-1 and StdV-2 Standards Forecast.

b. In most cases, building a Standards Profile consists of identifying and listing the applicable portions of existing and emerging documentation. A StdV-1 should identify both existing guidelines, as well as any areas lacking guidance. As with other models, each profile is assigned a specific timescale (e.g., "As-Is", "To-Be", or transitional). Linking the profile to a defined timescale enables the profile to consider both emerging technologies and any current technical standards that are expected to be updated or become obsolete. If more than one emerging standard time-period is applicable to an architecture, then a StdV-2 Standards Forecast should be completed as well as a StdV-1.

c. The intended usage of the StdV-1 includes:

- Application of standards (informing project strategy).
- Standards compliance.

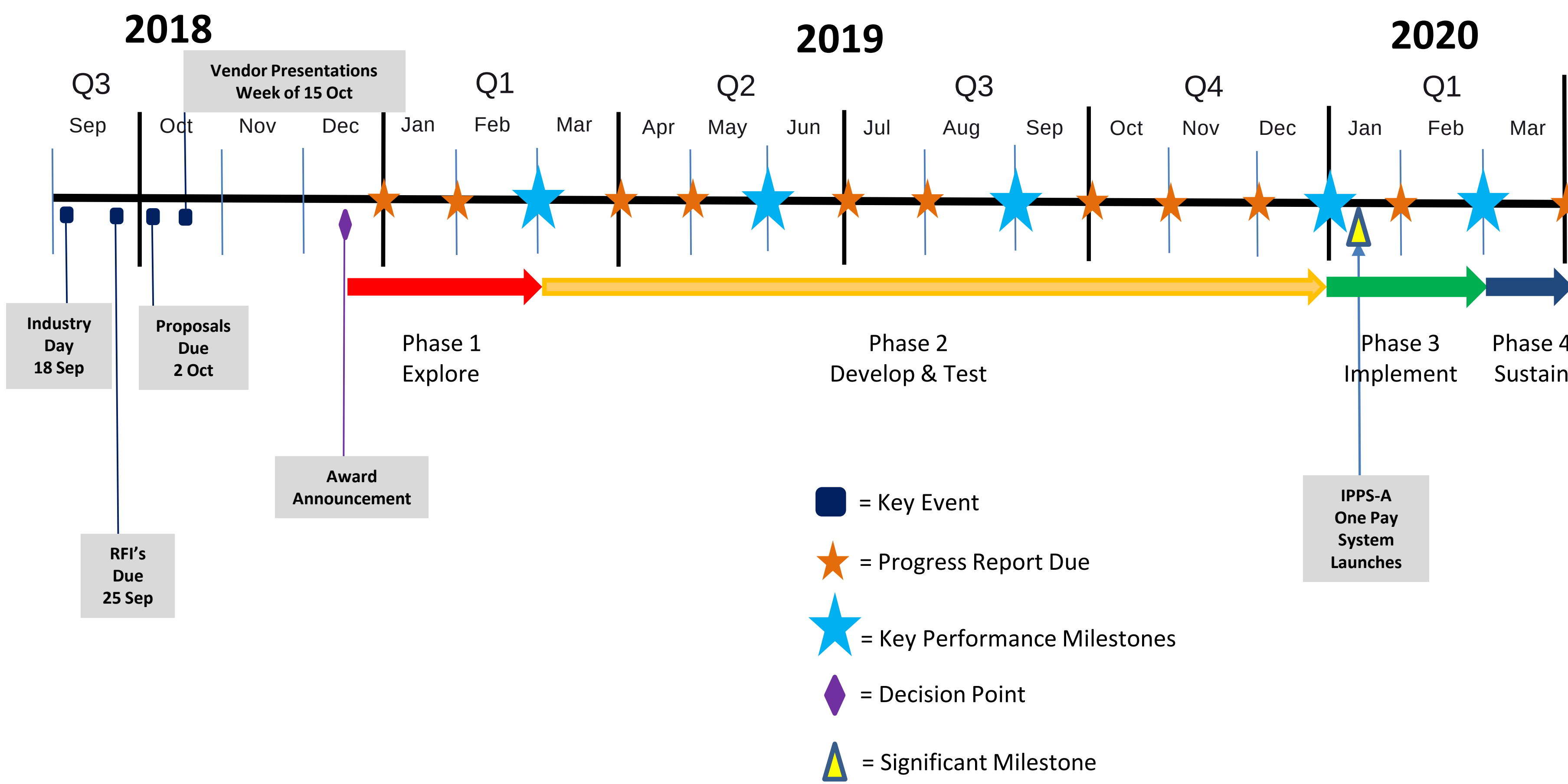
ANNEX F
Acronyms

ACH	Automated Clearing House
AER	Army Emergency Relief
AFAS	Air Force Aid Society
API	Application Program Interface
ARC	American Red Cross
AV	All Viewpoint
AW2	Army Wounded Warrior
AWCTS	Army Warrior Care Tracking System
BAI	Bank Administration Institute
BASD	Basic Active Service Date
CAC	Common Access Card
CBCS	Collection Agency
CGMA	Coast Guard Mutual Aid
COOP	Continuity of Operations
COTS	Commercial Off-the-Shelf Solution
CSV	Comma Separated Value
CTS	Client Tracking System
DD	Department of Defense
DEERS	Defense Enrollment Eligibility Reporting System
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Agency
DOB	Date of Birth
DoD	Department of Defense
DoDAF	Defense Architecture Framework
DODID	Department of Defense ID #
EBMS	Enterprise Business Management Solution
EFT	Electronic Funds Transfer
ETS	Expiration of Term of Service
FAFSA	Free Application for Federal Student Aid
FedRAMP	Federal Risk and Authorization Management Program
HQ	Headquarters
HR	Human Resources
IPPS-A	Integrated Personnel and Pay System – Army
IRS	Internal Revenue Service

ANNEX F
Acronyms

IT	Information Technology
NIST	National Institute of Standards and Technology
NLT	No Later Than
NMCRS	Navy and Marine Corps Relief Society
NSF	Insufficient Funds
OMAS	Other Military Aid Societies (Air Force, Navy & Marine Corps, Coast Guard)
OV	Operational Viewpoint
PACER	Public Access to Court Electronic Records
PII	Personally Identifiable Information
POC	Point of Contact
RET	Retirement
RFP	Request for Proposal
SAF	Service to the Armed Forces
SOW	Statement of Work
SSN	Social Security Number
StdV	Standards Viewpoint
STIG	Security Technical Implementation Guides
SV	Services Viewpoint
UIC	Unit Identification Code
VA	Veterans Affairs

Timeline Estimate for Replacement of AER Enterprise Business-Management System



As of 16 August 2018

"Soldiers Helping Soldiers"