



Office of the
Chief Financial Officer

Strategic Investments Division (SID) Overview

2 February 2017



Strategic Investments Division

Vision and Mission

- **VISION:** Recognized as the Agency’s trusted agent for comprehensive, Agency-level strategic analyses and performance assessments to inform institutional and programmatic investment options and decision-making to accomplish NASA’s Mission
- **MISSION:** SID delivers transparent, independent analyses and advice providing a unique perspective on NASA-wide investment strategies to deliver the optimum portfolio in alignment with the Agency’s strategic direction while promoting good governance to ensure NASA delivers on its commitments to external stakeholders.



V A L U E S

TRANSPARENCY

COLLABORATION

PROFESSIONALISM

INDEPENDENCE

Strategic Investments Division

Focus Areas



Strategic Planning, Performance Management and Reporting

Serve as the Performance Improvement Officer (PIO) staff and advise and assist the Administrator and Associate Administrator/Chief Operating Officer (COO) to ensure achievement of the Agency's mission and goals through strategic planning, performance planning, regular performance measurement, analysis, and communication



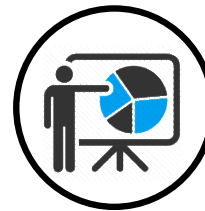
Portfolio Intelligence and Analysis

Conduct Mission Directorate portfolio programmatic analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission



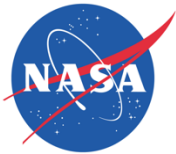
Agency Investment Analysis

Conduct Agency-level portfolio programmatic analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission



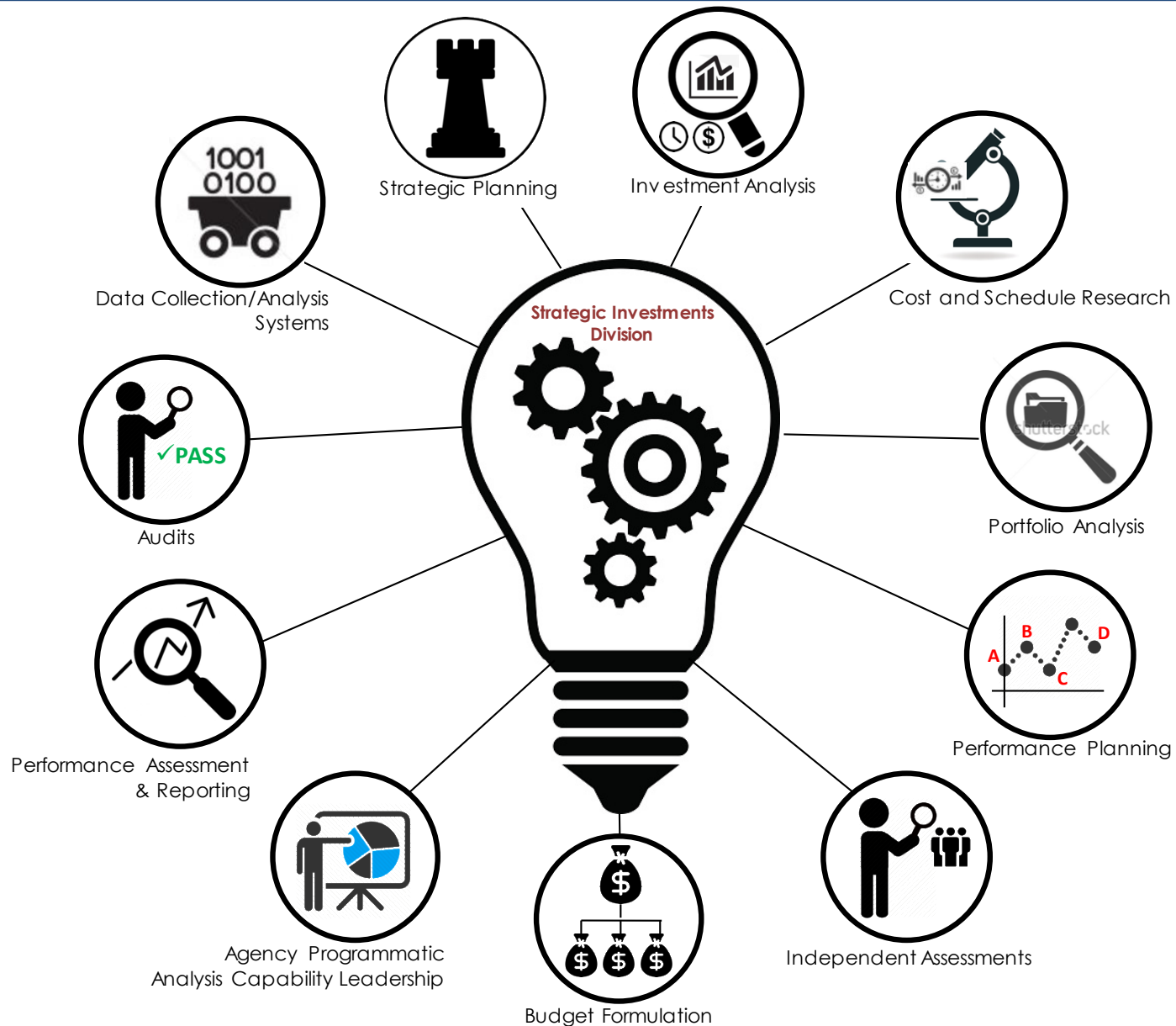
Programmatic Analysis Research & Capability Leadership

Build the Agency Programmatic Analysis Capability (APAC) by implementing Agency policies and encouraging best practices, facilitating communities of practice with internal and external stakeholders and subject matter experts, and cultivating the human network of programmatic analysts across NASA and connecting them to high-quality training, tools, and other leadership resources.



What we do

Mutually-dependent Functions





Strategic Investments Division

Revision: 23 January 2017

SID Staff On-Board: 35 + 2 Detailees

- CS On-board: 26
- CS Detailed in: 2
- CS Detailed out: 0
- Vacancies: 2 CS
- WYE On-board: 9

Strategic Investments Division
Division Director: Cris Guidi

Agency Programmatic Analysis & Research Capability
Team Lead: Charley Hunt

SID/BD Division Support
 • Carmen Alatorre-Martin (WYE)

- James Johnson (JPL)
- Michele King (LaRC)
- Frank Robinson (GRC) (detailee in)
- Robin Smith (LaRC)
- **Vacancy**
- Justin Hornback (WYE- LaRC)
- Courtney Mason (WYE)

Strategic Planning, Performance Management & Reporting Branch
Branch Chief: David Walters

- Lewis Dotson
- Chris FitzSimonds
- Eric Plumer
- Naki a Marks
- **Vacancy**
- Nick Craven (WYE)
- Tara Halt (WYE)
- Anne Simmons (WYE)
- Billy West (WYE)

Portfolio Intelligence & Analysis Branch
Branch Chief: Ted Mills

- Brian Card
- Rob Giannini
- Kevin Gilligan
- Arnold Hill
- Mark Hill
- Derek Hodgins
- Tracy Osborne

Agency Investment Analysis Branch
Branch Chief: Alesyn Lowry

- Chris Chromik (LaRC)
- Ellen Gertsen
- Richard Greathouse (LaRC)
- Marc Greenberg
- Emma Lehnhardt
- Ron Ray (detailee in)
- Wallace Willard (MSFC)
- Sabrena Yedo
- Raphael Perrino (WYE)
- John Conafay (WYE)



By the Numbers

SID Demographics

(As of: 24January 2017 - Includes Civil Servants and Contractors; No Detailees)



35

Total Headcount

26

Civil Servants

9

Contractors



35%

(12)

Bachelors Degree

65%

(23)

Masters Degree



39.3

Average age

63%

(22)

25-39 years old

37%

(13)

40-69 years old



76%

(27)

NASA HQs

24%

(8)

Remote

15% (5): Langley Research Center
3% (1): Marshall Space Flight Center
3% (1): Jet Propulsion Laboratory
3% (1): North Carolina



53%

(18)

Non-Minority Male

26%

(9)

Non-Minority Female

9%

(3)

Minority Male

12%

(5)

Minority Female

*



7%

(2)

SES / SL

12%

(3)

GS-15 Supervisory

62%

(16)

GS-15 Non-Supervisory

19%

(5)

GS-14

Strategic Investments Division



Front Row: Charley Hunt, Rich Greathouse, Jillian Taylor, Marc Greenberg, Chris FitzSimonds, Ron Ray

Middle Row: Anne Simmons, Carmen Alatorre-Martin, Michele King, Ellen Gertsen, Emma Lehnhardt, Eric Plumer, Raphael Perrino, Kevin Gilligan, Cris Guidi, Nakia Marks, Alesyn Lowry

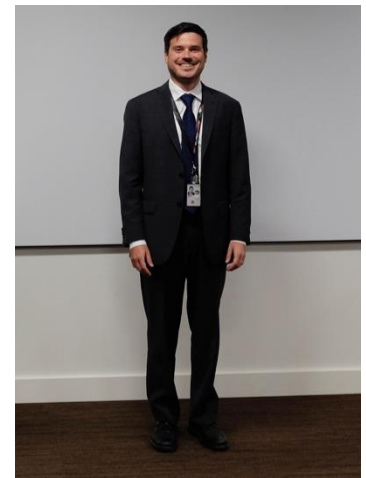
Back Row: Frank Robinson, Ted Mills, Chris Chromik, Derek Hodgins, Wallace Willard, Robin Smith, Justin Hornback, Nick Craven, Arnold Hill, Billy West, Robert Giannini, David Walters, Lewis Dotson, Tracy Osborne



Pictured Left to Right: Courtney Mason, Mark Hill, Tara Halt, Sabrena Yedo

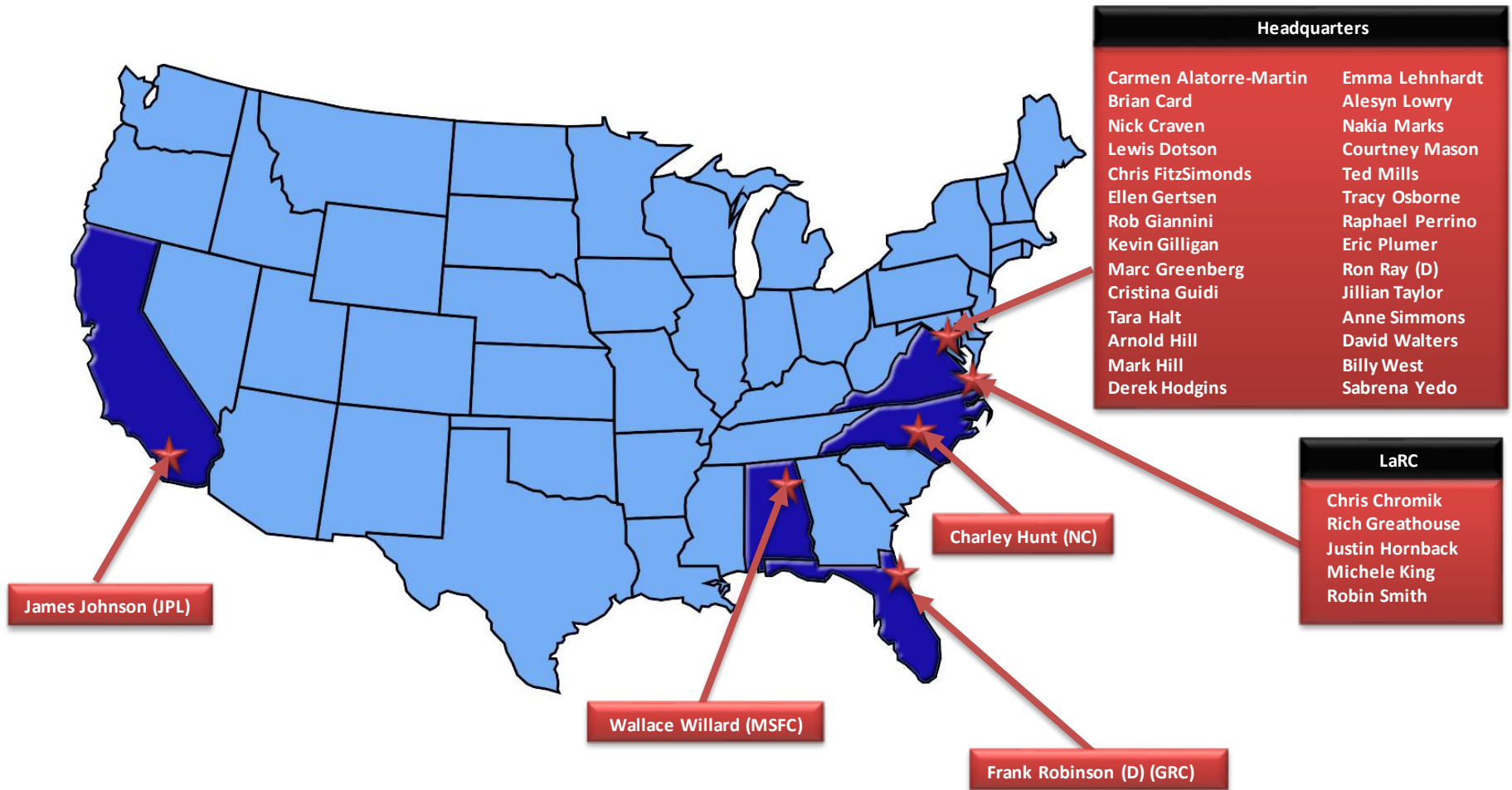


Pictured Left to Right: Brian Card, Vermithrax Pejorative (in waste bin), James Johnson



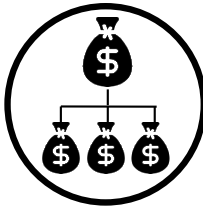
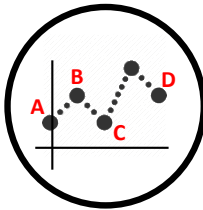
Distributed Team

Staying Connected with Frequent Face-to-Face Meetings



Strategic Planning, Performance Management, & Reporting

Strategy, Tactics/Products



- Inform, manage, and coordinate Agency strategic planning process by developing the NASA Strategic Plan and conducting **long-range programmatic analyses** to answer critical questions needed to shape and implement NASA's priorities and direction [[Strategic Plan](#), [Strategic Assessments](#)]
- Evaluate potential strategic impacts of legislation, guidance, and policy on NASA's programs and long-range mission and goals
- Monitor **progress of organizational goals and objectives** and periodically evaluate progress through implementation of Government Performance and Results Act Modernization Act (GPRAMA) requirements and OMB Circulars A-11, A-123, an A-136 guidance by monitoring the quality and performance of programs against the plan [[Strategic Reviews \(SOAR\)](#), [Annual Performance Report/Annual Performance Plan \(APR/APP\)](#), [Annual Performance Indicator \(API\) Assessments](#), [Cross Agency Performance \(CAP\) Goals](#), [Annual Financial Report \(AFR\)](#)]
- Lead Planning and Programming phases of the PPBE process to ensure strategic guidance is translated into achievable and credible budget submittal resulting in a portfolio that meets Agency goals [[Strategic Programming Guidance \(APG\)](#) thru [Program and Institutional Guidance \(PAIG\)](#), [Trade Space Analysis \(Issue papers\)](#), [Budgeting and Execution Support \(Congressional Justification\)](#)]
- Institutionalize the use of programmatic data collected to better understand cost and schedule growth and to improve future estimates [[Cost & Schedule Reporting \(OMB Quarterly\)](#), [Major Program Annual Report \(MPAR\)](#), etc.]
- Support and coordinate **programmatic and GPRAMA audits** through monitoring, tracking, and reporting concerns/recommendations to ensure timely resolution of corrective actions and conduct analyses to determine trends and Agency-wide issues. [[QuickLook Book](#), [High Risk](#), [GPRAMA](#)]



Team Assignments

Strategic Planning, Performance Management, & Reporting Branch Chief: David Walters

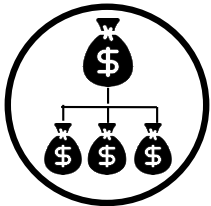
Activity	Primary POC	Alternate POC	Tauri POC
GAO QuickLook Book	David Walters	Ellen Gertsen	Billy West
GAO High Risk	Ellen Gertsen	David Walters	n/a
GPRAMA Audits	Ellen Gertsen	Chris FitzSimonds	Billy West
EVM Working Group	Ellen Gertsen	David Walters	n/a
Evidence and Evaluation	Chris FitzSimonds	Ellen Gertsen	n/a
Strategic Reviews	Ted Mills	Emma Lehnhardt	n/a
Agency Financial Report & Summary of Performance and Financial Information	Emma Lehnhardt	David Walters	Nick Craven
Strategic Plan	Ellen Gertsen	Emma Lehnhardt	n/a
Agency Priority Goals & Cross-Agency Priority Goals	Chris FitzSimonds	David Walters	Jillian Taylor
Performance Planning and Performance Assessments	Chris FitzSimonds	David Walters	Anne Simmons, Jillian Taylor
Annual Performance Report/Annual Performance Plan	David Walters	Chris FitzSimonds	Anne Simmons, Jillian Taylor
Enterprise Risk Management	Frank Robinson	Emma Lehnhardt	
FedStat	Chris FitzSimonds	Emma Lehnhardt	n/a
WBS Chart	Chris FitzSimonds	David Walters	Nick Craven
Newsletter	Nick Craven	David Walters	n/a
Community of Practice	Jillian Taylor	David Walters	n/a
Performance Management Systems	David Walters	Chris FitzSimonds	Tara Halt

Portfolio Intelligence and Analysis

Strategy, Tactics/Products



Conduct Mission Directorate portfolio programmatic analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission



- Provide **portfolio insight, foresight**, and recommendations regarding the **programmatic performance of programs, projects, and institutional investments** that enables responsible budgeting and proactive management decisions so that NASA can efficiently manage cost, schedule, and risk; provide recommendations on investment decisions that encompass (but are not limited to) Key Decision Point (KDP) recommendations for Chief Financial Officer (CFO) signature and issue papers themselves; facilitate the KDP Decision Memorandum/data sheet and issue paper processes



- Assess **affordability and credibility of current and proposed NASA investments**, program plans, and project plans for multi-year acquisitions to advise Mission Directorates, senior leadership, and external stakeholders regarding the development of executable Agency strategies; confirm accuracy of program/project commitment under current budgets, while ensuring external commitments are defensible, and inform the Agency of disconnects
- **Products and Services**
 - Mission Directorate Portfolio Monitoring and Analysis
 - Baseline Performance Review (BPR) Independent Assessment
 - Lifecycle Reviews
 - PPBE Support
 - Portfolio Investment Analyses
 - Historical Analyses
 - Consultation to Mission Directorates



Office of the
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Team Assignments

Portfolio Intelligence and Analysis

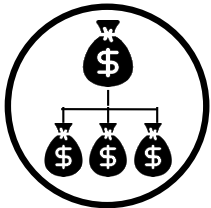
Branch Chief: Ted Mills

Activity	Primary POC	Alternate POC
Aeronautics Mission Directorate	Brian Card	
Human Exploration & Operations Mission Directorate		
Exploration Systems Development (ESD)	Derek Hodgins	Robert Giannini
Advanced Exploration Systems (AES)	Derek Hodgins	Robert Giannini
Humans to Mars (H2M)	Derek Hodgins	Robert Giannini
Asteroid Robotic Redirect Mission (ARRM)	Robert Giannini	Derek Hodgins
International Space Station (ISS)	Robert Giannini	Derek Hodgins
Space Communications and Networks (SCaN)	Robert Giannini	Derek Hodgins
Launch Services Programs (LSP)	Robert Giannini	Derek Hodgins
Commercial Crew Program (CCP)	Robert Giannini	Derek Hodgins
Mission Support Directorate		
OCIO (Information Technology)	Mark Hill	Arnold Hill
SSMS (Procurement, Facilities, Education, etc)	Arnold Hill	Mark Hill
Science Mission Directorate		
Astrophysics	Tracy Osborne	Kevin Gilligan
Earth Sciences	Tracy Osborne	Kevin Gilligan
Reimbursables	Tracy Osborne	Kevin Gilligan
Planetary Sciences	Kevin Gilligan	Tracy Osborne
Heliophysics	Kevin Gilligan	Tracy Osborne
James Webb Space Telescope (JWST)	Alesyn Lowry	Tracy Osborne
Space Technology Mission Directorate	Brian Card	
Key Decision Point Decision Memos/Datasheet/Briefing Archival	Lewis Dotson	

For Internal Use Only

Agency Investment Analysis

Strategy, Tactics/Products



Conduct Agency portfolio programmatic analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission

- Perform **Agency-level analyses and evaluations of alternative** strategies, to include adjustments to content, schedule, labor, budget, and acquisitions in relation to NASA and external stakeholder objectives and priorities to understand impacts and gaps in achieving NASA's Mission;
- Assess **affordability and credibility** of current and proposed NASA investments, program plans, and project plans for multi-year acquisitions to advise Mission Directorates, senior leadership, and external stakeholders regarding the development of executable Agency strategies; confirm accuracy of program/project commitment under current budgets, while ensuring external commitments are defensible, and inform the Agency of disconnects;
- Provide **insight to historical strategic analysis**, delivering context to leadership for informed decision-making on program budget; trend analysis; budget, presidential, and congressional adjustments; and other analyses, and demonstrating how programs, projects, technology budgets, and trends fared over time as well as evaluation of past strategies and comparisons of execution of those strategies
- **Products and Services**
 - Planning, Programming, Budgeting & Execution (PPBE) Support: Passback Analysis
 - Agency Mission Planning Manifest (AMPM)
 - Agency-level Alternative Scenario Planning: Trade Space/Analysis of Alternatives, Strategic Alignment and Gap Analysis, Workforce Assessments, Capability Assessments
 - Tools and Model Development
 - Historical Analyses: Cost/Schedule Growth, Budget Traces, AMPM Launch Dates, etc.

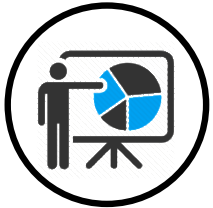


Team Assignments

Agency Investment Analysis

Branch Chief: Alesyn Lowry

Activity	Primary POC	Alternate POC	
Agency Analysis Model Development and Maintenance	Sabrena Yedo	Alesyn Lowry	
Agency Mission Planning Manifest (AMPM)	Alesyn Lowry	Sabrena Yedo Emma Lehnhardt	
Multi-AMPM Cadence (MAC) Analysis	Raphael Perrino	Alesyn Lowry	
PPBE/Passback Analysis	Alesyn Lowry	Emma Lehnhardt	
Cost Research for Agency Analysis	Marc Greenberg		
Metrics Framework	Ellen Gertsen	Emma Lehnhardt	
Strategic Objectives Annual Review + (SOAR+)	Ted Mills	Ellen Gersten Emma Lehnhardt	
Research & Development Tracking	Alesyn Lowry		
Future Investment Model (FIM) – Mission Directorate/Center/FTE Modeling	Alesyn Lowry	Sabrena Yedo Emma Lehnhardt	
Agency Portfolio Assessments	Alesyn Lowry	Emma Lehnhardt	
Cost Analysis Data Requirements (CADRe)	Eric Plumer	James Johnson	
Agency Forensics Analysis/Special Studies	Rich Greathouse	Wallace Willard	
Explanation of Change	Wallace Willard	Rich Greathouse	
Mission Directorate-Specific Portfolio Scenario Planning/Assessments			
	Aeronautics	Brian Card	
	Human Exploration & Operations	Derek Hodgins	Robert Giannini
	Mission Support Directorate	Mark Hill	Arnold Hill
	Science Mission Directorate	Tracy Osborne	Kevin Gilligan
	Space Technology Mission Directorate	Brian Card	



Build the capability for Agency programmatic analysis by facilitating communities of practice with internal and external stakeholders and subject matter experts, implementing Agency policies, and encouraging best practices, thereby cultivating and providing insight to the human network of programmatic analysts across NASA and connecting them to high-quality training, tools, and other leadership resources.

- Act as **steward of NASA cost and schedule policies and key programmatic capabilities** such as cost and schedule analysis capabilities, methods, and tools
- Provide leadership in building the skills of the analytical workforce and **developing and promoting improved analytic tools, methods, and data collection techniques** for analyzing NASA strategic investment planning
- Maintain the **quality, integrity, and independence of Agency programmatic assessment capability**
- Strengthen and nurture the Agency programmatic assessment skill base by providing leadership and policy for **programmatic discipline training**
- Perform **programmatic analysis research** to continue to improve the programmatic assessment capability process, toolset, and training
- Institutionalize the **collection and use of programmatic data** to better understand risk-impacted cost and schedule growth and to improve future estimates.
- Track Program and project programmatic assessment findings and perform **research of systemic trends in performance of the Agency's programs and projects**, to shed light onto the effectiveness of the Agency's policy initiatives directed to improve project performance, and to understand where the Agency might improve core capabilities, analysis methodologies, tools, and training resources

Products and Services

- Independent Review Processes and Logistics
 - Standard Operating Procedure Instruction (SOPI)
 - Programmatic Analyst vetting and selection
 - Programmatic Analyst Training
- Cost and Schedule Data Collection
- Cost and Schedule Policy/Guidance
- Cost and Schedule Tool/Model Development
- Programmatic Analysis Advisory Consulting
- Programmatic Analysis Training
- Cost and Schedule Estimating Research
- Communities of Practice (working groups)



Office of the
Chief Financial Officer

Team Assignments

Agency Programmatic Analysis Research & Capability

Team Lead: Charley Hunt

Activity	Primary POC	Alternate POC
Programmatic Analysis Advisory Consulting		
Costing Support	Charley Hunt	James Johnson
Scheduling Support	Michele King	Robin Smith
SRB Programmatic Analysis Support	Charley Hunt	Justin Hornback (Reed)
Range Estimate and Joint Cost and Schedule Confidence Level Policy		
Policy Clarification and Jumpstart Assistance	Charley Hunt	James Johnson
Waiver/Tailor Request	Charley Hunt	James Johnson
Cost Analysis Data Requirement (CADRe)	Eric Plumer	James Johnson
One NASA Cost Engineering (ONCE) Database	James Johnson	Eric Plumer
Handbooks and Documents		
Standard Operating Procedure Instruction (SOPI)	Brian Rutkowski (OCE)	Charley Hunt
Cost Estimating Handbook	Chris Chromik	James Johnson
Schedule Management Handbook	Michele King	Robin Smith
Schedule Initiative	Michele King	Robin Smith
Programmatic Analysis Training	Michele King	Chris Chromik
Cost and Schedule Estimating Research	Charley Hunt	Marc Greenberg
Cost Tool/Model Development	James Johnson	Charley Hunt
Schedule Tool/Model Development	Michele King	Robin Smith
Independent Assessment Peer Reviews	Rich Greathouse	Chris Chromik
Contracting	Nakia Marks	Charley Hunt
APAC Information Management	Courtney Mason (FIS)	Nakia Marks

Strategic Investments Division (SID)										
VISION	<i>Recognized as the Agency's trusted agent for comprehensive, Agency-level strategic analyses and performance assessments to inform institutional and programmatic investment options and decision-making to accomplish NASA's Mission.</i>									
VALUES	TRANSPARENCY			COLLABORATION		PROFESSIONALISM		INDEPENDENCE		
KEY MESSAGES	SID undertakes to be open, honest and accountable			SID emphasizes collaboration across diverse skill sets within SID, across NASA, and the NASA stakeholder community		SID adheres to the highest professional standards in performance of work and interactions with others		SID maintains a distinct, unbiased, independent, and objective perspective in analysis and reporting		
MISSION	SID delivers transparent, independent analyses and advice providing a unique perspective on NASA-wide investment strategies to deliver the optimum portfolio in alignment with the Agency's strategic direction while promoting good governance to ensure NASA delivers on its commitments to external stakeholders.									
FOCUS AREAS	Strategic Planning, Performance Management and Reporting			Programmatic Intelligence and Analysis		Agency Investment Analysis		Agency Programmatic Analysis Research & Capability		
PURPOSE	Advise and assist the Administrator and Associate Administrator/Chief Operating Officer (COO) to ensure achievement of the Agency's mission and goals through strategic planning, performance planning, regular performance measurement, analysis, and communication.			Conduct Mission Directorate portfolio and budget analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission.		Conduct Agency-level portfolio and budget analyses to inform internal Agency decision-makers and external stakeholders to ensure NASA has the correct mix of programs and projects to accomplish its Mission.		Build the Agency Programmatic Analysis Capability (APAC) by implementing Agency policies and encouraging best practices, facilitating communities of practice with internal and external stakeholders and subject matter experts, and cultivating the human network of programmatic analysts across NASA and connecting them to high-quality training, tools, and other leadership resources.		
ATTRIBUTES	Accountability	Commitment	Predictability	Knowledgeable	Flexible	Balanced	Cultivate	Educate	Innovate	
STRATEGIES FOR DELIVERY	<ul style="list-style-type: none"> Inform, manage, and coordinate Agency strategic planning process by conducting long-range programmatic analyses to answer critical questions needed to shape and implement NASA's priorities and direction Evaluate potential strategic impacts of legislation, guidance, and policy on NASA's programs and long-range mission and goals; Monitor progress of organizational goals and objectives and periodically evaluate progress through implementation of Government Performance and Results Modernization Act (GPRAMA) requirements and OMB Circular A-11 guidance by monitoring quality and performance of programs against the plan Report to external stakeholders NASA's GPRAMA goals and objectives, presented in annual performance plans, and results of progress made toward achieving those annual performance plans. Lead Planning and Programming phases of PPBE process to ensure strategic guidance is translated into achievable and credible budget submittal resulting in a portfolio that meets Agency goals Institutionalize use of programmatic data collected to better understand cost and schedule growth and to improve future estimates Support and coordinate programmatic and GPRAMA audits through monitoring, tracking, and reporting concerns/recommendations to ensure timely resolution of corrective actions and conduct analyses to determine trends and Agency-wide issues 			<ul style="list-style-type: none"> Provide portfolio insight, foresight, and recommendations regarding programmatic performance of programs, projects, and institutional investments that enable responsible budgeting and proactive management decisions so that NASA can efficiently manage cost, schedule, and risk Provide consultation and recommendations on OCFO Products and investment decisions that encompass (but are not limited to) KDP recommendations for Chief Financial Officer signature and issue papers themselves Facilitate the KDP Decision Memorandum, data sheet and issue paper processes Assess affordability and credibility of current and program/project plans for multi-year acquisitions to advise OCFO leadership, Mission Directorates, and Agency senior leadership Confirm accuracy of program/project commitment under current budgets, while ensuring external commitments are defensible, and inform the Agency of disconnects 		<ul style="list-style-type: none"> Perform Agency-level analyses and evaluations of alternative strategies, to include adjustments to content, schedule, labor, budget, and acquisitions in relation to NASA and external stakeholder objectives and priorities to understand impacts and gaps in achieving NASA's Mission Assess affordability and credibility of current and proposed NASA investments to advise OCFO leadership, Mission Directorates, and Agency senior leadership Provide insight into Agency strategy and resource allocation, delivering context to Agency leadership to enable informed decision-making, and inform external stakeholders; to include assessments, trending, and forecasting of budgets, mission content, workforce, costs, and other factors influencing the ability of NASA to achieve its mission 		<ul style="list-style-type: none"> Act as steward of NASA cost and schedule policies and key programmatic capabilities such as cost and schedule analysis capabilities, methods, and tools Provide leadership in building the skills of the analytical workforce and developing and promoting improved analytic tools, methods, and data collection techniques for analyzing NASA strategic investment planning Maintain the quality, integrity, and independence of Agency programmatic assessment capability Strengthen the abilities of individuals with the goal of institutionalizing sustainable practices that will aid NASA in continuously improving its programmatic capabilities, including cost estimating and schedule risk analysis Strengthen and nurture the Agency programmatic assessment skill base by providing leadership and policy for programmatic discipline training Perform programmatic analysis research to continue to improve the programmatic assessment capability process, toolset, and training Institutionalize the collection and use of programmatic data to better understand risk-impacted cost and schedule growth and to improve future estimates Track Program and project programmatic assessment findings and perform research of systemic trends in performance of the Agency's programs and projects, to shed light onto the effectiveness of the Agency's policy initiatives directed to improve project performance 		
TACTICS / PRODUCTS AND PROCESSES	<ul style="list-style-type: none"> Strategic Planning Strategic Budget Planning and Programming Budgeting Cost/ Schedule Reporting 	<ul style="list-style-type: none"> Performance Reporting <ul style="list-style-type: none"> APR/APP & AFR APGs CAP Goals SOAR Legislative Requirements (e.g., OMB A-11, A-123) Performance Assessments 	<ul style="list-style-type: none"> GAO/IG Audits Performance Business Systems (PMMI, PMMe) Performance Community of Practice 	<ul style="list-style-type: none"> Mission Directorate Consultation on OCFO Products Performance Monitoring and Forecasting analysis BPR/OCFO Monthly Reviews Lifecycle Reviews Key Decision Point Memos/Datashets Portfolio Investment Analysis 	<ul style="list-style-type: none"> Agency Investment Analyses <ul style="list-style-type: none"> Trade Space/AoA Strategic Alignment/Gap Analysis Workforce /Capability Assessments Passback Assessment GAO High Risk Trace 	<ul style="list-style-type: none"> Agency Mission Planning Manifest (AMP/PM) Analysis Tools/Model Development Historical Analyses <ul style="list-style-type: none"> Budget traces Cost/Schedule Growth AMP/PM Launch Dates Workforce 	<ul style="list-style-type: none"> Cost/schedule policy Tool development Cost estimating research Independent Review Logistics (vetting, selection, training) ONCE Database Development 	<ul style="list-style-type: none"> Independent Review processes and Standard Operating Procedures Programmatic Analysis Training Peer Reviews CADRe 	<ul style="list-style-type: none"> Programmatic Consulting Working Group Leadership Community of Practice – ScoPE, ECASG, CIPT, etc. 	