



BFEM

STRATEGIC PLANNING
BUDGET FORMULATION
PERFORMANCE MANAGEMENT

BUREAU OF THE FISCAL SERVICE

BFEM Performance Management: Generating Performance Reporting for the PAR

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BFEM Application

- The BFEM Application is owned and operated by the federal government (GOTS: Government off-the-shelf).
- Developed using open source code, BFEM has no annual user licenses.
- BFEM offers a shared production and test environments with logical separation of data, so fixed costs for the application are split among the entire customer base.
- Any customer enhancement requests are designed generically so all customers may benefit from any enhancement.

BFEM Capabilities



Customers use the **Budget Formulation** capabilities to:

- Collect and aggregate financial and human resource allocations/requests and their justifications to support formulation of an agency's budget,
- Create budget sets that maintain distinct phases of the budget process with full audit trails and track changes on the budget, and
- Generate analytical reports and budget documents such as the OMB Submission, Congressional Justifications, Budget Summary, and MAX A-11.



Customers use the **Performance Management** capabilities to:

- Define measures, goals, and milestones, and support distributed data calls for collection of all defined measures,
- Control reporting periods, provide exception reporting, and compare metrics to forecasts and actual performance,
- Support inclusion of measures into budget formulation documents, and
- Generate the Annual Performance Plan (APP), Annual Performance Report (APR), or the Performance section of the annual Congressional Budget Submission.



Customers use the **Strategic Planning and Programming** capabilities to:

- Create a baseline budget by applying inflation factors at any level, and to analyze and adjust the baseline,
- Develop and perform analysis of strategic initiatives or options, capturing the narrative description, cost analysis, and performance analysis of an option in a single system,
- Build scenarios by approving or disapproving specific options to see the impact of decisions on the budget, and
- Produce strategic planning documents with dynamic tables linked to both performance and budget data.



Performance Competencies

- **Data Collection**

Agency-controlled configuration of data collection and data calls with a streamlined data entry interface for end user.

- **Document and Report Production**

Analytical and document reports in Excel, Word, and XML. Can generate the full APP&R or the Performance section of the PAR.

- **GPRA Modernization Act Support**

- BFEM Data model supports Goals hierarchy, Measures and Milestones;
- Integration with Budget Formulation for Performance Budgeting;
- Machine-readable exports for Performance.gov submissions



Performance Measures

Short Name: Status:

Full Name:

Description:

Resp. Official: Sort Order:

Measure Type: Collection Frequency:

Data Types

Assigned Data Types

Name	Type	Description	Calc Type	Eval Criteria
<input checked="" type="checkbox"/> DOLLARS	Number	DOLL\$	Manual	<input type="text" value="Above"/>

Organizations

Annual Actual Performance is Estimated:

Shortfalls/Future Plans:

Annual Values

Proposed Target:

Final Target:

Actual Performance:

Periodic Values

Reporting Period	Result	Comment
1	0.4782	The majority of collections occur during the tax season, which is from February to May....
2	3.74	The majority of collections occur during tax season, which is from February to May. FM...
3	5.56	FMS is currently exceeding the FY 2011 target.
4	6.17	

- Performance metric
- Can be lined to strategic goals and/or budget
- Custom fields for definition and tracking progress
 - Quantitative and qualitative fields
 - Target and actual result
Definition for meeting target (>, <, =)
 - Annual and periodic data collection
 - Any number or configuration of fields allowed to meet agency needs.



Organizations

Organizations

Refresh

?

Filter:

x

FY: 2011

v

Abbreviation	Name
TREAS	Treasury
TA	Tax Administration
IRS	Internal Revenue Service
FSO	Fiscal Service Operations
FMS	Financial Management Service
BPD	Bureau of the Public Debt
MaF	Management and Financial
DOS	Departmental Offices Summary
DO	Departmental Offices - S & E
FinCEN	Financial Crimes Enforcement Network
TTB	Alcohol and Tobacco Tax and Trade Bureau
OIG	Office of Inspector General
TIGTA	Inspector General for Tax Administration
CDFI	Community Development Financial Institution...
TEOAF	Treasury Forfeiture Fund
TFF	Treasury Franchise Fund
BEP	Bureau of Engraving and Printing
Mint	United States Mint
OCC	Office of Comptroller of the Currency
OTS	Office of Thrift Supervision
SIGTARP	Special IG for TARP

- Data for measures is assigned and collected in the context of a specific organization
- Organization assignments to users control access to data
- Organizations can be organized hierarchically
- Allows for linking performance to Budget Formulation and Strategic Planning



Goals (Strategic Plan)

Name	Status	Type	Frequency
▶ 📁 1	ACTIVE	Strategic Goal	
▶ 📁 2	ACTIVE	Strategic Goal	
▲ 📁 3	ACTIVE	Strategic Goal	
▶ 📁 3	ACTIVE	Strategic Goal	Annual
▶ 📁 3.1	ACTIVE	Outcome	
▲ 📁 3.2	ACTIVE	Outcome	
▶ 📁 3.2	ACTIVE	Outcome	Annual
▶ 📁 3.2.1	ACTIVE	Objective	
▶ 📁 3.2.2	ACTIVE	Objective	
▲ 📁 3.2.3	ACTIVE	Objective	
▶ 📁 3.2.3	ACTIVE	Objective	Annual
▲ 📁 3.2.3.1	ACTIVE	Multi-year Perform...	
▶ 📁 3.2.3.1	ACTIVE	Multi-year Perform...	Quarterly
▲ 📁 3.2.3.1: ST-12-9	ACTIVE	Annual Performanc...	Quarterly
2014 (277J) Cros	ACTIVE		
2013 (277J) Cros	ACTIVE		
2012 (277J) Cros	ACTIVE		
2011 (277J) Cros	ACTIVE		
▶ 📁 3.2.4	ACTIVE	Objective	
▶ 📁 3.2.5	ACTIVE	Objective	
▶ 📁 3.3	ACTIVE	Outcome	

Goals can be used to group measures together

- Goals can be arranged hierarchically
 - Example: strategic plan



Configuration Options

- **Custom Fields**

- Attributes
 - Available for goals and measures
 - Allow global or annual data collection
- Data Collection Types
 - Allow periodic or annual data collection for measures
- Data types
 - Number
 - Text
 - Date
 - File
 - Select List

- **Reporting Periods and Data Entry Windows**

- Define any number of reporting periods per year
- Lock edits for certain fields
 - Example: periodic result for Q3 is only editable during for two weeks after Q3 ends



Data Calls

Data Calls

FY: 2016 Add Delete Clear Selections Copy Paste ? <<

Name	Starts	Ends	Status
Sherri M...	05/01/2016	07/17/2016	ACTIVE
Beth Dic...	05/01/2016	07/17/2016	ACTIVE
Sherri M...	08/16/2016	10/31/2016	ACTIVE
Desiree...	05/01/2016	07/17/2016	ACTIVE
APG Dat...	03/28/2016	04/29/2016	ACTIVE
David C...	08/23/2016	10/31/2016	ACTIVE
John Ne...	08/23/2016	10/31/2016	ACTIVE
APG Dat...	03/28/2016	04/29/2016	ACTIVE
APG Dat...	03/28/2016	04/29/2016	ACTIVE
David C...	05/01/2016	07/17/2016	ACTIVE
Q3 Data...	05/01/2016	07/17/2016	ACTIVE
John Ne...	05/01/2016	07/17/2016	ACTIVE
Beth Dic...	08/23/2016	10/31/2016	ACTIVE
Q4 Data...	08/16/2016	10/31/2016	ACTIVE
Desiree...	08/23/2016	10/31/2016	ACTIVE
Devon F...	08/23/2016	10/31/2016	ACTIVE
Fatima ...	08/23/2016	10/31/2016	ACTIVE
Lynn Ivi...	05/01/2016	07/17/2016	ACTIVE
Devon F...	05/01/2016	07/17/2016	ACTIVE
Fatima ...	05/01/2016	07/17/2016	ACTIVE

Data Call Window

☐ Definition

Required: Complete one or more fields

☐ Measure Definition

☐ Global Measure Attributes

☐ Annual Measure Attributes

☐ Annual Values

☐ Periodic Targets

☐ Periodic Results

Optional: Empty fields default to allow all non-restricted results

☐ Measure Types

☐ Global Measure Status

☐ Annual Measure Status

- Pre-filter performance measures based on a wide range of measure criteria
- Provide user and role specific measure views
- Define data entry periods
- Define ability to edit measure fields

Reports

- **Word Reports**

Real-time production-quality output - typically to produce PAR or APP&R

MEASURE: Amount of Delinquent Debt Collected Per \$1 Spent (E)								
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Target	36.4	36.5	40	43	43	43	45	48
Actual	39.97	53.55	54.76	53.76	54.54	51.65*		
Target Met?	Y	Y	Y	Y	Y	Y		

- **Excel Reports**

Displays data from the database in a familiar, user-friendly format;
Report templates can include graphic charts based on the report output

- **XML Reports**

Allow export of PMM data in XML format (Can generate Machine-Readable Report for GPRA Act of 2010)



Document Generation Examples

- BFEM Document Engine allows it to generate any document that can be produced and formatted in Microsoft Word.

Example of a PMM table used for Treasury's BIB:

Performance by Budget Activity

Dollars in Thousands

Budget Activity	Performance Measures	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Trend
		Actual	Actual	Actual	Target	Target	
Audit	Number of Completed Audit Products	75.0	86.0	98.0	86.0	86.0	
Audit	Percent of Statutory Audits Completed by the Required Date	100.0	100.0	100.0	100.0	100.0	
Investigations	Percentage (%) of All Cases Closed During Fiscal Year that were Referred for Criminal/Civil Prosecution or Treasury Administrative Action	84.0	87.0	84.0	80.0	80.0	
Key: DISC - Discontinued, B - Baseline							



Document Generation Examples

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PMM table used by Department of Energy:

Measures for Annual Performance Report							
Federal Salaries & Expenses							
NNSA Federal Salaries & Expenses							
Program	NNSA Federal Salaries & Expenses						
Performance Goal (Measure)	Federal Administrative Costs - Maintain the Office of the Administrator Federal administrative costs as a percentage of total Weapons Activities and Defense Nuclear Nonproliferation program costs at less than 6%.						
Fiscal Year	2014	2015	2016	2017	2018	2019	2020
Target	5.9 %	5.9 %	5.9 %	5.9 %		N/A	N/A
Result	Exceeded - 4.1	Met - 3.9	Met - 3.9			TBD	TBD
Endpoint Target	In keeping with OMB and DOE expectations that administrative costs be minimized, maintain the Office of the Administrator Federal administrative costs as a percentage of total Weapons Activities and Defense Nuclear Nonproliferation program costs at less than 6%.						
Commentary on 2018 Results (Action Plan if Not Met)							
Documentation, Limitations, Methodology, Validation, and Verification							



Document Generation Examples

- Other examples of Word Documents with tables and graphics :

Budget Activities | PART VI

Budget Activities | PART VI

BUDGET ACTIVITY 1:
AmeriCorps State and National
(National and Community Service Act of 1990, Title I, Subtitle C)

Program Summary

For nearly two decades, AmeriCorps has engaged hundreds of thousands of Americans in results-driven community service in every state. AmeriCorps members have dedicated millions of hours of service in communities across the nation — tutoring children who are struggling in school, responding to natural disasters, building homes for low-income families, helping veterans and their families, preserving the environment, and addressing other local community needs. AmeriCorps members are a valuable resource for many of our country's most respected and innovative nonprofit organizations, enhancing their ability to serve the country's most vulnerable citizens.

AmeriCorps' programs are designed and managed by national and community organizations that have demonstrated knowledge, expertise, and capacity to effectively deploy AmeriCorps members. AmeriCorps members address critical challenges identified in the Serve America Act and the CNCS Strategic Plan: disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families.

Serving in many of the nation's most impoverished communities, AmeriCorps provides vital support to America's education and civic sectors, supporting tens of thousands of schools, after-school centers, food banks, homeless shelters, community health clinics, youth centers, and veterans service facilities at a time of strong demand for services. Members help existing organizations expand their reach and impact through their direct service and by mobilizing additional community volunteers.

AmeriCorps leverages substantial private investment each year from businesses, foundations, and other sources. AmeriCorps invests in

Table 4. AmeriCorps State and National Budget Summary (dollars in thousands)

Budget Account	FY12 Enacted	FY13 Annualized CR Level	FY14 Request	Change (FY12-2014)
Formula Grants to States	\$114,970	\$117,529	\$117,307	\$337
Competitive Grants	207,764	208,756	208,361	597
Education Award Program Grants	4,821	4,850	4,841	70
Set-asides for U.S. Territories	3,314	3,329	3,323	9
Set-asides for Indian Tribes	2,334	2,329	2,323	9
Subtotal, Grants Budget Authority	236,183	237,793	237,155	972
Childcare	5,165	5,197	5,187	22
Grantmaking Support	2,000	2,405	2,458	458
Total Budget Authority	\$244,348	\$245,405	\$245,800	\$1,452
Total State and National Members (est.)	67,400	72,200	72,200	5,800

Strategic Goals: Increase impact on communities; enhance volunteer experience; maximize value to grantees, partners and participants.

CNCS FY 2014 Congressional Budget Justification 19

USDA Forest Service

FY 2014 Budget Justification

Budget Line Item

Hazardous Fuels
(dollars in thousands)

	FY 2012 Enacted	FY 2013 Annualized President's CR	FY 2014 Budget	Program Change	Percent of Program Change
Hazardous Fuels					
Annual Appropriations	\$317,076	\$317,076	\$201,228	-\$115,848	-36.54%
Hazardous Fuels Total	\$317,076	\$317,076	\$201,228	-\$115,848	-36.54%
Annual Appropriations FTEs	2,021	2,021	1,485	-536	-26.52%
Total Full-Time Equivalents (FTEs)	2,021	2,021	1,485	-536	-26.52%

	FY 2010 Actual	FY 2011 Actual	FY 2012 Target	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Hazardous Fuels						
Number of acres treated and maintained per million dollars gross investment	4,125	3,910	3,000	3,649	2,800	2,600
Acres moved to a better condition class per million dollars gross investment	1,184	1,060	1,039	944	1,002	980
Percent of treated acres identified in Community Wildfire Protection Plans or equivalent plans	44.9%	60.8%	75.0%	93.0%	75.0%	90.0%
Acres of wildland-urban interface (WUI) high-priority hazardous fuels treated	1,955,057	1,611,991	1,200,000	1,867,202	1,100,000	685,000


FY 2014 Program Changes

The FY 2014 President's Budget proposes a decrease of \$115,848,000 from the FY 2013 Annualized CR. The Budget contains \$1,238,000 for pay costs which includes \$198,000 for annualization of the fiscal year 2013 pay raise and \$1,030,000 for the anticipated fiscal year 2014 pay raise. The pay costs increase would enable the program to cover its increased staff costs without reducing the resources available for program delivery. The Forest Service is continuing to focus on the most strategic acres for treatment, which are often the most expensive.

Funds that may have been spent outside the Wildland Urban Interface (WUI) in previous years will now be combined into IRR to support integrated restoration of National Forest System (NFS) lands.

The remaining Hazardous Fuels program funds in the Wildland Fire Management will focus on the

Hughes Creek Fuels Reduction
Salmon-Challis National Forest



Between 2009 and 2012, fuels were reduced on 12,000 acres of conifer forests on the North Fork Ranger District in Lemhi County, Idaho. The Hughes Creek Fuels Reduction project was a collaborative effort with the Lemhi County Forest Restoration Group. Treatments included commercial thinning, reduction of ladder fuels, hand-piling and prescribed fire. During the 2012 Mustang Fire, fire behavior was reduced to surface fire in the treatment areas, allowing fire managers to protect homes and keep fire fighters safe.

Wildland Fire Management 9-12

Contact Information



Please contact ARC Franchise Services for a BFEM federal shared service inquiry.

ARC Franchise Services

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