



Internal Audit Department
NeighborWorks® America

Audit Review of PRISM Post Implementation Review

Project Number: NW.PROC.PPIR.2025

Audit Review of PRISM Post Implementation Review

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TO: Members of the NeighborWorks America Board of Directors

FROM: Frederick Udochi, Chief Audit Executive

CC: Marietta Rodriguez, President & Chief Executive Officer
Lee Anne Adams, Executive Vice President & Chief Operating Office
Nakeasha Sanders-Small, Executive VP, General Counsel/Corporate Secretary
Kemba. Esmond, Executive Vice President, Chief Financial Officer
Lance Schine, Executive Vice President & Chief Information Officer

RE: PRISM Post Implementation Review

DATE: October 10, 2025

**Function Responsibility and Internal Control Assessment
Audit Review of PRISM Post Implementation Review**

Business Function Responsibility	Report Date	Period Covered
Procurement	10/10/2025	Q1FY25 – Q3FY25 (10/01/2025 to 6/30/2025)
Assessment of Internal Control Structure		
Effectiveness and Efficiency of Operations		Generally Effective¹
Reliability of Financial Reporting		Not Applicable
Compliance with Applicable Laws and Regulations		Not Applicable

<p>This report was conducted in accordance with the <i>International Standards for the Professional Practice of Internal Auditing</i>.</p>

¹ **Legend for Assessment of Internal Control Structure:** **1. Generally Effective:** The level and quality of the process is satisfactory. Some areas still need improvement. **2. Inadequate:** Level and quality of the process is insufficient for the processes or functions examined and require improvement in several areas. **3. Significant Weakness:** Level and quality of internal controls for the processes and functions reviewed are very low. Significant internal control improvements need to be made.

Executive Summary of Observations, Recommendations, and Management Responses

Summarized Observation Risk Rating	Management Agreement with Observation (Yes/ No)	Internal Audit Recommendation Summary	Accept IA Recommendation (Yes/ No)	Management’s Response to IA Recommendation	Estimated Date of Implementation (Month/Year)	Internal Audit Comments on Management Response and Timeline
<p>Observation 1 – Extended Procurement Administrative Lead Times (PALT)</p> <p>IA conducted an analysis of the Procurement Administrative Lead Times (PALT) for a number of divisions based on information obtained from PRISM. Based on IA Divisional analysis, Administrative Services (FACL) had the longest lead time for FFP awards at 262 days, followed by the National Initiatives (NI) with BPA CALL lead time at 122 days, and Communications (COMM) with the longest FP-LOE lead time at 107 days. Details of the report can be found in Appendices G. The high variability in lead times across divisions and award</p>	Yes	<p>Recommendation 1 – Develop Procurement Administrative Lead Times (PALT) to Align with PRISM.</p> <p>Management should strongly consider the development and establishment of Procurement Administrative Lead Times (PALT) aligned with PRISM-defined procurement actions to monitor and improve lead times. This could be undertaken by using historical data (e.g., Appendix A – Procurement Timeline Turnaround-Sample</p>	Yes	<p>Management agrees with the recommendation. Management will finalize a standardized PALT framework, implement reporting, establish data governance improvements and incorporate PALT into FY2026 SLAs. Full implementation is expected at the end of FY26 Q3.</p>	06/26	<p>Internal Audit accepts Management’s response</p>

Summarized Observation Risk Rating	Management Agreement with Observation (Yes/ No)	Internal Audit Recommendation Summary	Accept IA Recommendation (Yes/ No)	Management's Response to IA Recommendation	Estimated Date of Implementation (Month/Year)	Internal Audit Comments on Management Response and Timeline
<p>types indicates a need for standardized performance benchmarks. Industry's best practice requires the maintenance of key performance indicators or in the contracting industry Procurement Administrative Lead Times (PALT). Please refer to the Observations and Recommendations section in the body of this report for full detail.</p> <p>Risk Rating: Moderate</p>		<p>Template) to set realistic and strategic lead time targets.</p>				
<p>Observation 2 – Absence of an Actionable Strategic Plan to Build Resident Expert/Expertise for PRISM.</p> <p>The Internal Audit Division noted that the current PRISM Subject Matter Expert (SME)/Administrator is working reduced hours in preparation for retirement effective October 30, 2025.</p>	<p>Yes</p>	<p>Recommendation 2 – Identification and Designation of a Dedicated Internal Resource to Build Resident Expertise through Knowledge Transfer and Training.</p> <p>IA recommends that, in the short term, Procurement</p>	<p>Yes</p>	<p>Management agrees with the observation that timely succession planning is critical. The previous PRISM administrator retired at the end of October after facilitating a 30-day transition to a new contracted admin. Management will continue to work with service</p>	<p>10/25</p>	<p>Internal Audit accepts Management's response</p>

Summarized Observation Risk Rating	Management Agreement with Observation (Yes/ No)	Internal Audit Recommendation Summary	Accept IA Recommendation (Yes/ No)	Management's Response to IA Recommendation	Estimated Date of Implementation (Month/Year)	Internal Audit Comments on Management Response and Timeline
<p>Currently, no designated backup has been identified during our review to provide coverage during business hours. NeighborWorks PRISM users have come to rely on this consultant for ongoing system support.</p> <p>To maintain business continuity, timely succession planning is needed.</p> <p>Risk Rating: Low</p>		<p>continues to follow the management decision to use the outsourced PRISM system administration and functional support to continuously conduct PRISM support without interruption. In the long-term management should also consider identifying an internal staff member to become the designated Subject Matter Expert (SME) through knowledge transfer and training from the outsourced consultant. This would greatly facilitate the continued retention of institutional knowledge.</p>		<p>providers to minimize lapses in Level 1 support unless and/or until internal resources have been identified and trained to fill this role.</p>		

Risk Rating Legend

Risk Rating: High

A serious weakness which significantly impacts the Corporation from achieving its corporate objectives, financial results, statutory obligations or that may otherwise impair the Corporation's reputation.

Risk Rating: Moderate

A control weakness which could potentially undermine the effectiveness of the existing system of internal controls and/or operational efficiency, integrity of reporting and should therefore be addressed.

Risk Rating: Low

A weakness identified which does not seriously detract from the system of internal control and or operational effectiveness/efficiency, integrity of reporting but which should nonetheless be addressed by management.

Management Responses to The Audit Review of: PRISM Post Implementation Review		
# Of Responses	Response	Recommendation #
2	Agreement with the recommendation(s)	2
0	Disagreement with the recommendation(s)	0

Background

NeighborWorks America has faced challenges since 2016 in the delivery of an effective and efficient procurement application. NeighborWorks Sourcing Terminal (NEST), a first-generation solution and the Corporation's first attempt to automate, functioned as a document management application and was chosen and implemented based on its low budget costs. A decision was made to replace NEST with a new system to provide more adequate support for the organization's contract management life cycle. A new five-year contract was eventually awarded to Unison PRISM, a hosted, cloud-based Software as a Service (SaaS) Contract Writing application as the next generation solution on August 13, 2021. The software implementation was jointly kicked off by NeighborWorks and the Unison implementation team in September 2021, and it was officially deployed to the production environment. PRISM is currently the official contract management system of NeighborWorks America and in the last two years has undergone a comprehensive review and alignment of business and system processing.

Objective

The objectives of this review were to:

- Assess the adequacy of the efficiency and effectiveness of PRISM workflow.
- Obtain reasonable assurance that Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)² are being adhered to.

Scope

- Audit Period: Q1FY24 to Q3FY25 (October 1, 2023 to June 30, 2025).
- The focus of this review was placed on assessing the effectiveness and efficiency of:
 - The workflow processes and proceedings
 - The review/approval hierarchy
 - Compliance with Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)
 - Key Performance Indicators to measure the procurement cycle time, also known as the Procurement Administrative Lead Time (PALT).

² Procurement is required to adhere to **Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance)** and specifically 2 C.F.R. Part 200 Subpart D Sections § 200.318 through § 200.326

Methodology

The Internal Audit Division (IAD) held a kick-off meeting with the Procurement SVP and the Chief Financial Officer to obtain a high-level understanding of the overall Procurement Contract Management Process. A Procurement Process Map, as well as mapping of the PRISM process to Procurement, were subsequently provided to IA by Procurement (Appendix B and Appendix C). Other than the SVP, the Director of Procurement, the Director of Procurement Planning and Analysis, and the PRISM SME/Administrator (a contractor) were also interviewed to gain more insight into the policies, processes, and procedures from their individual perspectives. PRISM-related supporting documents³ were obtained and reviewed, including but not limited to: *PRISM Validation Controls.docx*, *Job Aid-Creating and Sharing an Analytics Report in PRISM.pdf*, *Approval Requirements in PRISM.pdf*, *Roles Responsibilities Spreadsheet.xlsx*, *Process Mapping between PRISM and Procurement (Appendices B and C)*, *All Requisitions Released Report Q1FY24-Q2FY25.xlsx*, *All Awards Released Report Q1FY24-Q2FY25.xlsx*, *PALT Report.xlsx*.

In addition, a six-question PRISM User Satisfaction Survey (Appendix D) was distributed to all active users in PRISM to collect their feedback and comments based on their personal experience using PRISM to perform procurement tasks. The response rate of survey participants was about 20% and so the results may not be representative of the entire population. The analysis of the survey results, combined with other PRISM data analysis (Appendices E, F and H), interviews and review of supporting documents, helped IA to identify additional opportunities for system improvements to be considered as observations and recommendations.

Below are the observations and recommendations that resulted from the aforementioned methodology and the testing performed.

General Observations

Over the past two years, the NeighborWorks America's procurement system has undergone a comprehensive review, largely in response to recommendations outlined in the GAO 23-105944 Report. The highlights of those recommendations included the following:

- a) **Enhancement of System Controls** – NeighborWorks was advised to ensure that the PRISM system includes robust controls. As part of this review, IA conducted comprehensive documentation of the Procurement contracting process, specifically mapping out the control points within the entire review and approval contracting process. This documentation has been provided to Procurement for ongoing maintenance and updates, which will greatly support Procurement's implementation of periodic audits to ensure the ongoing effectiveness of these controls.

³ All supporting documents are stored as project workpaper in TeamMate+, the IA Audit Management System TeamMate+.

- b) Align System with Policy** – The organization was also instructed to review its procurement policies. IA was able to confirm that a review was undertaken and that PRISM system controls generally align with the Corporation’s policies. The formal Procurement Policy was revised and released in June 2025 and establishes the procurement guidelines pertaining to the purchase of goods and services in compliance with Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). The Procurement Division is responsible for the maintenance of the Procurement Policy which is reviewed by the Procurement SVP on an annual basis.
- c) Procedures to Verify Documentation Completeness and Compliance** – The organization was also instructed to develop procedures that would ensure documentation completeness and compliance. Management has instituted the following enhancements which were identified during the IA documentation and evaluation of the workflow process:
- i. Mandatory Documentation Controls**
Highlight: PRISM now enforces the upload of required procurement documents before a request can proceed.
Impact: This significantly reduces the risk of incomplete or non-compliant transactions and ensures that procurement actions are properly substantiated.
 - ii. Automated Compliance Checks**
Highlight: The system includes logic to verify that fields are completed, and attachments are present before routing for approval.
Impact: These controls prevent bottlenecks and reduce manual oversight, improving efficiency and audit readiness.
 - iii. Quarterly Audit Integration**
Highlight: A new audit protocol has been embedded into the PRISM workflow, with quarterly reviews of procurement transactions.
Impact: This proactive measure strengthens internal controls and provides early detection of compliance gaps.
 - iv. Policy-System Alignment**
Highlight: PRISM workflows have been updated to reflect current procurement policies and regulatory compliance, with regular reviews scheduled.
Impact: This ensures that the system enforces the correct rules and reduces confusion among users navigating policy changes.
 - v. Change Management and Training**
Highlight: The establishment of a Change Management Center of Excellence and expanded training programs.
Impact: These initiatives support smoother adoption of system updates, improve user confidence, and reduce errors due to misinterpretation of procedures.

- d) **Training and Communication** – The report emphasized the need for formal training. Although not exclusive to PRISM, the report emphasized the need for the formal training of procurement staff and business unit leads on procurement policies and procedures:
- i. A structured process to communicate policy changes before implementation. These steps are crucial to ensure proper use and understanding of PRISM’s procurement functionalities.
 - ii. NeighborWorks has since implemented these recommendations, including quarterly audits and a Change Management Center of Excellence to support policy communication and training.

Observations and Recommendations

Observation 1 – Extended Procurement Administrative Lead Times (PALT)

IA conducted an analysis of the Procurement Administrative Lead Times (PALT) for a number of divisions based on information obtained from PRISM. Details of the report can be found in Appendices G, and we have provided a summary below: **Award Types Covered**

The analysis categorizes awards into three types:

1. **BPA CALL** – Blanket Purchase Agreement Calls
2. **FFP** – Firm-Fixed-Price Contracts
3. **FP-LOE** – Fixed-Price Level of Effort Contracts

Based on IA Divisional analysis, Administrative Services (FACL) had the longest lead time for FFP awards at 262 days, followed by the National Initiatives (NI) with BPA CALL lead time at 122 days, and Communications (COMM) with the longest FP-LOE lead time at 107 days. This greatly impacts the effectiveness and time-efficiency of business operations and diminishes the organization’s ability to retain a competitive edge. Several divisions, such as (Communications and Marketing Administrative Services, Finance, Human Resources, Internal Audit, Public Policy & Legislative Affairs, had no BPA CALL awards, which may reflect procurement strategy or operational needs. Extended lead times in divisions like Administrative Service and IT&S may suggest either potential inefficiencies or complex procurement requirements. Industry’s best practice requires the maintenance of key performance indicators or in the contracting industry Procurement Administrative Lead Times (PALT). The high variability in lead times across divisions and award types indicates a need for standardized performance benchmarks. The scope of our review did not delve into investigating divisions with high lead times (e.g., FACL, IT&S) to identify root causes; however, this could be a plan of action for Procurement to undertake as part of a process optimization to streamline workflows (refer to full details in Appendix G).

⁴Division Full Name	Highest Lead Time (Days)	Total Awards
COMM Communications & Marketing	FFP: 88	9
ELP Evaluation, Leadership & Peer Learning	BPA: 17, FFP: 24, FP-LOE: 21	24
FACL Administrative Services	FFP: 262	3
FINA Finance	FFP: 14	2
FOPS Field Operations	BPA: 12, FFP: 23, FP-LOE: 11	9
HR Human Resources	FFP: 28, FP-LOE: 69	6
IAD Internal Audit Division	FFP: 80	4
IT&S Information Technology & Services	BPA: 20, FFP: 222, FP-LOE: 18	22
NI National Initiatives	BPA: 122, FFP: 21	37
OAD Organizational Assessment Division	BPA: 12	2
PPLA Public Policy & Legislative Affairs	FFP: 2	1
TRNG Training	BPA: 32, FFP: 99, FP-LOE: 36	194

Aggregate Totals

- **Total BPA CALL Awards: 115**
- **Total FFP Awards: 85**
- **Total FP-LOE Awards: 113**
- **Total Awards Analyzed: 313**

⁴ The acronyms used before the Divisional names were the PRISM application acronyms used in the system.

Recommendation 1 – Develop Procurement Administrative Lead Times (PALT) to Align with PRISM.

Management should strongly consider the development and establishment of key performance metrics such as PALT⁵ aligned with PRISM-defined procurement actions to monitor and improve lead times. This could be undertaken by using historical data (e.g., Appendix A – Procurement Timeline Turnaround) to set realistic and strategic lead time targets.

Observation 2 – Absence of an Actionable Strategic Plan to Build Resident Expert/Expertise for PRISM.

The Internal Audit Division noted that the current PRISM Subject Matter Expert (SME)/Administrator is working reduced hours in preparation for retirement effective October 30, 2025. Currently, no designated backup was identified during the review to provide coverage during business hours. NeighborWorks PRISM users have come to rely on this consultant for ongoing system support.

To maintain business continuity, timely succession planning is needed. In addition, Procurement should establish a plan to develop internal expertise capable of providing sustained support to PRISM users. Although the service provider has identified a potential replacement, it will take time for the individual to become sufficiently familiar with NeighborWorks' procurement policies, processes, and procedures to provide effective support.

Recommendation 2 – Identification and Designation of a Dedicated Internal Resource to Build Resident Expertise through Knowledge Transfer and Training.

IA recommends that, in the short term, Procurement continues to follow the management decision to use the outsourced PRISM system administration and functional support to continuously conduct PRISM support without interruption. In the long-term management should also consider identifying an internal staff member to become the designated Subject Matter Expert (SME) through knowledge transfer and training from the outsourced consultant. This would greatly facilitate the continued retention of institutional knowledge.

Conclusion

NeighborWorks America Procurement Division has made noteworthy progress in implementing a suitable procurement system. These enhancements reflect a shift from reactive compliance to proactive governance. By embedding controls directly into PRISM and aligning them with policy, NeighborWorks has created a more resilient and transparent procurement environment. The absence of BPA CALLs in some divisions may warrant a review of procurement methods to optimize efficiency.

⁵ PALT is a key performance metric used to assess the efficiency of procurement operations. It is the **total time taken** to complete all administrative steps in the procurement process—from the **approval of a requisition** to the **release of the award**. It measures how long it takes for a procurement request to move through internal reviews, approvals, solicitation, evaluation, negotiation, and final contract award.

However, one critical consideration remains: PRISM automated integration with other WeConnect ERP products. The vendor-proposed resolution through Unison PRISM will not be pursued further due to cost constraints.

Procurement, in collaboration with the Finance and IT&S divisions, should continue assessing alternative options to identify a more cost-effective integration approach. This assessment should include a Cost Benefit Analysis (CBA) to determine a viable solution that ensures accurate and secure data transfer of vendor award and payment information across the organization's ERP systems. Timely implementation of such an integration will support informed decision-making and reduce operational risk.

We would like to take this opportunity to express our appreciation to the Procurement Team for their cooperation with the IA Division during this review.

Appendix A – Procurement Timeline Turnaround – Sample Template

Information Source: Procurement Presentation delivered at the 3/20/2020 SLT Meeting

Recurring Year-End Cut Off Dates

Procurement Request Submission Dates

Below is a list of NeighborWorks America Procurement Services recurring year-end cut-off dates. This will be used as a guideline to submit executable procurement packages funded according to the respective Fiscal Year (FY) Appropriation. For example, FY2020 funds will need to be committed between October 2019 and September 2020. If any of these dates fall on a weekend or holiday, the due date is the immediate workday prior to that weekend or holiday.

An acceptable procurement package includes an approved and funded procurement request (PR) consisting of the following documents: Acquisition Plan; Statement of Work (SOW) OR Performance Work Statement (PWS); Market Research; Independent Price Estimate (IPE); Evaluation Criteria and Factors; and Contractor Performance Evaluation (when applicable). If a sole source is being requested, an approved Sole Source Justification will be needed to accompany this package.

While we have developed these cut-off dates to help ensure all actions are awarded as part of normal business, we understand budgetary challenges and urgent needs may arise late in the fiscal year. In these cases, Procurement may still be able to process these actions after the cut-off dates, however, we request the business unit includes a memorandum signed by the customer Senior Executive. This will need to be submitted and approved for all procurement packages submitted after the cut-off date explaining the reason for its late submission. This memo shall be accompanied by the complete SOW/PWS/specifications and IPE. The Procurement Senior Vice President will make the final determination if the action will be completed by the requested date.

Summary

New procurements greater than \$1 million

June 1 **

New Procurements between \$500K and \$1 million

New Procurements between \$100K and \$500K

August 15

New Procurements between \$20K and \$100K

Modifications – Exercise option periods

45 days prior to expiration

Modifications

**NOTE: There are many possible procurement lead time variables for new requirements with an estimated value greater than \$1 million. For these large requirements, the procurement process could exceed 6 months. Customers are strongly encouraged to partner with their Contracting Specialist and develop a procurement strategy with agreed upon milestones.

Steps and associated timeframe to make single award in business days:

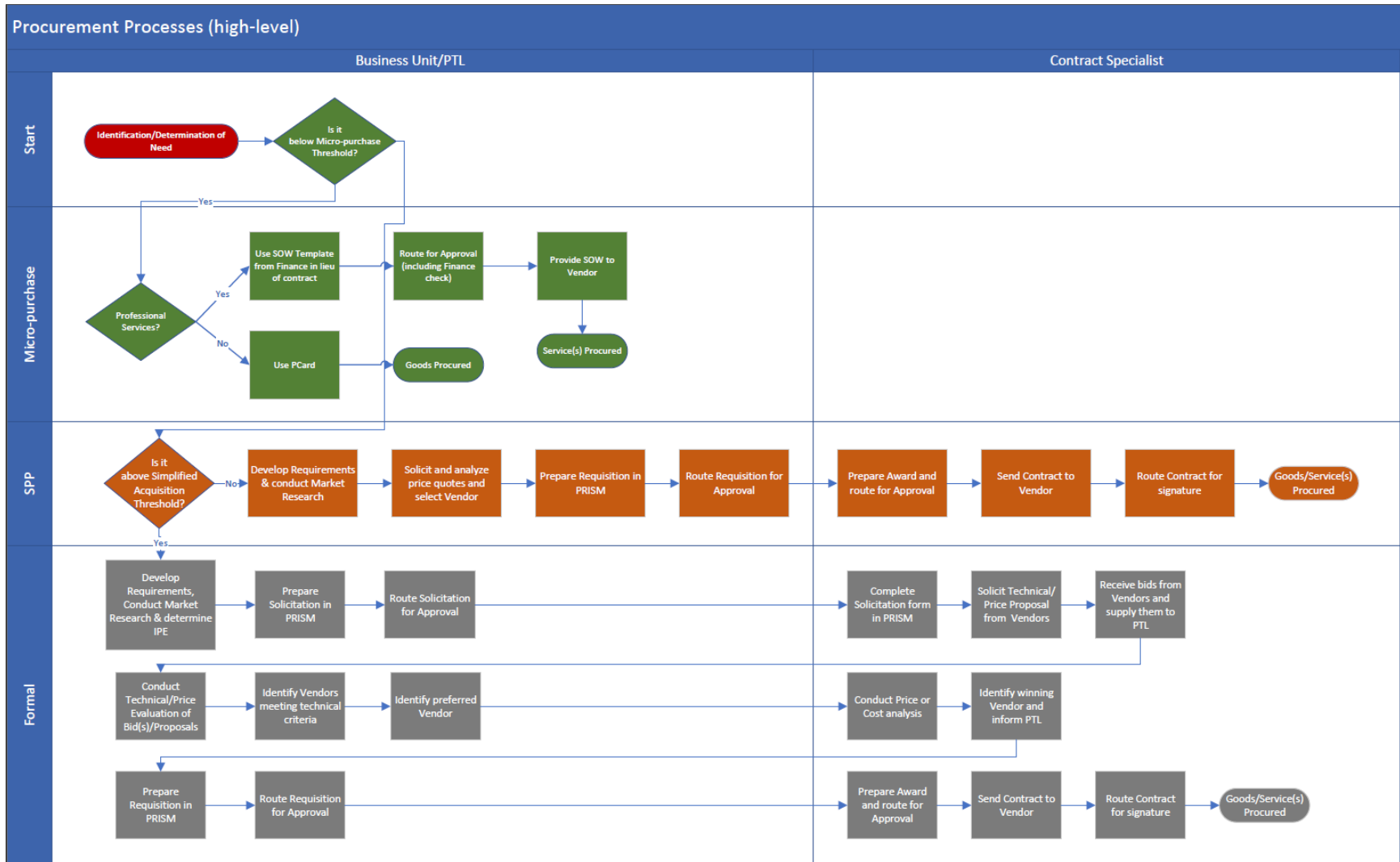
	Competitive	Sole Source	Exercise Option
1. Procurement will review packages (plan and supporting documentation) within one week of receipt and provide feedback, if applicable	5 days	5 days	5 days *Package is required 45 days prior to end of performance period
i. Program will respond to any feedback with edits/updates within one week	5 days	5 days	5 days
2. Solicitation should be posted and sent to identified vendors within one week *Pending all approvals- solicitation phase cannot begin until approved	5 days	5 days	Intent notification sent to vendor no less than <u>30 days prior to end of current period of performance</u>

3. Solicitations are expected to be open for 1-2 months (depending on complexity; maybe open less than 1 month in extreme cases as needed) i. Questions and answers	20-40 days	5 days	N/A
4. Once solicitation is closed, proposals received should be reviewed and sent to PTL within 3 business days	3 days	3 days	N/A
5. Program should complete technical evaluations within two weeks (three weeks if action is complex with more than 5 responses – expectations should be made known) i. Procurement conducts price analysis concurrently	10-15 days	5 days	N/A
ii. If negotiations are required, this step may require an additional week or two (Vendor and/or OGC)	5-10 days	5 days	N/A
6. Award Determination Memo should be drafted within 3 business days of receipt of the finalized evaluation	3 days	3 days	N/A
7. Award Determination Memo should be sent for program review and signature	3 days	3 days	N/A
8. Contract sent to contractor for review and signature	4 days	4 days	N/A
9. Contract legal review, if required (Vendor and/or OGC)	10-15 days	10-15 days	N/A
10. Contract sent for NW signatures (may require executive signatures if applicable)	5 days	5 days	5 days
11. Fully executed contract to be provided to vendor/program	2 days	2 days	2 days
<u>Approximate time to contract award</u>	<u>70-115 days</u>	<u>50-65 days</u>	<u>47 days</u>

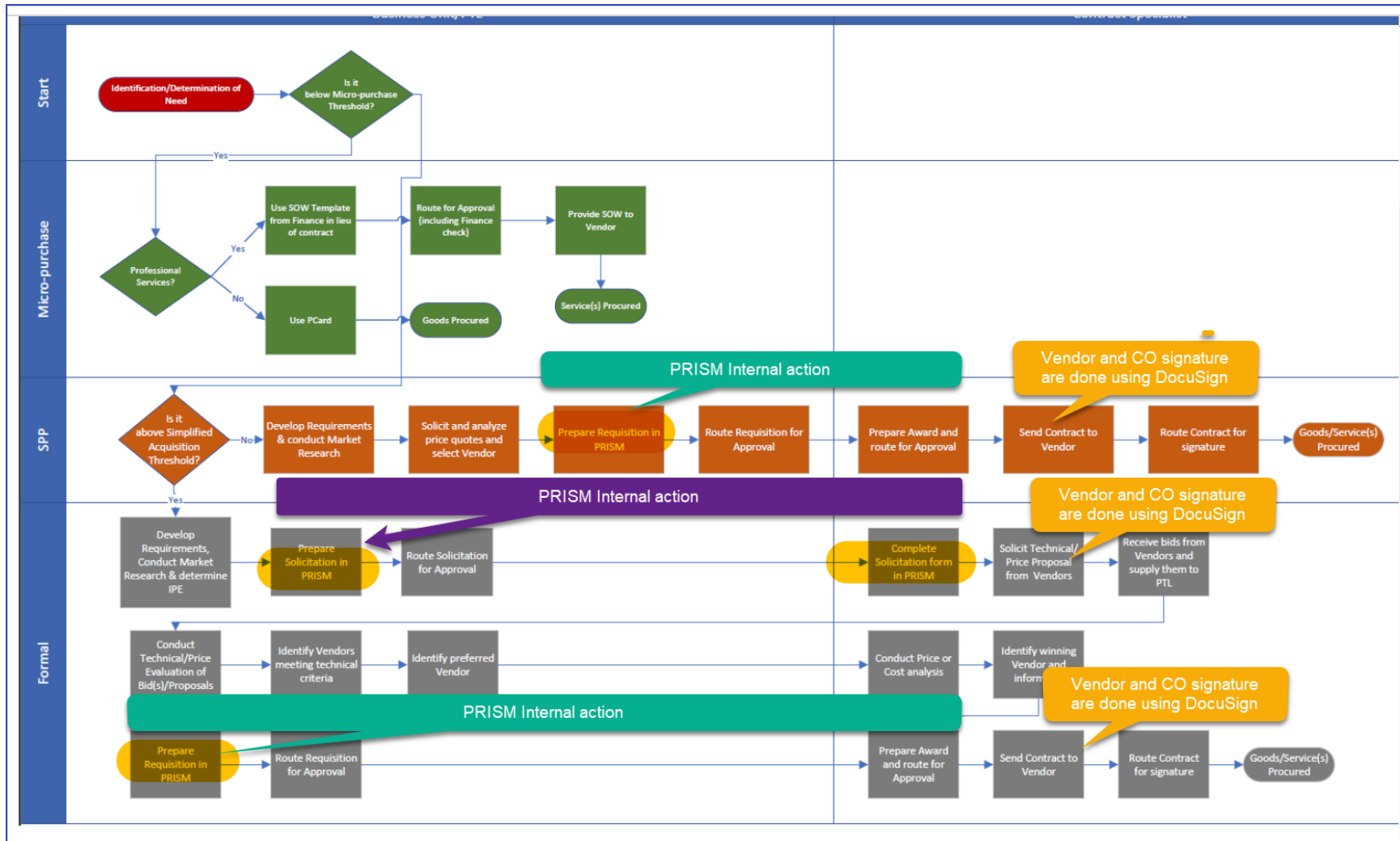
**Program should check with IT&S requirement requires IT&S review/approval—may affect timeline

**Blanket Purchase Agreement (BPA) may vary due to total number of contracts

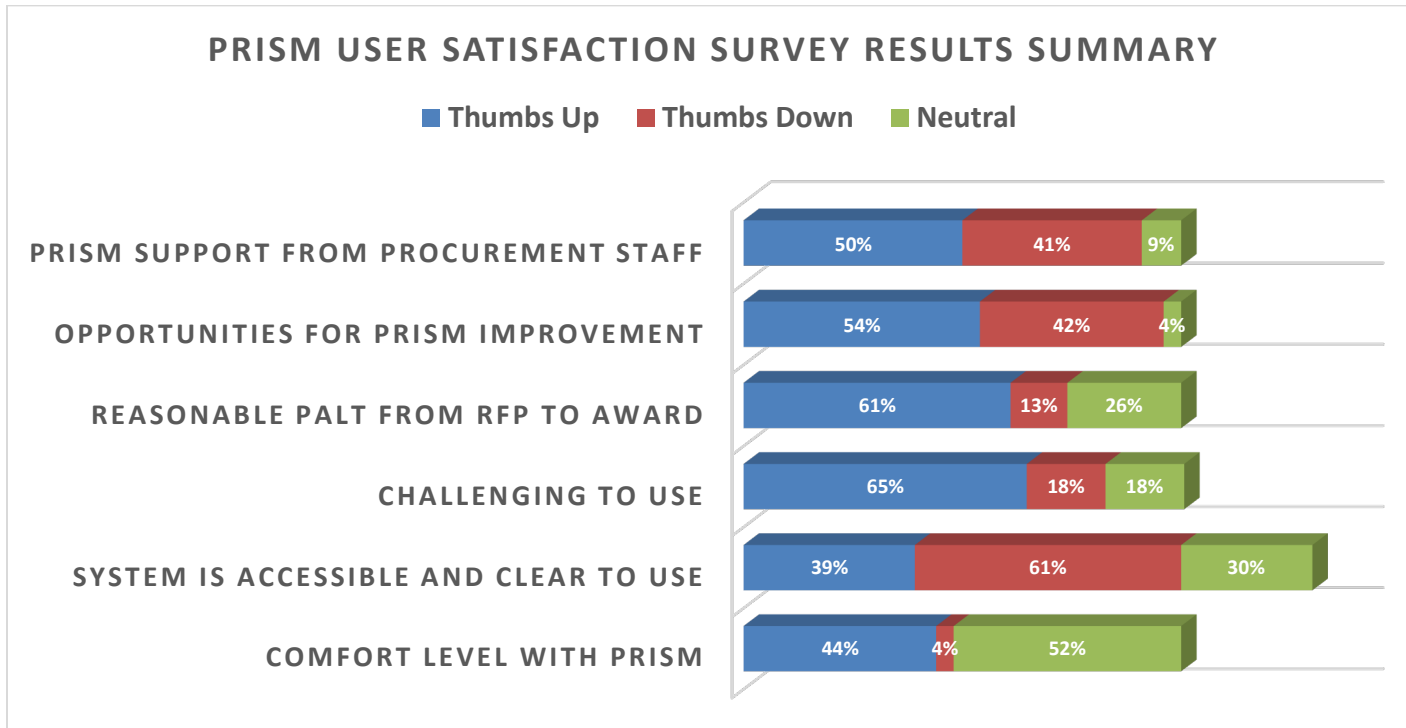
Appendix B - Procurement Process Map



Appendix C – PRISM to Procurement Process Mapping



Appendix D – PRISM User Satisfaction Survey Summary Results



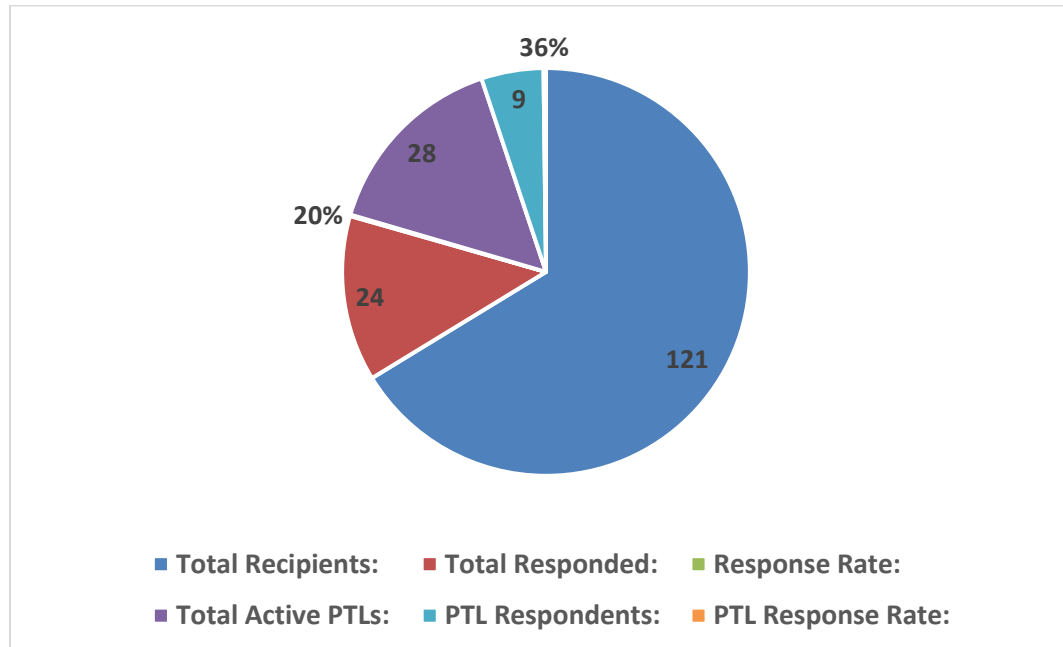
Data Source: TeamMate+⁶ Project Survey Results for PRISM Post Implementation Review

⁶ Internal Audit Cloud-based Audit Management Application System

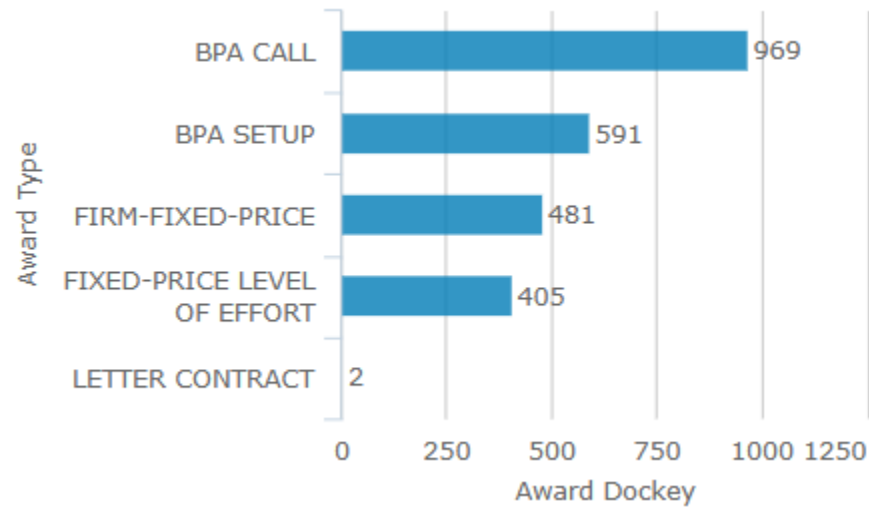
Appendix E – PRISM User Satisfaction Survey Statistics

Total Recipients:	121
Total Responded:	24
Response Rate:	20%
Total Active PTLs:	28
PTL Respondents:	9
PTL Response Rate:	36%

Information Data



Appendix F – Awards Released by Type between Q1FY24 and Q2FY25



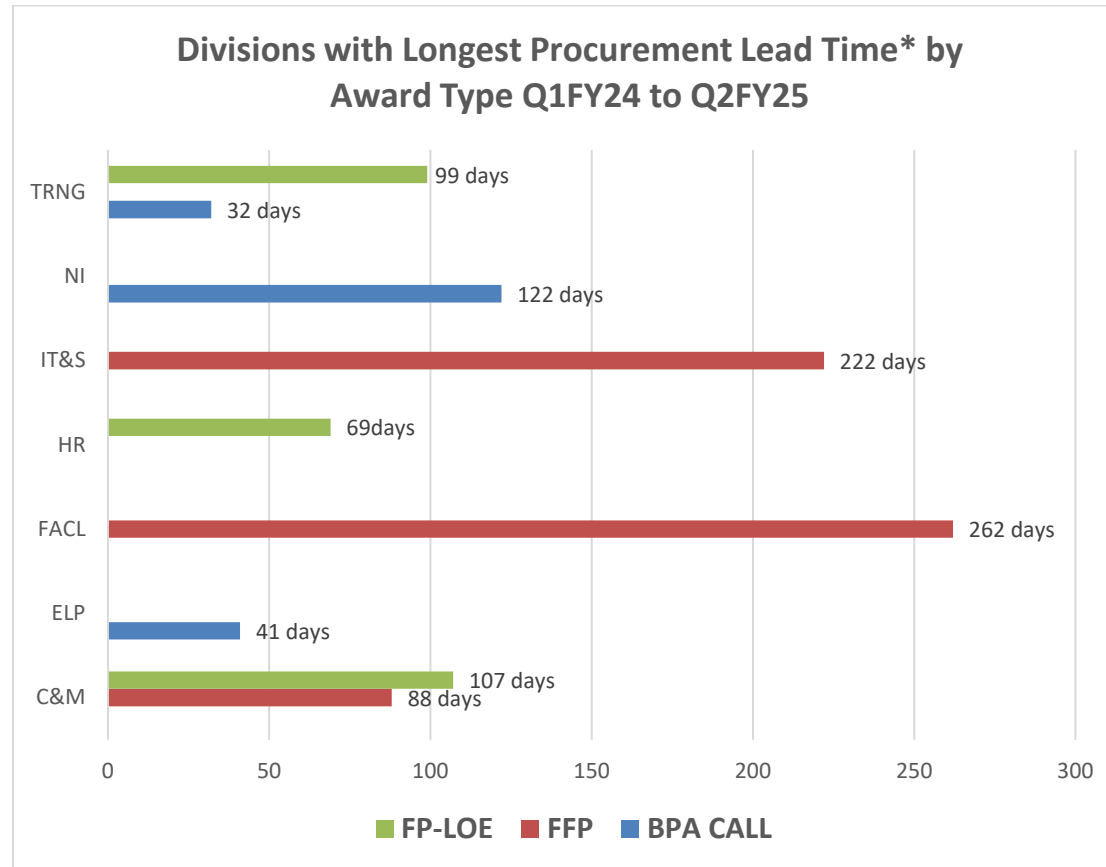
Data Source: PRISM Contract Writing and Management System

Appendix G – Requisition Approval to Award Release Lead Time Analysis

PRISM Lead Time* Analysis for All Awards Released between Q1FY24 (10/01/2023) and Q2FY25 (3/31/2025) by Award Type

AWARD TYPE DIVISION	BPA CALL		FIRM-FIXED-PRICE (FFP)		FIXED-PRICE LEVEL OF EFFORT (FP-LOE)		TOTAL # of AWARDS
	Highest Lead Time	Total BPA CALL	Highest Lead Time	Total FFP	Highest Lead Time	Total FP-LOE	
Communications & Marketing(COMM)		0	88 days	8	107 days	1	9
Evaluation, Leadership & Peer Learning (ELP)	17 days	4	24 days	1	21 days	19	24
Administrative Services (FACL)		0	262 days	3		0	3
Finance (FINA)		0	14 days	1		1	2
Field Operations (FOPS)	12 days	2	23 days	5	11 days	2	9
Human Resources (HR)		0	28 days	4	69 days	2	6
Internal Audit Division (IAD)		0	80 days	4		0	4
Information Technology & Services (IT&S)	20 days	3	222 days	16	18 days	3	22
National Initiatives (NI)	122 days	34	21 days	3		0	37
Organizational Assessment Division (OAD)	12 days	2		0		0	2
Public Policy & Legislative Affairs (PPLA)		0	2 days	1		0	1
Training (TRNG)	32 days	70	99 days	39	36 days	85	194
Totals:	BPA CALL:	115	FFP:	85	FP-LOE:	113	313
*Number of days between the Last Requisition Approval Date and the Initial Award Released Date. Information data details available upon request.							
Data Source: PRISM Contract Writing and Management System							

Appendix H - Longest Lead Time* by Award Type and Division



Data source: PRISM Contract Management System

*Lead time is the # of days between Requisition Approval Date and Initial Award Date (excluding subsequent contract modifications)