



Improving Business, Financial and Acquisition Outcomes through Federal IT Cost Transparency

Goal Leaders

David Shive, Chief Information Officer, General Services Administration

Gerard Badorrek, Chief Financial Officer, General Services Administration

Jason Gray, Chief Information Officer, Department of Education

Denise Carter, Acting Assistant Secretary for Finance and Operations, Department of Education

Tim Soltis, Deputy Controller, Office of Management and Budget

Suzette Kent, Federal Chief Information Officer, Office of Management and Budget

December 2019



Goal Statement

- Adopt Technology Business Management (TBM) government-wide by FY 2022. This approach will improve IT spending data accountability and transparency, empowering agency executive-suite leadership from across the enterprise to drive innovation, business transformation and mission value.



Challenge

- Congress and taxpayers have long pressed for better information about how Federal IT dollars are spent and the return on that investment. The FY 2017 President's Budget reported 84% of the total Federal IT budget categorized as "other", as opposed to being clearly tied to a specific IT category of spend. This lack of granularity makes it difficult to baseline Federal IT investments and show the public whether we are spending taxpayer dollars effectively in order to drive the large scale change needed to improve business transformation and citizen services.



Opportunity

- Using industry best practices, the Federal government has an opportunity to run IT like a business leveraging authoritative data, to make data-driven decisions, and analyze trade-offs between cost, quality, and value as we strategically modernize the IT portfolio.



The TBM Framework – an open source standard for IT costs – is based on validated best practices to communicate the cost, quality, and value of IT investments and broadly accepted across private and public sectors. TBM will:

- **Improve business, financial, and acquisition outcomes:**
 - Enable IT cost accounting and management,
 - Increase responsiveness to the market, and
 - Better leverage the buying power of the Federal government.
- **Increase efficiency in IT investments:**
 - On average, organizations achieve a 7% cost savings directly tied to implementing TBM.
 - Based on known Federal IT spend, cost savings are estimated to exceed \$6B.
- **Streamline IT reporting through technology:**
 - Future reporting will leverage service and tool solutions to automate the use of authoritative data sources and reduce agency burden for reporting IT budget, spending, and performance data.
- **Enable IT Benchmarking:**
 - Improved IT cost data and the use of a standard taxonomy will enable benchmarking across Federal government agencies and with other public and private sector organizations.



Increasing Insights into Government-wide IT Spending

The FY 2017 President's Budget reported 84% of the total Federal IT budget categorized as "other", as opposed to being clearly tied to a specific IT category of spend.

The FY 2020 President's Budget requires all investments to categorize IT spend by IT Towers - 100% of IT spend reported by agencies is now captured using a open-source nomenclature consistent with IT management best practices.

Figure 1. FY16 Projected IT Spend

Source: FY 2017 CPIC Submission, Agency Infrastructure Table



Figure 2. Reported FY17 IT Spend

Source: FY 2019 CPIC Submission*, Agency IT Portfolio

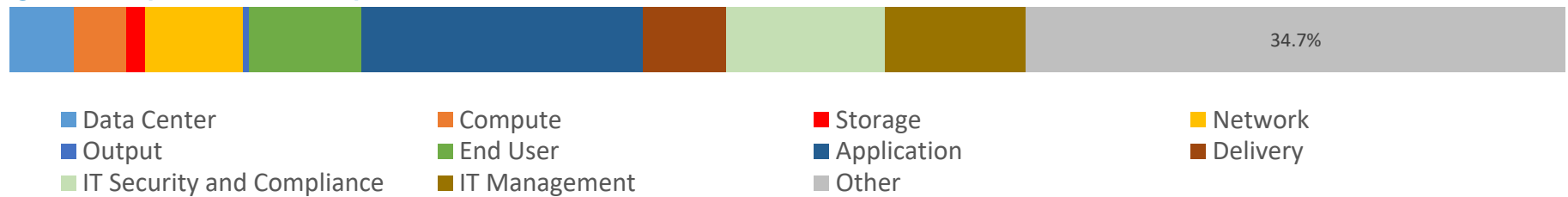
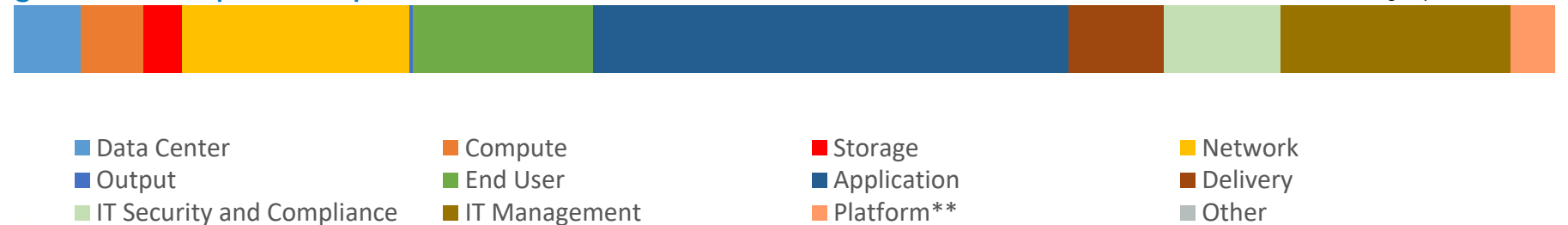


Figure 3. FY18 Reported IT Spend

Source: FY 2020 CPIC Submission, Agency IT Portfolio



*Department of Defense IT spending not included

**New IT Tower Category in TBM Taxonomy 2.1





OFCIO:

Suzette Kent;
Margie Graves;
Travis Hardin

OFFM: Tim Soltis;
Natalie Rico

OFPP: Lesley Field;
Jennifer Kuk

**Executive Councils
(Policy/Planning)**

Ensure strategy and implementation efforts are both attainable and consistent with other government-wide and agency goals.

**Office of Management and Budget (OMB)
(Policy/Planning/Budgeting)**

Provide leadership for the policy, planning and budgeting aspects to ensure success. Develop strong data standards and implementation guidance.

**General Services Administration (GSA)
Office of Government wide Policy (OGP)
(Planning/Execution)**

Serve as a central program management office to integrate TBM efforts, support TBM community of practice, coordinate acquisition efforts with GSA Federal Acquisition Service, and assist with OMB TBM strategy and implementation efforts for all agencies.

**Agencies
(Execution)**

Serve on the TBM and Capital Planning and Investment Control (CPIC) Community of Practices to provide ongoing insights and input into CPIC Reform and TBM Strategy development and implementation.

Execute TBM implementation strategy and program maturation.

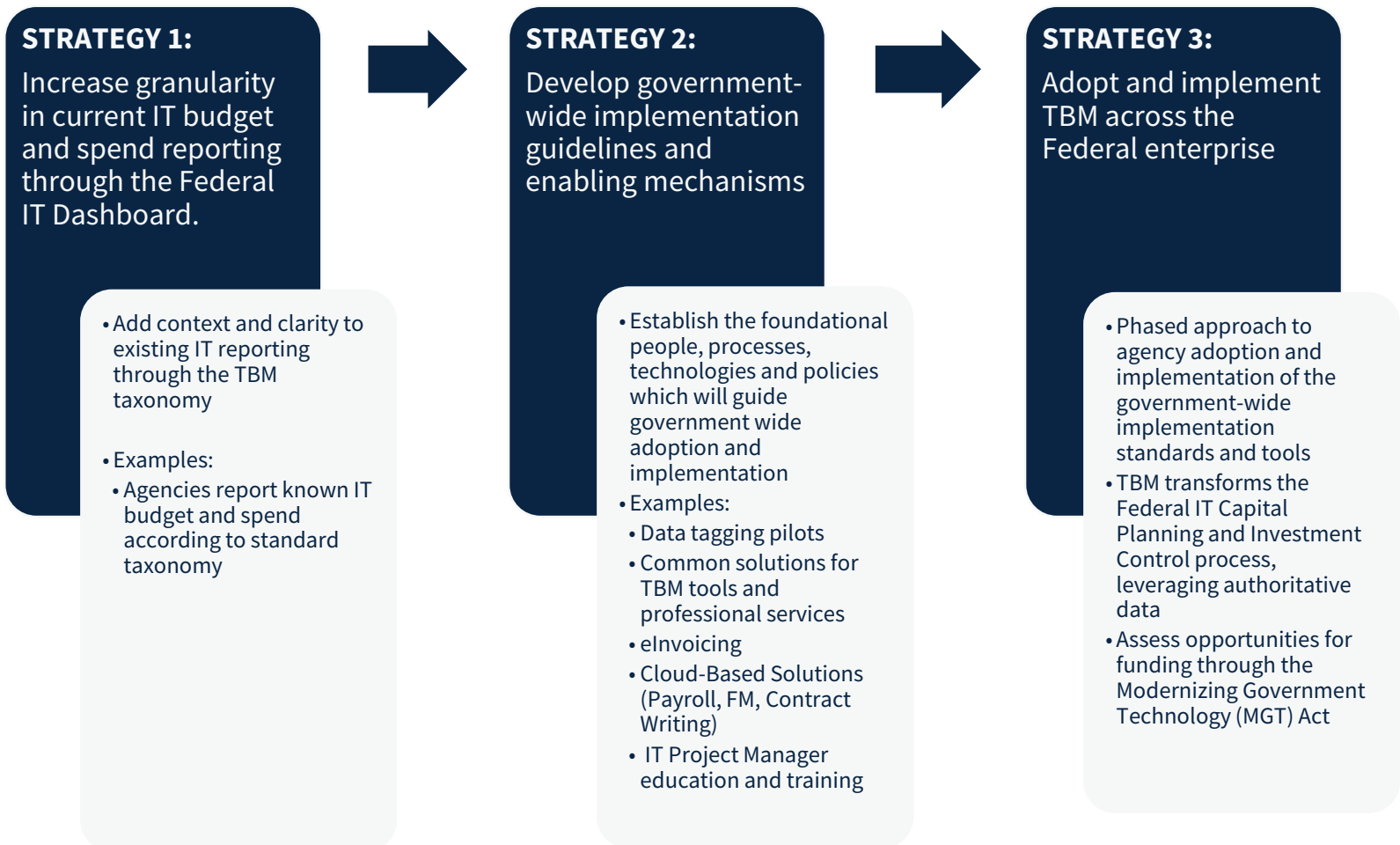
OFCIO –
Office of the Federal Chief Information Officer
OFFM –
Office of Federal Financial Management
OFPP –
Office of Federal Procurement Policy
OPPM –
Office of Performance and Personnel
Management





Goal Structure

Goal: Adopt Technology Business Management (TBM) government-wide by FY 2022. This approach will improve IT spending data accountability and transparency, empowering Agency executive-suite leadership from across the enterprise to drive innovation, business transformation and mission value.





Strategy 1: Increase granularity in current IT Portfolio

- FY 2021 IT Budget – Capital Planning Submission have been completed and will be made public in January/February.

Strategy 2: Develop implementation guidelines and enabling mechanisms

- IT Tower data mapping project underway with two pilot agencies. Results will inform the TBM Agency Implementation Guidance and serve as reference material for the Federal Technology Investment Management (FTIM) Community of Practice to assist with agency implementations.
- TBM Task Order Review Board (TORB) is actively engaging with agencies as they prepare their TBM tools and services related procurements.

Strategy 3: Adopt and Implement TBM across the Federal enterprise

- TBM Agency Implementation Guidance was updated to include data allocation methodology strategies and templates. These artifacts will help agencies manage their transition to the TBM framework.

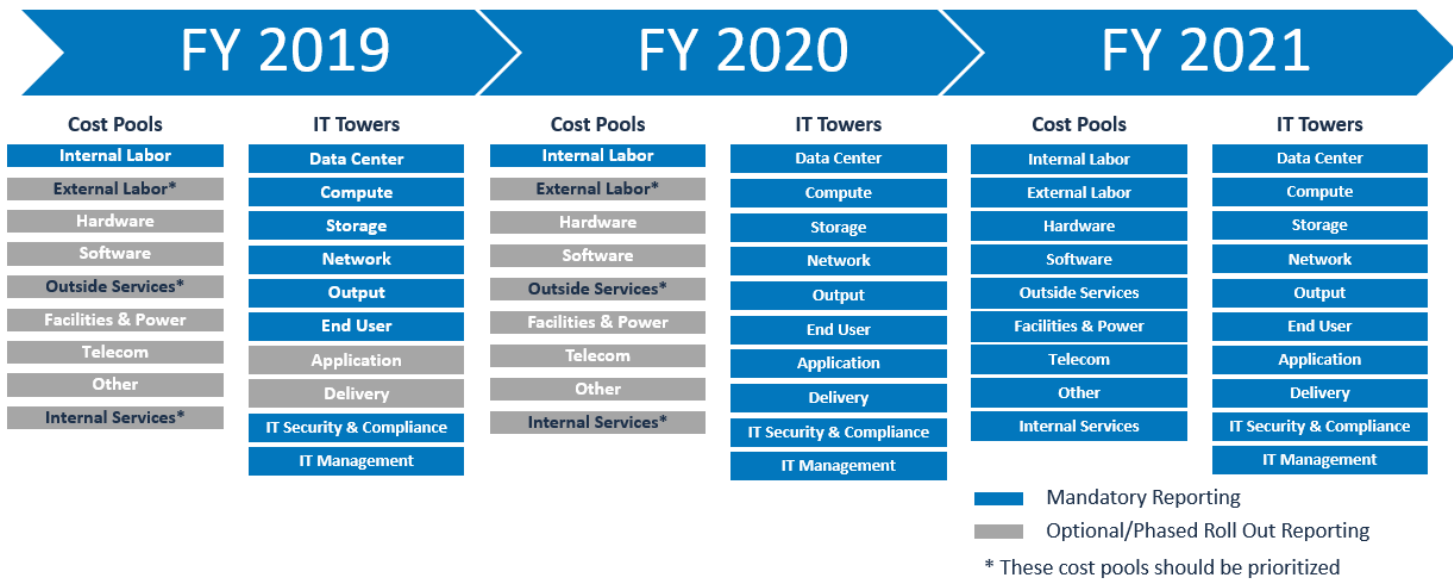


Strategy 1: Increase granularity in current IT Portfolio

The FY 2017 President's Budget reported 84% of the total Federal IT budget categorized as "other", as opposed to being clearly tied to a specific IT category of spend. The FY 2020 President's Budget requires all investments to categorize IT spend by IT Towers - 100% of IT spend reported by agencies is now captured using an open-source nomenclature consistent with IT management best practices.

Goal: Achieve 100% granularity within the known IT Portfolio by Q4 FY2019.

Figure 3. Roadmap for CPIC Submissions by Budget Year



Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Agencies adopt TBM standard IT Tower and Cost Pool to report categorized IT costs across the entire spend of the IT Portfolio	Q4FY19	On track	No Change	Federal Agencies	President's Budget Submissions will be public in Jan/Feb



Strategy 2: Develop implementation guidelines and enabling mechanisms

Build TBM into the way that we do business to achieve the value, benefits, and desired outcomes – the foundational people, processes technologies and policies for budget, acquisition, finance and IT – leveraging and improving existing systems and processes. To most effectively implement TBM and maximize value across Federal agencies, OMB will coordinate with pilot agencies and industry partners to develop a common set of requirements.

Goal: Develop a government-wide strategy and implementation guidelines by Q4 FY2019 to support government-wide adoption.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Complete Cost Pool Implementation Report focused on authoritative data needed for the TBM cost pool layer (<i>Note: The original action plan referred to this report as a Data Gap Analysis</i>)	Q3FY18	Complete	No Change	GSA OGP	
Determine authoritative data necessary to support TBM implementation (Establish Inventory, Define Standards, Assess Discrepancy, Develop Alternatives and Action Plan to address discrepancy)	Q4FY18-Q3FY19	Complete	No Change	GSA OGP	
Incorporate TBM data needs into next Gen Cloud-Based solutions for (Payroll, T&A, Contract writing, Financial Management)	Q4FY18-Q3FY19	Delayed	No Change	OMB, SSGB	<i>Related issue – decision on level of details in TBM to collect for implementation and analysis</i>
Define a standardized Services taxonomy for Federal Government	Q4FY19	Delayed	Delayed	OMB, GSA OGP, Agencies	<i>Socialization and vetting of the taxonomy to various stakeholders is taking longer than anticipated</i>
Define standard Business Unit elements for Federal Government	Q4FY19	Complete	Change of Status	OMB, GSA OGP, Agencies	
Develop and release a TBM Playbook	Q2FY19	Complete	No Change	GSA IT/ED/GSA OGP	
Establish government wide acquisition approach to enable agencies to procure services and tools relating to TBM implementation	Q4FY19	Complete	Change of Status	GSA FAS/OGP	





Strategy 3: Adopt and Implement TBM across the Federal enterprise

The TBM Framework will support the Federal Government to better run IT like a business, drive innovation and business transformation, improve services to citizens, add cost transparency, and increase its accountability to taxpayers.

Agencies will be required to submit individualized plans to explain how they will meet the deadline of adopting government-wide standards and implement Technology Business Management in a common way across the Federal enterprise.

Goal: Complete phased implementation for all federal agencies will take place between FY2021 - FY2022.

Key Milestones	Milestone Due Date	Milestone Status	Change from last quarter	Owner	Anticipated Barriers or other Issues Related to Milestone Completion
Agencies establish and deliver a multi year strategy to implement TBM	Q4FY19	Delayed	Delayed	Agencies	<i>Low response rate/poor quality</i>
Conduct Government-wide Communication and Outreach for TBM Implementation	Q3FY19	Complete	No Change	OMB/GSA OGP	
Phased implementation between FY 2020-FY 2022	Q4FY22	On Track	No Change	Agencies	



Federal Agencies:

- Agency OCFOs and budget offices will need to track additional details on IT Cost Pools and IT Towers.

Program Activities:

- Mission Support Services
- eInvoicing
- DATA Act
- PMIAA implementation