

Information Technology Operating Plan

Technology powers the Federal Government’s ability to deliver on its mission. This Administration is leading a unified IT operating plan that centers on the American people and gives them a Government that understands who they are, what they need, and how best to deliver services to them efficiently, effectively, and equitably, with accessibility and respect.

ITOR, TMF, and FCSF are key to enabling strategic-level execution of IT efforts and investments across Federal agencies. The funds have different and complementary strengths that stem from their inherent purposes and variations in the operating models of the implementing organizations.

Our agency partners are also key to driving transformation. OMB and GSA partner to set policies, create shared solutions, and encourage best practices to empower agencies to invest in the best IT tools and services.

Key Priorities ~ To maximize the impact of these funds, OMB applies the appropriate level of strategic oversight to prevent duplication of efforts, direct the funds to their highest use, and ensure coordination among agencies. OMB calls together key stakeholders, promotes knowledge sharing, and provides strategic analysis of projects and progress.

There are four key priorities that the TMF, FCSF, ITOR, and individual agencies are working together to advance:

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Chief Information Officers Council (CIOC)

Stakeholder(s):

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Federal Chief Information Officer (FCIO), Office of Management and Budget, Executive Office of the President (EOP)

Information Technology Oversight and Reform

(ITOR) Account :

ITOR enables the Federal Government to achieve efficiency, effectiveness, and security across its IT investments, reduce cybersecurity risk, and implement innovative IT solutions.

Technology Modernization Fund (TMF) :

The TMF allows agencies to access capital needed to tackle IT modernization needed to keep up with the fast pace of changing technology.

Federal Citizen Services Fund (FCSF) :

The FCSF enables public access and engagement with the Federal Government through an array of both public and agency-facing cross-Government shared services and programs.

Vision

Federal agencies deliver on their missions

Mission

To deliver services to the American people

Values

Efficiency

Effectiveness

Equity

Accessibility

Respect

Technology: The foundation for sustainably developing, maintaining, and iteratively advancing ... technical systems requires:

Expertise: Technical experts within the Government partner with non-technical program personnel throughout program and project execution to ensure technology and the customer are at the center of processes from the start. Technical talent is essential to accomplish the mission and fundamental duties of the Government, while avoiding the risks that come with outsourcing. They also provide essential guidance and feedback to industry partners and contractors to ensure project requirements are met. These experts include software engineers, IT specialists, product managers, designers, user researchers, acquisition specialists, and a host of additional in-house specialists whose expertise is required for building and iterating on technical systems and engaging key stakeholders to gain support for that work.

Sharing: Shared digital services, products, infrastructure, and channels enable agencies to create streamlined, consistent customer experiences across Government programs and services, and to benefit from economies of scale.

Relationships: Strong, well-managed relationships with industry ensure the Government takes advantage of industry innovation and does not reinvent the wheel for existing technology. They can bolster existing technical capacity within agencies and provide both generalized and specific support, especially in the areas of widely-used commercial off-the-shelf (COTS) products and operational technology (e.g., human resources systems, financial management systems, and cloud services).

Key Priority 1. Cybersecurity

Bolster cybersecurity

Bolstering cybersecurity by ensuring every Department and Agency is increasing the safety and security of public services, and implementing the requirements contained in the Executive Order on Improving the Nation's Cybersecurity, as well as the Federal Zero Trust Strategy.

Key Priority 2. IT Modernization

Adopt modern technologies

Adopting modern technologies, employing methods of continuous improvement, and scaling them across Government to make Government run more effectively and improve the delivery of trusted services.

Key Priority 3. Customer Experience

Use design and technology to deliver exceptional customer experiences

Digital-First Customer Experience ~ Using design and technology to deliver an exceptional customer experience for the American public that demonstrably meets user needs and is on par with today's customer expectations.

Key Priority 4. Data

Harness data to power Government operations and citizen experiences

Data as a Strategic Asset ~ Driving key insights into the decision-making process by harnessing accurate, available, and actionable data to power intelligent Government operations and citizen experiences.

ITOR. IT Investments

Achieve efficiency, effectiveness, and security across IT investments

Stakeholder(s)

Information Technology Oversight and Reform :

The ITOR account enables the Federal Government to achieve efficiency, effectiveness, and security across its IT investments. ITOR is used to drive results in the adoption and advancement of modern IT and cybersecurity practices..

also key to driving adoption and advancement of modern IT across agencies.

USDS :

USDS also received a direct appropriation of \$200 million from ARP to aid its engagement on high impact efforts, such as: establishing the Child Tax Credit website and strategy; modernizing the U.S. Department of Agriculture's Special Supplemental Nutrition Program for Women, Infants and Children; building the website through which every household in America could order free COVID-19 tests; and building an interagency system that decreased processing time for evacuating Afghans.

OMB :

OMB, through USDS, also uses ITOR funding to bring together the best engineering, design, and Government talent to change the approach to technology by deploying small and responsive teams for critical projects, which is

Strengths

1. Leadership and direction to agencies: OFCIO coordinates critical policies across key partner agencies, and works to ensure all agencies have the appropriate leadership, implementation plans, and resource alignment to drive improvements in IT and cybersecurity.
2. Surging resources during crises: ITOR provides the flexibility to expand personnel or directly resource agencies, allowing OMB to respond within hours or days to urgent needs, even in complex interagency contexts.
3. Executive support for risk-taking: USDS and OFCIO's unique role within EOP allows them to drive execution on key Administration priorities and to support agencies to "think differently" about modernization and take managed risks in trying new approaches.

Strategy ~ Looking ahead, OFCIO and USDS aim to:

ITOR 1. Technical Talent

Improve the Government's base of technical talent

Improve the Government's base of technical talent across the interagency through initiatives such as pooled, rigorous hiring certificates for technical talent, and a certification program allowing acquisition professionals to use innovative and flexible approaches to buy IT products and services.

ITOR 2. Coordination

Coordinate across the tech ecosystem

Coordinate across the tech ecosystem by using OFCIO and USDS's regular interagency engagement to further strategic priorities. For example, OFCIO, USDS, other OMB offices, and GSA, with an array of other agencies, are contributing to implementation of the Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government by aligning technology investments to modernize identified life experiences.

ITOR 3. Cybersecurity

Advance cybersecurity

Advance cybersecurity by overseeing and supporting agency implementation of Zero Trust plans and executing the Executive Order on Improving the Nation's Cybersecurity.

ITOR 4. Budget Requests

Align budget requests based on cybersecurity risk mitigation and strategic IT priorities.

OMB's Resource Management Offices rely on OFCIO's expertise to validate and prioritize IT investments across the Federal Government, and OFCIO expects to elevate data-driven insights to make that process more effective.

TMF. IT Modernization

Tackle critical IT modernization projects

Stakeholder(s)

Technology Modernization Fund :

The Technology Modernization Fund (TMF) enables agencies to tackle critical IT modernization projects aligned with the fast pace of changing technology and agency needs.

Federal Agencies

GSA :

Agencies work with GSA's TMF Program Management Office (PMO) to submit proposals to the TMF Board, chaired by the FCIO, for assessment, investment, and review throughout the project lifecycle. The TMF has seen tremen-

dous demand after the \$1 billion appropriation through the ARP.

TMF Board :

As of May 2022, the TMF Board has received over 130 proposals requesting over \$2.5 billion from more than 60 Federal agencies and components.

Strengths

1. Accountability of agency teams: The TMF improves the likelihood of project success through an incremental investment approach, tying project funding to delivery of specific milestones and strong technical oversight; this iteration enables teams to adjust course as needed.
2. Jump-start capital investments: The TMF can offer rapid infusions of funding in a flexible manner, allowing agencies to commit capital needed for multi-year technology projects.
3. Systematic project vetting: The TMF PMO has technical expertise in areas such as cybersecurity and user design and research, enabling it to evaluate every proposal and actively advise agencies on best practices. OMB also reviews proposals and can identify the potential for duplicative investments at agencies.
4. Trend-spotting across Federal IT: As the head of the TMF Board, the FCIO has a unique birds-eye view of IT investments across the Federal enterprise – including where demand is shared, concentrated, or trending for modernization needs – and can prioritize investments accordingly.

Strategy ~ Looking ahead, the TMF aims to:

TMF 1. Performance Data & Best Practices

Gather IT modernization performance data and best practices

Gather IT modernization performance data and best practices to proactively inform the IT modernization efforts of all agencies, whether recipients of TMF funding or not. These “learn once, use many” insights will offer guidance that reflects the lessons learned from TMF.

TMF 2. Shared Services

Identify possibilities for new shared services

Identify possibilities for new shared services based on an enterprise-level view of agency needs – these possibilities could be developed by GSA, or scaled or adopted by individual agencies with support from OFCIO and USDS.

TMF 3. Readiness

Ensure agencies are equipped for success

Conduct enhanced readiness assessments to ensure agencies are equipped for success, including having teams build and test their assumptions through rapid prototypes.

TMF 4. Benchmarks

Establish new benchmarks for efficient, effective technology modernization

Demonstrate an effective model of technology investment to raise the bar in establishing new benchmarks for efficient, effective technology modernization.

FCSF. Shared Services

Provide cross-Government digital shared services

Stakeholder(s)

Federal Citizen Services Fund :

The Federal Citizen Services Fund (FCSF) provides sustainable cross-Government digital shared services that achieve agency cost savings, improve security, and provide taxpayers a better public experience.

Key FCSF Initiatives :

Key initiatives include:

FedRAMP

USA.gov

data.gov

digital.gov

search.gov

USWDS

Digital Analytics Program

vote.gov

challenge.gov

10x

New FCSF Programs :

Newly created or acquired programs and services include:

Public Benefits Studio

Federal Audit Clearinghouse

U.S. Digital Corps

Presidential Innovation Fellows

MAX.gov

Open Government Secretariat

Citizens :

The FCSF received a one-time capital investment of \$150 million in the ARP to enable reimagining citizens' interactions with the Government. These investments are made leveraging best practices from the 10x program and include development of the U.S. Digital Corps, providing shared services for the Child Tax Credit website, providing surge support to review cloud products for FedRAMP inclusion, and development of a new Public Benefits Studio.

Strengths

1. Gaining efficiencies through shared services: The FCSF funds the deployment, improvement, and maintenance of essential shared services and programs (both public and agency-facing) that meet the needs of multiple agencies, reducing duplication and increasing economies of scale.

2. Maintaining strong, well-managed relationships with industry: The FCSF funds efforts that help the Government take advantage of industry innovation without reinventing the wheel for existing technology, in addition to encouraging industry partners to engage with the Government to solve problems.
3. Empowering success of agency technology missions: The FCSF enables agencies to focus their efforts on mission-specific challenges and opportunities by providing agencies with the ongoing ability to develop and implement shared services (either from ideation or by scaling a new service).
4. Fostering technical talent: The FCSF funds services and programs, such as the Technology Transformation Services and U.S. Digital Corps, that provide access to much needed technical talent ranging from senior executives to early career hires.

Strategy ~ Looking ahead, the FCSF aims to:

FCSF 1. Modernization & Scaling

Scale up and modernize high-impact Government-wide initiatives

Scale up and modernize existing and essential high-impact Government-wide priority initiatives to support High Impact Service Providers (HISPs), Federal agencies, and State, local, Tribal, and territorial governments.

Stakeholder(s):

High Impact Service Providers (HISPs)

Local Governments

Federal Agencies

Tribal Governments

State Governments

Territorial Governments

FCSF 2. Improvement

Improve existing shared services

Improve existing shared services previously funded from other sources or at other agencies, that are transitioning into the FCSF and will benefit from the expertise of GSA, such as the Federal Audit Clearinghouse and the Presidential Innovation Fellows Program.

Stakeholder(s):

Federal Audit Clearinghouse

Presidential Innovation Fellows Program

FCSF 3. Integration

Integrate with the TMF and OMB

Integrate with the TMF and OMB to inform the priorities and direction for FCSF-funded shared services and activities.

Stakeholder(s):

OMB :

For example, OMB'S near-term focus on designated HISP services and long-term focus on designated

cross-agency life experiences can provide critical insights into priority programs or services that can be supported through FCSF funding and initiatives.

Administrative Information

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