

IT Modernization Centers of Excellence Industry Day

**National Capital Region (NCR)
Auditorium**

**June 27, 2018
1:00PM - 3:30PM**



Agenda

Overview

Joanne Collins Smee, GSA TTS Director
Don Bice, Deputy Assistant Secretary for Administration
Gary Washington, USDA CIO
Matt Lira, Office of American Innovation
Bob De Luca, CoE Executive Director
Al Muñoz, Sr. CoE Contracting Officer

1:00pm
-1:45pm

IT Infrastructure Optimization & Cloud Adoption - Jay Huie

1:45pm

Contact Center of the Future - Meghan Daly

1:55pm

Data Analytics - Tom Hallaran

2:05pm

Customer Experience - Simchah Bogin

2:15pm

Voice of the Customer - Simchah Bogin

2:25pm

CoE Program Management Office - Brian Whittaker

2:35pm

Potential Procurement Strategies - Al Muñoz

2:45pm

Questions and Answers - Facilitated by Bob De Luca

2:55pm

Closing - Bob De Luca

3:05pm

Overview

- Joanne Collins Smee, GSA TTS Director
- Don Bice, Deputy Assistant Secretary for Administration
- Gary Washington, USDA CIO
- Matt Lira, Office of American Innovation
- Bob De Luca, CoE Executive Director
- Al Muñoz, Sr. CoE Contracting Officer

IT Modernization CoE Purpose

By establishing the **IT Modernization CoEs**, we seek to:

- Accelerate the modernization of IT infrastructure across government
- Leverage private sector innovation
- Centralize best practices and expertise
- Collaborate across agencies
- Focus on policy requirements and changes, while also providing implementation assistance

Accelerating IT Modernization Across the Federal Government

Centers of Excellence

Centers of Excellence (CoE) will manage centralized, function specific talent, solutions and acquisition vehicles. The CoE teams will provide technical expertise for the development of strategy/planning and implementation support.



Cloud Adoption

- Portfolio/Architecture Analysis
- Application/System Analysis
- Cloud Migration Planning
- Security Streamlining/FedRAMP Advancement



Infrastructure Optimization

- Architecture Assessments
- Optimization Planning
- Data Center Consolidation
- Financial models cost/benefit



Customer Experience

- Design Thinking
- Omni-channel Service Design
- Ideal Customer Journey and Experience



Data Analytics

- Advanced Data and Analytics Technologies
- KPI and Interactive Dashboard Development
- Data Driven Business Process Improvement



Contact Center

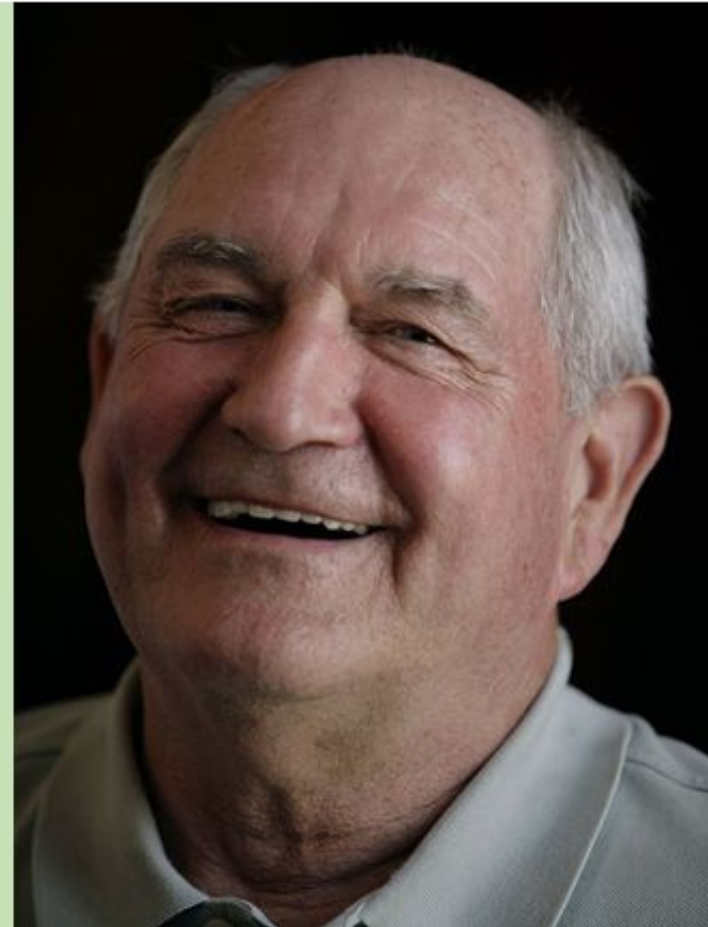
- Contact Center Optimization
- RPA and Intelligent Systems
- Knowledge Management
- Performance Management

“USDA WILL BE FACTS-BASED, DATA-DRIVEN AND CUSTOMER-FOCUSED.”

- Secretary Sonny Perdue

“OUR ABILITY TO EFFECTIVELY MANAGE AND MODERNIZE IT SYSTEMS WILL BE A KEY FACTOR IN THE DEPARTMENT ACHIEVING THIS VISION.”

-Deputy Secretary Censky



Organization Structure

Program Management Office

Gary Washington, *USDA CIO*, **Joe Doyle**, *USDA Customer Service Coordinator*
Joanne Collins Smee, *TTS Director*
Telora Dean, *IT Modernization Executive* – **Bob De Luca**, *CoE Executive Director*
Francisco Salguero, *Deputy USDA CIO*, **Tonya Judkins**, *Sr. Advisor*
Ted Kaouk, *USDA CIO Chief of Staff* - **Brian Whittaker**, *CoE Program Analyst*,
Rachel Jackson, *CoE Program Analyst* - **Julie Berarducci**, *CoE Program Analyst*

Acquisition Support

Al Munoz,
Sr. Contracting Officer
Omid Ghaffari-Tabrizi,
Contracting Officer's Representative

Cloud Adoption

Mission Area Sponsor

- Kimberly Jackson

CoE Team:

USDA/GSA Co-Leads

- Ed Reyelts
- Jay Huie

Detailees

- Mat Caughron
- **Scott Finke**
- **Theresa Gallagher**

Infrastructure Optimization

Mission Area Sponsor

- Kimberly Jackson

CoE Team:

USDA/GSA Co-Leads

- Ed Reyelts
- Dan Pomeroy

Detailees

- Teresa Curtis
- **Morris Johnson**
- Shawn Watson

Customer Experience

Mission Area Sponsor

- Darren Ash

CoE Team:

USDA/GSA Co-Leads

- Tony Cossa
- Simchah Bogin

Detailees

- **Tamieca Hamlin**

Data Analytics

Mission Area Sponsor

- Ron Thompson

CoE Team:

USDA/GSA Co-Leads

- Ted Kaouk
- Tom Hallaran

Detailees

- **Chris Alvares**

Contact Center

Mission Area Sponsors

- Mia Jordan

CoE Team:

USDA/GSA Co-Leads

- Mia Jordan
- Meghan Daly

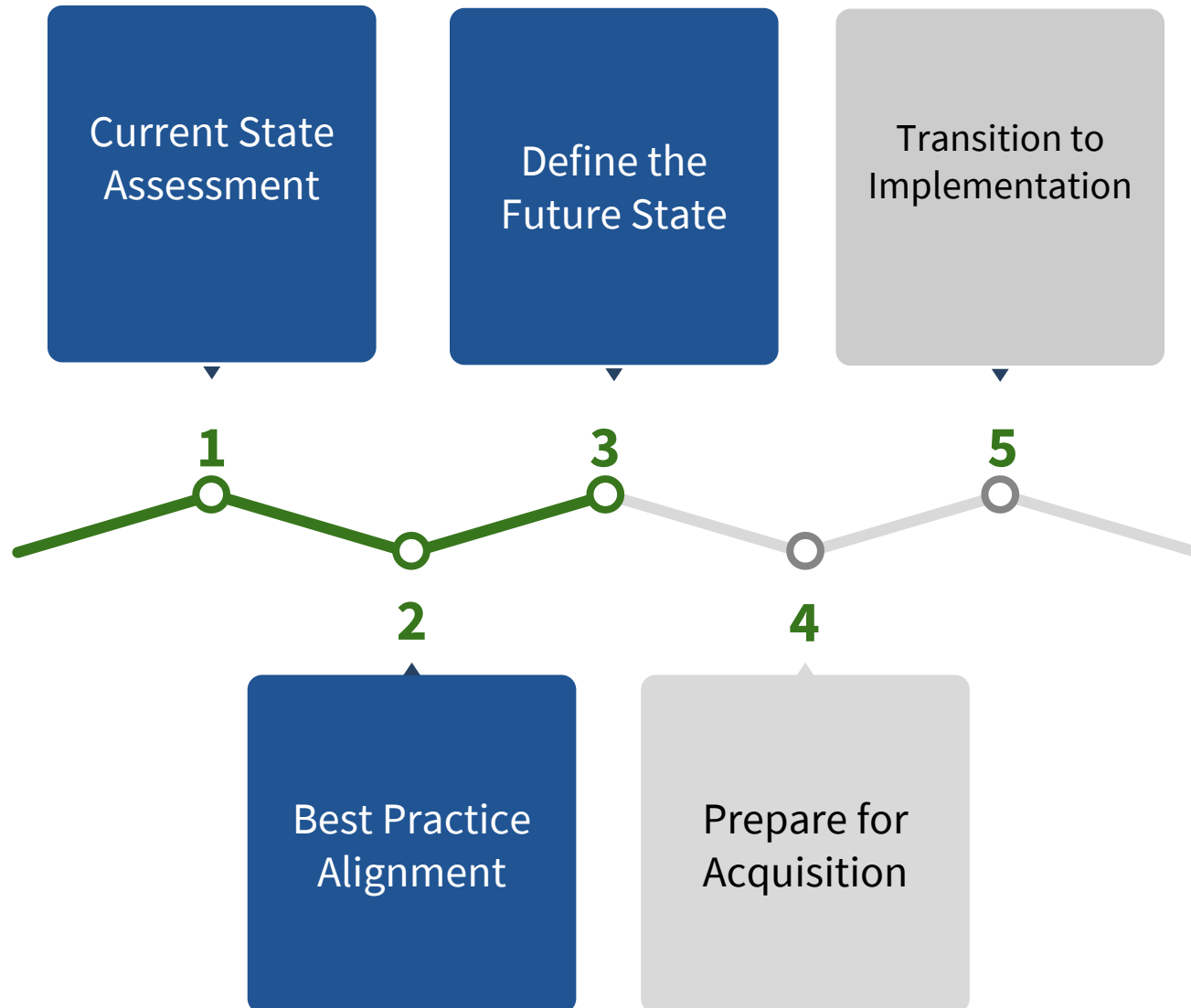
Detailees

- **Sudhir Surendran**
- **Dana Watts**

White House Office of American Innovation

Matt Lira

IT Modernization CoE Approach



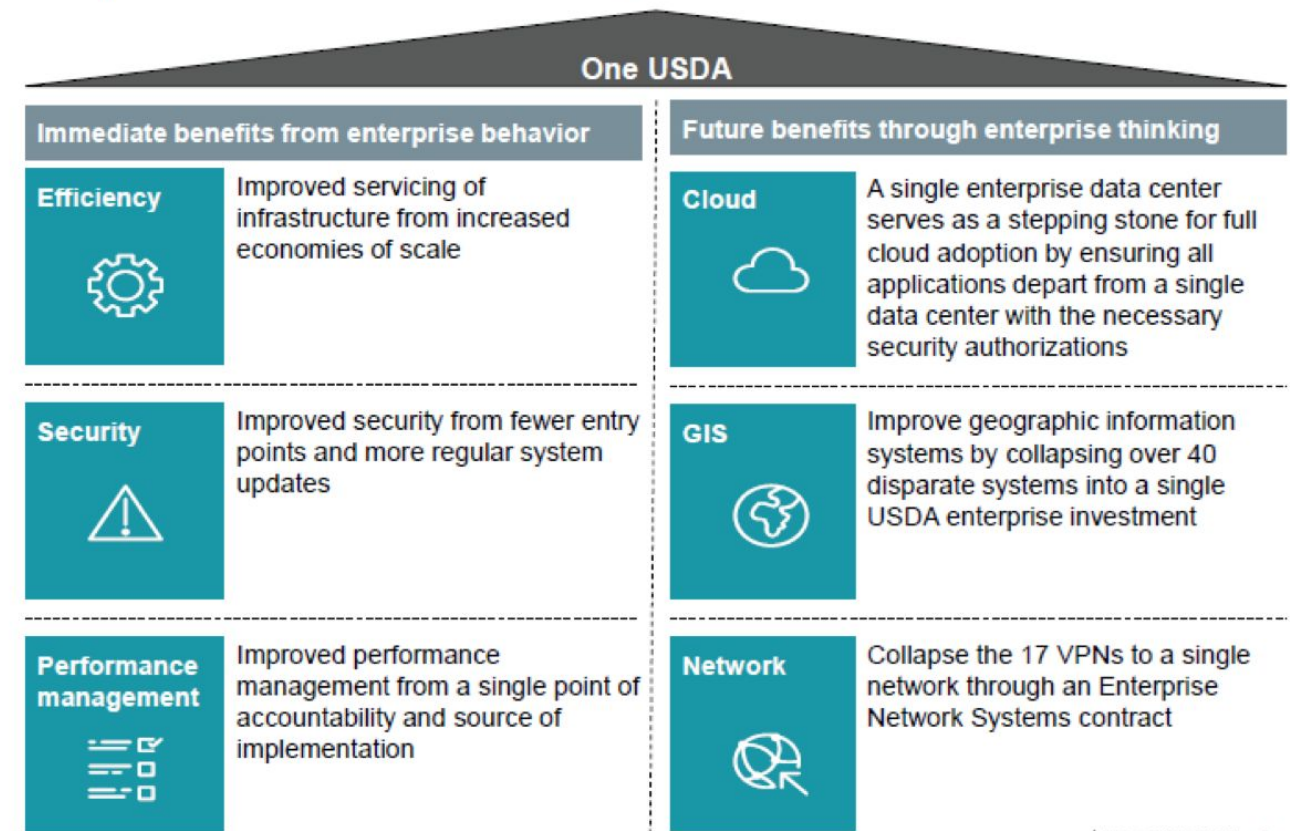
IT Infrastructure Optimization



Activities

- Exceeded USDA's FY2018 data center consolidation goal by closing 20 data centers in the Fiscal Year
- Developed a methodology to calculate the real estate value of data center closures
- Created an application rationalization process to support upcoming data center closures
- Provided subject matter expertise to establish an enterprise approach to network and data center consolidation

Consolidation will promote the One USDA mindset and encourage enterprise level behavior and thinking



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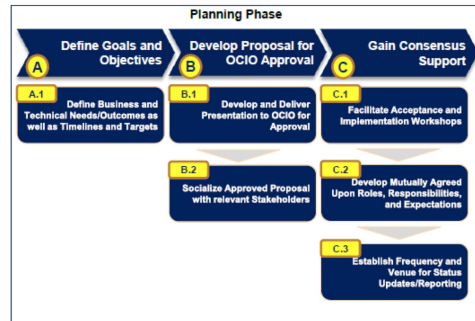
Cloud Adoption



Activities

- Created an enterprise cloud organization (CPS) by working within OCIO and across mission partners to identify the right structure and skills
- Equipped CPS for long-term success in cloud adoption, by building agile policies that support modern and secure cloud delivery
- Created an initial cloud inventory to institutionalize a cadence for application inventory and ongoing rationalization and modernization
- Engaged with USDA and other agencies to streamline security authorization of cloud platforms, including FedRAMP utilization

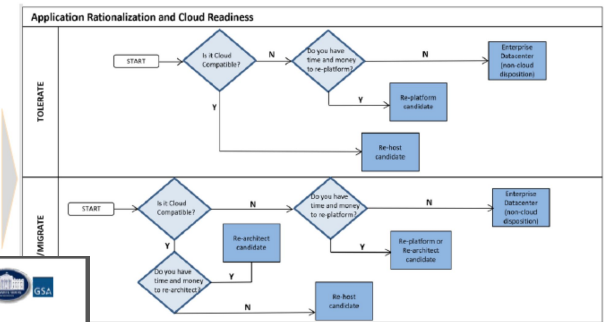
Establishing a Sustainable Cloud Computing Organization



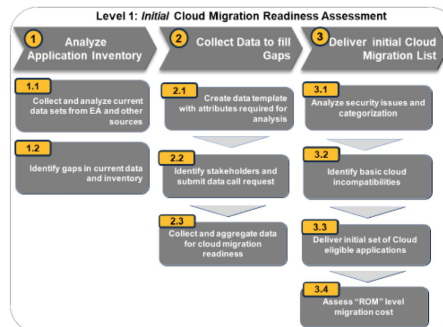
Execution Phase



Performing Cloud Readiness Assessments – Continuation of Application Rationalization



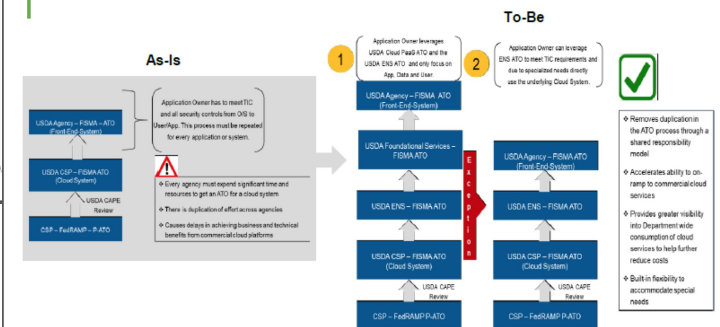
Application Inventory for Phased Cloud Migration



Level 2 Analysis



Streamlining Security Compliance across USDA

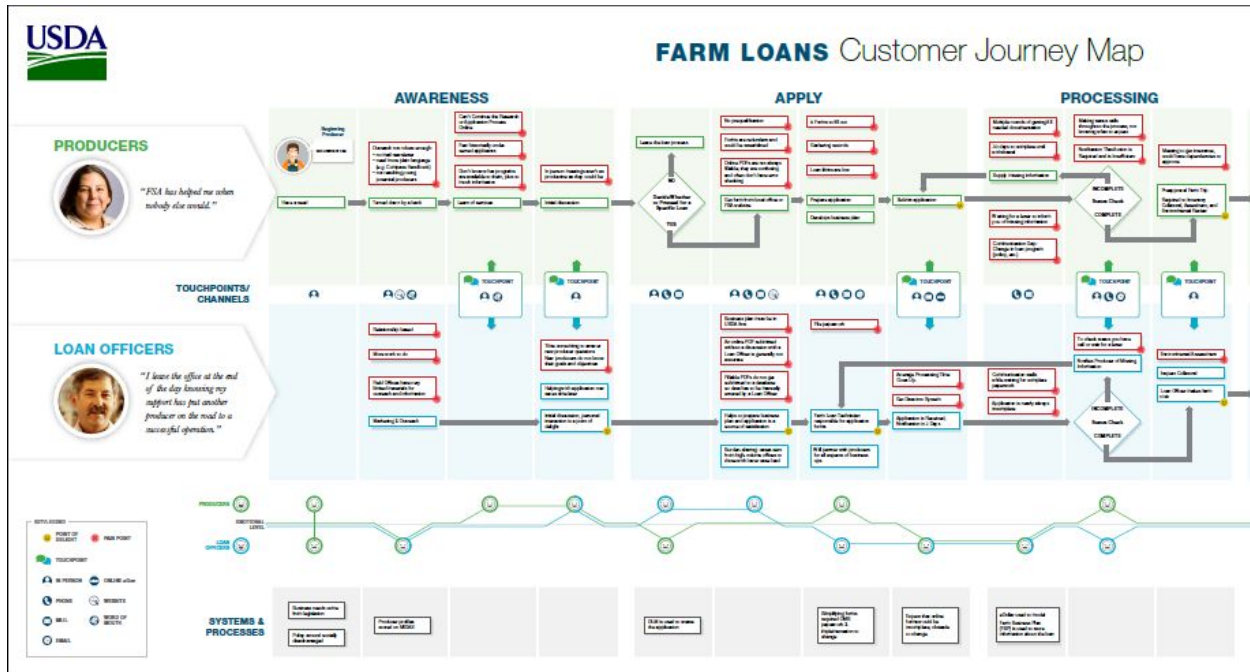


Customer Experience



Activities

- Traveled to 6 states and conducted 80+ interviews with customers and stakeholders using human-centered design methods to better understand customer needs
- Developed a Farm Loan Customer Journey map to create a shared understanding of their experience in the process
- Collaborated with USDA's Customer Experience Office to stand up a Customer Experience Champions Program with nominees from 17 sub-agencies



Customer Interviews Across the Nation



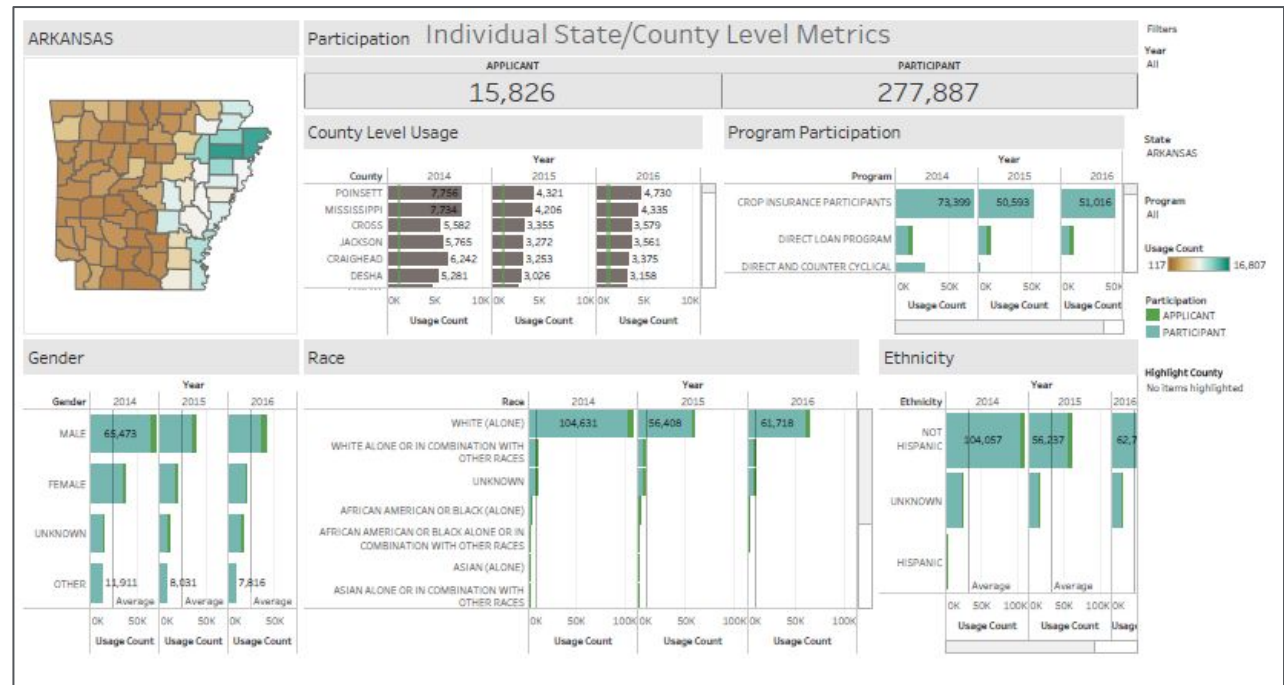
Data Analytics



Activities

- Engaged with USDA mission areas to understand data use, analytics, gaps, and opportunities
- Created a minimum viable product for measuring and surfacing USDA customer feedback and comments
- Worked with multiple agencies to develop KPIs and dashboards for programs that track and visualize how activities map to outcomes

Data and Analytics Center of Excellence Mockup of Farm Service Agency Programs Dashboard



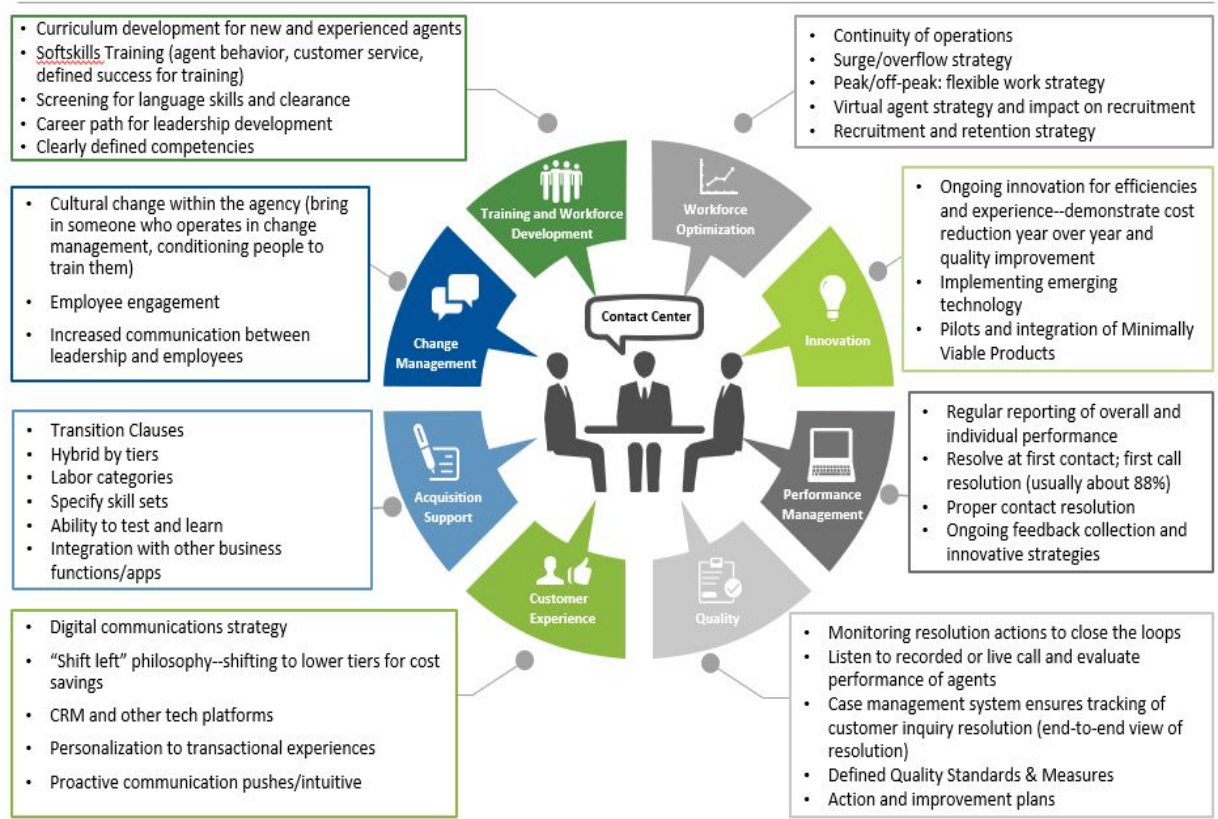
Contact Center



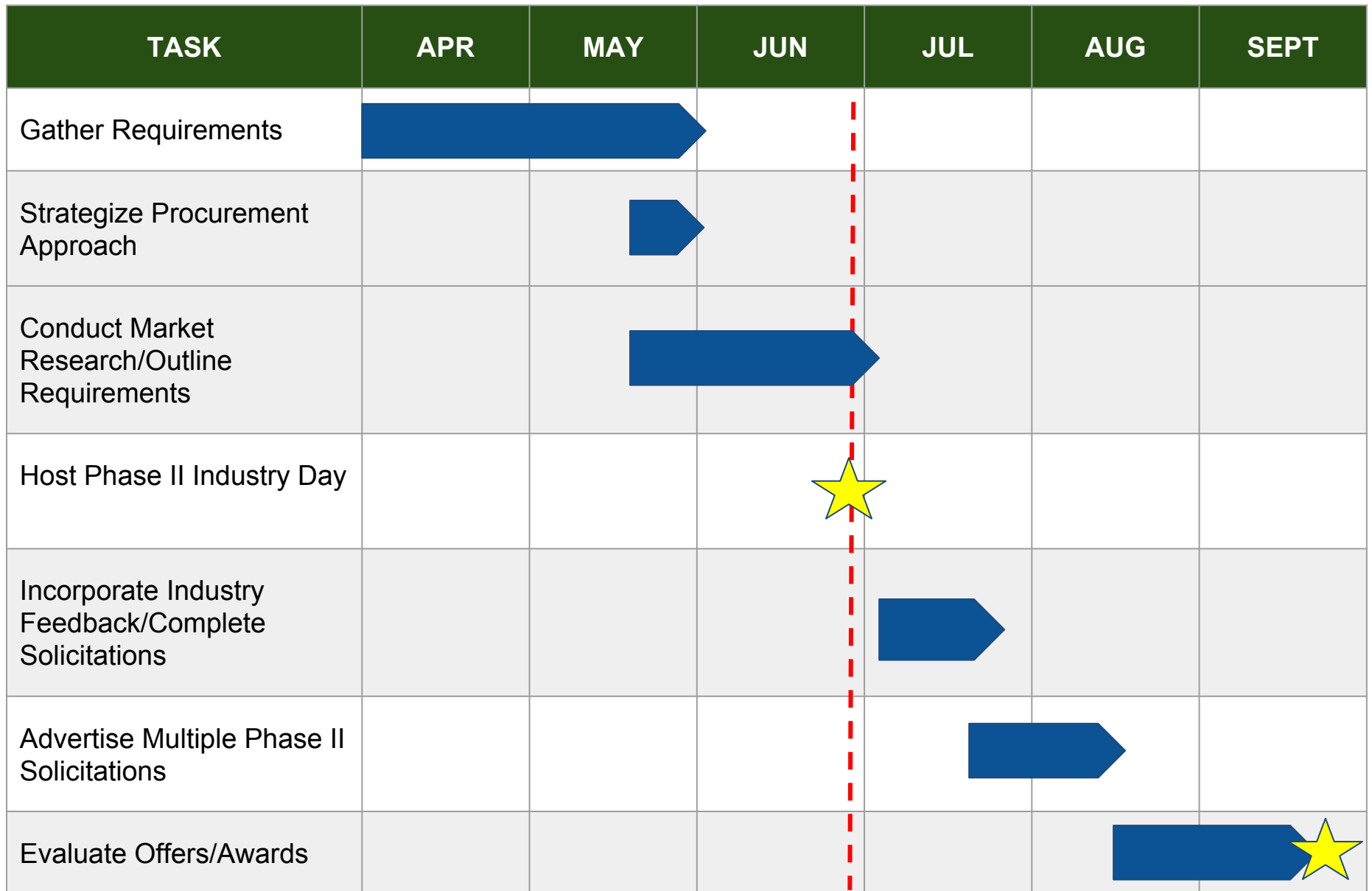
Activities

- Conducted best practice research on topics including change management, innovation, and knowledge management
- Launched and analyzed survey results to develop a comprehensive inventory of USDA's external-facing contact centers
- Engaged with stakeholders within USDA and across federal government to identify areas of opportunity and lessons learned to expedite contact center optimization
- Documented the current customer journey and interactions with USDA by mapping phone trees of external-facing contact centers

High-Level Components of Best-In-Class Contact Centers



CoE Contracting Timeline



IT Infrastructure Optimization & Cloud Adoption

Jay Huie

Phase 2 Procurement: *IT Infrastructure and Cloud Adoption*

Findings

- Cloud Adoption Individually rather than Enterprise
- Lack of a comprehensive inventory
- FedRAMP authorizations not fully embraced
- Varying states of cloud-readiness

Recommendations

- Establish single, sustainable Cloud Platform Services (CPS) organization
- Correlate data from disparate systems to establish a single authoritative location to track data about applications
- Develop approach to migrate all applications from closing data centers, include “lift and shift” for cloud-incapable apps
- Streamline security compliance for cloud platforms
 - Agile, nimble, repeatable ATO process
 - Coordinate cloud expertise via CPS
 - Leverage FedRAMP to the fullest

Phase 2 Procurement: *IT Infrastructure and Cloud Adoption*

Objective

The objective of this procurement is to provide the expertise to the USDA to modernize and replatform applications onto commercial cloud services. This will be accomplished by leveraging modern innovative information technology throughout the IT investment portfolio, leveraging commercial cloud services to deliver greater flexibility and functionality in support of Agency mission requirements.

Scope

The contractor shall provide professional services to assist GSA/USDA in (1) the staffing and training of a sustainable cloud computing organization within USDA, (2) the closure of identified USDA data centers, and (3) the migration of applications to commercial cloud environments and/or to the remaining two USDA on-premise data centers.

Potential strategy: Multiple Award BPA using Schedule 70

Contact Center of the Future

Meghan Daly

Phase 2 Procurement: *Contact Center*

Findings

- Have numerous phone numbers to call
- Receive inconsistent answers depending on the channel
- Limited contact channels offered (typically phone, mail or email)
- Few opportunities to provide real-time feedback on their experience
- Customer experience is inconsistent across and within programs

Recommendations

- Develop an enterprise-wide integrated knowledge management system
- Create a cloud based, omni-channel front- door contact center to handle all Tier 1 calls
- Build ongoing innovation into the life of the contract through a continuous improvement program that includes periodic “test and learn” projects
- Collaborate with USDA to create an effective change management program to institutionalize the new OneUSDA culture and business operating model

Phase 2 Procurement: *Contact Center*

Objective

Through this acquisition of products and services, USDA expects to create a single contact center to serve as the front door for phone, email, chat, etc to:

- Put USDA on par with customer experience in the commercial sector
- Improve operational flexibility by creating an environment that can efficiently and effectively integrate new capabilities and features

Scope

The Contractor will establish the foundation for an omni-channel capable contact center and centralized knowledge management system. To incorporate innovation, the contractor will have an opportunity to implement and pilot test and learn initiatives for artificial intelligence and robotic process automation.

Potential strategy: Single Award using Open Market

Data Analytics

Tom Hallaran

Phase 2 Procurements: *Data Visualization and Analytics Capacity Building*

Findings

- All USDA Mission Area leaders want their organizations to be more data driven
- Data and analytics practices, KPIs, dashboards are highly variable across agencies and program areas
- There is little shared data infrastructure across mission areas
- Tools and analytics practices are highly variable

Recommendations

- Standardized tools and practices will help to increase collaboration across USDA
- Shared data infrastructure (eg. Data Lakes) will increase productivity of existing teams and tools
- Organization wide dashboards like the (CxO dashboards) and common dashboards will allow all agencies and programs to be more data driven
- The USDA should develop robust communities of practice for data analytics

Phase 2 Procurement: *Data Visualization and Analytics*

Objective

The objective of this procurement is to develop and implement data analytics and data visualization solutions across USDA that meet the various needs of mission areas and agencies while providing enterprise level capabilities.

Scope

The contractor will:

- Develop key performance indicators (KPIs)
- Develop and implement data collection solutions to improve performance measurement
- Identify predictive analytics opportunities and build predictive models

Potential strategy: Single Award using Schedule 70, Alliant*, or VETS2

Phase 2 Procurement: *Data Analytics Capacity Building*

Objective

The objective of this procurement is to develop and enhance USDA data and analytics communities of practice and change management process to foster more integrated enterprise-wide solutions.

Scope

The contractor will provide technical and organizational expertise to support USDA's goal of being data-driven:

- Enterprise data strategy, including organizational and technical focus
- A solution for a robust data inventory that is integrated with USDA processes
- Providing best practices and change management for orienting an organization around data and analytics

Potential strategy: Single Award using Schedule 70 or the Professional Services Schedule

Customer Experience

Simchah Suveyke-Bogin

Phase 2 Procurement: *Customer Experience Collaboration Solution*

Findings

- Inconsistent ways of operating across field offices and answering internal operational questions
- Limited contact mechanisms for real time internal team communications (i.e. while loan officers can “chat” with a colleague one on one, there is no mechanism to communicate with all 700 farm loan offices to collaborate and problem solve)

Recommendations

- An enterprise tool to connect teams in a collaborative environment
- Ability for teams to connect real time
- Real-time collaboration with USDA team members all at once (not just one-on-one)
- Transparent environment for colleagues to help one another no matter where they are sitting physically, no matter what level they are in the department

Phase 2 Procurement: *Customer Experience Collaboration Solution*

Objective

The objective of this procurement is to identify a vendor that will be responsible for the acquisition and agile implementation of a web collaboration tool/solution that will meet the broad needs of USDA with the goal of improving real-time communications with field staff across the country.

Scope

The collaboration tool/solution is intended to improve/facilitate communications between headquarters and field staff that operate across the country. The tool may also be used to help facilitate communications between staff who may want to connect with other colleagues across the country who may have similar duties or who have similar interests, issues, solutions that support their line of work.

Potential strategy: Single Award using Schedule 70, Alliant*, or VETS 2

Phase 2 Procurement: *Customer Experience Program Management Office (PMO)*

Findings

- Agencies across USDA have varying degrees of knowledge about their customer's needs
- Limited use of Human Centered Design practices across USDA when it comes to development of tools and services for employees and/or end users

Recommendations

- Establish a Customer Experience entity housed at USDA that can embed Customer Experience practices/expertise into IT agile development work at a department level
- A flexible and diverse set of Customer Experience teams that can be leveraged across agile teams/mission areas to support Customer Experience strategy work
- Build capability to gather and analyze Customer Experience and Voice of the Customer data and leverage that data to inform continuous process improvement throughout the agency

Phase 2 Procurement: *Customer Experience Program Management Office (PMO)*

Objective

The objective of the Customer Experience (CX) PMO is to provide consistent and cohesive management support and governance for the application of Agile CX practices across USDA.

Scope

The contractor shall provide professional services to assist USDA and the GSA Phase II CoE Team in establishing a Agile CX PMO within the USDA Office of the Chief Information Officer (OCIO) and embed CX business strategy into the capabilities across the USDA Mission Areas to ensure that agile and human-centered design methods are used in a balanced way in agile development that supports the overall improvement of the customer experience.

Potential strategy: Single Award using Schedule 70 or the Professional Services Schedule

Voice of the Customer

Simchah Suveyke–Bogin

Phase 2 Procurement: *Voice of the Customer*

Findings

- Customer data and input live in silos across the agencies
- No easy way to identify customer trends across the mission area
- No unifying analysis mechanism
- Specific service channels tend to own their customer data, this is not always being shared with other potential owners of similar customers

Recommendations

- Support USDA's efforts to collect customer feedback via multiple service channels
- Build a practice for using it to evaluate and improve customer experience
- Implement an enterprise tool that can be leveraged throughout all Mission Areas, integrates with current tools, and able to migrate all existing surveys

Phase 2 Procurement: *Voice of the Customer*

Objective

This will be an acquisition of a voice of the customer tool and program to achieve the goal of being the most efficient, effective and customer-focused agency, USDA needs to fully understand their customers and the experience they are having in their many and diverse programs.

Scope

The Contractor will be responsible for the acquisition, configuration and agile implementation of an enterprise Voice of the Customer solution.

Potential strategy: Single Award using Alliant* or Schedule 70

CoE Program Management Office

Brian Whittaker

Phase 2 Procurement: *GSA/USDA Centers of Excellence Program Management Office (PMO)*

Findings

- Greater engagement with USDA business owners is required to generate change
- Centralized program management processes and quality control standards are needed to effectively oversee and integrate the CoE implementation activities
- Refining and implementing internal processes
- Currently supporting a variety of core functions including acquisitions, resource management, program management, onboarding, communications, and finance

Recommendations

- Create a Centers of Excellence PMO to:
 - Lead organizational change management activities
 - Manage reporting/status requirements
 - Manage and address resource gaps
 - Oversee execution of mitigation strategies

Phase 2 Procurement: *GSA/USDA Centers of Excellence Program Management Office (PMO)*

Objective

The objective of the CoE PMO is to bring the five CoE teams together to ensure programmatic and stakeholder coordination, organizational change management, effective decision making and risk mitigation mechanisms, and ultimately successful CoE deliveries.

Scope

The contractor shall provide professional services to assist GSA/USDA in the expansion and maturation of the CoE Program Management Office (PMO) service delivery model within USDA, providing:

- Programmatic Oversight
- Organizational Change Management
- Independent Verification and Validation
- Strategic Communications

Potential strategy: Single Award using Schedule 70 or the Professional Services Schedule

Potential Procurement Strategies

Al Muñoz

Phase II Acquisition Potential Strategy

	Tentative Phase II Strategy
Cloud Adoption CoE	Multiple Award BPA using Schedule 70
IT Infrastructure Optimization CoE	Shared with Cloud
Contact Center CoE	Single Award using Open Market
Data and Analytics CoE: Data Visualization and Analytics	Single Award using Schedule 70, Alliant*, or VETS2
Data and Analytics CoE: Data Analytics Capacity Building	Single Award using Schedule 70 or the Professional Services Schedule
Customer Experience CoE: Customer Experience Collaboration Solution	Single Award using Schedule 70, Alliant*, or VETS
Customer Experience CoE: Customer Experience Project Management Office	Single Award using Schedule 70 or the Professional Services Schedule
Voice of the Customer	Single Award using Alliant* or Schedule 70
CoE Program Management Office	Single Award using Schedule 70 or the Professional Services Schedule

Providing Feedback

We want to hear from you!

There are many channels to communicate with us:

- Github (<https://github.com/gsa/coe-industry-day>)
- Reverse Industry Day One on Ones tomorrow/Friday
 - Please arrive 20 minutes before your appointment at GSA HQ Building
 - Check your email for reminders and details

Questions and Answers