Maximizing Efficiency: The Benefits of Consolidating Financial Systems and Embracing Cloud Technology

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What Was The Core Business Problem & Solution?

▸ **The Problem**

– Prior to UFMS none of the Department's major accounting systems were integrated with each other.

– In some cases, Components' core legacy financial management systems were not integrated with their subsidiary systems.

– These inadequate and outdated systems did not provide the automated financial transaction processing capabilities necessary to support management's need for timely and accurate financial information throughout the year.

▸ **The Solution**

– Undertake a multi-year phased migration plan to replace and consolidate financial management systems.

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What Was Our Approach to Consolidation?

▸ **Identify Opportunity to Consolidate**

▸ **Establishing the Program Office**
  – Establishing the Mission & Vision

▸ **Cultivate Component Buy-in**

▸ **Defining the Standards**
  – Departmental Standards
  – Component Standards
  – Interfaces

▸ **Determining the Sequence of Migrations**

▸ **Creating a Consolidated Team**

▸ **Execution for First Wave**
  – Configure
  – Mock Conversion
  – Testing
  – Training
  – O&M
  – Cutover
  – Post Migration Support
  – Lessons Learned

▸ **Repeat Execution for Next Wave**

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What Were The Challenges We Faced?

▶ **Data Migration Challenges**

- Distinct and different source systems

- Agreement to a foundation for data migration & system usage

▶ **System Integration Challenges**

- Changes to component systems

▶ **Process Changes**

- Use of department-wide processes (aka, foundation build)

▶ **User Adoption & Change Management**

- Resistance to Change

- Training

- Timing of Cutovers

What Benefits Does Consolidation Bring?

▸ **Generate Efficiencies**

– Brings DOJ bureaus and Offices, Boards, and Divisions (OBDs) into one centralized financial and acquisition system to reduce the overall maintenance costs of different systems.

  ▪ Eliminates fragmentation of using different financial and acquisition systems.

  ▪ Reduces cost of interfaces with major trading partners such as Treasury and National Finance Center.

– Enables the Department to streamline, eliminate and consolidate duplicative functions.

▸ **Continuous Enhancement**

– Reduces the cost of complying with additional functional, technical, and regulatory requirements

– Yearly upgrades allow the Department to stay current with underlying software and to take advantage of functional and technological improvements

▸ **Enhanced Security**

– Provides consistent system and general controls to meet DOJ and federal policies and standards across the Department and reduces audit and Certification and Accreditation (C&A) costs.

How Did We Achieve Consolidation?

▸ **The Solution**

– Undertake a multi-year phased migration plan to replace and consolidate financial management systems.

  ▪ 2008: Proof of concept with a small component

  ▪ 2009: First bureau migration

  ▪ 2010-2012: Establish first bureau on a new 'shared' instance

  ▪ 2014: Consolidation of early adopters onto the shared instance

  ▪ 2015 – 2021: Migrate remaining legacy customers onto consolidated system

The Department has successfully migrated its on-prem financial management system (UFMS) to the cloud

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What Lessons Learned Did We Experience?

▸ **Executive Support**

▸ **Transparency**

▸ **Mock Conversion & Upgrades**

▸ **Customer Involvement**

▸ **Testing**

▸ **Training**

– JIT

▸ **Cutover Timing**

– Migrations: Beginning of Fiscal Year

– Upgrades

- 1st Quarter (after statements)

- 3rd Quarter (after 2nd quarter close)

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What Are Some Considerations for a Cloud Migration?

▶ **Migration to FedRAMP-approved platforms**

– Validity of FedRAMP documentation

– Evaluate the need for SOC1/SOC2 assurance on top of FedRAMP

▶ **Data Migration Plans**

▶ **Performance & Availability**

– Same or Better

▶ **Impact of In-House Systems**

– Connectivity

▶ **Security Concerns**

▶ **Costs**

– Hosting costs
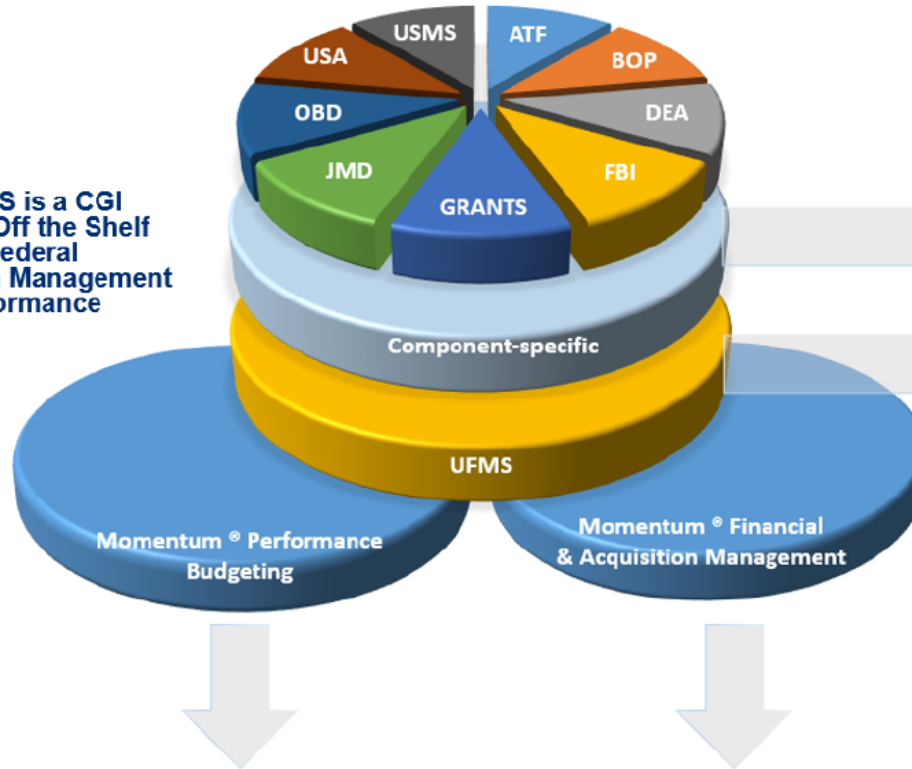
– Related costs to integration to in-house systems

Questions & Answers

APPENDIX

SLIDES

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The Foundation Build (Part I)

The foundation of UFMS is a CGI Federal's Commercial Off the Shelf (COTS) Momentum ® Federal Financial & Acquisition Management and Momentum ® Performance Budgeting System.

Component Specific Standards
Build on DOJ standards to develop component-specific, business processes, reports, interfaces and reference data to meet component needs.

Foundation Build Standards
A standard business model is configured for use throughout DOJ.

Standards Covers:
- Department-wide Business Processes
- Interfaces & Integrations
- Reporting

Performance Budgeting
- Budget Formulation
- Operation Plan Management
- Position Management

Financial Management
- General Ledger
- Payment Management
- Receivables Management
- Funds Management
- Cost Management
- Budget Management
- Credit Card Management
- Vendor Management
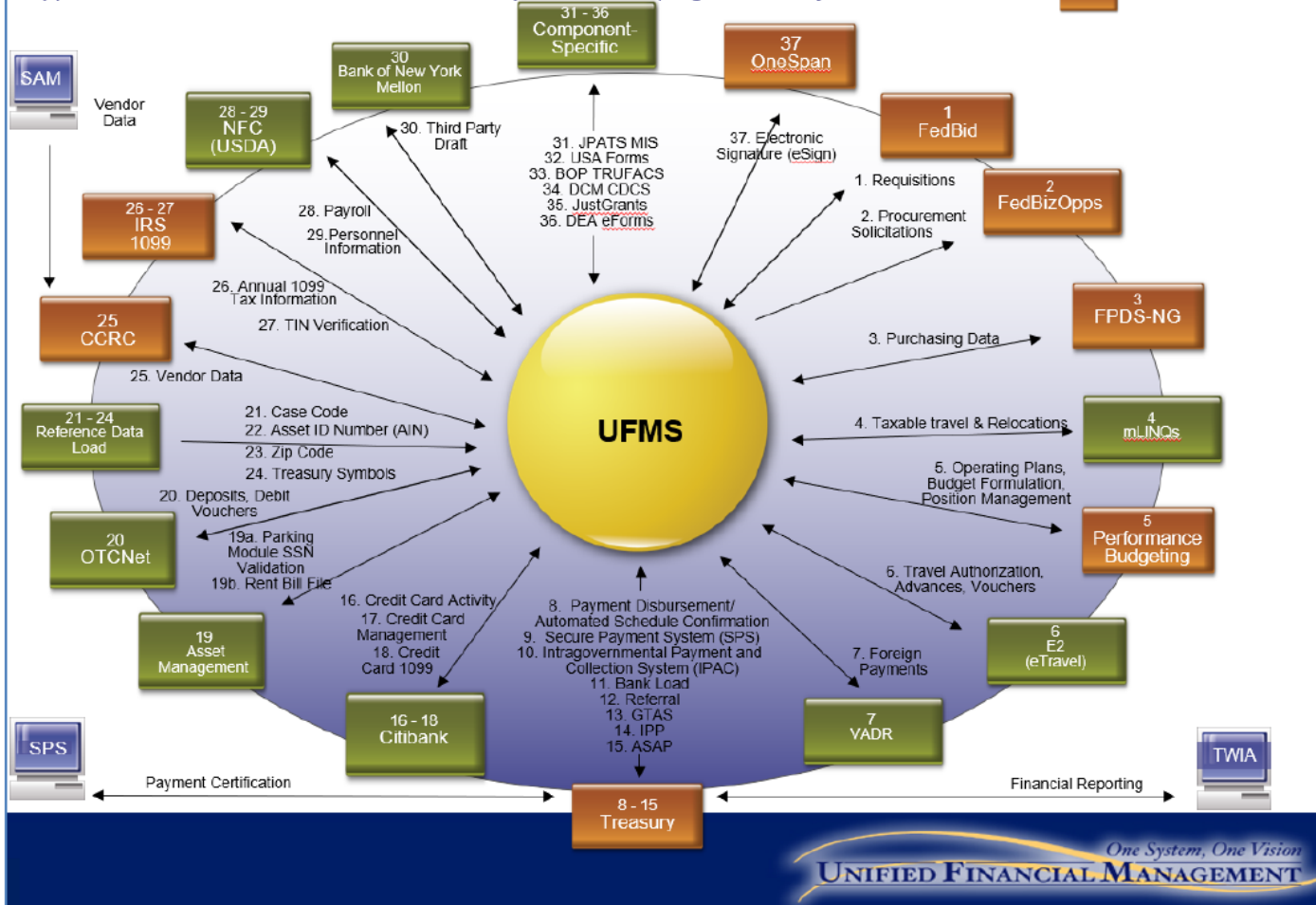- Reporting

Acquisition Management
- Simplified Acquisitions
- Purchase Card Transactions
- Large Contracts
- Reporting
- Vendor Self-Service
- CCR Connector (SAM.GOV)

The Foundation Build (Part II)