

Project Overview

USDA National Finance Center Modernization Assessment

Background: The U.S. Department of Agriculture's (USDA) National Finance Center (NFC) is an Office of Personnel Management-certified shared service center that provides payroll, human resources management, and financial services. The NFC assists the USDA and other government and quasi-government agencies in achieving cost-effective, standardized, and interoperable solutions that provide the functionality to support those agencies' strategic financial management and human resource management direction. The NFC services more than 170 diverse agencies and provides payroll services to more than 600,000 federal employees. The NFC's core operations are in New Orleans, LA, with additional sites in Washington, DC, and Denver, CO. The NFC's backup facilities are in St. Louis, MO, and Shreveport, LA.



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Project Description

The USDA NFC requires an assessment of its mission and operations as a shared service provider and its organizational capacity to meet ongoing mission requirements efficiently and effectively going forward. The USDA contracted with the Academy to provide a modernization assessment of the NFC. The Academy will

- Analyze the NFC's governance and finance structures, supporting technology systems and processes, internal organization and infrastructure, and stakeholder engagement;
- Review how the NFC evaluates and benchmarks its service levels and performance;
- Examine how the NFC budgets as a shared service provider—including workload forecasting, capital investment, operations and sustainment, and rate/fee setting—and consider the benefits of alternative funding structures;
- Examine the NFC's collaboration with its stakeholders, including customers, Congress, other USDA components and federal agencies, and the OMB;
- Review the resources needed to support the NFC in its mission delivery; and
- Identify, with NFC, the "desired future state" of the NFC and what supporting functional changes are needed for the NFC to achieve that desired future state.

The Academy has appointed a five-member Panel of Fellows to oversee and guide this study. Information on the Panel of Fellows and Study Team is provided on the next page. A final report with findings and recommendations, and executive briefings on the report, will be completed by May 31, 2023.



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Panel of Fellows

Margaret Graves (Panel Chair),* Vice Chair, IAC, American Council for Technology and Industry Advisory Council (ACT-IAC), 2020, Present; Chief Executive Officer, MHGraves Consulting, LLC, 2020, Present; Former Deputy Federal Chief Information Officer/Acting Federal Chief Information Officer, Office of the Federal Chief Information Officer, Office of Management and Budget/Executive Office of the President, 2016, 2020; Deputy Chief Information Officer/Acting Chief Information Officer, Office of the DHS Chief Information Officer, Department of Homeland Security, 2009, 2016; Executive Director of Enterprise Management Office, Office of the DHS Chief Information Officer, Department of Homeland Security, 2004, 2009; Deputy Program Manager for Border and Transportation Security IT Transformation, Office of the DHS Chief Information Officer, Department of Homeland Security, 2003, 2004; Management Consultant, Venture Capital for startups, Self, 2001, 2003; Director of Operations North America/East and South and Management Consultant, North America, A.T. Kearney Management Consulting, 1989, 2001; Management Consultant/ Director of Financial Management, Chief Financial Office, Advanced Technology, Inc., 1984, 1989; Management Consultant, Telecom and Engineering, Technology Applications, Inc., 1982, 1984; Senior Fellow, IBM Center for the Business of Government Former Deputy Federal CIO, Office of Management and Budget Executive Office of the President, American Council for Technology and Industry Advisory Council (ACT-IAC).

Alan Balutis,* Director and Distinguished Fellow, Internet Business Solutions Group, Cisco; Former President and Chief Executive Officer, INPUT; President and Chief Operating Officer, Veridyne Inc.; Deputy Chief Information Officer, U.S. Department of Commerce; Director, Office of Budget, Management, and Information, U.S. Department of Commerce; Acting Chief Information Officer, U.S. Department of Commerce; Director, Budget, Planning, and Organization, U.S. Department of Commerce; Director, Office of Management and Organization, U.S. Department of Commerce; Director, Office of Systems and Special Projects, U.S. Department of Commerce; Chief, Policy and System Staff, U.S. Department of Commerce; Senior Analyst, Office of Program Evaluation, U.S. Department of Commerce; President, PB Ltd, 2021.

Amy Edwards Holmes,* Executive Director, Bloomberg Center for Government Excellence, Johns Hopkins University Center for Government Excellence, 2022, Present; Deputy Assistant Secretary, Accounting Policy and Financial Transparency, U.S. Department of the Treasury, 2018, 2022; Senior Advisor, Office of the Fiscal Assistant Secretary, U.S. Department of the Treasury, 2015, 2018; Director, Government Performance Task Force, U.S. Senate Budget Committee, 2009, 2015; Manager, Government Performance Project, Pew Center on the States, 2007, 2009; Senior Director, Leadership and Performance, Council for Excellence in Government, 2002, 2007.

Anthony Scardino,* Partner, Guidehouse, 2022, Present; Managing Principal, Grant Thornton, 2019, 2022; Chief Financial Officer, U.S. Patent and Trademark Office, 2010, 2019; Deputy Under Secretary for Intellectual Property and Deputy Director, U.S. Patent and Trademark Office, 2017, 2018; Deputy Chief Financial Officer, Department of Housing and Urban Development, 2009, 2010; Associate CFO for Budget, Department of Housing and Urban Development, 2006, 2009; Senior Manager, Grant Thornton, 2006, 2006; Deputy Staff Director/CFO, Federal Election Commission, 2005, 2006; Deputy CFO, Radio Free Europe/Radio Liberty, 2001, 2004; Budget Officer, Broadcasting Board of Governors, 1998, 2001; Senior Budget Analyst, Federal Bureau of Investigation, 1990.

Renee Wynn,* Board Member, Virginia Tech Applied Research Corporation, 2022, Present; Chief Executive Officer, RP Wynn Consulting LLC, 2020, Present; Strategic Advisor, Moon Mark, 2021, Present; Cyber Security & Leadership Consultant, The Charles F. Bolden Group, 2021, Present; Public Sector Advisory Board Member, Palo Alto Networks, 2020, Present; Member of the Board of Advisors, Interos Inc, 2021, Present; CIO Sage, Partnership for Public Service, 2020, Present; Board Member, The Women's Center, 2019, Present; Chief Information Officer, Office of Chief Information Officer, NASA, 2015, 2020; Deputy Chief Information Officer, Office of the Chief Information Officer, NASA, 2015, 2015; Acting Chief Information Officer, Office of Environmental Information, Environmental Protection Agency, 2013, 2015; Deputy Chief Information Officer, Office of Environmental Information, Environmental Protection Agency, 2011, 2013; Office Director, Office of Program Management, Environmental Protection Agency, 2006, 2011; Deputy Office Director, Federal Facilities Restoration & Reuse Office, Environmental Protection Agency, 1997, 2006; Program Analyst, Federal Facilities Restoration & Reuse Office, Environmental Protection Agency, 1992, 1997; Program Analyst, Office of Site Remediation Enforcement, Environmental Protection Agency, 1990, 1992; Consultant, Federal Sector, Booz-Allen & Hamilton, 1988, 1990; Analyst, SallieMae, 1986, 1988.

PROJECT STAFF

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