



# Homeland Security

## **Financial Systems Modernization (FSM) Shared Services Forum**

Office of the Chief Financial Officer  
Joint Program Management Office

November 12, 2020

# Agenda

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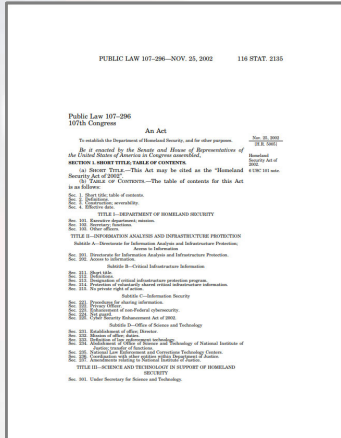
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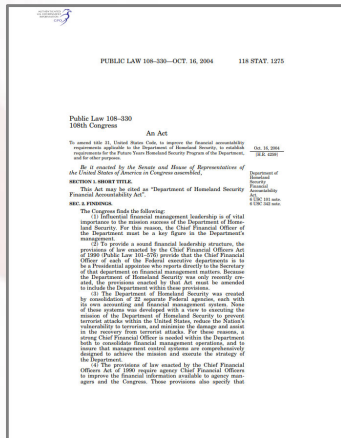
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# DHS History



- Created in the wake of September 11, 2001 terrorist attacks
- Consolidated 22 separate Federal agencies
- Mission to prevent terrorism & reduce vulnerability of US to terrorism

## Homeland Security Act (2002)



- CFO Act of 1990 amended to include DHS
- DHS became covered under the Federal Financial Management Improvement Act (FFMIA) of 1996
- Congress found that accounting systems across the 22 DHS agencies, none with a view to executing the DHS mission, required a strong CFO in DHS to insure that management control systems are comprehensively designed to achieve the mission

## DHS Financial Accountability Act (2004)



# Financial Systems Modernization Tenets

The following fundamental tenets guide the DHS financial systems modernization efforts:

- Standard financial management business processes
- Standard financial data element structures
- Leverage existing infrastructure, shared services, and technology
- Leverage the FSM Joint Program Management Office (JPMO)

# Trio Program Overview

CWMD

**Mission:** prevent attacks against the United States using weapons of mass destruction (WMD) through timely, responsive support to operational partners. Defends against chemical, biological, nuclear, and health security threats.

**Stats\***: 266 people, \$377M, National Biosurveillance Integration Center (NBIC) produced approximately 350 products, 155 surge deployments of Mobile Detection Deployment (MDD) and over 100 training exercises in FY19

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**Mission:** protect the U.S. transportation system, including highways, railroads, buses, mass transit systems, ports, and pipelines. It fulfills this mission in conjunction with other federal agencies and state partners. Primary focus is on airport security and the prevention of aircraft hijacking. Screens passengers and baggage at more than 450 airports.

**Stats\***: 55,000 people, \$8,000M, 2M people screened per day (pre-pandemic), 12 firearms per day, 4 million miles of roadways, 140,000 miles of railroad track, 612,000 bridges, 360 ports, 3,700 marine terminals, 2.75 million miles of pipeline, 30 million public transportation trips daily

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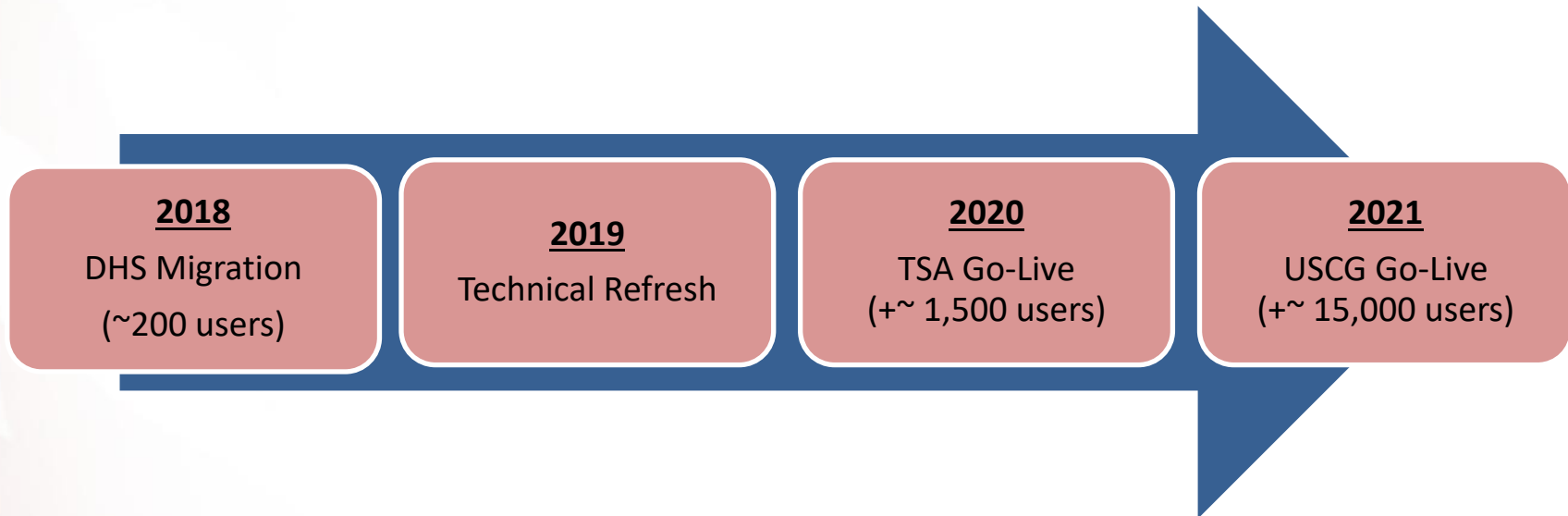


**Mission:** 11 statutory missions including Ports & Waterway Security, Drug Interdiction, Aids to Navigation, Search and Rescue, Living Marine Resources, Marine Safety, Defense Readiness, Migrant Interdiction, Marine Environmental Protection, Ice Operations, Other Law Enforcement.

**Stats\***: 50,000 people (8,200 civilian; 42,000 military), \$12,000M, Avg Day CG will save 10 lives, assist 192 people in distress protect \$2.8M, seize 169 pounds of marijuana and 306 pounds of cocaine (street value \$9.5M), respond to 20 oil or hazardous chemical spills totaling 2,800 gal, service 82 buoys and fixed aids to navigation, investigate 35 pollution incidents, facilitate movement of \$8.7 billion worth of goods and commodities through the nation's maritime transportation system

# Trio Program Timeline

The Trio program started at the Department of the Interior, Interior Business Center (IBC). The program was moved to DHS in 2018 and a technical refresh was performed in 2019. TSA went live on the platform in 2020 and USCG will be going live in 2021.

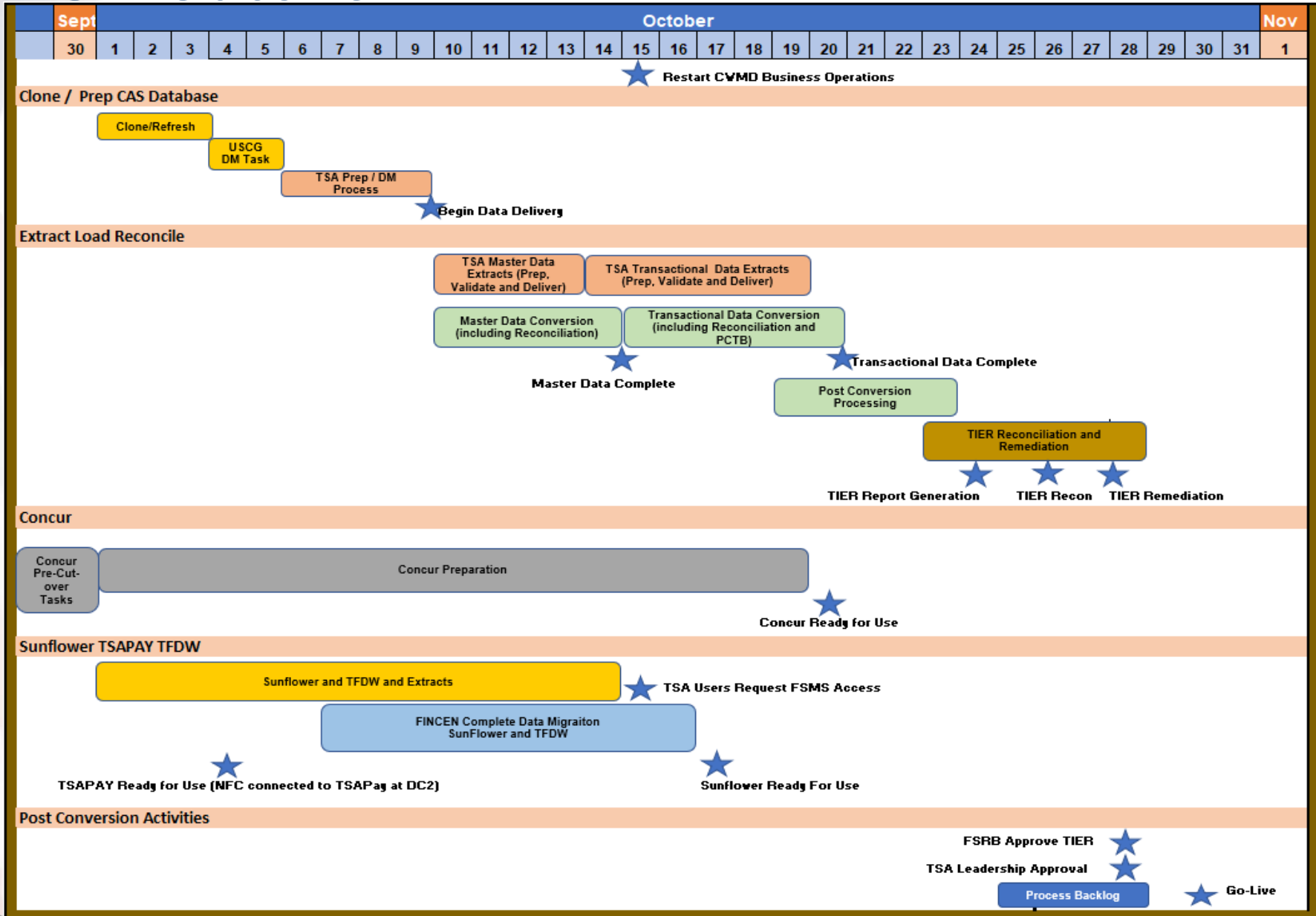


# TSA Organizational Change Management (OCM)

A key to success for TSA was following OCM lessons learned and best practices:

Area	Description
<b>Leadership Engagement</b>	Need for strong leadership commitment.
<b>Communication</b>	Regular leadership communication through multiple channels on how and why the change is positive for the organization.
<b>Organizational Alignment</b>	Create an environment and provide tools necessary to promote long-term adoption.
<b>Change Readiness &amp; Sustainment</b>	Evaluate and monitor the organizations readiness for change.
<b>Training</b>	Stakeholders must be familiar with the change and how it applies to them.

# TSA Cutover





# TSA Key Success Factors

There were many contributing factors to the successful cutover of TSA, including the following:

Area	Description
<b>Leadership Engagement</b>	Leadership engagement proved to be critical throughout the implementation and cutover. Recurring checkpoints with leadership from DHS Headquarters and supporting components helped remove barriers and ensure alignment.
<b>Team Collaboration</b>	It was critical for the team to work together seamlessly during the cutover. Daily checkpoints were used to ensure alignment and discuss open issues. When issues arose, the team worked together to quickly address.
<b>Risk Management</b>	Risks and issues were actively managed to mitigate unexpected issues during cutover. This included things such as potential cutover delays due to tight data delivery timelines, resource availability, and schedule constraints.
<b>Organizational Alignment</b>	Effective use of OCM activities, including Town Halls, change champions, communications, and training, helped prepare the organization for the change.

# TSA Lessons Learned

DHS is currently reviewing the TSA cutover to identify any lessons learned. Below are some preliminary lessons that are being reviewed:

Area	Description
<b>Schedule Management</b>	Ensure sufficient review of detailed schedules is performed and approved. Unclear expectations need to be addressed before cutover begins.
<b>Testing Expectations</b>	Outline testing expectations well in advance to ensure alignment. This includes the process to address defects and any proposed workarounds in production.
<b>Conversion Timelines</b>	The final mock conversion should mirror the production cutover. This should be used to validate data quality, sequencing, and duration.
<b>Month-End Close</b>	Ensure alignment of cutover and any month-end close activities. Look for any backlog processing that may need to be delayed to support close.

# Conclusion

# Questions?