(Written Statement)

Hearing on "FITARA"

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Before the
Subcommittee on Government Operations
Committee on Oversight and Reform
United States House of Representatives

July 28, 2022

Chairman Connolly, Ranking Member Hice, and members of the committee, my
name is David Shive, and I am the Chief Information Officer at the U.S. General
Services Administration (GSA). I am pleased to be here today to discuss the
important role and impact that the Federal Information Technology Acquisition
Reform Act (FITARA) plays for GSA and the larger federal government.

Background

In 2014, Congress passed the FITARA to overhaul Federal IT and promote
modernization. FITARA strives to improve the acquisition and management of
Federal information technology assets through:
- Visibility - CIO visibility into budget formulation and execution.
- Planning - Pre-budget planning and program management.
- Governance - Participation in Agency and Program governance boards.
- Program Collaboration - Ongoing engagement, health checks, and risk
  assessments.
- Certifications & Approvals - Budget submissions, acquisition strategies, and
  plans.

Key objectives of FITARA include:

- Placing the CIO in control of IT investments agency-wide.
- Aligning IT resources with mission and business requirements.
- Strengthening the CIO's accountability for IT costs, performance, and security.
- Increasing transparency into the utilization of IT resources and associated risks.
- Enhancing effective budget planning, programming, and execution.
- Benchmarking IT spending for roll-up comparison with other agencies.
- Reducing duplication and waste; consolidating acquisitions and management functions.
- Focusing attention on optimization and consolidation of data centers.

GSA's FITARA Implementation

In FY 2012, prior to the passage of FITARA, GSA IT had already begun the critical work of centralizing our operations and consolidating all IT functions into one organization. Some examples of our early successes include:

- Consolidation of our infrastructure, including one email system.
- Help desk consolidation.
- Data center consolidation.
- Singular visibility into the computing enterprise.
- Centralized budget and acquisition authority.
- Direct reporting authority of component CIOs to one agency CIO.

This consolidation provided centralized oversight and authority for IT investment decisions across the agency. Since the consolidation, GSA IT has streamlined the IT environment, reduced duplication, simplified technology, and fostered an environment of technology reuse and collaborative sharing.

Recommendations for the Future of FITARA

First, I want to commend the committee for iterating the measures envisioned in FITARA over time. This is the right thing to do and allows for agile, iterative measures to be responsive to increasingly agile, iterative technology implementation and use in the federal enterprise. Because of this best practice, we believe the authorities and objectives within FITARA remain a valuable framework for delivering improved federal IT. As a community, we should use this framework and focus on implementation to the fullest extent and continue to make sure that how we measure the successful use of technology tracks with technology trends.

Today's focus should be around aligning IT resources with agency missions, goals, programmatic priorities, and statutory requirements. A key priority is getting legislative and executive agreement on that based on the priorities defined in FITARA. We need to gain visibility into the true cost and the true value of IT and how it is critical to enabling the business of the government focused around those priorities.

FITARA did a good job of achieving data center consolidation and cloud migration across the government and defining the role of the CIO. We can utilize many of the mechanisms we have in place to repeat some of those successes in new areas. For example, FITARA and its implementing memoranda require strategic reviews, governance processes, and the utilization of shared services. We should continue those practices.

Finally, I would suggest that one of the most powerful ways to utilize the scorecard would be to measure meaningful change and reward agencies for helping each other be successful. The best outcomes for the Federal government will come through strategies that promote collaboration among agencies rather than competition. Leveraging FITARA by focusing on cost transparency and trends and

benchmarks across agencies, and matching agencies that score poorly in a given category with partners that have practices in place that are succeeding, will lead to greater success for everyone.

Conclusion

Thank you for the opportunity to appear before you today to discuss FITARA and its important role in the federal government. I look forward to answering any questions you have.