



# Implementing a Data Collection Tool to Estimate and Analyze Spending

ICEAA Conference  
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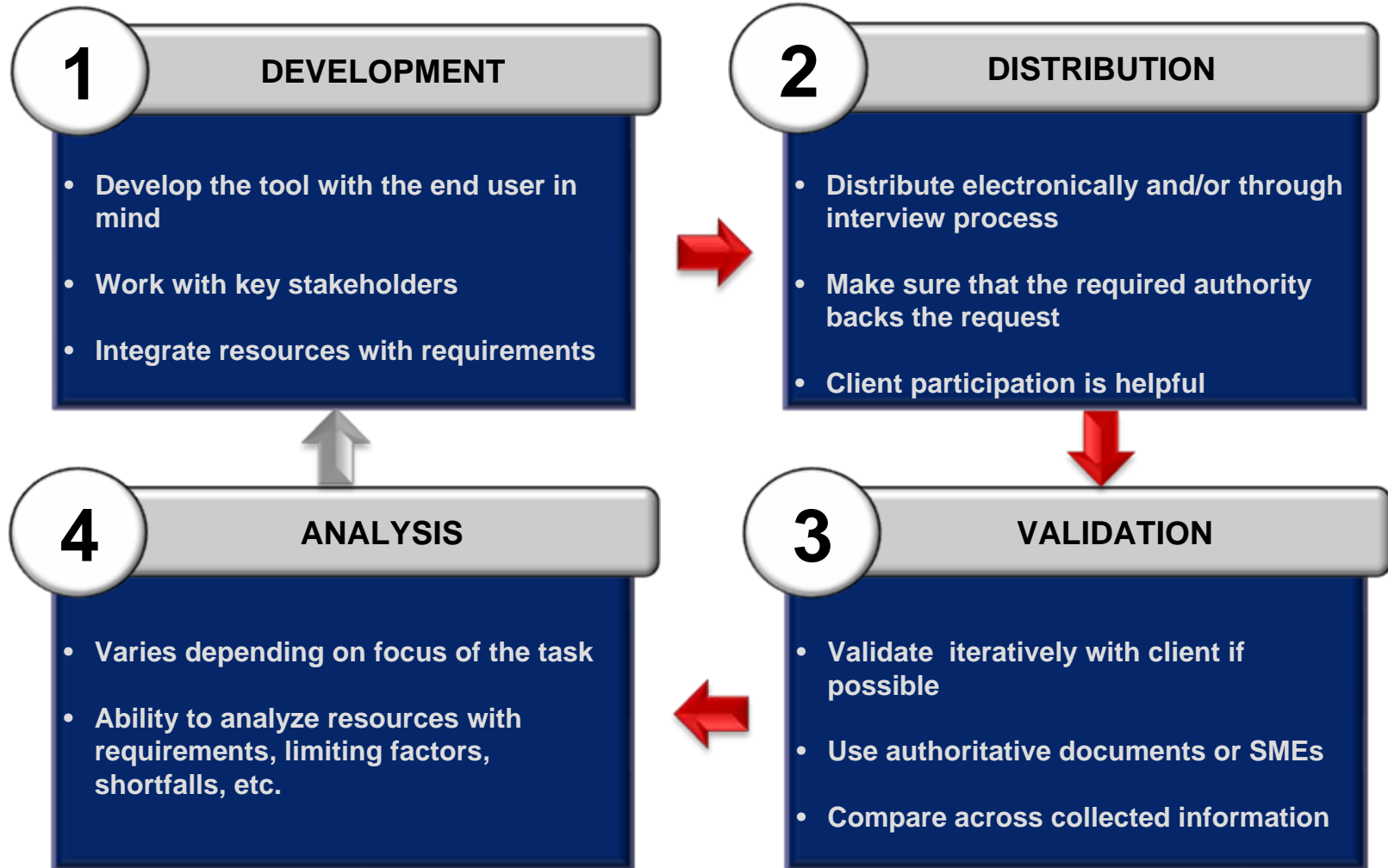
# Agenda

- ▶ Current Client Environment
- ▶ Developing and Implementing a Data Collection Tool
- ▶ Background on TECOM and II MEF
- ▶ TECOM Example
- ▶ II MEF Example
- ▶ Lessons Learned

## **As budgets shrink, the effort to better understand spending has become a priority to many Marine Corps decision makers**

- ▶ Since Operation Iraqi Freedom (OIF) began in 2003, military organizations have been able to request and receive immediate Overseas Contingency Operations (OCO) funding without following traditional procurement processes
  - Readily available funding has led to the emphasis of developing and maintaining operational capability in lieu of program estimates and resource management
  - Lack of quality budget estimates and use of financial tracking mechanisms has made it difficult for Marines to strategically allocate budget cuts based on efficiencies or priorities
  
- ▶ Leaders within the Marine Corps face a limited resource future and seek solutions to better manage increasing budget cuts
  - Booz Allen has been asked by USMC organizations to validate budgets, build organizational estimates and link resources to requirements
  - Booz Allen has implemented Excel-based data collection tools to collect, validate, analyze and consolidate information to provide the USMC with a means to defend budgets and for strategic decision making

# The Booz Allen process for implementing an organizational resource analysis has four key components



# The three step process to develop a data collection tool requires strong stakeholder communication



1

DEVELOPMENT

**A** STANDARDIZATION

- Research existing processes and tools within the organization
- Start at the top and work down
- Add a meaningful level of detail to taxonomy

**B** INTEGRATION

- Develop a linking mechanism between resources and requirements
- Incorporate existing databases, processes, and factors
- Determine what programmatic information is meaningful

**C** AUTOMATION

- Focus on user friendliness
- Include drop-downs, algorithms and macros to automatically populate information
- Develop processes for data consolidation and reporting



# The distribution and validation of the collected information depends largely on client advocacy and level of effort



## 2

### DISTRIBUTION

- Depends on the availability of the input users
- Depends on the user friendliness of the tool
- Depends on the inputs that are being collected
- It is helpful for the client to engage with the input users to alleviate tension and serve as a SME

## 3

### VALIDATION

- Depends on availability and knowledge base of the validation SMEs
- Can be performed to a limited extent with existing documents
- Depending on the likeness of user input, can be performed using data collected across users



# The analysis can vary significantly depending on the objective of the task, but typically involve two interconnected categories

4

## ANALYSIS

A

### RESOURCES

- Provide meaningful insight into the execution of existing budgets
- Identify resources that do not have requirements
- Link personnel and equipment to objectives
- Identify areas of risk or possible savings
- Evaluate executed funding against estimates
- Identify outside funding

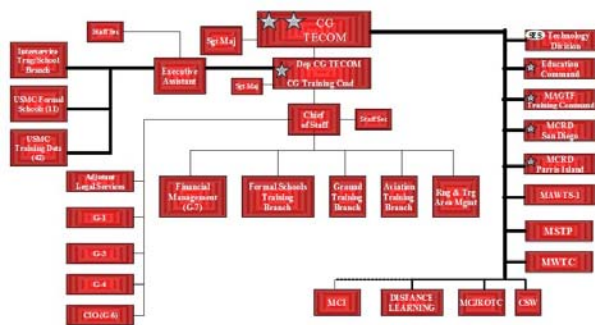
B

### REQUIREMENTS

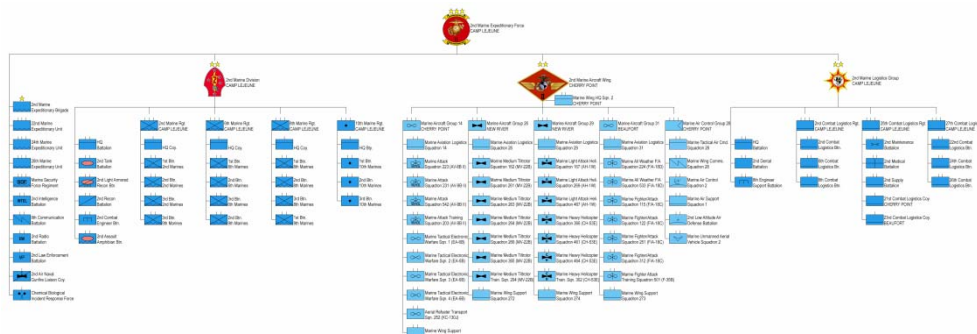
- Provide defensibility by linking resources to requirements
- Evaluate the realism of requirements
- Identify gaps in requirements
- Identify requirements that cannot be achieved (limiting factors)
- Analyze the impacts of not meeting requirements

# Training and Education Command (TECOM) and II Marine Expeditionary Force (II MEF) are both very large and complex organizations within the Marine Corps

- ▶ TECOM's mission is to develop, coordinate, resource, execute, and evaluate training and education concepts, policies, plans, and programs to ensure Marines are prepared to meet the challenges of present and future operational environments



- ▶ II MEF is a deployable Marine Air Ground Task Force (MAGTF) with more than 62,000 Marines and sailors





## **TECOM developed a Campaign Plan and wanted to align resources to strategic objectives**

- ▶ TECOM struggled with:
  - Understanding how their programs interrelate with each other or other Commands for delivery / funding
  - Calculating their baseline costs
  - Defending their programs
  
- ▶ Booz Allen developed an excel based tool as part of the Campaign Plan effort
  - Captured and analyzed resources
  - Created a linkage between resources and the Campaign Plan strategic initiatives

# The TECOM tool was designed to be user friendly so that all TECOM HQ Divisions could independently use the tool and account for all financial resources

Every line item was linked to a campaign plan objective or was identified as a gap

MCPC	CES	Office	Campaign Plan Initiative	Cost Sub-Element	APPN	How does this billet support the USMC?	BIC Funding Status	BIC Number
460798	1.1.16	CDET	T.1.f	1700 – Education	OMMCY	Oversees all CDET DPME Programs	Approved/ Funded/ Filled	M3040700262
460798	1.1.16	CDET	T.1.f	1700 – Education	OMMCY	Manages CSCDEP	Approved/ Funded/ Filled	M3040701158
460798	1.1.16	CDET	T.1.f	1700 – Education	OMMCY	Manages EWSDEP	Approved/ Funded/ Filled	M3040701159

Used existing financial taxonomy and added more details

Used drop down menus and auto population from existing TECOM labor databases to ease burden of input

Collected additional details to add visibility to leadership

Occupation Classification Code (OCC)	Billet Title	Performance Location/Installation	Pay Grade Type	Grade	Step	Locality Pay Adjustment (GS only)	Loaded Annual Rate
1701	DEAN OF ACADEMICS	MCB QUANTICO	GS	14	5	DC	\$ 176,472
1750	C&SC DEP BRANCH HEAD	MCB QUANTICO	GS	14	5	DC	\$ 176,472
1750	EWS DEP BRANCH HEAD	MCB QUANTICO	GS	14	5	DC	\$ 176,472

# The outputs are automatically generated and compared to budget databases to help inform strategic decision-making

Leadership can use lower level data provided data templates to better inform funding decisions by having more information to evaluate programs and identify risks and gaps

Template costs can be compared to programmed baselines

Total	FY12	FY13	FY14	FY15	FY16	FY17	FY18
\$ 46,000,000	\$ 44,642,000	\$ 55,734,000	\$ 52,716,000	\$ 44,023,000	\$ 43,545,000	\$ 44,285,000	
\$ 21,219,271	\$ (44,642,000)	\$ (50,562,555)	\$ (47,456,640)	\$ (38,674,231)	\$ (38,105,302)	\$ (44,285,000)	\$ -
100%	-100%	-91%	-90%	-88%	-88%	-100%	0%

Template costs can be viewed by appropriation to identify misappropriation or unusual changes in funding

APPN	Total	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>TECOM Funded Total</b>								
OMMCY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OMMC	\$ 21,219,271	\$ -	\$ 5,171,445	\$ 5,259,360	\$ 5,348,769	\$ 5,439,698	\$ -	\$ -
RD TEN	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MILCON	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Non-TECOM Funded Total</b>								
OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MILCON	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MPMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Template costs can be viewed by CES to evaluate what organizations are purchasing

CES	Cost Element	APPN	Total	FY12	FY13	FY14	FY15	FY16	FY17	FY18
<b>Grand Total</b>		<b>Parent</b>	<b>\$ 21,219,271</b>	<b>\$ -</b>	<b>\$ 5,171,445</b>	<b>\$ 5,259,360</b>	<b>\$ 5,348,769</b>	<b>\$ 5,439,698</b>	<b>\$ -</b>	<b>\$ -</b>
1.0	TECOM Funded Total	Parent	\$ 21,219,271	\$ -	\$ 5,171,445	\$ 5,259,360	\$ 5,348,769	\$ 5,439,698	\$ -	\$ -
1.1	Civilian Labor	Parent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.2	Travel (Personnel)	Parent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.3	Transportation of Things	OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.4	Communications/NMCI	OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.5	Printing and Reproduction	OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.6	Contracts and Other Services	Parent	\$ 21,219,271	\$ -	\$ 5,171,445	\$ 5,259,360	\$ 5,348,769	\$ 5,439,698	\$ -	\$ -
1.7	Supplies and Materials	OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.8	Equipment	Parent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
1.9	Facilities	Parent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.0	Non - TECOM Total	0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.1	Military Labor	Parent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2.2	Outside Contractor Support (funded by other agencies)	OMMC	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Non-TECOM costs are identified to evaluate capability risks associated with outside funding

Notional Data

## The II MEF Commanding General wanted to know what it costs to run the MEF

- ▶ The II MEF Commanding General needs to identify and prioritize training and sustainment requirements within constrained resources by:
  - Articulating II MEF training and operation priorities through training requirements analysis
  - Identifying and estimating resource requirements and funding needs
  - Minimizing operational risks and strategic vulnerabilities
  
- ▶ Changes in DoD environment are placing pressure on the USMC to do more with less
  - OCO funding will be ending; OCO and OMMC appropriation overlap has made II MEF resource and operating costs difficult to ascertain for peacetime and wartime capabilities
  - Sequestration, DoD budget cuts and increased competition with other federal spending agencies

# The II MEF tool was simplified to accommodate abbreviated interviews with more data processing afterwards

Inputs			Additional Comments			Participants:			Number of People	Number of Days
Training Activity	DFT - Ft Pickett					2 Companies (A, B)	79			
Training Location	Ft. Pickett					H&S	25			
Camp/Lejeune Training										
SIC										
LSIC										
Training Type	Live Fire									
Limiting Factors										
Training Event Frequency/Year	2	1 min, 2 max								
Duration (Days)/Event	30	Includes AVON going out : 24 Training Days								
Receive Outside										
								<b>Total Personnel:</b>	183	

Description/Justification:	Cost/Marine
Mainly reconnaissance and surveillance things	\$ 153
	<b>Activity Cost</b>
	\$ 28,000

Collecting programmatic information on events for scheduling and metrics

Notional Data

Funding Source	Cost Description	Additional Detail	Calculation	Adjustment Description	Most Likely Cost	High Cost	Low Cost	Element Cost
<b>Transportation of People</b>								
Unit	TAD	2 Rental Vehicles for ADVON; 5 days 10 gups						\$ -
Parent Unit	Buses	Buses were used; 2 x 44 passenger buses						\$ -
	Stratlift							\$ -
<b>Transportation of Things</b>								
<b>Rent, Communications, and Utilities</b>								
<b>Printing and Reproduction</b>								
<b>Other Contractual Services</b>								
Unit	Rental Vehicles	Similar to Louisberg (1 less vehicle + another week)			4,500			\$ 4,500
	Portable Toilets	included below						\$ -
	HAZMAT	included below						\$ -
	Trash Collection	included below						\$ -
	Phone Service/Internet	included below						\$ -
	Wash Racks							\$ -

Identifies source of funding

Combines the high level CES with low level cost elements

Shows basis of estimate

Allows for range of values for risk analysis

## Lessons Learned

- ▶ The success of the tool depends largely on the ease of use of the tool and from having buy-in from key stakeholders
- ▶ Significant value comes from tracing resources to requirements whether the requirement is a policy, mission task, or official document
- ▶ The data collection process should be developed before the tool to ensure that the tool supports the availability and technical expertise of the users
- ▶ Developing a review process with client leadership to validate estimates and linkages is extremely beneficial for all parties involved
- ▶ The tool cannot be developed in a “bubble;” it should be linked to existing databases, be compatible with existing process, and be developed with input from both the users and administrators

# Questions?