The CFO of the Future vision enables DoD to have an enterprise data driven environment and culture.
DRCED was born based on a simple question….

“Please tell me how the outlay balance on this statement of budgetary resources is created, and oh by the way, please send me all the transactions that make up the balance…”

With a complex answer…. 
## Combined Statement of Budgetary Resources

### For the periods ended December 31, 2017 and 2016

### Budgetary Resources:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unobligated balance brought forward, Oct 1</td>
<td>274,209</td>
</tr>
<tr>
<td>Unobligated balance brought forward, Oct 1, as adjusted</td>
<td>274,209</td>
</tr>
<tr>
<td>Recoveries of unpaid prior year obligations</td>
<td>38,388</td>
</tr>
<tr>
<td>Other changes in unobligated balance (+ or -)</td>
<td>(3,408)</td>
</tr>
<tr>
<td>Unobligated balance from prior year budget authority, net</td>
<td>309,189</td>
</tr>
<tr>
<td>Appropriations (discretionary and mandatory)</td>
<td>376,686</td>
</tr>
<tr>
<td>Spending Authorities (discretionary and mandatory)</td>
<td>60,660</td>
</tr>
<tr>
<td><strong>Total Budgetary Resources</strong></td>
<td><strong>746,535</strong></td>
</tr>
</tbody>
</table>

### Status of Budgetary Resources:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>New obligations and upward adjustments (total)</td>
<td>383,658</td>
</tr>
<tr>
<td><strong>Unobligated balance, end of year:</strong></td>
<td></td>
</tr>
<tr>
<td>Apportioned, unexpired accounts</td>
<td>302,481</td>
</tr>
<tr>
<td>Unexpired unobligated balance, end of year</td>
<td>302,481</td>
</tr>
<tr>
<td>Expired unobligated balance, end of year</td>
<td>60,396</td>
</tr>
<tr>
<td><strong>Total Budgetary Resources</strong></td>
<td><strong>746,535</strong></td>
</tr>
</tbody>
</table>

### Change in Obligated Balance:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid obligations:</td>
<td></td>
</tr>
<tr>
<td>Unpaid obligations, brought forward, Oct 1</td>
<td>1,160,934</td>
</tr>
<tr>
<td>New obligations and upward adjustments</td>
<td>383,658</td>
</tr>
<tr>
<td>Outlays (gross) (-)</td>
<td>(423,829)</td>
</tr>
<tr>
<td>Recoveries of prior year unpaid obligations (-)</td>
<td>(38,388)</td>
</tr>
<tr>
<td>Unpaid obligations, end of year</td>
<td>1,082,375</td>
</tr>
</tbody>
</table>

### Outlays:

- **Outlays (gross) (-)** (423,829)
- Recoveries of prior year unpaid obligations (-) (38,388)
- Unpaid obligations, end of year (1,082,375)

### Memorandum Entries:

- Obligated balance, start of year (+ or -) (1,119,634)
- Obligated balance, end of year (+ or -) (1,030,995)

*Numbers are not actuals*
In order to determine the inventory of inputs to DHP Outlays, we had to contact over 24 system and process POCs.
Obtain detailed transactions from all sources

Feeder System Transactions
Accounting System Transactions

Turns out, the Outlays line items is made up of over 37M transactions and other data inputs from over 30 different sources and over 30 different formats.
Original UoT Scope

1. Reconciliations to Support Transaction Level Data
   - Business Feeder Systems
   - General Ledgers
   - System Trial Balances

2. Reconciliations to Support DDRS Reports
   - DDRS
   - UTB – ATB Report

3. Reconciliations to Support Financial Statements
   - Financial Statements

Not a complete list of feeders

DDRS TB (Pre-Process) → DDRS UTB → DDRS ATB

Crosstalk & Adjustments

Other DDRS Inputs:
- DFAS
- DHP
- OUSDIDRCED

Balance Sheet
Statement of Net Cost
Statement of Changes in Ret Position

MBA/TSR

Diagram shows the process flow from business feeder systems to DDRS TB (Pre-Process), then to DDRS UTB and DDRS ATB, with crosswalk & adjustments and other DDRS inputs.
Scope of UoT now

**Feeder recon status**

- Business feeder to accounting systems – 55 in production
- General ledger to system trial balance – Complete
- System trial balance to DDRS UTB – ECD Dec 2019
- DDRS UTB to ATB to FS – ECD Dec 2019
ADVANA/DRCED

DATA SOURCES
- Financial Management
- Acquisition
- Human Resources
- Logistics
- Human Resources
- Medical
- Readiness

Defense Repository for Common Enterprise Data
- Scalable shared service analytics environment
- 3,500+ users
- NIPR/SIPR capability
- 100M+ transactions processed/month
- Supports audit/financial management, cost management, and performance analytics use cases
- Moving from USMC hosting to AWS in the next 6 months
- SORN in progress. Estimated approval Q1 FY20
- Estimate SSAE-18 audit by end of FY20

ANALYTICS PORTFOLIO
- Audit/Financial Management
  - Financial Recons (UoT)
  - FM “Good Hygiene”
  - DARQ
  - Budget/Execution
  - DATA Act
- Cost Management
  - Real Property
  - Medical
  - Supply Chain
  - Research
  - Acquisition
  - Human Resources
  - IT
  - Financial Management
- Performance Management
  - Safety
  - SRRB
  - Medical
  - FM Workforce
  - IT
  - VAMOSC
  - Weapon Systems
- Readiness
  - Equipment
  - Maintenance
  - Training
  - Ordinance
  - Personnel

In Production
In Development
Next steps

• Improve data quality

• Improve analytics training

• Expand capabilities to become an analytics shared service capability

• Improve data automation

• Focus on change management and user adoption