



December 20, 2021

The Honorable Shalanda Young
Acting Director
The Office of Management and Budget
725 17th Street, NW
Washington, D.C. 20500

Dear Director Young:

The Alliance for Digital Innovation (ADI) is a non-profit coalition of innovative, commercial companies whose mission is to bring IT modernization and emerging technologies to government. ADI engages with government thought leaders to share emerging commercial technologies and to advocate for the removal of institutional and bureaucratic barriers to the operation of a modern digital government.

Our members work tirelessly alongside the department and agency IT community to transform our government's approach to both mission-focused and enterprise digital transformation. As partners with the federal government in its modernization journey, we applaud the direction and vision outlined in the Executive Order, *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government* (EO).¹ The focus on modernizing customer experience (CX) has long been a core tenant of ADI and its member companies.

Given our focus and mission, the ADI supports the Administration's focus on customer experience and applauds the actions outlined in the executive order to make it easier for citizens and businesses to access key, critical services. Providing modern, accessible, secure digital services should be a core part of the government's efforts to modernize its IT infrastructure.

As the Office of Management and Budget (OMB), the General Services Administration (GSA), and the other designated agencies execute against the directives in the EO, they should partner with industry to bring in the best technology and services available to drive these digital experiences. Leveraging commercial solutions and best practices will help agencies achieve their goals of providing low-friction and secure digital experiences that have been validated by countless customer interactions across industry verticals like banking and health care.

¹ <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/12/13/executive-order-on-transforming-federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government/>



To successfully implement the actions in this EO, ADI recommends the Administration work with Congress to take the following actions:

- The current investments in the Technology Modernization Fund (TMF) and the Federal Citizen Services Fund (FCSF) are being allocated to a mix of enterprise upgrades and citizen facing technology needs. With the identification of key services provided by 35 High-Impact Services Providers², the current funding levels will not be enough to provide an on-going, modern, and customer-centric digital experience. The Administration must work with Congress to provide significant resources, through funds like the TMF and FCSF, to effectively upgrade and continually improve these important digital life experiences.
- The Administration should formally engage with key industry stakeholders and partners, on an ongoing basis, to identify processes, technologies, and services that are being used across the commercial space to provide innovative customer experiences. The government can benefit from the lessons being learned every day by commercial companies providing digital experiences to their customers.
- This Executive Order reinforces many of the ideas, actions, and expectations outlined in Section 280 of OMB Circular A-11, the President’s Management Agenda (PMA)³ and the bipartisan 21st Century Integrated Digital Experience Act (21st Century IDEA) (Public Law 115-336)⁴. While ADI applauds the additional focus on specific citizen life experiences and delivering services that people of all abilities can use, it is important that OMB and the Administration supplement this EO with federal agency implementation guidance for the 21st Century IDEA. The implementation of 21st Century IDEA, which was enacted three years ago, is a foundational step and key enabler of the requirements outlined in the EO.
- Creating secure digital experiences is very important to the successful implementation of the EO. Without providing a secure approach to these core services, the government will likely continue to see significant fraud. Investments in cybersecurity and security development practices must be a core component of any modernization of digital services.
- As departments and agencies evolve their approach to customer experience, they must also invest in and educate our federal workforce to enable the use of modern digital services to provide these key life experiences. The workforce providing these services

² <https://www.performance.gov/cx/assets/files/HISP-listing-2021.pdf>

³ <https://www.performance.gov/pma/>

⁴ <https://digital.gov/resources/21st-century-integrated-digital-experience-act/>



will go beyond our IT community and will require an understanding and fluency in modern systems and technology.

ADI and its member companies stand ready to work with the Administration as well as the specific Congressional committees to meet the goals outlined in this EO. The work of providing modern, customer experiences will help provide access to services for millions of Americans. As our country continues to embrace digital services as part of our everyday interactions, the government must continue to modernize those services and the infrastructure that supports them to enable secure, flexible, reliable, and seamless digital experiences.

Sincerely,

The Alliance for Digital Innovation