

2019 President's Budget  
Office of the Chief Information Officer

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## OFFICE OF THE CHIEF INFORMATION OFFICER

### Purpose Statement

The Clinger-Cohen Act of 1996 required the establishment of a Chief Information Officer (CIO) for all major Federal agencies. The Act requires USDA to maximize the value of information technology acquisitions to improve the efficiency and effectiveness of USDA programs. To meet the intent of the law and to provide a Departmental focus for information resources management issues, Secretary's Memorandum 1030-30, dated August 8, 1996, established the Office of the Chief Information Officer (OCIO). The CIO serves as the primary advisor to the Secretary on Information Technology (IT) issues. OCIO provides leadership for the Department's information and IT management activities in support of USDA program delivery.

OCIO provides end-user support, data center operations, application development and wide-area network telecommunications services funded through the USDA Working Capital Fund and appropriations to USDA agencies through the Customer Technology Services, National Information Technology Center and the Enterprise Network Services with locations in Ft. Collins, Colorado; Kansas City, Missouri; and Washington, D.C. Direct Automated Data Processing services are provided to the Office of the Secretary, Office of the General Counsel, Office of Communications, and Departmental Management.

USDA is implementing a new operating model that will make it the best managed agency in the Federal government. A model that enables the Department to transition to a facts-based, data-driven, and customer-focused organization. In the current operating and budget environment there is no choice but to modernize. OCIO's ability to effectively manage and modernize IT systems will be a key factor in the Department achieving this vision.

To support this new approach, USDA will transition IT customer support services to enterprise services managed by the OCIO over the next two years, providing cost-effective, high quality Department-wide helpdesk, desktop, voice, and mobile shared services through a phased approach. Over the same period, we will also consolidate 39 USDA data centers to a single data center and back-up, while transitioning additional systems and applications to highly available cloud services. These moves will not only increase the strategic focus of IT leadership and staff in USDA's respective mission areas, they will also reduce the cost of providing these services, and reduce our cybersecurity vulnerabilities.

USDA will become a data-driven organization, to ensure that leadership and employees have access to the data and analytical tools that support rapid and well-informed decisions. Where data is not integrated, standardized, or of high quality and reliability, the whole story about problems and opportunities remains obscured, impacting overall program performance. USDA begun implementing executive dashboard solutions with USDA-wide data on human resources, information technology portfolio, finance, and other key administrative data to support USDA executive decision-making.

A customer-focused approach to USDA's digital services requires us to streamline the Department's complex network of online resources that must be navigated today to find or access services. Too often, customer data is not shared or integrated among similar programs. To improve in these areas, USDA will create online service portals that are easy-to-use, include additional self-service capabilities, and integrate data for common customers. Providing the best possible customer service on a consistent basis also means ensuring that USDA employees can access the network anywhere, anytime, regardless of agency, program, or location and that employees have the bandwidth necessary to fully utilize the technology. Over the next two years, we will also flatten the USDA local area networks to make this a reality. Managing 17 USDA networks contributes to our cybersecurity risks, is not cost effective, and is not conducive to providing USDA employees the access to shared information and bandwidth needed to improve customer service.

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The OCIO Headquarters is located in Washington, D.C. As of September 30, 2017, there were 982 full-time permanent employees funded by appropriated and Working Capital Funds.

	<u>Full-Time Permanent</u>
OCIO Direct and Reimbursable	93
OCIO WCF	<u>889</u>
Total	982

OIG Reports – In Progress

#50501-15-FM	11/2009	Fiscal Year 2009 Federal Information Security Management Act Report - This audit contained 14 recommendations. OCFO has granted final action on 13. Closure on the last recommendation is dependent on final publication of the Privacy PII (Privacy Act) Departmental Regulation (DR).
#50501-02-IT	11/2010	Fiscal Year 2010 Federal Information Security Management Act Report - This audit contained 19 recommendations. OCFO has granted final action on 15. Remediation on remaining four recommendations is ongoing. Final Action was denied on 2 recommendations. We are resubmitting these with additional clarifying documentation. Closure on the remaining 2 recommendations is dependent on publication of Standard Operating Procedures.
#50501-01-IT	08/2011	USDA's Management and Security over Wireless Handheld Devices - The audit resulted in five recommendations. OIG has granted final action on three recommendations. Remediation action is completed for the remaining two actions, we are gathering appropriate documentation to support final action.
#50501-2-12	11/2011	Fiscal Year 2011 Federal Information Security Management Act Report -. OCIO and OIG have reached Management Decision on all of the 10 recommendations from this audit. OCFO has granted final action on seven recommendations and remediation on the remaining 3 recommendations is ongoing.
#88401-0001-12	08/2012	OCIO FY'S 2010 and 2011 Funding Received for Security Enhancements Report – This audit contained four recommendations. CIO and OIG have reached Management Decision on all recommendations. OCFO has granted final action on one recommendation, remediation action on the remaining three is completed, and we are gathering appropriate documentation to support final action.
#50501-0003-12	11/2012	Fiscal Year 2012 Federal Information Security Management Act Report - This audit contained six recommendations. CIO and OIG have reached Management Decision on all recommendations and remediation action is completed. We are gathering appropriate documentation to support final action.
#50501-0004-12	11/2013	Fiscal Year 2013 Federal Information Security Management Act Report - This audit contained five recommendations. CIO and OIG have reached Management Decision on all recommendations. OCFO has granted final action on three recommendations. Remediation on the remaining two is dependent on final publication of Standard Operating Procedures and Departmental Regulation (Policy).
#88501-0002-12	08/2014	Management and Security over USDA's Universal Telecommunications Network Report - This audit contained 21 recommendations. OCFO has granted final action on 20 recommendations. On the remaining recommendation, OIG has accepted a change in the Management Decision, and remediation efforts are underway.

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- #50501-0005-12 09/2014 USDA's Implementation of Cloud Computing Services Report - This audit contained seven recommendations. CIO and OIG have reached Management Decision on all recommendations. OCFO has granted final action on five recommendations and remediation of the remaining two is ongoing.
- #50501-0006-12 11/2014 Fiscal Year 2014 Federal Information Security Management Act Report - This audit contained two recommendations. OCIO and OIG have achieved Management Decision on both recommendations. OCFO has granted final action on one recommendation, remediation for the remaining recommendation is dependent on the issuance of a Departmental Regulation.
- #50501-0008-12 11/2015 Fiscal Year 2015 Federal Information Security Management Act Report - This audit contained 4 recommendations. Management Decision has been reached on all recommendations and remediation is underway.
- #50501-00012-12 11/2016 Fiscal Year 2016 Federal Information Security Management Act Report. This audit contained three recommendations. Remediation actions for the recommendations are underway.
- #50501-00012-12 11/2016 Fiscal Year 2016 Federal Information Security Management Act Report (Security Protocols and Connections for USDA's Public-Facing Websites). This audit contained three recommendations. Remediation actions for the recommendations are underway.
- #50501-0015-12 11/2017 Fiscal Year 2017 Federal Information Security Modernization Act Report. While this report had no formal recommendations, it did state that USDA needed to address all open audit recommendations from previous audits. Remediation actions for the recommendations are underway.

GAO Reports - Completed

- #12-629 07/2012 Information Technology Cost Estimation: Agencies Need to Address Significant Weaknesses in Policies and Practices – GAO closed all recommendations as implemented.
- #15-431 08/2015 Telecommunications: Agencies Need Better Controls to Achieve Significant Savings on Mobile Devices and Services. GAO has closed all recommendations for this audit.
- #17-388 05/2017 Data Center Optimization: Agencies Need to Complete Plans to Address Inconsistencies in Reported Savings. GAO had no recommendations for USDA in the report.
- #17-549 09/2017 Federal Information Security: Weaknesses Continue to Indicate Need for Effective Implementation of Policies and Practices. GAO had no recommendations for USDA in the report.
- #17-553 07/2017 Social Security Numbers: OMB Actions Needed to Strengthen Federal Efforts to Limit Identity Theft Risks by Reducing Collection, Use, and Display. GAO had no recommendations for USDA in the report.

GAO Reports – In Progress

- #12-791 09/2012 Organizational Transformation: Enterprise Architecture Value Needs to Be Measured and Reported - USDA worked closely with GAO on progress against the two

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recommendations. The artifacts to close both recommendations were submitted to GAO in December 2017.

#13-524	06/2013	Information Technology: Additional Executive Review Sessions Needed to Address Troubled Projects - USDA has provided periodic updates to GAO on progress against the one recommendation. Progress has been made in addressing the recommendation but additional work needs to be completed to mature USDA's process to review Information Technology investments.
#14-65	11/2013	Information Technology: Additional OMB and Agency Actions Are Needed to Achieve Portfolio Savings - USDA has provided periodic updates to GAO on progress against the four recommendations. Progress has been made in addressing the recommendations but additional work needs to be completed to mature USDA's process to review Information Technology investment programs.
#14-44	02/2014	Computer Matching Act: OMB and Selected Agencies Need to Ensure Consistent Implementation - USDA has provided periodic updates to GAO on progress against the three recommendations. The Department Regulation, (Revised DR3450-001), "Computer Matching Program Involving Individual Privacy Data," continues to progress in the policy development process. Also, a Data Integrity Board Charter and a Membership memorandum have been submitted for review.
#14-413	05/2014	Federal Software Licenses: Better Management Needed to Achieve Significant Savings Government-Wide – USDA developed and submitted to GAO a Statement of Action to address the six USDA recommendations in August 2014. The software licensing activity has been assigned to the Category Management lead and actions are underway to address the five report recommendations that remain open.
#14-713	09/2014	Data Center Consolidation: Reporting Can Be Improved to Reflect Substantial Planned Savings. USDA has provided periodic updates to GAO on progress against the one recommendation. Progress has been made in addressing the recommendation but additional work needs to be completed to report all data center consolidation cost savings and avoidances to OMB in accordance with established guidance.
#14-753	09/2014	Cloud Computing: Additional Opportunities and Savings Need to Be Pursued – USDA developed a Statement of Action to address the two USDA recommendations. USDA remediated one recommendation in 2017 and remediation actions are underway on the second.
#16-323	03/2016	Data Center: Agencies Making Progress, but Planned Savings Goals Need to Be Established. Statement of action has been submitted, remediation action is underway.
#16-468	05/2016	Information Technology: Federal Agencies Need to Address Aging Legacy Systems Statement of action has been submitted, remediation action is underway.
#16-494	06/2016	IT Dashboard: Agencies Need to Fully Consider Risks When Rating Their Major Investments. The Statement of Action has been submitted, remediation action is underway.
#16-511	09/2016	Information Technology: Agencies Need to Improve Their Application Inventories to Achieve Additional Savings. The Statement of Action has been submitted, remediation action is underway.

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- #17-448 06/2017 Data Center Optimization: Agencies Need to Address Challenges and Improve Progress to Achieve Cost Savings Goal. The report had one recommendation and remediation is underway.
- #17-464 09/2017 Telecommunications: Agencies Need to Apply Transition Planning Practices to Reduce Potential Delays and Added Costs. This report has five recommendations. Remediation is underway.

Available Funds and Staff Years (SYs)  
(Dollars in thousands)

Item	2016 Actual		2017 Actual		2018 Estimate		2019 President's Budget	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Salaries and Expenses:								
Discretionary Appropriation.....	\$44,538	106	\$49,538	93	\$49,202	107	\$62,524	116
Lapsing Balances.....	-147	-	-125	-	-	-	-	-
Obligations.....	44,391	106	49,413	93	49,202	107	62,524	116
Obligations under other USDA appropriations:								
Reimbursements:								
E-GOV Initiative.....	9,133	-	7,888	-	8,098	-	8,262	-
Geospatial IS.....	6,099	-	6,109	-	6,120	-	6,120	-
NTIA Spectrum.....	2,362	-	2,075	-	2,100	-	2,100	-
EMS.....	18,735	-	-	-	-	-	-	-
EPMS.....	1,618	-	1,820	5	1,880	5	1,880	5
Project Definition.....	513	-	517	-	520	-	520	-
Other Activities.....	313	-	257	-	250	-	250	-
Total, Agriculture Appropriations	38,773	-	18,666	5	18,968	5	19,132	5
Working Capital Fund: <u>a/</u>								
Information Technology.....	453,375	839	436,426	850	410,162	956	439,895	959
NITC (Non-USDA).....	41,845	47	30,781	39	33,836	38	33,836	38
Total, WCF.....	495,220	886	467,207	889	443,998	994	473,731	997
Total, OCIO.....	578,384	992	535,286	987	512,168	1,106	555,387	1,118

a/ This section only includes WCF activities managed by OCIO. Please refer to the WCF Explanatory Notes for more details about the WCF.

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Permanent Positions by Grade and Staff Year Summary a/

Item	2016 Actual			2017 Actual			2018 Estimate			2019 President's Budget		
	Wash.			Wash.			Wash.			Wash.		
	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total
SES.....	8	-	8	8	-	8	8	-	8	8	-	8
GS-15.....	21	2	23	16	2	18	17	2	19	18	2	20
GS-14.....	46	9	55	37	9	46	35	9	44	38	9	47
GS-13.....	10	6	16	11	6	17	12	6	18	18	6	24
GS-12.....	7	3	10	7	3	10	7	3	10	6	3	9
GS-11.....	2	-	2	2	-	2	2	-	2	2	-	2
GS-10.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-9.....	5	-	5	5	-	5	5	-	5	5	-	5
GS-8.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-5.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-4.....	1	-	1	1	-	1	1	-	1	1	-	1
Total Perm. Positions.....	100	20	120	87	20	107	87	20	107	96	20	116
Unfilled, EOY .....	14	-	14	14	-	14	-	-	-	-	-	-
Total, Perm. Full-Time Employment, EOY.....	86	20	106	73	20	93	87	20	107	96	20	116
Staff Year Est.....	86	20	106	73	20	93	87	20	107	96	20	116

a/ Positions shown are appropriated and reimbursement only. For WCF financed positions, refer to the WCF Explanatory Notes for more details.

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MOTOR VEHICLE FLEET DATA

Size, Composition and Cost of Motor Vehicle Fleet

OCIO-Client Technology Services (CTS) is the in-house provider of information technology service and support for over 45,000 USDA Service Center Agency (SCA) employees at 3,400 field, State, and headquarters offices located across all 50 U.S. States. All CTS support offices are co-located with SCA’s field offices. The SCAs consist of Farm Service Agency (FSA), Rural Development (RD) and the Natural Resources Conservation Service (NRCS). Our customers are FSA, NRCS, and RD and their respective partner organizations.

The current OCIO-CTS fleet consists of GSA leased vehicles. They are used by IT specialists and support teams to assist in keeping the computing environment operating and ensure that computers, applications, networks, and communication technologies are fully functional. The agencies can then focus on supporting the efforts of the farmers, property owners, and rural communities. CTS uses its fleet to support best industry practices, to organize IT resources and personnel efficiently, and to deploy them where and when they are needed. CTS fleet service allows its employees to travel to other SCA locations and maintain a unified organization dedicated to supporting both the shared and diverse IT requirements of the SCAs and their partner organizations. CTS also use the fleet to address issues with malfunctioning IT equipment at these locations.

OCIO’s current fleet is based on mission and geographic needs. As of September 30, 2017, CTS has 270 leased GSA vehicles and NITC has 2 leased GSA vehicles. CTS continues to lease vehicles from GSA to provide IT support to the SCAs within USDA.

Changes to the motor vehicle fleet. No replacements of vehicles has been proposed for 2019.

Replacement of passenger motor vehicles. The GSA-leased vehicles are replaced based on the GSA regulations.

Impediments to managing the motor vehicle fleet. There are none at this time.

Size, Composition, and Annual Cost  
(Dollars in thousands)

Fiscal Year	Number of Vehicles by Type							Total Number of Vehicles	Annual Operating Cost (\$ in 000)
	Sedans and Station Wagons	Light Trucks, SUVs and Vans		Medium Duty Vehicles	Ambulances	Buses	Heavy Duty Vehicles		
		4X2	4X4						
2016	179	73	12	0	0	0	0	264	\$914
Change	+43	-42	+5	0	0	0	0	+6	+32
2017	222	31	17	0	0	0	0	270	946
Change	+2	0	0	0	0	0	0	+2	+4
2018	224	31	17	0	0	0	0	272	950
Change	0	0	0	0	0	0	0	0	+2
2019	224	31	17	0	0	0	0	272	952

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Shared Funding Projects  
(Dollars in thousands)

	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>President's Budget</u>
<b>Working Capital Fund:</b>				
Administration:				
Beltsville Service Center.....	\$68	\$115	\$43	\$44
HR Enterprise System Management.....	8	8	8	12
Mail and Reproduction Management.....	197	187	157	158
Integrated Procurement System.....	446	443	446	451
ASC - Office of the Chief Information Officer Oversight.	895	-	-	-
Financial Management Services.....	367	367	421	469
Procurement Operations.....	4,753	4,138	4,270	4,230
Subtotal.....	6,734	5,258	5,345	5,364
Communications:				
Creative Media & Broadcast Center.....	22	23	55	161
Finance and Management:				
NFC/USDA.....	240	286	295	296
Controller Operations.....	1,208	1,475	1,657	1,689
ASC - Working Capital Fund Controller.....	1,098	-	-	-
Internal Control Support Services.....	171	171	174	175
Subtotal.....	2,717	1,932	2,126	2,160
Information Technology:				
NITC/USDA.....	10,011	7,932	8,423	8,423
International Technology Services.....	12,269	5,452	4,871	5,474
Telecommunications Services.....	14,205	14,542	14,764	21,753
Subtotal.....	36,485	27,926	28,058	35,650
Correspondence Management.....	19	17	15	16
Total, Working Capital Fund.....	45,977	35,156	35,599	43,351
<b>Departmental Shared Cost Programs:</b>				
1890's USDA Initiatives.....	34	41	37	37
Classified National Security Information.....	15	16	12	12
Continuity of Operations Planning.....	22	23	21	21
Emergency Operations Center.....	25	26	23	23
Facility and Infrastructure Review and Assessment.....	5	5	4	4
Faith-Based Initiatives and Neighborhood Partnerships.....	4	5	4	4
Hispanic-Serving Institutions National Program.....	19	22	19	19
Honor Awards.....	1	-	1	1
Human Resources Transformation (inc. Diversity Council)..	17	18	17	17
Identity and Access Management.....	73	74	66	66
Medical Services.....	13	12	16	16
People's Garden.....	7	7	7	7
Personnel Security Branch.....	33	21	16	16
Preauthorizing Funding.....	40	37	36	36
Retirement Processor/Web Application.....	6	6	6	6
TARGET Center.....	16	16	14	14
USDA 1994 Program.....	7	9	8	8
Virtual University.....	22	22	20	20
Total, Departmental Shared Cost Programs.....	359	360	327	327

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	2016	2017	2018	2019
	<u>Actual</u>	<u>Actual</u>	<u>Estimate</u>	<u>President's Budget</u>
<b>E-Gov:</b>				
Budget Formulation and Execution Line of Business.....	1	1	1	1
Enterprise Human Resources Integration.....	21	21	21	21
E-Training.....	31	-	-	-
Financial Management Line of Business.....	1	1	1	1
Geospatial Line of Business.....	8	13	13	13
Human Resources Line of Business.....	3	3	3	3
Integrated Acquisition Environment.....	14	-	-	-
Total, E-Gov.....	<u>79</u>	<u>39</u>	<u>39</u>	<u>39</u>
Agency Total.....	<u>46,415</u>	<u>35,555</u>	<u>35,965</u>	<u>43,717</u>

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The estimates include appropriation language for this item as follows (new language underscored; deleted matter enclosed in brackets):

For necessary expenses of the Office of the Chief Information Officer, [~~\$49,202,000~~] \$62,524,000.

Lead-off Tabular Statement

Budget Estimate, 2019.....	\$62,524,000
2018 Annualized Continuing Resolution.....	<u>49,202,000</u>
Change in Appropriation.....	<u>+13,322,000</u>

Project Statement

Adjusted Appropriations Detail and Staff Years (SYs)  
(Dollars in thousands)

Program	<u>2016 Actual</u>		<u>2017 Actual</u>		<u>2018 Estimate</u>		<u>Inc. or Dec.</u>		2019 President's		
	Amount SYs		Amount SYs		Amount SYs		Amount SYs		Budget		
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	
Discretionary Appropriations:											
Office of the Chief											
Information Officer.....	\$44,538	106	\$49,538	93	\$49,202	107	+\$13,322	(1)	+9	\$62,524	116
Lapsing Balances.....	-147	-	-125	-	-	-	-	-	-	-	-
Total Obligations.....	<u>44,391</u>	<u>106</u>	<u>49,413</u>	<u>93</u>	<u>49,202</u>	<u>107</u>	<u>+13,322</u>	<u>+9</u>	<u>62,524</u>	<u>116</u>	

Project Statement

Obligations Detail and Staff Years (SYs)  
(Dollars in thousands)

Program	<u>2016 Actual</u>		<u>2017 Actual</u>		<u>2018 Estimate</u>		<u>Inc. or Dec.</u>		2019 President's		
	Amount SYs		Amount SYs		Amount SYs		Amount SYs		Budget		
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	
Discretionary Obligations:											
Office of the Chief											
Information Officer.....	\$44,391	106	\$49,413	93	\$49,202	107	+\$13,322	(1)	+9	\$62,524	116
Lapsing Balances.....	147	-	125	-	-	-	-	-	-	-	-
Total Appropriation.....	<u>44,538</u>	<u>106</u>	<u>49,538</u>	<u>93</u>	<u>49,202</u>	<u>107</u>	<u>13,322</u>	<u>9</u>	<u>62,524</u>	<u>116</u>	

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Justification of Increases and Decreases

Base funds will allow the Office of the Chief Information Officer to continue to provide guidance, leadership and coordination for the Department's information management, technology investment and cyber security activities in support of USDA program delivery. In addition to Departmental Administration funding used for human resources operational services, current year and budget year base funds may also be used to support expedited and enhanced classification, staffing and processing efforts.

- (1) A net increase of \$13,322,000 and 9 staff years for the Office of the Chief Information Officer (\$49,202,000 and 107 staff years available in 2018).

The funding change is requested for the following items:

- a. An increase of \$8,322,000 and 9 staff years for Continuous Diagnostics and Mitigation (CDM) Phase 1 (\$28 million and 62 staff years available in 2018).

The Continuous Diagnostics and Mitigation (CDM) Program, mandated by the Office of Management and Budget, centrally managed by the Department of Homeland Security, and also implemented at USDA, is intended to create a common baseline of cybersecurity capability and protection across the Federal Government. The program provides federal departments and agencies with CDM-certified capabilities and tools that identify and prioritize cybersecurity risks on an ongoing basis and enable cybersecurity personnel to mitigate the most significant problems first. The CDM tools also allow departments and agencies to better manage their IT assets and user access, helping to reduce their overall attack surface.

The CDM tools provide near real-time awareness of USDA networks and environments. Data from the tools are automatically ingested into an individual dashboard at USDA. The Agency Dashboard provides current visibility into the overall organization's security posture based on a 72 hour data currency. With the full implementation of CDM, data from the individual agency dashboards across the federal government will be aggregated into one federal-level dashboard with planned synchronization every 8 hours. The Federal Dashboard is maintained by the CDM Program and allows DHS to monitor and respond to federal cybersecurity threats and incidents much more quickly and efficiently.

The CDM Program is currently managed under four phases. Since FY 2013, Congress has supported all four phases of CDM. CDM tools allow USDA to automate and in real time identify, classify, and count the number of agency computers, the software running on these computers, and if they are vulnerable to attack.

Also, CDM will allow USDA to automate and, in real time identify, classify, and validate a user's risk and trust attributes. Before a user is granted access to USDA facilities, systems, resources, and information, CDM will: 1) test and validate a user's identity and vetting level; 2) bind the user with the appropriate credential or authentication mechanism (e.g. LincPass PIV card); 3) establish the roles and privileges granted to the user; and 4) verify that the user has the required training. The result for this improved asset and user management is the immediate reduction of the USDA's attack surface.

Historically, it has taken agencies days or weeks to determine that cybersecurity incidents have occurred in their environment. Once fully deployed, the CDM Program will shorten this timeframe to hours and minutes.

The funding change for an increase of \$8,332,000 for CDM Phase 1 costs assumes DHS, through the DHS CDM Program Management Office, will fund the initial tools Operations and Maintenance cost (that is, 12-month annual license renewals and vendor support costs for tools) and for license and support agreements spanning April FY 2018 to April FY 2019. CDM Phase 2 costs are not covered in this increase. It is expected that DHS will cover the cost of CDM Phase 2 in FY 2019. Prior to FY 2020 OCIO will work with DHS to determine whether DHS will provide additional CDM funds, or if OCIO will request the funding in its FY2020 budget Request.

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The increased funding will cover other O&M costs such as hosting, additional FTEs, contractor services, training, governance, and program management costs, which DHS will not cover. Without the increased funding, USDA will not have the means to cover O&M costs such as hosting, additional FTEs, contractor, services and support, training, governance, and program management costs. This will result in USDA ceasing operations and maintenance of CDM tools and services.

b. An increase of \$5,000,000 for IT Modernization.

The increase will enable USDA to initiate the necessary IT modernization for Cloud Adoption, Enterprise End User Computing Services Consolidation, and Network Consolidation (USDANet) in a secure and sustainable manner. Additionally specific Cyber Security initiatives will also be implemented to ensure USDA maintains and increases its cyber security posture. USDA will complete the assessment of each mission critical software system for security posture, current support costs, readiness for an on demand service model, and migration plans to transition the remaining software systems to USDA shared service including commercial cloud providers.

USDA IT Modernization includes expanding its analytics and dashboard capabilities across USDA Chief Executive Officer (CXO) organizations. In support of this effort the USDA OCIO is focused on improving its Business Service Management (BSM) capabilities by developing a CXO dashboard that will support data driven decision making information across its constituencies as they relate to CXO operations. The CXO dashboard will provide USDA leaders with one click access to key administrative and programmatic data, enabling informed and data-driven decision making. The CXO dashboard will access administrative data across OCIO, Office of Human Resources Management (OHRM), Office of Procurement and Property Management (OPPM), Office of Operations (OO), Chief Financial Officer (CFO), Office of Homeland Security and Emergency Coordination (OHSEC) organizations, Office of the Executive Secretariat (OES) using a consolidated analytics and dashboard framework.

Geographic Breakdown of Obligations and Staff Years  
(Dollars in thousands and Staff Years (SYs))

State/Territory	2016 Actual		2017 Actual		2018 Estimate		2019 President's Budget	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
District of Columbia.	\$42,793	86	\$46,881	73	\$46,618	87	\$59,940	96
Denver, CO.....	92	1	-	-	-	-	-	-
Kansas City, MO.....	1,426	18	2,532	20	2,584	20	2,584	20
St. Louis, MO .....	80	1	-	-	-	-	-	-
Obligations.....	44,391	106	49,413	93	49,202	107	62,524	116
Lapsing Balances.....	147	-	125	-	-	-	-	-
Total, Available.....	44,538	106	49,538	93	49,202	107	62,524	116

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Classification by Objects  
(Dollars in thousands)

	2016	2017	2018	2019
	Actual	Actual	Estimate	President's Budget
<b>Personnel Compensation:</b>				
Washington D.C.....	\$10,454	\$10,684	\$10,913	\$12,133
Kansas City, MO.....	1,945	1,961	2,000	2,050
11 Total personnel compensation.....	12,399	12,645	12,913	14,183
12 Personal benefits.....	3,753	3,700	3,864	4,230
13.0 Benefits for former personnel.....	3	3	-	-
Total, personnel comp. and benefits.....	16,155	16,348	16,777	18,413
<b>Other Objects:</b>				
21.0 Travel and transportation of persons.....	265	196	277	286
22.0 Transportation of things.....	2	1	26	44
23.1 Rental payments to GSA.....	424	472	6	6
23.3 Communications, utilities, and misc. charges.....	518	615	512	530
24.0 Printing and reproduction.....	128	115	128	128
25.2 Other services from non-Federal sources.....	14,898	19,268	15,505	22,146
25.3 Other purchases of goods and services from Federal sources.....	10,637	10,006	14,627	19,627
26.0 Supplies and materials.....	254	1,127	254	254
31.0 Equipment.....	1,090	1,260	1,090	1,090
42.0 Insurance Claims.....	20	5	-	-
Total, Other Objects.....	28,236	33,065	32,425	44,111
99.9 Total, New Obligations.....	44,391	49,413	49,202	62,524
DHS Building Security Payments (included in 25.3)....	\$1,405	\$1,424	\$1,469	\$1,472
<b>Position Data:</b>				
Average Salary (dollars), ES Position.....	\$171,500	\$173,215	\$176,506	\$177,500
Average Salary (dollars), GS Position.....	\$108,537	\$113,216	\$116,170	\$118,000
Average Grade, GS Position.....	13.8	13.9	13.7	13.8

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Summary of Budget and Performance

The Clinger-Cohen Act of 1996 required the establishment of a Chief Information Officer (CIO) for all major Federal agencies. The Act required USDA to maximize the value of information technology acquisitions to improve the efficiency and effectiveness of USDA programs. To meet the intent of the law and to provide a Departmental focus for information resources management issues, Secretary’s Memorandum 1030-30, dated August 8, 1996, established the Office of the Chief Information Officer (OCIO). The CIO serves as the primary advisor to the Secretary on IT issues. OCIO provides leadership for the Department’s information and IT management activities in support of USDA program delivery. The Federal Information Technology Acquisition Reform Act (FITARA) was enacted on December 19, 2014. FITARA augments the 1996 Clinger-Cohen Act to address concerns about waste and ineffectiveness in federal IT investments. USDA and its agencies and staff offices are subject to the requirements outlined in FITARA.

The budget and performance for Fiscal Year 2019 will focus on activities that support USDA’s Strategic Goal #1, Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service, by modernizing information technology infrastructure, facilities and support services to improve the customer experience.

Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service.

Performance Measures:

Develop Comprehensive Strategic Data Dashboard Project Plan.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Number of CXO Dashboards	N/A	N/A	N/A	N/A	Zero	6 prototypes	6 production

IT Modernization: Percent of Legacy UTN Network Transitioned to USDANet (New GSA EIS Contract).							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Percentage	N/A	N/A	N/A	N/A	N/A	N/A	25%

IT Modernization: Agency Applications Modernized and Transitioned to Cloud Hosting.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Units	N/A	N/A	N/A	N/A	N/A	N/A	5

Reduce number of data centers across the Department.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Units	N/A	N/A	N/A	N/A	39	20	2
Dollars (in thousands)	N/A	N/A	N/A	N/A	\$4,494	\$4,494	\$4,494

Selected Past Accomplishments toward Achievement of the Key Outcome:

USDANet milestones and metrics are under development and focused on key business driver areas such as network unit costs, support organization efficiencies, improved security and financial cost control reporting metrics. The metrics will be focused in two primary areas. The first will be the actual implementation of the Department’s

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USDANet transformation. Metrics in this area will be used to measure success of transition of USDA locations to the new standardized architecture on the new contract as well as success of moving from the current organizational based network structure to a significantly fewer number of functional based network segments.

OCIO is standing up a Data Center Optimization Initiative (DCOI) and Cloud Adoption Integrated Planning Team (IPT) to facilitate DCOI planning with component agencies. The key objectives of the IPT: Identify key requirements needed to assist data center owners, migrate their applications and decommissioning their data centers. Develop milestones and timelines for migrating agency’s applications to the 10 landing zones in the Enterprise Data Center. Identify the risks, dependencies and gaps associated with DCOI and Cloud Adoption.

The OCIO developed a governance framework that integrates Capital Planning, Program Management, Enterprise Architecture (EA), Security, and the budget process. USDA reviewers and decision-makers evaluate program performance on planning, acquiring, designing, developing, constructing, testing, implementing, operating, maintaining, and retiring IT, as well as on sound management of facilities, hardware, software, and personnel that are associated with those IT investments.

The OCIO has also developed a comprehensive IT governance process that incorporates an integrated governance framework that allows for the Information Management Division (IMD), Section 508 to provide OCIO executive teams with a process for reviewing Section 508 language and law within investments and providing guidance to investment managers throughout a project’s Agriculture System Development Life Cycle (AgSDLCL).

Selected Accomplishments Expected at the FY 2019 Proposed Resource Level:

- USDA will be able to monitor all of its web sites for Section 508 compliance, and be able to provide proactive support in making documents compliant before posting to the web or distributing communications internally as well as externally. The program office will work collaboratively with agencies and staff offices to provide regular reports to designated individuals who are responsible for correcting non-compliant websites, thus reducing lawsuits resulting from complaints;
- Continue to train Executive Board members, Agency Administrators, the CIO Council, Capital Planning and Investment Control (CPIC) administrators, Program and Project Managers, Enterprise Architecture community, and agency and staff office CIOs on the Enterprise IT governance process and framework;
- Fully implement the Enterprise IT governance process and framework;

The Earned Value Management (EVM) Departmental Regulation and Manual were developed to enhance the skill level of IT Program Managers for major IT investments. Training on EVM methodology was developed and will be delivered to USDA Executives.

Performance Measures

Annual average production up- time for CDM Phase 1 Solutions for 24 Hours per Day/7 Days per Week.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Percentage	N/A	N/A	N/A	N/A	N/A	90%	90%

Number of security assessments and penetration tests performed annually.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Units	N/A	N/A	N/A	18	6	14	14
Dollars (in thousands)	N/A	N/A	N/A	\$27,585	\$28,000	\$28,000	\$43,000

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### Selected Past Accomplishments toward Achievement of the Key Outcome:

The USDA Office of Information Security (OIS), formerly the Agriculture Security Operations Center, provides Federal Information Security Modernization Act (FISMA) mandated oversight and enforcement to ensure compliance with Federal cybersecurity regulations, initiatives, and requirements from the Office of Management & Budget (OMB) and National Institute of Standards in Technology (NIST), and operational directives from the Department of Homeland Security (DHS). OIS worked toward improving departmental cyber security risk management, cyber security policy, continuous monitoring, and overall strengthening information assurance and security throughout the Department. Past accomplishments include

- Implemented a Department-wide Enterprise Vulnerability Scanner (EVS) that provides a standard platform that consistently scans USDA information technology (IT) assets and reports on vulnerabilities detected;
- Actively monitored a rapidly growing volume of IT threat vector data for USDA. OIS continued to evolve from detecting to preventing cyber-attacks through an improved visibility into the network and inspection of web traffic, sharing information across the enterprise to increase knowledge of our adversaries and their targets;
- Improved visibility of security tools by implementing secure header inspection at the network perimeter, effectively making the perimeter devices more capable at detecting attempts to access prohibited content (blocking web pages);
- Enhanced the Incident Handling and Incident Response capabilities within USDA, including the new processes around handling “Misuse of IT” incidents which effectively provides the Chief Human Capital Officers (CHCOs) the information they need to take disciplinary action on misuse of IT cases/incidents. In addition to these enhancements, overall evolution of processes in the security operations center resulted in a 97.0% compliance with the DHS service level agreement (SLA) of 1-hour notification;
- Sustained the availability of the security services to 99.9% availability. The security services provides the foundation for USDA enterprise-wide security monitoring, detection, and protection. The security services performs a mix of critical security functions in near-real-time including: (a) Intrusion detection and prevention; (b) Network data loss detection; (c) Network behavior analysis; (d) Malware detection and prevention; and (e) Network packet analysis;
- Implemented a USDA Cyber Threat hunting process to discover advanced persistent threats (ATPs) and malicious actors;
- Streamlined and updated the cybersecurity policy development and publications by establishing a dedicated policy development team, consolidating and reducing the number of cyber security policies subject for review and updating, and ensured compliance with Federal Information Security Management Act (FISMA) while adapting policies to evolving cybersecurity threats, risks and the latest IT solutions; In FY17, OIS:
  - Established a policy Integrated Project Teams (IPTs) to allow agencies the opportunity to participate in the final development of key cyber security policies that align with NIST 800-53 guidance. IPTs have been held to date for:
    - Configuration Management Policy
    - Vulnerability Management Policy
    - Incident Management Policy
    - Incident Management Procedures
- At the end of FY17, 76% of USDA systems have ATOs in place; 85% are in the on-going Assessment & Authorization (A&A) program (minus new systems) and the CIO has set a target of 95% for FY18. (This percentage is lower than FY16 due to the expiration of ATOs for a large number of NRCS systems at the end of FY16). The reviews included 38 cloud systems; the Concurrence Review team created System Security Plan (SSP) guidance spreadsheets that strongly support the agencies in documenting an SSP for adopting the Cloud first strategy;
- In FY17, OIS enhanced the Cybersecurity scorecard that provides different views of the data.] The new versions of the scorecards are being used as evidence for Cybersecurity requirements in CIO performance reviews this year.
  - Current version with updates – Security Training and Phishing Exercise metrics were added as unscored metrics. These may potentially be scored in FY18.
  - New Executive Level Scorecard – This new scorecard provides a high level view of all agencies in three metric categories
  - Executive Review Scorecard – The executive review is a view of the metric categories that are

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used for CIO reviews. This scorecard averages the scores for all scorecards generated during the review period. This in turn is used to provide input to the Cyber Security requirement for a CIO's review.

- Agency Detail Scorecard – The Agency Detail Scorecard provides the summary data and detailed data on systems and POAMs that are affecting an agency's score.
- The tie between the Scorecard and Performance has increased agency awareness in meeting security requirements
- Implemented Departmental cybersecurity scorecards that highlight agencies' performance in a variety of security-related areas. The scorecards are also used in CIO performance evaluations and to approve IT acquisition requests;
- Assigned security analysts to agencies to provide expert knowledge and guidance to the agencies and offices in addressing their weaknesses as identified in Plans of Action and Milestones (POA&Ms);
- OIS closed over 1,100 POA&Ms in FY17.
  - Over 500 of the closed POA&Ms (46%) were within areas deemed longstanding Material Weaknesses by OIG – Logical Access Control, Configuration Management, Contingency Planning and Physical Access Controls.
  - Closed over 400 Delayed POA&Ms (approximately 37% of all closed POA&Ms) since the beginning of FY17.
  - Closed 6 POA&Ms initiated from OIG audit recommendations.
- Closed over 150 very old POA&Ms (originally created between 2010 and 2014);
- Reduced the percentage of delayed POA&Ms by 23% - currently at 21% compared to 44% at the beginning of FY2017;
- Redesigned and improved the Authority to Operate (ATO) and Assessment and Authorization (A&A) processes reducing the overall time necessary for a system to receive an ATO by 50% and having an ATO for at least 95% of USDA's FISMA reporting systems;
- Redesigned and improved the Cybersecurity and Risk Management policy development processes reducing the overall time necessary for completing and approving a policy to less than 180 days;
- Developed and implemented a Customer Relationship Management (CRM) Strategy and Program Plan that understands and builds strong relationships between the OIS organization and respective agency staff to enable OIS to better support our agencies as customers with a program that is efficient, transparent, data driven, and customer-centric;
- Developed an Enterprise Risk Management Strategy and Program Plan for Cybersecurity and IT Technology risks that builds an enterprise-wide program to identify, assess, prioritize, report, and integrates cybersecurity and technology risks metrics and information with USDA's Enterprise Risk Management (ERM) Program.
- Completed penetration testing and operational security assessments of USDA agencies, which is essential to identify department-wide cybersecurity vulnerabilities and risks and enables USDA agencies to identify, prioritize, and remediate vulnerabilities and risks in a timely manner, improve their security posture, and strengthen the protection USDA information and associated assets overall.
- Completed transition to production and O&M of the Continuous Diagnostics Mitigation (CDM) Phase 1 solution;
- Continued design, implementation, integration, and planned transition to production of the CDM Phase 2 solution; and
- Developed Implementation Plan for FY2019 for the Department level Cybersecurity and Information Security Continuous Monitoring (ISCM) Strategic Plans.

### Selected Accomplishments Expected at the FY 2019 Proposed Resource Level:

- Streamline the Cybersecurity policy development process for Departmental cyber security policies and procedures to ensure alignment with FISMA, OMB, and NIST requirements and timely publication of new policies:
  - Collaborate and partner with Department of Homeland Security (DHS) working group to provide those working in cybersecurity roles at federal Executive agencies with an overview of key documents that have shaped and influenced the federal cybersecurity landscape. The result will be the Cybersecurity

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Policy and Operations Guide (CPOG), which will contain information both specific to the U.S. Department of Agriculture (USDA) and general to the federal Executive agencies at large, providing an overview of roles and responsibilities of federal cybersecurity stakeholders, and meta-summaries of those key documents, policies and strategies related to federal cybersecurity. This guide will also provide common nomenclature to standardize Cybersecurity reporting requirements for all federal Executive agencies.

- In FY19, OIS is to ensure at least 95% of FISMA OMB Reportable systems have a valid ATO. Integrate compliance and enforcement tools with operational toolsets for increased capabilities in CDM and continuous monitoring requirements;
- Implement USDA Security as a Service offering leveraging the IT modernization initiative to consolidate Cybersecurity Operations across the Department;
- Improve process, especially customer-facing processes such as Firewall requests and Risk Based Decision forms;
- Improve overall cyber hygiene of the USDA by standardizing vulnerability and patch management solutions and ensuring consistent rollout of patches;
- Achieve 100% compliance with Binding Operating Directive (BOD) 18-01 by having all public-facing email and web servers configured securely and having weak ciphers disabled which effectively reduced the attack surface of the USDA;
- Strategically enhance Department level compliance, oversight and enforcement program to provide streamlined oversight of both Department and agency-level cyber security compliance as mandated by FISMA, OMB, and NIST;
- Complete comprehensive compliance testing for compliance validation and evidence as required;
- Advanced planning for Departmental continuous monitoring and ongoing A&A activities leveraging CDM Phase 1 capabilities and tools automation;
- Continue full operational capability of CDM Phase 1 solutions through full operational sustainment and maturation of capabilities, including governance, refinement and/or development of new processes, Department level training and program oversight. Data collected and reported by CDM Phase 1 solutions enables USDA security and IT management and technical staff to quickly and continuously identify, prioritize, and remediate cybersecurity risks in near real-time;
- Continued evaluation and improvement of the Authority to Operate (ATO) and Assessment and Authorization (A&A) processes to reduce the overall resources and time necessary for a system to receive an ATO and having an ATO for over 95% of USDA's FISMA reporting systems;
- Continued evaluation and improvement of the OIS Customer Relationship Management (CRM) Program to optimize the program so that it is more efficient, transparent, data driven, and customer-centric in FY 2019;
- Implement and integrate an Enterprise Risk Management Strategy and Program Plan for Cybersecurity and IT Technology Risks with USDA's Enterprise Risk Management (ERM) Program;
- Address and further work to mitigate longstanding IT Material Weakness identified by a history of OIG FISMA Audits in the following areas: (a) Logical Access Control; (b) Physical Access Control; (c) Contingency Planning/Disaster Recovery Planning; and (d) Configuration Management;
- Comprehensive reviews of security topics critical to the Department, including security of emerging technology and practices;
- Tighter integration of cyber security compliance requirements and security operations to support external reporting (FISMA, OMB, OIG, GAO, A-123, etc.);
- Continued expansion of the OIS Big Data Security ecosystem to incorporate addition audit logs and security events allowing for better detection of malicious activity and insider threat
- Lifecycle refreshed existing security services using cost effective alternatives, ultimately lowering the cost of service delivery;
- Upgrade the existing cryptographic devices and continue support Secure Video Teleconference System using DHS' Homeland Secure Data Network (HSDN) Secure Video Teleconferencing System. This system supports the USDA's participation in multiple Secret level teleconferences with multiple other Departments/Agencies and with our Foreign Agricultural Service staff assigned to various State Department locations across the globe; and
- Enterprise-wide development and full operationalization of post-detection activities (Analyze; Respond;

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Recover) is expected as well on an enterprise-wide basis.

Performance Measures

Percent of USDA systems, applications, etc., in the Enterprise Architecture Repository.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Percentage	N/A	N/A	20%	25%	45%	50%	60%

Cost Savings Through Strategic Sourcing/Category Management Initiatives.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Dollars in millions	N/A	N/A	N/A	\$8.4	\$9.9	\$11.9	\$13.9

OCIO's Department FOIA Office and USDA's Overall FOIA Backlog.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
OCIO Backlog	66	20	16	10	89	5	5
USDA Overall Backlog	1,137	1,314	1,148	1,493	2,371	1,000	800

OCIO's Department FOIA Office and USDA's Overall Processing Times (Complex Requests).							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
OCIO Processing time	106	104	293	67	79	40	30
USDA Overall Processing time (days)	48	87	81	80	88	60	50

IT Management Maturity Level based on the IT Management Maturity Model.							
	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Target	2019 Target
Level	0	0	0	1	1	3	3
Dollars (in thousands)	\$9,797	\$11,638	\$13,055	\$12,312	\$16,919	\$16,708	\$15,030

Selected Past Accomplishments toward Achievement of the Key Outcome:

In fiscal year 2017, the Department processed approximately 94% of the 25,461 FOIA request received. Of these received requests, about 84% were processed in less than twenty working days. Additionally, many of the Department's components made substantial progress on reducing their request backlog. The Agricultural Marketing Service (AMS) had a 20% reduction, the Forest Service (FS) a 32% reduction, Food Safety & Inspection Service (FSIS) a 53.9% reduction, the Natural Resource Conservation Service (NRCS) a 8% reduction, the Office of the Inspector General a 12% reduction, Rural Development a 41.4% reduction, the Research, Education and Economics (REE) a 25% reduction, and the Risk Management Agency (RMA) a 12.5% reduction. As for the Department's FOIA Office, the increases in 2017 was the result of a significant increase in complex FOIAs coupled with a decrease in resources.

The FITARA Operations Team executed the USDA FITARA Common Baseline and Implementation Plan, which was the only plan approved by the Office of Management and Budget on the initial and finale submission.

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With the support of the Office of the Chief Information Officer (OCFO), Director Office of Budget and Program Analysis (OBPA), Office of Property and Procurement Management (OPPM), and Office of Human Resources Management (OHRM), developed the Departmental Regulation, DR 3145-001 Oversight and Management of the Federal Information Technology Acquisition Reform Act (FITARA), FITARA Concept of Operations, Process Analysis Data Summary for Federal Information Technology Acquisition Reform Act (FITARA).

The FITARA Operations Team implemented the IT Management Maturity Model (ITMMM). The ITMMM is a tool that can be used as a guide to assess how well an USDA is progressing in terms of implementing the provisions of FITARA. The ITMMM focuses on IT Governance, Budget, Acquisition, Organization and IT Workforce, and Program Management to improve how the agencies and staff offices are managing IT.

The Capital Planning & IT Governance has developed a comprehensive IT governance process that incorporates an Integrated and incremental Governance Framework and provides the executive teams with a process for reviewing investments and providing guidance to investment managers throughout a project's AgSDLC. The framework integrates Capital Planning, Program Management, Enterprise Architecture (EA), Security, and the budget process. USDA reviewers and decision-makers evaluate program performance on planning, acquiring, designing, developing, constructing, testing, implementing, operating, maintaining, and retiring IT, as well as on sound management of facilities, fleets, hardware, software, and personnel (federal and contractor) that are associated with those IT investments.

The Capital Planning and IT Governance Division (CPITGD) continues to ensure alignment of IT investments with mission and business priorities through iterative governance processes and sound portfolio management. Embedded in the approach is the adherence to the Clinger-Cohen Act of 1996, the Federal Information Technology Acquisition Reform Act (FITARA) and the OMB Circular A-11 and OMB Circular A-123.

CPITGD aligns IT capabilities and resources with strategic business objectives that affords the business and IT to invest in the right initiatives at the right time, ultimately ensuring IT investments achieve expected outcomes, provide transparency into IT spending decisions, create opportunities for cost savings/avoidance, and streamline and offer shared capabilities that cut across multiple areas.

Capital Planning and IT Governance purview includes OMB required monthly and annual Investment submissions, CIO standing reporting frequency of scoring and reviews of investments, Acquisition Approval Requests (AARs), Detailed Life Cycle Costs (DLCCs) updates, monthly and ad hoc required Earned Value Management reviews and updates, Re-baseline Performance Changes, IT Governance Decision Gates reviews, Departmental TechStats, OMB led PortfolioStats, quarterly OMB Integrated Data Collection, Annual OMB FedStats, Program and Project Managers Certifications and the CIO's Annual Portfolio Reviews of Agencies and Staff Offices. In addition, we have a portfolio management tool, AgMAX, to automate and enhance capital planning investment control and portfolio management practices.

The OCIO Capital Planning and IT Governance Division (CPIGD) is responsible for ensuring that the Department's IT investments deliver products that result in business value to the agencies, while providing a positive return on the IT investments for taxpayers. The Department's Executive IT Information Resources Board (E-Board) serves as the USDA senior authoritative body charged with the oversight of IT investments with consideration to government "best practices," as well as OMB's Federal Acquisition Regulation and USDA official guidance.

### Selected Accomplishments Expected at the FY 2019 Proposed Resource Level:

- Continue refining standards, conduct system mapping, and start building out system specific standards profile;
- Analyze annual Agency Portfolio Reviews to identify areas and opportunities for improvement (engineering, consolidation, de-commissioning, etc.);
- Identify and consolidate duplicative IT commodity services to identify opportunities for enterprise solutions;
- Develop framework for measuring cost savings and associated re-investments;
- Assess investments through the CPIC and IT Governance portfolio management reporting process and engage with the Business Sponsors. Furthermore, CPIGD will assess the development, modernization, and enhancement (DME) to obtain an optimum balance of the Department's IT portfolio at the lowest cost with minimal risk while ensuring mission and business goals are being met;

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- Perform formal governance gate reviews of new concepts propose to be investments and existing major IT investments to determine the optimum path forward and the health of the investment;
- Complete a comprehensive redesign of the Enterprise Architecture Repository (EAR) to provide near real-time information on USDA's IT Portfolio. In addition, the EA organization will continue to successfully work with Agencies, Staff Offices, and across OCIO to ensure IT asset information is accurate and up to date. These efforts support the Federal Enterprise Architecture Framework, OMB reporting requirements, and most importantly are critical to a having a data driven environment for better IT investment decision making in USDA.
- Continue creating repeatable and incremental IT Governance and Portfolio Management processes.
- Continue the integrated partnership through regular customer engagements with the business and IT communities in order to capitalize on shared service opportunities, increase cost savings and avoidance, increase innovation and decrease legacy systems which ultimately decreases the cost of operating and maintain unsupported systems.
- Continue to engage the CIO Council chartered Investment Management Interest Group (IMI) known as Portfolio and Investment Management (PIM) Council in order to implement and provide best practices, incremental governance and processes and development and reduce "shadow IT" across USDA;
- Continue to train Executive Board members, CIO Council, CPIC Administrators, Program and Project Managers, Enterprise Architecture Community, Agency and Staff office CIOs on the Enterprise IT Governance process and framework;
- Coordinate monthly IAB and E-Board meeting with the USDA leadership to make key decisions on IT investments;
- Continue to manage and process agencies and Staff Offices Acquisition Approval Requests on the behalf of the USDA CIO in collaboration with Office of Property and Procurement Management Senior Procurement Executive (SPE) and CFO;
- Continue to oversee, analyze, measure performance and report outcomes in order to aide and turn around challenged investments as well as lessons learned to leverage of those successful investments.
- Continue to provide expert guidance regarding the revised OMB and Federal Acquisition Institute (FAI) Policy on Federal Acquisition Career Program and Project Managers (FAC-PPMs) certification program;
- Review and certify qualified applicants FAC-PPM levels 1-3;
- Lead and coordinate the quarterly PortfolioStat and Integrated Data Collection (IDC) required by OMB;
- Lead the CIO annual Portfolio Reviews with USDA Agencies and staff offices
- Coordinate in collaboration with OBPA the requirements of the OMB led FedStat for the CIO and Deputy Secretary;
- Lead and coordinate the USDA TechStat review process in coordination with the CXO teams; and
- Continue to implement and execute FITARA in partnership with the CXOs and agencies/staff offices