

2021 USDA EXPLANATORY NOTES – OFFICE OF THE CHIEF INFORMATION OFFICER

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AGENCY-WIDE

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 Client Experience Center, 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 Administration.

USDA is implementing a new operating model that will make it the best managed agency in the Federal government, a model that is enabling 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. Over the same period, OCIO will also consolidate 39 USDA data centers to a single data center and back-up, while transitioning additional systems and applications to readily 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. When data is not integrated, standardized, or of high quality and reliability, problems and opportunities remain obscured, impacting overall program performance. USDA has begun implementing executive dashboard solutions with USDA-wide data on human resources, information technology, 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.

The OCIO Headquarters is in Washington, D.C. As of September 30, 2019, there were 916 full-time permanent employees funded by appropriated and Working Capital Funds. OCIO's Full-Time Permanent Employees include, 64 in Headquarters, 19 in the Field, and 833 of WCF for a total of 916.

OIG and GAO Reports**Table OCIO-1. Completed OIG Reports**

ID	Date	Title	Results
#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 all.
#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 all recommendations.
#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 all 21 recommendations.

Table OCIO-2. In-Progress OIG Reports

ID	Date	Title	Results
#50501-0015-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). This policy document is being updated and prepared for internal protocol review. Virtual Student Federal Service interns through Department of State program have volunteered to assist the Privacy Office with policies, Revised estimated completion date September 2019.
#50501-0002-12	11/2011	Fiscal Year 2011 Federal Information Security Management Act Report	OCIO and OIG have reached Management Decision on all 10 recommendations from this audit. OCFO has granted final action on eight recommendations and remediation on the remaining two recommendations is ongoing. Estimated completion date is FY 2019.
#88401-0001-12	08/2012	OCIO FY'S 2010 and 2011 Funding Received for Security Enhancements Report	This audit contained 4 recommendations. CIO and OIG have reached Management Decision on all recommendations. OCFO has granted final action on two recommendations, remediation action on the remaining two is completed, and we are gathering appropriate documentation to support final action. Estimated completion date is FY 2019.
#50501-0003-12	11/2012	Fiscal Year 2012 Federal Information Security Management Act Report	This audit contained six recommendations. OCFO has granted final action on two 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. Estimated completion date is FY 2019.
#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 four recommendations. Remediation on the remaining one is dependent on final publication of Standard Operating Procedures and Departmental Regulation (Policy).

ID	Date	Title	Results
#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 six recommendations and a Request for Final Action (RFA) has been submitted to OCFO for final action on the remaining one. Estimated completion date is FY 2019.
#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, and remediation for the remaining recommendation is dependent on the issuance of a Departmental Regulation. An RFA was submitted to OCFO for final action on the remaining recommendation.
#50501-0008-12	11/2015	Fiscal Year 2015 Federal Information Security Management Act Report	This audit contained four recommendations. Management Decision has been reached on all recommendations. OCFO has granted final action on two recommendation and remediation is underway on the final two, with an RFA submitted for one. Estimated completion of the final recommendation is FY 2019.
#50501-0012-12	11/2016	Fiscal Year 2016 Federal Information Security Management Act Report.	This audit contained three recommendations. Remediation actions for the recommendations are underway. OCFO has granted final action on two recommendations and remediation is underway for the final one. Estimated completion date is FY 2019.
#50501-0012-12(2)	07/2016	FY 2016 Security Protocols Audit.	This audit contained three recommendations. OCFO has granted final action on one recommendation. Remediation actions for the remaining recommendations are underway. Estimated completion date FY 2019.
#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.
#50501-0020-12(1)	06/2018	Improper Usage of USDA's Information Technology Resources.	This audit report contained seven recommendations. Management decision has been achieved on all. Remediation actions are underway. Estimated completion date is FY 2018.
#50501-0017-12	09/2018	Fiscal Year 2018 Security Over Select USDA Agencies' Networks and Systems	This audit contained three recommendations. OCIO received the final report on September 2018. Management Decision has not been reached with OIG.

Table OCIO-3. Completed GAO Reports

ID	Date	Title	Results
#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. This recommendation was closed in FY 2018.
#14-413	05/2014	Federal Software Licenses: Better Management Needed to Achieve Significant Savings Government-Wide	GAO closed the final recommendation on 9/16/2018.

ID	Date	Title	Results
#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. GAO closed the final recommendation in FY 2018.
#16-494	06/2016	IT Dashboard: Agencies Need to Fully Consider Risks When Rating Their Major Investments.	GAO closed the last recommendation in FY 2018.
#16-511	09/2016	Information Technology: Agencies Need to Improve Their Application Inventories to Achieve Additional Savings	GAO closed the recommendation in FY 2018.

Table OCIO-4. In-Progress GAO Reports

ID	Date	Title	Results
#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 recommendations. The artifacts to close both recommendations were submitted to GAO in December 2017.
#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. GAO has accepted actions and closed two of the three recommendations. Remediation continues the last recommendation.
#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. The National Information Technology Center (NITC) continues to work with OMB to refine the methodology for tracking and reporting data center consolidation cost savings and avoidances to OMB in accordance with established guidance.
#15-617	09/2015	Information Technology Reform: Billions of Dollars in Savings Have Been Realized, but Agencies Need to Complete Reinvestment Plans	GAO issued one recommendation. Remediation is underway.
#16-323	03/2016	Data Center: Agencies Making Progress, but Planned Savings Goals Need to Be Established.	Statement of action has been submitted and remediation is underway.
#16-468	05/2016	Information Technology: Federal Agencies Need to Address Aging Legacy Systems	Statement of action has been submitted, and remediation action is underway. Estimated competition date is FY 2019.

ID	Date	Title	Results
#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.
#18-211	02/2018	Critical Infrastructure Protection: Additional Actions Are Essential for Assessing Cybersecurity Framework Adoption	GAO issued one recommendation to USDA in this report. Remediation is underway.
#18-93	08/2018	CIO Authorities: Critical Actions Needed to Address Shortcomings and Challenges in Implementing Responsibilities	The report had one recommendation. Remediation is underway.
#18-381	08/2018	Paperwork Burden: Agencies Could Better Leverage Review Processes and Public Outreach to Improve Burden Estimates	GAO issued two recommendations to USDA in this report. Remediation is underway.
#18-148	11/2017	Information Technology Reform: Agencies Need to Improve Certification of Incremental Development	GAO issued two recommendations to USDA in this report. Remediation is underway.
#18-42	01/2018	IT Investment: Agencies Need to Involve Chief Information Officers in Reviewing Billions of Dollars in Acquisitions	GAO issued three recommendations to USDA in this report. One recommendation was closed in FY 2018, and two remain under remediation.

AVAILABLE FUNDS AND STAFF YEARS

Table OCIO-5. Available Funds and Staff Years (thousands of dollars, staff years (SY))

Item	2018		2019		2020		2021	
	Actual	SY	Actual	SY	Enacted	SY	Budget	SY
Salaries and Expenses:								
Discretionary Appropriations	\$58,950	89	\$55,630	78	\$66,580	89	\$110,812	98
Goodfellows Federal Center							32,000	
Transfer Out	-	-	-175	-	-	-	-	-
Adjusted Appropriation	58,950	89	55,455	78	66,580	89	142,812	98
Lapsing Balances	-132	-	-230	-	-	-	-	-
Obligations	58,818	89	55,225	78	66,580	89	142,812	98
E-GOV Initiative	8,098	-	7,794	-	7,794	-	6,977	-
NTIA Spectrum	1,989	-	2,141	-	2,141	-	2,140	-
EPMS	4,748	3	5,014	5	5,014	5	4,748	3
Project Definition	526	-	513	-	513	-	563	-
Total, Other USDA	15,361	3	15,462	5	15,462	5	14,428	3
Total, Agriculture Appropriations	74,179	92	70,687	83	82,042	94	157,240	101
Other Federal Fund (WCF)s:								
ASC - Office of the Chief Information Officer Oversight								
Client Experience Center	1,019	5	1,263	5	1,479	5	1,559	7
Department Administration Information Technology Office	307,078	652	342,998	639	342,500	712	318,967	712
Digital Infrastructure Services Center	-	-	-	-	9,603	30	10,139	30
Enterprise Network Services	161,797	183	148,223	166	221,136	268	212,586	268
Total, Other Federal (WCF)	28,828	24	48,387	23	89,764	38	93,064	45
Total, OCIO	498,722	864	540,871	833	664,482	1,053	636,315	1,062
Total, OCIO	572,901	956	611,558	916	746,524	1,147	793,555	1,163

PERMANENT POSITIONS BY GRADE AND STAFF YEARS

Table OCIO-6. Permanent Positions by Grade and Staff Years

Item	2018			2019			2020			2021		
	Actual			Actual			Enacted			Budget		
	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total
SES	7	-	7	7	-	7	7	-	7	7	-	7
GS-15	15	1	16	12	-	12	14	-	14	15	1	16
GS-14	29	14	43	24	8	32	26	8	34	38	14	52
GS-13	6	5	11	10	6	16	15	7	22	6	5	11
GS-12	5	4	9	7	5	12	8	5	13	5	4	9
GS-11	2	-	2	2	-	2	2	-	2	2	-	2
GS-9	4	-	4	2	-	2	2	-	2	4	-	4
Total Permanent	68	24	92	64	19	83	74	20	94	77	24	101
Total Perm. FT EOY	68	24	92	64	19	83	74	20	94	77	24	101
Staff Year Est	65	27	92	64	19	83	74	20	94	77	24	101

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

VEHICLE FLEET**Motor Vehicle Fleet**

OCIO-Client Experience Center (CEC) 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 CEC 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-CEC 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. CEC 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. CEC 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. CEC 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, 2019, CEC has 273 leased GSA vehicles and NITC has 1 leased GSA vehicle. CEC 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 were proposed for 2020.

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 currently.

Table OCIO-7. Size, Composition, and Annual Costs of Motor Vehicle Fleet ^a

Fiscal Year	Sedans and Station Wagons	Lt. Trucks, SUVs, and Vans (4x2)	Lt. Trucks, SUVs, and Vans (4x4)	Total Vehicles	Annual Operating Costs ^b
2018	222	31	17	270	\$1,987
Change	+2	-	-	+2	+358
2019	224	31	17	272	2,345
Change	+25	-25	+2	+2	-211
2020	249	6	19	274	2,134
Change	-2	1	-	-1	-36
2021	247	7	19	273	2,098

^a Vehicle count include those owned by agency and leased from commercial sources or GSA.

^b Excludes acquisition costs and gains from sale of vehicles as shown in FAST.

SHARED FUNDING PROJECTS*Table OCIO-8. Shared Funding Projects (dollars in thousands)*

Item	2018 Actual	2019 Actual	2020 Enacted	2021 Budget
Working Capital Fund:				
Administration:				
Material Management Service	\$43	\$62	\$72	\$70
Mail and Reproduction Services	157	175	180	188
Integrated Procurement Systems	446	384	347	347
Procurement Operations Services.....	4,270	4,187	4,627	3,633
Human Resources Enterprise Management Systems.....	8	12	12	12
Subtotal.....	4,924	5,006	5,238	4,250
Communications:				
Creative Media & Broadcast Center	55	33	7	16
Finance and Management:				
National Finance Center.....	295	270	263	246
Financial Management Systems.....	1,657	1,641	1,064	1,483
Internal Control Support Services.....	174	150	266	213
Financial Management Support Services.....	421	454	446	412
Subtotal.....	2,547	2,515	2,039	2,354
Information Technology:				
Digital Infrastructure Services Center	8,423	9,440	10,417	10,022
Client Experience Center.....	4,871	5,604	5,581	5,563
Department Administration Information Technology Office	-	-	725	836
Enterprise Network Services	14,764	18,407	27,797	17,476
Subtotal.....	28,058	33,451	44,520	33,897
Correspondence Management.....	15	971	1,392	2,766
Total, Working Capital Fund.....	35,599	65,091	51,810	40,533
Department-Wide Shared Cost Programs:				
Agency Partnership Outreach	81	82	90	90
Human Resources Self-Service Dashboard.....	6	6	7	-
Human Resources Transformation	10	-	-	-
Medical Services.....	12	9	6	-
Office of Customer Experience.....	21	28	34	34
People's Garden.....	5	-	-	-
Personnel and Document Security.....	33	28	29	29
Physical Security	-	-	67	49
Security Detail	48	49	49	49
Security Operations	112	112	67	73
TARGET Center	14	13	13	13
USDA Enterprise Data Analytics Services.....	-	-	62	62
Virtual University	11	-	-	-
Total, Department-Wide Reimbursable Programs	352	324	428	403
E-Gov:				
Budget Formulation and Execution Line of Business	1	1	1	1
Financial Management Line of Business.....	1	1	1	1
Geospatial Line of Business	13	13	13	13
Human Resources Line of Business.....	3	3	3	3
Total, E-Gov	18	18	18	18
Agency Total.....	35,969	42,133	53,642	43,704

ACCOUNT 1: SALARIES AND EXPENSES

APPROPRIATIONS LANGUAGE

The appropriations language follows (new language underscored; deleted matter enclosed in brackets):

Office of the Chief Information Officer

For necessary expenses of the Office of the Chief Information Officer, [~~\$66,580,000~~], \$142,812,000 [of which not less than \$56,000,000 is for cybersecurity requirements of the department].

Provided, That of the amount provided under this heading, for the Goodfellow Facility to remain available until expended.

LEAD-OFF TABULAR STATEMENT

Table OCIO-9. Lead-Off Tabular Statement

Item	Amount
2020 Appropriations Enacted.....	\$66,580,000
Change in Appropriation	+76,232,000
Budget Estimate, 2021	<u>142,812,000</u>

PROJECT STATEMENT

Table OCIO-10. Project Statement (thousands of dollars, staff years (SY))

Item	2018 Actual	SY	2019 Actual	SY	2020 Enacted	SY	Inc or Dec	Chg Key	SY	2021 Budget	SY
Discretionary Appropriations:											
OCIO.....	\$58,950	89	\$55,630	83	\$66,580	89	\$44,232	(1)	9	\$110,812	98
Goodfellow Facility.....	-	-	-	-	-	-	32,000	(2)	-	32,000	-
Total, Discretionary Funding	58,950	89	55,630	83	66,580	89	76,232	-	9	142,812	98
Transfers Out	-	-	-175	-	-	-	-	-	-	-	-
Total Available.....	58,950	89	55,455	83	66,580	89	76,232	-	9	142,812	98
Lapsing Balances.....	-132	-	-230	-	-	-	-	-	-	-	-
Total Obligations.....	\$58,818	89	\$55,225	83	\$66,580	89	\$76,232	-	9	\$142,812	98

JUSTIFICATION OF INCREASES AND DECREASES

Base funds will allow the OCIO 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.

- (1) An increase of \$ 44,232,000 and 9 additional staff years (\$66,580,000 and 89 staff years available in 2020).

The funding change is requested for the following items:

- A) An increase of \$31,500,000 for transition to USDA’s modernized enterprise network (USDANet).

Over the past decade, the Department has matured its network requirements and changed its telecommunications traffic patterns to accommodate USDA's rapid expansion in the use of telecommunication services, including increased voice, video and data usage. However, the current network infrastructure faces challenges in keeping up with expanded requirements for bandwidth and security in a rapidly evolving technological landscape. Network capacity, within the current architecture, is stretched to its limits and some components on the core or "backbone" network are reaching the end of their respective product life cycles. The Department is currently faced with addressing its network challenges by either incorporating additional improvements to the existing network in-kind, or by instituting new and innovative solutions that may provide greater cost dividends and better preparedness in the future. The result will mean that the Department will be undergoing a paradigm shift from multiple agency-provided and managed networks to a single Department provided enterprise network.

The timing for the network modernization initiative is advantageous for USDA because the General Services Administration (GSA) has awarded the re-compete of its Network Universal Government-Wide Acquisition Contracts. Currently, Network is the contracting vehicle USDA uses to acquire its network services. With few exceptions, agency/mission area-owned and operated networks currently do not function at service levels required for a modern, managed network infrastructure that is required for the USDA Enterprise (i.e. high-availability "always up", 7/24/365 service desk, rapid service restoration, integrated security and analytics).

GSA awarded Network's successor, Enterprise Infrastructure Solutions (EIS), in the spring of 2017. USDA will use EIS to acquire its future enterprise-wide network as it is intended to make it easier for federal agencies to more efficiently and effectively obtain telecommunication services and equipment. services. The new GSAEIS Contract affords USDA a unique opportunity to shift from a "buy, build, maintain, operate, and repeat" culture, to a "utility" model, where a monthly bill is paid for commercially available network services. This modernization initiative will address that deficiency.

- B) An increase of \$8,400,000 for Forest Service Land Mobile Radio (LMR) program
OCIO is working with Agencies across the Department to consolidate the multiple radio programs presently in use. The Forest Service Land Mobile Radio (LMR) program has the largest inventory of equipment, people, and experience at the Department. In FY 2021, USDA will allocate \$23.5 million in priority investments toward an intra-agency (OneUSDA) LMR shared services model. By providing OneUSDA LMR support services and merging radio operations with those across the Department, USDA aims to lower costs, improve operational efficiencies, and close gaps in delivery and security to better respond to emergencies, criminal activity, wildfires, and other disasters. This effort will need to be joint funded, using \$15.1 million of Forest Service Preparedness funds and the \$8.4 million included in this request to support NRCS, APHIS, ARS, FSA, FNS, and OIG.

As managing partner for the other participating USDA agencies, OCIO will establish a reimbursable agreement with the Forest Service and assist in overseeing this effort.

D) An increase of \$3,894,765 and 9 staff years for OCIO Headquarters.

OCIO provides policy guidance, leadership and coordination for the Department's information management, technology investment and cybersecurity activities in support of USDA program delivery. This budget requests an increase to fully staff cybersecurity, capital planning, enterprise architecture, and other policy programs and allow for inflation increases for support, hardware, and software contracts. This increase will allow USDA to fund Department-wide services that will improve the efficiency, effectiveness and IT services provided to USDA, assisting USDA better meet the needs of its customers, and mission. The 9 staff years are authorized vacancies that have not been filled due to funding constraints.

E) An increase of \$165,982 for pay costs (\$76,005 for annualization of the 2020 pay increase and \$89,978 for the 2021 pay increase).

This increase will support the pay increase for civilian employees. This increase will allow the OCIO to continue to maximize the value of information technology acquisitions to improve the efficiency and effectiveness of USDA program. This critical increase is needed to support and maintain current staffing levels to meet the program demands and statutory requirements imposed on OCIO. Elimination of the pay cost increase means the OCIO would not be able to fund approximately 1.5 FTE and/or would need to significantly cut travel, training, and mission support. Failure to receive this increase would prevent us from fully performing our mission, which is necessary to ensure continued IT support for all areas of the Department as well as meeting the needs of the Executive Office of the President and members of Congress.

F) An increase of \$119,970 for performance awards.

This increase will support a 1 percentage point increase in awards spending, consistent with objectives outlined in the President's Management Agenda, to enhance workforce development. Without this additional funding, OCIO will be unable to absorb these costs in FY 2021, resulting in reductions to planned hiring levels, eroding USDA's ability to meet key Administration priorities contained in this Budget.

G) An increase of \$151,283 for the Department's increased contribution to the Federal Employees Retirement System (FERS).

This increase will cover the expenses for the mandated increase of USDA's contribution to FERS. These increases were effective January 1, 2020, and impact approximately 900 employees' retirement packages

(2) An increase of \$ 32,000,000 for Goodfellow Federal Center Facility.

A) An increase of \$32,000,000 for the relocation Enterprise Data Center (EDC) operations from the Goodfellow Federal Center facility, including the staff.

The Goodfellow Federal Complex currently located at 4300 Goodfellow Blvd in St. Louis, Missouri has been the subject of numerous environmental concerns over the past several years. On Friday, March 8, 2019, GSA announced the results of a cost-of-ownership analysis on the Goodfellow Federal Center. The study results indicated that the taxpayer investment needed to keep the complex functional, exceeds the costs to house federal tenants elsewhere. Therefore, GSA has determined that retaining ownership of the Goodfellow Federal Center is not in the long-term best interests of the Federal Government.

GSA will begin working with Federal agencies to define projected space requirements and transition from the location. GSA has begun developing recommendations to dispose of the Goodfellow Federal Center (GFC) by 2026.

In light of GSA's decision, USDA will relocate all staff and Enterprise Data Center (EDC) operations from the GFC facility to another location by the end of FY 2021. While administrative offices are easier to relocate; the relocation of the Department's High Value Asset – the Enterprise Disaster Recovery Data Center has significant investment requirements, in order to provide continuous and seamless disaster recovery services for the USDA's portfolio of Mission Critical applications. These Mission Critical applications currently support the Department, its Mission Areas, and USDA services provided to our citizens throughout Rural America – including life and limb, food safety, food supply, and food nutrition related services. Significant planning and funding availability will be required to successfully relocate the Disaster Recovery Data Center, while employing a risk managed approach, to avoid impacting services and citizens.

This request will fully fund the migration to a new USDA Tier 3 commercial data center within the vicinity of St. Louis, Missouri and build out the disaster recovery IT infrastructure and support systems.

GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND STAFF YEARS

Table OCIO-11. Geographic Breakdown of Obligations and Staff Years (thousands of dollars, staff years (SY))

State/Territory/Country	2018		2019		2020		2021	
	Actual	SY	Actual	SY	Estimate	SY	Budget	SY
District of Columbia	\$56,188	69	\$52,530	64	\$63,285	75	\$136,656	75
Missouri	2,630	20	2,695	19	3,295	23	6,156	26
Obligations	58,818	89	55,225	83	66,580	98	142,812	101
Lapsing Balances.....	-	-	230	-	-	-	-	-
Total, Available	58,818	89	55,455	83	66,580	98	142,812	101

CLASSIFICATION BY OBJECTS

Table OCIO-12 Classification by Objects (thousands of dollars)

Item No.	Item	2018 Actual	2019 Actual	2020 Estimate	2021 Budget
	Personnel Compensation:				
	Washington D.C.	\$8,751	\$7,829	\$8,959	\$9,989
	Personnel Compensation, Field.....	2,630	2,353	2,695	3,757
11	Total personnel compensation.....	11,381	10,182	11,654	13,746
12	Personnel benefits	3,341	2,994	3,666	4,949
13.0	Benefits for former personnel	-	8	8	15
	Total, personnel comp. and benefits.....	14,722	13,184	15,328	18,710
	Other Objects:				
21.0	Travel and transportation of persons	165	109	370	550
23.1	Rental payments to GSA	152	230	308	671
23.3	Communications, utilities, and misc. charges	446	415	625	3,424
24.0	Printing and reproduction	105	15	146	182
25.2	Other services from non-Federal sources.....	26,332	21,827	25,706	84,530
25.3	Other goods and services from Federal sources.....	14,615	18,536	22,695	32,803
26.0	Supplies and materials	725	644	778	955
31.0	Equipment.....	1,556	495	624	987
	Total, Other Objects	44,096	42,271	51,252	124,102
99.9	Total, new obligations.....	58,818	55,225	66,580	142,812
	DHS Building Security Payments (included in 25.3).....	\$83	\$83	\$83	\$83
	Position Data:				
	Average Salary (dollars), ES Position	\$173,215	\$182,110	\$185,570	\$185,570
	Average Salary (dollars), GS Position	\$124,219	\$126,578	\$126,578	\$128,500
	Average Grade, GS Position	13.10	13.10	13.10	13.10

STATUS OF PROGRAMS

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, USDA 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.

The Federal Information Technology Acquisition Reform Act (FITARA), enacted on December 19, 2014, augments the Clinger-Cohen Act and strengthens the role of the CIO. FITARA outlines specific requirements related to:

- Agency Chief Information Officer (ACIO) Authority Enhancements
- Enhanced Transparency and Improved Risk Management in IT Investments
- Portfolio Review
- Federal Data Center Consolidation Initiative
- Expansion of Training and Use of IT Cadres
- Maximizing the Benefit of the Federal Strategic Sourcing Initiative
- Government-wide Software Purchasing Program

Current Activities

Federal Information Technology Acquisition Reform Act (FITARA) Operations

FITARA Operations focuses on improving the management of IT at USDA and improving the scores on the House Committee on Oversight and Reform's FITARA Scorecard. USDA is in its fifth year of using the Office of Management and Budget (OMB) Information Technology Management Maturity Model (ITMMM) to assess IT Maturity at USDA.

USDA has improved its scores on the FITARA scorecard from a level of less than 1 to a level above 2, with the goal of achieving level 3 by June of 2020. USDA's improvement is due to the progress the Department has made with the implementation of ITMMM, due primarily to FITARA Operations successfully coordinated and facilitated engagements with the Chief Operating Officers (CXOs), mission areas, and other appropriate stakeholders such as OMB and the Government Accountability Office (GAO), to ensure a smooth implementation. Additional, FITARA Operations worked with the mission areas to develop corrective action plans and close the gaps identified. Current actions include the ITMMM version 2 engagements with the CXOs and continuing version 1, level 3 engagements with the mission areas.

FITARA Operations prepared the USDA CIO for a successful appearance and testimony to the House Committee on Oversight and Reform on June 26, 2019, addressing USDA's implementation of FITARA. One year ago, USDA received a D (-) on the FITARA Scorecard. At the time of the hearing USDA was scored at a C- and is projected to score at a B (+) on the

9.0 Scorecard. The areas of focus for FY20 are The Federal Information Security Management Act (FISMA), Incremental Development, Transparency and Risk Management and Portfolio Management. Improvement in these areas will have USDA on the path to an A (+).

To improve service, employee accountability and development, USDA is working on an IT workforce realignment. OCIO is in the process of realigning USDA IT personnel (GS Series 2210s) within the Department into the various IT customer centers within OCIO including Information Security Center (ISC), Client Experience Center (CEC), Digital Infrastructure Services Center (DISC), and Information Resource Management Center (IRMC).

USDA Centers of Excellence (CoE)

In FY 2019, the Department continued its partnership with the Office of American Innovation (OAI) as the lighthouse agency for GSA's IT Modernization CoEs, by transforming the underlying technology to deliver increased operational efficiency for key initiatives that include Customer Experience, Voice of the Customer Tool, Executive Dashboards and Service Delivery Analytics, Cloud Adoption and Data Center Consolidation, and *Contact Center*. Late in FY 2019, OCIO transitioned four of the initiatives to lead agency/staff offices to sustain the on-going efforts: Voice of the Customer Tool, Executive Dashboards and Service Delivery Analytics, Cloud Adoption and Data Center Consolidation, and Contact Center. This work improved service across the Department, resulting in improved use of IT resources, empowered data driven decisions, and a decrease in security vulnerabilities.

Customer Experience

OCIO is making improvements and efficiencies in the quality of in-person service delivery, while developing high quality online/self-service delivery options using agile and human centered design approaches. This approach is customer-focused to digital services using industries best practices in human centered design and capturing the voice of the customer by observing and understanding employee and customer needs.

Voice of the Customer Tool

OCIO is improving customer services by implementing a Voice of the Customer tool will pilot a cloud-based data collection and survey tool with case management, data analysis, sentimentality analysis, and visualization capabilities Prior to transitioning this tool to the Office of Customer Experience, the VoC CoE conducted a pilot that migrated the Tell Sonny Tool to this platform and also conducted pilots to gather feedback for the OCIO organization and the CoE experience at USDA. This tool allowed the OCIO to listen to customers in a strategic feedback loop that increases self- service transactions and reduces the need for high touch, high cost transactions. The pilot program was considered a success and the tool and business processes were successfully transitioned to the USDA Office of Customer Experience (OCX).

Executive Dashboards and Service Delivery Analytics

OCIO has created executive dashboards that capture information and allow for greater analysis of data, improving data driven decision making. The executive dashboards provides USDA leadership with the data tools necessary to make rapid and data-driven decisions in real-time. The data tools will provide information that enable leadership to monitor and meet

program goals, communicate progress, identify challenges, and address strengths, threats, and opportunities.

Cloud Adoption and Data Center Consolidation

OCIO has worked to move data center operations to cloud services and consolidates 39 data centers into a single data center and one backup to improve data integrity, security, and accessibility. This will provide cost savings to customers as data center utilization increases. Closure of data centers will reduce USDA’s physical footprint and decrease security vulnerabilities

Contact Center

OCIO has created a centralized Contact Center. The Contact Center provides a one-stop shop for USDA customers and is positioned to be the “front door” to USDA. The center will leverage emerging technologies to lower costs and enable high-value service for complex customer inquiries using a centralized knowledge base.

E-Government

USDA participates in nine E-Government Presidential Initiatives and five Lines of Business (LoB), each fulfilling the requirements under the E-Government Act of 2002 (Section 206), the Clinger-Cohen Act, and the Government Paperwork Elimination Act, as well as furthering the effectiveness and efficiency of government. These initiatives involve mission area, agency, and staff office collaboration through support of pilot projects and the use of innovative technologies in which USDA typically contributes a share of operational costs based on a combination of service usage metrics.

OCIO-Funded E-Government Presidential Initiatives and Lines of Business	
Initiatives	Lines of Business (LoB)
Benefits.gov	Budget Formulation and Execution LoB
Disaster Assistance Improvement Plan	Financial Management LoB
E-Rulemaking	Geospatial LoB
Grants.gov	Human Resources Management LoB
Federal PKI Bridge	Performance Management LoB
Freedom of Information Act Portal	
Integrated Acquisitions Environment (IAE)	
USAJOBS	

Enterprise Architecture

The Enterprise Architecture Division (EAD) provides a planning concept and delivery process designed to help translate business strategies into mission results. We leverage data as a strategic asset so that architecture becomes a tool to make data-driven decisions that optimize resources and identify duplication and cost saving opportunities. The EAD team supports the creation of

an integrated, tiered Enterprise Architecture (EA) that supports improved planning and risk management at both the agency and Department levels. Additionally, the team supports standardization on common computing platforms to enhance interoperability and reduce cost of ownership; and improves the USDA's planning and decision-making by more closely aligning EA activities to the IT Capital Planning processes.

- The EAD team developed guidance and communication material on the AgMax-Enterprise Architecture Repository (EAR) Data Integration effort. The guidance was discussed during the Enterprise Architecture Committee monthly meetings in April, August, September and November of 2019.
- The EAD team has engaged in a collaborative effort with the Information Security Center (ISC) to develop a Security Architecture. EAD provided the current enforce security standards to begin the process of developing the Security Architecture.
- The EAD team, working with other USDA agencies (FS, FSIS, RD, NIFA), researched and selected a new Enterprise EA modeling/repository tool. EAD is working with several mission areas to complete the requirements to bring this tool inside USDA, (ATO, e-Auth, etc.) with the first phase scheduled for roll out in early February. This phase will deliver modeling of applications and capabilities by organizations and will have a systems interface with AgMAX to allow combined reporting with Capital Planning data.

Capital Planning and IT Governance (CPITG)

CPITG governs and oversees 245 total IT investments (43 Major, 72 Non-Major Investments, 92 Standards, 38 IT Funding Transfers), managing USDA's \$2.48 billion IT investment portfolio is CPITGD's primary mission.

CPITG 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 CPITG ensures the establishment and implementation of IT Governance through strategic initiatives, sound structure, oversight, regulatory compliance, accountability, transparency, and the fiscal responsibility of IT decisions.

A focus of the program is to reinforce the requirements from the Secretary, the CIO and OMB to the mission areas regarding ensuring the transparency, accountability and alignment of Agency IT portfolio of investments and USDA strategic priorities throughout the investment life cycle. Verification and validation of these requirements are done through monthly, quarterly and annual investment reporting to the USDA and OMB, which includes CIO investment evaluations, quarterly integrated data collections, and bi-annual OMB Portfolio-Stat. Additionally, quarterly joint Strategic Reviews with the Office of Budget and Program Analysis (OBPA), monthly Governance Board Reviews and ad-hoc Program Reviews and Tech-Stat Reviews are conducted with the USDA Senior Leaders.

CPIC and IT Governance aide USDA in addressing transparency and accountability through the Department-wide implementation of an industry best practice and OMB adopted taxonomy known as TBM, which is the sharing of information at the lowest level that reduces silos, enables cost transparency, supports data-driven decisions across lines of businesses (IT, Finance, Budget, Acquisition and HR) and improves customer service and accountability. In addition to these accomplishments CPITG:

- Expand the capabilities of the Department automated portfolio tool to capture TBM IT cost pools and towers, which increased transparency of IT spending across the agency and 13 additional enhancements;
- Enhance the IT governance process to identify and act on indicators for troubled IT investments rated by the CIO as red or yellow, which resulted favorably increase on the Congressional FITARA Scorecard in Transparency and Risk category;
- Integrate IT asset and investment data and delivered six detailed functional analysis of business capabilities and their associated cost; and
- Work with USDA Mission Area business and finance communities to develop new processes to collect, integrate, and streamline data across the communities that aided with the implementation of TBM principles throughout the agency.
- Process over 600 acquisition approval requests (AAR) valued at over \$1.7B dollars

Cybersecurity (USDA Chief Information Security Officer)

The Information Security Center (ISC), formerly the Agriculture Security Operations Center, or ASOC, was funded by Congress in 2009 to serve as a focal point for addressing cyber security incidents within all agencies, offices, branches and entities of the United States Department of Agriculture (USDA). The ISC's mission is to increase the Department's awareness of cyber threats and vulnerabilities while enhancing readiness in preparing for and responding to attacks involving USDA's computer systems and networks, as well as a complete Assessment and Authorization (A&A) via the Risk Management Framework (RMF) process for all USDA systems.

In accordance with Federal Information Security Management Act of 2014 (FISMA) law and other mandates (OMB, Executive Orders), ISC diligently manages system security compliance activities across all USDA information systems, develops cybersecurity policy and supports audit-related activities. All USDA FISMA audit activities, during FY 2019, were completed on time. Additionally, Information Security Center (ISC) successfully closed 35 outstanding OIG audit recommendations generated during FY09-FY17, plus four newer recommendations, significantly reducing risk to the IT enterprise. Further, ISC continued to generate biweekly cybersecurity scorecards, which are factored in Assistant Chief Information Officers performance ratings to incentivize cybersecurity compliance. In addition to these accomplishments ISC was able to:

- Streamline USDA Assessment and Authorization (A&A) process in accordance with National Institutes of Standards and Technology (NIST) Special Publication (SP) 800.53 Revision 4, and effectively reduced overall time for System Owners to gain an Authority to Operate (ATO) from six to eight months to an average of 90 days.
- Achieved OMB's goal of having 96% systems with an ATO and is currently at 98%. Additionally, ISC increased, by 47%, the number of systems having Business Impact Analysis (BIA) in place thereby achieving an overall 80% across the enterprise. By end of FY 2019, 100% of high-categorized systems and nearly all High-Value Assets (HVAs) have BIAs in place with remainder being actively addressed. In compliance with FISMA and applicable OMB and USDA directives, ISC facilitated closure of over 3000 Plans of Action and Milestones (POA&Ms) with system owners, more than 800 of which were delayed and 50% aged 2-8 years. POA&Ms were tracked to identify, assess, prioritize, and monitor

agencies' progress towards correcting security deficiencies and/or vulnerabilities.

- Completed Operational Security Assessment and Penetration Testing Programs, which are comprehensive security assessment mechanisms that support the Department's goal of improving the overall security posture. This was in accordance with NIST 800-37 and NIST 800-53 requirements. Both programs examined and evaluated agency's information technology systems and the supporting operational policies and procedures. The programs provided USDA agencies with timely and actionable intelligence to assist in defending valuable business and mission assets against threats. The programs enabled agencies to prioritize and remediate vulnerabilities in a timely manner, improve security posture, and strengthen the protection of information and associated assets.
- Conducted penetration testing on all 29 mission areas and offices. Each mission area, and/or headquarter office tested was provided an out-briefing which allowed the technical staff an opportunity to address specific exploitations. Additionally, the penetration test team conducted one red team assessment of the National Finance Center in New Orleans, LA, as well as one component level operational security assessment. ISC performed monthly and ad-hoc phishing tests, quarterly incident response testing and exercises. During FY 2019, ISC completed 6 incident response table top exercises, 2 "Major" incident response table top exercises and 24 phishing exercises.
- Improved upon its High Value Asset (HVA) Program, in compliance with OMB Memorandum 19-03, "Strengthening the Cybersecurity of Federal Agencies by enhancing the High Value Asset Program", by conducting rigorous HVA assessments with the Department of Homeland Security (DHS). During FY 2019, ISC conducted two tier 1 Risk and Vulnerability Assessments (RVA) with DHS, six tier 1 Security Architecture Reviews (SAR) with DHS, nine agency-level HVA table top exercises resulting in closure of seven findings. In support of Binding Operation Directive (BOD) 18-01, ISC successfully coordinated with mission areas and headquarter offices to achieve 96% compliancy on web requirements and 100% compliancy with DMARC requirements.
- Implemented and continues to mature Big Data architecture tools at an enterprise level, to collect and process security related data (attacks, vulnerabilities) across the enterprise for the purpose of conducting behavioral analysis, malicious pattern identification, deep forensic analysis for incidents that potentially span multiple months, long-term security metrics and trends, and providing a scalable and adaptable data repository to allow for rapid cyber incidents detection and responses, like black listing and emergency blocks. The Big Data tools allow ISC to apply predictive analytics to network traffic and create a unique real-time profile of the network, monitor it against up-to-date government / commercial cyber intelligence threats and act accordingly.
- Chartered an Integrated Project Team (IPT) in accordance with OMB FISMA FY 2019 and Executive Order (EO) 13800", dated May 11, 2017, to plan and coordinate the enterprise-wide effort to consolidate Security Operations Center (SOC) functions. This effort will centralize operations and management oversight, gain efficiencies, align personnel to critical functions, reduce the overall IT footprint, mature SOC capabilities and reduce risk. As required by OMB, ISC authored and submitted the Department's Cybersecurity Operations Maturation Plan (COMP) prior to suspense in May 2019. As part of the consolidation planning efforts, ISC conducted comprehensive reviews of personnel, IT

capabilities, processes, funding and contracts. ISC further conducted working sessions, surveys, analysis of alternatives, human resource and labor relations activities, targeted training sessions, and knowledge management and communications activities in support of the complex consolidation efforts. These efforts resulted in the identification of 87 personnel, performing SOC functions across the enterprise. The ISC re-organization is planned for the first quarter of FY 2020.

- Implemented the DHS Continuous Diagnostics and Monitoring (CDM) Program, in compliance with OMB Memorandum 14-03, *“Enhancing the Security of Federal Information and Information Systems”*, which established requirements for Information Security Continuous Monitoring (ISCM),. ISC implemented CDM at all nine mission areas, comprised of 16 agencies and all headquarter offices in 4500 locations across the United States serving over 100 employees via 365,000 accounts, protected by CDM Credential Management (CRED) solution and actively monitoring and assessing 395,000 devices by CDM Hardware Assessment Management (HWAM) solution.
- Continues to act as early adopter for the DHS CDM Program., USDA served as the DHS Level 3 test agency for Identity and Access Management (IAM), the DHS pilot agency for Enterprise Application Whitelisting and the DHS pilot agency for certification level in classroom training approach. These efforts directly contributed to successful implementation and operationalization of CDM capabilities. Further, ISC successfully integrated IAM data in the CDM Dashboard, a first in Federal achievement. ISC completed 6 out of 6 planned CDM projects on schedule and continues with 5 projects into FY 2020.

Data Management (USDA Chief Data Officer)

Over the course of FY 2018-2019, USDA established an enterprise data analytics platform and created over 200 dashboard views that provide USDA leadership with information for decision making on USDA’s seven main administrative functions: each of 8 USDA mission area programs, IT, human resources, finance, property and fleet, contracting and procurement, homeland security and operations.

USDA is already reaping the benefits of easily accessible data made possible by the dashboards and is avoiding costs by eliminating duplicative analytics infrastructure. Manual processes that increase the probability of error and risk are being reduced or eliminated.

Historical data and current trends are being combined to enable leaders to identify areas of risk and opportunity. The dashboard project is also serving as a catalyst for creating a more comprehensive approach to data management across the Department, which is now focused on improving data integrity and availability for all USDA stakeholders.

Strategic Sourcing Category Management Office (CMO)

The Category Management Office (CMO) implemented several new processes and procedures that have improved USDA’s ability to manage its hardware and software. Examples of the savings include:

- LinkedIn Learning, formally known as Lynda.com was being procured throughout the USDA under different contracts at a price of \$40.00 - \$350.00 per license. The CMO

consolidated the contracts under a single USDA enterprise contract at a price of \$3.70 per license.

- A new enterprise Adobe contract was established which resulted in a cost savings of over 50 percent, as compared to a similar DHS contract that was awarded at the same time.
- The CMO continues to maintain an “A” on the GAO FITARA “Scorecard 8” dated June 26, 2019 for Software Licensing/MEGABYTE ACT. CMO was the only USDA organization to receive an “A” on the scorecard.

AGENCY-WIDE PERFORMANCE**SUMMARY OF PERFORMANCE**

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 Client Experience Center, National Information Technology Center and the Enterprise Network Services.

The USDA has partnered with the Office of American Innovation (OAI) and serves as the lighthouse agency for the General Services Administration (GSA) Information Technology (IT) Modernization Centers of Excellence (CoE) Initiatives. During Phase 1 of these IT Modernization efforts, 5 main areas were identified and analyzed: Contact Centers, Customer Experience, Data Analytics, Cloud Adoption, and Infrastructure Optimization. Each area conducted a comprehensive Department-wide assessment and planning effort to accelerate transforming USDA into a data-driven, customer-centric Department to improve how USDA designs services and interacts with the public agriculture community it serves.

Phase 2, which launched in October 2018, focuses on implementation and execution of approved recommendations and institutionalization of CoE initiatives. It additionally includes a focus on creating a Business Modernization Office (BMO) to serve as an oversight body for program management of the CoEs, before transitioning to a permanent, customer-centric, governance role within OCIO. With support of the BMO, the CoEs are working collaboratively to align their mission, vision, and activities to overarching USDA and OCIO strategic priorities through creation of OCIO-wide enterprise governance, key performance indicators, reporting updates in CoE dashboards, workforce development, and sustainable, customer-centric solutions.

The OCIO has one key performance indicator that contributes to one strategic objective within one of the Department's Strategic Goals. The following table summarizes the results for the Departmental Key Performance Indicators (KPIs) for which OCIO is responsible.

Table OCIO KPI-Data Center Closures

KPI	2018 Actual	2019 Actual	2019 Target	2019 Result	2020 Target	2021 Target
Reduce the number of Tier 1 data centers across the Department (data shows the number of data centers remaining).	16 ¹	6	5	Exceeded	2	4

¹ In FY 2018, OCIO closed 21 of the 37 data centers, leaving 16 centers left to close (both tiered and non-tiered). In FY 2019, OCIO had a target to close 5 tier 1 data centers. FY2019 actuals show that they closed 10 data centers (6 tiered, 4 non-tiered), leaving 6 to close and exceeding the Tier 1 target by 1 data center. The 6 remaining data center closures were moved into FY20. OCIO has already met the FY20 tiered data closure target of 2 in Q1 FY20. 4 data centers (3 tiered, 1 non-tiered) are left to close in FY 2021.

SELECTED PAST ACCOMPLISHMENTS TOWARD THE ACHIEVEMENT OF THE KPI OUTCOMES

During FY 2019, the USDA closed 10 of 16 data centers. To date, USDA has closed 2 data centers in FY 2020 with 4 data centers remaining to close.

SELECTED ACCOMPLISHMENTS EXPECTED AT THE 2021 PROPOSED RESOURCE LEVEL

In FY 2021, USDA will have 4 enterprise data centers remaining, which include the Kansas City production data center and the St. Louis backup disaster recovery data center. At this point, this measure will be considered complete. OCIO will continue to maintain these two data centers for the Department.