

2015 Explanatory Notes
Working Capital Fund

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WORKING CAPITAL FUND

Purpose Statement

The USDA Working Capital Fund (WCF) was established in 1944 (7 U.S.C. 2235). The mission of the WCF is to provide an effective financing mechanism to support those services the Secretary, with the approval of the Director of the Office of Management and Budget, determines may be performed more effectively as central services making it unnecessary to maintain separate like services in the agencies of the Department. The WCF is used to finance services provided to USDA and non-USDA agencies on a centralized, fee-for-service basis. The WCF has not received and does not receive funds as an individual discretionary account; it serves as a financing mechanism for which costs of operations are 100 percent reimbursable. Services to non-USDA agencies reduce USDA's share of fixed costs for WCF-supported services. Centrally-managed operations provide efficient, economical services through economies of scale, extensive management attention, and regular fund reviews. The WCF finances activity centers under five functional categories as follows:

Administration:

Beltsville Service Center: Consolidated Forms and Publications Distribution Center (CFPDC)
Central Excess Property Operation (CEPO)

Mail and Reproduction Mgt.: Central Mail Unit (CMU)
Copier and Duplicating Services (CDS)

Integrated Procurement Systems (IPS)
Credit Card Service Center (CCSC)
Procurement Operations (POD)

Communications:

Creative Media and Broadcast Center (CMBC)

Finance and Management:

National Finance Center (NFC)
Controller Operations (COD)
Financial Systems (FSYS)
Internal Control Support Services (ICSS)

Information Technology:

National Information Technology Center (NITC)
International Technology Services (ITS)
Telecommunications Services: Enterprise Network Services (ENS)
Computer Services Unit (CSU)
Telecommunications Customer Services Center (TCSC)
Network Services (NS)

Correspondence Management (services provided by Office of the Executive Secretariat (OES))

Note: Administrative Support Costs are WCF-wide support charges paid to staff offices as reimbursement for services to or on behalf of the WCF; they are not billed directly to agencies but are recovered through activity center rates. Since these funds are accounted for under the WCF Treasury symbol, they are included here under the staff offices administering them.

Management of the WCF is through the Office of the Chief Financial Officer. As of September 30, 2013, there were 2,295 permanent full-time employees, including 335 in Washington, D.C., and 1,960 in field offices.

WORKING CAPITAL FUND

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

Item	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
USDA Fee for Service:								
Administration.....	\$35,527	128	\$43,887	143	\$43,387	153	\$45,479	153
Communications.....	3,728	18	4,610	23	6,317	31	5,751	31
Fin. & Mgt.....	172,131	569	175,376	599	178,264	682	185,762	701
Info. Technology.....	379,500	827	380,921	832	390,044	940	400,479	943
Corresp. Mgt.	3,840	22	2,935	19	3,073	24	3,650	24
Intrafund Adj. a/	-75,997	71	-87,085	36	-86,277	32	-82,498	28
Subtotal.....	518,729	1,635	520,644	1,652	534,808	1,862	558,623	1,880
Purch of Equip.....	18,707	-	31,111	-	23,000	-	18,000	-
Purch. Card Rebate...	10,487	-	9,111	-	9,333	-	8,500	-
Unobl. Bal. Exp.....	780	-	5,211	-	9,173	-	-	-
Subtotal (USDA).....	548,703	1,635	566,077	1,652	576,314	1,862	585,123	1,880
Non-USDA Fee for Service:								
Administration.....	1,513	3	2,074	3	1,394	10	1,689	10
Communications.....	1	-	85	-	55	1	42	1
Fin. & Mgt.....	113,275	617	121,365	642	127,909	775	117,887	727
Info. Technology.....	10,445	38	11,219	38	19,626	54	20,056	52
Subtotal (Non-USDA).....	125,234	658	134,743	683	148,984	840	139,674	790
Total, WCF.....	673,937	2,293	700,820	2,335	725,298	2,702	724,797	2,670

a/ Represents costs for service billed by one WCF activity to another; the amounts are provided so as not to misrepresent costs through double-counting (i.e., once as the costs are billed from one activity to another, a second time as those costs pass through the activity and are billed to service customers).

WORKING CAPITAL FUND

Permanent Positions by Grade and Staff Year Summary

Item	2012 Actual			2013 Actual			2014 Estimate			2015 Estimate		
	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total
SES	6	10	16	7	9	16	6	9	15	7	9	16
GS-15	20	52	72	24	50	74	24	52	76	24	54	78
GS-14	53	162	215	54	144	198	54	187	241	54	178	232
GS-13	73	512	585	72	378	450	72	561	633	72	577	649
GS-12	41	703	744	36	576	612	36	694	730	36	719	755
GS-11	31	337	368	29	280	309	27	326	353	27	335	362
GS-10	4	8	12	4	6	10	4	6	10	3	6	9
GS-9	19	98	117	21	68	89	18	88	106	18	102	120
GS-8	7	27	34	10	23	33	8	23	31	9	13	22
GS-7	19	305	324	18	220	238	17	288	305	17	278	295
GS-6	12	127	139	8	99	107	10	94	104	10	76	89
GS-5	31	101	132	31	74	105	31	105	136	31	93	124
GS-4	3	21	24	1	17	18	3	15	18	3	15	18
GS-3	1	-	1	1	-	1	1	-	1	1	-	1
GS-2	-	1	1	-	2	2	-	2	2	-	1	1
Other Graded Posns...	24	18	42	24	18	42	24	11	35	24	18	42
Total Perm Positions....	344	2,482	2,826	340	1,964	2,304	335	2,461	2,796	336	2,474	2,810
Unfilled, EOY.....	5	37	42	5	4	9	17	9	26	-	41	41
Total, Perm Full-Time Empl.EOY....	339	2,445	2,784	335	1,960	2,295	318	2,452	2,770	336	2,433	2,769
Staff Year. Est.....	291	2,002	2,293	333	2,002	2,335	315	2,387	2,702	336	2,334	2,670

Lead-Off Tabular Statement

<u>Recurring Operations</u> ^{1/}	
2014 Enacted	\$683,792,000
Budget Estimate, 2015	<u>698,297,000</u>
Change	+14,505,000
 <u>Capital Acquisitions</u>	
2014 Enacted	23,000,000
Budget Estimate, 2015	<u>18,000,000</u>
Change	-5,000,000
 <u>Purchase Card Rebates Expended</u>	
2014 Enacted	9,333,000
Budget Estimate, 2015 ^{2/}	<u>8,500,000</u>
Change	-833,000
 <u>Unobligated Balances Expended</u>	
2014 Enacted	9,173,000
Budget Estimate, 2015 ^{3/}	<u>0</u>
Change 2014	-9,173,000
 <u>Total, Working Capital Fund</u>	
2014 Enacted	725,298,000
Budget Estimate, 2015	<u>724,797,000</u>
Change 2014	-501,000

^{1/} Net of intrafund transfers.

^{2/} Under 7 U.S.C. 2235a, refunds or rebates received on an on-going basis from a credit card services provider under the Department of Agriculture's charge card programs may be deposited to and retained without fiscal year limitation in the Department's Working Capital Fund for the acquisition of plant and capital equipment necessary for the delivery of financial, administrative, and information technology services of primary benefit to the agencies of the Department of Agriculture.

^{3/} The Secretary has authority to transfer unobligated balances to the WCF for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department of Agriculture. The amount for 2015 (unobligated 2014 funds) will not be known until the end of the current fiscal year.

WORKING CAPITAL FUND

Summary of Increases and Decreases

(Dollars in thousands)

	2012 <u>Actual</u>	2013 <u>Change</u>	2014 <u>Change</u>	2015 <u>Change</u>	2015 <u>Estimate</u>
Recurring Operations:					
1. Administration:					
Beltsville Service Center	\$9,918	-\$541	-\$12	+\$650	\$10,015
Mail and Reproduction Mgt.....	11,676	-409	+349	+65	11,681
Financial Mgt. Services	-	-	+1,068	+1,067	2,135
Integrated Procurement Sys	15,446	+412	-410	+686	16,134
Procurement Operations.....	-	+7,355	-2,219	-81	5,055
Admin. Support Costs.....	-	+2,104	+44	-	2,148
Subtotal	37,040	+8,921	-1,180	+2,387	47,168
2. Communications:					
Creative Media & Broadcast Ctr.	3,729	+966	+1,677	-579	5,793
3. Finance and Management:					
NFC/USDA	56,552	+10,127	-1,757	+2,868	67,790
NFC/Non-USDA	113,275	+8,088	+6,545	-10,021	117,889
Controller Operations	33,208	-1,151	+1,263	-	33,320
Financial Systems.....	71,330	-960	+3,592	+4,775	78,737
Internal Control Support Svcs....	2,313	+455	-103	-165	2,500
Admin. Support Costs <u>1</u> /.....	8,728	-5,226	-108	+19	3,413
Subtotal.....	285,406	+11,333	+9,432	-2,524	303,649
4. Information Technology:					
NITC/USDA.....	108,328	-14,498	+11,794	+7,420	113,044
NITC/Non-USDA.....	10,445	+750	+8,431	+430	20,056
International Technology Svcs...	233,693	+17,439	-6,957	+2,221	246,396
Telecommunications Services.....	37,479	-1,791	+3,662	+794	40,144
Admin. Support Costs.....	-	+295	+600	-	895
Subtotal.....	389,945	+2,195	+17,530	+10,865	420,535
5. Correspondence Management					
Intrafund Adjustment <u>2</u> /	-75,997	-11,088	+808	+3,779	-82,498
Total Recurring Operations.....	643,963	+11,422	+28,405	+14,505	698,295
Capital Equipment	18,707	+12,404	-8,111	-5,000	18,000
Purchase Card Rebate Proceeds.....	10,487	-1,376	+222	-833	8,500
Unobligated Balances Expended.....	780	+4,431	+3,962	-9,173	-
Total, Change.....	673,937	+26,881	+24,478	-501	724,795

- 1/ Administrative Support Costs are costs of providing service to or on behalf of WCF activity centers. Since these costs are accounted for under the WCF Treasury symbol (as of 2013) they are included under the staff offices administering them.
- 2/ Intrafund adjustments are estimated costs of service provided by one WCF activity to another.

WORKING CAPITAL FUND
Project Statement
Program Activity Detail and Staff Years (SYs) (Dollars in thousands)

Service Category	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
1. Admin.										
BSC	\$9,918	37	\$9,377	33	\$9,365	43	+650	-	\$10,015	43
MRMD	11,676	77	11,267	66	11,616	87	+65	-	11,681	87
Fin. Mgt. Svc.	0	0	0	0	1,068	6	+1,067	-	2,135	6
IPS	15,446	17	15,858	13	15,448	13	+686	-	16,134	13
Proc. Oper.	0	0	7,355	34	5,136	14	-81	-	5,055	14
Adm. Supp.	0	0	2,104	16	2,148	9	0	-	2,148	9
Subtotal ...	37,040	131	45,961	162	44,781	172	+2,387	-	47,168	172
2. Commun.:										
CMBC	3,729	18	4,695	23	6,372	32	-579	-	5,793	32
3. Fin. & Mgt.										
NFC/USDA	56,552	233	66,679	243	64,922	287	+2,868	+10	67,790	297
NFC/Ex.Supp	113,275	617	121,365	642	127,910	775	-10,021	-48	117,889	727
COD.....	33,208	243	32,057	243	33,320	254	0	+1	33,320	255
Fin. Sys.....	71,330	86	70,370	101	73,962	130	+4,775	+8	78,737	138
ICSS	2,313	7	2,768	12	2,665	11	-165	-	2,500	11
Adm. Supp.	8,728	0	3,502	19	3,394	19	+19	-	3,413	19
Subtotal...	285,406	1,186	296,741	1,260	306,173	1,476	-2,524	-29	303,649	1,447
4. Info. Tech.										
NITC/USDA	108,328	170	93,830	171	105,624	229	+7,420	+2	113,044	231
NITC/Ex.Supp	10,445	38	11,195	38	19,626	54	+430	-2	20,056	52
ITS	233,693	621	251,132	628	244,175	669	+2,221	-	246,396	669
Tele. Svc....	37,479	36	35,688	33	39,350	42	+794	+1	40,144	43
Adm. Supp.	-	-	295	1	895	4	0	-4	895	0
Subtotal...	389,945	865	392,140	871	409,670	998	+10,865	+47	420,535	995
5. Corr. Mgt...										
Intra. Adj.....	-75,997	71	-87,085	0	-86,277	0	+3,779	-	-82,498	0
Tl. Rec. Oper.	643,963	2,293	655,387	2,335	683,792	2,702	+14,505 (1)	-32	698,297	2,670
Cap. Equip.	18,707	-	31,111	-	23,000	-	-5,000 (2)	-	18,000	-
Pur. Card Reb.	10,487	-	9,111	-	9,333	-	-833 (3)	-	8,500	-
Unob. Bal.	780	-	5,211	-	9,173	-	-9,173 (4)	-	-	-
Total	673,937	2,293	700,820	2,335	725,298	2,702	-501	-32	724,797	2,670

WORKING CAPITAL FUND
Project Statement
 USDA Program Activity Detail and Staff Years (SYs) (Dollars in thousands)

Service Category	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>Inc. or Dec.</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
1. Admin.										
BSC	\$8,405	34	\$7,303	30	\$7,971	33	+\$355	-	\$8,326	33
MRMD	11,676	77	11,267	66	11,616	87	+65	-	11,681	87
Fin. Mgt. Svcs.	0	0	0	0	1,068	6	+1,067	-	2,135	6
IPS	15,446	17	15,858	13	15,448	13	+686	-	16,134	13
Proc. Oper.....	-	-	7,355	34	5,136	14	-81	-	5,055	14
Adm. Supp.	-	-	2,104	16	2,148	9	-	-	2,148	9
Subtotal	35,527	128	43,887	159	43,387	162	+2,092	-	45,479	162
2. Commun.:										
CMBC	3,728	18	4,610	23	6,317	31	-566	-	5,751	31
3. Fin. & Mgt.										
NFC/USDA...	56,552	233	66,679	243	64,922	287	+2,868	+10	67,790	297
COD.....	33,208	243	32,057	243	33,320	254	-	+1	33,320	255
Fin. Sys.....	71,330	86	70,370	101	73,962	130	+4,775	+8	78,737	138
ICSS	2,313	7	2,768	12	2,665	11	-165	-	2,500	11
Admin. Supp.	8,728	-	3,502	19	3,394	19	+19	-	3,413	19
Subtotal.....	172,131	569	175,376	618	178,263	701	+7,498	+19	185,760	720
4. Info. Tech.										
NITC/USDA..	108,328	170	93,830	171	105,624	229	+7,420	+2	113,044	231
ITS	233,693	621	251,120	628	244,175	669	+2,221	-	246,396	669
Telecom. Svc.	37,479	36	35,676	33	39,350	42	+794	+1	40,144	43
Adm. Supp.	-	-	295	1	895	4	-	-4	895	0
Subtotal....	379,500	827	380,921	833	390,044	944	+10,435	-1	400,479	943
5. Corr. Mgt.....										
Intrafund Adj.....	-75,997	71	-87,085	-	-86,277	-	+3,779	-	-82,498	-
Tot. Rec. Oper.	518,729	1,635	520,644	1,652	534,808	1,862	+23,815	+18	558,623	1,880
Cap. Equip.....	18,707	-	31,111	-	23,000	-	-5,000	-	18,000	-
Purch. Card Reb.	10,487	-	9,111	-	9,333	-	-833	-	8,500	-
Unob. Bal. Exp...	780	-	5,211	-	9,173	-	-9,173	-	-	-
Tot., Avail/Est..	548,703	1,635	566,077	1,652	576,313	1,862	+8,808	+18	585,121	1,880

WORKING CAPITAL FUND

Project Statement

Non-USDA Program Activity Detail and Staff Years (SYs) (Dollars in thousands)

Service Category	<u>2012 Actual</u>		2013 Actual		2014 Estimate		<u>Inc. or Dec.</u>		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
1. Admin.										
BSC	\$1,513	3	\$2,074	3	\$1,394	10	+\$295	-	\$1,689	10
2. Commun.:										
CMBC	1	-	85	-	55	1	-13	-	42	1
3. Fin. & Mgt.										
NFC/Ext Sup.	113,275	617	121,365	642	127,909	775	-10,022	-48	117,887	727
4. Info. Tech.										
NITC/Ext Sup.	10,445	38	11,195	38	19,626	54	+430	-2	20,056	52
Int. Tech. Svcs..	-	-	12	-	-	-	-	-	-	-
Telecom. Svcs..	-	-	12	-	-	-	-	-	-	-
Subtotal.....	10,445	38	11,219	38	19,626	54	+430	-2	20,056	52
Tot., Avail/Est...	125,234	658	134,743	683	148,984	840	-9,310	-50	139,674	790

Justification of Increases and Decreases

- (1) A net increase of \$14,505,000 and a net decrease of 32 staff years (\$683,792,000 and 2,702 staff years available in 2014) for recurring operations in support of program-related costs in response to agency demand for financial management, administrative support, information technology, communications, and executive secretariat services.

The increase reflects estimates of costs for expanded implementation of new corporate financial system applications and costs associated with agency-specific services among other activity centers in the WCF. Amounts shown for 2015 are estimates of costs only, and USDA and non-USDA agencies will be billed their share of actual costs. The reduction in staff years represent activity centers' best estimate of the most economical use of human resources to deliver expected demand for goods and services.

- (2) A decrease of \$5,000,000 for capital equipment (\$23,000,000 available in 2014):

Capital acquisitions reflect the purchases of equipment and other capital investments. Capital is allocated among activity centers up to the limit of availability based on their respective equipment and capital needs. Such allocations are not based on any prior year allocation that might have been made to activities. Requests for capital must be justified to and reviewed by the WCF Controller before final allocations are made. In evaluating capital requests, the primary principle governing allocations is based on whether it is advantageous for the government to purchase rather than lease assets (based on total costs over the life of the asset). Where it is less advantageous to do so, equipment and other assets are leased (lease costs are reflected in operating costs for activity centers). In all cases, acquisitions (purchase or lease) are made in response to anticipated demand for service with a focus on minimizing unit costs of service. Further, acquisitions will be made in a manner consistent with requirements set forth by the Office of the Chief Information Officer for information technology investments.

Expenditures for capital equipment are estimated as follows:

	<u>2014</u>	<u>2015</u>
<u>Amount Available:</u>	\$23,000,000	\$18,000,000
<u>Finance and Management:</u>		
National Finance Center/1.....	\$433,000	\$8,673,000
Internal Control Support Services	618,000	0
Financial Systems	<u>4,400,000</u>	<u>5,700,000</u>
Total.....	<u>5,451,000</u>	<u>4,373,000</u>
<u>Information Technology:</u>		
National Information Technology Center	<u>\$1,303,000</u>	<u>\$3,627,000</u>
Total.....	<u>1,303,000</u>	<u>3,627,000</u>
<u>Administration:</u>		
Central Mail Unit	\$211,000	\$0
Integrated Procurement Systems	<u>96,000</u>	<u>0</u>
Total.....	<u>307,000</u>	<u>0</u>
<u>Unallocated:</u>		
Total.....	<u>\$15,939,000</u>	<u>\$0</u>

1/ Amount does not include \$7,463,000 in investments in FY 2014 to be made at the National Finance Center under authority set forth in P.L. 113-6; "Consolidated Appropriations Act, 2013;" Division A."

Said investments, for which notification is herein provided to the Committees on Appropriations to obligate funds transferred to the Working Capital Fund in FY 2014, include:

Network Infrastructure Refresh	\$1,220,000
Mainframe VTS Upgrade	3,000,000
Insight Re-hosting	2,300,000
Cloud Computing/Enterprise Management	<u>943,000</u>
Total	<u>\$7,463,000</u>

Network Infrastructure Refresh. This initiative will support of purchase hardware, software, and contract services to continue to refresh the current network infrastructure technology. This includes hardware and appliances to support network speeds that modern applications require. Switches and other network gear must be replaced with modern equipment that supports state of the art functionality and security prior to reaching end of life to maintain a secure environment and the functionality that customers demand.

Mainframe VTS Upgrade. This investment is for the purchase of hardware, software, installation, and contractor support to replace the 10-plus year old mainframe Virtual Tape System (VTS) with a new, commercially supportable VTS with peering/replication. Implementation of peering/replication negates the requirements for an off-site storage of tapes to meet customer service level agreements and the back-and-forth shipment of tapes for Disaster Recovery (DR) and DR drills, required by statute. Acquisition and implementation of a current, state of the art VTS will increase workforce productivity, reduce time to store and restore files, lower maintenance costs (estimated 50 incidents of failure annually, with at least one physical on-site repair), and dramatically increase the reliability of mainframe backups. This implementation removes the possibility of physical damage to physical tapes and the inability to recover files in case of VTS failure.

Insight Re-hosting. The re-hosting of Insight, a Business Intelligence analytics information system, to NFC co-locates Insight with the systems of records that continually transfer data to populate and update Insight's data repositories. This co-location provides the ability to use a 10 gigabit per second data transfer rate vice using a long haul wide area network transfer methodology and competing for sufficient bandwidth to deliver the extremely large communications payload. By using the internal network, the data transfer rate is faster; more dependable; easier to augment, maintain, troubleshoot, and optimize. Therefore, the re-hosting not only improves the speed and reliability of data transfers, but it also reduces the NFC workload required to support the system.

Cloud Computing/Enterprise Management. This initiative will increase NFC's capabilities and customer services including, but not limited to: resource allocation and utilization, cost models for accounting, chargeback features, rapid provisioning and deployment and information technology resource planning. It will also enable optimized cloud based identity management which reduces the time to grant appropriate system access for new hires to one day. As a shared federal cloud provider NFC must consistently improve and optimize customer services and offerings, while consistently evolving the employed technology and procedures as cloud computing advances and matures in the Federal arena.

Allocations of capital funds are made based on activity center needs and benefits to the government based on a number of factors, including: amount of capital available for allocation, activity-need for capital investments, availability of lease options for capital equipment, and prioritization of investments by WCF and Departmental Management.

(3) A net decrease of \$833,000 in purchase card rebates expended (\$9,333,000 available in 2014).

Under 7 U.S.C. 2235a, refunds or rebates received on an on-going basis from a credit card services provider under USDA’s charge card programs may be deposited to and retained without fiscal year limitation in the Department’s WCF and used to fund management initiatives of general benefit to the Department of Agriculture bureaus and offices as determined by the Secretary of Agriculture or the Secretary’s designee, subject to language set forth in Section 749 of Public Law 113-76, “Consolidated Appropriations Act, 2014;” Division A, requiring notification to the Committees on Appropriations of Congress in advance of obligations under this authority.

Expenditures under this section are estimated as follows:

	<u>2014</u>	<u>2015</u>
<u>Amount Available:</u>	\$9,333,000	\$8,500,000
<u>Finance and Management:</u>		
National Finance Center.....	5,000,000	3,175,000
Financial Systems	<u>0</u>	<u>1,500,000</u>
Total.....	<u>5,000,000</u>	<u>4,675,000</u>
<u>Information Technology:</u>		
National Information Technology Center	<u>4,250,000</u>	<u>3,000,000</u>
Total.....	<u>4,250,000</u>	<u>3,000,000</u>
<u>Administration:</u>		
Integrated Procurement Systems.....	<u>0</u>	<u>825,000</u>
Total	<u>0</u>	<u>825,000</u>
<u>Unallocated:</u>		
Total.....	<u>83,000</u>	<u>0</u>

Investments for which notification is herein provided to the Committees on Appropriations to obligate funds transferred to the Working Capital Fund in FY 2014 include:

National Finance Center:

Payroll/Personnel Risk Mitigation	\$2,500,000
Payroll/Personnel Enterprise Reporting	2,500,000

Payroll/Personnel Risk Mitigation.

National Information Technology Center:

Data Center, Kansas City, Phase 2 Upgrades	\$2,500,000
Data Center, Kansas City, Battery Replacement	500,000
Data Center, Kansas City, Cable Plant	750,000
Data Center, St. Louis, Cable Plant	500,000

All four initiatives under this section address a general need to upgrade infrastructure. Current USDA agency computer rooms are mainly served by aged, inefficient power and cooling systems. As part of Enterprise Data Center (EDC) consolidation, state of the art, highly efficient infrastructure systems that align with the USDA’s Green IT Plan will be employed. This infrastructure will allow for the evaluation of new technologies and implementation of energy efficient solutions for infrastructure

systems and computing environments as they become more mature. These investments will support EDC efforts to conform to the Energy Policy Act of 2005 and PL 109-431 to study and promote the use of energy efficient computer servers in the United States, and continue active participation in the Environmental Protection Agency data center Energy Star Certification Initiative.

Investments planned for FY 2015 for which notification to the Committees on Appropriations is herein provided include:

National Finance Center:

Payroll/Personnel Risk Mitigation	\$1,575,000
Payroll/Personnel Enterprise Reporting	1,600,000

Payroll/Personnel Risk Mitigation (\$1,575,000). USDA's Payroll/Personnel System is extremely complex and requires significant time and resources to maintain in the current Integrated Database Management System environment. The system has been difficult to integrate with newer systems operating in a modern environment because of the underlying hardware and software. In the past, other USDA functional areas shared in the cost of the mainframe. However, with the migration of other corporate applications to the mid-tier platform for accounting functionality, the entire cost of the mainframe must be redistributed among the few remaining applications. With the costs of remaining on the current mainframe environment the NFC needs to move to a more cost-effective solution allowing for increased functionality and scalability in the present and future.

Payroll/Personnel Enterprise Reporting (\$1,600,000). USDA currently uses multiple reporting tools, many of which were built out of customer needs without an enterprise reporting solution or approach in mind. The customers need, and have asked for, complete access to their data/reports in an easy to understand, readily accessible environment. Without such a solution, USDA clients believe the current reporting solutions are outdated, cumbersome and expensive, leading numerous customers to develop their own in house human resources reporting solutions. Further, many of USDA's Human Resources Line of Business (HRLoB) competitors have spent extensive resources in developing enterprise reporting and analytic solutions to have a competitive edge over USDA in upcoming HRLoB bids. This investment supports flexibility in the design and technology combination, and it meets key customer demands (e.g., one-stop shop, fast time-to-deliver, and ad hoc functionality). It will provide access for customers to their data via cloud computing, provide a solution to all customers, and it positions USDA as an innovative player with a Best of Breed reporting solutions. It will reduce operations and maintenance efforts expended on maintaining multiple reporting environments, eliminates paper report delivery, and provides flexibility to add external agency generated data in place of USDA systems data.

Financial Systems:

FMMI/Automated Cash Reconciliation Worksheet System	\$1,500,000
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FMMI/Automated Cash Reconciliation Worksheet System (\$1,500,000). The current application is housed on obsolete technology with decreasing support availability. In a short time, this application will not meet Federal financial reporting requirements. Addressing this critical need will allow OCFO to minimize risks of operational failure in processing reports.

National Information Technology Center:

Power Distribution Unit Replacement	\$1,750,000
Data Center, Kansas City, Battery Replacement	500,000
Data Center, Kansas City, Cable Plant	750,000

All three initiatives under this section address a general need to upgrade infrastructure. Current USDA agency computer rooms are mainly served by aged, inefficient power and cooling systems. As part of Enterprise Data Center (EDC) consolidation, state of the art, highly efficient infrastructure systems that align with the USDA's Green IT Plan will be employed. This infrastructure will allow for the evaluation of new technologies and implementation of energy efficient solutions for infrastructure systems and computing environments as they become more mature. These investments will support EDC efforts to conform to the Energy Policy Act of 2005 and PL 109-431 to study and promote the use of energy efficient computer servers in the United States, and continue active participation in the Environmental Protection Agency data center Energy Star Certification Initiative.

Integrated Procurement Systems:

IAS One Initiative (consolidated software solution to improve Integrated Acquisition System efficiency)	\$825,000
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The Integrated Acquisition System (IAS) is currently using two software applications to complete the procurement spend chain. In addition, IAS utilizes interface software to facilitate transaction processing with multiple interfaces. USDA is currently performing an analysis of the current IAS environment with the goal of identifying a more efficient service delivery to the procurement community. The recommended technical solution will be comprised of One COTS IAS software solution that will reduce operating costs, technical complexity and production risks, as well as, increase system functionality.

- (4) A net decrease of \$9,173,000 in unobligated balances expended (\$9,173,000 available in 2014).

General Provision 702 of the 2014 Omnibus Appropriations Act (P.L. 113-76) continues to allow the Secretary the authority to transfer unobligated balances to the WCF for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department. The balance available for obligation in 2014 includes amounts transferred from USDA agencies from available 2013 balances and balances not obligated from transfers in previous years. The unobligated 2014 funds available for transfer to the WCF will not be known until the end of the fiscal year.

Expenditures under this section are estimated as follows:

	<u>2014</u>	<u>2015</u>
<u>Amount Available:</u>	\$9,173,000	0
<u>Finance and Management:</u>		
Financial Systems	<u>1,800,000</u>	<u>0</u>
Total.....	<u><u>1,800,000</u></u>	<u><u>0</u></u>

Investments not previously approved for which notification is herein provided to the Committees on Appropriations to obligate funds in FY 2014 include:

Government-wide Treasury Account Symbol (GTAS); \$1,800,000. GTAS is the new Treasury reporting methodology that will replace the FACTS 1 and 2. The Office of Management and Budget requires that implementation of GTAS must be completed by October 1, 2014. Successful implementation of USDA into GTAS is essential to support unqualified opinions on financial audits.

Administration:

Integrated Procurement Systems.....	<u>\$2,450,000</u>	<u>0</u>
Total	<u>2,450,000</u>	<u>0</u>

Investments not previously approved for which notification is herein provided to the Committees on Appropriations to obligate funds in FY 2014 include:

IAS One Initiative (consolidated software solution to improve Integrated Acquisition System efficiency); \$2,450,000. The Integrated Acquisition System (IAS) is currently using two software applications to complete the procurement spend chain. In addition, IAS utilizes interface software to facilitate transaction processing with multiple interfaces. USDA is currently performing an analysis of the current IAS environment with the goal of identifying a more efficient service delivery to the procurement community. The recommended technical solution will be comprised of One COTS IAS software solution that will reduce operating costs, technical complexity and production risks, as well as, increase system functionality.

Other Investments:

Investments approved by Committees on Appropriations	<u>\$4,915,000</u>	<u>0</u>
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Investments for which previous notification was provided to the Committees on Appropriations include:

Continuity of Operations/Continuity of Government Communications:	\$1,053,000
PubAg/USDA Public Access to Scholarly Publications:	1,500,000
Shared Open Source Enterprise Solution Implementation:	600,000
Corporate Property Automated Information System:	762,000
Homeland Security Presidential Directive 12:	1,000,000

<u>Unallocated:</u>	<u>\$8,000</u>	<u>0</u>
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WORKING CAPITAL FUND
 Geographic Breakdown of Funding and Staff Years
 (Dollars in thousands and Staff Years (SYs))

State/Territory	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Alabama	\$2,547	7	\$2,757	7	\$2,920	8	\$2,946	8
Alaska	637	2	794	2	730	2	737	2
Arizona	2,229	6	2,593	6	2,555	7	2,578	7
Arkansas	3,184	8	2,897	8	3,285	9	3,315	9
California	3,184	8	3,154	8	3,650	10	3,683	9
Colorado	60,234	108	57,964	108	63,035	141	64,886	138
Connecticut	637	2	724	2	730	2	737	2
Delaware	955	3	1,238	3	1,460	4	1,473	4
District of Columbia	125,226	291	111,425	333	140,488	315	119,871	336
Florida	2,229	6	2,103	6	1,460	4	1,473	6
Georgia	2,865	8	2,523	8	2,555	7	2,578	7
Guam	637	2	724	2	730	2	737	2
Hawaii	637	2	818	2	365	1	368	2
Idaho	2,865	8	2,874	8	2,920	8	2,946	8
Illinois	5,094	14	4,953	14	5,475	15	5,525	15
Indiana	3,821	10	4,509	10	4,380	12	4,420	12
Iowa	5,731	15	6,145	15	6,205	17	6,261	18
Kansas	4,139	11	3,972	11	4,745	13	4,788	12
Kentucky	3,502	9	3,598	9	4,015	11	4,051	10
Louisiana	255,692	1,144	308,457	1,144	280,637	1,400	288,378	1,355
Maine	1,274	3	1,028	3	1,095	3	1,105	3
Maryland	18,605	60	21,701	60	18,665	65	19,470	62
Massachusetts	955	3	724	3	730	2	737	2
Michigan	3,502	9	2,850	9	3,285	9	3,315	8
Minnesota	5,094	14	5,514	14	5,475	15	5,525	16
Mississippi	3,502	9	3,785	9	3,650	10	3,683	11
Missouri	156,226	336	156,048	336	168,259	398	173,177	398
Montana	3,184	8	2,897	8	3,650	10	3,683	8
Nebraska	5,413	14	4,953	14	5,110	14	5,156	15
Nevada	637	2	1,098	2	1,095	3	1,105	3
New Hampshire	318	1	304	1	365	1	368	1
New Jersey	955	3	1,028	3	730	2	737	3
New Mexico	1,592	4	1,051	4	1,460	4	1,473	3
New York	2,865	8	2,033	8	2,555	7	2,578	6
North Carolina	3,821	10	4,112	10	4,380	12	4,420	12
North Dakota	2,865	8	3,107	8	3,285	9	3,315	9

WORKING CAPITAL FUND

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

State/Territory	<u>2012 Actual</u>		<u>2013 Actual</u>		<u>2014 Estimate</u>		<u>2015 Estimate</u>	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Ohio	3,502	9	3,318	9	4,015	11	4,051	10
Oklahoma	3,502	9	2,757	9	3,285	9	3,315	9
Oregon	3,502	9	3,645	9	3,650	10	3,683	10
Pennsylvania	3,184	8	3,481	8	3,650	10	3,683	10
Puerto Rico	1,274	3	1,519	3	1,460	4	1,473	4
South Carolina	1,910	5	2,009	5	2,190	6	2,210	6
South Dakota	3,502	9	2,967	9	3,285	9	3,315	9
Tennessee	4,139	11	4,369	11	4,380	12	4,420	12
Texas	10,738	27	11,147	27	11,281	29	11,131	31
Utah	3,502	9	3,178	9	3,650	10	3,683	9
Vermont	1,910	5	1,729	5	1,460	4	1,473	5
Virginia	2,865	8	1,706	8	2,190	6	2,210	5
Washington	2,229	6	2,313	6	2,555	7	2,578	7
West Virginia	1,910	5	2,079	5	2,190	6	2,210	6
Wisconsin	3,502	9	3,411	9	4,380	12	4,420	10
Wyoming	1,910	5	1,822	5	1,825	5	1,842	5
Total, Available or Estimate <u>a/</u>	749,934	2,293	787,905	2,335	811,575	2,702	807,295	2,670

a/ Totals do not include adjustments for intrafund transfers – those costs of service provided by one WCF activity to another. Such costs are identified and reported in other exhibits to avoid the double counting of expenses.

WORKING CAPITAL FUND

Classification by Objects
(Dollars in thousands)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
	Actual	Actual	Estimate	Estimate
Personnel Compensation:				
Washington, D.C.	\$18,126	\$19,487	\$22,351	\$22,512
Field	<u>160,303</u>	<u>172,343</u>	<u>197,665</u>	<u>199,091</u>
11 Total personnel compensation	178,429	191,830	220,016	221,603
12 Personnel benefits	53,448	59,141	67,420	69,218
13.0 Benefits for former personnel	4,038	488	28	26
Total personnel comp. & benefits	<u>235,915</u>	<u>251,459</u>	<u>287,464</u>	<u>290,847</u>
Other Objects:				
21 Travel	3,275	3,442	4,162	4,001
22 Transportation of things	919	837	880	891
23.1 Rental payments to GSA	4,843	6,766	8,500	8,355
23.2 Rental payments to others	5,615	6,500	6,453	7,285
23.3 Communications, utilities, and misc. charges	89,827	79,602	88,183	88,249
24 Printing and reproduction	319	354	287	291
25.1 Advisory & Assistance Services	-	498	692	874
25.2 Other services from non-Federal sources .	227,264	167,878	191,697	188,361
25.3 Purchases of goods and services from Federal sources	59,722	94,653	60,416	64,852
25.4 Operation and maintenance of facilities	1,817	1,871	2,419	2,575
25.7 Operation and maintenance of equipment	58,542	80,556	106,994	112,044
26 Supplies and materials	10,827	8,148	4,894	5,234
31 Equipment	<u>51,049</u>	<u>85,341</u>	<u>48,533</u>	<u>33,436</u>
Total Other Objects	<u>514,019</u>	<u>536,446</u>	<u>524,110</u>	<u>516,448</u>
Total, Working Capital Fund <u>1/</u>	<u>749,934</u>	<u>787,905</u>	<u>811,574</u>	<u>807,295</u>
Position Data:				
Average Salary, ES Position	\$162,000	\$162,000	\$162,000	162,000
Average Salary, GS Position	\$76,000	\$81,000	\$81,000	\$82,000
Average Grade, GS Position	11.6	11.10	11.10	11.10

1/ Totals include all intrafund transfers

WORKING CAPITAL FUND

Status of Program

The Working Capital Fund (WCF) is a financing mechanism that provides support to financial, administrative, and information technology activity centers across five Departmental organizations. The Office of the Chief Financial Officer (OCFO), in addition to its responsibilities in financial policy and operations, is responsible for the administration of the WCF. The staff attached to the Chief Financial Officer supports the OCFO in fulfilling this mission. In addition to its responsibilities for administration of the WCF, OCFO manages the following WCF activities:

- National Finance Center (NFC)
- Controller Operations (COD)
- Financial Systems
- Internal Control Support Services (ICSS)

ADMINISTRATION

Current Activities:

Activities under this heading are managed under the Assistant Secretary for Administration and include the following (all activities in Washington, D.C., unless otherwise noted):

- Beltsville Service Center (Beltsville, MD):
 - Consolidated Forms and Publications Distribution Center (CFPDC)
 - Central Excess Property Operation (CEPO)
- Mail and Reproduction Management:
 - Central Mail Unit (CMU)
 - Copier and Duplicating Services (CDS)
- Integrated Procurement Systems (IPS), including the Charge Card Services Center (CCSC)
- Procurement Operations

The Beltsville Service Center (BSC) provides on-demand customer services to all USDA agencies and activities. It also provides services to several non-USDA agencies and activities for basic services, and it acts as a service provider for the National Capital Area's Cooperative Administrative Support Program. Services are provided in: forms and publications acquisition, management, warehousing and world-wide distribution; excess personal property accountability, reuse, sales and disposal; and office and general supply acquisition, receipt and shipment of parcels, warehousing and sales.

The Mail and Reproduction Management Division (MRMD) is responsible for managing and directing programs for analysis, development, evaluation, and promotion of improvements in the policies, plans, methods, procedures and systems of the USDA Mail Management Program; administering and operating the Departmental Mailing List System; and managing and operating copier/duplicating, printing and mailing operations. MRMD has responsibility for basic and accountable mail services, directing centralized printing and copier/duplicating systems, automated systems providing mailing list services, divisional automated data processing support and a staff support system in the areas of divisional financial management, program analysis, and administration. MRMD has established effective mail management and print on-demand programs through the implementation of technology and has improved operations through postal discount programs and centralized services.

Integrated Procurement Systems (IPS) provides modern, integrated procurement automation tools to the USDA acquisition community through the Integrated Acquisition System (IAS). IAS serves as the enterprise-wide administrative procurement system for the Department and continues to prove its value on a daily basis. The Credit Card Services Center (CCSC) plans, develops, and implements its charge card program under SmartPay2 and provides consolidated, Department-wide governance to help further USDA's mission.

Procurement Operations Division (POD) provides a wide range of contract support services to agencies and staff offices of the Department.

Selected Examples of Recent Progress:

Under BSC: Beltsville Service Center's recycling and re-use programs fully supports Executive Order (EO) 13514, Federal Leadership in Environmental, Energy, and Economic Performance, dated October 5, 2009. This EO establishes an integrated strategy towards sustainability in the Federal Government and to make reduction of greenhouse gas emissions a priority for Federal agencies. BSC's staff tracks the reduction of greenhouse gases by using the EPA waste reduction models (WARM) and Greenhouse Gases (GHG) Emissions Analysis Reports. BSC recycling efforts in support of the EO include paper recycling, furniture reuse and scrap metal recycling. In 2013, 673 metric tons of carbon equivalents were reduced which relates to the reduction of greenhouse gases released into the environment.

The Centralized Excess Property Operation (CEPO) completed its fifth full year as a Federal Asset Sales Center. A total of 33 sales were conducted in 2013 rendering proceeds of \$1,309,425. Additionally, the CEPO Rehab Program sold 64 units of refurbished furniture to USDA customer agencies. This program saved agencies an estimated \$87,686 over the cost of new furniture. Finally, there were 1,844 pieces of furniture reissued (original cost over \$1.1 million).

CEPO contributed over 80 tons of recyclable electronics in 2013 that have no reuse or re-sale value through the UNICOR, Federal Prison Industries, Inc. recycling program managed by the Department of Justice. Agencies are encouraged under the Federal Electronics Challenge (FEC) to: purchase greener electronic products; reduce impacts of electronic products during use; and manage obsolete electronics in an environmentally safe way. Additionally, 393 tons of scrap metal were sold for revenues over \$64,000.

Excess supply support was provided to USDA and 14 non-USDA agencies in the Washington, D.C. metropolitan area to ensure proper accountability and disposal for over 101,000 units of excess personal property. In 2013 income from all non-USDA agencies exceeded \$928,000. Income from non-USDA agencies helps reduce overall costs to USDA agencies for CEPO services by distributing operating costs over a larger population of users.

BSC collaborated with the USDA Office of the Chief Information Officer (OCIO) to encourage agencies to reuse excess flat screen monitors. Monitors are tested, adjusted and cleaned, and then CEPO makes these monitors available for transfer at no cost to USDA agencies (agencies outside the Washington DC area pay shipping costs). In 2013, 797 monitors were reused, resulting in savings of over \$159,000 for USDA.

CEPO's Central Receiving function received, inspected and delivered over 8,341 pieces of property weighing a total of 479,262 pounds. All property was received and delivered within the allotted time and without damage or discrepancy ensuring headquarters staff had essential materials and supplies to complete their respective mission. Prompt delivery of assets also provided a safe working environment for all building tenants.

Consolidated Forms and Publications Distribution Center (CFPDC) conducted an inventory analysis of the forms used by all USDA agencies (Departmental Forms) and determined that 187 of 840 forms stocked were available electronically from various websites at agencies such as the General Services Administration, Office of Personnel Management and Department of Labor. CFPDC coordinated with the agency forms liaisons to eliminate unnecessary stocked forms. During the first phase of this initiative, a total of 104 of the 187 forms inventory line items were removed from stock and recycled 51 pallets or 81,656 pounds. This freed up approximately 9,500 cubic feet of storage space which was marketed to other agencies and is now used by the

National Oceanic and Atmospheric Administration. The Memorandum of Understanding and Interagency Agreement for 2013 for the space provided an additional income of \$22,000 for CFPDC operations.

Under MRMD: By implementing improved operating processes and procedures, the Central Mail Unit (CMU) was able to reduce its budget by approximately \$500,000 in 2013. CMU accomplished its budget reductions through decreasing its use of contractors by eliminating seven of twelve contract positions. At the same time, CMU did not hire replacements for twelve vacancies in Federal positions that resulted from staff departures. To achieve additional savings, CMU implemented process improvements, re-balanced workload across employees, and eliminated tasks that did not add value to the customer.

MRMD conducted a full internal audit of all postage meters held by USDA at the local and national level. The audit was performed as a result of a preliminary review in early 2013 of postage meter usage under the Postal Service's Official Mail Accounting System (OMAS). A significant number of those meters incurred postage charges not billed to the correct USDA agency. MRMD analyzed over 1,500 OMAS postage meter records at the national level and through collaboration with the Postal Service and the MRMD OMAS database contractor, incorporated changes to ensure the appropriate agency's bills are correct. The estimate of corrected charges for 2013 is over \$3 million, ensuring that agencies are charged for the services they use and are not billed for services not received.

The Copier and Duplicating Services Branch (CDS) improved data protection on Departmental leased copiers in 2013. CDS ensured that all new multifunctional copiers procured by CDS are equipped with data protection and encryption software. The implementation of the encryption software complies with Homeland Security's Presidential Directive-7, "Critical Infrastructure, Identification, and Prioritization Protection," December 17, 2003. CDS acquired the multifunctional copiers in bulk at a cost significantly below the General Services Administration (GSA) schedules, resulting in a savings to USDA of approximately \$290,400 annually for the current fleet.

MRMD launched the Go-Green Portal, a web-based system designed to provide customers with the ability to request courier, chauffeur, Departmental mailing list, and copier and duplicating services directly from their desktop computers. Every agency in USDA, including field offices, has the ability to submit job requests via the Intranet. The Go-Green Portal will eliminate redundancy in MRMD's administrative processes, improve the integrity of data collection, and assist with forecasting budget projections. In addition, the Portal provides automated customer invoices, and allows customers to send and receive feedback about their experiences with MRMD services.

CMU upgraded five mail-metering machines that apply postage to outgoing mail at the Headquarter South Building and the George Washington Carver Center (GWCC). Three upgrades were installed at headquarters, and two were installed at GWCC. The upgraded metering equipment allows CMU to track postage usage by stop code and by agency. The aggregated mailing and shipping data is very important to the customers of MRMD because it provides agencies with the capacity to accurately bill end users within their organizations.

Under IPS: IPS achieved a consistent green rating /score of 5.0 on the monthly Office of Management and Budget (OMB) information technology (IT) dashboard submission. These accomplishments ensured that IAS was in compliance with the guidelines provided by the Clinger Cohen Act of 1996 to reform and improve the way Federal agencies acquire and manage IT resources. The Department benefits by driving reforms to help control IAS project risks, better manage new project costs, and identify and implement improvements in IAS performance through metrics measurement. In addition to these benefits, IAS continues to align with four of the USDA Management Initiatives from the USDA Strategic Plan for FY 2010 - 2015.

The IAS program performance metrics were updated to reflect the mission and business results, customer results, processes and activities and technology measurement areas in accordance with the Federal Enterprise Architecture (FEA) performance reference model. Performance metrics are used to measure strategic goals, investments or project risks, process efficiency and maturity of the IAS and recorded in the Exhibit 300 for OMB. In 2013 the program performance metrics for the IAS were achieved in the areas of providing a stable system, support to IAS end users, and business benefits. IAS exceeded in achieving the minimum threshold for all of its system performance goals which is 99.9 percent availability rate for 2013.

IPS implemented USDA's use of Treasury's Invoice Processing Platform (IPP). IPP is an electronic invoicing system owned by the Department of Treasury that allows vendors to submit invoices electronically. IPP improves the efficiency in processing vendor invoices and provides opportunities for overall reductions in costs to taxpayers. The IPS program created an optimized, custom interface between IAS and IPP and updated the IAS award module to properly account for IPP data. IPS also provided extensive support for three waves of agency IPP implementation, including database updates, user registration, customized workflows, user support, planning support and user training.

IPS completed IAS to interface with USDA's financial system – Financial Management Modernization Initiative (FMMI) – for all USDA agencies. In 2013 IAS completed the final migration from Foundation Financial Information System (FFIS) to FMMI with the largest USDA agency, Forest Service. IAS now supports FMMI interface with USDA agencies as follows: Departmental Administration/Staff Offices, Office of Inspector General, Farm and Foreign Agricultural Services, Food and Nutrition Service, Food Safety and Inspection Service, Marketing and Regulatory Programs, Forest Service, Natural Resources Conservation Service, Rural Development, and Research, Education, and Economics.

IPS provided hands on, instructor led, classroom training to 258 USDA employees in 2013. There were 18 training courses encompassing over 312 hours of instruction conducted in Washington, D.C.; Gainesville, FL; New Orleans, LA; Albuquerque, NM; Milwaukee, WI; Kansas City, MO; Fort Collins, CO; and Davis, CA.

IPS implemented additional user functionality in IAS. IPS created ten standard and numerous ad hoc reports in the IAS Discoverer reporting tool, added fields in the Procurement Request Information System (PRISM) to capture Bio-Preferred data, deployed additional functionality that automated PRISM approved award release and the finalization of Federal Procurement Data System - Next Generation records, and added various PRISM validations. To further support the Discoverer reporting, IPS completed an initiative in 2013 with USDA's FMMI Business Intelligence group to exchange additional information between IAS and FMMI.

The USDA Charge Card Service Center (CCSC) was established in 2008 by the Office of Procurement and Property Management (OPPM) in cooperation with OCFO and the USDA's Working Capital Fund Executive Committee, to plan, develop, and implement its charge card program under SmartPay2 and to provide consolidated, Department-wide governance in this program to help further USDA's mission. In 2013, the scope of the CCSC encompassed 130,333 Purchase, Travel, and Fleet cards; and supported total spending of \$654 million with a rebate value of \$8.6 million.

CCSC successfully rolled out four new oversight and compliance programs: 1) Questionable Transactions Report; 2) Receipt Sampling Documentation Report; 3) Separation of Service Report; and 4) the Dormant Accounts Report. These programs ensure that the charge card program meets all requirements of OMB Circular A-123, "Management's Responsibility for Internal Control," Appendix B, "Improving the Management of Government Charge Cards;" and Departmental Regulation (DR) 5013-6, "Use of the Purchase Card and Convenience Check." These programs reinforce CCSC's mission to provide support to the agencies in reducing and/or mitigating the risk of fraud, abuse, and misuse within the charge card program. In addition, the CCSC successfully analyzed and updated their OMB A-123 documentation and business control processes for the yearly A-123 Assessment Implementation Team review and assessment of the CCSC program, and then CCSC successfully passed testing of all new controls identified for 2013.

CCSC completed all conversion activities from FFIS to FMMI by the end of the first quarter of 2013. This supported the USDA mission of transitioning to a new accounting system and ensured the accurate interface between FMMI and US Bank in the management of the charge card program. The completion of the conversion activities included the shutdown of all transactions through FFIS and migration to FMMI by all agencies within the charge card program.

CCSC provided essential training webinars to the Agency Program Coordinators (APCs) community in the following three areas: 1) Purchase Card Suspension, 2) Reporting, and 3) How to Complete Card Issuance and Hierarchy Maintenance Forms. The training modules were placed on the CCSC Web site and are available to all purchase card program participants. These training modules provided the APCs with vital information on how to avoid having purchase cards suspended within their agency; how to run better, more refined reports to improve their specific oversight tasks; and how to successfully complete and submit charge card request and maintenance forms to reduce delays in completing requests and performing maintenance tasks.

COMMUNICATIONS

Current Activities:

Activities under this heading are managed by the USDA Office of Communications. The Creative Media and Broadcast Center (CMBC) provides centrally managed creative design, webinar and audio conferencing services, high definition video and multimedia production studios creating cost efficiencies and access to a variety of technologies. Agency users can reduce travel costs while still providing mission outreach and training between headquarters and field offices, program participants, and the public. CMBC produces information and training videos, television and radio public service announcements, media conferences, video and audio webinars using interactive conferencing tools, multimedia products such as live and on-demand streaming media, DVD, podcasts, telecasts, and satellite media interviews.

CMBC provides centralized resources to improve the flow and coordination of visual communication projects. It maintains an electronic archival storage site for Departmental print and exhibit materials. CMBC offers complete services in communications planning for all media and collateral materials, including print, interactive media, marketing, and language translations for print material, production art, specialized contracting, and exhibit fabrication.

CMBC helps ensure the USDA brand value and the concept of “One USDA” with agencies by providing creative and production resource support. CMBC promotes the integrated use of media in the growth of social media outreach. CMBC’s design services include publication layout, illustrations, public service outreach development, specialized copywriting, copyediting, posters, brochures, websites, social media infographics, banners, trade-show exhibits, visitor centers, special media events, and coordination of information campaigns.

Selected Examples of Recent Progress:

CMBC supported a wide variety of creative products and projects in all mediums for agencies of USDA and other Federal departments including the following:

- Provided creative collateral materials including video and radio, graphic design and live webcasting in support of USDA’s Hispanic Women, Farmers and Ranchers Outreach efforts.
- Sponsored media tours with FSIS officials on food safety education issues.
- Created over 300 training modules for FSA, RD and AMS. Saving travel costs.
- Produced 22 diversity broadcasts and webcasts for USDA employees.
- Produced coverage of Forest Service fire suppression and mitigation for training and recruitment.
- Created the Animal and Plant Health Safety and Inspection Service (APHIS) “vital vets” video.
- Worked with USAID including location work in Africa creating training videos for teams working overseas.

- CMBC produced public service announcements with U.S. Olympic Team members promoting School Breakfast for FNS.
- Supported USDA's Secretary Honor Awards webcast.
- Produced live Web training for the Farm Service Agency, which allowed 4,670 FSA employees to participate via the Internet saving costs and time.
- Coordinated 110 Webinars for USDA agencies in 2013.
- Provided services creating webcast modules for the Consumer Financial Protection Bureau.
- Provided webcasts to 756 employees of ARS hearings.
- Hosted 18,358 audio conferences for USDA agencies.

FINANCE AND MANAGEMENT

Current Activities:

Activities under this heading are managed by the OCFO and include the following (all activities in Washington, D.C., unless otherwise noted):

- National Finance Center (New Orleans, LA; Denver, CO)
- Controller Operations Division (Washington and New Orleans)
- Financial Systems (Washington and New Orleans)
- Internal Control Support Services (ICSS)

NFC, along with Financial Systems, continues to play a central role in the reengineering and operation of financial management and administrative systems in USDA, consistent with the goals and objectives of both the USDA 5-Year Financial Management Plan and the Chief Financial Officer's Strategic Plan. NFC and Financial Systems administer and operate over 20 financial and administrative service systems in support of all agencies of USDA and over 100 non-USDA customers. These systems include such services as: payroll/personnel, central accounting, billing and collections, and travel. Systems development, implementation, and maintenance activities are performed in the context of ongoing customer requirements, while developmental efforts are underway at the NFC as important elements of the Department's broader efforts to modernize financial and administrative systems.

Payroll is processed for over 655,000 Federal employees on a bi-weekly basis. Additionally, NFC provides back-end processing and reconciliation for Office of Personnel Management (OPM) government programs including temporary continuation of health care coverage, balancing Federal employees' election of health benefits with insurance carriers, and providing back-end processing of insurance elections allowed under the Health Care Reform Act. NFC is an OPM-designated Human Resources Shared Services Provider and continues to support Federal initiatives by fully participating with OPM in executing its shared services role providing human resources, payroll, and data center services to Federal agencies.

The Controller Operations Division (COD) has responsibility for the USDA's financial management and reporting, administrative payments processing and certification, agency customer support, financial training administration, and related regulatory and Department accounting and policy compliance. COD performs cash and property reconciliation activities to the Department's general ledger and prepares required reports to the Office of Management and Budget (OMB) and Treasury on behalf of the agencies. COD also processes and reconciles the Intragovernmental Payments and Collections (IPAC) System and is responsible for internal control compliance under OMB Circular A-123, Appendix A, for six major financial processes. COD maintains the Department-wide master data file for vendor payments and issues Internal Revenue Service

Form 1099 to government contractors. COD continued to provide support to the agencies for the operation of FMFI. FMFI was successfully launched on October 5, 2009, with the final agency implementation on November 1, 2012. There will be substantial benefits realized when the standalone accounting systems maintained by Food and Nutrition Service, Farm Service Agency, Forest Service, and Rural Development are replaced by a single accounting system. This will improve the quality and timely availability of Department level financial information.

The Associate Chief Financial Officer for Financial System (ACFO-FS) manages the administrative and financial management systems for USDA under the WCF activity center, Financial Systems. ACFO-FS has been able to retire the legacy financial system, FFIS for program accounting, while supporting the Department's new accounting system known as the FMFI. FMFI represents the USDA OCFO's modernization of the outdated technology underlying the agency's present financial system environment and migration from the current distributed, multi-instance mainframe system to a federally compliant, consolidated, single-instance. Through technology consolidation and modernization, FMFI has eliminated the need to operate and maintain certain USDA legacy feeder systems and data warehouse applications. FMFI is providing on-demand search and reporting capabilities to the 5,600 USDA system users and providing a system that aligns with business processes, resulting in improved user efficiency. FMFI has enabled USDA OCFO to continue to provide sound and efficient financial management in support of the USDA mission to enhance the quality of life for the American people.

Additionally, ACFO-FS administers a number of other financial management systems to support USDA agencies and organizations, including: travel, personal property, telephones, utilities, miscellaneous income (1099 reporting), Automated Cash Reconciliation Spreadsheet Tool, Corporate Property Automated Information System (Real Property), and the Online Tracking and Reconciliation System for intergovernmental financial transactions. Financial Systems also supports the processing of USDA data through other organization-owned systems, which include domestic travel, purchase card transactions, and procurement activity using the IAS.

Internal Control Support Services (ICSS) promotes and supports the USDA's internal control program by assisting USDA agencies in their internal control compliance efforts. As part of its services, ICSS plans and manages the Department's annual assessment of internal control over financial reporting, promotes best practices across the Department to gain consistencies and efficiencies related to internal control for financial processes, administrative processes and information technology. ICSS also provides training programs, group presentations and other support services in order to improve the Department's internal control program and to increase the Department's awareness of emerging events and current trends related to internal control.

Selected Examples of Recent Progress:

Under NFC: NFC partnered with OPM to support the extension of Federal Employees Health Benefits (FEHB) to the Tribes, Tribal organizations, and Urban Indian organizations as set forth in the Patient Protection and Affordable Care Act of 2010. The Tribal Information Processing System (TIPS) is a web-based system of records maintained by NFC that processes FEHB enrollment data, processes monthly billing for each tribe, and processes automated monthly collection through pre-authorized debits. In 2013, NFC added the following functionality to TIPS to further enhance health insurance enrollment processing:

- Open season processing
- Corrective actions to dependent enrollment data
- Viewable enrollment history
- Delete functionality
- Enhanced reporting of enrollment statistics

NFC designed, developed and implemented a Web Portal for agencies to enter FEHB enrollments for Temporary Continuation of Coverage (TCC) enrollees and Direct Pay Annuitants. On April 19, 2013, the Direct Premium Remittance System – Web (DPRW) was implemented for NFC operations as an internal pilot. On August 1, 2013, DPRW became available for outside agencies. The first phase of DPRW allows agencies to utilize a web-based front-end to enter initial enrollment data elements. Agency officials are able to certify the document through the web portal, thus confirming eligibility for FEHB enrollment. Future phases will include transfer-ins, corrective actions, adjustments, contacts management and reporting capabilities. DPRW increases the efficiency of the TCC enrollment process and reduces costs by eliminating mailing and faxing of hard copy enrollments. Having human resources offices enter their own documents significantly decreases the time it takes an enrollee to get enrolled by the carrier, receive ID cards and billing coupons.

The Federal Pre-existing Condition Insurance Plan (PCIP) program provided coverage to enrollees in 40 States and the District of Columbia during 2013. There were two major changes to the program during the fiscal year: Enrollment was closed on February 15, 2013, and 17 States were added to the Federal program in July. The PCIP support team executed a month-long testing initiative to prepare for state-run PCIP enrollees to transition into the Federal plan. Approximately 53,000 participants from those 17 additional States were transitioned into the Federal PCIP program beginning in the third quarter. The Federally run PCIP program at NFC now provides coverage to 76,698 enrollees in 40 States and the District of Columbia (as of September 30, 2013). The Federal PCIP program provided coverage to more than 80,000 enrollees at its peak in the fourth quarter and handled over 297,000 caller inquiries throughout 2013.

NFC released the first production version of “Insight (Business Intelligence Delivered in June 2013).” The new web-based application provides an enhanced human capital reporting solution for NFC customers. Insight includes a centralized, consolidated data warehouse with advanced reporting and analytics capabilities. Insight is a multi-year project that will replace multiple existing reporting solutions. The first release of Insight includes Payroll and Personnel data with predefined reports, dashboards, and ad hoc capabilities. Build 1 was completed in 2013, while Build 2 is scheduled for a spring 2014 release. Further builds will include additional data sources and reports. Insight will be useful throughout the NFC community by effectively providing key business intelligence that supports strategic decision making. Consolidation and retirement of multiple existing solutions will provide cost-savings for NFC and its customers.

NFC initiated the consolidation of 12 existing help desks into one with the goal of providing significant improvement in resolving customer issues, significantly improving customer satisfaction, and achieving cost reductions. NFC launched Phase 1 of the initiative on October 1, 2012, creating the NFC Contact Center (NCC) to consolidate the help desks supporting the Payroll/Personnel System, EmpowHR, WebTA Hosting Plus, Employee Personal Page, and the Tribal Insurance Processing System. NFC completed phase 2 in June, 2013 adding help desk support to the Administrative Billings and Collections System (ABCO), ABCO Claims, and the Direct Premium Remittance System (DPRS). During Phase 3 (December 2013), NCC will provide help desk support for the Federal Employees Health Benefits Centralized Enrollment Clearinghouse (CLER) and the payroll office functions of Retirement, Thrift Savings Plan loans and W-2.

NFC implemented the EmpowHR system for 20 USDA agencies in various Mission Areas, by converting data that resides on the Corporate (PPS-Payroll/Personnel System) side into EmpowHR as part of the One-USDA initiative. EmpowHR enables agencies one-time entry, populating multiple downstream systems, resulting in better data control, security and reduced data entry time. EmpowHR also allows agencies to streamline their processing through workflow functionality.

NFC completed the successful build-out of the Shreveport AWS which became fully operational in June 2013, saving over \$100,000 in annual operating costs. NFC maintained proactive vulnerability management program by ensuring that all scans were completed before deadline, 100 percent of all vulnerabilities were mitigated. NFC has sustained a 95 percent rating on all OCIO IT Security Scorecards.

NFC handled approximately 1,198 incident reports and 622 software change requests, resulting in software and procedural modifications, which optimized and improved systems and applications.

NFC completed a number of initiatives in data center management that had benefits in cost reductions, efficiency improvements, or both:

- Data center energy efficiency initiatives were completed that will result in an estimated 6-8 percent reduction in energy consumption from 2011 levels.
- Products needed to sustain mainframe operations were reduced, resulting in cost reduction of \$500,000.
- Servers were consolidated, resulting in reduction of 75 percent with savings of approximately \$500,000 in annual maintenance costs beginning 2014.
- WebTA hosting plus was migrated to new platforms, reducing operating costs by \$1 million over 5 years.
- A new contract vehicle for procuring servers was developed that reduced procurement costs by 10 percent; storage latency (SAN “Get Well” plan) was reduced by more than 50 percent for FMMI and MIDAS production environments.
- An overall operational availability of 99.5 percent for the general support systems was maintained; a MIDAS roll-out was supported by delivering 100 percent of hosting infrastructure components either on time or ahead of schedule.
- A proactive vulnerability management program was maintained whereby all scans were completed before the deadline and 100 percent of all vulnerabilities were mitigated within the prescribed timeframes.
- An in-depth process improvement effort for system access management was completed, reducing access provisioning times from an average of 19 days to less than 5 days.
- NFC worked with OCIO to host “IT Shadow Day,” during which NFC hosted and exposed more than 50 high school students to career opportunities within the federal IT sector.

NFC successfully solicited and won contracts to provide HR servicing for USDA/Departmental Management (1,300 employees), Food and Nutrition Service (1,200 employees); Office of the Chief Information Officer (1,000 employees), and National Oceanic and Atmospheric Administration (Commerce) for over 200 employees resulting in over \$3.5 million in annual revenue.

NFC compiled the following production statistics and completed the following actions:

- Issued 727,433 Form W-2s before the January 31 deadline.
- Processed over 125,857 manual payments in 500 daily payment schedules totaling more than \$137 million.
- Continued to increase hosting of USDA applications. In addition, NFC continued to ensure compliance with USDA and Federal policies, mandates, directives, regulations, and statutes.

Under COD: COD commenced implementation of three administrative payment modernization initiatives. The Internet Processing Platform (IPP) converts vendor bill payments to an electronic system. The payment of telephone and utility bills will be outsourced to two vendors. These changes will result in estimated future annual savings of \$5 million to USDA agencies.

COD reconciled 1,402 rejected IPAC bills totaling \$14.9 billion related to OPM’s Retirement and Insurance Transfer System. Resolving these bills resulted in an accurate recording of these transactions in the accounting ledger.

COD resolved \$38.8 million of rejected documents for the National Institute of Food and Agriculture (NIFA). This action corrected a potential understated budget authority for certain treasury symbols.

COD resolved a backlog of IPAC bills caused by numerous issues related to the FMMI implementation process. The staff cleared 3,656 bills totaling \$178 million which were properly recorded in the accounting ledger, which improved the accuracy and quality of the Department financial statements.

COD provided timely and accurate accounting support of the 2012 Department consolidated financial statements resulting in an unqualified (clean) audit opinion.

COD identified over 50,000 SmartPay transactions that rejected in FMMI due to potentially insufficient budget availability. COD provided to the agencies the required information to correct these problems. The transactions were then accurately processed and recorded in the agency financial statements.

COD processed 37,000 requests for changes/updates to the Department vendor files. These files are the source of information for vendor payments. COD exceeded the goal to turnaround agency requests for changes/updates in one day. The actual turnaround time is 0.21 days.

COD provided significant training opportunities for division and agency financial staffs. During the year, the COD staff conducted and coordinated 11,769 hours of training for 1,213 Department employees. These training opportunities support one of USDA's initiatives to leverage Departmental management to increase performance and efficiency by improving job performance, enhancing professional development, and preparing employees for promotion opportunities.

COD provided Department-wide training to agency staffs for IPP, the new electronic bill payment system. Training materials were developed to conduct 20 classroom sessions and 14 webinars for 818 users. COD's training efforts resulted in an effective transition to the new payment system.

COD conducted 18,718 GovTrip (travel system) post payment audits to ensure the validity of temporary duty travel payments/reimbursements made to USDA employees. Corrective actions, including recovery of overpayment or issuance of supplemental payments, were taken to accurately record the expense.

Under Financial Systems: Financial Systems processed over 4.9 billion general ledger postings with disbursements totaling in excess of \$39 billion. Financial Systems developed, with agencies, over 100,000 master data fields to track budget and expenses and developed over 51 financial reports. The core financial system currently has 5,600 users.

Financial Systems successfully implemented the Forest Service into FMMI. This included core FMMI functionality and eight Forest Service-specific candidate system interfaces.

Financial Systems continues to enhance the Business Objects (BOBJ) reporting tool. This technologically advanced reporting system delivers an ad-hoc financial reporting tool and a comprehensive dashboard delivery tool. This implementation continues to provide a foundation for future plans to support real-time reporting. BOBJ has approximately 4,000 users and growing. Financial Systems completed a system upgrade of the BOBJ system that significantly improved the look of the agency reports.

Financial Systems continues to deploy enhancements to the SAP HANA functionality as a mean of gaining access to real time financial data. HANA provides accelerated real time processing of financial reports against FMMI data and is available via the FMMI Portal. HANA reports take seconds to run as opposed to the several minutes it takes for many FMMI reports to execute. These reports introduced unprecedented drill down capabilities within the reports. Financial Systems, as an early federal adopter of HANA, presented demonstrations to numerous SAP and Federal audiences.

Financial Systems completed software enhancements to the ERP Central Component (ECC) and Governance Risk and Compliance (GRC) software components. Financial Systems completed upgrades for Business Intelligence/Business Warehouse and Public Budget Formulation (PBF).

Financial Systems initiated and completed custom development efforts for Rule Based Account Assignment (RBAA), Interagency Agreements (IAA) and Direct Cite functionality.

Financial Systems supported deployments of the Farm Service Agency Modernize and Innovate the Delivery of Agricultural Systems (MIDAS) program and the Foreign Agricultural Service Grantor Management system. Financial Systems is working in partnership with Food and Nutrition Service to design the replacement system for legacy Integrated Program Accounting System.

Financial Systems represented the Department during SAP's design and testing of the Government wide Treasury Accounting Symbol (GTAS). Initiated and implemented reporting capabilities to comply with GTAS reporting mandates for first quarter FY14 reporting. GTAS reporting will replace the functionality of FACTS I, FACTS II, IFCS, and IRAS reporting systems as the primary means of reporting agency trial balance data. Financial Systems drafted and delivered a response to Immigration and Custom Enforcement (ICE) inquiry to the USDA as a potential financial shared services provider. Financial Services and COD delivered a presentation and demonstration of financial management services.

Financial Systems initiated efforts to establish an SAP Center of Excellence (CoE) for the Department. This effort includes the strengthening of service delivery, process controls, governance and customer advocacy. Financial Systems also initiated the establishment of a business process repository to establish a single point of access for all system monitoring and enhancements and business process modifications.

Financial Systems developed, tested, and implemented in excess of 340 software changes related to FMMI that enhanced USDA's ability to operate efficiently, including: timely payments to vendors, improved billing and collections processing, and enhanced reporting. These changes were a combination of enhancements and corrective actions that improved the usability of the financial system and the accuracy of the data reported.

Under ICSS: ICSS managed the assessment of the design and effectiveness of internal controls over financial reporting for USDA business activities and key financial systems, improved the functionality of the A-123 Document Tracking System (ADTS) over the prior year, and converted seven more agencies to the risk-based process level assessment approach. These agencies included Animal and Plant Health Inspection Service, Agricultural Research Service, Forest Service, Foreign Agricultural Service, Food and Nutrition Service, National Institute of Food and Agriculture, and Office of Procurement and Property Management. The conversion resulted in testing fewer key controls than prior years for the agencies converting. Developed standardized internal control structures for agencies to assess internal controls over Conference Planning and Reporting (CPR), in accordance with new Departmental policies.

ICSS supported USDA compliance with Office of Management and Budget (OMB) Circular A-123, "Management's Responsibility for Internal Control", by overseeing the remediation of internal control weaknesses. The Internal Control Division (ICSS) monitored 268 corrective action plans, out of which 74 were closed during the fiscal year. This represents a closure rate of 28 percent for the year, a 10 percent increase in closures over the previous year. We also monitored 91 plans of action and milestones (POAMs) for deficiencies identified in financial systems general computer controls.

ICSS performed targeted Department-wide internal reviews of operations to ensure compliance with the objectives for internal controls, and compliance with laws and regulations; assisted with the review of standard operating procedures on Grants Management and Procurement Operations for the Office of Advocacy and Outreach; and reviewed controls over Natural Resources Conservation Service procurement operations and reimbursable agreements for compliance with policies, laws and regulations.

ICSS developed an internal control plan for Hurricane Sandy relief funding in conjunction with the four agencies that received the funding: Farm Service Agency (FSA), Forest Service (FS), Food and Nutrition Service (FNS), and Natural Resources and Conservation Service (NRCS). In addition, ICSS developed a process for the review of Improper Payments Elimination and Recovery Act (IPERA) risk assessments and promoted measures to improve communication among agencies to encourage sharing of ideas and best practices. ICSS improved quality control feedback, and faster approval of deliverables, resulting in the completion of the annual assessment on time.

ICSS offered Business Process Control and General Computer Control training to agency and staff office points of contact for the annual assessment to facilitate an efficient and effective assessment process. The following Business Process and General Computer Control trainings were offered:

- Entity Level Control
- Risk Assessment
- Documentation
- Business Process and General Computer Control
- Conference Planning and Reporting
- Testing
- Summary of Aggregated Deficiencies
- Corrective Action including Plans of Action and Milestones
- Agency Certification Statement

INFORMATION TECHNOLOGY

Current Activities:

The following activities under this heading are managed by the OCIO and are managed in Washington, D.C., unless otherwise noted:

Activity Centers:

- National Information Technology Center (Kansas City, MO)
- International Technology Services
- Enterprise Network Services (ENS)
- Computer Services Unit (CSU)
- Telecommunications Customer Service Center (TCSC)
- Network Services (NS)

The National Information Technology Center (NITC) specializes in enterprise information technology solutions that include products, services, and resources. The Enterprise Data Centers managed by NITC are located in Kansas City, Missouri, St. Louis, Missouri, and Beltsville, Maryland. NITC services are operated seven days a week, twenty-four hours a day, every day of the year and may be categorized as follows:

Hosting Services – Encompasses cloud, managed, and collocation data center hosting services as well as key professional and security services to provide cost-effective enterprise class hosting solutions. Cloud services include standardized Software, Platform, and Infrastructure-as-a-Service offerings that are delivered via secure, fully managed infrastructure that include ongoing technology refresh, key inheritable operational controls, and are competitive to the marketplace.

The Workforce Development (AgLearn) program includes among its primary services application and database hosting and maintenance services, licensing and help desk support for end users and agency administrators. AgLearn provides support for testing and implementation of custom agency mission critical training, administration and delivery of mandatory training programs such as Cyber Security, Ethics, and Civil Rights, and acquisition, integration and promotion of available training opportunities within AgLearn.

The Identity, Credential, and Access Management (ICAM) program partners with USDA's Agriculture Security Operations Center (ASOC) and Office of Homeland Security to deliver identity, credential and access management services for USDA employees, contractors, volunteers, affiliates and customers. The most visible component of the service is eAuthentication, which provides logical access control to all USDA web applications. Other services include public key infrastructure certificate management, and automated account provisioning and de-provisioning.

Application Development provides program management and software engineering services across USDA agencies and non-USDA agency customers. It leverages employee expertise in software application development and integration of information technology resources to provide high quality, cost-effective results in partnership with project stakeholders. In addition, it provides innovative IT solutions that support the mission of USDA. It leverages employee expertise in software application development and integration of IT resources to provide high quality, cost-effective results in partnership with project stakeholders.

International Technology Services (ITS), under OCIO, provides comprehensive, fee-for-service information technology, associated operations, security, and technical support services to a customer base of more than 46,000 USDA end users in more than 3,500 office locations, incorporating the end-user IT services infrastructure roles of Farm Service Agency, Natural Resources Conservation Service, Rural Development, National Information Technology Center and Agriculture Security Operations Center (ASOC). Additionally, ITS continues to implement and manage enterprise IT solutions for over 120,000 users Department-wide, which offer large scale benefits to all agencies including reduced overall IT expense, heightened security posture, and a robust and responsive infrastructure that continues to increase productivity and efficiencies. These Enterprise Service offerings include robust cloud-based Messaging Services, Active Directory, Virtual Private Network (VPN), Mobility Management, Managed Print and Fax2Mail.

ITS continues to pursue modernization efforts aimed at addressing the needs of more stringent data security requirements and the evolving needs of the overall USDA computing environment. Moving from the decentralized architecture to a centralized architecture provides added protections to secure confidence on the part of farmers and rural communities that USDA is trustworthy with personally identifiable information and financial data. A new architectural concept will be required to protect the larger Federal community from cyber security attacks and penetrations by rogue nations and others. To that end, ITS will continue to provide the latest in IT advances to create an improved enterprise architecture.

The Enterprise Network Services (ENS) office in OCIO provides a wide variety of Department-wide telecommunications management support, enterprise services and an integrated information system for inventory management, billing, reporting, and validation. This enterprise system is used for engineering and streamlining the Department-wide telecommunications network environment and ensuring that agency telecommunications network solutions are compliant with Departmental program goals and objectives. ENS provides services to all USDA agencies to ensure the acceptable performance of applications on the USDA enterprise network, network access to the public Internet network and partner networks for mission delivery, and to allow application owners to manage risk and achieve cost avoidances.

Under Washington Communications and Technology Services (WCTS), the Computer Services Unit (CSU) plans, acquires, implements, and manages IT resources, including software licensing and technical support. WCTS provides file and print, remote access, desktop support, wireless messaging and agency application services for the Office of Secretary and OCIO. The Telecommunications Customer Services Center (TCSC) maintains and administers the USDA telecommunications equipment and services inventory in the D.C. Headquarters Complex, provides USDA locator and automated telephone directory employee locator services, administers the Departmental voice mail system service and maintains and operates the USDA Secretary continuity of operations (COOP) site. Network Services (NS) provides technical and operations assistance on data networking telecommunications systems, design, installation, operation, and management of shared services provided on Departmental Headquarters networks and platforms.

Selected Examples of Recent Progress:

Under NITC: NITC achieved a FedRAMP Agency Authorization to Operate (ATO) for the Infrastructure as a Service (IaaS) cloud, becoming the first Federal agency to attain FedRAMP accreditation and providing customers with added assurance that hosting solutions are secure.

In response to customer demand for a secure, low cost, method to share and access files from the internet in support of litigation and other mission critical activities, NITC introduced a new service offering named CloudVault. Other new services introduced in 2013 include a Drupal based Web Content Management Platform as a Service solution; a new “sandbox” Infrastructure-as-a-Service offering that provides customers

with additional needed flexibility for more direct control of their Development environments; and a Customer Portal that provides a single point of entry to all activity related to a customer's experience with the NITC, including performance dashboards and access to agreements and ticketing systems.

NITC implemented rate reductions of \$19.3 million in mainframe hosting products to reflect ongoing expense management and environment simplification efforts. Current customers received a direct cost savings in the form of lower rates and the product was positioned competitively for potential future customers.

NITC also completed numerous licensing and compliance inventories, resulting in a 41 percent cost savings (\$856,000) for Microsoft SQL Server licensing.

NITC began testing phases for automated patching utilizing the BladeLogic tool set. This resulted in a savings of at least 30 hours/month in database administrator labor.

NITC implemented a Customer Management System (CMS) to provide an online collaborative environment with customers, enabling NITC to more efficiently manage customer reimbursable agreements. CMS allowed NITC to streamline the agreement process by greatly reducing the time required to create customer agreement packages. It also greatly reduced pricing errors by using a cataloged product selection method vs. manual entry used in the old system. It reduced the turn-around time for agreement certification by using an online certification process. The impact is that an agreement can be created, approved, and certified the same business day versus four days using the old system.

NITC migrated the Identity Manager tool from a physical infrastructure to a virtual environment including installing, base-lining configuring, and maintaining the first Microsoft 2008 domain controllers in NITC and upgrading directory services. NITC reorganized the Microsoft directory services organizational unit structure and migrated all NITC and ITS elevated privilege personnel off the legacy web farm domain credentials for all 15 domains. Migration included identity manager integration, the implementation of role to user certification, and 24x7 services desk support for password resets in the web farms. NITC created a plan to collapse 18 of the directory services domains the data center assumed responsibility of through Data Center Consolidation. To date, 3 active directory domains have been collapses and integration points established between the USDA Enterprise Active Directory, USDA.NET and the data Center Application Directory Services system, EDC.USDA.GOV. The Identity Manager changes enabled support of the enterprise disaster recovery strategy, consolidated 30+ domain resources down to 2, allowing unified service accounts to manage access requirements, system configuration, and implementation of least-privilege concepts while reducing performance overhead for more timely provisioning and queries. The implementation of system level-controls will conform to NIST and Security Content Automation Protocol standards.

NITC upgraded storage devices to remove storage that had been allocated to obsolete products, reclaiming 17 terabytes as well as ports used to attach that storage. This storage can be used for other customer's needs and forestalled additional purchases on this platform.

NITC installed new Data Domain equipment in Kansas City and St Louis to serve as a backup/archive solution for customer storage. Migrated a significant portion of backup storage workload from obsolete virtual tape technology to this platform and implemented data replication from Kansas City to St Louis, providing an automated off-site storage solution. Benefits include cost control regarding future upgrades of the virtual tape solution, reduced costs for offsite physical tape storage, and a reduction in bandwidth requirements from de-dupe replication technology.

AgLearn earned the Five-Star Award by the Federal Government Distance Learning Association. The Five-Star Award recognizes organizations for demonstrating excellence in providing enterprise-wide distance learning solutions for the federal government.

NITC moved the Natural Resources Conservation Service intranet into USDA Connect, the Department's Social Media Tool, which will result in a \$7.5 million return on investment over three years.

NITC developed the first mobile application for the Forest Service called 'Fire Size Up'. This application allows Forest Service to collect crowd sourcing of forest fire information, maps, images and videos, provides real-time fire collection on the scene, provides near real-time updates to firefighting crews and volunteers and provides alerts and critical updates for fire impacted communities.

NITC redesigned the self-help portion of eAuthentication Web site significantly reducing eAuth help desk tickets from a high of 9,128 to a low of 3,719. This resulted in a direct cost savings of \$25 per help desk ticket.

NITC relocated the ICAM staff from the Fort Collins Federal Building to the USDA/Colorado State University Campus resulting in annual savings of \$100,000 in building lease costs.

Under ITS: ITS completed the infrastructure deployment and implemented the Enterprise Active Directory (EAD) to serve as a scalable and robust foundation for a Department-wide IT infrastructure. In 2013 over 35,000 users and 50,000 computers and servers were migrated to the consolidated directory. Benefits of EAD include reduced redundancy in IT services across the USDA, enhanced security monitoring, and streamlined deployment of Department-wide applications and initiatives.

ITS implemented Enterprise Virtual Private Network (EVPN), an enterprise-wide Remote Access Service based on Juniper VPN. This solution serves all USDA agencies as a secure and scalable foundation for Department-wide remote access. By the end of 2013, an average of 8,000 users from 14 agencies accessed the EVPN system each month, with two additional agencies engaged in pilots for future migration. The benefits of EVPN are reduced redundancy in remote access solutions across the USDA, enhanced Department-wide security monitoring through the use of endpoint health checks, and meeting the strategic initiative of HSPD-12 to implement two-factor authentication through the use of PIV cards (USDA Lincpass cards).

ITS assumed a leadership role with the Departmental initiative to implement Windows 7. The number of installations reached 36,982 by the end of 2013. ITS leveraged capabilities within the existing Microsoft ELA to provide endpoint workstation/laptop encryption via BitLocker. In 2012, ITS paid on behalf of the customer for 26,701 end-points that were encrypted with a 3rd party product. By migrating to BitLocker in conjunction with upgrading workstations from XP to Windows 7, this was reduced to 16,487 (average across the year) end-points in 2013. Total estimated cost savings is \$161,790 for 2013. ITS reduced the need for the former Whole Disk Encryption (WDE) from 16,487 to under 2,100 by the end of 2013, due to migrating to BitLocker, and therefore is able to sustain this savings indefinitely.

ITS coordinated two phases of the multi-year Optimized Computing Environment (OCE) program. The activities continued the focus on laying the infrastructure foundation to support agency modernization initiatives and future growth. With a streamlined project management process, ITS was able to complete a number of field office modernization tasks (new equipment installation) and implement process standardization for new technologies. These activities provided the following benefits: optimized network connectivity to support increased network usage without the cost of additional bandwidth; eliminated the risk of hardware failures and instability to support services caused by end-of-life equipment (including phone systems and critical infrastructure); advanced site phone system technology using Enterprise Voice over IP (eVoIP) to provide additional features and functionality to the customer base (e.g, more access to voicemail); increased maintenance coverage for equipment supporting agency operations; hardware to support new internet protocol requirements; better insight into network operations for data aggregation and development of additional efficiencies; reduced hardware needs and environmental footprint through server virtualization; increased flexibility of support with centralized system and data management through server and user virtualization; standardized development approach using industry best practices for USDA custom mobile application development made possible by last year's mobility system acquisition. Through the deployment of new technology, under the OCE program, ITS was able to optimize network traffic at 76.8 percent of Service Center Agencies (SCA) sites.

In 2013, ITS built further upon benefits from the 2012 Network Quality of Service (QoS) configuration deployment. Through use of QoS, ITS was able to ensure high call quality for voicemail access at sites upgraded to eVoIP. ITS expanded the reach of QoS policies; QoS now covers the full ITS network environment from the site to the data centers. Using the network monitoring deployed as part of OCE Phase 2 to monitor QoS policies, ITS has better network visibility. This monitoring provides the information needed to plan and assess the impact of new technologies, allowing ITS to develop a more efficient architecture.

Through the OCE program, ITS laid the groundwork needed to streamline the overall SCA communication infrastructure. The focus of Unified Communication (UC) is to combine voice, video, and instant messaging as a service to maximize cost savings. The goal is to use all available resources (contract hours, consolidated procurement strategies/licensing, and streamlined processes) to gain service efficiencies. This program uses a defined Agile development/project management model based on IT Infrastructure Libraries (ITIL) task areas. UC will provide the following benefits: maximize existing agency investments in IT including hardware, software, and facilities; maximize use of human capital and ITS expertise across USDA agencies; use commercial expertise and resources to augment agency capabilities; provide a transparent and auditable cost and fee model based on actual consumption of IT, on a per user or per device basis.

ITS provided SharePoint services in two SharePoint environments (one hosted in the Microsoft Office 365 cloud and the other on-premises). In 2013, ITS helped the SCAs migrate legacy SharePoint 2007 collaboration sites to the new SharePoint 2010 environments. This migration helped reduce long-term storage costs for sites migrated to the cloud and allows customers to utilize the new features. ITS established a unified entry point for agencies to request and receive SharePoint services and support for both environments. Through a single point of entry, the customer can easily acquire key service options such as migration/deployment support and services, obtaining cost models and billing information, and establishment of Service Level Agreements (SLA).

ITS deployed the Beyond Trust Power Broker to improve access control, increasing security while continuing to provide users the access they need. This uses the Active Directory (AD) infrastructure to provide users with local administrative rights on their computers. With Beyond Trust Power Broker, ITS can safely remove standard accounts from the local administrator group with no impact to users, reduce the network's exposure to attacks that require local administrator accounts to execute, grant users the least privilege required for their roles, and save users time by reducing the number of accounts they need to manage. In 2013, ITS provided local administrative rights through Beyond Trust for all users with local admin rights (1370 users).

ITS completed Service Level Agreements in 2013 to provide Fax2Mail Service for the following USDA agencies: Food and Nutrition Service, Forest Service, Farm Service Agency, National Agricultural Statistics Service, Natural Resources Conservation Service, Office of the Executive Secretariat, Rural Development and Risk Management Agency. The emerging Fax2Mail service will increase efficiency by allowing USDA staff to securely send and receive fax messages as pdf documents from any location, including telework locations. Fax2Mail service reduces costs by disconnecting analog fax lines, removing fax machines, consolidating fax accounts across multiple locations and users, and reducing print costs for fax messages. Fax2Mail usage for all USDA agencies reached 113,949 pages per month by the end of 2013, with implementations completed for twelve states for the SCAs. By the end of 2013, ITS disconnected 229 analog fax lines and decommissioned 319 fax machines as a result of implementing Fax2Mail, reducing projected annual telecommunication costs by \$137,000.

ITS issued ITS Section 508 Regulation (ITS-9000-001-R) to communicate policy and responsibilities in implementing and maintaining an electronic and information technology (EIT) accessibility program that provides disabled and non-disabled employees and disabled and non-disabled members of the public with equivalent access to and use of ITS information and services. ITS successfully reviewed, remediated, and published 71 documents representing 100 percent of the submitted requests resulting in zero reports of Section 508 violations from ITS employees or our customers. Starting January 2013, all ITS Service Level Agreements (SLA) included Section 508 language as provided by the OCIO Section 508 Officer.

ITS continued to improve on the new Email Input system for Incident Management and Change Requests in Remedy. In 2013, ITS implemented mobile access to the Email Input system, allowing users to input Remedy tickets directly from their mobile devices. Mobile Access and continued education and training on the use of the Email Input system significantly increased the number of incidents and changes created through email. By year end, over 35 percent of all Incidents created in Remedy were input through emails. These changes and other improvements resulted in an estimated savings of 3,375 staff labor hours.

ITS recovered memory from machines that would have been disposed of to upgrade 918 MIDAS workstations. The estimated cost to purchase memory upgrades was \$45.00 for each workstation, a total savings of \$41,310. ITS also deployed 333 excess workstations to FSA to replace workstations needing memory upgrades. If ITS had not deployed the excess workstations to Farm Service Agency, then Farm Service Agency would have needed to fund \$14,985 to upgrade the memory on 333 more workstations. Total savings for the MIDAS workstation upgrade project was estimated \$56,295.

During the Enterprise Microsoft License Agreement contract renewal in 2013, ITS conducted extensive, collaborative research into the Microsoft server and end user software license holdings. The holdings were evaluated resulting in a task order for Microsoft products for the next 5 years. This task order minimized cost going forward while ensuring that all customer needs were met. ITS helped customers consolidate and eliminate duplicate, over-licensed, and un-needed products. The approximate savings from this effort was \$2 million annually throughout the life of the contract.

Under Telecommunications Services:

Enterprise Network Services (ENS): ENS managed the USDA cellular program that set the precedent for all other government agencies to follow, which saved the department \$7 million in 2013. Utilizing vendor resources to manage the contract eased workloads on the department and allowed agencies to focus on other telecommunications needs. Completion of phase I enabled the department to compile a consolidated inventory of services with the three major vendors that aligns USDA with the requirements listed in the Federal Digital Strategy.

ENS partnered with the General Services Administration in support of the Cellular Federal Strategic Sourcing Initiative to provide guidance and knowledge based on the USDA's cellular programs experiences. In this partnership, USDA was a key participant and advisor regarding what cellular services are best for federal entities. Support of this initiative led to a cellular contract with potential for significant cost savings.

ENS partnered with OCFO to provide program management support to the Telephone and Utilities Maintenance System replacement project. ENS provided governance leadership in planning, creating configuration management document, data dictionary, and training support and continued to provide guidance and assistance to agency Telecommunications Management Area Control Officers during transition. ENS hosted management and weekly working group meetings to assist project teams and agencies in resolving contractual and procedural issues.

ENS worked with the Department of Interior (DOI) and the USDA Forest Service to establish direct interconnectivity between the two Departments. The circuit was provisioned and accepted in June 2013 and work is ongoing with DOI to move network traffic to the new link.

ENS continued to improve customer relationships by working with agencies to ensure timely updates regarding policies, regulations, procedures and Departmental guidance related to their telecommunications needs and services through Networx, FTS2001, WITS2001 or commercial (data, voice, wireless or conferencing services (audio and video)). This includes continually keeping agencies abreast of new technologies and of service packages developed and awarded through the available enterprise contracts.

ENS provided operational management and support for the Universal Telecommunications Network (UTN). This includes: support of agency projects related to the UTN, support of security incident response and investigations, support of Departmental data center and office moves, provision of an escalation point for other Departmental help desks, management of the Department's domain name and Internet Protocol (IP) address space, and management of the Department's security perimeter including Universal Resource Locator (URL) filtering.

ENS fully deployed an Enterprise Domain Name System (DNS), and achieved 100 percent DNS Security (DNSSEC) compliance with the Department of Homeland Security (DHS) monitored USDA-owned domains by February 28, 2013. ENS also implemented full DNSSEC query validation on dedicated DNS Recursive Resolvers.

ENS expanded capacity at several key backbone locations and services. This additional network capacity ensures that both current and future applications will have the support they need to meet our mission program area needs. The services upgraded include: the Internet gateways, commonly referred to as the Trusted Internet Connection portals; network access for the Kansas City and St. Louis enterprise data centers; and services that support the Department's access to the Microsoft Office 365 cloud suite. As a result of these investments, USDA will continue to maintain stable and reliable network performance to critical applications and services provided by these locations.

ENS worked with USDA agencies using Private Internet Protocol (IP) Addresses to de-conflict overlap in the event of having a need to route those private addresses across the Enterprise Network. ENS also implemented a management strategy to insure there are no future conflicts in this address space. This effort resulted in the ability to implement a consolidated USDA-wide Active Directory Service.

ENS designed and initiated implementation of a new core networking technology for USDA. The Cloud Provider Network Interface (CPNI) provides connectivity for new Cloud Providers in a standard, consistent, and manageable way. This work has general utility for many types of connections to the UTN, but was initially done to provide direct access to USDA enterprise-wide Active Directory Services.

Computer Services Unit (CSU): CSU application services continued to support automation solutions for the Office of the Secretary and Departmental Management. CSU supported a number of initiatives, including: a modernized Web application for OHSEC Radiation Safety Management System, an accountable tracking and management tool in Service Level Agreement management portal, and management of digital signage as an effective communication tool to the employees are leading examples of application systems designed, developed and implemented by CSU.

CSU implemented multiple technology refresh, technology adoption, and technology improvement initiatives that include but are not limited to:

- Remote Access Services capacity scaling to accommodate USDA Telework initiative.
- Remote Access integration with LincPass
- Supported Departmental L1, L2 and L3 COOP exercise for 2013 successfully.
- Supported eDiscovery for the department
- Completed multiple transitions for new customers and changes to the existing customer base

CSU continued to support the Departmental Active Directory consolidation project adoption. CSU continued to work closely with the Deputy CIO and Microsoft to create and implement the project requirements with minimal impact on productivity to customers.

Telecommunications Customer Service Center (TCSC): TCSC continued to work with agencies to migrate from CENTREX (WITS) lines in the Washington Metropolitan Area to Networx UCaaS VoIP lines. The following groups were converted either their entire group or partial during 2013:

- WCTS
- Foreign Agriculture Service
- Rural Development (Reporter's Building)
- Civil Rights (PP3)
- Forest Service
- Departmental Management (Reporter's Building)

Network Services (NS): Network Services (NS) completed the HQMAN Distribution Consolidation and Upgrade Project this past August. The NS Network Operations Center (NOC) coordinated this effort with ITS engineers and firewall administrators to ensure the connectivity of all VPN tunnels remained operational during the cut over and to encompass network connectivity to HQNET.

NS initialized the HQMAN Access Layer Switch upgrades within the National Capital Region. The scope of the 2013 Access Layer Upgrades was in support of agencies located in the National Capital Region Voice over Internet Protocol (VoIP) platform and Power over Ethernet (PoE) requirements.

NS worked with the Office of Inspector General in auditing the WCTS HQMAN and ENTLAN General Support Systems to ensure that the infrastructure was compliant with the FISMA security controls. As a result of the audit several issues were addressed and additional plan of action and milestones were created to address more long term projects.

CORRESPONDENCE MANAGEMENT

Current Activities:

USDA's Office of the Executive Secretariat (OES) serves the Office of the Secretary of Agriculture by managing the official correspondence of the Immediate Office of the Secretary, maintaining the official records of the Office of the Secretary, and assisting the Office of the Secretary with special projects through the Electronic Correspondence Management (ECM) system. OES provides services under three broad categories of activity:

- Correspondence management: OES receives and analyzes all correspondence addressed to the Secretary and Deputy Secretary, refers it to the appropriate agencies or staff offices for preparation of a response, as appropriate, and coordinates and tracks the preparation, review, clearance, signature, dispatch, and archival filing of responses. OES works with USDA agencies to ensure prompt delivery of reports and other documents requested or legislatively mandated by Congress or the White House, and provide editorial assistance as necessary to ensure optimal quality. In cooperation with the Rural Development technical team and USDA's Office of the Chief Information Officer, OES sponsors and provides a high-quality correspondence management system for departmental use.
- Maintenance of official records: OES is responsible for organizing, storing, and providing access to the Secretary's records—including national security classified items. In so doing, this office preserves required official records and serves as a valuable source of institutional memory for the entire Department.
- Assistance with special projects: In response to requests by the Office of the Secretary, OES assists with the preparation of letters of thanks, congratulations, and condolence; preparation of briefing materials based on correspondence analysis; general writing and editorial services; and other projects as requested.

Selected Examples of Recent Progress:

In 2013, OES launched the Correspondence and Development Management System (CDMS) through a Federal cloud-based system as a pilot program to replace the existing outdated ECM correspondence system. Phase I included a limited number of USDA agency/demo users that was completed in September 2013; it is anticipated that Phase II, consisting of the remainder of USDA agencies, will begin January 2014.

During 2013, OES processed 14,181 pieces of individual correspondence and other Secretarial documents, and 306,376 pieces of campaign correspondence addressed to the Secretary. Of the controlled correspondence, OES managed responses to 12,556 documents, including 1,625 signed directly by the Secretary or Deputy Secretary. In addition, OES also coordinated and prepared 67 direct responses from USDA employees to the Secretary regarding the 2013 Federal budget situation known as the “Fiscal Cliff.”

As part of its direct service to USDA agencies, OES managed the clearance and signing of 338 agency-initiated correspondence and other documents, along with 237 decision memoranda, 11 Memorandums of Understanding for the Secretary’s signature, and 125 Legislative Reports. In addition, OES drafted 806 letters and other special writing projects in support of the Office of the Secretary.

OES made additional progress in reducing its records backlog, resulting in the classification and final disposition of over approximately 8,700 records that were for transferred in 2013.

OES established the “fast track” process to expedite information to support USDA’s streamlined disaster declaration process which is designed to make assistance available to producers more readily. In 2013, OES continued the process to provide the quick turn-around time in the preparation of Press Releases to State Governor’s offices and Congressional districts by processing 114 fast track information items. OES also processed 49 disaster letters and provided the information to the Office of External and Intergovernmental Affairs for dissemination to the affected States.

OES worked with the Department’s IT staff to enable the Department’s agencies to transmit documents electronically to the Federal Register while meeting all security requirements. Moving from a paper process to one using digital signature significantly reduces the time it takes to deliver documents to the Federal Register.