

*Table of Contents*

*Agency-Wide* .....25-2

    Purpose Statement.....25-2

    OIG and GAO Report.....25-2

    Available Funds and FTEs .....25-3

    Permanent Position by Grade and FTEs.....25-4

    Vehicle Fleet.....25-5

    Shared Funding Costs .....25-6

Account 1: Salaries and Expenses .....25-7

    Appropriations Language.....25-7

    Lead-Off Tabular Statement.....25-7

    Project Statement.....25-8

    Geographic Breakdown.....25-10

    Classification by Objects.....25-10

    Status of Programs .....25-12

***AGENCY-WIDE***

**PURPOSE STATEMENT**

The Farm Production and Conservation Business Center (FPAC-BC) is a centralized operations office within the Farm Production and Conservation (FPAC) Mission Area and is headed by the Chief Operating Officer (COO), who is also the Executive Vice President of the Commodity Credit Corporation (CCC). The FPAC-BC is responsible for financial management, budgeting, human resources, information technology, acquisitions/procurement, customer experience, internal controls, risk management, strategic and annual planning, and other similar activities for the FPAC Mission Area and its component agencies, including the Farm Service Agency (FSA), the Natural Resources Conservation Service (NRCS), the Risk Management Agency (RMA), and itself. The FPAC-BC ensures that systems, policies, procedures, and practices are developed to provide a consistent enterprise-wide view that encompasses FSA, NRCS, RMA, and the FPAC-BC to deliver programs effectively and efficiently to FPAC customers. The COO has the responsibility to ensure that FPAC mission support services are provided efficiently, effectively, and professionally, and with a commitment to excellent customer service for FPAC and its customers, including farmers, ranchers, and forest landowners. The FPAC Mission Area was established in June 2017, and the FPAC-BC was stood-up in October 2018.

As of September 30, 2020, FPAC-BC had 1,486 full-time permanent employees located throughout the country. Outside of the Washington, D.C. metropolitan area, FPAC-BC has regional offices located in Kansas City, Missouri, Raleigh, North Carolina, Fort Worth, Texas, and Fort Collins, Colorado.

FPAC-BC currently has Office of Inspector General (OIG) and Government Accountability Office (GAO) reports the past year.

**OIG AND GAO REPORTS**

***Table FPAC-BC-1. Completed OIG Reports***

<b>ID</b>	<b>Date</b>	<b>Title</b>	<b>Result</b>
03601-0003 - 41	03/27/20	FSA's Controls Over Its Contract Closeout Process	OIG recommended that FPAC-BC establish an action plan to clear the contract backlog, ensure contracts are closed timely, develop, and implement a mechanism to track closeout dates, require contracting staff to prioritize supervisory and management reviews, and ensure contract files include required documentation. FPAC-BC has closed 7 of the 12 recommendations for this audit.
10801-0001 - 12	03/30/20	Review of an NRCS IT-Related Contract	OIG recommended that the FPAC Business Center assess its contracting staff, PWS development, and contractor monitoring processes to determine what weaknesses exist, then train staff, and adjust processes, as appropriate. There is one recommendation for this audit.

**AVAILABLE FUNDS AND FTES**

*Table FPAC-BC-2. Available Funds and FTEs (thousands of dollars, FTEs)*

Item	2019 Actual	FTE	2020 Actual	FTE	2021 Enacted	FTE	2022 Budget	FTE
Salaries and Expenses:								
Discretionary								
Appropriations	\$216,350	1,340	\$203,877	1,316	\$231,302	1,606	\$238,177	1,606
Mandatory Appropriations	60,228	-	60,228	-	60,228	-	60,228	-
Transfers In	20,320	-	19,402	-	430	-	-	-
Transfers Out	-14,140	-	-8,933	-	-	-	-	-
Total Adjusted								
Appropriation	282,758	1,340	274,574	1,316	291,960	1,606	298,405	1,606
Balance Available, SOY	178	-	170	-	170	-	-	-
Recoveries, Other	-	-	-	-	-	-	-	-
Total Available	282,936	1,340	274,744	1,316	292,130	1,606	298,405	1,606
Lapsing Balances	-5,071	-	-13,530	-	-	-	-	-
Rescinded Balances	-	-	-	-	-	-	-	-
Balance Available, EOY	-170	-	-170	-	-	-	-	-
Total Obligations	277,695	1,340	261,044	1,316	292,130	1,606	298,405	1,606
Total Obligations, FPAC-BC	277,695	1,340	261,044	1,316	292,130	1,606	298,405	1,606
Other USDA:								
FPAC Regional								
Coordinators Agreement	-	-	1,515	-	-	-	-	-
FPAC-BC Service Level								
Agreement w/FSA	-	-	2,756	-	-	-	-	-
Detail Position Civil								
Rights	-	-	9	-	-	-	-	-
Total, Other USDA	-	-	4,280	-	-	-	-	-
Total, Agriculture Available	282,936	1,340	279,024	1,316	292,130	1,606	298,405	1,606
Total, FPAC-BC	282,936	1,340	279,024	1,316	292,130	1,606	298,405	1,606

**PERMANENT POSITIONS BY GRADE AND FTES**

*Table FPAC-BC-3. Permanent Positions by Grade and FTEs*

Item	2019 Actual			2020 Actual			2021 Enacted			2022 Budget		
	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total
SES	20	9	29	16	1	17	17	1	18	17	1	18
SL				-			1	1	1		1	1
GS-15	48	25	73	61	24	85	63	25	88	63	25	88
GS-14	101	85	186	130	108	238	132	111	243	134	111	245
GS-13	137	261	398	162	330	492	164	347	511	172	354	526
GS-12	72	284	356	89	273	362	98	282	380	105	287	392
GS-11	42	120	162	35	68	103	32	82	114	37	87	124
GS-10	-	-	-	-	-	-	-	-	-	-	-	-
GS-9	16	36	52	26	76	102	29	75	104	34	80	114
GS-8	10	17	27	9	12	21	7	10	17	9	13	22
GS-7	11	34	45	12	32	44	10	36	46	12	39	51
GS-6	3	10	13	3	5	8	3	8	11	3	8	11
GS-5	1	4	5	1	8	9	1	9	10	1	9	10
Other Graded	-	-	-	4	-	4	2	1	3	3	1	4
Ungraded	3	-	3	-	-	-	-	-	-	-	-	-
Total												
Permanent	464	885	1,349	548	937	1,486	558	988	1,546	590	1,016	1,606
Unfilled, EOY	148	382	530	163	273	436	85	291	376	85	231	316
Total Perm. FT												
EOY	316	1,267	1,879	711	1,210	1,922	643	1,279	1,922	675	1,247	1,922
FTE	460	880	1,340	487	829	1,316	645	961	1,606	645	961	1,606

**VEHICLE FLEET**

**Motor Vehicle Fleet**

FPAC-BC uses vehicles to deliver mission critical services. Vehicles are used to transport mail, aerial photography film, and students for conservation training events. FPAC-BC requires operation and maintenance logs for all its vehicles. Periodic reviews ensure optimal use of each vehicle in the fleet.

**Replacement Criteria**

FPAC-BC retires or replaces vehicles based upon age, utilization, operating costs, and maintenance costs. FPAC-BC always replaces vehicles with a more efficient and cost-effective model.

**Changes to Fleet**

FPAC-BC plans to maintain the vehicle fleet in 2022. This is made possible by adhering to maintenance requirements of the vehicles acquired over the past years.

**Table FPAC-BC-4. Size, Composition, and Annual Costs of Motor Vehicle Fleet**

Fiscal Year	Sedans and Station Wagons	Lt. Trucks, SUVs, and Vans (4x2)	Lt. Trucks, SUVs, and Vans (4x4)	Medium Duty Vehicles	Buses	Heavy Duty Vehicles	Total Vehicles	Annual Operating Costs
2019	3	-	4	-	-	-	7	\$49
Change	-	+8	+3	-	+1	-	+12	+41
2020	3	8	7	-	1	-	19	90
Change	-	-	-	-	-	-	-	+7
2021	3	8	7	-	1	-	19	97
Change	-	-	-	-	-	-	-	+7
2022	3	8	7	-	1	-	19	104

Note: Number of vehicles by type include vehicles owned by the agency and leased from commercial sources or GSA.

Annual Operating Costs excludes acquisition costs and gains from sale of vehicles as shown in FAST.

Statement of Proposed Purchase of Passenger Motor Vehicles

Fiscal Year	Net Active Fleet, SOY	Disposals	Replacements	Additions	Total Acquisitions	Net Active Fleet, EOY
2019	3	-	-	-	-	3
2020	3	-	-	-	-	3
2021	3	-	-	-	-	3
2022	3	-	-	-	-	3

**SHARED FUNDING PROJECTS**

*Table FPAC-BC-5. Shared Funding Projects (dollars in thousands)*

Item	2019 Actual	2020 Actual	2021 Enacted	2022 Budget
<b>Working Capital Fund:</b>				
Administrative Services:				
Material Management Service	-	-	-	-
Mail and Reproduction Services	-	-	7	8
Integrated Procurement Systems	-	-	32	223
Procurement Operations Services	-	-	1,534	2,130
Human Resources Enterprise Management Systems	-	12	17	17
Subtotal	0	12	1,590	2,378
Communications:				
Creative Media & Broadcast Center	4	-	35	53
Finance and Management:				
National Finance Center	380	351	388	387
Financial Management Systems	5	1	-	-
Internal Control Support Services	-	-	33	33
Financial Shared Services	-	-	607	608
Subtotal	385	352	1,028	1,028
Information Technology:				
Client Experience Center	7,105	13,235	14,482	14,388
Department Administration Information Technology				
Office	-	2	1	1
Digital Infrastructure Services Center	2	-		82
Enterprise Network Services				
Subtotal	7,107	13,237	14,483	14,471
Correspondence Management Services	-	-	-	-
Office of the Executive Secretariat	-	-	1	1
Total, Working Capital Fund	7,496	13,601	17,137	17,931
<b>Department-Wide Shared Cost Programs:</b>				
Advisory Committee Liaison Services	-	-	-	-
Agency Partnership Outreach	138	147	133	-
Honor Awards	1	1	1	-
Human Resources Self-Service Dashboard	11	12	-	-
Human Resources Transformation	-	-	-	-
Intertribal Technical Assistance Network	-	-	-	-
Medical Services	5	4	111	-
Office of Customer Experience	47	110	177	168
People's Garden	-	-	-	-
Personnel and Document Security Program	38	6	38	-
Physical Security	-	112	80	-
Security Detail	77	89	85	81
Security Operations Program	188	112	120	-
TARGET Center	22	22	22	-
TARGET Center NCR Interpreting Services	-	-	5	-
USDA Enterprise Data Analytics Services	-	157	92	-
Virtual University	-	-		

Total, Department-Wide Reimbursable Programs	527	772	864	249
<b>E-Gov:</b>				
Budget Formulation and Execution Line of Business	-	1,582	1,920	1,920
Disaster Assistance Improvement Plan	-	-	-	-
Enterprise Human Resources Integration	-	-	-	-
E-Rulemaking	-	-	-	-
E-Training	-	-	-	-
Financial Management Line of Business	-	6,422	7,314	7,314
Geospatial Line of Business	-	-	-	-
Benefits.gov	-	-	-	-
Grants.gov	-	-	-	-
Human Resources Line of Business	-	5,716	5,588	5,588
Integrated Acquisition Environment	-	-	-	-
Total, E-Gov	0	13,720	14,822	14,822
Agency Total	8,023	28,093	32,823	33,002

**ACCOUNT 1: SALARIES AND EXPENSES**

**APPROPRIATIONS LANGUAGE**

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

For necessary expenses of the Farm Production and Conservation Business Center, [~~\$231,302,000~~] \$238,177,000: Provided, that \$60,228,000 of amounts appropriated for the current fiscal year pursuant to section 1241(a) of the Farm Security and Rural Investment Act of 1985 (16 U.S.C. 3841(a)) shall be transferred to and merged with this account.

*The change revises the requested level for the FPAC-BC's Salaries and Expenses account.*

**LEAD-OFF TABULAR STATEMENT**

*Table FPAC-BC-6. Lead-Off Tabular Statement (In dollars)*

2021 Enacted.....	\$231,302,000
Change in Appropriation.....	+6,875,000
Budget Estimate 2022.....	\$238,177,000
Budget Estimate, Current Law 2022.....	\$238,177,000

**PROJECT STATEMENT****Table FPAC-BC-7. Project Statement Appropriations (thousands of dollars, FTE)**

Item	2019 Actual	FTE	2020 Actual	FTE	2021 Enacted	FTE	Inc. or Dec.	FTE	2022 Budget	FTE
Discretionary Appropriations:										
Salaries and Expenses	\$216,350	1,340	\$203,877	1,316	\$231,302	1,602	+\$6,875	+4	\$238,177	1,606
NRCS Geo Employees	-	-	1,067	-	-	-	-	-	-	-
ACIF Transfer In	16,081	-	16,081	-	-	-	-	-	-	-
CCC/P.L. 480 Transfer In	-	-	-	-	430	4	-430	-4	-	-
Uncollected Payments	4,239	-	1,954	-	-	-	-	-	-	-
Congressional Relations	-	-	300	-	-	-	-	-	-	-
Incidental Rent Transfer	-14,140	-	-8,933	-	-	-	-	-	-	-
Subtotal	222,530	1,340	214,346	1,316	231,732	1,606	+6,445	-	238,177	1,606
Mandatory Appropriations:										
NRCS Transfer	60,228	-	60,228	-	60,228	-	-	-	60,228	-
Subtotal	60,228	-	60,228	-	60,228	-	-	-	60,228	-
Total Adjusted Appropriation	282,758	1,340	274,574	1,316	291,960	1,606	6,445	-	298,405	1,606
Add back:										
Rescission, Transfers In and Out	-66,408	-	-70,697	-	-60,658	-	430	-	-60,228	-
Sequestration	-	-	-	-	-	-	-	-	-	-
<b>Total Appropriation</b>	<b>216,350</b>	<b>1,340</b>	<b>203,877</b>	<b>1,316</b>	<b>231,302</b>	<b>1,606</b>	<b>6,875</b>	<b>-</b>	<b>238,177</b>	<b>1,606</b>
Transfers In*:										
NRCS, ACEP	8,307	-	8,307	-	8,307	-	-	-	8,307	-
NRCS, CSP	21,184	-	21,184	-	21,184	-	-	-	21,184	-
NRCS, EQUIP	30,737	-	30,737	-	30,737	-	-	-	30,737	-
NRCS, Geo Employees	-	-	1,067	-	-	-	-	-	-	-
FSA/ ACIF Transfer	16,081	-	16,081	-	-	-	-	-	-	-
CCC/P.L. 480 Transfer In	-	-	-	-	430	-	-430	-	-	-
Uncollected Payments	4,239	-	1,954	-	-	-	-	-	-	-
Congressional Relations	-	-	300	-	-	-	-	-	-	-
Total Transfers In	80,548	-	79,630	-	60,658	-	-430	-	60,228	-
Transfers Out*:										
Incidental Rent Transfer	-14,140	-	-8,933	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Total Transfers Out	-14,140	-	-8,933	-	-	-	-	-	-	-
Bal. Available, SOY	178	-	170	-	170	-	-170	-	-	-
<b>Total Available</b>	<b>282,936</b>	<b>1,340</b>	<b>274,744</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>6,275</b>	<b>-</b>	<b>298,405</b>	<b>1,606</b>
Lapsing Balances	-5,071	-	-13,530	-	-	-	-	-	-	-
Bal. Available, EOY	-170	-	-170	-	-	-	-	-	-	-
<b>Total Obligations</b>	<b>277,695</b>	<b>1,340</b>	<b>261,044</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>+6,275</b>	<b>-</b>	<b>298,405</b>	<b>1,606</b>

\*FPAC-BC's staff ceiling for FY21 and 22 is 1922.



**Table FPAC-BC-8. Project Statement Obligations (thousands of dollars, FTE)**

Item	2019 Actual	FTE	2020 Actual	FTE	2021 Enacted	FTE	Inc. or Dec.	FTE	2022 Budget	FTE
Discretionary Obligations:										
Salaries and Expenses	201,386	1,340	184,735	1,316	231,472	1,602	+6,705	+4	238,177	1,606
FSA/ ACIF Transfer	16,081	-	16,081	-	-	-	-	-	-	-
CCC/P.L. 480 Transfer In	-	-	-	-	430	4	-430	-4	-	-
Subtotal Disc oblig	217,467	1,340	200,816	1,316	231,902	1,606	+6,275	-	238,177	1,606
Mandatory Obligations:										
NRCS	60,228	-	60,228	-	60,228	-	-	-	60,228	-
Subtotal Mand Oblig	60,228	-	60,228	-	60,228	-	-	-	60,228	-
<b>Total Obligations</b>	<b>277,695</b>	<b>1,340</b>	<b>261,044</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>6,275</b>	<b>-</b>	<b>298,405</b>	<b>1,606</b>
Add back:										
Lapsing Balances	5,071	-	13,530	-	-	-	-	-	-	-
Rescinded Balances	-	-	-	-	-	-	-	-	-	-
Total Bal. Available, EOY	170	-	170	-	-	-	-	-	-	-
<b>Total Available</b>	<b>282,936</b>	<b>1,340</b>	<b>274,744</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>6,275</b>	<b>-</b>	<b>298,405</b>	<b>1,606</b>
Less:										
Rescission	-	-	-	-	-	-	-	-	-	-
Total Transfers In	-80,548	-	-79,630	-	-60,658	-	430	-	-60,228	-
Total Transfers Out	14,140	-	8,933	-	-	-	-	-	-	-
Sequestration	-	-	-	-	-	-	-	-	-	-
Recoveries, Other	-	-	-	-	-	-	-	-	-	-
Bal. Available, SOY	-178	-	-170	-	-170	-	170	-	-	-
<b>Total Appropriation</b>	<b>216,350</b>	<b>1,340</b>	<b>203,877</b>	<b>1,316</b>	<b>231,302</b>	<b>1,606</b>	<b>6,875</b>	<b>-</b>	<b>238,177</b>	<b>1,606</b>

**JUSTIFICATIONS OF INCREASES AND DECREASES**

- a. A net increase of \$6,445,000 in direct discretionary funding for the Farm Production and Conservation Business Center Salaries and Expenses account (\$231,302,000 in discretionary funding and 1,606 FTEs available in FY 2021).

The funding change is requested for the following items:

- (1) An increase of \$3,719,000 for pay costs (\$409,000 for annualization of the 2021 pay increase and \$3,310,000 for the 2022 pay increase).  
The funding increase will ensure resources are available for FPAC-BC to perform its responsibilities and support program delivery. Without the pay cost increase, FPAC-BC would be unable to adequately manage and oversee FPAC program and operations. Since approximately 75% of FPAC's budget support personnel compensation and benefits, lack of funding will result in a reduced workforce and increased staff attrition.
- (2) An increase of \$1,744,000 for the Department's increased contribution to the Federal Employees Retirement System (FERS).  
This increase will support a 2.7% of cost of living pay increases for civilian employees, and a 1.1% increase to cover the expenses for the mandated increase of USDA's contribution to FERS. Without additional funding, FPAC-BC will be required to reduce staffing levels, which will impede its ability to provide critical program support.

- (3) An increase of \$982,000 for FPAC- BC recruitment.  
The funds will support strategic recruitment efforts and collaborative events with universities, with a special emphasis on historically socially disadvantaged populations. To increase their focus on agricultural related disciplines, as well as support for Business Center operations. This focus will allow FPAC-BC to diversify its workforce and provide services to its customer agencies and missions related to farm programs and conservation. Specific focus will be given to the Pathways and 1890 Scholar Programs where investment numbers typically yield an 80% or better retention rate.
- (4) An increase of \$430,000 previously transferred from PL 480 and CCC Export Loan Programs.  
This increase in the direct appropriation eliminates the transfer from PL 480 and CCC Export Loan Programs.
- (5) A decrease of \$430,000 in transfers from PL 480 and CCC Export Loans Programs.  
There is a decrease in the amount transferred. The funds will be moved to the direct appropriation.

**GEOGRAPHIC BREAKDOWN**

*Table FPAC-BC-9. Geographic Breakdown of Obligations and FTEs (thousands of dollars, FTE)*

State/Territory/Country	2019		2020		2021		2022	
	Actual	FTE	Actual	FTE	Enacted	FTE	Budget	FTE
District of Columbia	277,695	1,340	261,044	1,316	292,130	1,606	298,405	1,606
<b>Obligations</b>	<b>277,695</b>	<b>1,340</b>	<b>261,044</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>298,405</b>	<b>1,606</b>
Lapsing Balances	5,071	-	13,530	-	-	-	-	-
Rescinded Balances	-	-	-	-	-	-	-	-
Bal. Available, EOY	170	-	170	-	-	-	-	-
<b>Total, Available</b>	<b>282,936</b>	<b>1,340</b>	<b>274,744</b>	<b>1,316</b>	<b>292,130</b>	<b>1,606</b>	<b>298,405</b>	<b>1,606</b>

**CLASSIFICATION BY OBJECTS**

*Table FPAC-BC-10. Geographic Breakdown of Obligations and FTEs (thousands of dollars, FTE)*

Item No.	Item	2019 Actual	2020 Actual	2021 Enacted	2022 Budget
	Personnel Compensation:				
	Washington D.C.	\$50,679	\$52,022	\$68,055	\$69,792
	Personnel Compensation, Field	89,027	95,738	106,444	109,161
11	Total personnel compensation	139,706	147,760	174,499	178,953
12	Personal benefits	43,095	50,509	58,167	59,651
13.0	Benefits for former personnel				
	Total, personnel comp. and benefits	182,801	198,269	232,666	238,604
	Other Objects:				
21.0	Travel and transportation of persons	1,915	938	245	1,051
22.0	Transportation of things	2	-	39	134
23.1	Rental payments to GSA	3,121	2,219	1,597	9,478
23.2	Rental payments to others	-	-	2,978	-
23.3	Communications, utilities, and misc. charges	1,420	66	16	139
24.0	Printing and reproduction	13	37	-	-
25	Other contractual services				
25.1	Advisory and assistance services	49,495	16,454	54,099	48,509
25.2	Other services from non-Federal sources	37,619	40,326	-	-
26.0	Supplies and materials	223	258	425	425

2022 USDA EXPLANATORY NOTES – FARM PRODUCTION AND CONSERVATION BUSINESS CENTER

31.0	Equipment	1,086	2,477	65	65
	Total, Other Objects	94,894	62,775	59,464	59,801
99.9	Total, new obligations	<u>277,695</u>	<u>261,044</u>	<u>292,130</u>	<u>298,405</u>
	DHS Building Security Payments (included in 25.3)	\$750	\$420	\$1,500	\$1,500
	Information Technology Investments:				
	FBC-1001 Cust Engagement & Management Services				
11	Internal Labor	672	723	1,180	1,204
25.2	Outside Services (Consulting)	68			
	Sub-Total	740	723	1,180	1,204
	FSA-097 Farm Program Modernization				
11	Internal Labor			147	150
	Sub-Total	-	-	147	150
	FSA-125 Farm Programs				
11	Internal Labor		6,652	4,425	4,513
	Sub-Total	-	6,652	4,425	4,513
	FSA-126 Farm Loan Programs				
11	Internal Labor		3,615	3,392	3,460
	Sub-Total	-	3,615	3,392	3,460
	FSA-127 Geospatial Services				
11	Internal Labor		8,676	11,947	12,186
	Sub-Total	-	8,676	11,947	12,186
	FSA-129 Program Financial Services				
11	Internal Labor		3,615	3,835	3,911
	Sub-Total	-	3,615	3,835	3,911
	NRCS-CDSI Conservation Delivery Streamline Initiative				
11	Internal Labor		289	147	150
	Sub-Total	-	289	147	150
	RMA-13 Emerging Information Technology Architecture (EITA)				
11	Internal Labor		145	1,180	1,204
	Sub-Total	-	145	1,180	1,204
	Mission Area Major Investment Totals.	740	23,715	26,253	26,778
	Mission Area Non-Major Investment Totals	42,190	10,813	19,375	9,522
	Mission Area Standard Investment Totals	30,732	37,265	32,963	33,595
25.3	Mission Area WCF Transfers	255	16,355	17,197	17,990
	<b>Total Information Technology Investments</b>	<b>73,917</b>	<b>88,148</b>	<b>95,788</b>	<b>87,885</b>
	Position Data:				
	Average Salary (dollars), ES Position	\$172,991	\$173,738	\$176,344	\$178,989
	Average Salary (dollars), GS Position	\$101,913	\$103,969	\$103,997	\$105,557
	Average Grade, GS Position	13.5	12.7	12.7	12.7

## **STATUS OF PROGRAMS**

The FPAC Business Center (FPAC-BC), established on October 14, 2018, centralized the mission support activities from three producer-focused agencies – the Farm Service Agency (FSA), Natural Resources Conservation Service (NRCS), and Risk Management Agency (RMA). The FPAC-BC’s mission is to enable FPAC mission delivery through efficient critical services, integrated business solutions, and informed decision making.

The FPAC-BC is a strategic partner to the agencies and provides a wide range of services across 15 functional areas including budget, customer experience, financial management, acquisitions, leasing, fleet management, human resources, information technology, external affairs, strategy and risk management, and other services.

In FY 2020, the FPAC-BC had many notable accomplishments, including having:

- Supported nearly \$65 billion in payments to America’s farmers and ranchers to support production agriculture and conservation efforts.
- Achieved unmodified opinions on the annual financial statement audits for the Commodity Credit Corporation (CCC), Federal Crop Insurance Corporation (FCIC), and NRCS. This is the third consecutive year of receiving an unmodified opinion for CCC, marking the first time this has happened since FY 2012-2014. NRCS received an unmodified opinion in both FY 2019 and FY 2020, while FCIC has received a clean audit opinion for 25 consecutive years.
- Improved hiring across FPAC. Over 4,500 hiring actions were completed, which included 400 veterans filling mission critical vacancies across FSA, NRCS, RMA, and the Business Center. The FPAC agencies are currently staffed at 91% of the hiring ceiling, with 21,321 of 23,405 potential positions on board. Since the Business Center’s inception, FPAC staffing has grown from 88% staffed in 2018 to 91% in 2020. Within the last year, FPAC Agencies have grown staffing by over 1,200 individuals. Additionally, FPAC decreased the onboarding time for new hires from an average of 192 days in FY 2019 to 127 days in FY 2020, a 34% decrease in processing time.
- Implemented “Box” and “OneSpan” tools to support remote servicing of FSA and NRCS customers during the COVID-19 pandemic. These tools allow customers and staff to conveniently access, sign, and share documents securely online. In FY 2020, there were over 100,000 unique interactions between employees and customers via Box and more than 22,200 completed transactions in OneSpan.
- Delivered two new Coronavirus Food Assistance Program systems in FY 2020, enabling FSA to provide over \$23 billion in timely financial assistance to farmers and ranchers impacted by the coronavirus pandemic.
- Initiated a pilot project for the multi-year FPAC Digital Records Management Strategy. Implementation of this long-term project will improve customer experiences, by providing a single source of customer documents across programs and agencies, improving staff efficiency and effectiveness, and reducing the amount of square footage needed for hard copy storage.
- Increased IT capabilities with farmers.gov. Continued to add features to farmers.gov that help producers and their interactions with the FPAC mission area. Capabilities include viewing farm loan information and enabling enrollment in disaster, trade, and CARES Act programs. Customer feedback helped prioritize features, added in FY 2020, such as representative authority, the ability to sign on behalf of a client or business partner. The number of users increased to 3.5 million in FY 2020, a 1,400% increase from the 253,000 users in FY 2018.
- Implemented a Digital Infrastructure Service Center cost monitoring dashboard resulting in cost avoidance of \$858 thousand in FY 2020 and projected \$1.4 million in FY 2021.
- Reduced the number of FSA and NRCS leases in holder status by over 50%, from 317 at the beginning of FY 2019 to 157 at the end of FY 2020. During this same timeframe nearly 1,100 lease extensions and 230 long term leases were executed.
- Increased the use of evidence-based decision making and leveraged program data to effectively and efficiently deliver FPAC’s mission, including using data and analytics to manage the response to the COVID-19 pandemic, and developing automated dashboards to provide ‘one-click access’ to programmatic and administrative data.

- Executed the first annual FPAC wide Internal Customer Experience survey in June 2020 to measure effectiveness of internal resources, evaluate the effect of internal processes on customer service delivery, and assess the impact of the creation of the FPAC BC.
- Executed the first annual FPAC Producer Satisfaction survey from August-September 2020 to develop a statistical look at producers' experiences, align survey results with agency processes and priorities, find better ways to provide outreach, enhance support, and improve mission area service delivery.
- Implemented FPAC's Enterprise Risk and Strategy Program and developed the Mission Area's first Risk Profile of enterprise-wide risks, which will be used to inform business planning in FY 2021.

The FPAC BC's long-term plan to optimize service delivery has four major underlying efforts – business process improvements, myFPAC services, robotic process automation, and analytics/dashboards.

Business Process Improvements. A foundational, multi-year effort of the FPAC BC is to standardize, streamline, and automate major business processes across FPAC. FSA, NRCS, and RMA each had different processes, roles, and responsibilities for the functions transferred to the FPAC BC. Creating standardized processes improves the efficiency and effectiveness of the entire FPAC mission area and results in improved overall customer service. In FY 2020, business process improvements were initiated in many areas across the FPAC BC, including: Budget, Event Management and Logistics, Directives and Forms, Grants and Agreements Internal Management, Civil Rights Compliance Reviews, Employee Orientation and Onboarding, Acquisition Advanced Planning and Execution, Software License Management, Internal Communications, Congressional Engagement, Payment Operations, Personnel Security, Physical Security, Emergency Management, and Environmental Activities.

myFPAC Employee Services. Prior to the stand-up of the FPAC BC, there were hundreds of different “intake” systems in place for over 20,000 mission area employees to request service and access common information. Initially deployed in FY 2019 with continued expansion of capabilities in FY 2020, the myFPAC website provides a centralized resource of information, tools, and support for all FPAC employees. One of the most important features in the myFPAC portal is “myFPAC Services,” which provides employees with access to the latest USDA news, FPAC mission area announcements, and the ability to initiate and track service requests across all 15 FPAC BC divisions. This online portal embodies true “one-stop” shopping for mission support and facilitates adoption of new procedures through standardized workflows, roles, and responsibilities and provides greater transparency into status of actions, workload allocation, and performance metrics. Digitization of workflow also provides for automatic reminders, escalation paths to supervisors, and “pulse” surveys to rate interactions (and identify areas for future improvements) with FPAC BC employees. myFPAC Services is transforming service delivery across the organization.

Robotic Process Automation. Building on the plan established in FY 2019 to automate routine business services, a Robotic Process Automation (RPA) pilot was carried out in FY 2020. The pilot started with an RPA to create position builds in EmpowHR. This RPA copied data from the Hiring Tracker application and entered it into EmpowHR—a purely administrative task that is required to create an employee record in EmpowHR. Completing this task allows the classification staff more time to focus on creating classified position descriptions, a more analytical and customer facing task. The pilot ended with the creation of an RPA that retrieves data from USAStaffing and returns it to the Hiring Tracker application. Another purely administrative task that updates Human Resource records and is critical to starting tasks across divisions in the Homeland Security background check process. This RPA provided efficient collection of processing data and was critical to a smooth transition of data required to start employee background investigations. This pilot focused on eliminating mundane administrative tasks, thereby freeing employees' time for more value-added activities. The success of this pilot opened the door to multiple RPA projects in FY 2021, by garnering employee trust and demonstrating value.

Analytics/Dashboards. The FPAC mission area made significant progress in FY 2020 in providing leadership with access to real time data and analytics to inform decision making. To date, more than 30 dashboards have been deployed covering program insights, administrative functions, productivity analytics, and various support tools. By improving reporting and user dashboards FPAC BC employees and their customers get easy to digest and actionable status reports.