

OFFICE OF THE CHIEF INFORMATION OFFICER

2009 Explanatory Notes

Office of the Chief Information Officer

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OFFICE OF THE CHIEF INFORMATION OFFICER

Purpose Statement

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

OCIO is leading USDA's efforts to transform the Department's delivery of information, programs, and services by using integrated services that simplify citizen's interaction with their government. OCIO is designing the Department's Enterprise Architecture to efficiently support USDA's move towards consolidation and standardization. OCIO is strengthening USDA's Computer Security Program to mitigate threats to USDA's information and IT assets and to support the Department's Homeland Security efforts. OCIO continues to facilitate the USDA IT capital planning and control investment review process by providing guidance and support to the Department's Executive IT Investment Review Board, which approves all major technology investments to ensure that they efficiently and effectively support program delivery. More information about these investments and their Exhibit 300 capital planning documents can be found at:

http://www.ocio.usda.gov/cpic/usda_cpic_material.html.

OCIO provides automated data processing (ADP) and wide-area telecommunications services funded through the USDA Working Capital Fund and appropriations to all USDA agencies through the National Information Technology Center and the Telecommunications Services and Operations organization, with locations in Ft. Collins, Colorado; Kansas City, Missouri; and Washington, D.C. Direct ADP services are provided to the Office of the Secretary, Office of the General Counsel, Office of Communications, Office of the Chief Financial Officer, and Executive Operations.

OCIO also has direct management responsibility for the IT component of the Service Center Modernization Initiative through the Information Technology Services. This includes the consolidated IT activities for the Farm Service Agency, the Natural Resources Conservation Service, and Rural Development.

The OCIO headquarters is located in Washington, D.C. As of September 30, 2007, there were 929 employees funded by appropriated, reimbursed, and Working Capital Funds, of which 916 were full-time permanent employees and 13 other than full-time permanent employees.

<u>Location</u>	<u>Full-time permanent</u>	<u>Other</u>	<u>Total</u>
Washington, D.C.			
OCIO Direct	60	--	60
OCIO WCF	76	3	79
Subtotal	136	3	139
Field Units			
OCIO WCF	780	10	790
Total	916	13	929

Office of Inspector General Reports:

50501-4-FM 10/2005
Review of the USDA's Certification and Accreditation Efforts

50501-8-FM 2/2007
Review of USDA Controls Over Stolen or Lost Computer Equipment

88501-6-FM 8/2006
Management & Security over USDA's UTN

88501-7-FM 3/2007
General Controls Review - FY06 OCIO-ITS

Government Accountability Office Reports:

GAO-04-49 2/2004
Information Technology Management – Government-wide Strategic Planning, Performance Measurement, and Investment Management Can Be Further Improved

GAO-06-831 8/2006
Enterprise Architecture: Leadership Remains Key to Establishing and Leveraging Architectures for Organizational Transformation

Closed Audits (During FY 2007) Office of Inspector General Reports:

50099-27-FM 3/2001
Security over USDA Information Technology Resources

50099-50-FM 9/2002
Government Information Security Reform Act – Fiscal Year 2002

50501-1-FM 10/2004
Federal Information Security Management Act - Fiscal Year 2004

50501-3-FM 10/2005
OCIO-Management and Security Over Information Technology Convergence-Common Computing Environment

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<u>Available Funds and Staff Years</u>						
<u>2007 Actual and Estimated 2008 and 2009</u>						
Item	2007		2008		2009	
	Actual		Estimated		Estimated	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Direct Appropriation	\$16,361,380	60	\$16,361,000	63	\$18,305,000	63
Rescission.....	--	--	-115,000	--	--	--
Total, Agriculture Available...	16,361,380	60	16,246,000	63	18,305,000	63
<u>Obligations under Other</u>						
<u>USDA appropriations:</u>						
Reimbursements:						
E-Gov Presidential						
Initiative.....	20,257,971	--	12,504,000	--	12,804,000	--
E-Gov HSPD12.....	15,900,000	--	20,142,000	--	20,625,000	--
E-authentication.....	4,950,000	--	5,778,000	--	5,917,000	--
Ag Learn.....	850,000	--	1,024,000	--	1,049,000	--
Content Management.....	1,270,000	--	1,500,000	--	1,536,000	--
Enterprise Services.....	4,107,000	--	12,802,000	--	13,109,000	--
LDRPS.....	850,000	--	1,008,000	--	1,032,000	--
WCF Activities.....	389,633	3	430,000	3	440,000	3
Telecom OCIO.....	448,987	--	428,000	--	438,000	--
NTIA Spectrum.....	1,389,687	--	1,503,000	--	1,539,000	--
Subtotal, Reimbursements	50,413,278	3	57,119,000	3	58,489,000	3
<u>Working Capital Fund (WCF) a/</u>						
Information Technology.....	343,902,896	866	324,759,000	913	339,369,000	928
NITC (Non-USDA).....	11,778,763	20	16,080,000	32	16,887,000	25
Capital Equipment.....	1,900,000	--	7,400,000	--	4,500,000	--
Subtotal, WCF.....	357,581,659	886	348,239,000	945	360,756,000	953
Total, OCIO.....	424,356,317	949	421,604,000	1,011	437,550,000	1,019

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

Permanent Positions by Grade and Staff Year Summary
2007 Actual 2008 Estimated and 2009 Estimated a/

Grade	<u>2007</u> Washington, D.C.	<u>2008</u> Washington, D.C.	<u>2009</u> Washington, D.C.
SES.....	4	4	4
GS-15.....	16	14	14
GS-14.....	27	24	24
GS-13.....	14	10	10
GS-12.....	3	3	3
GS-11.....	3	3	3
GS-10.....	1	1	1
GS-9.....	3	3	3
GS-7.....	2	2	2
GS-6.....	1	1	1
GS-5.....	1	1	1
Total Permanent Positions.....	75	66	66
Unfilled Positions end-of-year.....	-15	--	--
Total, Permanent Full-Time Employment, end-of-year.....	60	66	66
Staff Year Estimate.....	63	66	66

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

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Appropriation Language and Explanation of
Changes in Language

For the necessary expenses of the Office of the Chief Information Officer, [\$16,361,000] \$18,305,000.

Lead-off Tabular Statement

Appropriations Act, 2008.....	\$16,361,000
Budget Estimate, 2009.....	<u>18,305,000</u>
Increase in Appropriation.....	<u>+1,944,000</u>

Adjustments in 2008:

Appropriations Act, 2008	\$16,361,000
Rescission under P.L. 110-161 <u>a/</u>	<u>- 115,000</u>
Adjusted Base for 2008.....	16,246,000
Budget Estimate, 2009.....	<u>18,305,000</u>
Increase over adjusted 2008.....	<u>+2,059,000</u>

a/ The amount is rescinded pursuant to Division A, Title VII, Section 752 of P.L. 110-161.

Summary of Increases and Decreases – Current Law

(On basis of adjusted appropriation)

<u>Item of Change</u>	2008 <u>Estimated</u>	<u>Pay Costs</u>	<u>Program Changes</u>	2009 <u>Estimated</u>
Office of the Chief Information Officer.....	\$16,246,000	+\$281,000	+\$1,778,000	\$18,305,000

Project Statement
(On basis of adjusted appropriations)

	<u>2007 Actual</u>		<u>2008 Estimated</u>		Increase or <u>Decrease</u>	<u>2009 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
Chief Information Officer.....	\$16,244,690	60	\$16,246,000	63	+\$2,059,000	\$18,305,000	63
Unobligated Balance.....	+116,690	--	--	--	--	--	--
Total available or estimate.....	16,361,380	60	16,246,000	63	+2,059,000	18,305,000	63
Rescission.....	--	--	+115,000	--			
Total, Appropriation	16,361,380	60	16,361,000	63			

Justification of Increases and Decreases

- (1) An increase of \$2,059,000 for the Office of the Chief Information Officer consisting of:
- a) A total increase of \$281,000, to fund increased pay costs.
This increase is needed to maintain the current level of staffing to ensure that OCIO can carry out its full range of responsibilities and agency goals. OCIO would be adversely affected in its ability to execute its mission without the increase for pay costs. Over half of OCIO total budget is used for salaries and benefits, therefore, OCIO does not have the flexibility to reduce non-salary expenses to absorb these costs.
 - b) An increase of \$74,000 for general operating costs.
This increase will allow OCIO to maintain non personnel cost of operations to ensure that OCIO carry out its full range of responsibilities and agency strategic goals. Continued absorption of this cost will adversely affect the quantity and quality of operations.
 - c) An increase of \$704,000 is requested for initiatives for eGovernment.
Consolidated management and implementation of eGovernment services are more efficient and cost effective, and central management of them is within the delegated authority of the management costs. In FY 2007, USDA began reporting "Cost Savings Achieved through eGovernment and Line of Business Initiatives" as part of the OMB requirement outlined in OMB Memorandum M-06-22. First year results are encouraging. Across nine of these eGovernment initiatives and more than 19 investment areas, USDA project managers executed their projects at \$34 million less than their combined \$1 billion estimated baselines.

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The requested increase of \$704,000 will provide funds for reimbursable details from key agency business areas to directly manage USDA's transformation and migration plans to the shared products and services. These transition and migration activities require technical expertise at various temporary intervals during the process of leading USDA to implementation. Reimbursable details are preferable to hiring and training permanent staff in these situations because they are available immediately and when their work is completed, they can return to their respective agencies.

d) An increase of \$1,000,000 is requested for new initiatives for Cyber Security.

The increase includes:

- An increase of \$200,000 for certification and accreditation (C&A) activities: The C&A process is a comprehensive assessment of the management, operational, and technical security controls in an information system and the effectiveness of such controls. An effective C&A process provides Department management a level of assurance about the processing environment to ensure the confidentiality, integrity, and availability as well as the quality of its data that is produced. Each system at USDA is currently required to be certified and accredited. All systems must be re-accredited every three years or sooner if a major upgrade has been accomplished. In the past, agencies performed all three phases of the C & A Process. The Inspector General identified in its review of the C & A program numerous flaws including inadequate documentation that did not comply with Federal requirements. The program was formally changed to include an Independent Verification and Validation (IV&V) of the accreditation package by the Department's Chief Information Office, Office of Cyber Security. OCIO provides a formal concurrence memorandum to the agency before agencies can complete the accreditation process. OCIO wants to continue to leverage the gains we have made to improve the quality of our systems and the certification and accreditation documentation. In FY 2007 OCIO used graduate level interns (3) from the Scholarship for Service Program via the National Science Foundation along with other FTE personnel to handle the FY 2007 surge of systems requiring reaccreditation (176 systems). The requested funding increase would enable the OCIO to engage earlier with the agency business owners of our high risk/mission critical systems to not only identify the common and core controls but to ensure that the security is in place at the earliest possible time during the systems development life cycle. As of the end of FY 2007, we have 85 systems to recertify and reaccredit this fiscal year. Without this additional funding, the OIG will continue to identify deficiencies in the certification and accreditation documentation which undermines the effectiveness of the process itself.
- An increase of \$440,000 for FISMA & A-123 Compliance: The FISMA and A-123 program security and compliance reviews are critical components in the defense-in-depth strategy that the Department employs to secure systems and data. USDA has experienced a significant rise in the number of incidents involving personally identifiable information. (Incidents are occurrences where personally identifiable information may be made available to individuals that do not have a need to know the information. Such incidents include the loss of laptop computers, blackberry devices, paper-based documents, etc.) This funding will ensure that the information security controls in place are effective, that assets are protected appropriately, and that operations provide layered security to limit or mitigate residual risks. In addition to education and awareness that is discussed below, steps include the identification of all locations in the Department where personally identifiable information is processed and stored, rapid response to potential incidents to implement damage control, and the continuous monitoring of policies and processes to ensure that controls in place are effective and mitigating actions are implemented when such controls do not perform as planned.
- An increase of \$360,000 for Education and Awareness: OCIO's IT workforce analysis shows a significant gap in the level of expertise of OCIO information security workforce. Expanding OCIO's internal training program for the cyber security and agency security staff by providing ongoing education (certifications, conferences, and advanced degrees) will provide USDA with a

trained cadre of professionals to combat emerging trends and threats. Many security incidents are a result of a lack of knowledge. OCIO will increase emphasis on our identify theft, privacy, and senior manager programs. This increase will establish USDA's OCIO role-based training program and fulfill the statutory requirements for the Chief Information Security Officer to provide and ensure that there is a fully trained and qualified cadre of security professionals at USDA. The requested increase would cover course development and delivery by a contractor, hosting, tools, and travel. Our annual cyber security awareness conference has expanded from a two-day venue to a month of security awareness practices. We have also expanded from just Washington-based training to three locations across the United States. Our security awareness month identifies areas of emphasis where additional resources can be devoted and specific training delivered. Educating our user community is a key component of hardening our assets and it supports OCIO defense-in-depth mitigation strategy.

Geographic Breakdown of Obligations and Staff Years
2007 Actual and Estimated 2008 and 2009

	2007		2008		2009	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
District of Columbia	\$16,244,690	60	\$16,246,000	63	\$18,305,000	63
Unobligated balance	116,690	--	--	--	--	--
Total, Available or Estimate	16,361,380	60	16,246,000	63	18,305,000	63

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Classification by Objects

2007 Actual 2008 Estimated and 2009

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Personnel Compensation:			
Washington, D.C.....	\$6,649,402	\$7,193,000	\$7,376,000
11 Total personnel compensation	6,649,402	7,193,000	7,376,000
12 Personnel benefits	1,461,560	2,211,000	2,255,000
13 Payments to prior employees	103	--	--
Total personnel comp. & benefits.....	8,111,065	9,404,000	9,631,000
Other Objects:			
21 Travel.....	116,999	117,000	120,000
22 Transportation of things.....	3,643	4,000	5,000
23.3 Communications, utilities, and misc. charges.....	418,820	419,000	450,000
24.0 Printing and Reproduction.....	152,438	153,000	155,000
25.2 Other services.....	3,891,327	2,509,000	3,694,000
25.3 Purchases of goods and services from Government Accounts.....	3,110,994	3,200,000	3,800,000
26 Supplies and materials.....	142,694	143,000	150,000
31 Equipment.....	296,696	297,000	300,000
43 Interest and Dividends.....	14	0	0
Total other objects.....	8,133,625	6,842,000	8,674,000
Total direct obligations.....	<u>16,244,690</u>	<u>16,246,000</u>	<u>18,305,000</u>
<u>Position Data:</u>			
Average Salary, ES positions.....	\$158,182	\$158,182	\$160,761
Average Salary, GS positions.....	\$104,543	\$104,543	\$108,988
Average Grade, GS positions.....	14.5	14.7	14.7

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STATUS OF PROGRAMS

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

Expanding Electronic GovernmentCurrent Activities:

USDA Initiatives. Progress made this year allows USDA to continue its Department-wide approach to delivering shared services. USDA's shared services are described in the USDA Information Technology (IT) Strategic Plan. A copy of the plan is available at http://www.ocio.usda.gov/n_USDA_IT_Strategic_Plan.pdf. Participation is strong, with USDA agencies actively involved in the Enterprise-wide shared services (USDA's eAuthentication Service, AgLearn, and the common infrastructure provided through USDA's Enterprise Shared Services, Enterprise Correspondence Management Modules, the Enterprise Architecture Repository (EAR), and capital planning investment tools). For example, there are over 99,000 active AgLearn accounts across USDA, and in a typical month 33,318 users complete 996 different courses, and the USDA eAuthentication Service protects 258 Web-based applications that require username/password protection.

USDA Participation in Presidential Initiatives. USDA continues to support the goals of the President's Management Agenda (PMA) by participating in 31 Presidential Initiatives and Lines of Business (LoB). USDA is also an active participant in the development of a government-wide infrastructure to support Homeland Security Presidential Directive 12 (HSPD-12).

USDA will provide \$12.7 million to support 12 Presidential Initiatives and 6 LoBs in FY 2008. In addition to financial contributions, USDA employees serve on committees, work groups and executive governance boards of the various Presidential Initiatives.

By participating in the Presidential Initiatives and LoBs, USDA has improved its business processes and program delivery to its customers, employees, and partners. Through these efforts, USDA has been able to work with other Federal agencies to streamline common areas of business delivery (e.g. rulemaking, payroll, and grants management) and learn from best practices throughout the government. The Department will continue to implement these Initiatives and LoBs to achieve further benefits for OCIO customers.

Table1: Presidential E-Government Initiatives and Lines of Business

Presidential E-Government Initiatives and Lines of Business		
1. Budget Formulation and Execution LoB	12. E-Records Management	22. Human Resources Management LoB
2. Business Gateway	13. E-Rulemaking	23. Integrated Acquisition Environment (IAE)- Loans and Grants*
3. Disaster Assistance Improvement Plan*	14. E-Training	24. Information Systems Security LoB
4. Disaster Management	15. Federal Asset Sales	25. Integrated Acquisitions Environment (IAE)
5. E-Authentication	16. Federal Health Architecture LoB	26. International Trade Process Streamlining (ITPS)
6. E-Clearance	17. Financial Management LoB	27. IT Infrastructure Optimization LoB
7. E-Government Travel	18. Geospatial LoB	28. Recreation One-Stop
8. E-Loans	19. Geospatial One-Stop	29. Recruitment One-Stop
9. Enterprise Human Resources Integration (EHRI)	20. GovBenefits.gov	30. SAFECOM
10. E-Payroll	21. Grants.gov	31. USA Services
11. Grants Management LoB		

*Note: New initiative in FY 2008.

Selected Examples of Recent Progress:

USDA's eAuthentication Service

- USDA integrated the service with the Office of Personnel Management's (OPM) electronic Official Personnel Folder (eOPF). This integration expanded the list of interdepartmental services that are supported by USDA's eAuthentication Service, which includes Grants.gov, Export.gov, Other Federal partners using the USDA's eAuthentication Service through the E-Authentication Federation include the Department of Homeland Security, the Department of the Interior, the National Park Service, the Department of Housing and Urban Development, and the National Science Foundation.
- USDA's eAuthentication Service protected 258 USDA Web-based applications, which exceeded the planned fiscal year (FY) 2007 target of 200.
- More than 96,000 employees and approximately 150,000 customers owned an eAuthentication credential in a typical month in FY 2007.

E-Training and AgLearn

- AgLearn is USDA's implementation of the E-Training Presidential Initiative. During FY 2007, 147,051 AgLearn users, which include employees, contractors and partners, completed 3,655 different courses.
- AgLearn delivered Department-wide Security Awareness, Privacy Basics, and Ethics mandatory trainings.
- AgLearn has 11,216 active courses available. As of September 30, 2007, 4,379 agency-specific courses were deployed, which is a 35 percent increase from FY 2006.
- Licenses for the SkillSoft catalog were available for all USDA employees through an Enterprise agreement. A leadership development channel is also available for USDA's senior leadership.

Other Presidential Initiatives

- USDA posted 142 funding opportunities on Grants.gov in FY 2007, and 100 percent included matching application packages.
- All agencies had access to the Enterprise Human Resources Integration (EHRI) data warehouse. USDA was the first Federal Department to successfully use eAuthentication credentials to access eOPF documents. In addition, all newly issued SF-50s (since August 2006) are entered electronically into an employee's eOPF.
- All USDA Federal Register rules, proposed rules, and notices were available for public comment on E-Rulemaking's Regulations.gov.

Enterprise Shared Services

Enterprise Shared Services (ESS) is a suite of tools, standards, and business applications that facilitate USDA's Department-wide effort to deliver citizen-centric, online information and services. USDA developed these shared

services with the goal of maximizing efficiency, reducing cost, and improving customer service. ESS saves costs by eliminating stovepipe systems developed by individual agencies. The ESS was established by a cross-Departmental effort of agencies identifying needs and requirements. Agencies began using the ESS components in FY 2007 for:

Web Content Management: This service provides content creation, content control, editing, and many essential Web maintenance functions for USDA Web sites.

- Natural Resources Conservation Service
- Agricultural Research Service
- Farm Service Agency

IBM WebSphere Portal: This product enables application integration by helping business applications exchange information across different platforms, sending, and receiving data as messages.

- Integrated Forest Service Intranet

Document Management: This service allows USDA agencies to track and store electronic documents and/or images of paper documents.

- Initiated Food and Nutrition Service (FNS) Document Management Phase 1
- Updated Enterprise Correspondence Module using Stellent in lieu of FileNet software

Expanding Electronic Government: Security

Current Activities:

Cyber Security. OCIO continues to implement its aggressive strategy to improve USDA's information security by providing training and establishing standardized computer security policies, processes and controls within the Department. OCIO Cyber Security Division continues to implement tactical plans outlined in its 5-year Strategic Plan by focusing on activities that align with security best practices, Federal laws and oversight requirements. USDA participates in two Office of Management and Budget (OMB) mandated Information Systems Security Lines of Business, one for Federal Information Security Management Act (FISMA) Reporting and the other for Security Awareness Training.

Systems Certification and Accreditation. Security accreditation is the official management decision to authorize operation of an information system. Security accreditation, which is required under OMB Circular A-130, challenges managers and technical staff at all levels to implement the most effective security controls and techniques, given technical, operational, cost and schedule constraints, and mission requirements. To meet this security requirement, OCIO has developed an aggressive strategy for certifying and accrediting USDA's information systems. This strategy includes policy, guidance, training, contract and staff support, and on-going program management. While it is difficult to assure that all systems are always in a state of full accreditation because of the changing universe including new systems, developing systems and expiring accreditations, the Department's goal is to ensure that all systems are accredited. This is accomplished through a rigorous program including, but not limited to, policy compliance reviews, certification concurrence reviews, independent verifications and validations, distribution of USDA-specific guidance grounded in National Institute of Standards and Technology (NIST) and other Federal standards, and proactive communication efforts.

Information Survivability. One essential goal of USDA's computer security program is to develop recovery strategies to minimize disruptions in the event of a catastrophic interruption. To achieve this objective, OCIO is leading the development and deployment of disaster recovery and business resumption plans for all USDA IT Systems. These plans, as well as the other plans required for a viable Continuity of Operations Program (COOP) are maintained in the Enterprise Contingency Program Planning System (ECPPS). OCIO completed an end-to-end review of all disaster recovery plans in OCIO's ECPPS for compliance with NIST standards. Agencies received written reports that identified areas where their plans did not comply with NIST standards.

USDA Radio Spectrum. OCIO worked with the National Telecommunications and Information Administration (NTIA) and the Forest Service regarding Federal Communications Commission auction of 4,000 USDA frequencies. OCIO successfully submitted a request to the NTIA/OMB and Congress on behalf of the Forest Service for a \$5 million increase in reimbursement funding to cover the administrative costs of moving from the auctioned radio frequencies to new frequencies.

Secure Communications Initiative. This initiative involves the implementation of a National Security Agency compliant infrastructure, in collaboration with the Department of Homeland Security, for the transmission of classified data.

Intrusion Detection. OCIO continues to improve the Department's Intrusion Detection System and tighten the security management of Departmental networks in order to detect and mitigate intrusions that could potentially compromise or damage critical information assets. Efforts are underway to consolidate key security information and improve the effectiveness of this system.

Telecommunications Policy. OCIO is actively engaged with the agencies and other major offices within USDA to establish telecommunications policies and procedures that will enhance security and promote more effective and efficient use of telecommunications. OCIO has developed and published policy to ensure the effective implementation of security in the following areas: encryption; sensitive-but-unclassified information handling; use of public key infrastructure, Internet and email use; telework and other areas that will improve USDA's security.

Asset Management. USDA has used its collective buying power to establish a number of Enterprise agreements for IT hardware, software and services that are security-specific. OCIO has led these efforts by identifying products that many USDA agencies purchase and then establishing a lead agency for each Enterprise agreement. USDA continues to research an asset management approach that provides for strategic consolidations and the elimination of duplicative efforts.

Selected Examples of Recent Progress:

Systems Certification and Accreditation. OCIO led an inter-agency team in the development of a USDA Certification and Accreditation (C&A) Guide that provided a comprehensive and uniform approach to the C&A process. Individuals responsible for, or involved in the C&A process, used this guide to assist them in certifying and accrediting 160 USDA general support systems and applications.

The C&A policy and guide were constantly being reviewed and updated to improve USDA's security program. In addition to providing companion templates to this guide, OCIO has also:

- Developed guidance for contingency testing and plans, set accreditation boundaries consistent with Capital Planning and Investment Control (CPIC), and created security plan templates.
- Established a contract vehicle through which agencies engaged contract support in activities and documentation required for C&A. Numerous USDA agencies have engaged contract support through OCIO's Blanket Purchase Agreement for completion of C&A activities including security assessments, security plan development and security test evaluation reports. USDA has established two phases in the C&A process: the first phase addresses the risk assessment and security plan development; the second phase addresses the security test evaluation and identifies areas of risk that are not mitigated by established controls.
- Implemented a concurrency review process that reviewed all documentation and provided an independent assessment to the designated accrediting authority prior to the system receiving an authority to operate. In FY 2007, over 160 systems went through the accreditation process. By the end of FY 2007, nearly 90 percent of production systems in USDA were certified and accredited. The remaining systems were being closely monitored by OCIO to ensure timely correction of deficiencies.

Information Survivability:

- OCIO installed the latest version of the Living Disaster Reporting and Planning System, now renamed the ECPPS. The new version allows agencies to provide more granular disaster recovery information and allows for increased reporting and searching capabilities.
- ECPPS is designed for storing and maintaining Business Continuity Plans (which include disaster recovery plans) in one central repository, thereby allowing easy access from any location.

Security Awareness and Training:

- Developed and distributed an Executive Security Briefing Handbook to all Subcabinet officials and agency heads to inform them of the importance of IT security. This guidance identified roles and responsibilities as well as areas of concern - the responsibility of the Designated Accrediting Authority, the person responsible for accepting the risk to and accrediting a production system, was key in the C&A process.
- Nearly 98 percent of Agriculture personnel received security awareness training in FY 2007.

Information Security Technical and Management Controls:

- Continued efforts with the Chief Financial Officer toward improving information security through the Department's Executive Steering Committee, aimed at focusing attention and necessary resources to remove the Department's information technology material.
- Developed, coordinated and submitted the first USDA Strategic Spectrum Plan to the NTIA in accordance with the President's Spectrum Policy Reform Initiative.

Expanding Electronic Government: Information Technology Governance

Current Activities:

Enterprise Architecture. The use of an Enterprise Architecture (EA) is key to providing the technology data and information that is essential for the Department to achieve its goals and objectives. Moreover, the Clinger-Cohen Act of 1996, the eGovernment Act of 2002, and guidance from both OMB and the Government Accountability Office (GAO) have all encouraged or in some cases mandated the development and use of EA in order to effectively manage and make IT investment decisions more prudent.

The USDA EA Program is a collaborative effort between OCIO, USDA agencies, and supporting EA communities through membership, and active participation. For example, OCIO reviews and provides comments on EA Practice Guides and criteria for assessments for the Industry Advisory Council. Based on the Federal Enterprise Architecture Reference Models, USDA developed a current architecture, target architecture, and transition plan. USDA's Department-wide EA effort provides a "corporate" view of an EA, and builds on the architectures already under development within USDA's agencies. At the center of the USDA EA knowledge base is the EAR that supports the basic elements of the architecture. This system can be aligned with other knowledge repositories based on common key data points. It also enables the creation of value-added reports, the sharing of key information, the development and storage of models, and other important functions.

Primary users of the USDA EA include strategic planners, enterprise architects, business process owners, program managers, project managers, vendors, budget officers, investment decision-makers, acquisition personnel, developers, and security personnel.

USDA is currently focused on the development of its EA. This analysis identifies areas of duplication and redundancy across the Department, and highlights opportunities for collaboration. This can result in substantial savings from common purchases and through the redundant expenditures on resources. In addition, USDA continues to develop its data, security, and technical architectures.

Capital Planning and Investment Control (CPIC). OCIO is responsible for ensuring that the Department's IT investments deliver products that result in an effective and efficient set of business benefits to agencies. The outcome of this work is oriented around the assurance of a positive return on the investment in IT within the USDA for taxpayers. To accomplish this goal, USDA established the CPIC Program in 1997 for selecting, managing, and evaluating the results for all major IT investments. The Department's E-Board, which is chaired by the Deputy Secretary and is made up of the Subcabinet, is the CPIC senior authoritative body at USDA that is charged with the oversight of all investments categorized as "major," according to OMB protocol. Capital planning requirements for investments that are not considered in the "major" category are managed by the OCIO Capital Planning Division, under the guidance of the Information and Technology Management unit, and are done so with consideration to government "best practices," as well as OMB Federal Acquisition Regulation and USDA official guidance. CPIC is a key component of USDA's Integrated Information Technology Governance Process (IGP) and is used to evaluate investments with the end goal of selection based on a high probability of long-term success. Investments are assessed based on their ability to:

- Effectively meet mission needs;
- Evaluate alternative options using a cost/benefit/return profile;
- Meet security mandates, as well as commonly accepted standards;
- Manage the use of telecommunications technologies and resources;
- Support the PMA;
- Conform to Federal EA standards applied within the Department;

- Manage the risks of the investment lifecycle; and
- Comply with Federal mandates (GAO, OMB, etc.) to include appropriate guidance.

The CPIC Program uses a core set of information that permits evaluations across different investments as well as focusing agency attention on factors that bear on their investments and their management of IT resources. This, combined with the supplemental data provided through the use of standard project management techniques within the agencies, as well as data managed within the Integrated IGP, allows for the OCIO to aid in organizational strategic planning aimed at the long-term effective use of IT to maximize the return to the U.S. citizen.

The key focus in FY 2008 is the Integrated IGP. This is critically important to maturing the overall management of IT across USDA. In addition to the progress described above for the Integrated IGP, OCIO is aggressively analyzing the details of its investment plans that were defined and completed in the FY 2009 investment cycle. Greater integration of these policies will occur as OCIO begins the FY 2010 investment cycle in January 2008. OCIO places significant focus on the use of EA, the quality of business cases, supporting project management documentation, and the use of earned value management discipline to manage investments.

IT Acquisition Approval Process. The IT acquisition approval process is an OCIO internal control activity that involves a technical review of IT acquisitions for \$25,000 and above for conformity with USDA, Federal Enterprise Architecture (FEA), PMA, USDA telecommunications standards and practices, IT security considerations, and the adequacy of IT investment supporting documentation. The OCIO works with agencies to ensure that approved IT acquisition requests provide the necessary information as part of the Integrated IT process for managing the USDA IT portfolio of major and non-major investments.

IT Workforce Planning and Development. USDA agencies participate in a wide variety of training and professional development activities to help ensure that USDA's IT workforce has the skills necessary to accomplish USDA's mission. As a requirement for the PMA, the OCIO developed the USDA Gap Analysis Report and Potential Improvement Plan to increase the proficiency of its IT workforce. This initiative, managed by OPM, involved agency IT professionals, on a volunteer and anonymous basis, assessing competencies using a Web-based tool available for the Federal workforce. OPM provided analysis data of gaps for agencies to prepare their report and plans.

IT Project Management. OCIO continues to provide IT Investment and Project Management training to improve the management of IT investments and to ensure efficient and cost-effective investments at USDA. Training supports project and earned value management, as well as performance-based acquisitions for IT. OCIO is currently managing three Project Management training courses—two in Alexandria, Virginia, and one in Kansas City, Missouri. More are planned for FY 2008.

Asset Management. In FY 2008, OCIO plans to expand Enterprise-wide acquisition solutions to the workstations (personal computers to include thin client devices, desktops, and laptops), office automation software, and database software. OCIO is in the process of finalizing a Departmental Regulation to provide workstation standards and standards for commercial off-the-shelf software that operate on the workstations. Standardized Enterprise workstation refreshment rates will enable USDA to maximize its investment in personal computer equipment while minimizing the use of out-dated technology that can have a detrimental effect on the overall IT infrastructure. These standards will enable USDA to increase effectiveness in acquiring and administering resources by promoting compatibility and interchangeability of workstation hardware and software; improve USDA's IT security position; and ensure that these standards are aligned with the EA business goals and processes.

OCIO will also perform more robust production utilization and pricing analysis to aid in determining software licensing strategies and hardware implementations. OCIO will undertake a significant pilot with smaller more efficient hardware devices as an alternative to more expensive office desktops.

Selected Examples of Recent Progress:

Enterprise Architecture: A strategic information asset base which defines the mission; the information necessary to perform the mission; the technologies necessary to perform the mission; and the transitional processes for implementing new technologies in response to changing mission needs. OCIO has:

- Developed the first iteration of the transition plan for the USDA target architecture.

- Started full segment architecture build-out for the two additional lines of business, Geospatial and Human Resources Management LoB.
- Utilized EA data to evaluate agency IT investments and acquisitions.
- Developed governance and configuration management programs.
- Developed an IT System Development Life Cycle document.
- Developed a Configuration Management Plan for USDA.
- Continued support for the identification and refinement of the target architecture and transition plan.
- Continued development of common EA elements, particularly those supporting Enterprise-wide projects.
- Continued alignment of investments to the FEA Reference Models.
- Continued support of the EA Working Group and various tasks and activities associated.
- Implemented the USDA EAR for the collection and sharing of EA information.
- Continued alignment of USDA EA information to the FEA Reference Models.
- Supported NIST standards activities.
- Supported EA communities of practice; specifically, the Chief Architects Forum, the Architecture and Infrastructure Committee, the Data Architecture Subgroup and the Enterprise Process Improvement Committee.

Capital Planning and Investment Control (CPIC). The USDA IT Investment Portfolio for FY 2007 included 273 investments valued at \$2.1 billion; the OCIO used the IGP for conducting investment reviews to evaluate the FY 2009 business cases on all major and non-major investments. The work done in FY 2007 provided a marked improvement of these business cases over past years. In addition, the quality of documentation for these investments continued to improve, and enabled the Department to acquire supporting details concerning its IT investments critical for the management of the IT portfolio.

This work resulted in improved authoritative knowledge base used to support investment planning and decision-making at all levels of USDA, which is the nucleus of OCIO's Integrated IGP. The knowledge base is being established using a combination of the EAR and capital planning datasets, as well as other quality project management-based datasets. In conjunction with the processes for capturing the necessary data, OCIO defined a new IT governance structure that brings greater visibility to business transformation and cost saving opportunities. The governance structure employs standard system development life cycle disciplines and formalizes change planning and impact analysis processes. The expected results of the overall Integrated IGP effort are:

- More transparent IT investment decisions across USDA resulting in a higher capacity for both discovering short-term gains and support for long-term strategic planning;
- Improved capacity to create opportunities for collaboration between agencies where technologies may be shared to meet a common set of goals;
- Increased accountability from investment decisions through measurement of return on investment and comparison of results versus quality performance measurement factors; and
- Increased investment reliability, reduced rework of management deliverables, and increased cost effectiveness from improved change management and planning techniques.

IT Acquisition Approval Process.

- Reviewed 185 IT Acquisition Approval requests in FY 2007, with a dollar value of about \$530 million.
- Maintained threshold for IT investments requiring approval at \$25,000 to ensure that Department is spending IT resources on its highest priorities.
- Used the acquisition approval process to attain USDA's IT architecture goals and to ensure that investments do not replicate services that are already available through a USDA solution or an inter-Departmental service provided through the President's e-Government Initiatives; services adhere to the Section 508 requirement for accessibility; telecommunication resources are shared at co-located office sites; and that much greater emphasis is placed on security.

Workforce Planning and Development. In FY 2007, OCIO outlined a plan to improve the proficiency of its current IT workforce in the USDA Gap Analysis Report in April 2007. The four mission critical occupations and corresponding competencies as identified by the OPM in the GS-2210 Federal occupational series are provided in Table 2 below.

Table 2: IT Mission Critical Occupations and Corresponding Competencies

Mission Critical Occupation	Corresponding Competencies	
IT Project Management	Decision Making	Leadership
IT Security	Information Assurance	Information Security/Network Security
Enterprise Architecture	Strategic Thinking	Technology Awareness
Solutions Architecture	Requirements Analysis	Information Technology Architecture

In September 2007, OCIO submitted the first of several IT Workforce Gap Analysis Status reports measuring progress toward closing the identified gaps through the third and fourth quarters of FY 2007 through training and development, organizational intervention, and talent recruitment specifically address the IT workforce.

IT Project Management. Sponsored by OCIO, USDA's IT Investment/Project Management training provides USDA IT professionals with skills, tools, and techniques needed to manage IT projects effectively. It also emphasizes the management issues encountered within the USDA CPIC process and other Federal requirements mandated by the Clinger-Cohen Act of 1996. The training covers Federal best practices as well as the nine knowledge areas specified by the Project Management Institute (PMI) in the Project Management Body of Knowledge, the industry standard for project management training. At the end of the training, participants are eligible to take the examination administered by PMI for Certification as a Project Management Professional. As of September 30, 2007, 507 USDA employees completed the training and 267 graduates passed the PMI exam and obtained professional certification as Project Managers.

Asset Management. USDA achieved improved pricing and better terms and conditions over existing General Services Administration (GSA) schedule contracts in several IT market categories. These categories include office automation, database, telecommunications, and security hardware, software, and support services. Volume purchasing of IT assets and services and the consolidation of those previously existing resulted in lower IT costs from a Department-wide perspective.

As an example, a mid-range desktop through the Information Technology Services blanket purchase agreement costs USDA approximately \$520 per unit. A comparable product from the same vendor based on GSA schedule pricing would cost approximately \$1,000.

Summary of Budget and Performance
Statement of Goals and Objectives

The OCIO has three strategic goals and six objectives that contribute to all of the Department Strategic goals and objectives.

USDA Strategic Goal/Objective	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
OCIO supports all Departmental goals	Goal 1: Provide customers and employees with access to the information they need.	<p><u>Objective 1.1:</u> Enhance service delivery by: 1) improving citizens knowledge and access to USDA services, 2) Collaborating with public and private partners, and 3) Achieving internal efficiency through Department-wide solutions.</p> <p><u>Objective 1.2:</u> Provide high quality, secure, and reliable telecommunications services to USDA agencies and customers, enabling them to obtain timely and accurate data.</p>	<p>Presidential e-Gov Initiatives</p> <p>Departmental e-Gov Initiatives</p> <p>Enterprise Architecture</p> <p>Telecommunications</p>	<u>Key Outcome 1:</u> Customers and employees have access to the information they need.
OCIO supports all Departmental goals	Goal 2: Ensure the privacy of customer data and protection and safety of USDA information.	<p><u>Objective 2.1:</u> Strengthen the security of USDA information assets.</p> <p><u>Objective 2.2:</u> Promote awareness and understanding of USDA Cyber Security Program by enhancing communications within all levels of USDA and implement mechanisms to enhance information sharing and interoperability among all agencies within USDA.</p> <p><u>Objective 2.3:</u> Centrally manage and monitor all USDA network and security systems across the diverse USDA IT environment and intelligently and proactively mitigate security breaches and vulnerabilities.</p>	<p>Systems Certification and Accreditation</p> <p>Cyber Security</p> <p>Enterprise Architecture</p>	<u>Key Outcome 2:</u> USDA programs are delivered in a safe, secure IT environment that protects the confidential data of customers and program recipients.

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USDA Strategic Goal/Objective	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
OCIO supports all Departmental goals	Goal 3: Strengthen the management and use of USDA IT resources.	<u>Objective 3.1:</u> Focus IT spending on high priority modernization initiatives.	Capital Planning and Management Asset Management and Risk Assessment	<u>Key Outcome 3:</u> USDA acquires, manages and uses IT resources in cost efficient ways; and achieves economies of scale.

Strategic Objective 1.1: Enhance service delivery by: 1) improving citizens' knowledge and access to USDA services, 2) Collaborating with public and private partners, and 3) Achieving internal efficiency through Department-wide solutions.

Strategic Objective 1.2: Provide high quality, secure, and reliable telecommunications services to USDA agencies and customers, enabling them to obtain timely and accurate data.

Strategic Objective 2.1: Strengthen the security of USDA information assets.

Strategic Objective 2.2: Promote awareness and understanding of USDA Cyber Security Program by enhancing communications within all levels of USDA and implement mechanisms to enhance information sharing and interoperability among all agencies within USDA.

Strategic Objective 2.3: Centrally manage and monitor all USDA network and security systems across the diverse USDA IT environment and intelligently and proactively mitigate security breaches and vulnerabilities.

Strategic Objective 3.1: Focus IT spending on high priority modernization initiatives.

Strategic Objective and Funding Matrix
(On basis of appropriation)

	<u>2007 Actual</u>		<u>2008 Estimated</u>		Increase or Decrease	<u>2009 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
Strategic Objective 1.1...	\$2,500,002	7	\$2,625,000	7	+\$326,000	\$2,705,000	7
Strategic Objective 1.2...	4,654,570	14	4,604,000	15	+572,000	5,422,000	15
Strategic Objectives 2.1, and 2.2.....	2,683,304	11	2,713,000	12	+677,000	3,670,000	12
Strategic Objective 2.3...	1,304,080	6	1,276,000	6	+339,000	1,335,000	6
Strategic Objective 3.1...	5,102,734	22	5,028,000	23	+145,000	5,173,000	23
Unobligated.....	+116,690	--	--	--	--	--	--
Total Available.....	16,361,380	60	16,246,000	63	+2,059,000	18,305,000	63

Selected Accomplishments Expected at the FY 2009 Proposed Resource Level:

- USDA agencies will continue integrating their online services with USDA's enterprise eAuthentication Service.
- USDA expects to achieve full implementation of the grants management LOB, human resources LOB, IT infrastructure optimization and federated identity management capability in FY 2009.
- Continue ongoing C&A process for all new and continuing systems in its inventory.
- Document and maintain security costs for each system within each mission area.
- Cross-walk the Federal Information Security Management Act list of systems to the Enterprise Architecture Repository.
- Ensure IT Security is embedded in the system development life cycle.
- Complete consolidating security operations into a centrally managed facility for USDA in its Kansas City regional center (which will be funded through Working Capital Fund).
- OCIO will continue to offer a variety of training on EVM and other project management issues.
- Staff will monitor agency updates to CIMR (USDA's name for the proprietary software, WorkLenz) to ensure that actual performance data is being tracked for all IT investments that meet USDA's EVM threshold. CIMR is the capital planning and EVM monitoring tool that USDA's agencies use to record IT investment data. In addition, it formulates investment files for the electronic submission to OMB.
- Staff will also monitor agency EVM process maturity. OCIO will continue to monitor IT investments on OMB's "watch list" to ensure the quality of the business case documentation is strengthened.

Summary of Budget and Performance
Key Performance Outcomes and Measures

Goal 1. Provide customers and employees with access to the information they need.

Key Outcome: Customers and employees have access to the information they need.

Key Performance Measure: Increase return on investment for eGovernment and Lines of Business common solutions

Goal 2. Ensure the privacy of customer data and protection and safety of USDA information.

Key Outcome: USDA programs are delivered in a safe, secure IT environment that protects the confidential data of customers and program recipients.

Key Performance Measures:

- Percent of USDA IT systems that are certified, accredited or otherwise authorized as being properly secured.
- Percent of identified population that completed annual security awareness refresher training.
- Number of program security reviews completed.

Goal 3. Strengthen the management and use of USDA IT resources.

Key Outcome: USDA acquires, manages and uses IT resources in cost efficient ways; and achieves economies of scale.

Key Performance Measures:

- Number of investments in USDA IT portfolio.
- Through the use of Earned Value Management, maintain 100 percent of USDA IT projects that are within 10 percent of cost/schedule/performance objectives.

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Key Performance Targets:

Performance Measure	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2009 Target
Increase return on investment for eGovernment and Lines of Business common solutions.	N.A.	N.A.	5%	5%	5%	5%
Percent of USDA IT systems that are certified, accredited or otherwise authorized as being properly secured.	20%	90%	93.7%	100%	100%	100%
Percent of identified population that completed annual security awareness refresher training.	N.A.	90%	90%	99%	100%	100%
Number of program security reviews completed.	N.A.	8	10	8	8	8
Number of investments in USDA's IT portfolio.	400	320	300	300	300	300
Through the use of Earned Value Management maintain 100 percent of USDA IT projects that are within 10 percent of cost/schedule/performance objectives.	N.A.	Est. Baseline	100%	100%	100%	100%

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Full Cost by Agency Strategic Objectives

PROGRAM	PROGRAM ITEMS	Dollars in thousands		
		FY 2007	FY 2008	FY 2009
Strategic Objective 1.1: Enhance service delivery by: 1) Improving citizens' knowledge and access to USDA services, 2) Collaborating with public and private partners, and 3) Achieving internal efficiency through Department-wide solution.				
IT support to OSEC and Office of Communications				
	Administrative Costs (Direct)	\$1,378	\$1,478	\$1,513
Telecommunications Services & Operation				
	Administrative Costs (Direct)	1,122	1,147	1,192

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Full Cost by Agency Strategic Objectives				
PROGRAM	PROGRAM ITEMS	Dollars in thousands		
		FY 2007	FY 2008	FY 2009
Strategic Objective 1.2: Provide high quality, secure, and reliable telecommunications services to USDA agencies and customers, enabling them to obtain timely and accurate data.				
Information and Technology Management				
	Administrative Costs (Direct)	4,655	4,604	5,422
	Total Costs	7,155	7,229	8,127
	Performance Measure:			
Increase return on investment (ROI) for e-Government and Lines of Business (LOB) common solutions				
		5%	5%	5%
	FTE	21	22	22
Strategic Objective 2.1: Strengthen the security of USDA information assets.				
Strategic Objective 2.2: Promote awareness and understanding of USDA Cyber Security Program by enhancing communications within all levels of USDA and implement mechanisms to enhance information sharing and interoperability among all agencies within USDA.				
Cyber Security Program Office				
	Administrative Costs (Direct)	\$2,683	\$2,713	\$3,670
Strategic Objective 2.3: Centrally manage and monitor all USDA network and security systems across the diverse USDA IT environment and intelligently and proactively mitigate security breaches and vulnerabilities.				
Information Security & Compliance				
	Administrative Costs (Direct)	1,304	1,276	1,335
	Total Costs	3,987	3,989	5,005
	Performance Measure:			
Percent of USDA IT Systems that are certified, accredited, or otherwise authorized as being properly secured				
		100%	100%	100%
Percent of identified population that completed annual security awareness refresher training				
		100%	100%	100%
Number of program security reviews completed				
		8	8	8
	FTE	17	18	18
Strategic Objective 3.1: Focus IT spending on high priority modernization initiatives.				
Program Management Office				
	Administrative Costs (Direct)	\$452	\$452	\$492
Capital Planning				
	Administrative Costs (Direct)	2,097	2,058	2,114
Other Strategic Objective 3.1 Activities				
	Administrative Costs (Direct)	2,554	2,518	2,567
	Total Costs	5,103	5,028	5,173
	Performance Measure:			
Number of investments in USDA's IT Portfolio				
		300	300	300
Through the use of EVM, increase the percentage of a USDA IT projects that are within 10% of cost/schedule/performance objectives.				
		100%	100%	100%
	FTE	22	23	23
Reimbursement				
	FTE	3	3	3
Total Cost all Programs				
	Administrative Costs (Direct)	\$16,245	\$16,246	\$18,305
	FTEs	60	63	63

2009 Explanatory Notes
Office of the Chief Information Officer
Common Computing Environment
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OFFICE OF THE CHIEF INFORMATION OFFICER
Common Computing Environment

Purpose Statement

The objective of the Service Center Modernization Initiative (SCMI) was to create an environment of quality service for customers of the Farm Service Agency (FSA), the Natural Resources Conservation Service (NRCS), and the Rural Development (RD) agencies. The Common Computing Environment (CCE) provides the shared information technology (IT) to assist the Service Center Agencies (SCA) in accomplishing this objective. SCMI involves office co-location, business process re-engineering, culture change, partnership building and improving customer satisfaction, in addition to providing a modern integrated technology. In March 2000, the Office of the Chief Information Officer was given direct management responsibility for the CCE.

The Information Technology Services (ITS) replaced a network of cross-agency teams used to coordinate IT infrastructure investment within the SCA and allows for unified management of the IT infrastructure. The ITS focuses around the delivery of the following classes of technology services: Acquisition and Asset Management, Application Development and Deployment, Customer Support and End User Computing, Data Utility, Hosting, Security, Telecommunications and Web Services. Service Level Agreements that specify performance metrics negotiated annually with the SCA for each class of service.

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Common Computing Environment

Statement of Available Funds and Staff Years
2007 and 2008 Actual and Estimated 2009

	<u>2007 Actual</u>		<u>2008 Estimate</u>		<u>2009 Estimate</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>
CCE.....	\$107,971,000	---	--	---	--	---
Carryover Balance	14,854,790	---	--	---	--	---
Unobligated Balance, EOY...	-15,184,342	---	--	---	--	---
Recoveries	5,932,805	---	--	---	--	---
Total Available	113,574,253	---	--	---	--	---
Reimbursement.....	2,293,378	---	--	---	--	---
Total, Available	115,867,631	---	--	---	--	---

Project Statement
(On basis of appropriation)

	<u>2007 Actual</u>	<u>2008 Estimate</u>	<u>Increase or Decrease</u>	<u>2009 Estimate</u>
CCE Base Infrastructure.....	\$19,938,221	--	--	--
FSA Specific Funds.....	71,634,381	--	--	--
NRCS Specific Funds.....	11,135,452	--	--	--
RD Specific Funds.....	3,960,000	--	--	--
E-government.....	1,302,946	--	--	--
Total, Appropriation.....	107,971,000	--	--	--

Geographic Breakdown of Obligations and Staff Years
2007 Actual 2008 Estimate and 2009 Estimate

	<u>2007</u>		<u>2008</u>		<u>2009</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>
District of Columbia.....	\$115,867,631	--	--	--	--	--
Unobligated balance EOY....	15,184,342	--	--	--	--	--
Total, Available or Estimate..	131,051,973	--	--	--	--	--

Note: Starting in FY 2008, CCE funding for FSA, NRCS, and RD was transferred to their separate appropriations. The FY 2009 CCE budget is being requested through the three agencies.

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Common Computing EnvironmentClassification of Objects
(Dollars in Thousands)

	<u>2007</u>	<u>2008</u>	<u>2009</u>
23 Rent, communications, and utilities.....	\$83,470	--	--
25 Other services.....	100,263,312	--	--
26 Supplies and materials.....	715,681	--	--
31 Equipment.....	12,509,790	--	--
Total direct obligations.....	<u>113,572,253</u>	--	--

COMMON COMPUTING ENVIRONMENT/SERVICE CENTER MODERNIZATION

STATUS OF PROGRAM

The Common Computing Environment (CCE) is the integrated technology infrastructure portion of the Service Center Modernization Initiative (SCMI). The CCE enables the Service Center Agencies (SCA): the Farm Service Agency (FSA), the Natural Resources Conservation Service (NRCS), and the Rural Development (RD) mission area to modernize and improve service delivery to customers. In addition to providing a modern integrated technology infrastructure, SCMI involves office co-location, business process re-engineering, culture change, building partnerships and improving customer satisfaction. The Office of the Chief Information Officer (OCIO) has direct management responsibility for the integrated technology portion of the SCMI through Information Technology Services (ITS).

Current Activities:

The objective of SCMI is to enhance service delivery of the SCA by improving: 1) citizens' knowledge and access to the United States Department of Agriculture (USDA) services; 2) collaboration with public and private partners; and 3) internal efficiency. The CCE provides the shared information technology (IT) to assist the SCA in accomplishing this objective.

Since FY 1996, USDA has been planning and deploying an integrated information system to replace several old legacy IT systems in the SCA that could not share data. Investments in the new system have been used to provide timely, reliable service that is currently diminishing by the continued reliance on old technology, separate non interconnected computer systems, and software applications that are not interchangeable. In addition, maintaining separate systems results in unnecessary duplication, increases maintenance and operating costs, and consumes funds that could be used more productively elsewhere. Moving forward with an integrated IT approach under the framework of a CCE enables USDA to take full advantage of opportunities to use technology to increase the productivity and efficiency and deliver better farm, conservation and rural development services to customers.

The CCE uses a wide range of IT technology to implement programs and deliver services including a complex system of hardware, software, telecommunications, and other resources. Property management, procurement, and other systems can be more efficiently managed among the SCA through the consolidated infrastructure. The CCE is working towards achieving the benefits of standardized IT architecture, telecommunications, and policies. Key ITS activities include:

- Comprehensive nationwide support for over 50,000 customers at FSA, NRCS, and RD partner organizations and the shared CCE. ITS customer support teams respond to about 20,000 service requests from end-users (anyone using a computer on the ITS/SCA network) monthly along with planned or ongoing IT activities, such as the deployment of new hardware and software;
- The ITS infrastructure is continuously maintained, upgraded, and tested. The ITS Infrastructure Definition Division helps define the long-term vision for the CCE architecture in support of customer requirements; the Infrastructure Operations Division is responsible for carefully testing and implementing changes to the system; and the Technical Support Division is responsible for deploying changes to the field;
- The Infrastructure Governance Division has established a number of communications initiatives to strengthen internal ITS operations and improve customer service. The broad-based customer communications initiative is conceived as a responsive process that promotes interaction between the SCA and ITS. As ITS learns about customer concerns, questions, or suggestions, ITS can better respond to them. Also, as ITS recognizes trends or common issues, it can better inform customers; and
- ITS is establishing a communications flow throughout the organization. This will optimize operating procedures, standards, and policies so specialists in the field can inform ITS leadership about opportunities to improve service quality or issues that need to be addressed; and so leadership can direct ITS resources effectively.

The CCE improvements have also helped the SCA meet the requirements of the latest Farm Bill, Freedom to E-File legislation, the Paperwork Reduction Act, the Government Paperwork Elimination Act, and other legislative mandates. Improved access to data and enhanced communication capabilities, coupled with the ability to do business electronically, result in more efficient staff use. Greater efficiency and improved service will result from the full implementation of Geographic Information Systems (GIS) and the continued use of the shared technology that the CCE has provided to the SCA.

USDA has made changes in the way it does business with its customers. With the enactment of the Freedom to E-File Act, USDA information is provided electronically to agricultural producers. eGovernment is a way for the SCA to provide information systems that allow customers to receive USDA services electronically. Currently, online forms are available for customers to fill out and submit electronically, by mail, fax, or in person to their local USDA Service Center.

Selected Examples of Recent Progress:

- Completed and updated the technical architecture for the SCA, including a standardized desktop configuration (image), which is used on all 55,000 workstations connected to the ITS network.
- Deployed 9,500 new workstations for the service centers in the first two quarters of FY 2007. Service Center FY 2007 end-of-year purchases (about \$23,000,000) indicate that ITS will deploy an additional 13,600 workstations (8,300 desktops and 5,300 laptops) at the beginning of FY 2008, all purchased through the ITS hardware blanket purchase agreement.
- Completed a physical inventory of over 160,000 devices used by the SCA, which are centrally managed through the Enterprise Assets Tracking System. The tracking system includes information about each asset ranging from warranty information to police reports.
- Architected and is deploying the upgrade of servers to Windows Server 2003 operating system to address Microsoft end of support for Server 2000.
- Architected implementation of Microsoft Encrypted File System as interim protection for all laptops and desktops supported by ITS, pending the selection of SafeBoot as the Department's enterprise encryption solution.
- Deployed GIS servers in all SCA State offices.
- Designed specific network upgrades to address performance and capacity issues with legacy equipment, pending redesign, recapitalization, and refreshment of the infrastructure.
- Designated the lead responsibility for management oversight of the FSA Stabilization Project. This project is a collection of individual efforts that are designed to provide stability and continuance of FSA's automated farm program applications. To date over \$50 million in projects have been authorized including the establishment of a Code Lab and a Stress Lab to test applications prior to deployments, the increase in storage and telecommunications capacity, additional training, design of disaster recovery and Site B capability, improved monitoring capability, and others.
- Initiated consolidation of SCA servers to the National Information Technology Center (NITC) in Kansas City and is assisting the SCA in migrating their applications and services to NITC.
- Brought the first iteration of ITS' Cost Management Information System into production, to begin providing cost accounting information and to move towards identifying the total cost of operating and supporting the SCA infrastructure. Prior to convergence, the specific cost for technology was not tracked by the agencies. ITS is planning to acquire the budget module in FY 2008, which will link budget formulation with the managerial cost accounting system.
- Enhanced its security vulnerability scans, so that all end user devices are checked monthly, and risks identified and remediated.

- Developed the Interactive Voice Response (IVR) application to allow for Rural Development Single Family Housing borrowers to make customer initiated payments over the telephone.
- Revised, completed, and communicated the draft ITS Strategic Plan (2007-2011) which documents how vision, mission, strategic goals, and objectives map to the USDA IT Strategic Plan, the USDA OCIO Strategic Plan, and the President's Management Agenda (PMA). The draft received wide-spread distribution among ITS employees and customers to solicit their comments and suggested changes.
- Represented USDA with the Office of Management and Budget (OMB)/ General Services Administration in the PMA Infrastructure Optimization (IO) Line of Business (LOB) Working Group and led the government-wide procurement team which selected Gartner as the IO LOB consulting team. ITS continues to serve as the USDA program sponsor for the government-wide benchmarking study of end user support programs, the first phase of the three-year government-wide PMA initiative.
- In collaboration with the USDA Office of the General Counsel (OGC), ITS has designed and implemented an e-Discovery program for SCA and all agencies serviced by Washington Communications and Telecommunications Services; implemented litigation support program with OGC to ensure compliance with litigation holds, Congressional inquiries, and other legal requirements. ITS participates as a member of the government-wide working group on e-Discovery and litigation practice, led by the Department of Justice.
- FSA: All application Disaster Recovery Plans were updated and functional disaster recovery tests were conducted on financial applications. During the semi-annual tests, a loss of the Kansas City Web Farm was simulated, backup tapes were taken to an alternate location and restored, and application recovery plans were tested, including interconnecting applications and platforms required to complete payment processing. A plan has been developed to test all financial application Disaster Recovery Plans (DRPs) again in 2008. Less critical application DRPs are tested annually in Table Top Exercises or plan reviews.
- FSA: Participated in the Kansas City Pandemic Regional Inter-Agency Continuity of Operations Plan (COOP) Exercise, KC-PRICE, focusing on the goals of the National Strategy for Pandemic Influenza Implementation Plan and the Federal Government's response to a pandemic. More than 300 government employees representing over 50 Federal agencies participated in the exercise. This was the first COOP exercise with pandemic response as the focus.
- FSA: Recent National Payment Service (NPS) Stabilization enhancements have drastically improved NPS processing speed and efficiency. In January 2007, the Tobacco Transition Payment Program (TTPP) application was able to submit over 400,000 payments to NPS in approximately 4.5 hours, which was roughly 1/4 the amount of time required for the 2006 TTPP run. These enhancements have also reduced the mainframe database costs by over \$1.5 million so far this calendar year. Additional NPS enhancements were released on November 30, 2007 utilized WebSphere 6.1 and provided processing speeds of over 500 payments per second through the NPS web service, and over 1,000 payments per second through the NPS EJB/business service method.

FSA Stabilization Project

Due to the extreme degradation of Web application performance for FSA service center users, additional funding was obtained for FY 2007 and FY 2008 to support the FSA Stabilization Project. This project identified enhancement, replacement, and/or expansion for the centralized Web Farm infrastructure environment, defined additional testing environments, and provided additional contractor support and training to restore acceptable performance of existing FSA web applications and to accommodate additional Web application implementation. A team of experts consisting of government employees, contractors, and vendors were assembled to diagnose and remediate the potential problems. The issues diagnosed and resolved were complex and a result of multiple causes. ITS was designated the lead responsibility for management oversight of the FSA Stabilization Project.

ITS will continue to develop new initiatives to carry this momentum forward and help the SCA become more streamlined and efficient in customer service delivery. Thus, ITS will provide the SCA with the level of IT support necessary to further advance services to America's farmers and rural communities. On a wider scale, USDA has used the latest in IT technology to create an Enterprise Architecture that will help the farmers and ranchers to become more competitive in the global-commerce environment.

GIS Applications

The application development groups of FSA, NRCS, and RD each develop GIS applications. The Business Process Reengineering (BPR) labs generated many of the concepts and requirements for desktop GIS pilot applications, which have since been further developed by the agency applications development groups. The SCA have developed GIS applications and have plans to develop additional applications, as well as migrating desktop GIS applications to an enterprise architecture. Desktop GIS applications that have been deployed include NRCS' Customer Service Toolkit, which is a conservation-planning tool, and FSA tools to digitize and maintain Common Land Unit (CLU) data and calculate acreages. The IVR application was developed for Rural Development Single Family Housing to allow for borrowers to make customer initiated payments over the telephone. NRCS has deployed a number of other applications including the Resource Data Gateway (RDG), Resource Data Viewer, Soil Data Mart, and Smartech Design Tools. RDG is a geospatial data portal, which allows users to identify available geospatial datasets of interest and places orders for delivery of data via CDs or File Transfer Protocol. Prior to creating the Gateway, customers would visit many Web sites, make telephone calls to numerous data centers, and wait days or weeks to get their information. Today the data is distributed across many servers, many data centers, in different parts of the country, and managed by different organizations. Table 1 presents a listing of implemented GIS applications by SCA.

Table 1 - Service Center Agency Implemented GIS Applications

FSA Implemented GIS Applications	NRCS Implemented GIS Applications	RD Implemented GIS Applications
Land Cover Tool	Customer Service Toolkit	RHS Single Family Housing Program Eligibility Locator
CLU Map Production (Digitizing Tool)	Resource Data Gateway	Spatially-enabled data within the RD tabular data warehouse
Acreage Reporting	Soil Data Mart	
CLU Maintenance Tool	Office Information Profile	
CLU Crop Reporting Tool	ProTracts and Fund Manager	
CLU Compliance Tool	SNOTEL (for SNOwpack TELEmetry)	
CLU Geospatial Data Warehouse (GDW) Linkage	Smartech Design Tools (Winpond and Survey Tool)	
	Soil Data Viewer	

Future plans include development of a number of new enterprise GIS applications. For example, FSA will develop the Customer-Land link in a new GIS based version of the Service Center Information Management System (SCIMS). In addition, FSA will migrate existing CLU digitizing and maintenance applications from the desktop to a local client server architecture. This was piloted in FY 2004 and was deployed nationally in FY 2007. This migration will provide support for editing by multiple users, versioning, history tracking and other advanced geospatial data management techniques. In addition, programs were deployed in FY 2007 to replicate CLU data changes to the GDW to allow integration of CLU with applications like the Customer Statement and other eGovernment applications. Future SCA GIS applications development plans are presented in Table 2.

Table 2 -Future SCA GIS Applications

Future FSA GIS Applications	Future NRCS GIS Applications	Future RD GIS Applications
Acreage Reporting (Land Use)	Climate Data Mart for SNOTEL	Extend the spatial-enabling of data within the RD tabular data warehouse
Acreage Compliance	Object Modeling System	Environmental Hazard Reporter
CLU Maintenance	Easements	
CLU GDW		
Linkage Grain Bin Storage Monitoring Tool		
SCIMS Customer-Land Link		
Conservation Reserve Program Sign-up Web site		
Continuous Sign-up System		
Farmable Wetlands Sign-up System		

Since 1998, the SCA have been re-engineering business processes, with involvement from staff at all levels in the three agencies. The SCA have developed, piloted and deployed many major BPR projects. A discussion of these projects follows:

1. The Soil Data Mart is averaging 12,000 downloaded Soil Surveys per month and 17,800 online reports viewed per month. National Agriculture Imagery Program imagery and CLU datasets were integrated to the Resource Data Gateway. The Web Soil Survey includes integration with the Ecological Site Information System, the PLANTS database, and the Office Information Profile database for providing customers the address and phone number of the local USDA service center. Web Soil Survey is self-service technology averaging about 1,400 users per day saving staff time at the county service centers. The Resource Data Viewer was integrated into Web Soil Survey for public Internet access. The Resource Data Viewer provides a simplified graphical interface to the complex soil database to help make effective decisions about managing the land.
2. The Multi-Family Integrated System is a major application component that provides a Web-based system for managing RD Multi-Family Housing (MFH) projects and units including facilities, payment, and tenant tracking. During the past fiscal year, upgrades were implemented that enhanced the capabilities for generating monthly project payments; created the Federal Emergency Management Agency (FEMA) disaster coding for Hurricanes Katrina and Rita; added a new project budget analysis process; upgraded the validation of project addresses to allow for Geo Coding; implemented the use of eAuthentication as the method for authenticating system users; provided new and improved project management and reporting capabilities that provide additional pertinent management data to the MFH borrowers; and added the capability to obligate and track loans made under the new MFH Project Revitalization and Voucher Programs.
3. The Guaranteed Loan System (GLS) is a major application that supports all RD and FSA guaranteed loan programs. Upgrades completed the past fiscal years included enhancements to the Guaranteed Loan Underwriting System to provide automated access to the Housing and Urban Development Scorecard to improve accuracy and an automated interface to Fannie Mae for Credit Bureau reporting. Also completed was an automated interface to the Direct Loan Originating System to capture delinquent funds under the Debt Collection Improvement Act. RD continued with implementing a Web solution which allows private sector single family housing lenders to submit their Loss Claims directly into GLS. Additional enhancements included an automated Web-based solution for processing Loss Claims and Interest Assistance Agreements for the MFH

program. RD closed out the year with the conversion of all remaining Web-Focus reports to the data warehouse. Over 450 reports were converted reducing mainframe processing and storage costs. RD also implemented two major projects for the FSA. These projects included enhancements to the Interest Assistance Program to coincide with new program regulations and generating/balancing/printing the Receipt of Interest, Internal Revenue Service Form 1099-INT.

4. The Rural Utilities Loan Servicing System is a major application that supports Rural Utilities Service loan programs including electric, telephone, and cable TV programs. This application will replace many disparate and distinct legacy systems and applications that are inadequate to meet the business needs of the program managers and to comply with Joint Financial Management Improvement Program requirements. Upgrades to this system completed this past fiscal year include enhancements to the cash receipts, monthly billing, and collection processes; support for the dissolution of Rural Telephone Bank stock, and implementation of FEMA disaster declaration (Katrina) requirements.
5. The Program Fund Control System is a major shared application that supports the control and use of RD and FSA loan funds. This system has been fully integrated with all automated loan application, approval, and obligation processes for all RD and FSA loan and grant programs. This past fiscal year integration efforts were completed to add new edit and control validations and new reporting capabilities.
6. The MortgageServ Loan Servicing System is a commercial-off-the-shelf software package used primarily to service the Single Family Housing Direct Loan Program. This past fiscal year, a new Web site was launched to provide borrowers with immediate access to mortgage account information. In addition, capabilities were implemented to allow borrowers the capability to make mortgage loan payments via the Internet.
7. FSA implemented a Web application to leverage and support the USDA Customer Statement for use by the Farm Loan Program Servicing Offices. The Servicing Office employees use the application to answer any questions the customers may have on the USDA Customer Statements. The USDA Customer Statement is part of the USDA's eGovernment Initiative and brings to the farmer and rancher unprecedented online access to their business activities with USDA twenty-four hours a day, seven days a week.
8. FSA has implemented several program delivery applications in the CCE Web environment. Some of these applications provide shared services for CCE partner agencies. FSA is dependent on the following CCE Web applications to provide delivery of FSA programs:
 - SCIMS Name and Address application and Web services
 - Subsidiary Eligibility application and Web service
 - Subsidiary Combined Producer application and Web service
 - Subsidiary Payment Limitation application and Web services
 - Farm Records System application and Web service
 - Farm Reconstitution application
 - Representative Link Manager application and web service
 - Compliance Web service
 - Direct and Counter Cyclical Program Sign-up application
 - Tree Assistance Program Sign-up application
 - STORM and Homeland Security application
 - Conservation Online system
 - Emergency Forestry Conservation Reserve Program (EFCRP)
 - EFCRP Offers
 - EFCRP Rankings
 - EFCRP Contracts
 - Soils Data Management System
 - Milk Income Loss Contract extension

- Trade Adjustment Assistance
- Electronic Loan Deficiency Payment
- Archived Rates
- Cotton Online Processing Systems
- State Online Reporting System
- Electronic Warehouse Receipts
- National Payment Service
- FSA Financial Services

In summary, the SCA have made investments in data warehouses, data centers, security components and the Web Farms to support internal and external data sharing and electronic services. Data storage architecture was finalized and implemented, and it includes disaster recovery, failover and other features. Training is ongoing to ensure employees have the skills needed to effectively use and support the new technologies.

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Summary of Budget and Performance
Statement of Goals and Objectives

USDA Strategic Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
<p>Goal 2: Enhance the Competiveness and Sustainability of Rural Farm Economies.</p> <p>Goal 3: Support Increased Economic Opportunities and Improved Quality of Life in Rural America.</p> <p>Goal 6: Protect and Enhance the Nation's Natural Resource Base and Environment.</p>	<p>Goal 1: Provide customers and employees with access to the information they need.</p>	<p>Objective 1.1: Enhance service delivery of the Service Center Agencies by improving: 1) citizens knowledge and access to USDA services, 2) collaboration with public and private partners, and 3) internal efficiency.</p>	<p>Service Center Modernization Initiative Information Technology</p>	<p>One-Stop Shopping: Establish capabilities for Service Center employees to provide seamless and exceptional service for agriculture, rural development, and conservation programs.</p> <p>Quality Customer Service: Exceed customer expectations by providing fair, equitable, courteous, high-quality, professional, and personalized service in a timely and non-discriminatory manner.</p> <p>Cost Reduction: Reduce administrative and program delivery costs by implementing common information systems and administrative resources.</p> <p>Risk Mitigation: Protect customer program delivery and IT investments from loss due to overt or inadvertent threats to the IT infrastructure.</p>

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Common Computing Environment

Summary of Budget and Performance
Key Performance Outcomes and Measures

Key Outcome 1: One-Stop Shopping: Establish capabilities for Service Center employees to provide seamless and exceptional service for agriculture, rural development, and conservation programs.

Long-term Performance Measure: The SCA co-location established a single USDA presence at over 2,700 Service Centers to enable one-stop customer service. These and other large and small USDA offices will be enhanced with upgraded telecommunications capacity and server connectivity or capability to continue to enable SCA employees to provide seamless and exceptional service for all the programs they support.

The Web Farms play a major role in establishing one-stop shopping capability. The number of applications deployed to the Web Farms is a direct measure of the ability of customers to access a seamless virtual USDA Service Center.

Number of APPS Deployed to Web Farms	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2009 Target
FSA	N/A	78	101	130	150	170
NRCS	N/A	154	203	218	230	250
RD	N/A	58	76	82	100	120

Key Outcome 2: Quality Customer Service: Exceed customer expectations of providing fair, equitable, courteous, high-quality, professional, and personalized service in a timely and non-discriminatory manner.

Long-term Performance Measure: Performance measures will be documented and tracked through Service Level Agreements with the SCA. Among the performance measures would be factors such as system/network availability, system/network performance, service response time by priority, time to resolve by priority, and other measurable parameters. These factors, and the appropriate thresholds for acceptable performance, will be set based on agency needs and historical workload and performance data to ensure goals are reasonable but encourage continuous service improvement.

Key Outcome 3: Cost Reduction: Reduce administrative and program delivery costs by implementing common information systems and administrative resources.

Long-term Performance Measure: More than \$13 million over five years has been saved by negotiating a revised enterprise licensing agreement with Microsoft for office automation software and operating system software for CCE. This agreement provides for all of USDA to receive the same level of costing which is beyond Service Center quantities.

One area where great cost savings and/or productivity improvements are expected is in the use of Geographic Information Systems tools and data. A measure of success in this area is the number of counties digitized and the number of Common Land Units available in digital format.

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Cost Reduction	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2009 Target
Increase use of Enterprise Licensing savings \$ = Savings (Dollars in millions)	\$2.6	\$2.6	\$2.6	\$2.6	0	0

Key Outcome 4: Risk Mitigation: Protect customer program delivery and IT investments from loss due to overt or inadvertent threats to the IT infrastructure.

Long-term Performance Measure: The SCA are staffed by about 35,500 staff years in headquarters and in the States, equal to nearly one-third of the entire USDA workforce. The Service Centers are assisted by 8,000 conservation volunteers, as well as by over 7,000 local soil and water conservation district employees, most of whom are co-located with the Service Centers. In addition, thousands of ordinary citizens volunteer their time to serve on local boards and committees assisting in the delivery of these programs. Through the management of CCE, ITS enables the SCA to continue to modernize and improve service delivery to customers. The various ITS activities have provided a more robust and reliable shared environment in the following major areas:

- More reliable and secure applications, protecting our customers and the shared electronic environment from cyber attacks.
- Highly reliable environment for the customers by providing a more complete picture of system activity, with the Microsoft Operations Manager, which experienced 100% availability on the 3,332 managed systems in its purview, with no security breach alerts.
- More availability and reliability of our customer resources by decreasing vulnerability, with the deployment of thirty-nine Microsoft security patches, seventy-two application upgrades, and seventy-seven virus definition updates to the CCE.

Fiscal Year	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2009 Target
Losses due to inadvertent threats (Dollars in Thousands)	N/A	1,044	0	0	0	0

Selected Past Accomplishments toward Achievement of the Key Outcomes:

- With the completion of the Systems Management Server agents deployment, ITS is now able to remotely deploy applications and security patches in a timely fashion.
- Fifty-five workstation-based and seventeen server applications were integrated, tested within the ITS standardized enterprise architecture, and deployed. These numbers included several agency-specific business applications, as well as updates to common and core workstation applications.
- Developed a process for the efficient identification and remediation of security vulnerabilities and implemented this process into daily ITS operations.

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- Developed a Blanket Purchase Agreement for the effective and efficient purchase of replacement telephone systems for customer locations with a significant number of purchased and installed systems.
- Completed evaluation of proposals and awarded contracts for standard servers and other technologies to support the Service Center Agencies. Establishing a single set of server contracts promotes consistency and common solutions across the Department.
- Identified and addressed a number of local agreements that had placed hundreds of unmanaged systems on the USDA network (prior to the creation of ITS) with the customer agencies. These have all been mitigated to either conform to ITS image standards or they have been removed from the SCA network.

Selected Accomplishments Expected at the FY 2009 Proposed Resource Level:

Starting in FY 2008, CCE funding for the three agencies, FSA, NRCS, and RD was transferred to the SCA appropriations.

Full Cost by Strategic Objectives USDA Strategic Objective for the SCA				
PROGRAM LEVEL	PROGRAM ITEMS	(Dollars in thousands)		
		FY 2007	FY 2008	FY 2009
Strategic Objective 1.1: Enhance service delivery of the Service Center Agencies by improving: 1) citizens knowledge and access to USDA services, 2) collaboration with public and private partners, and 3) internal efficiency.				
FSA	Administrative Costs (Direct)	\$71,634	0	0
RD	Administrative Costs (Direct)	3,960	0	0
NRCS	Administrative Costs (Direct)	11,136	0	0
Other Strategic Objective 1.1 Activities:				
Infrastructure	Administrative Costs (Direct)	19,938	0	0
E-government	Administrative Costs (Direct)	1,303	0	0
	Total Cost Strategic Objective	107,971	0	0