

**2027 USDA EXPLANATORY NOTES - WORKING CAPITAL FUND**

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**PREFACE**

This publication summarizes the fiscal year (FY) 2027 Budget for the U.S. Department of Agriculture (USDA). Throughout this publication any reference to the “Budget” is in regard to the 2027 Budget, unless otherwise noted. All references to years refer to fiscal year, except where specifically noted. The budgetary tables throughout this document show actual amounts for 2024 and 2025, Working Families Tax Cut Act; Agriculture, Rural Development, Food and Drug Administration, and Related Agency Appropriations Act, 2026; and the President’s Budget request for 2027. Amounts for 2026 estimated levels include: non-enacted amounts such as Full-Time Equivalent levels, fleet levels, information technology investment levels, recovery levels, transfers in and out, balances available end of year, and obligation levels.

Throughout this publication, the “Working Families Tax Cut Act” is used to refer to the Public Law 119-21.

Pursuant to the Balanced Budget and Emergency Deficit Control Act of 1985, sequestration is included in the numbers for mandatory programs in 2024, 2025, 2026 and 2027.

In tables throughout this document, amounts equal to zero (0) are displayed as dashes (-). Amounts less than 0.5 and greater than zero are rounded and shown as a zero (0). This display treatment is used to prevent the masking of small non-zero amounts that do not round up to one (1). Due to rounding, some tables may not sum exactly.

**AGENCY-WIDE****PURPOSE STATEMENT**

The U.S. Department of Agriculture (USDA) Working Capital Fund (WCF) was established in 1944, authorized under 7 U.S.C. 2235. The WCF mission is to provide a financing mechanism to support services that the Secretary, with the approval of the Office of Management and Budget, determines is more effective as central services within the Department’s Agencies. The WCF is used to finance services provided to USDA and Non-USDA agencies on a reimbursement or fee-for-service basis. USDA services over 100 Non-USDA Agencies\* which reduces USDA’s share of fixed cost. Centrally managed operations provide efficient, cost-effective, reliable, and transparent services through economies of scale, extensive management oversight, and recurring Fund reviews. The WCF does not receive appropriated funds.

\* Some of the Non-USDA agencies include: Department of Commerce, Department of Justice, Department of Labor, Department of Air Force, Department of Army, Department of Interior, Department of Treasury, Office of Personnel Management, Federal Election Commission, Government Accountability Office, United States Secret Service, and Library of Congress. Other Non-USDA Agencies serviced consist of numerous Independent Agencies, Boards, Commissions, and Foundations.

The WCF introduced two new activity centers in 2025, General Counsel Legal Compliance (GCLC) and Fleet Card Charge Services (FCCS). The WCF implemented one activity center name change in 2025 with the transition of Mail and Reproduction Services (MRS) to Mail and Reproduction Management Division (MRMD). The WCF finances USDA Activity Centers under five functional categories as follows:

**Administration:**

- Fleet Card Charge Services (FCCS)
- General Counsel Legal Compliance (GCLC)
- Human Resources Enterprise Systems Management (HRESM)
- Integrated Procurement Systems (IPS)
- Mail and Reproduction Management Division (MRMD)
- Materiel Management Service Center (MMSC)
- Personnel and Document Security (PDS)

- Procurement Operations (POD)

**Communications:**

- Creative Media and Broadcast Center (CMBC)

**Correspondence Management:**

- Office of the Executive Secretariat (OES)

**Financial Management:**

- Financial Management Support Services (FMSS)
- Financial Shared Services (FSS)
- Internal Control Support Services (ICSS)
- National Finance Center (NFC)

**Information Technology:**

- Client Experience Center (CEC)
- Department Administration Information Technology Office (DAITO)
- Digital Infrastructure Services Center (DISC)
- Enterprise Cybersecurity Services (ECS)
- Enterprise Data and Analytics Services (EDAS)
- Enterprise Network Services (ENS)

As of September 30, 2025, there were 2,587 permanent full-time employees (FTEs), with 271 in Washington, D.C., and 1,930 in field offices.

**AVAILABLE FUNDS AND FTEs**

**Table WCF-1. Available Funds and FTEs (thousands of dollars, FTEs)**

Item	2024		2025		2026		2027	
	Actual	FTEs	Actual	FTEs	Estimated	FTEs	Estimated	FTEs
USDA Fee for Service:								
Administration .....	\$80,355	190	\$75,348	195	\$81,554	173	\$81,555	174
Communications.....	11,412	12	8,600	18	5,470	6	5,470	6
Correspondence Management..	3,521	17	169,502	16	3,043	10	3,043	10
Financial Management .....	166,393	508	1,097,459	502	133,403	417	133,403	417
Information Technology .....	1,064,901	1,411	3,895	1,385	862,160	1,152	867,159	1,143
Subtotal.....	1,326,582	2,138	1,354,802	2,116	1,085,631	1,758	1,090,631	1,750
Capital Funding Availability.....	43,477	-	50,120	-	65,359	-	65,359	-
Purchase Card Rebate Proceeds	1,806	-	14,418	-	10,000	-	10,000	-
Unobligated Balances Transfers	38,092	-	9,673	-	-	-	-	-
Technology Modernization.....	14,101	-	12,787	-	-	-	-	-
Subtotal (USDA).....	1,424,058	2,138	1,441,800	2,116	1,160,990	1,758	1,165,990	1,750
Non-USDA Fee for Service:								
Administration .....	1,350	4	1,168	4	1,118	3	1,117	3
Communications.....	12	-	(1)	-	-	-	-	-
Financial Management.....	126,730	426	127,623	433	117,991	410	117,991	410
Information Technology .....	89,157	37	109,157	34	87,932	28	87,933	41
Subtotal (Non-USDA) .....	217,249	467	237,948	472	207,041	442	207,041	454
Total Available, WCF .....	1,641,307	2,605	1,679,748	2,587	1,368,031	2,201	1,373,031	2,204

**PERMANENT POSITIONS BY GRADE AND FTES**

**Table WCF-2. Permanent Positions by Grade and FTES.**

Item	2024 Actual			2025 Actual			2026 Estimated			2027 Estimated		
	HQ	Field	Total	HQ	Field	Total	HQ	Field	Total	HQ	Field	Total
SES .....	7	4	11	10	2	12	5	6	11	5	7	11
SL.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-15.....	35	51	86	27	62	89	18	59	77	18	59	77
GS-14.....	86	199	285	42	251	293	49	188	238	46	193	238
GS-13.....	153	498	651	84	560	644	82	455	538	89	452	541
GS-12.....	90	570	660	48	611	659	52	569	621	54	566	621
GS-11.....	49	456	505	24	491	515	21	386	407	22	384	407
GS-10.....	4	1	5	1	3	4	0	2	3	1	2	3
GS-9.....	10	74	84	6	67	73	9	56	65	9	56	65
GS-8.....	2	16	18	2	16	18	0	13	13	0	13	13
GS-7.....	12	157	169	9	143	152	12	155	167	12	155	167
GS-6.....	7	17	24	4	53	57	3	23	26	3	23	26
GS-5.....	12	61	73	10	33	43	8	3	11	8	3	11
GS-4.....	2	3	5	2	1	3	2	1	3	2	1	3
GS-3.....	3	1	4	2	-	2	2	-	2	2	-	2
GS-2.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-1.....	-	-	-	-	-	-	-	-	-	-	-	-
Other Graded .....	8	18	26	13	12	25	7	12	19	7	12	19
Ungraded .....	-	-	-	-	-	-	-	-	-	-	-	-
Total Permanent	479	2,126	2,605	284	2,304	2,587	271	1,930	2,201	278	1,926	2,204
Unfilled, EOY	-	-	-	-	-	-	-	-	-	-	-	-
Total Perm. FT												
EOY .....	479	2,126	2,605	284	2,304	2,587	271	1,930	2,201	278	1,926	2,204
FTE.....	479	2,126	2,605	284	2,304	2,587	271	1,930	2,201	278	1,926	2,204

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**ACCOUNT 1: SALARIES AND EXPENSES**

**LEAD-OFF TABULAR STATEMENT**

**Table WCF-3. Lead-Off Tabular Statement (in dollars)**

<b>Item</b>	<b>Amount</b>
2026 Recurring Operations Estimate <sup>1</sup> .....	\$1,292,671,993
Change in Estimate .....	+ 5,000,000
Recurring Operations Estimate, 2027 .....	<u>1,297,671,993</u>
2026 Capital Availability .....	\$65,359,000
Change in Availability .....	0
Capital Availability, 2027 .....	<u>65,359,000</u>
2026 Purchase Card Rebate Proceeds Availability <sup>2</sup> .....	\$10,000,000
Change in Availability .....	0
Purchase Card Rebate Proceeds Availability, 2026 .....	<u>10,000,000</u>
2026 Unobligated Balances Transfer Availability <sup>3</sup> .....	\$0
Change in Availability .....	0
Unobligated Balances Transfer Availability, 2027 .....	<u>0</u>

<sup>1</sup> This amount includes both USDA and non-USDA fee for service activities.

<sup>2</sup> Under 7 U.S.C. 2235a, refunds or rebates received on an on-going basis from a credit card services provider under the Department of Agriculture's charge card programs may be deposited to and retained without fiscal year limitation in the Department's Working Capital Fund to fund management initiatives of general benefit to the Department of Agriculture bureaus and offices as determined by the Secretary of Agriculture or the Secretary's designee, subject to further limitations under general provisions of annual appropriations acts that funds be spent on capital investments.

<sup>3</sup> The Secretary has authority to transfer unobligated balances to the WCF for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department of Agriculture. The amount for 2026 (unobligated 2025 funds) will not be known until the end of 2026.

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**PROJECT STATEMENTS**

**Table WCF-4. Project Statement on Basis of Appropriations (thousands of dollars, FTEs)**

Item	2024 Actual	FTEs	2025 Actual	FTEs	2026 Estimated	FTEs	2027 Estimated	FTEs	Inc. or Dec.	FTE Inc. or Dec.	Chg Key
Fee for Service:											
Administration .....	\$80,355	190	\$75,348	237	\$81,555	174	\$81,555	174	-	-	
Communication .....	11,412	12	8,600	15	5,470	6	5,470	6	-	-	
Correspondence Management .....	3,521	17	3,895	18	3,043	10	3,043	10	-	-	
Financial Management .....	166,393	508	169,502	576	133,403	417	133,403	417	-	-	
Information Technology ....	1,064,901	1,411	1,097,459	1,446	862,160	1,153	867,160	1,143	+\$5,000	-10	(1)
Subtotal .....	1,326,582	2,138	1,354,802	2,292	1,085,631	1,760	1,090,631	1,750	+5,000	-10	(1)
Capital Fund Availability.....	43,477	-	50,120	-	65,359	-	65,359	-	-	-	
Purchase Card Rebate Proceeds .....	1,806	-	14,418	-	10,000	-	10,000	-	-	-	
Unobligated Balances Transfers.....	38,092	-	9,673	-	-	-	-	-	-	-	
Technology Modernization..	14,101	-	12,787	-	-	-	-	-	-	-	
Subtotal .....	1,424,058	2,138	1,441,800	2,292	1,160,990	1,760	1,165,990	1,750	+5,000	-10	(1)
Non-USDA Fee for Service:											
Administration .....	1,350	4	1,168	5	1,118	3	1,118	3	-	-	
Communication .....	12	-	-	-	-	-	-	-	-	-	
Financial Management .....	126,730	426	127,623	417	117,991	410	117,991	410	-	-	
Information Technology ....	89,157	37	109,157	28	87,932	28	87,932	41	-	+13	(2)
Subtotal .....	217,249	467	237,948	450	207,041	441	207,041	454	-	+13	(2)
Total WCF.....	1,641,307	2,605	1,679,748	2,742	1,368,031	2,201	1,373,031	2,204	+5,000	+3	
Adjustment to Authority:											
Permanent Rescission.....	-46,192	-	-116	-	-77,884	-	-	-	+77,884	-	
Temporary Rescission.....	-31,808	-	-77,884	-	-	-	-	-	-	-	
Rescission Recovered.....	-	-	31,808	-	77,884	-	-	-	-77,884	-	
Subtotal (Adjusted).....	-78,000	-	-46,192	-	-	-	-	-	-	-	
Total Obligations.....	1,563,307	2,605	1,633,556	2,742	1,368,031	2,201	1,373,031	2,204	+5,000	+3	

**JUSTIFICATION OF CHANGES**

The WCF serves as the Department’s financing mechanism for provision of centralized financial, information technology, administrative, and communications services. The WCF also serves as the principal financing mechanism for investment in corporate-level systems and as the Department’s information technology working capital fund under the authority of the Modernizing Government Technology Act.

A net increase of \$5,000,000 and a net increase of 3 FTEs for recurring operations (\$1,368,031,000 and 2,201 FTEs available in 2026).

The \$5,000,000 increase reflects estimates of costs for the Client Experience Center (CEC) Activity Center for the introduction of a new service offering Departmental Computer Asset Management (DCAM) beginning in 2027 at service estimate \$5,000,000. Cost estimates were developed in response to anticipated levels of service demand from USDA agencies for WCF-supported services. Amounts shown for 2027 are estimates of costs only, and USDA agencies will be billed their share of actual costs. The 3 FTEs increase represents the net impact of Activity Centers’ best staff years estimates for the most economical use of human resources to deliver expected demand for goods and services. A 10 FTEs decrease in Fee for Service USDA Information Technology business offerings is offset by a 13 FTEs increase in Non-USDA Fee for Service Information Technology estimates. In accordance with administration policy announced in the Budget, WCF will follow new government-wide grants guidance prohibiting the use of Federal funds to pay for subscriptions to academic journals, as well as for the publication of research results that are not specifically required by Federal statute or approved in advance by a Federal agency. This policy preserves funds to support actual research by ensuring that the American taxpayer does not pay for the research, publication, and access to that research, essentially triple-charging the public for the same product.

The numbers and letters of the following listing relates to values in the Change (Chg) Key column of the Project Statement:

(1) A net increase of \$5,000,000 and a net decrease of 10 FTEs for Fee for Service recurring operations (\$1,085,631,000 and 1,760 FTEs available in 2026).

A) Information Technology – A net increase of \$5,000,000 and a net decrease of 10 FTEs (\$862,160,000 and 1,153 FTEs available in 2026).

A net increase of \$5,000,000 is attributed to the Client Experience Center (CEC) Activity Center service provider. The CEC provides comprehensive, fee-for-service information technology (IT) operations, security, and technical support services for over 100,000 USDA customers. Beginning in 2027, CEC will launch the Departmental Computer Asset Management (DCAM) business offering to USDA customers with an anticipated \$5,000,000 in customer driven demand expected that will address the Department’s IT hardware Assessment, Ordering, Provisioning, and Disposition needs. A net decrease of 10 FTEs is attributed to the following: 1) Enterprise Network Services (ENS) Activity Center has been allocated a 4 FTEs increase to accommodate the transition of personnel associated with administration of the Department’s Firewall Program. 2) Departmental Administration Information Technology Office (DAITO) Activity Center consolidation with the Digital Infrastructure Services Center (DISC) Activity Center in 2027 will include a 20.5 FTEs transfer from DAITO into DISC Fee for Service for USDA customers as well Non-USDA Fee for Service offerings. In its 2027 budget, DISC estimates 7 FTEs of the 20 FTEs transferred will be allocated to Fee for Service USDA customer services, a 7 FTEs increase over DISC 2026 FTEs levels, while 13 FTEs of the 20 FTEs will be allocated to Non-USDA Fee for Service customers based on anticipated customer specific demand. Note, FTEs amounts rounded.

(2) A net increase of 13 FTEs for Non-USDA Fee for Service recurring operations (\$207,041,000 and 441 FTEs available in 2026).

A) Information Technology – A net increase of 13 FTEs (28 FTEs available in 2026).

A net increase of 13 FTEs is attributed to the Digital Infrastructure Services Center (DISC) service provider. With a customer base allocated as approximately 80 percent USDA and 20 percent Non-USDA Federal partners, DISC proportionately distributes non-discretionary operational costs as well as customer specific service requirements as dictated by business needs. With its 2027 budget, DISC identifies an anticipated labor hour (FTE) shift from USDA clients, based on a USDA representing a reduced proportion of the customer base, to Non-USDA offerings guided by customer demand for tailored business solutions. The 13 FTEs increase to Non-USDA Fee for Service offerings is offset through the transfer of 20 FTEs into the DISC Activity Center from the DAITO Activity Center in Fee for Service USDA services, as identified in the preceding paragraph.

**GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND FTEs**

***Table WCF-5. Geographic Breakdown of Obligations and FTEs (thousands of dollars, FTEs)***

<b>State/Territory/Country</b>	<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
	<b>Actual</b>	<b>FTEs</b>	<b>Actual</b>	<b>FTEs</b>	<b>Estimated</b>	<b>FTEs</b>	<b>Estimated</b>	<b>FTEs</b>
Alabama .....	\$8,970	15	\$10,779	18	\$6,275	15	\$6,357	15
Alaska.....	4,741	8	4,897	8	2,604	6	2,639	6
Arizona .....	10,990	19	12,697	21	9,308	14	9,306	14
Arkansas.....	9,366	16	9,548	16	4,774	11	4,838	11
California.....	31,418	53	32,210	52	15,708	34	15,761	34
Colorado .....	68,862	116	85,001	138	111,704	134	107,717	131
Connecticut .....	2,963	5	2,731	4	2,978	4	2,909	4
Delaware.....	3,710	6	3,066	5	2,437	5	3,348	5
District of Columbia .....	284,014	479	174,586	284	128,998	239	142,348	238
Florida .....	29,073	49	30,481	50	28,211	34	27,717	34
Georgia.....	25,388	43	27,642	45	26,141	40	25,689	40
Guam .....	1,185	2	1,161	2	868	2	879	2
Hawaii .....	3,556	6	3,231	5	1,736	4	1,759	4
Idaho.....	10,953	18	10,362	17	6,076	14	6,158	14
Illinois.....	24,809	42	24,685	40	25,131	33	24,733	34
Indiana .....	9,577	16	11,192	18	5,581	10	5,548	10
Iowa.....	15,080	25	15,643	25	9,509	19	9,691	19
Kansas.....	54,554	92	27,609	45	64,409	62	62,083	62
Kentucky.....	9,577	16	11,192	18	5,581	10	5,548	10
Louisiana.....	510,633	862	569,281	924	351,269	842	348,880	841
Maine .....	2,635	4	1,840	3	1,302	3	1,320	3
Maryland.....	19,200	32	83,518	136	60,047	98	67,179	102
Massachusetts .....	2,371	4	3,066	5	3,460	4	3,361	4
Michigan .....	8,565	14	9,197	15	6,932	12	6,880	12
Minnesota .....	13,368	23	15,640	25	15,797	18	15,651	18
Mississippi .....	45,038	76	20,084	33	22,890	27	22,514	28
Missouri .....	87,125	147	114,771	186	158,298	152	152,600	152
Montana.....	10,525	18	11,640	19	4,774	11	5,045	12
Nebraska.....	11,228	19	13,197	21	5,252	13	5,318	13
Nevada .....	4,346	7	5,331	9	3,231	4	3,155	4
New Hampshire .....	1,361	2	2,076	3	1,302	3	1,320	3
New Jersey.....	2,546	4	4,293	7	1,736	4	1,759	4
New Mexico.....	17,881	30	20,282	33	25,011	26	24,478	26
New York .....	13,587	23	14,352	23	10,784	15	10,526	15
North Carolina.....	18,017	30	17,865	29	14,644	24	14,641	24

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<b>State/Territory/Country</b>	<b>2024</b>		<b>2025</b>		<b>2026</b>		<b>2027</b>	
	<b>Actual</b>	<b>FTEs</b>	<b>Actual</b>	<b>FTEs</b>	<b>Estimated</b>	<b>FTEs</b>	<b>Estimated</b>	<b>FTEs</b>
North Dakota .....	8,795	15	7,972	13	3,906	9	3,959	9
Ohio .....	9,450	16	9,199	15	5,848	14	5,927	14
Oklahoma .....	9,546	16	10,414	17	8,173	12	8,029	12
Oregon .....	10,666	18	9,701	16	3,039	7	3,079	7
Pennsylvania .....	10,473	18	8,910	14	4,341	10	4,398	10
Puerto Rico .....	4,149	7	4,262	7	2,170	5	2,199	5
South Carolina .....	11,612	20	11,805	19	7,174	13	7,125	13
South Dakota .....	6,410	11	6,085	10	3,472	8	3,519	8
Tennessee.....	8,890	15	9,812	16	7,174	13	7,125	13
Texas.....	38,487	65	40,817	66	32,820	57	33,821	58
Utah .....	8,122	14	9,623	16	5,406	13	5,482	13
Vermont.....	3,556	6	1,840	3	3,026	3	2,921	3
Virginia .....	110	-	23,575	38	36,169	40	35,036	40
Washington .....	10,661	18	10,331	17	9,972	18	10,200	18
West Virginia .....	6,300	11	6,133	10	3,472	8	3,519	8
Wisconsin.....	14,613	25	14,378	23	9,164	19	8,883	18
Wyoming .....	4,741	8	4,128	7	1,799	5	2,033	6
United Arab Emirates.....	220	-	-	-	-	-	-	-
Total Obligations.....	1,543,831	2,605	1,592,751	2,587	1,292,672	2,201	1,297,672	2,204
Capital Funding Available....	97,476	-	86,998	-	75,359	-	75,359	-
Total, Available.....	1,641,307	2,605	1,679,749	2,587	1,368,031	2,201	1,373,031	2,204

**OBJECT CLASSIFICATION**

**Table WCF-6. Classification by Objects (thousands of dollars)**

<b>Item No.</b>	<b>Item</b>	<b>2024 Actual</b>	<b>2025 Actual</b>	<b>2026 Estimated</b>	<b>2027 Estimated</b>
<b>Personnel Compensation:</b>					
	Washington D.C. ....	\$52,955	\$32,678	\$217,522	\$220,561
	Personnel Compensation, Field .....	234,895	265,444	30,553	31,370
11	Total personnel compensation .....	287,850	298,122	248,075	251,930
12	Personal benefits .....	110,519	115,165	96,252	97,785
13.0	Benefits for former personnel .....	-113	-13	75	75
	Total, personnel comp. and benefits .....	398,256	413,274	344,402	349,790
<b>Other Objects:</b>					
21.0	Travel and transportation of persons .....	2,957	2,054	3,398	3,349
22.0	Transportation of things.....	2,129	2,259	2,166	2,166
23.1	Rental payments to GSA.....	1,446	5,755	5,942	5,942
23.2	Rental payments to others.....	705	74,968	92,854	92,781
23.3	Communications, utilities, and misc. charges.	287,167	171,989	105,944	107,392
24.0	Printing and reproduction.....	94	105	127	127
25.1	Advisory and assistance services .....	9,360	485	2,297	2,306
25.2	Other services from non-Federal sources .....	420,542	550,978	318,923	318,562
25.3	Other goods and services from Federal sources .....	173,033	250,990	181,302	179,846
25.4	Operation and maintenance of facilities.....	797	523	2,164	2,164
25.5	Research and development contracts .....	-	-	-	-
25.7	Operation and maintenance of equipment.....	235,265	190,960	224,331	224,461
26.0	Supplies and materials .....	5,970	3,862	3,316	3,276
31.0	Equipment.....	103,585	11,545	5,505	5,511
33.0	Investments and loans .....	-	-	-	-
41.0	Grants, subsidies, and contributions.....	-	-	-	-
42.0	Insurance Claims and Indemnities .....	-	-	-	-
43.0	Interest and Dividends .....	-	-	-	-
	Total, Other Objects .....	1,243,051	1,266,474	948,270	947,882
99.9	Total, new obligations.....	1,641,307	1,679,748	1,292,672	1,297,672
	<b>DHS Building Security Payments (included in 25.3).....</b>	\$1,843	\$1,730	\$1,874	\$1,831
<b>Position Data:</b>					
	Average Salary (dollars), ES Position .....	\$205,946	\$210,065	\$205,946	\$210,065
	Average Salary (dollars), GS Position .....	\$105,882	\$107,999	\$110,159	\$112,362
	Average Grade, GS Position .....	12.6	12.6	12.5	12.5
	Operating .....	1,543,831	1,444,746	1,292,672	1,297,672
	Capital.....	97,476	75,359	75,359	75,359
	Total New Obligations Including Capital .....	1,641,307	1,520,105	1,368,031	1,373,031

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**STATUS OF PROGRAMS**

The Working Capital Fund (WCF) is a financing mechanism that supports five functional categories (Administration, Communication, Correspondence Management, Financial Management, and Information Technology) across seven Departmental organizations. The Office of the Chief Financial Officer (OCFO), in addition to its responsibilities in financial policy and operations, is responsible for the administration of the WCF.

**Administration**

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

- Fleet Charge Card Services (FCCS)
- General Counsel Legal Compliance (GCLC)
- Human Resources Enterprise Systems Management (HRESM)
- Integrated Procurement Systems (IPS)
- Materiel Management Service Center (MMSC)
- Mail and Reproduction Management Division (MRMD)
- Personnel and Document Security (PDS)
- Procurement Operations Division (POD)

**Fleet Charge Card Services (FCCS)****Current Activities**

The USDA Fleet Charge Card Services (FCCS), administered by the Office of Property and Environmental Management (OPEM), manages the use of fleet charge cards for USDA-owned and commercially leased vehicles and equipment. This program streamlines purchases of fuel, maintenance, and supplies for a wide array of assets supporting critical USDA missions. FCCS provides a framework for a mutually beneficial partnership that utilizes the latest technological advances to increase transparency; protects the Department from potential fraud, waste, misuse, and abuse; and maximizes the fleet charge card program benefits, such as higher rebates and efficiencies gained using streamlined payment solutions and mechanisms.

**Selected Examples of Recent Progress**

FCCS established processes providing the foundation for the United States Department of Agriculture (USDA) fleet charge card internal controls, created risk assessment plans, developed fleet card testing protocols, and formed the criteria for daily/weekly/monthly/yearly monitoring. FCCS leveraged data analytics to conduct thorough assessments of all fleet charge card program activities. The results highlighted areas of concern and educated sub-agencies on policy requirements. The combination has shown significant quantifiable improvements. FCCS improved compliance with Office of Management and Budget Circular A-123 Appendix B requirements about fleet charge card training by approximately 47 percent since 2024 through robust monitoring activities. FCCS developed monthly internal review reporting for sub-agencies to track transaction management, including exceptions, training, driver status, and fleet card utilization. The monthly analyses support regulatory requirements for internal controls to prevent waste, fraud, and abuse.

FCCS reduced the number of fleet charge card Personal Identification Number profiles in the bank system from 86,190 in 2024 to 59,754 in 2025, or 69 percent. This reduction reflects mass departures stemming from the Deferred Resignation Programs and removing under-utilized and unused profiles, debunking the belief that every employee is required to have a driver profile. There were 1,115,177 fleet card transactions for USDA-owned vehicles in 2025 valued at \$119,639,984. The oversight of this program was handled by three employees for 50 percent of the year and then managed by a single employee for the remaining 50 percent of the year. FCCS created and maintained the Departmental Fleet Charge Card SharePoint site which established the central repository for the fleet card program data and resources library.

## **General Counsel Legal Compliance (GCLC)**

### **Current Activities**

At the direction of the Office of the Secretary, the General Counsel Legal Compliance (GCLC) Activity Center was established as a service provider within the Working Capital Fund (WCF) beginning in 2025. The newly established GCLC provides two service offerings to all USDA agency customers: the AgRecords system and the eDiscovery system. GCLC provides technology and support to the Department in performing legal compliance functions related to Federal records and other electronically stored information.

AgRecords is USDA's first official records management system. AgRecords sits over all USDA systems to automatically capture, preserve, manage, and lawfully dispose of/transfer the records created and received by the Department. AgRecords is a fully developed, Department of Defense (DOD) 5015.02 certified, award-winning recordkeeping, content and case management system. AgRecords is fully compliant with Federal Universal Electronic Records Management (UERM) requirements, and other Federal requirements, such as the new DOD 8180.01 Manual, and information security requirements, e.g. Zero Trust.

The eDiscovery Program serves as the Department's subject matter experts on the preservation, collection, review and production of electronically stored information (ESI) in litigation, responses to Freedom of Information Act (FOIA) requests, congressional oversight responses, and internal investigations. Its mission is to support USDA agencies and staff offices in understanding their legal obligations related to these functions in legal compliance and enabling staff to perform eDiscovery related duties efficiently and in full compliance with all legal obligations. The eDiscovery Program provides legal oversight over USDA's eDiscovery operations and operates the Department's primary technology solution for the review and production of ESI. The eDiscovery Program provides ongoing training and guidance to the Department on eDiscovery policies and practices.

### **Selected Examples of Recent Progress**

GCLC's AgRecords system continues to serve as USDA's first official records management system. This strategic initiative, prompted by the National Archives and Records Administration's (NARA) most recent USDA inspection report, allows the Department to properly manage its Federal records in accordance with the Federal Records Act 44 U.S.C. Chapter 31 and other applicable requirements. AgRecords will sit over USDA systems to automatically capture, preserve, manage, and lawfully dispose of/transfer the records we create and receive. The General Counsel's Office of Information Affairs reported that AgRecords continues to break new ground at USDA.

AgRecords incorporated management for Microsoft 365 Teams content, integrations with additional legacy line of business applications, and aided in the decommissioning of a large-scale records repository. Legacy system integrations included AgWrite, eRecruit, and the Office of Communications Radio. These integrations provide immediate archival, search, and records retention management for system records. Additionally, nearly half of one petabyte (300 Terabytes) of email records have been migrated from the legacy email archive, Archive360, allowing USDA to decommission the system and forgo an approximate \$30,000 monthly payment for storage. AgRecords also facilitated fast, accurate responses to internal and external time-sensitive record requests under FOIA where failure to timely respond can result in costly litigation which can easily exceed \$100,000 for an individual suit, providing invaluable cost savings to USDA.

Finally, the AgRecords team developed a Records Schedule Information Report to facilitate oversight of record schedules across USDA, and increase the ability to recognize trends, furthering compliance with USDA's Departmental Records Program Plan of Corrective Action in response to the 2022 NARA Inspection to develop procedures to review and update existing records schedules. Through this initiative GCLC has enhanced USDA's records management program and reduced the risk of non-compliance with Federal records management statutes and regulations.

The eDiscovery Program provides guidance and technology support in over forty administrative and judicial litigation matters using software owned and operated by USDA's Office of the Chief Information Officer's Customer Experience Center (OCIO-CEC).

The Program also assisted with approximately twenty larger complex litigation matters using its Relativity document review platform. In the fourth quarter of 2025, the Program began providing services in earnest to USDA's Freedom of Information Act (FOIA) community and has assisted FOIA staff with the completion of over 100 FOIA requests, primarily using in-house software solutions operated by OCIO-CEC for review and processing combined with final processing by the Program's contract eDiscovery team. The Program also assists multiple USDA agencies and staff offices with Congressional oversight responses, internal investigations, and early processing of records used in the administrative rulemaking process.

The Program conducted over seventy training sessions, including technology platform overview sessions, one-on-one training sessions, and bi-weekly office hours to help staff become more efficient with the technology and functions to provide excellent service to customers.

## **Human Resources Enterprise Systems Management (HRESM)**

### **Current Activities**

The Office of Human Resources Management (OHRM)-Human Resources Enterprise Systems Management (HRESM) Division provides corporate Human Resources (HR) Enterprise System Management in support of the U.S. Department of Agriculture (USDA)'s strategic goals, the Human Capital Operating Plan, and is aligned with the framework of the Office of Personnel Management's (OPM) Federal HR 2.0 Initiative. As the implementing organization for USDA on behalf of all agency Mission Areas, HRESM is in all ways engaged with the Administration's efforts to implement a modern, best-in-class commercial Core Human Capital Management (HCM) system for the entire Federal Government, a cornerstone for the broader Federal HR 2.0 Initiative.

Currently, HRESM continues to position USDA as a proactive leader in the Core HCM initiative by conducting in-depth research on federal guidelines, maintaining and updating a comprehensive enterprise-wide overview, and engaging stakeholders to align on evolving requirements. These efforts are driving improved organizational readiness for upcoming phases, streamlining requirements gathering, and strengthening executive alignment between USDA and OPM. This ongoing work ensures USDA remains highly visible and influential in shaping the Federal HR 2.0 modernization strategy.

### **Selected Examples of Recent Progress**

In 2025, in support of the newly established voluntary "Fork in the Road, Deferred Resignation Program (DRP)", HRESM led an enterprise-wide digital transformation through designing a stakeholder focused method to collect and track DRP employees' opt-ins, approval and process workflows, digital data collection forms, and actions tracking. The new method enhanced transparency and operational efficiency as well as provided a robust Power Business Intelligence (BI) reporting suite to deliver phase-specific analytics and ensure compliance with OPM reporting requirements. Termed the "Transition Workspace", the application empowered HR staff to effectively manage and monitor DRP activities in real time as well as offer integration between eHR Apps and EmpowHR, enabling automated processing of DRP resignations and voluntary retirements—streamlining HR workflows, reducing manual intervention, thereby improving consistency and data quality.

In support of Government Efficiency and Executive Order 14158, HRESM established USDA's Human Resources Data Quality Management Community of Practice, as well as USDA's Human Resources Data Quality Management Dashboard Suite. Through this dashboard suite, USDA will continuously monitor and rectify data quality in Government-wide Enterprise Human Resources Integration, one of five Office of Personnel Management (OPM) led e-Government initiatives. Additionally, HRESM created and enhanced enterprise-wide HR Robotics Process Automations (automated software applications) to improve data quality and government efficiency in reducing manual data entry work hours across Human Resources. Furthermore, HRESM led USDA's enterprise-wide GovTA migration in Pay Period

12, resulting in a transition and performed license cleanup efforts which resulted in reducing the license utilization by 8,000 user licenses, contributing to cost avoidance by eliminating the need for USDA to purchase additional software licenses.

HRESM implemented multi-factor authentication for Retirement Calculator and Paycheck8 access which enabled secure and efficient login for DRP participants who could no longer access government required equipment and accesses. Additionally, HRESM led the adoption of the new OPM Online Retirement Application (ORA), as mandated by OPM. The HRESM team drove user adoption, fostered collaboration, and resolved implementation issues through establishing a new retirement user community. HRESM partnered with OPM to streamline issue reporting and enhancement requests. This strategic approach yielded quicker response times and defect solutions, ultimately modernizing the retirement application process and ensuring timely delivery of benefits to Federal employees.

HRESM effectively led a large-scale initiative to reinstate approximately 6,500 probationary employees across USDA, collaborating with the National Finance Center (NFC) to resolve technical complexities and develop comprehensive guidance for all NFC customers. This effort required agencies to roll back or cancel personnel actions to restore probation employees' employment. HR systems are not designed to onboard employees when canceling a termination, therefore causing the process to restore benefits and system access very complex. HRESM worked with NFC to test, troubleshoot systemic issues and develop the guidance used for all NFC customers including USDA and Non-USDA agencies. Through strategic coordination with Mission Areas, HRESM ensured a consistent and transparent approach to reinstatement, ultimately restoring employment for thousands of employees. Additionally, HRESM implemented a rapid automation solution for terminated probationary employee email notifications, partnering with Forest Service to build and deploy automated software applications that sent over 6,000 emails in approximately four hours, ensuring timely compliance with court-ordered requirements. In addition, HRESM revamped the Probationary Module in the eHR Applications system to align with Executive Orders and OHRM Interim Advisory Requirements; as well as designed and implemented a comprehensive probationary processing workspace to streamline workflows for supervisors and agency designees. This process developed a dedicated probationary processing interface for enhanced oversight and management, establishing robust Power BI reporting for business analysis and monitoring.

In the area of Federal Hiring, HRESM conducted a needs analysis that determined the need for eRecruit talent acquisition data archive to be obsolete. HRESM worked with the Office of the Chief Information Officer to decommission USDA's legacy vacancy announcement file archive (eRecruit) which resulted in \$83,000 cost avoidance. In support of the Federal Civilian Hiring Freeze Guidance OMB Memorandum dated January 20, 2025, U.S of America (USA) Staffing user profiles were updated to view only due to the hiring freeze executive order. HRESM communicated and provided training to agencies on the New Hire confirmation system functionality as well as developed data collections and workflows resulting in more push button reporting for recurring "Hiring Freeze" and "Ring the Bell" reporting. In support of Merit Hiring, dated May 29, 2025, HRESM led and facilitated monthly meetings with Agency point of contacts to collaborate on Merit Hiring, USA Staffing, USA Jobs, and USA Hire related topics with the USDA community of stakeholders as well as updated required documents and how to apply standard language for USDA announcement templates to include the two page limit resume requirement. In support of Executive Order 14170, Reforming the Federal Hiring Process and Restoring Merit to Government Service, HRESM added four essay questions into USA Staffing and created a job aid for users on how to add the Merit Hiring four essay questions; communicated updates to the USDA Chief Human Capital Officer (CHCO) and to agencies. HRESM provided a demonstration on how to add four essay questions to the agencies; and provided Agency CHCOs, and Agency HR point of contacts a demonstration of the Candidate Inventory, Announcement Tagging, and Shared Certificate functionality in USA Staffing.

## **Integrated Procurement Systems (IPS)**

### **Current Activities**

Integrated Procurement Systems (IPS) provides modern, integrated procurement tools to the USDA acquisition community through the Integrated Acquisition System (IAS). IAS serves as the enterprise-

wide administrative procurement system for the Department and continues to prove its value daily. The Credit Card Service Center (CCSC) is responsible for planning, developing, and implementing its charge card program under SmartPay3 and providing consolidated, Department-wide governance in this program to further USDA's mission.

### **Selected Examples of Recent Progress**

The USDA procurement system Integrated Procurement System (IPS) supported 10,000 users and processed \$5.9 billion in obligations in 2025, a 19 percent decrease from 2024. IPS maintains the highest rating possible in operational, security, and Information Technology investment posture. In support of the new administration's priorities, IPS implemented three new applications to track and enforce contract file completeness, review over 12,000 existing contracts for administrative alignment and mission criticality and facilitate executive approval of every contract obligation. IPS executed numerous data calls and implemented system validations to facilitate USDA compliance with all new reporting requirements. To enhance procurement efficiency through automation, IPS continued to enhance and maintain several innovative solutions to automate contract closeout, contract file maintenance, and administrative modifications. IPS's automated tools have demonstrated strong engagement and sustained value across the USDA acquisition workforce, with over 87,200 user sessions in the past 12 months.

The USDA Government Purchase Card (GPC) Program achieved record performance, with GPC holders spending over \$390 million in 2025, generating \$7.6 million in rebates. USDA's use of Commercial Platforms also increased, reaching a total of \$28.2 million in purchases across four platforms. This strategic use of Commercial Platforms saved USDA over \$3 million compared to traditional purchasing methods, further supporting cost efficiency. In 2025, the GPC Program provided required refresher training covering all updates to the recently revised GPC Program Guide for program coordinators. Over 12,000 users completed the required training. This is required under the Office of Management and Budget Circular A-123 Appendix B every three years, and the last required training was in 2022.

Through these transformative initiatives, USDA has strengthened procurement processes, maximized financial efficiency, and enhanced compliance, demonstrating a sustained commitment to operational excellence and strategic resource management.

### **Materiel Management Service Center (MMSC)**

#### **Current Activities**

Materiel Management Service Center (MMSC) is responsible for the general management and coordination of Departmental logistics operations and activities including personal property acquisition, use and disposal, transportation systems, products and services, warehousing and program support systems, as well as maintaining unified, coordinated supply support systems that meet the ongoing and numerous emergency needs of various programs of the Department. MMSC provides exceptional service to all U.S. Department of Agriculture (USDA) agencies and activities including certain Non-USDA Federal customers.

With an annual budget of \$12 million, MMSC operates in Beltsville, MD and consists of 42 Full-Time Equivalents, representing one percent of the annual budget of the USDA Working Capital Fund. MMSC operates the USDA Sales Center, which is part of the Federal Asset Sales Program. This center allows MMSC to sell surplus personal property to the public. Operating this center generates revenue that offsets the cost of MMSC services to USDA agencies and allows MMSC to improve its services by reinvesting in its operation through updated equipment and software services. The center provides a central unit for excess/surplus personal property disposal used by USDA Agencies, staff offices, and divisions in the District of Columbia Metropolitan area and effectively creates cost avoidance to USDA agencies through the rehabilitation of office furniture and reuse of as-is furniture and excess equipment.

**Selected Examples of Recent Progress**

In 2025, Consolidated Forms & Publication Distribution Center (CFPDC) implemented a new cloud-based system to function alongside existing online fulfillment and inventory management systems to improve efficiency in meeting customer needs. CFPDC continued to provide expanded services to USDA Food Safety and Inspection Service (FSIS) to support their growing industry, which increased by 291 additional customers bringing their total customer base to 10,444 users. CFPDC provided \$3.1 million in sales and specialty supplies to the Food Safety Inspection Service nationwide. The total volume of packages filled was 29,614. CFPDC shipped 24,677 packages that included 561,832 units including 36,170-line items for FSIS, respectively.

Additionally, CFPDC managed customer support of the online retail supply store Base Supply which provides access to supplies online. Through Base Supply, 10,326 orders were processed and shipped, including 48,025 line-items and 118,607 units filled. MMSC focus on delivering excellent service guaranteed that FSIS operations continued without interruption, protecting the Nation's food supply. CFPDC also provided ongoing support for 14,504 internal and external customers, ensuring consistency, satisfaction, and timely assistance. Through effective logistics and fulfillment management, 17,927 sales orders were successfully processed. More than 1.3 million units were filled and distributed accurately and on schedule, supporting essential USDA initiatives and mission-critical functions nationwide. With an average of 3,714 line-items managed each week, CFPDC reduced backlog and improved customer service delivery by 15 percent. These combined efforts contributed to generating more than \$4.1 million in revenue through enhanced inventory management and streamlined fulfillment processes. CFPDC served as the nationwide central hub for processing, packaging, and shipping millions of USDA Forest Service outreach materials, including publications, certificates, posters, and educational kits. This work played a vital role in supporting prominent public education programs such as Smokey Bear's wildfire prevention campaigns and numerous conservation initiatives that reach communities across the country. In 2025, CFPDC's recycling program worked closely with agency liaisons to remove outdated materials from storage, maximizing warehouse space and improving efficiency. Through this initiative, 1,054,126 units of paper forms and publications were shredded and recycled, amounting to over 52.7 million pounds of material diverted from landfills.

The Centralized Excess Property Operation (CEPO), through the Computers for Learning program, donated 3,819 laptops valued at \$5.4 million year-to-date, equipping students with critical technology for modern learning. CEPO also advanced community support through the Adopt-a-School Program by donating over \$36,000 worth of office supplies, furniture, and equipment to seven local schools. As a result of this worthwhile effort, MMSC was awarded a Certificate of Appreciation from Montpelier Elementary School in recognition of its commitment to the students and families who are positively impacted through MMSC's support. Additionally, MMSC also donated \$60,547 worth of supplies to University of Maryland Eastern Shore through USDA's co-op program.

In terms of excess property, CEPO received over 40,000 units of excess property valued at \$31,371,775, ensuring these assets could be reused across government entities rather than purchased new at additional taxpayer cost. Outbound orders resulted in 7,900 units transferred, valued at \$8,880,604 saving USDA and local government resources. In 2025, CEPO sales returned \$1,371,743 year-to-date back to the Federal government, contributing to continued fiscal responsibility. CEPO recycled just over 2,600 pieces of metal property, valued at \$659,227. These actions contributed both to environmental sustainability and responsible asset management. In total, more than \$2 million has been returned to USDA through combined sales and metal recycling activities. CEPO also recycled 502,000 pounds (227 metric tons) of carbon. Additionally, CEPO contributed over 30 tons of recyclable electronics valued at \$725,000 that have no reuse or re-sale value, to UNICOR, Federal Prison Industries, Inc. recycling program managed by the Department of Justice. Additionally, 120 tons of scrap metal were sold for revenue exceeding \$9,000. CEPO adopted seven local schools to donate excess office supplies no longer needed by the government, and donated supplies valued at over \$36,000.

Through its partnership with the Office of the Chief Information Officer and Client Experience Center, MMSC shipped over 23,400 computers nationwide to all USDA agencies in support of their mission.

## **Mail and Reproduction Management Division (MRMD)**

### **Current Activities**

The Mail and Reproduction Management Division (MRMD) is responsible for the management and accountability of USDA's nationwide postage budget and implementing the recommendations of the National Performance Review Mail Management Initiative, authored by MRMD's Departmental Mail Manager. MRMD is committed to providing efficient and effective pick-up and mail delivery throughout USDA buildings, complexes, and leased facilities. MRMD staff research and examine new technologies to identify, obtain, and implement the most effective mail processing methods available in the marketplace for their customers. Its staff provides postal information and education to its customers in the most efficient and economical ways to meet their mailing needs.

### **Selected Examples of Recent Progress**

In 2025, the Mail and Reproduction Management Division (MRMD) demonstrated exceptional operational capabilities and strategic support through completion of the Mail Modernization Project, integrating the new Tritek Oasis Digital Mail Scanning System. In compliance with the General Services Administration (GSA), Federal Management Regulation (FMR) 102-192.50 Responsibility of Mail Management and FMR 102-192.40 Scope and Performance Measurement Requirements for all agencies, MRMD transitioned the U.S. Department of Agriculture (USDA) Headquartered Mail Operation into an infrastructure that now utilizes advanced technology converting hard copy contents to digitized formats, therefore providing content to recipients electronically. The solution utilizes existing USDA network and Information Technology systems/resources and integrates with USDA systems and Microsoft products, such as Exchange Server for email relaying. The digital mail system utilizes secured routing and tracking features to maintain the chain of custody from the initial receipt of physical correspondence through delivery.

The modernization of mail processing facilitates the timely and secure electronic delivery of physical correspondence, significantly reducing logistical delays while improving access for USDA personnel across all locations in the National Capital Region. This changeover is an operational necessity. It ensures the efficiency, security, and accuracy of USDA's mail processing functions while aligning fully with Federal security protocols and data management policies. The transformation of this critical infrastructure is essential to maintaining the integrity of internal communications and safeguarding the Department against emerging threats.

## **Personnel and Document Security (PDS)**

### **Current Activities**

Personnel and Document Security (PDS) within the Office of Homeland Security (OHS) leads the collaborative security program to safeguard USDA people, information, national industrial security program, equipment, and property. The office develops, implements, and oversees the Department's security policies, programs, and standards; delivers security training and education to USDA personnel; and provides security support to Mission Areas, agencies, and staff offices. Additionally, PDS provides liaison support to the intelligence community on security matters affecting USDA.

### **Selected Examples of Recent Progress**

In 2025, PDS adjudicated 5,064 public trust and national security background investigations, ensuring the U.S. Department of Agriculture (USDA) complies with personnel security adjudication standards implemented by Suitability and Security Executive Agents, the Office of Personnel Management, and the Office of the Director of National Intelligence, respectively. PDS also processed 238 new political appointees to support democratic accountability and presidential policy implementation. Timely adjudication enhances USDA's capability to protect people and information by ensuring those trusted with access demonstrate patterns of good conduct and character.

PDS advanced the Department's Trusted Workforce 2.0 implementation by enrolling 10,335 individuals in continuous vetting programs, including 7,505 Non-Sensitive Public Trust and 2,830 National Security positions. This enrollment provided real-time alerts from criminal, terrorism, and financial databases as well as public records, enabling proactive risk identification and an enhanced security posture. PDS also conducted 560 national security indoctrinations and 813 debriefing sessions, providing personnel with comprehensive overviews of their responsibilities for safeguarding classified national security information and ensuring consistent alignment with government security policies. These sessions prevent unauthorized access, maintain compliance with security protocols, and promote accountability in public service even after individuals transition from their positions, fostering a culture of integrity.

USDA successfully passed the Sensitive Compartmented Information Facility inspection, meeting strict security requirements for handling classified information as set by the Director of National Intelligence. This achievement was crucial for USDA accreditation and the ability to continue storing and processing Sensitive Compartmented Information in support of both day-to-day operational issues and crisis scenarios. USDA also successfully passed the Central United States Registry North Atlantic Treaty Organization (NATO) Sub-Registry inspection with no findings, demonstrating full compliance with established security and operational standards. Passing this inspection ensured USDA met NATO prerequisite requirements for program participation, allowing USDA to continue its mission with the Food and Agriculture Planning Group, which supports peacetime coordination and monitoring of animal disease, food, agriculture, and water aspects for civil emergency preparedness, crisis management, and resilience.

## **Procurement Operations Division (POD)**

### **Current Activities**

Procurement Operations Division (POD) provides the full range of cradle-to-grave procurement support encompassing acquisition planning, market research, solicitation, evaluation, negotiation, source selection, contract award, contract administration, and contract closeout to the Office of the Secretary (OSEC), Departmental Administration (DA) and its Staff Offices (DASO), as well as other USDA agencies in support of Information Technology (IT) services and other Department-wide procurement actions. Given POD's alignment within DASO, many of the procurement actions managed by POD are Department-wide in scope. Examples of POD's scope include IT Modernizations, IT Consolidation, Executive Information System (EIS) Migration, and Financial Management Modernization Initiative (FMMI).

### **Selected Examples of Recent Progress**

POD supported customers with just under \$1.4 billion in 2025 contract obligations for construction, information technology solutions, civil rights, human resources, and financial systems support services, and completed 3,126 contract actions. 62.48 percent of the obligations were set aside for Small Businesses (SB); 74 percent combined were awarded to Service-Disabled Business, Veteran-Owned Small Business and Service-Disabled Veteran-Owned Small Business vendors. POD increased small business participation through virtual outreach and introductory meet and greet sessions with new and emerging small business vendors interested in doing business with the Department. Noteworthy contract awards are highlighted in the following paragraphs.

POD assigned two staff members to aid in the Revolutionary Federal Acquisition Regulation (FAR) Overhaul (RFO) and the compilation of internal policies, revisions, and decisions. POD assisted the Office of Contracting and Procurement (OCP) with the FAR RFO by contributing input to multiple FAR sections, which included feedback on the U.S. Department of Agriculture (USDA)'s new Acquisition Manual and the development of the USDA's standardized Market Research document. This initiative represents a significant shift in Federal procurement practices, aimed at enhancing the efficiency and clarity of the acquisition process.

POD continually supported the Head of Contracting Activity (HCA) by managing the HCA's Review Log, receiving acquisition documents and preparing them for HCA's review and approval. Additionally, POD coordinated submission of Automated Standard Application for Payments (ASAP) for the Chief

Information Officer's approval. POD staff understood HCA's desired level of detailed information and worked with program offices to ensure documentation was sufficient for initial review. These efforts saved HCA time and effort, reducing re-reviews of items such as limited source justifications, Acquisition Plans and ASAPs, Made in America Waivers, and any other publicly releasable items, including Request for Information and sources sought.

POD negotiated the renewal of Broadcom software for both the Office of the Chief Information Officer, Digital Infrastructure Services Center (DISC) and the Office of the Chief Financial Officer, National Finance Center (NFC). This software and network database solution supports the mainframe environments of DISC and NFC which are integrated into numerous Federal applications that reside on the overall DISC mainframe. This includes the payroll and benefits systems, which process payments for all Federal employees. The resultant award was negotiated within available funds for the renewal and incorporated terms that are adjustable to support any potential updates to the utilized solution and a future migration to a new solution. There are two resultant awards, each for a base year plus four option periods, valued at \$41.1 million and \$26.2 million, respectively.

POD centralized USDA's Microsoft Azure Cloud Service Support; negotiated unified enterprise support by bringing together Mission Areas from their own support levels and prices to all having top level support at the lowest price; as well as established a renewal baseline and savings of \$2.6 million over 18 months.

POD has awarded a Blanket Purchase Agreement (BPA) totaling \$13 million dollars to the Industries for the Blind in support of the Office of Operations Food Safety and Inspection Service (FSIS) and its field-based food plant inspectors across the country. The service ensures timely access to critical inspection-related supplies, enabling inspectors to perform their duties without delay. These efforts are managed and executed by the Material Management Service Center, Consolidated Forms and Publications Distribution Center. The purpose of this BPA and subsequent call order is to maintain a consistent, well-stocked inventory of over 100,000 specialized supplies used by FSIS food plant inspectors, ensuring rapid shipment to locations nationwide. The initial call order of \$3 million allowed USDA to avoid serious logistical challenges in meeting FSIS field supply needs. Delays in providing essential supplies would compromise the effectiveness of inspections, disrupt daily plant operations, and ultimately delay the movement of food products across the country. These failures would have significant public health and economic implications. Operational gaps would lead to increased costs from emergency procurement, hinder compliance with Federal inspection mandates, and erode trust in USDA's ability to maintain national food safety standards.

POD awarded a software delivery, development, and modernization contract with a total value of \$133 million. This contract combined multiple disaster relief awards into one. The consolidation allows for expedited processing to support disaster programs with more flexibility. Under stringent time constraints, POD modified and descoped the five Agile Release Train contracts for Farm Production and Conservation and Natural Resources Conservation Service. This involved changes in the Performance Work Statements, invoicing procedures, creation of Contract Line Item Numbers, and reductions up to 80 percent on certain contracts. These changes were made and agreed to by the contractor in less than 72 hours before contract expiration dates. This resulted in a continuation of services at a required reduced amount without the contract expiring or contractor not agreeing to the modification. Overall dollars saved on all contracts equal \$46,837,223 with \$115,265,913 in additional savings by removing additional surge capacity caps.

POD remains integral to USDA's strategy to meet the Department's Small Businesses goals as it collaborates with USDA Agency-level Small Business Specialists to develop and share best outreach practices targeting small businesses. POD continues to promote small business growth and sustainability in the Department, particularly within the Departmental Administration environment, as demonstrated by various virtual meetings, in-person vendor meetings, and networking opportunities hosted and coordinated. These events encourage the use of small business vendors, provide access to small business resources, and streamline engagement between small businesses and larger government entities and vendors. POD established an automated reply process via email for the Small Business Vendors to be screened, allowing vendors to provide industry perspective, success stories,

and an opportunity for USDA and small business partners to address specific topics and learn about upcoming procurement opportunities.

### **Communication**

Activities under this heading are managed by the USDA Office of Communications.

### **Creative Media and Broadcast Center (CMBC)**

#### **Current Activities**

The Creative Media and Broadcast Center (CMBC) offers strategic planning services that include innovative design, video, multimedia, and radio production studios. These resources provide agencies with access to technology and content development, enabling shared cost efficiencies. By utilizing CMBC's services, clients can reduce travel expenses while effectively delivering mission outreach and training to field offices and the public. CMBC upholds the USDA's OneUSDA brand standards and Department regulations, actively promoting content marketing and expanding social media outreach. CMBC's creative services encompass field video production, publication layout, illustrations, public service campaigns, posters, brochures, infographics, podcasts, banners, trade show exhibits, visitor centers, special media events, creative development, and the delivery of comprehensive information campaigns.

CMBC's core services support the Digital Communications Division, which provides USDA-wide benefits by consolidating design, maintenance, and support for the [www.USDA.gov](http://www.USDA.gov) web portal, as well as various other USDA websites and social media platforms. These platforms include USDA Facebook, YouTube, X, and Instagram, enhancing USDA's digital presence and cost-effectiveness.

#### **Selected Examples of Recent Progress**

CMBC operates with an annual income of \$8.1 million and employs 11 full-time staff representing one percent of the USDA Working Capital Fund's total annual income. In 2025, CMBC supported USDA's Mission Areas, ensuring timely communication with the public and employees. CMBC supported critical disease prevention efforts with two multi-year contracts for Animal and Plant Health Inspection Service to increase public awareness through African Swine Fever (ASF) education and direct-to-consumer marketing campaigns. The ASF virus could devastate America's swine, pork industry and food supply. CMBC also managed two contracts on behalf of the Food and Nutrition Service (FNS). The first contract provided administrative and educational support for the Summer Feeding Program. Creative assets were created to assist State Agencies in two areas: efficient administration of the program and clear education to both staff and the public. The second, separate contract for FNS included two core components: Staff Training, ensuring knowledge and skills for effective program execution. The contract also supported outreach materials to increase public awareness and clarify eligibility across various FNS nutritional programs.

CMBC's video production team supported a wide range of USDA initiatives, collaborating with agencies like the Natural Resources Conservation Service (NRCS) and the Farm Service Agency (FSA) to educate producers and landowners. The team produced the "Conservation at Work" series for NRCS and the "How We Work" series for FSA, which offered valuable insights into effective conservation and management practices.

The OneUSDA intranet, [intranet.usda.gov](http://intranet.usda.gov), continued to improve under iterative development. Using very limited annual financial appropriations, small improvements were developed and implemented to accommodate the needs of the USDA employee base. Two additional USDA agencies migrated off outdated intranet platforms in 2025 to the OneUSDA intranet, reducing the duplicative costs of having multiple intranets across the Department. As part of the migration, improvements were made to both the customer experience and the content manager's experience based on feedback and data received from employee surveys. With the change in Administrations, the OneUSDA intranet content audit removed outdated content and updated content in compliance with Executive Orders and the Integrated Digital Experience Act. The intranet is integral in informing staff about government efficiency initiatives and other high-priority Administration messaging.

The main USDA website, USDA.gov, underwent a full redesign and launch in early 2025, enhancing its user experience, usability, look and feel, and improving on all measures set forth by Federal and Industry standards, including accessibility and readability. The Core Communications group, Office of Communications (OC) Digital Communications, also directed its efforts toward strengthening social media strategy and enhancing digital tools and multimedia, resulting in significant growth in USDA's online reach and engagement.

The Digital Communications team exceeded all 2024 follower-growth targets across platforms through enhanced engagement strategies and multimedia development. Instagram has become a critical channel for delivering timely information about USDA programs directly to the public. USDA's social media presence now reaches more customers than traditional media, due in large part to expanded Instagram content production and greater cross-platform engagement. OC Digital surpassed engagement targets on X (formerly Twitter), results on Instagram, LinkedIn, and Facebook. OC Digital increased the volume of Instagram content through enhanced creative products and multimedia, collaborated with USDA agencies to broaden content offerings, and adopted a refreshed branded look to improve consistency and recognition. Through its strategic focus, data-driven adjustments, and expanded digital services, OC Digital Communications continues to strengthen USDA's online communications capabilities, supporting more effective outreach, advancing the Department's digital transformation priorities, and deepening public engagement across platforms.

## **Correspondence Management**

### **Office of the Executive Secretariat (OES)**

#### **Current Activities**

The Office of the Executive Secretariat (OES) serves the Office of the Secretary of Agriculture by facilitating the official correspondence of the immediate Office of the Secretary (OSEC), maintaining the official records of OSEC in compliance with the Federal Records Act, 36 Code of Federal Regulations (C.F.R.), the National Archives and Records Administration regulations, the Government Printing Office's (GPO) Style Manual, the Plain Writing Act, the Freedom of Information Act, the USDA Departmental Regulations (DR) 3060-001 Correspondence Management, and the USDA DR 3060-002 Secretarial Documents. The OES Director also represents USDA on the Interagency Council of Executive Secretariats and to many front office leaders around the Federal Government, including USDA's Offices for Congressional Relations, Information Management, the General Counsel, Budget and Program Analysis, the Chief Financial Officer, and the Chief Information Officer.

#### **Selected Examples of Recent Progress**

During 2025, OES experienced a critical shift in operations to align services, systems, and programs in all ways with the priorities of the Administration. Specifically, concerning the previously implemented AgWrite correspondence system, evaluations determined the product to not be scalable for Department-wide use or a continued good investment of taxpayer funds. Staff across the Department expressed a largely unfavorable sentiment toward AgWrite. In its third year, and at an estimated \$7.8 million during this timeframe, several Mission Areas and Offices opted to instead continue using an older correspondence system, the Enterprise Content Management system. Feedback from staff included frustration with AgWrite's inflexible workflows, slow response times, difficulty locating the latest draft response in the document tab, and non-scalability.

Recognizing an opportunity to better serve the public, the Office of the Secretary (OSEC), instead of renewing the AgWrite system at cost of \$4.8 million opted to seek another correspondence system solution. After evaluating options, OSEC decided to move forward with a full replacement of AgWrite to a platform more generally used by the Federal Government, awarding a \$1.8 million contract late in 2025 to design the new system.

The new correspondence system—CoRe—is now operational with a more user-friendly interface, increased capability, and more flexibilities for subtask assignments. CoRe implementation was achieved ahead of schedule and before the end of the existing contract for AgWrite, allowing for a transition of data and training of personnel.

The Department's decision to replace the correspondence system aligns with the Administration's goal of ensuring taxpayer funds are spent wisely. At a cost savings of \$3 million (instead of renewing another one-year contract for AgWrite at \$4.8 million), CoRe fully replaced AgWrite. CoRe will be further modernized in 2026 to help streamline correspondence turnaround times at the Department and ultimately contribute to improved customer service.

### **Financial Management**

In addition to its responsibilities for the administration of the WCF, the OCFO manages the following WCF activities (all activities in Washington, DC, unless otherwise noted):

#### **Associate CFO Shared Services**

Financial Shared Services (FSS) (Washington, DC, New Orleans, LA, and Kansas City, MO)

National Finance Center (NFC) (New Orleans, LA)

#### **Associate CFO Financial Policy and Planning**

Financial Management Support Services (FMSS)

Internal Control Support Services (ICSS)

#### **Financial Shared Services (FSS) (Washington, DC, New Orleans, LA, and Kansas City, MO)**

#### **Current Activities**

Designated by the Department of Treasury as a Financial Shared Services Provider, Financial Shared Services (FSS) administers the Financial Management Modernization Initiative (FMMI) system to provide financial management services to USDA agencies. FSS is responsible for providing accounting services; administrative payments processing and disbursement certification; standard financial systems; Intragovernmental Payment and Collection (IPAC) Suspense Clearing; Property Suspense Clearing and Inventories; Fund Balance with Treasury (Net); and Treasury reporting. FSS maintains the Department-wide master data file for vendor payments and issues Internal Revenue Service (IRS) Form 1099 to government contractors. FSS also administers several other financial management systems to support USDA agencies and organizations in matters including travel, personal property, real property, telephones, utilities, miscellaneous income (1099 reporting), Automated Cash Reconciliation Worksheet System (ACRWS), Corporate Property Automated Information System (CPAIS) Real Property management system, and the Online Tracking and Reconciliation System for intergovernmental financial transactions. FSS supports the processing of USDA data through other organization-owned systems, involving domestic travel, purchase card transactions, and procurement activity using the Integrated Acquisition System (IAS).

#### **Selected Examples of Recent Progress**

In February 2025, FSS, within the office of the Associate Chief Financial Officer for Shared Services and Financial Management Services, completed the Financial Management Modernization Initiative Intelligent Enterprise Transformation project, transitioning the U.S Department of Agriculture (USDA)'s financial system of record to Systems, Applications, and Products (SAP)'s next-generation SAP High-performance Analytic Appliance (S/4HANA) platform. This upgrade will ensure operational continuity as the legacy Employee Care Center system becomes obsolete in 2027. S/4HANA provides real-time data processing and reporting capabilities, enhancing decision-making and operational efficiency. This milestone also established a migration blueprint for other Federal agencies, positioning USDA as a leader in financial system modernization.

The U.S. Department of the Treasury mandated that all Federal Agencies transition to G-Invoicing by October 1, 2025, replacing the outdated Intra-Governmental Payment and Collection process for intra-governmental buy/sell transactions. FSS implemented SAP-integrated functionality to support this initiative, streamlining processes, improving data quality, and enhancing financial management. G-Invoicing fosters better communication between trading partners by providing a shared platform and formal record for negotiations. Additionally, it enables performance reporting and efficient fund settlements, strengthening USDA's financial operations and interagency collaboration.

In March 2025, FSS replaced legacy Budget Status of Fund and Allotment Planning and Management systems with Budget and Spend (BAS) and Budget Allotment Management (BAM) within the SAP Analytics Cloud. BAS provides advanced budget and spending plans, while BAM streamlines allotment planning and approvals. These tools enhance financial forecasting, planning, and decision-making, marking a significant step forward in USDA's financial management capabilities.

FSS converted Oracle Forms to Oracle Application Express (APEX) for the Corporate Property Automated Information System – Real Property, ensuring system continuity as Oracle Forms became unsupported. Rigorous testing confirmed APEX's functionality matched Oracle Forms, supporting the annual Federal Real Property Profile mandate to report government-wide real property assets. This modernization effort ensures compliance and enhances system reliability.

FSS transitioned lease contracts management processing to internal government staff, reducing reliance on contractor support. Key efforts included establishing new Business Object Classes for Contract Lease Management (CLM) reporting, leading CLM inquiries, and developing instructions for Farm Production and Conservation batch conversion loads. These initiatives ensure accurate lease valuation, compliance with Federal reporting requirements, and enhanced transparency in financial reporting, strengthening USDA's audit compliance and financial integrity.

FSS completed compliance plans for Executive Orders 14247 and 14249, addressing payment verification, phasing out paper checks, and implementing electronic transactions across USDA enterprise systems. This included automating Automated Clearinghouse (ACH) wire acceptance for the Departmental Administration agency location code and developing ACH instructions for customers. These efforts modernized payment processes, improved efficiency, and aligned USDA with Federal mandates for electronic financial transactions.

FSS implemented updates to the centralized Miscellaneous Income system in December 2024, consolidating vendor payment analysis and related inquiries into a single solution. This enhancement replaced multiple Access databases, expediting Internal Revenue Service (IRS) 1099 inquiry responses, improving data accuracy, and capturing key metrics on returned documents and analyst tasks. The streamlined system reduced the number of returned IRS 1099s, improving operational efficiency and compliance.

The Transparency and Accountability Reporting Division advanced Secretarial and Administration priorities by supporting initiatives under Executive Orders. These included creating a Federal financial assistance award approval process, developing a termination tracker, and launching tools like the Status of Funds tracker and DataBricks for faster local data reporting. These efforts improved tracking, reporting, and decision-making, reinforcing USDA's commitment to transparency and accountability.

## **National Finance Center (NFC) (New Orleans, LA)**

### **Current Activities**

The National Finance Center (NFC) is a Shared Service Provider for Financial Management Services and Human Resources Management Services. NFC is well-positioned to assist Federal agencies in achieving cost-effective, standardized, and interoperable solutions that provide functionality to support critical organizational strategic financial management. NFC's offerings include innovative solutions both from a technical and support service perspective in order to assist its diverse customer base in meeting mission specific needs. NFC's service offerings are designed to eliminate time-consuming, transactional functions and increase time for customers to perform vital mission activities. NFC's solutions approach facilitates planning and leverages best-in-class processes so that agencies can design the most efficient and effective financial management strategy for their unique operations. In collaboration with the Office of Personnel Management's (OPM) Human Resources Information Technology 2.0 (HRIT 2.0) initiative, NFC will sunset its offerings of human resources systems but will continue offering human resources services. NFC will still continue to offer its payroll services and provide HR services to its customer agencies while utilizing OPM's HRIT 2.0 platform. NFC has been serving the Federal government since 1973 and currently processes payroll for more than 661,000 employees. With its customizable and flexible financial management services, NFC provides integrated shared service solutions. NFC leases office space from the National Aeronautics and Space

Administration (NASA), Michoud Assembly Facility in New Orleans and has an authorized staff of 500+ employees.

### **Selected Examples of Recent Progress**

The National Finance Center (NFC) demonstrated results achieving its mission for executing shared services of human resources, personnel services, payroll services products, and programs. In 2025, NFC continued its focus on People, Processes, and Technology to help drive innovation, improve decision making, structure and streamline processes to increase efficiency, and invest in technology that supports and strengthens the workforce. This framework, which started in 2024, continues the monumental changes that ensure NFC's sustainability for years to come. As a premier shared services provider, the NFC continued to provide premiere services to the more than 650,000 employees serviced through the portfolio of customer agencies. The highly visible, critical, cross-cutting initiatives included People, Processes and Technology.

In 2025, NFC reinforced its commitment to robust development and reskilling opportunities to address today's rapidly evolving workplace and to offset the loss of 20 percent of NFC's workforce due to the Deferred Resignation Program (DRP). Building upon the success of the prior programs, NFC prioritized employee development by fostering a culture of continuous learning and expanding its initiatives through partnerships with local universities. These programs empowered employees to enhance their skills, earn continuing education credits from an accredited institution, transition into new roles brought on by the DRP departures and to contribute more effectively to the organization's success.

This focus on personnel and professional growth was complemented by a significant operational achievement, NFC successfully completed the relocation of its entire workforce to a new, modernized facility. This milestone culminates the organization's long-term recovery efforts, provides a stable and permanent home for its staff and operations, and ensures continuity of service for its customers.

During 2025, NFC continued to strengthen its partnerships with key organizations to help improve customer experience across government. This was accomplished by implementing several major initiatives that impact all current and former Federal employees, and their beneficiaries. The following highlight some key achievements across NFC's workforce.

As a premier shared services provider entrusted with a third of the Federal Civilian Workforce's payroll obligations, insurance, health benefits, and Thrift Savings Plan contributions, NFC carried out the following activities in 2025: Disbursed and Certified Bi-Weekly Payroll (Gross Disbursement \$112,042,467,398), Child Support Payments (Gross Disbursement \$111,364,043), City/County/State Taxes and Charitable Contributions (Gross Disbursement \$258,476,703), Life Insurance/Health Benefits/Retirement (Gross Disbursement \$28,095,131,818), Administrative Billings and Collections (Dollars Collected \$38,764,636), Centralized Enrollment Clearinghouse System (Pay Period files loaded - 83,629,253 records), Direct Premium Remittance System (126,986 payments collected totaling \$957,141,173 in premiums), Tribal Insurance Processing System (46,313 active enrollees), and Retirement Processing (30,649 annuity/48,975 non-annuity cases received).

NFC continued its focus to strengthen USDA's cybersecurity posture and modernize its service offerings by implementing several key initiatives. A major accomplishment was the successful implementation of GovTA. The new Time and Attendance (T&A) solution took customers from an unsupported, end-of-life solution to a modern, secure solution closing out aged Plans of Action and Milestones, and mitigating several security vulnerabilities. NFC also implemented all mandated executive orders, ensuring full compliance with the Federal technology and security directives.

NFC continues to build upon its strong performance and business partnerships to exceed or meet USDA's small business goals. The results from 2025 showcase NFC's commitment to maintaining these partnerships as part of its ongoing procurement strategy in 2025.

## **Financial Management Support Services (FMSS)**

### **Current Activities**

Financial Management Support Services (FMSS) provides financial management oversight, budget execution, and budget formulation services to key Departmental Administration Staff Offices (DASO), Office of the Chief Information Officer (OCIO), Office of the Chief Financial Officer (OCFO), Office of Partnership and Public Engagement (OPPE), Office of Homeland Security (OHS) and the Office of the Executive Secretariat (OES) in support of the Department's strategic goals. FMSS administers fiscal resource management practices, including timely, accurate and effective high-quality financial advice, in-depth funds execution analysis and reconciliation, budget forecasting, resource planning, program spending analysis, and fiscal reporting to include monthly status of funds briefings.

### **Selected Examples of Recent Progress**

Financial Management Support Services (FMSS) delivered comprehensive financial oversight, budget formulation, and execution support to Departmental Administration Staff Offices (DASO), the Office of the Chief Information Officer (OCIO), Office of the Chief Financial Officer (OCFO), Office of Partnership and Public Engagement (OPPE), Office of Homeland Security (OHS), and the Office of the Executive Secretariat (OES), directly advancing the Department's strategic priorities.

FMSS safeguarded fiscal integrity by providing timely, accurate, and actionable financial advice; conducting in-depth funds execution analysis and reconciliation; and driving resource planning, budget forecasting, and program spending reviews. Through monthly status of funds briefings and high-quality fiscal reporting, FMSS strengthened accountability and informed decision-making across supported offices. With an annual income of \$3.9 million and an initial staff of 15 Full Time Equivalents in the District of Columbia, FMSS successfully navigated a 50 percent workforce reduction with six team members departing under the Deferred Resignation Program during the third quarter 2025. Despite representing less than one percent of the U.S. Department of Agriculture (USDA)'s Working Capital Fund, FMSS sustained operations, safeguarded resources, and enabled effective program delivery, demonstrating resilience and an outsized impact.

FMSS developed a comprehensive Negative Cashflow report that streamlined revenue billing and collections while equipping users with robust Accounts Receivable reporting capabilities aligned with fiscal objectives. FMSS facilitated the successful implementation of the report migration into the Financial Management Modernization Initiative High-Performance Analytic Appliance, delivering Department-wide accessibility. This innovation enhanced transparency, improved efficiency, and ensured broader adoption of financial reporting tools across USDA.

FMSS successfully managed over \$458 million in budget authority spanning appropriated funds, program reimbursements, shared cost programs, working capital funds, no-year funding, the Nonrecurring Expenses Fund, and Inflation Reduction Act resources for USDA-wide projects. This comprehensive stewardship underscores FMSS's critical role in fiscal management across the Department, ensuring accountability, compliance, and the effective use of resources to advance USDA's strategic priorities.

FMSS successfully collected over \$74 million in resource-related accounts receivable for 2020 – 2025, strengthening USDA's fiscal integrity and ensuring the timely recovery of revenues to offset revolving account expenses. This achievement enhanced cash flow, reinforced compliance with financial policies, and supported the Department's ability to meet programmatic and operational priorities.

FMSS rigorously executed the Office of Management and Budget A-123 Internal Control requirements across critical financial areas, including User Access, Grants (awards, modifications, and closeouts), Intra-Governmental Payment and Collection reconciliation, Unliquidated Obligations, and Reimbursements. FMSS developed and delivered a comprehensive assessment encompassing the Project Plan, Risk Assessments, Control Procedures, and Design Assessments, Operating Effectiveness Test Results, and Aggregated Deficiencies/Findings. The team successfully closed Corrective Action Plans and completed the Certification Statement, ensuring compliance with Federal standards. This

meticulous control and testing process strengthened operational effectiveness and contributed directly to the USDA's Annual Financial Reports.

## **Internal Control Support Services (ICSS)**

### **Current Activities**

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

### **Selected Examples of Recent Progress**

The Internal Control Support Services (ICSS) within the Internal Control Team (ICT) assisted with remediation of the 2025 Federal Information Security Modernization Act (50503-0014-12) Notices of Findings and Recommendations 2025-08 - Inaccurate System Inventory Characteristics Audit. ICSS discussed the Office of Management and Budget (OMB) Circular A-123 definition of a mixed system, financial, and non-financial systems, and the Cyber Security Assessment Management (CSAM) system Flag with the Agricultural Marketing Service and Department Administration Information Technology Office, which allows accurate identification of systems in CSAM to meet the regulatory requirements to protect government information and operations.

ICSS provided 2025 A-123 Assessment Department-wide scoping recommendations to Senior Management based on current and past deficiencies. It should be noted that these recommendations include Purchase Card Management, Closeout - Grants Management Entitlements/Cooperative Agreements, and Unliquidated Obligations. The recommendations were based on the review of the Five-Year and Three-Year Deficiency Trend by Business Cycle, as well as the pervasiveness of deficiencies by Business Process for 2020 through 2024. ICSS assessment of processes with a high number of deficiencies and/or pervasive deficiencies would be tested during the A-123 Assessment to verify that the internal controls in the process are functioning properly and will not cause a financial misstatement or an Antideficiency Act violation.

ICSS performed annual spot testing of 195 key controls across 12 business processes, all of which passed testing in the 2025 assessment. Spot testing involved the reperformance of control tests for seven U.S. Department of Agriculture (USDA) agencies and Staff offices to validate the results independently. Additionally, testing of internal controls to ensure they are tested accurately per regulatory requirements was completed, improving accountability in Federal Programs and operations. ICSS determined that there were no exceptions that resulted in changes to test results based on ICSS reviews.

ICSS established the target remediation and closure goals of 26 percent for Corrective Action Plans (CAPs) and met this closure rate goal. ICSS monitored and oversaw the remediation of internal control deficiencies to improve mission delivery and reduce risks associated with processes and deficiencies that could cause a financial misstatement in the Annual Financial Report. Seven out of thirteen agencies or staff offices, or 53 percent of the Department, met or exceeded its CAP closure goals for the year.

ICSS conducted "Lessons Learned" meetings with the Department, during which ICSS reviewed the activities of the A-123 2025 Assessment Year, and discussed successes, and items that require improvement. The Department's suggestions includes training on exporting reports from the A-123 Compliance and Reporting Tool to assist agencies with A-123 Assessment deliverables and other important information on agencies internal controls, updates to training to include walkthroughs of steps on how to complete deliverables, provide more detail on the creation of corrective action plans and how to remediate them. As a result, ICSS was able to provide facts and questions for each

training to deliver a quick reference guide for common questions. Implementing the suggestions will improve stakeholders' knowledge and understanding of the regulatory requirements of the OMB A-123 Annual Assessment.

ICSS provided training to the Department on each phase of the annual assessment to improve the understanding and quality of required deliverables throughout the Assessment Year. Conducting the annual assessment of internal controls provides greater program integrity, efficiency, and transparency in Federal operations. These training courses include: Internal Control Overview, Scoping, Project Planning, Risk Assessment, Data Quality Compliance, Conference Planning and Reporting Documentation Part I, Documentation Part II, Business Process Controls Testing, General Computer Controls Testing, Findings and Summary of Aggregated Deficiencies, Corrective Action Plans, Entity Level Control Assessments, Annual Certification Statements, and Plans of Action and Milestones.

### **Information Technology**

The following activities under this heading are managed by the Office of the Chief Information Officer (OCIO) and are managed in Washington, DC, unless otherwise noted:

Client Experience Center (CEC); (Washington, DC, and field operations nationwide)

Departmental Administration Information Technology Office (DAITO); (Washington, DC)

Digital Infrastructure Services Center (DISC), which includes:

National Information Technology Center (NITC); (Kansas City, MO)

Enterprise Application Services (EAS); (Fort Collins, CO)

Enterprise Cybersecurity Services (ECS); (Washington, DC, and field operations nationwide)

Enterprise Data and Analytics Services (EDAS); (Washington, DC)

Enterprise Network Services (ENS); (Fort Collins, CO)

**Client Experience Center (CEC); (Washington, DC, and field operations nationwide)**

### **Current Activities**

The Client Experience Center (CEC), under the Office of the Chief Information Officer (OCIO), provides comprehensive information technology (IT) associated operations and technical support services to more than 100,000 customers throughout the USDA. These customers work in offices located across the United States, its territories and protectorates around the globe and are in more than 3,400 field, state and headquarters offices located across the United States, its territories, and protectorates. CEC employs more than 1,400 Federal and contract staff members to deliver an extensive suite of services and products. The employees' Federal experience and education levels compare favorably to the overall Federal workforce.

### **Selected Examples of Recent Progress**

A range of strategic initiatives undertaken by the Client Experience Center (CEC), within the Office of the Chief Information Officer (OCIO), resulted in substantial cost savings and cost avoidance for both CEC and its customer agencies. These efforts, which included reducing software issues, recompeting the hardware Blanket Purchase Agreement (BPA), contract optimization activities, and enterprise standardization, generated an estimated \$19.4 million in 2025 savings for CEC and \$22.6 million for customers. These savings enable agencies to reallocate funding to mission-critical programs, enhance service delivery, and mitigate unanticipated budget shortfalls.

CEC established a new Laboratory Technical Support Division (LTSD) to address the unique technology requirements of USDA laboratory facilities and research programs. Beginning in December, LTSD transitioned staff from other CEC divisions, formalized processes, and procedures, and developed a new service catalog in preparation for 2026 operations. NetApp Keystone/Storage as a Service was deployed in the CEC data centers in Kansas City and Chicago. This implementation

achieved approximately \$20 million in capital expenditure cost avoidance and an additional \$4.3 million in projected savings over a five-year period, while simultaneously enhancing security capabilities.

Significant progress has been made in aligning the Forest Service with the enterprise support model used across USDA Mission Areas and Offices. Key advancements included adoption of the unified System Access Request Form (SAAR) process, standardization of software certification, deployment, and reporting practices, and deployment of a custom Natural Resources and Environment Help icon to streamline access to support services. These efforts enhance consistency, improve service delivery, and position the Forest Service for full integration into USDA's managed Information Technology (IT) service framework.

CEC migrated almost 110,000 USDA workstations from the Windows 10 to Windows 11 operating system by October 2025 to meet the expiration date set by Microsoft. CEC, working with agency leadership, developed migration roadmaps, communications plans, automation packages, and manual support as needed.

CEC supported the launch of Mobile Microsoft Passkey in August 2025, providing a more secure and efficient authentication method for users accessing USDA systems from government-furnished mobile devices. The new Mobile Microsoft Passkey service was launched in August, providing a faster and more secure way to access USDA systems from government furnished mobile devices. CEC was critical in the implementation of the Passkey service, which offers annual cost savings of \$970,000, an intuitive login experience, and eliminates two-year credential renewals.

CEC continued to enhance its Tableau-based Inventory Dashboard for customers to view billable IT inventory, including five-year rate trend charts and reporting features to eliminate device duplications and improve billing accuracy. Customers can now view cost per billable unit, installation dates, and request direct data access to support agency needs.

CEC, with OCIO's Chief Technology Officer and Chief Data Officer, launched an Artificial Intelligence (AI) chatbot in August of 2025 to support USDA staff with IT issues. The IT Service Desk Agent, a generative AI-based conversational chatbot available through Microsoft Teams, gives employees faster resolution of generic issues and answers to standard IT questions. While its capabilities are currently limited, its effectiveness will improve with use.

CEC Voice over Internet Protocol and legacy voice platforms were migrated to the Teams Phone Calling Plan on a site-by-site basis, supporting the 2025 budget reduction, providing annual cost savings of \$50,000, and unified phone services through Microsoft Teams and Verizon Mobile integration.

CEC partnered with Mission Areas to standardize support for Apple Macintosh (MAC) workstations, improving security posture and customer experience. MAC workstations now have standardized configurations, consistent support processes, and utilize the USDA Enterprise Depot for processing and deployment.

In April 2025, CEC launched Viva Connections, offering a dashboard with personalized features including IT help and support resources, news feeds, and quick access to OneDrive and other USDA resources. Users can now access up-to-date IT alerts and information from multiple device types in a centralized location, improving accessibility and responsiveness.

CEC maintained compliance with Section 508 compliance by completing 1,100 accessibility testing and certification requests in 2025. Section 508 mandates that Federal Information and Communication Technology be accessible to individuals with disabilities. CEC maintains a comprehensive Section 508 workflow that includes training, designated coordinators, and specialized testing and remediation expertise.

**Departmental Administration Information Technology Office (DAITO); (Washington, DC)****Current Activities**

The Departmental Administration Information Technology Office (DAITO) provides centrally managed, value-added IT solutions to Departmental Administration Staff Offices (DASO) to meet governing bodies and users' functionality, accessibility, and compliance requirements. DAITO ensures consolidated, streamlined, and comprehensive IT offerings to allow DASO to focus on its core mission and values through a suite of Investment Compliance, Security Compliance, Customer Service Compliance, and Service Delivery/Operations Support services.

**Selected Examples of Recent Progress**

In 2025, Departmental Administration Information Technology Office (DAITO) enhanced its cybersecurity posture through several initiatives. A more assertive approach was taken to leverage the Risk Management Framework (RMF) to streamline risk assessment and security authorization for 81 systems, including Cloud Service Providers (CSPs), vendors, and Departmental Information Security Compliance (DISC) hosting solutions. This ensured compliance with National Institute of Standards and Technology standards, simplified the Authority to Operate (ATO) process, and standardized automation and documentation. By the end of 2025, DAITO achieved a 100 percent improvement rate in issuing ATO's for core systems. The number of completed ATO's increased from 9 in 2023 to 22 in 2024, and then 34 in 2025. Continuous application monitoring reduced overdue Plan of Action and Milestones (POA&Ms) by 80 percent; significantly mitigating environmental risk.

DAITO Security, together with the National Finance Center (NFC), achieved compliance with anti-phishing Multi-Factor Authentication (MFA) policies, including Executive Order (EO) 14028 and Office of Management and Budget directives 22-09 and M-19-17, for the MyEPP and GovTA applications. DAITO collaborated with the Federal Bureau of Investigation and the Cyber and Infrastructure Security Agency, leading to the development of MFA for Login.gov to prevent credential theft by bad actors and reduce the loss of sensitive data. This affected multiple key Department of Homeland Security customers, including Customer Border Patrol, Transportation Security Administration, Immigration and Customs Enforcement, and Federal Emergency Management Agency.

DAITO Integrated Acquisition System (IAS) Application Development Team led the development and implementation of IAS enhancements to adhere to the new administration's Executive Orders relating to procurement moratoriums, additional approvals, and contract terminations including system validations for contract terminations and implementation of the custom Contract Justification and Tracking Tool and Requirements Planning Tool applications to support compliance with EO 14222. This implementation enabled streamlined justification and approval of existing contracts across USDA reducing manual processing time by over 60 percent. The DAITO IAS Application Development Team also facilitated two seamless interface transitions with the Office of the Chief Financial Officer (OCFO) system Financial Management Modernization Initiative, and Office of the Chief Information Officer (OCIO) AgMAX2.0; both yielding zero downtime and uninterrupted financial operations across all impacted IAS programs as well as continued accurate reporting in accordance with Federal Information Security Modernization Act guidelines.

An Information Security Division Organizational Plan was created to optimize resource allocation for DAITO's extensive system and application portfolio. As a result, the Cybersecurity Risk Profile improved significantly, with the Executive Risk Dashboard rating rising from 62 percent in 2024 to 84 percent in 2025. The ATO status showed 81 systems remained compliant over 90 percent of the time. Additionally, 266 POA&Ms were closed, totaling 605 closures in two years. Streamlined Assessment and Authorization (A&A) workflows and over 50 active projects boosted task completion by 75 percent. The new DAITO A&A Dashboard enhanced decision-making efficiency by 80 percent.

DAITO Capital Planning and Investment Control (CPIC) worked closely with 21 DA and Staff Offices to achieve transparency in IT spending for the 12 Investments, creating metrics, and project reports, ensuring that all legislative and USDA requirements were met or exceeded. Among those 21 Office's, DAITO completed 29 Acquisition Approval Requests for the Departmental Administration and Staff Offices (DASO), totaling over \$54 Million dollars. DAITO not only provided services to direct customers

in DASO but worked closely with the different Centers and Office's within the OCIO and the OCFO, supporting their CPIC teams, to ensure a centralized holistic approach.

The Enterprise Web Application Platform & Services (eWAPS) implemented a new autoscaling approach for all hosted websites, which allows for automatic ramp up of Apache containers and resources when high utilization is detected and resources are needed. This provides for optimal website performance automatically during peak performance times while saving cost during the lower peak times. eWAPS also implemented three new websites (for Farm Production and Conservation Business Center, Farm Service Agency, and Natural Resources Conservation Service) to the platform increasing its total to 21 successfully maintained and supported hosted sites that exceeded customer expectations and the 99.95 percent uptime goal.

DAITO fully managed the OnSolve Emergency Notification System, a critical system that supports multiple USDA agencies with Emergency Notifications, ensuring the safety of USDA personnel. DAITO is working across USDA to ensure full implementation of OnSolve and achieve cost savings by the retirement of duplicative Emergency Notification Systems across USDA. In 2025, the Forest Service joined the platform, achieving \$140,000 cost savings over the life of the previous Everbridge contract. USDA will not need to renew the Ag-AWAIRS licenses, saving USDA \$224,000 in 2026. DAITO also ensured that the system followed all USDA Cyber Security regulations and successfully received the ATO in November 2024.

DAITO developed a ServiceNow program management plan with end-to-end technical services options for customers, reducing dependencies upon other stakeholders. Options included design, development, management and providing helpdesk level support. DAITO effectively oversaw cross-functional teams for the delivery of Development, Modernization and Enhancements (DME) initiatives to digitize/modernize OSEC's White House Liaison Office (WHLO) Federal Advisory Committee Act (FACA) Form AD-755, along with Food and Nutrition Services (FNS) initiatives for Supplemental Nutrition Assistance Program Quality Control System (SNAP QCS), Information Technology Project Intake Process (ITPIP), and Centralized Business Portal (CBP) applications on the DAITO owned enterprise platform DASONow.

A new DAITO ServiceNow Interconnection Security Agreement (ISA) request platform was implemented to ensure efficient tracking, management, and resolution of every ISA request. This platform not only streamlines processes for cyber professionals and system owners but also enhances the overall security posture. By providing a more robust and responsive system, customers are better supported, enabling them to trust that their interconnections are secure and effectively managed, which in turn fortifies DAITO's customers' security measures.

DAITO led the successful deployment of an automated Executive Dashboard by utilizing Power BI platforms, reducing software release cycles by 50 percent and improving reliability and consistency for several of DAITO's key applications for DASO customers' missions. DAITO assisted its customers, particularly Office of Human Resources Management, to migrate legacy and retiring Information Technology systems data to the USDA SharePoint platform. These efforts resulted in the reduction of data migration and storage initial and ongoing maintenance costs on both technical and labor resources level, a 30 percent cost savings, and enhanced scalability for Departmental operations.

**Digital Infrastructure Services Center (DISC); (Washington, DC, Kansas City, MO, FT Collins, CO, New Orleans, LA) which includes:  
National Information Technology Center (NITC); (Kansas City, MO)  
Enterprise Application Services (EAS); (Fort Collins, CO)**

### **Current Activities**

The Digital Infrastructure Services Center (DISC) office is a Departmental turnkey solution provider with cloud hosting and application development services that has aligned its strategy and operational execution with the objectives outlined in the United States Department of Agriculture (USDA) Strategic Plan and the Office of the Chief Information Officer (OCIO) Strategic Objectives.

The technologies available today from DISC Enterprise Hosting Solutions (EHS) allow government users to access business delivery applications on a twenty-four-seven basis using a hybrid cloud architecture connecting the USDA on-premises enterprise data centers with the commercial cloud. The EHS ensures confidentiality, integrity, and availability of all applications and data via supported cloud architectures. EHS cloud architectures enable access from customer locations throughout the United States via secure private and public networks that support their business requirements and service needs.

The DISC EHS Cloud Platforms include Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Professional Services (PS). These services, as defined by the DISC Service Catalog, are developed and managed using the industry standard Information Technology Infrastructure Library (ITIL) v4 Service Management Framework and are secured to align with National Institute of Standards and Technology 800-53, Federal Risk and Authorization Management (FedRAMP) Moderate, Federal Information Security Modernization Act (FISMA) High, and Department of Defense Impact Level Four security controls.

DISC Enterprise Applications Services (EAS) provides enterprise applications development and support to USDA and its partner agencies and has been doing so for more than 40 years (since 1981). EAS is a fee-for-service organization, operating solely on funds provided through Interagency Agreements (IAAs). EAS offers a full spectrum of professional services to custom build and support world class business applications. EAS supports application development across numerous Software as a Service (SaaS) technologies such as Salesforce, SharePoint, Oracle, Java, .Net, and Drupal. A Scaled Agile Framework (SAFe) methodology provides flexibility to meet customer needs and provide quicker product delivery. EAS streamlines these services to provide a direct and efficient resource for customers throughout the DevSecOps lifecycle.

The DISC Digital Service Center (DSC) division establishes and manages the enterprise processes, resources, tools and best practices for SaaS platforms at the USDA to include Salesforce, ServiceNow, Atlassian/JIRA, MuleSoft, and Akamai. Managed platform services include Enterprise Management, Business & Technology Support, Release & Configuration Management, Operations & Maintenance, Platform Management Services, and Security.

### **Selected Examples of Recent Progress**

Information Technology (IT) Infrastructure Optimization – Kansas City Data Center (KCDC) Evacuation and Cloud Smart Migration: DISC’s Enterprise Hosting Solutions Division (EHS) is implementing a plan to migrate hosting services out of the KCDC to a purely cloud-based service by a September 2026 deadline. The team is on track for the successful execution of the KCDC evacuation, coordinating across five technical workstreams to ensure continuity, disaster recovery readiness, and alignment with modernization goals. This work represents the early stages of a consistent USDA Enterprise Architecture for Platform Hosting and the movement of co-location and managed hosting to a common design.

IT Infrastructure Optimization – Enterprise Data Analytics Platform & Toolset (EDAPT): DISC transitioned EDAPT from the Accenture-managed private Amazon Web Services environment to the USDA OCIO-DISC AgCloud Managed Platform Services (AMPS) commercial cloud. This complex migration, led by EHS, involved infrastructure provisioning, security compliance, and operational readiness. The move anticipates savings of approximately \$5 million per year by enhancing service integration, reducing vendor dependency, and positioning EDAPT for long-term scalability and cost efficiency using USDA standards.

IT Infrastructure Optimization – Jira Enterprise IT Project Management Consolidation: DISC supported the Deputy Secretary’s requirement directing all USDA IT projects to adopt Jira as the project management tool. In the first 30 days, the project team was formed, license management to support onboarding established, and 2026 cost modeling was launched. Enterprise-wide reporting capabilities were prioritized to align Jira data with executive oversight and compliance goals enabling the organization to meet the 60-day objectives for enterprise adoption and enterprise instance planning. In collaboration with Client Experience Center (CEC) and Cybersecurity and Privacy Operations Center

(CPOC), DISC relaunched the Service Delivery Modernization (SDM) 1.0 Project with a new vendor, leadership team, and the OCIO Activity Centers. Highlights include an upgraded SDM Platform, training, Configuration Management Database (CMDB) development, and governance mechanisms. Business process normalization has been implemented ensuring sound, efficient, and modernized workflows leading to transformational outcomes. The SDM Team successfully completed the Minimal Viable Product (MVP) for CMDB/IT Operations Management in September.

Cost Savings Initiatives: Strategy Management and Complex Solutions Division (SMCS) secured \$740K in monthly savings through STRATUS contracts and achieved an additional \$3M in savings via Deferred Resignation Program (DRP) implementation. DISC continued to enable innovation and execution of the use case for AI-enabled IT Agile Delivery Assistant, supporting missions of both USDA Farm Production and Conservation Business Center and United States Air Force Contracting-Information Technology, and grew the Robotic Process Automation portfolio of automations to include multiple Human Resource processes across all Mission Areas, resulting in substantial cost and time savings.

Operational Excellence: DISC continues to demonstrate commitment to customer service while maintaining security, availability, and reliability of enterprise hosting solution services. With an exceptionally high standard for reliability and availability within the organization, attention to detail ensures critical infrastructure of the USDA business remains accessible for both USDA and Non-USDA clients. DISC realized advancements in monitoring services, software agreements, and strategic initiatives aimed at enhancing communication and customer satisfaction across various Divisions. Of note, in 2025, there were no incidents associated with the unavailability of DISC critical data center services.

DISC completed the transition of Personal Identity Verification sponsorship from OCIO over to DISC and the Security Governance Division (SGD) is implementing a plan to update and maintain all DISC security directives, plans, and procedures. To support their security-driven portfolio, SGD has developed a comprehensive leveling plan outlining all required system authorizations for the assessment cycle, including service definitions and cost-recovery rates. This strategic approach improved resource allocation, enhanced accountability, and ensured the timely execution of mission priorities.

DISC transitioned the Digital Operating Model (DOM) from pilot to DISC-wide adoption, formalizing stewardship through the DOM Governance Board, and applying the model to high-impact projects such as the Federal Emergency Management Agency (FEMA) Pivot and Web-Based Supply Chain Management. Teams enhanced cross-phase handoffs, integrated with Enterprise Architecture and Vendor Management, and aligned with SDM 1.0 to strengthen service delivery and customer engagement. SMCS led the effort to standardize identity management across six cloud landing zones and four Cloud Service Providers while also consolidating FEMA Pivot support under one service owner. The FEMA Pivot revenue reached \$27.1 million in 2025 with a forecast of \$51.8 million for 2026, contributing to a net gain of \$2.1 million and a projected \$6.3 million.

DISC ensured all system Authority to Operate (ATO) were up to date and managed in accordance with FISMA, FedRAMP, and American Institute of Certified Public Accountants attestation standards. This included building the FedRAMP Continuous Monitoring process, monitoring 47 distinct FedRAMP packages, all while strengthening the security and effectiveness of the monitoring process. This effort minimized the risk of Cloud Service Provider oversight and compromise, ensuring a more resilient and secure operating environment for USDA.

DISC obtained new FedRAMP ATO's for the AMPS and Connect.gov environments, maintained existing ATO of DISC vGOV and obtained a 5th straight "clean" unqualified opinion during the System and Organization Controls (SOC) audit conducted by Davis-Farr under Office of the Inspector General (OIG) engagement 88303-0004-12. DISC coordinated the annual Disaster Recovery exercise for Midrange and Mainframe systems while maintaining all Continuity of Operations plans.

Through leadership of the Source Code Harmonization and Reuse in Information Technology Act implementation subgroup, closing GAO-24-106137 audit findings, and updates to USDA Cloud Policy

DR3650-001, DISC elevated USDA's Federal Information Technology Acquisition Reform Act (FITARA) Cloud Score from "D" to "B". These efforts resulted in USDA OCIO receiving the Meritalk 2025 FITARA Award for Most Improved Cloud Management.

## **Enterprise Cybersecurity Services (ECS); (Washington, DC, and field operations nationwide)**

### **Current Activities**

Enterprise Cybersecurity Services (ECS) provides enterprise cybersecurity services that protect the Department of Agriculture's information systems, services, data, and privacy. ECS Security Operations Center (SOC) services and systems comply with established cybersecurity frameworks and ensure the Department's ability to identify, protect, detect, respond and recover from cyber risks, vulnerabilities, and incidents. ECS cybersecurity operations are mandated and governed by Federal regulations and directives such as Executive Orders, Office of Management and Budget (OMB), Department of Homeland Security (DHS), National Security Council (NSC), and National Institute of Standards and Technology (NIST).

### **Selected Examples of Recent Progress**

ECS, within the Cybersecurity and Privacy Operations Center (CPOC), remained committed to its mission of enhancing security while aligning with the Cybersecurity and Infrastructure Security Agency (CISA) and National Institute of Standards and Technology guidelines through user authentication with the rollout of a Fast Identity Online 2 based Mobile Passkey using Microsoft Authenticator. This effort contributed to the Department's Zero Trust security strategy by enabling phishing-resistant and password-less authentication for its workforce. The registered device-bound passkeys initiative on iPhone Operating Systems and Android devices reduced reliance on traditional passwords, enabled strong, cryptographically backed authentication, and leveraged secure hardware for credential storage.

The U.S. Department of Agriculture (USDA) completed the enforcement of Multi-Factor Authentication (MFA) for all external users accessing organizational resources through the integration with the U.S. Government's centralized identity verification platform, Login.gov. This initiative requires collaborators to authenticate using Federally compliant multi-factor authentication, such as biometric information or a mobile device, in addition to their password. By implementing full MFA, USDA aligns with the Federal cybersecurity mandates of Executive Order 14028, "Improving the Nation's Cybersecurity", CISA's Zero Trust Maturity Model guidance, and strengthens USDA's security posture.

While Generative Artificial Intelligence (AI) models and tools show promise, there are some concerning characteristics, such as generating misinformation, hallucinations, inaccurate or outdated responses, insufficient data privacy protections, and potential misuse. ECS developed and operationalized a process to identify and block the use of unsanctioned Generative AI tools (such as Chat Generative Pre-trained Transformer) for the protection of the USDA environment.

ECS mitigated several Known Exploited Vulnerabilities (KEV) used to exploit public and private organizations and are a frequent attack vector for malicious cyber actors of all types. The vulnerabilities pose a significant risk to agencies, Federal enterprises, and to USDA and its mission. It is essential to aggressively remediate known exploited vulnerabilities to protect USDA information systems and reduce cyber incidents. The total amount of KEVs remediated in 2025 was 461,849 out of the 518,337 found.

Incident Response Optimal Maturity Rating achieved the highest ever USDA Federal Information Security Modernization Act rating at a level 4, Optimized, for incident response. This rating is reflective of the efforts of a multi-year plan focused on elevating the maturity of the USDA Security Operations Center and endorses those mature processes, policies and the personnel needed to successfully manage incident response and ensure they are in place for the Department.

ECS designed and deployed a comprehensive Identity Governance Framework to manage the full lifecycle of guest users within the Azure GovCloud Commercial environment. This endeavor included automated provisioning, access reviews, and entitlement assignments. The identity governance

implementation answers the requirements for secured and controlled access of external users, including partners and vendors. Additionally, it allows for the automated and timely provisioning and deprovisioning of accounts. With this platform, all guests' access and activities are better enforced and monitored, while providing strong security and an improved collaborative environment.

## **Enterprise Data and Analytics Services (EDAS); (Washington, DC)**

### **Current Activities**

The Enterprise Data and Analytics Services (EDAS) provides an Enterprise Data And Analytics Platform and Toolset (EDAPT) that brings together data from across the organization into a common environment for rapid data access, analytics and reporting. This service will unlock the strategic value of data, deliver solutions for analytics priorities of the Department and administration, support an enterprise data warehouse for all agency data, provide advanced analytics capabilities, enable the analytics workforce with data and tools to do their work more effectively, and support data governance needs to ensure that USDA data is well described, high quality, and useful to USDA and the public.

The Enterprise Data Management Center (EDMC) is 100 percent funded through EDAS WCF Activity Center and represents approximately 3 percent of the USDA Office of the Chief Information Officer (OCIO) budget. It is led by the USDA's Chief Data Officer (CDO) and represents the hub of USDA's data program. The CDO's vision is to realize the full potential of USDA's data and workforce to make better decisions, maximize the impact of citizen-facing programs, and provide the public with easier access to data that can solve national problems and spark innovation.

### **Selected Examples of Recent Progress**

In 2025, USDA's Enterprise Data and Analytics Platform and Toolset (EDAPT) successfully migrated from a third-party managed cloud platform to a USDA-managed cloud platform. Considered one of the most complex cloud migrations USDA has conducted, it was completed on time and on budget. The benefits of this migration include the availability of new cloud capabilities including artificial intelligence, better integration with other USDA applications and systems, and avoidance of cost increases potentially exceeding \$1.5 million per year.

In collaboration with the Chief Technology Officer, EDAS launched an artificial intelligence (AI) incubator called the AI Lab. This "sandbox" environment allows USDA to evaluate different AI use cases and promote co-development and code sharing. Several evaluations were completed in 2025 including the development of AI generated training audio, AI developed documentation from training recordings, summarization and analysis of budgetary information, development of an AI help desk agent, and the use of AI to assist with code writing and analytics.

USDA continues to enhance its geospatial infrastructure and improve its geospatial data management. In 2025, USDA launched the Geographic Information System for Agriculture, a central data hub for USDA geospatial data. This central hub for USDA's National Geospatial Data Assets serves to create a single portal for finding and accessing authoritative geospatial data from USDA.

In 2025, EDAS grew the use of data for business intelligence and decision-making. The USDA EDAPT platform provides access to hundreds of datasets and terabytes of data, as authorized, for the workforce to gain insights into the performance and effectiveness of administrative and mission delivery programs. Dashboard usage increased approximately 3.5 percent compared to 2024 for a total of 971,000 dashboard views in 2025. In September 2025, monthly dashboard usage set a record by exceeding 100,000 views.

In 2025, EDAS developed several university partnerships. In 2025, USDA partnered with several universities to conduct hackathon style events, resulting in rapid, low-cost prototypes designed to meet USDA challenges. In March, USDA partnered with Colorado State University and the National Aeronautics and Space Administration to conduct a hackathon to use AI to analyze satellite imagery. The results of that event were several models that could identify unmarked roads and trails, helping Forest Service find routes for moving resources in wildfire response scenarios. USDA also partnered

with the University of Florida to develop an AI tool for public comments analysis. These events have resulted in proofs-of-concept that make the business case for further development and investment.

## **Enterprise Network Services (ENS); (Fort Collins, CO)**

### **Current Activities**

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

ENS is responsible for compliance with security and privacy requirements for the Trusted Internet Connection and Backbone Network, ensuring that the ENS security program adheres to all Federal Rules and Regulations. ENS plays a vital role in providing USDA-wide telecommunications management, integrated inventory systems, billing, reporting, and validation services. ENS is committed to maintaining strong application performance on USDA's enterprise network, providing essential network access to public Internet and partner networks, and enabling application owners to manage risk and achieve cost efficiencies. Currently, ENS is combining 17 legacy networks into a cohesive, integrated network system to better support USDA missions.

### **Selected Examples of Recent Progress**

In 2025, Enterprise Network Services (ENS) met an aggressive network conversion timeline by implementing multiple strategies. The United States Department of Agriculture (USDA) is the only Chief Financial Officers Act Agency to fully modernize while transitioning to Enterprise Infrastructure Solutions, including implementation of Software Defined Networking. ENS focused on creating mission-driven, cost-effective solutions on reliable platforms. During the transition, ENS enhanced service delivery by expanding twenty-four-seven Network Operations Center (NOC) support and implementing proactive service monitoring. Notably, during the floods in Texas, ENS shipped 20 Starlink kits to restore connectivity at impacted sites, within 24 hours of the request. To ensure transparency, Mission Areas (MA) have direct access to vendor pricing, and MA approval is required before committing funds. ENS also developed transition and performance dashboards for on-demand reporting.

ENS implemented strategic phone line rationalizations and modernization efforts that successfully generated annual savings of \$13 million, with projections for an additional \$10 million in 2026. This result was directly followed by ENS's successful negotiation of a 42 percent reduction in AT&T pricing via a Task Order Modification, significantly reducing costs for MAs continuing to use AT&T services. Furthermore, ENS achieved over one million in savings by implementing a gradual downgrade of Trusted Internet Connection (TIC) bandwidth during the migration of sites to USDANet, prior to the TIC's complete decommissioning.

ENS aggressively pursued Service Level Agreement penalties and billing disputes with Lumen, filing 146,170 disputes via General Service Administration's Conexus system in 2025, that could reclaim \$1.7 million. Security and modernization have been front and center, with 85 percent of MA now converted to the dot1x platform and equipped with enhanced security measures. The installation of new switching hardware at 504 Food Safety and Inspection Service (FSIS) sites and the conversion of FSIS field offices to public Internet Protocol networks has improved performance and accessibility for field operations that directly support food safety and inspection services. USDA also responded swiftly to a zero-day vulnerability in Adaptive Security Appliances, demonstrating its commitment to cybersecurity and protecting sensitive agricultural data.

ENS negotiated Enhanced Decryption, Inspection and Remediation service pricing to meet many security controls required for a High-Value Asset rating and improve overall network security posture. To enhance platform reliability, ENS established a twenty-four seven enterprise NOC and extended its services to over 4,000 sites that did not have twenty-four seven previously.

ENS pivoted to a dual provider strategy (Lumen and AT&T) enabling faster completion, offering more alternative solutions to agencies, and increased network resilience. Additionally, quadrupled internet gateway capacity from 20 Gigabits per Second (Gbps) to 80 Gbps, allowing faster responses to unplanned demand and surge events. ENS now offers a full suite of voice and connectivity services to meet every MA need including Ethernet, Starlink, Broadband, and 5G access, in addition to multiple Voice services.

ENS improved site performance for the majority of the 1,500 bandwidth starved sites in Farm Production and Conservation (FPAC) and Natural Resources and Environment (NRE), upgrading sites that had below five Megabits per Second (Mbps) speed to 10, 20, and 50 Mbps per MA decision.

Additionally, ENS implemented pro-active review of bandwidth utilization before processing agency requests, to recommend upgrades or downgrades, and commensurate with the site's actual utilization. All Core Infrastructure services have been implemented and have completed the transformation from legacy services, with multiple redundancies and flexible capacity increases available on demand.

One of the most impactful improvements was correcting Priority Site Tracking for locations requiring Telecommunications Service Priority, by identifying gaps in restoration prioritization and enhancing internal processes, significantly improving customer communication and responsiveness. Enabling IPv6/IPv4 dual-stack service across over 4,200 USDA sites ensures future-proof connectivity and supports modern applications vital to agricultural innovation. New facilities such as the National Finance Center building at the University of New Orleans and the FSIS lab in St. Louis, Missouri, further extend USDA's research and service capabilities. Additionally, the shutdown of the Market and Regulatory Programs Animal and Plant Health Inspection Service Headquarters Building in Riverdale, Maryland, produced significant cost savings, allowing USDA to reallocate resources toward mission-critical programs benefiting farmers, ranchers, and rural communities.

For the first time, USDA has full visibility in its telecommunication and network assets with centralized billing for services. This enables rapid scaling of services based on consumption. Lumen lacked a comprehensive transition management system, requiring ENS to integrate over eleven sources of data, but ENS still managed to place almost 10,000 orders in 2025 via manual processes and Excel data integration.

ENS improved efficiency by combining multiple firewall submission channels into one standardized service request. This update provides agencies with a clear, and consistent submission point, making the process smoother and more reliable.

ENS currently has 6,500 employees using Teams Voice. ENS migrated 120,000 telephone numbers from Verizon to Lumen Session Initiation Protocol (SIP) and transitioned 400 offices from Plain Old Telephone Service (analog lines) to Lumen SIP, improving communication efficiency.

Through these achievements, ENS demonstrates its commitment to optimizing USDA's network infrastructure, reducing environmental impact, increasing cost savings, and delivering exceptional service to support USDA's mission across the Department.