2024 USDA EXPLANATORY NOTES – OFFICE OF THE CHIEF INFORMATION OFFICER

Table of Contents

This page was intentionally left blank.

PREFACE

This publication summarizes the fiscal year (FY) 2024 Budget for the U.S. Department of Agriculture (USDA). Throughout this publication any reference to the "Budget" is in regard to the 2024 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 2021 and 2022, enacted levels for 2023, and the President's Budget request for 2024. Amounts for 2023 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 "2018 Farm Bill" is used to refer to the Agriculture Improvement Act of 2018. Most programs funded by the 2018 Farm Bill are funded through 2023. Amounts shown in 2024 for most Farm Bill programs reflect those confirmed in the baseline.

Pursuant to the Balanced Budget and Emergency Deficit Control Act of 1985, sequestration is included in the numbers for mandatory programs in 2021, 2022, 2023 and 2024.

AGENCY-WIDE

PURPOSE STATEMENT

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

OCIO provides end-user support, data center operations, application development and wide-area network telecommunications services to USDA agencies and staff offices that are funded through the Working Capital Fund. These services are delivered by OCIO's Client Experience Center, Digital Infrastructure Services Center, and the Enterprise Network Services, with large office locations in Ft. Collins, Colorado; Kansas City, Missouri; and Washington, D.C. USDA is implementing a new operating model that will make it the best managed agency in the Federal government, a model that is enabling the Department to transition to a facts-based, data-driven, and customer-focused organization. In the current operating and budget environment there is no choice but to modernize. OCIO's ability to effectively manage and modernize IT systems will be a key factor in the Department achieving this vision.

To support this new approach, USDA has transitioned IT customer support services to enterprise services managed by the OCIO, providing cost-effective, high- quality Department-wide helpdesk, desktop, voice, and mobile shared services. Over the next two years the OCIO will continue to standardize the IT customer services by establishing user personas, perform application rationalization, and streamlining IT service delivery to provide the best value and customer experience. Additionally, OCIO has consolidated 39 USDA data centers to a single data center and back-up, while transitioning additional systems and applications to readily available cloud services. These moves will not only increase the strategic focus of IT leadership and staff in USDA's respective mission areas; they will also reduce the cost of providing these services and reduce our cybersecurity vulnerabilities.

USDA will become a data-driven organization to ensure that leadership and employees have access to the data and analytical tools that support rapid and well-informed decisions. When data is not integrated, standardized, or of high quality and reliability, problems and opportunities remain obscured, impacting overall program performance. USDA has continued building out its enterprise data and analytics platform and maturing management of its geospatial portfolio. USDA has expanded its enterprise business intelligence dashboards and exceeded 2 million views. USDA has launched new options for data analysts to conduct advanced analytics in the cloud and is modernizing its geospatial infrastructure to adopt cloud-based solutions.

A customer-focused approach to USDA's digital services requires us to streamline the Department's complex network of online resources that must be navigated today to find or access services. Too often, customer data is not shared or integrated among similar programs. To improve in these areas, USDA will create common standards and identify best practices in cloud technology that are easy to replicate, support/increase self-service capabilities, and integrate data for common customers. Providing the best possible customer service on a consistent basis also means ensuring that USDA employees can access the network anywhere, anytime, regardless of agency, program, or

location and that employees have the bandwidth necessary to fully utilize the technology. Over the next two years, we will also flatten the USDA local area networks to make this a reality. Managing 17 USDA networks contributes to our cybersecurity risks, is not cost effective, and is not conducive to providing USDA employees the access to shared information and bandwidth needed to improve customer service. To support this effort the USDANet Enterprise Infrastructure Solutions (EIS) Task Order was awarded on December 16, 2021, and work has begun on transition activities in support of network modernization.

The OCIO Headquarters is in Washington, D.C. As of September 30, 2022, there were 1,495 full-time permanent employees funded by appropriated (107) and Working Capital Funds (1,388).

OIG AND GAO REPORTS

Table OCIO-1. Completed OIG Reports

ID	Date	Title
50501-0020-12	06/2019	Improper Usage of USDA's Information Technology Resources
50801-0001-12	09/2020	Implementation of the IT Modernization Centers of Excellence Improvements
50503-0003-12	10/2020	FY 2020 Federal Information Security Modernization Act (FISMA) Audit
88303-0001-12	09/2022	System and Organization Controls (SOC) 1 Type 2 Examination of the OCIO Application

Table OCIO-2. In-Progress OIG Reports

ID	Title
50501-0020-12(1)	Improper Usage of USDA's Information Technology Resources – Interim Report
50501-0017-12	Security Over Select USDA Agencies' Networks and System FY 2018
50501-0021-12	Data Encryption Controls Over Personally Identifiable Information on USDA Information Tech
50501-0022-12	Security Over Select USDA Agencies' Networks and Systems FY 2019
50501-0023-12	U.S. Department of Agriculture's 2020 Compliance with the Geospatial Data Act
50503-0005-12	Fiscal Year 2021 Federal Information Security Modernization Act (FISMA) Audit
50801-0002-12	OIG Inspection: Security Over USDA Web Applications
50801-0003-12	Secure Configuration of USDA's Virtualization Platforms
50501-0026-12	USDA's Compliance with the Geospatial Data Act for Fiscal Year 2022
50503-0009-12	Fiscal Year 2022 Federal Information Security Modernization Act (FISMA) Audit

Table OCIO-3. Completed GAO Reports

ID	Date	Title	Result
311099/14-44	01/2014	Computer Matching Act: OMB and Selected Agencies Need to Ensure Consistent Implementation	This audit contained three recommendations for USDA. All recommendations have been implemented. Audit Closed.
311410/15-617	09/2015	Information Technology Reform: Billions of Dollars in Savings Have Been Realized, but Agencies Need to Complete Reinvestment Plans	This audit contained one recommendation for USDA. All recommendations have been implemented. Audit Closed.
100087/16-468	05/2016	Information Technology: Federal Agencies Need to Address Aging Legacy Systems	This audit contained one recommendation for USDA. All recommendations have been implemented. Audit Closed.
100568/17-464	09/2017	Telecommunications: Agencies Need to Apply Transition Planning Practices to Reduce Potential Delays and Added Costs	This audit contained five recommendations for USDA. All recommendations have been implemented. Audit Closed.
101360/18-381	07/2018	Paperwork Reduction Action: Agencies Could Better Leverage Review Processes and Public Outreach to Improve Burden Estimates	This audit contained two recommendations for USDA. All recommendations have been implemented. Audit Closed.
102946/19-146R	12/2018	Department of Agriculture: Analysis of Selected Data Centers Did Not Follow Federal Guidance and Leading Practices	This audit contained four recommendations for USDA. All recommendations have been closed. Audit Closed.
102299/19-58	04/2019	Cloud Computing: agencies Have Increased Usage and Realized Benefits, but Cost and Savings Data Need to Be Better Tracked	This audit contained two recommendations for USDA. All recommendations have been implemented. Audit Closed.
102588/20-129	10/2019	Information Technology: Agencies Need to Fully Implement Key Workforce Planning Activities	This audit contained one recommendation for USDA. All recommendations have been implemented. Audit Closed.

ID	Date	Title	Result
104552/21-171	10/2020	Information Technology: Federal Agencies Need to Take Urgent Action to Manage Supply Chain Risks	This audit contained seven recommendations for USDA. All recommendations have been implemented. Audit Closed.
103984/21-152	12/2020	Data Governance: Agencies Made Progress in Establishing Governance, but Need to Address Key Milestones	This audit contained one recommendation for USDA. All recommendations have been implemented. Audit Closed.
104746/22-104746	01/2022	SolarWinds and the Microsoft Exchange Cybersecurity Incidents and the Federal Response	No Recommendations.
105221/22-105221	02/2022	Spectrum Management: Information Technologies for Managing Federal Use	No Recommendations.
104364/22-104364	03/2022	Cybersecurity: OMB Should Update Reporting Guidance to Increase IG Rating Consistency and Precision	No Recommendations.
105118/22-105118	03/2022	Fiscal Year 2021 Data Center Optimization Initiative (DCOI) Mandate	No Recommendations.

Table OCIO-4. In-Progress GAO Reports

ID	Title
102633/19-384	Cybersecurity: Agencies Need to Fully Establish Risk Management Programs and Address Challenges
102968/20-567	Information Technology: Selected Federal Agencies Need to Take Additional Actions to Reduce Contract Duplication
105065/22-105065	Privacy: Dedicated Leadership Can Improve Programs and Address Challenges

AVAILABLE FUNDS AND FTES

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

Item	2021 Actual	FTE	2022 Actual	FTE	2023 Estimated	FTE	2024 Estimated	FTE
Salaries and Expenses:								
Discretionary Appropriations	$66,814	82	$84,746	107	$92,284	116	$95,061	116
Transfers In	20,000	-	12,000	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Total Adjusted Appropriation	86,814	82	96,746	107	92,284	116	95,061	116
Balance Available SOY	-	-	17,680	-	23,591	-	-	-
Total Available	86,814	82	114,426	107	115,875	116	95,061	116
Lapsing Balances [a]	-1,134	-	-335	-	-	-	-	-
Bal. Available EOY	-17,680	-	-23,591	-	-	-	-	-
Total Obligations	68,000	82	90,500	107	115,875	116	95,061	116
E-GOV Initiative	5,182	-	5,182	-	5,544	-	5,544	-
NTIA Spectrum	2,271	-	2,271	-	2,109	-	2,109	-
EPMS	13,648	5	13,648	5	1,350	3	1,350	3
Project Definition	563	-	563	-	-	-	-	-
Information Security Center Transfer	10,893	78	10,893	62	-	-	-	-
Data Analytics	4,975	4	4,975	4	-	-	-	-
Total Appropriations, Other Funding	37,532	87	37,532	71	9,003	3	9,003	3
Total Obligations, OCIO	105,532	169	128,032	178	124,878	119	104,064	119
Other Federal Funds (WCF):								
ASC - Office of the Chief Information Officer Oversight	1,165	5	4,468	5	1,516	7	1,584	7
Client Experience Center	453,091	699	526,411	1,041	425,914	1,142	418,669	1,142
Department Administration Information Technology Office	15,333	19	14,760	22	13,481	29	13,366	29
Digital Infrastructure Service Center	301,342	184	124,765	213	264,264	222	253,477	217
Enterprise Cybersecurity Services	-	-	-	-	31,998	81	33,614	82
Enterprise Data and Analytics Services	-	-	-	-	11,179	6	11,606	6
Enterprise Network Services Center	86,943	19	24,456	36	123,216	52	125,284	64
Total, Other Federal WCF	857,874	926	694,860	1,317	871,568	1,539	857,600	1,547
Total Available OCIO	982,220	1,095	846,818	1,495	996,446	1,658	961,664	1,666

[a] The lapsing balances as shown in the above table do not include the $545 in reimbursable lapsing balances.

PERMANENT POSITIONS BY GRADE AND FTES

Table OCIO-6. Permanent Positions by Grade and FTEs

Item	2021 Actual			2022 Actual			2023 Estimated			2024 Estimated		
	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total	D.C.	Field	Total
SES	6	-	6	6	-	6	6	-	6	6	-	6
GS-15	22	2	24	22	2	24	15	2	17	15	2	17
GS-14	35	8	43	35	8	43	25	8	33	25	8	33
GS-13	32	27	59	36	27	63	25	10	35	25	10	35
GS-12	9	20	29	9	20	29	9	10	19	9	10	19
GS-11	2	4	6	7	4	11	5	2	7	5	2	7
GS-9	1	-	1	1	-	1	1	-	1	1	-	1
GS-7	-	1	1	-	1	1	-	1	1	-	1	1
Total Permanent	107	62	169	116	62	178	86	33	119	86	33	119
Total Perm. FT EOY.	107	62	169	116	62	178	86	33	119	86	33	119
FTE	107	62	169	116	62	178	86	33	119	86	33	119

Note: In addition to those numbers above, there are temporary positions as well.

<u>**VEHICLE FLEET**</u>

Motor Vehicle Fleet

Client Experience Center's (CEC), under the Office of the Chief Information Officer (OCIO), mission is to support a global customer base and their respective business mission areas as their client IT service provider of choice. CEC works together to securely design, integrate, sustain, and optimize the combined information technologies that empower every aspect of their missions. As the client IT service provider CEC enables our customers' missions through innovative solutions, premier service delivery, and technical expertise at the best value. To increase security, improve customer service, and drive cost savings across the entire Department, OCIO tasked CEC with developing and implementing a vision for consolidating end-user IT support services for all USDA. This effort, referred to as End User Consolidation (EUC), was completed at the end of 2020. As a part of EUC, IT services that fall under OCIO-CEC will include remote connectivity, workstation equipment, authentication, and communication and collaboration tools.

The current OCIO-CEC fleet consists of GSA leased vehicles. They are utilized by IT specialists and support teams to assist in keeping the computing environment operating and ensure that computers, applications, networks, and communication technologies are fully functional. CEC uses its fleet to support best industry practices, to organize IT resources and personnel efficiently, and to deploy them where and when they are needed. CEC fleet service allows its employees to travel to field locations and maintain a unified organization dedicated to supporting both the shared and diverse IT requirements. CEC also use the fleet to address issues with malfunctioning IT equipment at these locations. Vehicles are located across the country and Puerto Rico as the IT specialist drive to the many field offices and service centers for IT support, equipment deployments, replacing/disposal of equipment.

OCIO's current fleet is based on mission and geographic needs. As of September 30, 2022, CEC has 204 leased GSA vehicles and DISC has 1 leased GSA vehicle. Goal is to reach 200 vehicles for OCIO, 5 vehicles are projected to be turned in to GSA, reduction was delayed in 2021 due to pandemic. CEC continues to lease vehicles from GSA to provide IT support within USDA. In 2020 CEC entered a fleet sharing program with FPAC and RD.

Replacement Criteria
The GSA leased vehicles are replaced based on the GSA regulations.

Reductions to Fleet
CEC has no plans to reduce the fleet.

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

Item	Sedans and Station Wagons	Lt. Trucks, SUVs, and Vans (4x2)	Lt. Trucks, SUVs, and Vans (4x4)	Total Vehicles	Annual Operating Costs
2018 End of Year Operating Inventory	224	31	17	272	$9,345
2021 End of Year Operating Inventory	129	50	31	210	7,692
2022 Planned Acquisitions	-	-	-	-	
2022 Planned Disposals...	10	-	-	10	
2022 End of Year Operating Inventory	119	50	31	200	7,312
2023 Planned Acquisitions	-	25	-	25	
2023 Planned Disposals...	25	-	-	-	
2023 End of Year Operating Inventory	94	75	31	200	7,500
2024 Planned Acquisitions	-	61	11	-	
2024 Planned Disposals...	72	-	-	72	
2024 End of Year Operating Inventory	22	136	42	200	8,100

Table OCIO-8. Statement of Proposed Purchase of Passenger Motor Vehicles

Fiscal Year	Net Active Fleet, SOY	Disposals	Replacements	Additions	Total Acquisitions	Net Active Fleet, EOY
2021	220	10	-	-	-	210
2022	210	10	-	-	-	200
2023	200	25	25	-	25	200
2024	200	72	72	-	72	200

SHARED FUNDING PROJECTS

Table OCIO-9. Shared Funding Projects (dollars in thousands)

Item	2021 Actual	2022 Actual	2023 Estimated	2024 Estimated
Working Capital Fund:				
Administrative Services:				
Ask USDA Contact Center	-	-	$35	$37
Material Management Service	$1,288	$2,962	2,955	3,038
Mail and Reproduction Services	134	80	93	94
Integrated Procurement Systems	326	221	356	366
Procurement Operations Services	4,563	4,885	5,952	6,511
Human Resources Enterprise Management Systems	13	16	20	24
Subtotal	6,324	8,164	9,412	10,069
Communications:				
Creative Media & Broadcast Center	893	16	24	40
Finance and Management:				
Fund-Wide Administration	-	-	-	2,109
National Finance Center	272	371	440	456
Financial Management Systems	1,153	1,433	1,109	1,185
Internal Control Support Services	184	192	204	200
Financial Management Support Services	429	444	480	504
Subtotal	2,038	2,441	2,233	4,454
Information Technology:				
Activity Center Oversight	-	-	-	1,583
Client Experience Center	7,254	9,134	6,957	7,136
Department Administration Information Technology Office	842	548	520	552
Digital Infrastructure Services Center	11,876	19,987	16,224	16,326
Personnel Document Security	-	-	78	84
Enterprise Cybersecurity Services	-	-	786	820
Enterprise Data and Analytics Services	-	-	1,242	269
Enterprise Network Services	13,342	11,666	7,254	1,788
Subtotal	33,314	41,335	33,061	28,558
Correspondence Management Services	7	-	-	41
Office of the Executive Secretariat	-	44	39	41
Total, Working Capital Fund	42,569	52,000	44,768	43,161
Department-Wide Shared Cost Programs:				
Agency Partnership Outreach	77	97	129	129
Diversity Equity Inclusion and Accessibility	-	-	34	34
Human Resources Transformation	-	-	66	66
Medical Services	45	47	64	64
Office of Customer Experience	108	134	52	52
Personnel and Document Security Program	33	41	-	-
Physical Security	48	66	73	73
Security Detail	51	70	83	83
Security Operations Program	72	96	113	113
Talent Group	-	-	58	58
TARGET Center	13	20	28	28
TARGET Center NCR Interpreting Services	-	10	43	43
USDA Enterprise Data Analytics Services	61	68	-	-
Total, Department-Wide Reimbursable Programs	508	649	743	743

Item	2021 Actual	2022 Actual	2023 Estimated	2024 Estimated
E-Gov:				
Budget Formulation and Execution Line of Business............................	1	1	1	1
Hiring Assessment Tool	-	4	-	-
Financial Management Line of Business..	2	1	1	1
Geospatial Line of Business	13	13	13	13
Human Resources Line of Business...	3	4	4	4
Integrated Acquisition Environment..	17	-	-	-
Total, E-Gov...	36	23	19	19
Agency Total	43,113	52,672	45,530	43,923

ACCOUNT 1: SALARIES AND EXPENSES

APPROPRIATIONS LANGUAGE

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

Salaries and Expenses

For necessary expenses of the Office of the Chief Information Officer, [$92,284,000]$95,061,000.

LEAD-OFF TABULAR STATEMENT

Table OCIO-10. Lead-Off Tabular Statement

Item	Amount
Enacted, 2023	$92,284,000
Change in Appropriation	+2,777,000
Budget Estimate, 2024	95,061,000

PROJECT STATEMENTS

Table OCIO-11. Project Statement on Basis of Appropriations (thousands of dollars, FTEs)

Item	2021 Actual	FTE	2022 Actual	FTE	2023 Estimated	FTE	2024 Estimated	FTE	Inc. or Dec.	FTE Inc. or Dec.	Chg Key
Discretionary Appropriations: Office of the Chief Information Officer	$66,814	82	$96,746	107	$92,284	116	$95,061	116	+$2,777	-	(1)
Total Adjusted Appropriation.........	66,814	82	96,746	107	92,284	116	95,061	116	+2,777	-	
Add back: Rescission, Transfers In and Out	-	-	-12,000	-	-	-	-	-	-	-	
Total Appropriations......................	66,814	82	84,746	107	92,284	116	95,061	116	+2,777	-	
Transfers In: Goodfellow Federal Center............	20,000	-	12,000	-	-	-	-	-	-	-	
Total Transfers In	20,000	-	12,000	-	-	-	-	-	-	-	
Bal. Available, SOY	-	-	17,680	-	6,693	-	-	-	-6,693	-	
Total Available	86,814	82	114,426	107	98,977	116	95,061	116	-3,916	-	
Lapsing Balances [a].........................	-1,134	-	-335	-	-	-	-	-	-	-	
Bal. Available, EOY	-17,680	-	-6,693	-	-	-	-	-	-	-	
Total Obligations.	68,000	82	107,398	107	98,977	116	95,061	116	-3,916	-	

[a]   The lapsing balances as shown in the above table do not include the $545 in reimbursable lapsing balances.

Table OCIO-12. Project Statement on Basis of Obligations (thousands of dollars, FTEs)

Item	2021 Actual	FTE	2022 Actual	FTE	2023 Estimated	FTE	2024 Estimated	FTE	Inc. or Dec.	FTE Inc. or Dec.
Discretionary Obligations:										
Office of the Chief Information Officer	$65,680	82	$84,411	107	$98,977	116	$95,061	116	-$3,916	-
Goodfellow Federal Center................	2,320	-	22,987	-	-	-	-	-	-	-
Subtotal Disc obligation	68,000	82	107,398	107	98,977	116	95,061	116	-3,916	-
Total Obligations.............................	68,000	82	107,398	107	98,977	116	95,061	116	-3,916	-
Add back:										
Lapsing Balances ᵃ............................	1,134	-	335	-	-	-	-	-	-	-
Goodfellow Federal Center................	17,680	-	6,693	-	-	-	-	-	-	-
Total Available	86,814	82	114,426	107	98,977	116	95,061	116	-3,916	-
Less:										
Total Transfers In	-20,000	-	-12,000	-	-	-	-	-	-	-
Bal. Available, SOY	-	-	-17,680	-	-6,693	-	-	-	+6,693	-
Total Appropriations........................	66,814	82	84,746	107	92,284	116	95,061	116	+2,777	-

ᵃ   The lapsing balances as shown in the above table do not include the $545 in reimbursable lapsing balances.

Office of the Chief Information Officer

Base funds will allow the OCIO to continue to provide guidance, leadership and coordination for the Department's information management, technology investment and cyber security activities in support of USDA program delivery. In addition to Departmental Administration funding used for human resources operational services, current year and budget year base funds may also be used to support expedited and enhanced classification, staffing and processing efforts.

The numbers and letters of the following listing relates to values in the Change (Chg) Key column of the Project Statement, and are comparing to 2023 Enacted Budget:

(1)   An increase of $2,777,000 ($92,284,000 and 116 FTEs available in 2023).

The funding change is requested for the following items:

A)   An increase of $930,000 for 2024 Pay.
This increase will support the annualization of the 2023 4.6 percent Cost of Living pay increase and the 2024 5.2 percent Cost of Living pay increase. If this funding is not provided, OCIO would need to cut resources for mission critical contracts, not fill vacant positions and with those mitigation actions, OCIO would be prevented from fully performing our mission which includes IT support and cybersecurity for all areas of the Department as well as meeting the needs of the Executive Office of the President and members of Congress. This increase will allow the OCIO to continue to maximize the value of information technology acquisitions to improve the efficiency and effectiveness of USDA program. This critical increase is needed to support and maintain current staffing levels to meet the program demands and statutory requirements imposed on OCIO. Approximately 24 percent of our budget supports personnel compensation and benefits.

B)   An increase of 1,000,000 to Continuous Diagnostics and Mitigation Program.
This increase will support Continuous Diagnostics Monitoring (CDM) by allowing for inflationary costs and increases in Program and Project Management support, related training, as well as implementation of an Endpoint Detection and Response (EDR) capability. If funding is not received USDA will have significant challenges in meeting requirements mandated by Executive Order (EO) 14028, Improving the Nation's Cybersecurity. OMB M-22-01, Improving Detection of Cybersecurity Vulnerabilities and Incidents on Federal Government Systems through Endpoint Detection and Response, mandates Federal Executive Civilian Branch (FECB) agencies adopt a robust Endpoint Detection and Response (EDR) solution as part of the shift in cyber defense from a reactive to a proactive posture. OMB M-22-01 mandates that FECBs meet the first of four-maturity levels by the end of August 2022. Without funding USDA will not meet this mandate. The USDA CDM program delivers capabilities in four areas: asset management, identity management, network security management, and data protection management. The USDA CDM program holds an essential role in meeting these unfunded mandates, but additional funding

is required. Without additional funding, USDA will not be able to properly secure its users, systems, networks, and data.

C) An increase of $300,000 to fund additional improvements to USDA oversight of federal IT acquisition reform, workforce development and audit management.

If this funding is not provided, USDA will not be unable to rely on stable funding and programs will not be operated uniformly throughout the fiscal year. FITARA, IT Strategic planning/monitoring, and IT workforce functions are currently resourced ad hoc via surplus end of year funds. This leaves the functions under-resourced and at risk of extensive disruptions during the fiscal year. When it is finally determined that sufficient resources are available, short deadlines to obligate before the end of the fiscal year result in suboptimal allocation of resources.

D) An increase of $547,000 to fund improvements in cybersecurity tools.

If this funding is not provided, USDA will be unable to invest in the hardware needed to maintain a comprehensive cybersecurity program, will then put the department at risk of functional obsolescence. With obsolete cybersecurity tools, USDA will not be able to identify and thwart the ever-increasing variety of threats to IT assets. These investments include Cisco Stealthwatch for improved network analytics and Splunk hardware refreshes needed for increased data storage and event logging requirements.

GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND FTES

Table OCIO-13. Geographic Breakdown of Obligations and FTE (thousands of dollars, FTEs)

State/Territory/Country	2021 Actual	FTE	2022 Actual	FTE	2023 Estimated	FTE	2024 Estimated	FTE
Arkansas	$1,959	2	$1,998	2	$2,038	2	$2,132	2
California	1,959	2	1,998	2	2,038	2	2,132	2
Colorado	7,751	8	7,906	8	8,064	8	8,435	8
District of Columbia	33,833	33	72,568	58	50,187	67	44,026	67
Georgia	1,024	1	1,044	1	1,065	1	1,114	1
Kansas	1,024	1	1,044	1	1,065	1	1,114	1
Louisiana	5,803	6	5,919	6	6,037	6	6,315	6
Maryland	3,881	4	3,959	4	4,038	4	4,224	4
Missouri	2,700	17	2,754	17	16,073	17	16,812	17
Nebraska	1,024	1	1,044	1	1,065	1	1,114	1
New Mexico	2,946	3	3,005	3	3,065	3	3,206	3
North Dakota	1,024	1	1,044	1	1,065	1	1,114	1
Oregon	1,024	1	1,044	1	1,065	1	1,114	1
Pennsylvania	1,024	1	1,044	1	1,065	1	1,114	1
Tennessee	1,024	1	1,024	1	1,045	1	1,093	1
Obligations	68,000	82	107,398	107	98,977	116	95,061	116
Lapsing Balances [a]	1,134	-	335	-	-	-	-	-
Bal. Available, EOY	17,680	-	6,693	-	-	-	-	-
Total, Available	86,814	82	114,426	107	98,977	116	95,061	116

[a] The lapsing balances as shown in the above table do not include the $545 in reimbursable lapsing balances.

CLASSIFICATION BY OBJECTS

Table OCIO-14. Classification by Objects (thousands of dollars)

Item No.	Item	2021 Actual	2022 Actual	2023 Estimated	2024 Estimated
	Personnel Compensation:				
	Washington D.C.	$5,473	$6,866	$6,866	$9,614
	Personnel Compensation, Field	4,853	6,088	6,088	4,289
11	Total personnel compensation	10,326	12,954	12,954	13,903
12	Personal benefits.	3,627	4,576	4,576	4,354
13.0	Benefits for former personnel	5	8	15	16
	Total, personnel compensation, and benefits	13,958	17,538	17,545	18,273
	Other Objects:				
21.0	Travel and transportation of persons	1	94	666	582
22.0	Transportation of things	1	3	2	-
23.1	Rental payments to GSA	248	-	253	253

Item No.	Item	2021 Actual	2022 Actual	2023 Estimated	2024 Estimated
23.3	Communications, utilities, and misc. charges	309	1,841	1,853	392
24.0	Printing and reproduction..	44	3	45	42
25	Other contractual services	15,921	19,596	50,315	51,283
25.1	Advisory and assistance services	8,923	20,995	8,730	7,127
25.2	Other services from non-Federal sources	-	476	-	-
25.3	Other goods and services from Federal sources	2,515	-	2,715	2,866
25.4	Operation and maintenance of facilities.....................................	21,232	21,246	13,513	11,778
25.5	Research and development contracts	601	610	35	20
26.0	Supplies and materials	973	758	1,444	95
31.0	Equipment..	3,147	1,066	1,861	2,350
42.0	Insurance Claims and Indemnities	127	185	-	-
	Total, Other Objects..	54,042	66,873	81,432	76,788
99.9	Total, new obligations...	68,000	84,411	98,977	95,061
	DHS Building Security Payments (included in 25.3)...........................	$83	$26	$27	$27
	Information Technology Investments:				
	Information Security Center (ISC)				
11	Internal Labor...	532	7,992	8,979	9,159
	External Labor (Contractors)	2,691	19,778	15,769	16,083
25.2	Outside Services (Consulting)...	1	-	-	-
	Total Information Security Center (ISC).....................................	3,224	27,770	24,748	25,242
	WCF OCIO DAITO				
25.2	Mission Area Standard Investment Totals.	-	12,674	11,316	13,220
25.3	Mission Area WCF Transfers	-	2,608	2,111	2,082
	Total WCF OCIO DAITO	-	15,282	13,427	15,302
	Enterprise Geospatial Shared Services (EGMO)				
11	Internal Labor...	-	58	58	58
	External Labor (Contractors)	-	81	81	81
	Total Enterprise Geospatial Shared Services.............................	-	139	139	139
	Executive IT Management				
11	Internal Labor...	-	9,801	10,196	10,394
25.2	Outside Services (Consulting)...	-	2,789	3,752	3,752
	Total Executive IT Management...	-	12,590	13,948	14,146
	Enterprise Data Analytics Platform and Toolset (EDAPT)				
25.2	Outside Services (Consulting)...	7,438	39,195	39,195	39,195
	Total Enterprise Data Analytics Platform and Toolset (EDAPT)	7,438	39,195	39,195	39,195
	AgLearn				
11	Internal Labor...	572	563	975	297
	External Labor (Contractors)	2,514	3,180	2,560	3,103
25.2	Outside Services (Consulting)...	68	253	278	87
	Total AgLearn..	3,154	3,996	3,813	3,487
	USDA Network (USDANet)				
11	Internal Labor...	-	7,604	9,400	12,388
	External Labor (Contractors)	-	25,452	28,903	15,745
	Total USDA Network (USDANet)	-	33,056	38,303	28,133
	Enterprise Telecommunications Shared Services				
11	Internal Labor...	-	228	345	348
	External Labor (Contractors)	-	-	70	-
25.2	Outside Services (Consulting)...	-	18,185	-	-
	Total Enterprise Telecommunications Shared Services	-	18,413	415	348
	Robotics Process Automation (RPA)				
11	Internal Labor...	146	300	300	10,280
	External Labor (Contractors)	382	1,581	1,999	1,600
25.2	Outside Services (Consulting)...	1,198	56	-	-
	Total Robotics Process Automation (RPA).................................	1,726	1,937	2,299	11,880
	Enterprise Application Services (EAS)				
11	Internal Labor...	-	4,016	6,038	3,796
	External Labor (Contractors)	-	5,434	34,282	25,566
25.2	Outside Services (Consulting)...	-	46,000	-	-
	Total Enterprise Application Service	-	55,450	40,320	29,362
	Demand Services				
11	Internal Labor...	-	2,324	2,698	2,774

Item No.	Item	2021 Actual	2022 Actual	2023 Estimated	2024 Estimated
	External Labor (Contractors)	-	7,050	6,523	6,605
25.2	Outside Services (Consulting)...	-	253	278	87
	Total Demand Services	-	9,627	9,499	9,466
	End User Seat Services				
11	Internal Labor...	-	112,484	124,162	127,308
	External Labor (Contractors)	-	52,395	34,923	35,586
25.2	Outside Services (Consulting)...	-	10,847	11,778	12,030
	Total End User Seat Services	-	175,726	170,863	174,924
	Foundation Services				
11	Internal Labor...	-	4,580	6,061	6,263
	External Labor (Contractors)	-	4,938	2,733	2,634
25.2	Outside Services (Consulting)...	-	1,103	1,298	1,298
	Total Foundation Services...	-	10,621	10,092	10,195
	Identity & Access Management (IAM)				
11	Internal Labor...	-	3,276	3,732	4,141
	External Labor (Contractors)	-	12,881	12,373	13,378
25.2	Outside Services (Consulting)...	-	1,165	1,887	1,887
	Total Identity & Access Management (IAM)	-	17,322	17,992	19,406
	Mobility Management Services				
11	Internal Labor...	-	9,725	9,782	10,280
	External Labor (Contractors)	-	1,361	1,301	1,325
25.2	Outside Services (Consulting)...	-	185	261	268
	Total Mobility Management Services	-	11,271	11,344	11,873
	Telecom Services				
11	Internal Labor...	-	17,192	15,122	16,972
	External Labor (Contractors)	-	10,301	8,361	7,559
25.2	Outside Services (Consulting)...	-	906	883	690
	Total Telecom Services...	-	28,399	24,366	25,221
	Total IT Investments..	15,542	460,794	420,763	418,319
	Position Data:				
	Average Salary (dollars), ES Position...	$182,110	$184,842	$191,635	$199,300
	Average Salary (dollars), GS Position	$126,578	$128,000	$132,704	$138,012
	Average Grade, GS Position	13.1	10.2	12.3	12.3

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

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

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

Current Activities

Federal Information Technology Acquisition Reform Act (FITARA)

FITARA is focused on improving the management of IT across the Department and improving the scores on the Biannual House of Representative's Committee on Oversight and Reform's (COR) FITARA Scorecard. The 13th iteration of the FITARA Scorecard, released January 2022, continued to grade the agency's implementation of:

- FITARA provisions.
- Modernizing Government Technology (MGT) Act.
- Federal Information Security Modernization Act of 2014 (FISMA).
- Enterprise Infrastructure Solutions (EIS) transition.

USDA maintained a C+ for Scorecard 14.0 and projects that the score may drop to a D+ for Scorecard 15.0 the following conditions are not addressed or improved:

- Increase the score for Incremental Development, which has a Projected Grade of a D. This decreased is a result of a change is OMB grading methodology. USDA projects reporting usage of incremental development has decreased to 69%.
- Provide more realized cost Savings and Avoidance, which has a projected grade of a C.
- Maintain the score for the Managing Government Technology Act, which has projected grade of a A.
- Improve the FISMA grade, which is projected remain at a F.
- Meet the General Services Administration (GSA) target of above 81 percent disconnect, which is posted to the GSA transition dashboard and the COR is using the targets as the rate as part of the Enterprise Information Solutions (EIS) transition. USDA increased its percentage of disconnects to 56 percent, increasing its grade from a D to a C.

The Director of FITARA developed a Scorecard Improvement Plan to achieve an A+ on the FITARA Scorecard in 2022, however the USDA grade on the FITARA Scorecard 14.0, released on July 20, 2022, remained at a C+. The Scorecard Improvement plan was updated to address the deficiencies identified in the Scorecard 14.0 and, in turn, continues to ensure that USDA's IT Investments are well planned, cost-effective, and support the missions and business goals of the organization. The plan is designed to address the deficiencies and gaps in the categories on the FITARA Scorecard, continue to collaborate with the IT Stakeholders and work closely with the GAO to improve the grade on Scorecard 15.0. The COR is expecting to release the next iteration of the scorecard on 15 December 2022 to improve the FITARA Scorecard grade, the FITARA Team is focused on the following activities:

- Increase data quality to ensure all active projects and activities show releases of usable functionality in six-month increments were applicable.
- The Information Resource Management Center will review projects/activities data monthly to identify any increase in the use of incremental development methodologies.

- Critically review all projects and activities for completeness.
- Accurately track and update all cost savings in AgMax (the USDA IT investment / portfolio management tool).
- Increase the number of disconnects achieved and ensure EIS transition activities are updated to reflect status.
- Implement action plan to execute FISMA related tasks.

Improvement in the areas identified above is essential to USDA getting a better grade on the FITARA Scorecard and improving the management of IT across the Department.

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

Table OCIO-15. USDA Funded E-Government Presidential Initiatives and Lines of Business

Initiatives	Lines of Business (LoB)
Benefits.gov	Budget Formulation and Execution LoB
Disaster Assistance Improvement Plan	Financial Management LoB
E-Rulemaking	Geospatial LoB
Grants.gov	Human Resources Management LoB
Integrated Award Environment (IAE)	

There are 12 initiatives. 9 are funded through OCIO via the Greenbook and the three remaining initiatives are funded through agency funds. PMLoB (OBPA), FPKI (OCFO), and FOIA (OGC).

Enterprise Architecture
The Enterprise Architecture Division (EAD) provides a planning concept and delivery process designed to help translate business strategies into mission results. EAD leverages data as a strategic asset so that architecture becomes a tool to make data-driven decisions that optimize resources and identify duplication and cost saving opportunities. The EAD team supports the creation of an integrated, tiered Enterprise Architecture (EA) that supports improved planning and risk management at both the agency and Department levels. Additionally, the team supports standardization on common computing platforms to enhance interoperability and reduce cost of ownership as well as improves the USDA's planning and decision-making by more closely aligning EA activities to the IT Capital Planning processes.

The EAD team worked with the Capital Planning team to integrate AgMax and Enterprise Architecture Visioning Environment (EAVE). Data Integration effort in support of Department Application Rationalization initiative will continue in 2023 to provide cost information at the application level, for other Mission Area applications/assets. Geospatial applications are the pilot for this effort.

The EAD team engaged in a collaborative effort with the Information Security Center (ISC) to develop a Security Architecture and initialed discussion to integrate the security architecture into the EAVE. ISC has begun the process of entering the security architecture in EAVE. In 2023, EAD will continue to work with ISC to update and mature the security architecture and framework into EAVE.

The EAD team worked with the Mission Areas to update the USDA Level 1, 2 and 3 Business capabilities in support of the Department Application Rationalization initiative and mapping of capabilities to assets to better understand what functions the assets perform. In 2023, the EAD will work with Mission Areas to integrate EAVE with ServiceNow and add technology components and provide a more complete Enterprise Architecture.

The EAD Team deployed an application to allow a user to quickly and easily find any Enterprise system that is used anywhere in USDA. This tool can find a system based on the name, description, or business functions of the system. This application has been deployed on the OCIO home page and is available to anyone in USDA. EAD will continue to develop and deploy simple, useful tools that provide instant value to USDA employees and contractors and that introduce them to the benefits of Enterprise Architecture.

The EAD team worked with the Capital Planning to develop an API to allow bi-directional data exchange between AgMAX and EAVE. In 2023, EAD will continue to pursue other APIs between other applications (CSAM and EDAPT, etc.) to provide ease of use in gathering required/requested data.

EAVE has been hosted on a commercial Azure cloud managed by the vendor. In 2023, the EAD team will migrate to an internal, DISC-managed hosting environment. This will reduce vulnerabilities and facilitate improved security and performance of the application.

Capital Planning and IT Governance (CPITG)
Capital Planning and Information Technology Governance (CPITG) governs and provides policy oversight of 214 total IT investments (45 Major, 47 Non-Major Investments, 66 Standards, 56 IT Funding Transfers), managing USDA's $3.1 billion IT investment portfolio in alignment with Clinger Cohen Act, FITARA and several other laws is CPITGD's primary mission.

CPITG is responsible for ensuring that the Department's IT investments deliver products that result in business value to the agencies, while providing a positive return on the IT investments for taxpayers. The CPITG ensures the establishment and implementation of IT Governance through strategic initiatives, sound structure, oversight, regulatory compliance, accountability, transparency, and the fiscal responsibility of IT decisions.

A focus of the program is to reinforce the requirements from the Secretary, Deputy Secretary, the CIO and the Office of Management and Budget (OMB) to the mission areas regarding ensuring the transparency, accountability, and alignment of Agency IT portfolio of investments and USDA strategic priorities throughout the investment life cycle. Verification and validation of these requirements are done through monthly, quarterly, and annual investment reviews and reporting to the USDA and OMB, which includes CIO investment evaluations, acquisition approval requests reviews and decisions and quarterly OMB integrated data collections. Additionally, monthly and/or quarterly Governance Board Reviews at the Mission Areas and the Department levels, ad-hoc Program Reviews and Tech-Stat Reviews are conducted with the USDA Senior Leaders.

CPIC and IT Governance aid USDA in addressing transparency and accountability through the Department-wide implementation of an industry best practice, and OMB adopted taxonomy known as Technology Business Management (TBM), which is the sharing of information at the lowest level that reduces silos, enables cost transparency, supports data-driven decisions across lines of businesses (IT, Finance, Budget, Acquisition and HR) and improves customer experiences and accountability. In partnership with the Office of Budget and Program Analysis, OCIO Capital Planning manages the IT budget formulation and execution processes. Capital Planning and IT Governance partnered with the Office of Procurement and Contracting to automate acquisition approval requests and contract information data exchange to strengthen and streamline the IT acquisition process.

Capital Planning and IT Governance worked with the Enterprise Architecture Division to integrate AgMAX and EAVE as part of Data Integration effort in support of the Department's Application Rationalization initiative. An output of the application rationalization was the Geospatial pilot. This integration of the two systems along with identifying the related IT assets business capabilities (lines of businesses) to cost information at the application level by Mission Area applications/assets aligned to the TBM taxonomy will continue into 2023.

As part of enterprise IT Governance, Capital Planning is coordinating and tracking in conjunction with the OCFO the Technology Modernization Funds requests for USDA. The requests are submitted through the Department's IT Governance process for review and decisions.

In addition to TMF tracking, the enterprise IT Governance program within Capital Planning is the Executive Secretariat and coordinators all Department Governance Boards. The Department's Executive IT Investment Review Board (E-Board) serves as the USDA senior authoritative body charged with the oversight of IT investments with consideration to government "best practices", the OMB's Circulars, Federal Acquisition Regulation, and any USDA official IT guidance and policies.

CPITGD worked in collaboration with OCP to obtain synergy between Office of Contracting and Procurement (OCP) Integrated Acquisition System (IAS) and IRMC's IT Portfolio Management System (AgMax) data by creating an API to import/export contract data between the 2 systems. The integration of data obtained the following goals: (1) Import acquisition Approval Request (AAR) data into IAS to expedite and streamline the Acquisition and Contract Processes and enforce appropriate AAR usage. (2) import IAS data into AgMax to allow for contract information transparency (3) Ensure AAR and contract alignment and meet internal reporting requests.

Cybersecurity (USDA Chief Information Security Officer)

The Information Security Center (ISC) was funded by Congress in 2009 and mandated by OMB M-19-02 to serve as a focal point for addressing cybersecurity incidents within all agencies, offices, branches, and entities of USDA.

In accordance with FISMA and other mandates (OMB memoranda, Executive Orders, Department of Homeland Security (DHS) Binding Operational Directives, etc.), the ISC diligently manages system security compliance activities across all USDA information systems, develops cybersecurity policy and supports audit-related activities. During 2022, ISC successfully closed 22 outstanding Office of Inspector General (OIG) audit recommendations and one OIG audit, significantly reducing risks to the IT enterprise. In addition to maintaining specific standards, ISC began the process of establishing the foundational work for USDA to transition to NIST SP 800-53 Revision 5. During 2022, ISC met OMB's goal of 100 percent of USDA systems with current Authority to Operate decisions.

The ISC organization spear-headed the implementation of Executive Order 14028:

- OMB-21-30- Critical Software – Completed the critical software inventory and incorporated security measures for specified categories of critical software and reported to OMB.
- OMB-21-31- Logging Enhancements – Achieved enterprise logging maturity level 1 (EL1) and developed a dashboard to view logging status in near-real time.
- OMB-22-01- End Point Detection and Response – Identified the USDA enterprise solution, Tanium, that will be used to improve incident response and threat visibility.
- OMB-22-09- Zero Trust – Designed and implemented the USDA Zero-Trust Architecture plan and is scheduled to achieve full implementation of Zero Trust by 2024. ISC implemented a vulnerability disclosure program with the capability for USDA to accept external vulnerability disclosure reports from the public through CISA's Bug Crowd platform.

The completion of these activities not only ensure compliance with the federally mandated EO 14028, but also lays the foundation for stronger cybersecurity through modernization.

USDA and DHS CISA partnered on a pilot to evaluate the USDA enterprise Security Operations Center (SOC) consolidation status to determine capability maturity. DHS CISA, with the assistance of MITRE, designed a SOC. Maturation Evaluation service offering, which was piloted during the engagement with USDA. The goal of the pilot was two-fold: to help USDA identify areas to improve the USDA SOC and general security posture, and to help DHS CISA test and improve this SOC assessment service offering for the Federal enterprise.

The Enterprise Cybersecurity Services Working Capital Fund activity center was established for ISC to provide enterprise cybersecurity services in the areas of: Network Security; Vulnerability Compliance Management; Enterprise Logging and Monitoring; System Security; Mainframe Security; Token Services, and Incident Response/Threat Hunting Services. ISC led efforts to establish a TMF request to support a gap in incident response procedures that was identified during the 2020 federal enterprise response to the SolarWinds incident. ISC applied for and was approved for over $4 million to implement processes and tools needed to decrypt and inspect all network traffic, identify, and block malicious activity.

The ISC organization established a USDA Privacy strategy with a clear action plan that ensures compliance with Privacy Act, departmental requirements and other relevant policy, laws, and regulations. In addition, ensured the completion of 48 Privacy Impact Analyses (PIA) and Privacy Threshold Analysis (PTA); streamlined privacy products such as the PTA and PIA; established a charter for the formalized USDA Privacy Council and began implementation of OMB M-21-04, Modernizing Access to and Consent for Disclosure of Records Subject to the Privacy Act, that requires that all departments and agencies to identify proof user requests.

The High Value Asset (HVA) portfolio is in the top 5 of the Federal Government. USDA's HVA schedule performance is in the top 2 in the Federal Government. USDA has met the OMB M-19-03 requirement to assess all HVAs in the USDA portfolio. The Federal Chief Information Officer Council recognized the USDA HVA program's identification and portfolio management processes. The HVA program is participating in a pilot to use Continuous Diagnostics and Mitigation data to inform HVA risk management. USDA is the only agency that met the criteria to enter the pilot, which is of great interest for DHS CISA and has the potential to significantly improve the timeliness and accuracy of HVA risk management and reduce duplicate collection of data.

In 2023, ISC will focus on modernizing its cybersecurity program through the continued implementation of EO 14028, supporting EO memoranda and SOC maturation. ISC will also focus FISMA maturity and Diversity, Equity, Inclusion and Accessibility priorities.

Chief Data Officer and Enterprise Analytics

The role of the Chief Data Officer (CDO) is established by the Foundations for Evidence Based Policy-Making Act and requires the CDO to manage data as a strategic asset. In addition, the CDO leads initiatives in developing the analytics capabilities of the organization and leads priority data initiatives for the Department.

CDO completed the first Artificial Intelligence (AI) inventory at USDA. The Department has recognized the power of AI to improve our operations, processes, procedures, and other positive developments. In response to the Executive Order (13960), USDA prepared an inventory of its non-classified and non-sensitive use cases of AI including current and planned uses, consistent with the agency's mission. The inventory has been published on the U.S. Department of Agriculture website.

CDO created the first consolidated climate dashboard of USDA programs. The USDA Climate-Smart Dashboard was built to help USDA leadership visualize the climate benefits delivered by USDA program dollars. The second iteration of the dashboard incorporates data from Rural Development's guaranteed loan system business programs to build a cross-agency look at climate benefits.

CDO launched Enterprise Data Warehouse Modernizations for two agencies, Farm Service Agency and Food Safety and Inspection Service. The Risk Management Agency initiated a 15-month modernization of their Compliance Data Warehouse to the USDA Enterprise Data and Analytics Platform.

CDO increased public data sharing with USDA's Open Data Platform. The Open Data Platform component was added into EDAPT in 2020 to enhance how USDA shares data with the public and collaborators. The initial capability within the Open Data Platform is centered around an external-facing Tableau Server. While the internal USDA Tableau Server is limited to users on the USDA network, the Open Data Platform is accessible through the public internet and can thus be used to share information with non-USDA users.

The CDO completed GAO recommendations on Data Skills Action Plan. The Data Skills Action Plan categorizes current state activities as well as new, near and long-term actions to remediate the four identified skills gaps: Data Stewardship, Data Visualization, Programming Languages and Data Access.

CDO set up Equity Landing Page and Equity Action Tracker tool for metrics. The USDA Equity Action Tracker logs the status of all equity actions and their intersections with equity-related Executive Orders. The tool provides OSEC, and Equity leads across USDA with one centralized location for stakeholder input regarding equity actions and milestones.

In 2022, CDO established minimum metadata standards for Enterprise Data Catalog that were adopted from the metadata standards used for publishing metadata to Data.gov.

CDO provided initial training to half of Mission Areas on Enterprise Data Catalog. The overall goals of the USDA Enterprise Data Catalog are to inventory data assets across USDA, promote discovery and understanding of inventoried data assets, identify opportunities for deduplication and collaboration, support working towards managing authoritative data assets. In 2023, CDO will provide initial training for remaining Mission Areas on Enterprise Data Catalog.

Strategic Sourcing Category Management Office (CM)

Category Management implements strategic, collaborative, and innovative purchasing methods to help the USDA function as a single enterprise. It increases efficiency, reduces costs, and minimizes redundancies through the increased use of Federal and USDA-wide contracts combined with agency and local solutions. CM analyzes USDA's spending to make data-driven business decisions. This process helps USDA optimize performance, minimize price, increase acquisition goals, evaluate total life cycle management costs, improve vendor access to business opportunities, and otherwise increase the value of each dollar spent. These methods increase the value of taxpayer dollars spent supporting the USDA's mission.

CM chairs the Category Management Interest Group, which serves as the USDA's caretaker for strategic IT sourcing and agreements. The group comprises stakeholders from USDA Mission Areas, agencies, and staff offices to discuss new opportunities, management of current enterprise agreements, ending enterprise agreements, updates to the OCIO BPA Catalog, and review suggestions for contract consolidations.

A highlight achievement from 2022 is the award of the Enterprise Business Solutions contract. The team not only worked to award a new contract, but also diligently worked with each Mission Area to validate license needs. CM was instrumental in realizing a Cost Avoidance of $1.1 million during the Microsoft end-of-year true-up process. USDA originally received a true-up license quantity of 2,651 on-premises licenses covering a cost of $1.5 million.

CM reconciled and validated the use and maintenance of licenses to reduce the number of licenses by 41 percent to 1,072 licenses, resulting in a 73 percent cost reduction to $0.4 million.

Examples of Progress

The Director of FITARA developed a Scorecard Improvement Plan to achieve an A+ on the FITARA Scorecard in 2022, however the USDA grade on the FITARA Scorecard 14.0, released on July 20, 2022, remained at a C+. The Scorecard Improvement plan was updated to address the deficiencies identified in the Scorecard 14.0 and, in turn, continues to ensure that USDA's IT Investments are well planned, cost-effective, and support the missions and business goals of the organization.

The Enterprise Architecture Division Team deployed an application to allow a user to quickly and easily find any Enterprise system that is used anywhere in USDA. This tool can find a system based on the name, description, or business functions of the system.

Capital Planning and Information Technology Governance (CPITG) governs and provides policy oversight of 214 total IT investments (45 Major, 47 Non-Major Investments, 66 Standards, 56 IT Funding Transfers), managing USDA's $3.1 billion IT investment portfolio in alignment with Clinger Cohen Act, FITARA and several other laws is CPITGD's primary mission.

USDA and DHS CISA partnered on a pilot to evaluate the USDA enterprise Security Operations Center (SOC) consolidation status to determine capability maturity. DHS CISA, with the assistance of MITRE, designed a SOC Maturation Evaluation service offering, which was piloted during the engagement with USDA.

The Chief Data Officer completed GAO recommendations on Data Skills Action Plan. The Data Skills Action Plan categorizes current state activities as well as new, near and long-term actions to remediate the four identified skills gaps: Data Stewardship, Data Visualization, Programming Languages and Data Access.

Category Management was instrumental in realizing a Cost Avoidance of $1.1 million during the Microsoft end-of-year true-up process. USDA originally received a true-up license quantity of 2,651 on-premises licenses covering a cost of $1.5 million. CM reconciled and validated the use and maintenance of licenses to reduce the number of licenses by 41 percent to 1,072 licenses, resulting in a 73 percent cost reduction to $0.4 million.

AGENCY-WIDE PERFORMANCE

<u>INTRODUCTION</u>

The Office of the Chief Information Officer (OCIO) has a mission of serving the information needs for the U.S. Department of Agriculture. OCIO supports achievement of USDA's diverse mission areas by offering agile, world-class technology solutions to its stakeholders and applying innovative approaches to recruiting and developing a highly skilled workforce. The USDA OCIO develops, delivers, and defends the business information technologies that empower every aspect of the USDA mission. OCIO provides oversight, leadership and support for the Department's IT applications, information management, technology investments and cyber security activities in support of USDA IT program delivery for individual USDA Mission Area and Offices. Base funds within OCIO support its efforts to ensure the USDA IT community continues to meet the needs of USDA missions and its customers while also adhering to federal IT law and policy, including the Clinger Cohen Act, Federal Information Technology Acquisition Reform Act (FITARA), the NIST Cybersecurity Framework, the Geospatial Data Act (GDA), and various Data Acts.

<u>ALIGNMENT TO STRATEGIC PLAN</u>

The USDA IT Strategic Plan identifies the goals, objectives, and strategies that the Department is enacting to continuously improve IT services to the American public. It adds to the Departmental 2022-2026 Strategic Plan to collectively focus on significantly improving life and livelihoods across America, through innovative solutions and program delivery that supports and strengthens American farmers, ranchers, foresters, producers, and consumers. Working together, both plans seek to deliver transformational investments, build trust, and support meaningful outcomes for USDA's diverse customers and communities via strategic goals and objectives.

The following table summarizes initiatives actively being worked in 2023 to support the Departmental Strategic Plan.

Table OCIO-16. USDA IT Strategic Plan Goals Objectives

USDA IT Strategic Plan Goals / Objectives	Initiatives	Alignment to USDA Goals
Goal 1: Accelerate Digital Transformation		
OBJECTIVE 1: Design Customer-Centric IT solutions to Dramatically Improve Customer Experiences	• Implement a new Content Management System (CMS) • eMNEPA Modernization to Enterprise Land Management System (ELMS) • Improve Origination and Servicing Capabilities for Residential and Commercial Direct and Guaranteed Loans • Review, enhance and modernize REE business processes	Goal 1 Goal 2 Goal 5 Goal 6
OBJECTIVE 2: Aid in transition to Electronic Operations	• Formal Program to implement E.O. for Electronic Operations • AWS Cloud Migration and DevSecOps Adoption • Develop a NRE Forest Service New Hire Experience and Onboarding System	Goal 1 Goal 5 Goal 6
OBJECTIVE 3: Apply Modern Solution and Service Delivery Across	• Migration of Legacy REE Applications to the Cloud • Increase adoption of Robotics Process Automation • Strengthening EA IT Asset Intake Process	Goal 1 Goal 2 Goal 5
Goal 2: Drive Innovation in Support of USDA Mission		
OBJECTIVE 1: Be an Innovation Incubator	• Develop a USDA Consolidated Geospatial Mapping Portal to Share Products of Innovation • Create FNS Innovation/Emerging Technologies Incubator	Goal 1 Goal 3 Goal 4
OBJECTIVE 2: Build an Innovation Organization and Culture	• Operationalize the Endpoint Personas • Implement an IT Service Catalog to enhance delivery of services to MRP's business units.	Goal 1 Goal 3 Goal 4
Goal 3: Improve IT Organizational Agility with a Skilled Workforce		
OBJECTIVE 1: Improve the Efficiency and Effectiveness of IT Governance	• Establish governance over geospatial applications • Implement a Software Asset Management solution • Implement enterprise-wide IT project management governance to drive delivery of services	Goal 2 Goal 6

OBJECTIVE 2: Build the IT Workforce of the Future	• Develop and implement a department-wide Hiring Strategy • Develop and implement the use of IT Career Paths • Streamline batch updating of OCIO IT Workforce PDs	Goal 6

Goal 4: Build Resilience into Everything We Do

OBJECTIVE 1: Continuously Improve USDA's Cybersecurity Posture	• Implement the USDA Zero Trust Strategic Plan • Modernize the Fire Application, FireNESS • Security Operations Center (SOC) Maturation • Securing USDA's telecommunication networks- USDANet	Goal 1 Goal 5 Goal 6

Goal 5: Enable Data-Driven Decision-Making

OBJECTIVE 1: Incorporate Data Strategy, Management, and Governance into All IT Modernization Efforts	• Establish Geospatial Authoritative Data governance • Mature the Knowledge Management Discipline • Complete MRP ITD Proof of Concept Leveraging Cloud-based Data Platform Services	Goal 1 Goal 4 Goal 6
OBJECTIVE 2: Accelerate Data-Driven Decision-Making	• Develop a USDA Enterprise Data Catalog • Platform Accommodating Numerous Global Export Activities (PANGEA) Incremental Design / Build	Goal 6

PROGRESS ON IMPLEMENTATION OF THE IT PLAN IN 2023

Initiatives listed in the table above are helping USDA achieve its IT strategic vision through a coordinated set of projects and activities which in turn allow USDA to achieve different components of the USDA 2022-2026 Strategic Plan. Currently, there are 31 initiatives from all Mission Areas and OCIO Activity Centers with more being added. The outcomes from these efforts range from improvements in governance processes, workflows and streamlined operations, to the development of new modern enterprise application systems leveraging the latest in innovative technologies.

A large part of the USDA OCIO appropriated budget is dedicated to cyber security projects and programs including those listed on the following table.

Table OCIO-17. Security Projects and Program Implementation Plan

Item	Implementation Date
USDA IT Security Baseline Policy	12/31/2022
USDA Security Operations Center Maturity	9/30/2023
Zero Trust	9/30/2024
Intrusion Detection and Prevention Systems	9/30/2023
Identity Service Engine	9/30/2023
Event Logging Maturity	8/23/2023
Privacy Enhancements Project	9/30/2023
Hardware Asset Management (HWAM) Transition	9/30/2023

OCIO'S LONG-TERM VISION:

The IT Strategic Planning Program has set up an Integrated Project Team (IPT) to implement the IT Strategic Plan and ensure alignment to the Department's Strategic Plan. The IPT meets monthly and generates monthly reports to keep leadership updated on the status of initiatives. The first progress report was issued for October 2022, with 94 percent of initiatives reporting their efforts to be on track. For the 6 percent of initiatives that experiencing schedule delays, they do have an action plan in place to get back on track later in 2023.

When the American public interacts with USDA, they should get a simple, seamless, and secure customer experience that's on par with top consumer experiences. USDA customers should be able to:

• Easily find information on USDA services that may benefit them in just a few clicks from our website homepage, search engine, or phone call to a customer contact center.
• Fill out forms, provide digital signatures, upload documents, pay a fee, and use self-service digital tools to manage their interactions with government benefits and services.

- Provide common information to USDA once, and control what data are shared or pre-populated in forms or services across agencies.
- Get answers and on-demand customer support, via web, text/SMS, email, chat, phone, or in person, including self-serve, personalized, and agent-provided options without waiting.
- Be able to schedule, and re-schedule, appointments for in-person office or field visits online.

To achieve this vision, by the end of 2024, our goal is to build USDA's in-house capacity to fully leverage modern design, data, technology, digital services, to provide our internal and external customers with easy-to-navigate online tools and processes, and where customer-facing programs are seamlessly integrated with back-end IT that can be continually modified in response to changing customer needs.