2011 Explanatory Notes

Departmental Management

Office of the Chief Information Officer

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DEPARTMENTAL MANAGEMENT

OFFICE OF THE CHIEF INFORMATION OFFICER

Purpose Statement

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

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

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

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

The OCIO Headquarters is located in Washington, D.C. As of September 30, 2009, there were 938 full-time permanent employees funded by appropriated, reimbursed, and Working Capital Funds.

Open Audits (During FY 2010):

Government Accountability Office Reports:

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

GAO-08-525 6/2008
Information Security: Federal Agency Efforts to Encrypt Sensitive Information Are Under Way, but Work Remains

GAO-08-925 7/2008
Information Technology: Agencies Need to Establish Comprehensive Policies to Address Changes to Projects' Cost, Schedule, and Performance

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GAO-10-2 10/2009
Information Technology: Agencies Need to Improve the Implementation and Use of Earned Value Techniques to Help Manage Major System Acquisitions

Closed Audits (During FY 2009):

Office of Inspector General Reports:

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

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

50501-9-FM 7/2008
Management & Security over USDA's Wireless Connections

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

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Available Funds and Staff Years

2009 Actual and Estimated 2010 and 2011

Item	2009 Actual Amount	2009 Actual Staff Years	2010 Estimated Amount	2010 Estimated Staff Yeas	2011 Estimated Amount	2011 Estimated Staff Years
Salaries and Expenses.....	$17,339,280	60	$61,579,000	88	$63,719,000	88
Obligations under Other USDA appropriations:						
Reimbursements:						
E-Gov Presidential Initiative.....	11,678,131	--	12,000,000	--	12,000,000	--
E-Gov HSPD12.....	12,783,000	--	--	--	--	--
E-authentication.....	174,250	--	--	--	--	--
Ag Learn.....	59,783	--	375,000	--	375,000	--
Content Management.....	1,500,000	--	1,500,000	--	1,500,000	--
Enterprise Services.....	7,703,327	--	8,000,000	--	8,000,000	--
LDRPS.....	880,000	--	900,000	--	900,000	--
WCF Activities.....	388,997	4	575,000	3	575,000	3
IT Infrastructure.....	3,000,000	--	3,000,000	--	3,000,000	--
NTIA Spectrum.....	1,485,859	--	1,593,000	--	1,593,000	--
Other Activities.....	14,712,688	--	15,000,000	--	15,000,000	--
Subtotal, Reimbursements.....	54,366,035	4	42,943,000	3	42,943,000	3
Working Capital Fund (WCF) a/						
Information Technology.....	385,600,574	866	371,420,000	942	371,348,000	942
NITC (Non-USDA).....	13,062,801	7	17,224,000	25	14,839,000	25
Capital Equipment.....	1,274,804	--	6,550,000	--	4,000,000	--
Subtotal, WCF.....	399,938,179	873	395,194,000	967	390,187,000	967
Total, OCIO.....	471,643,494	937	499,716,000	1,058	496,849,000	1,058

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

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Permanent Positions by Grade and Staff Year Summary

2009 Actual and Estimated 2010 and 2011 a/

Grade	2009			2010			2011		
	Wash DC	Field	Total	Wash DC	Field	Total	Wash DC	Field	Total
Senior Executive Service	4	--	4	6	--	6	6	--	6
GS-15	12	1	13	17	2	19	17	2	19
GS-14	20	3	23	24	5	29	24	5	29
GS-13	10	--	10	14	--	14	14	--	14
GS-12	3	1	4	7	3	10	7	3	10
GS-11	3	--	3	2	--	2	2	--	2
GS-10	1	--	1	1	--	1	1	--	1
GS-9	2	1	3	1	1	2	1	1	2
GS-7	2	--	2	3	--	3	3	--	3
GS-6	1	--	1	1	--	1	1	--	1
GS-5	1	--	1	1	--	1	1	--	1
Total Permanent Positions	59	6	65	77	11	88	77	80	88
Unfilled Positions end-of-year	-1	--	-1	--	--	--	--	--	--
Total, Permanent Full-Time Employment, end-of-year	58	6	64	77	11	88	77	11	88
Staff Year Estimate	58	6	64	77	11	88	77	11	88

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

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MOTOR VEHICLE FLEET DATA

SIZE, COMPOSITION AND COST OF MOTOR VEHICLE FLEET

The 2011 Budget Estimates propose no additional purchases or leases of vehicles.

OCIO-ITS is the in-house provider of information technology, service and support for over 40,000 USDA Service Center Agency (SCA) employees and their networked computers, IT equipment, and the shared infrastructure of Common Computing Environment (CCE) that agency networks and applications run on. Our customers are FSA, NRCS, and RD and their respective partner organizations.

The current OCIO-ITS fleet consists of GSA leased vehicles and one agency owned vehicle. They are used by IT specialists and support teams to assist in keeping the computing environment operating to ensure that computers, applications, networks, and communication technologies do what they are suppose to do, allowing the agencies to support the efforts of the farmers, property owners, and rural communities. ITS uses its fleet to support best industry practices to organize IT resources and personnel efficiently and deploy them where and when they are needed. ITS fleet Service is needed to allow its employees to travel to other SCA locations and to maintain a unified organization dedicated to supporting both the shared and diverse IT requirements of the SCAs and their partner organizations.

Current fleet is based on mission and geographic needs. As of December 2009, ITS had 220 leased GSA vehicles. Vehicles will continue to be leased from GSA.

Changes to the motor vehicle fleet. No changes are proposed to the fleet for FY 2011.

Replacement of passenger motor vehicles. The GSA-leased vehicles are replaced based on the GSA regulations.

Impediments to managing the motor vehicle fleet. None at this time.

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MOTOR VEHICLE FLEET DATA

Size, composition and cost of agency motor vehicle fleet as of September 30, 2009, are as follows:

Size, Composition, and Annual Cost
(in thousands of dollars)

	Number of Vehicles by Type								
Fiscal Year	Sedans and Station Wagons	Light Trucks, SUVs and Vans		Medium Duty Vehicles	Ambulances	Buses	Heavy Duty Vehicles	Total Number of Vehicles	Annual Operating Cost ($ in thous)
		4X2	4X4						
FY 2008	2	6	1	0	0	0	0	9	$37
Change from 2008	+118	+84	+9	0	0	0	0	+211	$463
*FY 2009	120	90	10	0	0	0	0	220	$500
Change from 2009	0	0	0	0	0	0	0	0	$7
FY 2010	120	90	10	0	0	0	0	220	$507
Change from 2010	0	0	0	0	0	0	0	0	$11
FY 2011	120	90	10	0	0	0	0	0	$518

*ITS expanded its' fleet services in FY 2009 to support the expanding SCAs and their partner organizations.

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Appropriation Language

For the necessary expenses of the Office of the Chief Information Officer, [$61,579,000] $63,719,000.

Lead-off Tabular Statement

Appropriations Act, 2010	$61,579,000
Budget Estimate, 2011	63,719,000
Increase in Appropriation	+2,140,000

Summary of Increases and Decreases
(On basis of appropriation)

Item of Change	2010 Estimated	Pay Costs	Program Changes	2011 Estimated
Office of the Chief Information Officer	$61,579,000	+$140,000	+$2,000,000	$63,719,000

Project Statement
(On basis of appropriation)

	2009 Actual		2010 Estimated		Increase or	2011 Estimated	
	Amount	Staff Years	Amount	Staff Years	Decrease	Amount	Staff Years
Chief Information Officer	$17,339,280	60	$61,579,000	88	+$2,140,000	$63,719,000	88
Unobligated Balance	+187,720	--	--	--	--	--	--
Total available or estimate	17,527,000	60	61,579,000	88	+2,140,000	63,719,000	88

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Justification of Increases and Decreases

(1) An increase of $2,140,000 for the Office of the Chief Information Officer consisting of:

a) An increase of $140,000 to fund increased pay costs.

This increase is needed to maintain the current level of staffing to ensure that OCIO can carry out its full range of responsibilities and continue to support program delivery. Funding is needed to cover pay and benefit cost increases for existing staff.

b) An increase of $2,000,000 to expand the Department's Cyber Security initiative.

This funding is needed to maintain current operations to carry out comprehensive security assessments of each USDA network and to determine the pervasiveness and magnitude of infection and vulnerability in each agency so that networks and systems can be cleaned, redesigned/rebuilt (as necessary) and added into healthy enclaves within USDA's Enterprise Data Centers. In addition, this strategy will ensure that networks, systems and applications will operate in a secure core and not pollute known good operations should breaches occur.

Geographic Breakdown of Obligations and Staff Years
2009 Actual and Estimated 2010 and 2011

	2009		2010		2011	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
District of Columbia	$16,747,941	54	$57,015,000	77	$59,145,000	77
Kansas	591,339	6	4,564,000	11	4,574,000	11
Unobligated balance	187,720	--	--	--	--	--
Total, Available or Estimate	17,339,280	60	61,579,000	88	63,719,000	88

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Classification by Objects

2009 Actual Estimated 2010 and 2011

		2009	2010	2011
Personnel Compensation:				
Washington, D.C.		$6,021,506	$7,815,000	$8,044,000
Kansas		443,504	1,318,000	1,347,000
11	Total personnel compensation	6,465,010	9,133,000	9,391,000
12	Personnel benefits	1,411,192	2,179,000	2,267,000
13	Payments to prior employees	--	--	--
	Total personnel comp. & benefits	7,876,202	11,312,000	11,658,000
Other Objects:				
21	Travel	83,102	117,000	117,000
22	Transportation of things	1,014	4,000	4,000
23.3	Communications, utilities, and misc. charges	857,326	3,219,000	3,219,000
24.0	Printing and Reproduction	82,588	153,000	153,000
25.2	Other services	3,853,503	24,212,000	25,206,000
25.3	Purchases of goods and services from Government Accounts	4,237,173	19,442,000	20,242,000
26	Supplies and materials	147,598	143,000	143,000
31	Equipment	200,166	2,977,000	2,977,000
43	Interest and Dividends	608	0	0
	Total other objects	9,463,078	50,267,000	52,061,000
Total direct obligations		17,339,280	61,579,000	63,719,000
Position Data:				
Average Salary, ES positions		$160,182	$177,182	$177,761
Average Salary, GS positions		$89,004	$92,001	$92,969
Average Grade, GS positions		13.1	13.2	13.2

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STATUS OF PROGRAMS

The Clinger-Cohen Act of 1996 required the establishment of a Chief Information Officer (CIO) for all major Federal agencies. The Act required 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.

Current Activities:

Expanding Electronic Government:

USDA Initiatives: Progress made this year allows USDA to continue its Department-wide approach to delivering shared services. USDA's shared services are described in the USDA IT Strategic Plan. A copy of the plan is available at http://www.ocio.usda.gov/n_USDA_IT_Strategic_Plan.pdf. Participation in these services is strong, with USDA agencies actively involved in the Enterprise-wide shared services (USDA's eAuthentication Service, AgLearn, and the common infrastructure provided through USDA's Enterprise Shared Services, Enterprise Correspondence Management Modules, the Enterprise Architecture Repository (EAR), and capital planning investment tools). For example, there are over 134,957 active AgLearn accounts across USDA, and in FY 2009 users completed 5,652 different courses, and the USDA eAuthentication Service protects 335 Web-based applications that require username/password protection. In FY 2010, OCIO plans to implement an enterprise Web content and document management service using Site Studio technology. All USDA agencies will also migrate to version 6.1 of the IBM Websphere Portal, which is capable of seamlessly integrating with a Departmental social networking solution. Finally, OCIO will build out servers and develop an implementation plan and roadmap to begin offering enterprise access to the Universal Records Manager tool.

USDA Participation in E-Government Initiatives: USDA participaties in 31 E-Government Initiatives and Lines of Business (LoB). USDA is also an active participant in the development of a government-wide infrastructure to support Homeland Security Presidential Directive 12 (HSPD-12) and is also making significant progress implementing continuity of operations communications capabilities to meet the requirements of the National Communications System Directive 3-10 (NCSD 3-10). USDA will provide an estimated $10,409,688 to support 10 E-Government Initiatives and 5 LoBs in FY 2010. By participating in the E-Government Initiatives and LoBs, USDA has improved its business processes and program delivery to its customers, employees, and partners. Through these efforts, USDA has been able to work with other Federal agencies to streamline common areas of business delivery (e.g. rulemaking, payroll, and grants management) and learn from best practices throughout the government. The Department will continue to implement these Initiatives and LoBs to achieve further benefits for its customers.

Presidential E-Government Initiatives and Lines of Business

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

Cyber Security: OCIO continues to implement its aggressive strategy to improve USDA's information security via: 1) training, 2) establishing standardized computer security policies, processes and controls within the Department, and 3) identifying and pursuing funding for various initiatives designed to improve Department security. The OCIO Cyber and Privacy Policy and Oversight and Security Operations (CCPO) Center continued to focus our activities on the transformation of our Security-related services. CPPO continued to align with security best practices, Federal laws and oversight requirements. For example, USDA participated in two Office of Management and Budget (OMB) Information Systems Security Lines of Business (LoB), the 1) Federal Information Security Management Act (FISMA) Reporting Portal and 2) Security Awareness Training. USDA will continue leveraging these partnerships to improve our security operations and service offerings.

The OCIO also developed a 36-month information security "get healthy" plan, in coordination with the Department of Homeland Security (DHS) and other security leaders in the public and private sector. The plan was socialized with component agency CIOs and security professionals within USDA. It identified 37 separate security initiatives to be started in the next three years and provided a summary of the resource allocations required for each. In 2010, OCIO began the following three major security initiatives: 1) network baselining, 2) procuring and deploying additional security tools, and 3) establishing the Agriculture Security Operations Center.

Systems Certification and Accreditation: Security accreditation is the official management decision to authorize operation of an information system. Security accreditation, which is required under OMB Circular A-130 and FISMA, challenges managers and technical staff at all levels to implement the most effective security controls and techniques, given technical, operational, cost and schedule constraints, and mission requirements. To meet this security requirement, OCIO developed an aggressive strategy for Certifying and Accrediting USDA's information systems. This strategy includes policy, guidance, training, contract and staff support, and on-going program management. The Department's goal is to ensure that all systems are accredited. OCIO fully incorporated its use of the Cyber Security Assessment and Management System (CSAM), the Department of Justice's LoB for the FISMA reporting tool, in its Certification and Accreditation (C&A) process and in conjunction with OCFO, has implemented a process to minimize duplication of testing controls while simultaneously improving the quality and effectiveness of testing.

Information Survivability: One essential goal of USDA's computer security program is to develop recovery strategies to minimize disruptions in the event of a catastrophic interruption. To achieve this objective, OCIO is leading the development and deployment of disaster recovery and business resumption plans for all USDA IT Systems. These plans, as well as the other plans required for a viable Continuity of Operations Program (COOP) are maintained in CSAM. OCIO is currently working to improve the policy, guidance, templates, and training on information survivability.

OCIO established geographically separated primary and alternate point-of-contacts to manage priority services within each USDA component agency and staff office. This has resulted in highly effective support for priority service requests prior to and after national disaster events, such as Hurricane Gustav in 2008.

After USDA field offices experienced extended power outages following Hurricanes Katrina and Rita, the Department became a key contributor to a National Communications System Report to the President on *Communications Dependency on Electric Power*. The Department sponsored a group of graduate students from Johns Hopkins University to research telecommunications infrastructure vulnerabilities to electric power outages. Additionally, USDA personnel examined existing documentation and processes that address interdependencies between telecommunications infrastructure and the electric grid, and produced diagrams and tables illustrating resource strengths and weaknesses. USDA provided regular status reports to the Committee of Principals on working group progress.

Secure Communications: USDA completed the build-out and certification of a secure communications facility to provide shared enterprise access to the Homeland Security Data Network (HSDN) through a Federal partnership with DHS. The HSDN supports the transmission of classified data. In addition, USDA joined the Committee on National Security Systems (CNSS) as an observer, and is engaging in data calls and policy reviews. USDA is currently leading a CNSS "tiger team" in updating the CNSS wireless policy, CNSSP-17.

Intrusion Detection: OCIO continues to improve the security management of Departmental networks by hardening the Department's Intrusion Detection System to detect and mitigate intrusions that could potentially compromise or damage critical information assets. OCIO worked with DHS to implement the United States Computer Emergency Readiness Team's (US-CERT) Einstein system within USDA. This system augments the Department's intrusion detection capability and allows US-CERT to expand its information gathering and government-wide threat detection.

Telecommunications Policy: USDA was tapped to lead a National Security Agency Wireless Policy Team made up of representatives from twelve Departments and agencies to update the *Committee on National Security System Policy No. 17, National Information Assurance (IA) Policy on Wireless Capabilities.*

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

Enterprise Data Centers: USDA released its Enterprise Data Centers and Critical Systems memo on January 4, 2008, requiring critical IT to be hosted in the Department's ESS data centers. These critical information technology solutions include mission critical systems, mixed-financial systems, disaster support systems, incident response systems, and information systems that handle privacy, sensitive and personally identifiable information (PII).

The National Information Technology Center (NITC) is working with the following agencies on some key Enterprise Data Center migration initiatives:

- Foreign Agricultural Service

- Food Safety and Inspection Service (FSIS)
- Agricultural Marketing Service
- Food and Nutrition Service
- Risk Management Agency
- Grain Inspection, Packers, and Stockyards Administration

Each of these Enterprise Data Center migration initiatives vary in complexity regarding the number of actual servers and applications. Most of the migrated applications are targeted for the new NITC Platform-as-a-Service (PaaS) cloud offering that combines the advantages of server virtualization with standardized enterprise infrastructure including network and storage solutions. All of these initiatives include target dates for FY 2010 for at least some portion of overall project completion.

Trusted Internet Connections: OMB Directive (M-08-05) titled, "Implementation of Trusted Internet Connections (TIC)" is intended to create a secure cyber defense perimeter between the Federal government and the Internet. USDA has two Internet Gateways. Many of the TIC requirements are currently being met under the Universal Telecommunications Network contract.

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

Primary users of the USDA EA include strategic planners, enterprise architects, business process owners, program managers, project managers, vendors, budget officers, investment decision-makers, acquisition personnel, developers, and security personnel. USDA is currently focused on the development of its EA. This analysis identifies areas of duplication and redundancy across the Department, and highlights opportunities for collaboration. This can result in substantial savings from common purchases and through the redundant expenditures on resources. In FY 2010, USDA will continue to develop its data, application, security, and technical architectures.

The FY 2010 EA activities include:

- USDA participation in Open Government and Data.Gov Initiatives;
- Integration of EAR with the USDA eAuthentication Service;
- Update of the EA Program Plan based on Value Measurement Survey results and independent third party assessment results of USDA EA program;
- Update USDA segments and define a completion plan;
- Continue development of executive and management reports and dashboards;
- Enhancement of data quality through the development and implementation of data entry templates;
- Update and initiate EA Guiding Principles;
- Create and incorporate EA Governance into IT Governance; and
- Initiate Security Architecture Blueprint.

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

CPIC is used to evaluate investments with the end goal of selection based on a high probability of long-term success. Investments are assessed based on their ability to:

- Effectively meet mission needs;
- Provide a favorable profile by evaluating alternatives using cost/benefit/return calculations
- Meet security mandates, as well as commonly accepted standards;
- Manage the use of telecommunications technologies and resources;
- Conform to Federal EA standards applied within the Department;
- Manage the risks of the investment lifecycle; and
- Comply with Federal mandates (GAO, OMB, etc.) to include appropriate guidance.

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

The key focus in FY 2010 continues to be the integrated IT Governance process. This is critically important to maturing the overall management of IT across USDA. OCIO is aggressively analyzing the details of its investment plans that were defined and completed in the FY 2010 IT investment budget cycle. Greater integration of these policies will occur as OCIO begins the FY 2011 IT investment budget cycle in January 2009. OCIO places significant focus on the use of EA, the quality of business cases, supporting project management documentation, and the use of earned value management (EVM) discipline to manage investments. In FY 2010, USDA will begin migration to a tool that will make it easier for agencies and OCIO staff to manage the IT portfolio.

IT Acquisition Approval Review (AAR) Process: The IT acquisition approval process is an OCIO control activity that involves a technical review of USDA IT acquisitions for $25,000 and above for conformity with USDA, Federal Enterprise Architecture, USDA telecommunications standards and practices, IT security considerations, and the adequacy of IT investment supporting documentation. OCIO approves or disapproves AARs based on the technical reviews. If the OCIO disapproves, an AAR, OCIO meets with the agencies to discuss further activities and documentation required to meet USDA IT standards. The OCIO works with agencies to ensure that approved IT acquisition requests provide the necessary information as part of the Integrated IT process for managing the USDA IT portfolio of major and non-major investments. USDA automated the IT acquisition approval request process in FY 2009.

IT Project Management: OCIO continues to provide IT Investment and Project Management training to improve the management of IT investments and to ensure efficient and cost-effective investments at USDA. Training supports project and EVM, as well as performance based acquisitions for IT. OCIO is currently managing one Project Management training course in Riverdale, Maryland.

Asset Management: In FY 2010, OCIO plans to expand Enterprise-wide acquisition solutions to the workstations (personal computers to include thin client devices, desktops, and laptops), office automation

software, and database software. OCIO is in the process of finalizing a Departmental Regulation to provide workstation standards and standards for commercial off-the-shelf software that operate on the workstations. Standardized Enterprise workstation refreshment rates will enable USDA to maximize its investment in personal computer equipment while minimizing the use of out-dated technology that can have a detrimental effect on the overall IT infrastructure. These standards will enable USDA to increase effectiveness in acquiring and administering resources by promoting compatibility and interchangeability of workstation hardware and software; improve USDA's IT security position; and ensure that these standards are aligned with the EA business goals and processes.

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

Selected Examples of Recent Progress:

USDA's eAuthentication Service: The Identity and Access Management program, composed of eAuthentication Service and HSPD-12 PIV service, successfully changed ownership from OCIO-Information Technology Management (ITM) team to the OCIO- NITC. This change allows NITC to merge eAuthentication and HSPD-12 support staff with existing staff, strengthening NITC's support capabilities, service offerings, and technical expertise. USDA's eAuthentication Service protected 335 USDA Web-based applications, including 39 new integrations. More than 99,500 employees and approximately 266,000 customers owned an eAuthentication credential in a typical month in FY 2009; and USDA eAuthentication Service customers used their credentials for nearly 2,700,000 authentications of personal identity and over 75,000,000 Web site authorizations for access to protected content every month.

The eAuthentication Service realized growth in the following areas for FY 2009:
- application integrations by 11.6 percent;
- employee owned eAuthentication credentials increased 3 percent;
- customer owned eAuthentication credentials increased 24 percent;
- personal identity credential transactions increased 23 percent;
- Web site authorizations for access increased 63 percent; and
- eAuthentication maintained 99.97 percent availability.

Enterprise Entitlement Management System: The Enterprise Entitlement Management System (EEMS) provides a set of integrated tools to manage the identity, entitlements, and roles for all of USDA computer users, including an Identity Management system, an Enterprise directory, provisioning and workflow engines, and an auditing and reporting application. USDA must implement a strong access control environment to address its control issues surrounding access to its mission critical systems and data, protect confidential personal and business information from unauthorized access, and meet FISMA and OMB Circular A-123 requirements. To improve access controls, USDA is implementing an Enterprise Identity, Credential and Access Management (ICAM) process.

EEMS comprises five sub-projects:
- Core Infrastructure Deployment, including central access policy management and enforcement of access and security policies, automated provisioning and de-provisioning of entitlements, support for role-based access control to allow authorization to be determined by current attributes rather than manual group assignment, a workflow engine, and comprehensive auditing throughout the identity lifecycle with automated A-123 and FISMA compliance reporting.
- Identity Lifecycle Management best practices and re-engineering to take advantage of EEMS capabilities.
- Compliance, Auditing and Reporting, defining the requirements, design, and implementation needs in meeting A-123 and FISMA policies and regulations.

- Enterprise Application Integration to connect enterprise systems, such as AgLearn and HSPD-12, to EEMS.
- Agency Rollout, an agency-driven process to connect agency applications and systems to EEMS.

ICAM and EEMS reduce the business risk exposure of USDA networks and data, and represent an enterprise-wide vision for securing our technical infrastructure and business applications, as well as protecting the rights of individuals. EEMS leverages USDA existing C&A commercial software investment to provide the critical entitlement management layer and will deliver long term benefits to the USDA, including:

- improving the speed, and efficiency, and accuracy of identity management;
- increased security posture;
- cost savings reduction of unneeded manual processes;
- increased application stability and administration;
- compliance management (A-123 & FISMA); and
- auditing and reporting.

E-Training and AgLearn:

- AgLearn is USDA's implementation of the E-Training Presidential Initiative. E-Training and AgLearn provide a single, USDA-wide learning management system that replaces seven legacy, agency-specific systems and widespread manual tracking of training.
- The consolidation of training within AgLearn allows agencies to cooperate in developing, tracking, and purchasing training. Training that has proved successful for one agency can easily be made available for others, eliminating redundant costs for course development, and sharing subject matter expertise to a broader audience.
- AgLearn developed and executed a variety of marketing approaches that increased discretionary training by 80 percent over FY 2008.
- AgLearn is USDA's implementation of the E-Training Presidential Initiative. 134,957 AgLearn users, which include employees, contractors and partners, completed 5,652 different courses during FY 2009.
- AgLearn delivered Department-wide Security Awareness, Privacy Basics, and Ethics mandatory trainings.
- AgLearn has 14,423 active courses available. As of September 30, 2009, 6,921 agency-specific courses have been deployed.
- AgLearn obtained an enterprise license for SkillSoft Knowledge Centers for USDA-wide use at significantly reduced costs.
- AgLearn negotiated a reduced rate for requesting agencies to the Rosetta Stone suite of language courses.
- AgLearn continued to serve as the Department's sole official resource for processing external training requests using its built-in SF-182 form and approval process. AgLearn processes, on average, nearly 2,000 SF-182s monthly. This represents an increase of 100 percent over FY2008.
- AgLearn supported the development of over 3,000 individual development plans, department wide, each month.
- AgLearn supported over 3,700 monthly online class registration.

Other E-Government Initiatives:

- In FY 2009, USDA posted 120 funding opportunities and 214 application packages on Grants.gov, and received 10,714 electronic applications via Grants.gov;
- USDA continues to meet or exceed requirements to process 95 percent or greater of background investigations through the Electronic Questionnaires for Investigations Processing system (eQIP), a single electronic system that ensures compliance with government standards. USDA processed 100 percent of all National Security and Public Trust investigations for new employees in FY 2008;

- All USDA Federal Register rules, proposed rules, and notices continued to be available for public comment on E-Rulemaking's Regulations.gov. In FY 2009, USDA agencies published 220 rules, 117 proposed rules, 919 notices and received 27,838 public comments;
- USDA acquired and implemented continuity of operations communications capabilities for senior leadership in response to NCSD 3-10 requirements and recommendations from the White House Office of Science and Technology Policy; and
- USDA continues to participate in the Disaster Assistance Improvement Plan effort by contributing funds to the managing partner for the development and maintenance of an online disaster benefits portal, which is intended to provide quick and efficient disaster assistance benefits program information to the general public.

Enterprise Shared Services: Enterprise Shared Services (ESS) is a suite of tools, standards, and business applications that facilitate USDA's Department-wide effort to deliver citizen-centric, online information and services. USDA developed these shared services with the goal of maximizing efficiency, reducing cost, and improving customer service. ESS saves costs by eliminating stovepipe systems developed by individual agencies. The ESS was established by a cross-Departmental effort of agencies identifying needs and requirements. Agencies continued using the ESS components in FY 2009 for multiple services.

The Web Content Management/Document Management service provides content creation, content control, editing, and many essential Web maintenance functions for USDA Web sites. In FY 2009, OCIO procured hardware for Site Studio and moved into a steady state investment lifecycle phase. The IBM WebSphere/Portal enables application integration by helping business applications exchange information across different platforms, sending, and receiving data as messages. In FY 2009, OCIO migrated all WebSphere customers to WebSphere Application Server 6.1 in preparation for portal migration in FY 2010. Finally, OCIO procured hardware for Oracle's Universal Records Manager (URM) and 150 URM adapters for seamless integration with external repositories.

Emerging Technologies: OCIO is leading the effort in designing, building and operating the Web 2.0 initiative within USDA and is also working with Office of Communication to provide solutions to support OSEC and other cabinet level Departments like Commerce and Housing and Urban Development. We also worked directly with the White House staff itself on supporting multiple efforts. During FY 2009, NITC-OCIO created several social media sites, including an American Recovery and Reinvestment Act (ARRA) geospatial map that helps citizens identify and locate all related projects and activities. Along with the ARRA map, we created several blogs to help increase citizen access, including a Secretary Blog, keeping both citizens and USDA employees updated on current departmental happenings, and a CIO Blog, keeping both citizens and USDA employees updated on current IT happenings.

We also created a Rural Tour Web site and blog where the public can find information about where USDA has been and is going, as well as ways the public can communicate their ideas to USDA and others visiting this site. The Cost Savings Idea Blogs were developed in response to President Obama's recent challenge to federal employees to submit ideas for cost savings as part of the annual Budget process. This is part of a larger effort to make sure that we invest taxpayer dollars in programs and initiatives that have proven records of success and fix or end programs that do not. Know Your Farmer is a USDA-wide effort to create new economic opportunities by better connecting consumers with local producers. It is also the start of a national conversation about the importance of understanding where food comes from and how it gets on one's plate.

On the Community IMPACT site the public can come together around economic recovery issues and share common challenges and – most importantly – common solutions. Finally, the Food Safety Working Group Idea Jam was created by NITC-OCIO for the FSIS, Food and Drug Administration and the Center For Disease Control who established an Information Technology Task Force to make recommendations to the Secretaries of Health and Human Services and Agriculture about ways in which the agencies can achieve greater interoperability and harmonize electronic data collection standards between the agencies and State and local authorities.

Fiscal Year 2010 Activities: USDA will be focusing on four major emerging initiatives: energy project mapping; social networking tools; geospatial architecture; and recreational resource mapping. The purpose of USDA's energy mapping initiative is to create an application that will track and view all USDA Energy investments and projects. The desired result is an ability to track the total number of projects and their dollar amounts at the State, County, Congressional District and the individual investment levels. It is anticipated that this application will be expanded during FY-10 to possibly include all Federal Departments who support Energy programs. The purpose of USDA's Social Networking Solution is to evaluate social networking vendors and select a tool set for USDA social networking. Once a product(s) selection is complete, USDA will implement and roll out the solution across the Department, providing a common set of solutions for profiles, blogs and wikis. From an enterprise architecture perspective, the Enterprise Geospatial Management Office will establish a common Geospatial solution for USDA. Finally, the Forest Service Recreational Mapping Server effort seeks to establish a dedicated physical resource supplying geospatial content to the Forest Service WebSphere Portal. This mapping portlet will be tightly integrated into the portal framework to provide geospatial information for public consumption.

Systems Certification and Accreditation: USDA continued its efforts toward improving its C&A process. In FY 2009, OCIO improved the quality of the C&A documentation submitted to identify and correct root causes of non-compliance. Reviewers worked with agencies individually to improve agency C&A documentation and mitigate weaknesses. Plans of Action and Milestones (POA&M) were established to address non-critical deficiencies noted in concurrency reviews.

Information Survivability: In FY 2009, OCIO continued its efforts to improve information survivability by providing a centralized storage capability for disaster recovery plans and working with the Department's Contingency Planning Working Group to develop National Institute of Standards and Technology compliant templates for disaster recovery planning.

Security Awareness and Training: USDA has an aggressive security awareness program that uses the ISS LoB for security awareness training as its foundation. This program is supplemented with town-hall meetings for individuals that are not able to take the on-line training, an active communications strategy that notifies individuals of the requirement to take the training. This year, USDA implemented a program that requires individuals to review a banner that identifies safe computing practices and protecting personally identifiable information before being allowed to access computing resources. USDA also instituted a poster contest that highlights safe computing and protecting information. Over 99 percent of Agriculture personnel received security awareness training in FY 2009.

Federal Desktop Common Configuration (FDCC) and Department-wide Security Monitoring Tools:

- To date, seven agency/offices have met all the testing requirements of FDCC. USDA will continue to test FDCC settings with its mission critical applications, and implement those FDCC settings. USDA will continue its efforts until it is 100 percent compliant with the FDCC requirements.
- USDA has developed and awarded an enterprise security tools acquisition that will greatly enhance the Department's ability to proactively monitor its network from end-to-end, and more quickly respond to IT security threats. Implementation of the tools selected under this acquisition will provide the Department with a standard set of tools across all agencies that will allow for centralized monitoring and reporting of inventory, file and application management, data loss prevention, vulnerability scanning and penetration testing.

Updated Incident Handling Procedures: Cyber Security has updated its Security Computer Incident Response Team (CIRT) Standard Operating Procedure (SOP) several times this fiscal year in response to incidents and changes to the incident handling process. The USDA CIRT SOP was modified in the third quarter of FY 2008 to include checklists; additional/revised PII information on forms and checklists; updated workflow diagrams and decision trees; and additional phishing and SPAM guidance.

Information Security Technical and Management Controls: In FY 2009, OCIO continued efforts with the Chief Financial Officer toward improving information security through the Department's Executive Steering Committee, aimed at focusing attention and necessary resources to remove the Department's information technology material weakness.

Information Technology Governance: OCIO is engaged in an ongoing effort to establish, maintain and support an integrated IT governance and decision-making environment. This integrated IT Governance process, when completely implemented, will provide a dynamic means of capturing, retaining, and presenting IT investment information so that the CIO has the necessary tools to carry out legislated mandates. Ultimately, the governance process is intended to ensure that all IT investments support the Departmental and agency mission, particularly in terms of the services provided to citizens, and contribute to the USDA's enterprise-wide IT infrastructure.

Enterprise Architecture: In FY 2009, OCIO accomplished the following major EA objectives. USDA supported several external EA communities of practice; specifically, the Chief Architects Forum, the Architecture and Infrastructure Committee, the Data Architecture Subgroup, the Enterprise Process Improvement Committee, and the Data.gov Point of Contact Working Group. USDA also responded to the OMB Open Government Directive and Data.gov Initiative establishing USDA points of contact, working groups, support processes, and submissions. Additionally, EA executive and management dashboards were developed to provide at-a-glance segment architecture views, along with cyber security synchronization and investment information views.

USDA continued full segment architecture build-out for the Geospatial and Human Resources Management LoBs. USDA initiated the build of seven domains for IT Technical Architecture, addressing Security and Information Management with the other five to be completed by the end of FY2010. We also performed an internal assessment of the USDA EA Program in compliance with the Enterprise Architectural Assessment Framework, Version 3.1. USDA supported an Independent Verification and Validation review of the USDA EA Program and leveraged feedback from it and the 2009 USDA EA Value Measurement Survey to update the EA Program Plan. USDA also continued development of common EA elements, particularly those supporting Enterprise-wide projects.

Capital Planning and Investment Control (CPIC): The USDA IT Investment Portfolio for FY 2009 included 287 investments funded at $2.4 billion; the OCIO conducted investment reviews to evaluate the FY 2011 business cases on all major and non-major investments. The work done in FY 2009 provided an improvement of these business cases over past years. In addition, the quality of documentation for these investments continued to improve, and enabled the Department to acquire supporting details concerning its IT investments critical for the management of the IT portfolio.

The USDA OCIO reviewed all USDA FY 2011 IT investment documentation and assessed them relative to IT management "best practices." The OCIO staff worked closely with agencies in ongoing discussions and technical support to ensure excellence of documentation provided to OMB. The OCIO created detailed financial plans for better understanding of the investments and for creating opportunities for consolidation. To support OCIO and agency reviews, the OCIO provided near-real-time reporting and a feedback mechanism with access to the FY 2011 budget document reviews. OCIO finalized the migration to a cheaper, better CPIC tool that makes it easier for agencies and OCIO staff to manage the IT portfolio. To support the USDA EVM process, the USDA OCIO certified that the 13 investments that are in the acquisition or mixed phases are ANSI-748 EVM compliant (including MIDAS, the Modernize and Innovate the Delivery of Agricultural Systems project, and the Financial Management Modernization Initiative) and all are within 10 percent of their cost and schedule goals, The USDA OCIO submits monthly EVM Reports to OMB. In addition, the OCIO has finalized a USDA EVM directive.

IT Acquisition Approval Process: In FY 2009, OCIO reviewed for prior approval more than 220 IT acquisition requests (AAR) valued at more than $1.3 billion. In addition, OCIO successfully automated the IT Acquisition Approval process using the Department's Enterprise Content Management platform. Of all

the FY 2009 AARs, OCIO processed 93 valued at $818 million in the newly automated system. OCIO also issued version 2 of the AAR Preparation and Submission Guidance document.

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

IT Mission Critical Occupations and Corresponding Competencies

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

In July 2008, OCIO submitted an IT Workforce Gap Analysis Status report measuring progress toward closing the identified gaps through the third quarter of FY 2008. In September 2009, OCIO provided an update as a part of the government-wide Human Capital Management Report and provided projections for the IT Workforce through FY 2013. Through training and development, organizational intervention, and talent recruitment, USDA continues to close the current competency gaps in IT and work towards improving electronic government.

IT Project Management: Sponsored by OCIO, USDA's IT Investment/Project Management training provides USDA IT professionals with skills, tools, and techniques needed to manage IT projects effectively. As of the end of 2009, 664 USDA employees completed the training and 382 graduates passed the PMI exam and obtained professional certification as Project Managers.

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Summary of Budget and Performance
Statement of Goals and Objectives

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

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

USDA Strategic Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
OCIO supports all USDA strategic goals	Goal 3: Strengthen the management and use of USDA IT resources.	Objective 3.1: Focus IT spending on high priority modernization initiatives.	Capital Planning and Management Asset Management and Risk Assessment	Key Outcome 3.1: USDA acquires, manages and uses IT resources in cost efficient ways; and achieves economies of scale.
		Objective 3.2: Leverage security spending to ensure consumer trust in established and emerging IT services.	Asset Management and Risk Management	Key Outcome 3.2: USDA demonstrates effective, efficient and proactive security practices and risk management strategies that demonstrate the trustworthiness of its IT resources, enabling private and public partners to expand their use of USDA IT services with confidence and reliance.

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Selected Accomplishments Expected for the FY 2011 Proposed Resource Level:

- USDA agencies will continue integrating their online services with USDA's enterprise eAuthentication Service.
- Continue ongoing Certification and Accreditation (C&A) process for all new and continuing systems in its inventory.
- Document and maintain security costs for each system within each mission area.
- Cross-walk the Federal Information Security Management Act list of systems to the Enterprise Architecture Repository.
- Ensure IT Security is embedded in the system development life cycle.
- Complete consolidating security operations into a centrally managed facility for USDA in its Kansas City regional center (which will be funded through Working Capital Fund).
- OCIO will continue to offer a variety of training on Earned Value Management (EVM) and other project management issues.
- Staff will monitor agency updates to Capital Planning Investment Repository (CIMR) (USDA's name for the proprietary software, WorkLenz) to ensure that actual performance data is being tracked for all IT investments that meet USDA's EVM threshold. CIMR is the capital planning and EVM monitoring tool that USDA's agencies use to record IT investment data. In addition, it formulates investment files for the electronic submission to OMB.
- Staff will also monitor agency EVM process maturity. OCIO will continue to monitor IT investments on OMB's "watch list" to ensure the quality of the business case documentation is strengthened.
- Complete comprehensive security assessments of 100 percent of the network and infrastructure General Support Systems across USDA, as identified in the Cyber Security Assessment and Management tool.
- Provide continuous, 24x7x365 IT security monitoring, security trend analyses and incident response through the Agriculture Security Operations Center (ASOC).
- Identify standard security tools and techniques for the ASOC; and create a corresponding multi-year, multi-vendor blanket purchase agreement for the USDA agencies use that both consolidates the technical approach and provides economies of scale in bulk purchasing.
- Provide real-time asset tracking and inventory data through enterprise deployment of BigFix™ software.
- Provide USDA CIO and senior managers with an effective monitoring and reporting tool that integrates real-time situational data into a common operating picture the overall USDA security posture.

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Summary of Budget and Performance
Key Performance Outcomes and Measures

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

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

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

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

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

Key Performance Measures:

- Percent of USDA IT systems that are certified, accredited or otherwise authorized as being properly secured.
- Percent of identified population that completed annual security awareness refresher training.
- Number of program security reviews completed.
- Number of security incidents closed within 30 days.
- Number of General Support Systems inventoried, baselined, and assessed.
- Number of ASOC incident first phone calls that are answered live by an incident handler.

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

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

Key Performance Measures:

- Number of investments in USDA IT portfolio.
- Through the use of Earned Value Management, maintain 100 percent of USDA IT projects that are within 10 percent of cost/schedule/performance objectives.
- Number of ASOC-conducted penetration tests to validate the system security controls of the USDA General Support Systems undergoing certification and accreditation in FY 2011 (in accordance with NIST special publication 800-53).

Key Performance Targets:

Performance Measure	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Target	2011 Target
Performance Measure #1 Increase return on investment (ROI) for eGovernment and Lines of Business (LOB) common solutions						
a. Units	5%	5%.	5%	5%	5%	5%
b. Dollars	$8,606	$7,155	$7,741	$8,328	$8,053	$8,071
Performance Measure #2 Percent of USDA IT systems that are certified, accredited or otherwise authorized as being properly secured.						
a. Units	93.7%	100%	100%	100%	100%	100%
Percent of identified population that completed annual security awareness refresher training.						
a. Units	90%	90%	100%	100%	100%	100%
Number of program security reviews completed.						
a. Units	10	8	8	8	8	24
b. Dollars	$3,928	$3,987	$3,700	$3,981	$36,363	$38,446
Through the use of Earned Value Management (EVM), maintain 100% of USDA IT projects that are within 10% of cost/schedule/ performance objectives.						
a. Units	100%	100%	100%	100%	100%	100%
Number of ASOC incident first phone calls that are answered live by an incident handler.						
a. Units	N.A.	N.A.	N.A.	N.A.	Est. Baseline	80%
Number of security incidents closed within 30 days.						
a. Units	N.A.	N.A.	N.A.	N.A.	Est. Baseline	90%
Number of General Support Systems inventoried, and assessed						
a. Units	N.A.	N.A.	N.A.	N.A.	Est. Baseline	99%
b. Dollars	$3,763	$5,103	$4,676	$5,030	$17,163	$17,202

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	Dollars in thousands		
	FY 2009	FY 2010	FY 2011
Strategic Objective 1.1: Enhance service delivery by: 1) improving citizens knowledge and access to USDA services, 2) collaborating with public and private partners, and 3) achieving internal efficiency through Department-wide solution.			
IT support to OSEC and Office of Communications			
Administrative Costs (Direct)	$1,291	$1,290	$1,293
Telecommunications Services and Operation			
Administrative Costs (Direct)	1,183	1,103	1,105
Strategic Objective 1.2: Provide high quality, secure, and reliable telecommunications services to USDA agencies and customers, enabling them to obtain timely and accurate data.			
Information and Technology Management			
Administrative Costs (Direct)	5,854	5,660	5,673
Total Costs	8,328	8,053	8,071
FTEs	21	22	22
Performance Measure:			
Increase ROI for e-Government and LoB common solutions	5%	5%	5%
Strategic Objective 2.1: Strengthen the security of USDA information assets; and			
Strategic Objective 2.2: Promote awareness and understanding of USDA Cyber Security Program by enhancing communications within all levels of USDA and implement mechanisms to enhance information sharing and interoperability among all agencies within USDA.			
Cyber Security Program Office			
Administrative Cost (Direct)	$2,456	$34,889	$36,969
Strategic Objective 2.3: Centrally manage and monitor all USDA network and security systems across the diverse USDA IT environment and intelligently and proactively mitigate security breaches and vulnerabilities.			
Information Security and Compliance			
Administrative Costs (Direct)	1,525	1,474	1,477
Total Costs	3,981	36,363	38,446
FTEs	17	38	38
Performance Measure:			
Percent of USDA IT Systems that are certified, accredited, or otherwise authorized as being properly secured	100%	100%	100%
Percent of identified population that completed annual security awareness refresher training t	100%	100%	100%
Number of program security reviews completed	8	8	24
Number of security incidents closed within 30 days	NA	Est. Baseline	90%
Number of General Support Systems inventoried, baselines, and assessed	NA	Est. Baseline	99%
Number of ASOC incidence first phone calls that are answered live by an incident handler	NA	Est. Baseline	80%
Strategic Objective 3.1: Focus IT spending on high priority modernization initiatives.			
Program Management Office			
Administrative Costs (Direct)	$540	$555	$556
Capital Planning and Other Strategic Goal 3 Activities			
Administrative Costs (Direct)	4,490	4,608	4,619
Strategic Objective 3:2 Leveraging security spending to ensure consumer trust in established and emerging IT services.			
Administrative Costs (Direct)	0	12,000	12,027
Total Costs	5,030	17,163	17,202
FTEs	22	28	28
Performance Measure:			
Number of investments in USDA's IT Portfolio	300	300	300
Through the use of EVM, increase the percentage of a USDA IT projects that are within 10% of cost/schedule/performance objectives.	100%	100%	100%
Number of ASOC tests controls undergoing C&A in FY 2010	NA	Est. Baseline	15
Total Cost all Program	$17,339	$61,579	$63,719
FTEs	60	88	88