

## 2013 Explanatory Notes

### Working Capital Fund

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## WORKING CAPITAL FUND

Purpose Statement

The USDA Working Capital Fund (WCF) was established in 1944 (7 U.S.C. 2235). The mission of the WCF is to provide an effective financing mechanism to support those services the Secretary, with the approval of the Director of the Office of Management and Budget, determines may be performed more effectively as central services making it unnecessary to maintain separate like services in the agencies of the Department. The WCF is used to finance services provided to USDA and non-USDA agencies on a centralized, fee-for-service basis. The WCF has not received and does not receive funds as an individual discretionary account; it serves as a financing mechanism for which costs of operations are 100 percent reimbursable. Services to non-USDA agencies reduce USDA's share of fixed costs for WCF-supported services. Centrally-managed operations provide efficient, economical services through economies of scale, extensive management attention, and regular fund reviews. The WCF finances activity centers under five functional categories as follows:

Administration:

Beltsville Service Center:

Consolidated Forms and Publications Distribution Center (CFPDC; includes services previously provided under Central Supply Stores)

Central Excess Property Operation (CEPO; includes services previously provided under Central Shipping and Receiving (CSR))

Mail and Reproduction Mgt.:

Central Mail Unit (CMU)

Copier and Duplicating Services (CDS)

Integrated Procurement Systems (IPS)

Communications:

Creative Media and Broadcast Center (CMBC)

Finance and Management:

National Finance Center (NFC)

Controller Operations (COD)

Financial Systems (FSYS)

Internal Control Support Services (ICSS)

Information Technology:

National Information Technology Center (NITC)

International Technology Services (ITS)

Enterprise Shared Services (ESS)

Telecommunications Services:	National Telecommunications Services Office (NTSO)
	Computer Services Unit (CSU)
	Telecommunications Customer Services Center (TCSC)
	Network Services (NS)

Correspondence Management (services provided by Office of the Executive Secretariat (OES))

Management of the WCF is through the Office of the Chief Financial Officer. As of September 30, 2011, there were 2,565 permanent full-time employees, including 327 in Washington, D.C., and 2,238 in field offices.

## WORKING CAPITAL FUND

Available Funds and Staff Years  
(Dollars in thousands)

Item	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Estimate</u>		<u>2013 Estimate</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
USDA Fee for Service:								
Administration.....	\$39,658	112	\$37,366	117	\$40,871	146	\$40,441	132
Communications.....	4,440	19	4,140	20	4,441	25	4,439	24
Fin. & Mgt.....	168,613	652	156,442	569	179,457	611	186,523	674
Info. Technology.....	400,252	858	398,728	891	406,831	967	420,539	986
Corresp. Mgt. ....	2,995	22	3,119	23	3,883	24	3,684	24
Intrafund Adj. <u>a/</u> .....	-53,183	-	-68,735	52	-77,434	56	-86,568	56
Subtotal.....	562,775	1,663	531,060	1,672	558,049	1,829	569,058	1,896
Purch of Equip.....	38,383	-	37,866	-	3,213	-	-	-
Purch. Card Rebate	9,050	-	7,993	-	-	-	-	-
Unobl. Bal. Exp.....	-	-	-	-	9,220	-	-	-
Subtotal (USDA).....	610,208	1,663	576,919	1,672	570,482	1,829	569,058	1,896
Non-USDA Fee for Service:								
Administration.....	2,247	-	2,295	4	637	4	1,258	19
Communications.....	28	-	26	-	52	-	54	1
Fin. & Mgt.....	101,156	499	130,319	651	130,448	741	128,909	774
Info. Technology.....	12,191	17	15,477	35	19,341	43	18,080	46
Subtotal (Non-USDA).....	115,622	516	148,117	690	150,478	788	148,301	840
Total, WCF.....	725,830	2,179	725,036	2,362	720,960	2,617	717,359	2,736

a/ Represents costs for service billed by one WCF activity to another; the amounts are provided so as not to misrepresent costs through double-counting (i.e., once as the costs are billed from one activity to another, a second time as those costs pass through the activity and are billed to service customers).

## WORKING CAPITAL FUND

Permanent Positions by Grade and Staff Year Summary

Item	2010 Actual			2011 Actual			2012 Estimate			2013 Estimate		
	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total	Wash. D.C.	Field	Total
SES	-	10	10	3	7	10	3	9	12	3	9	12
GS-15 .....	11	41	52	8	56	64	8	58	66	7	58	65
GS-14 .....	40	123	163	22	163	185	23	168	191	22	171	193
GS-13 .....	63	366	429	63	463	526	66	488	554	64	498	562
GS-12 .....	31	668	699	79	579	658	86	632	718	82	628	710
GS-11 .....	16	317	333	45	333	378	45	334	379	44	339	383
GS-10 .....	-	18	18	1	11	12	2	13	15	1	12	13
GS-9 .....	6	69	75	11	83	94	11	83	94	11	86	97
GS-8 .....	4	42	46	3	21	24	4	30	34	3	26	29
GS-7 .....	8	308	316	33	242	275	37	271	308	35	274	309
GS-6 .....	9	107	116	14	100	114	17	124	141	16	124	140
GS-5 .....	36	105	141	15	111	126	18	134	152	17	136	153
GS-4 .....	9	36	45	2	14	16	3	20	23	3	20	23
GS-3 .....	1	3	4	-	1	1	-	1	1	-	1	1
GS-2 .....	-	4	4	-	3	3	-	3	3	-	3	3
Other Graded Positions....	46	-	46	24	18	42	5	38	43	5	38	43
Ungraded Positions....	-	7	7	-	-	-	-	-	-	-	-	-
Total Perm Positions....	280	2,224	2,504	323	2,205	2,528	328	2,406	2,734	313	2,423	2,736
Unfilled, EOY.....	26	256	282	4	33	37	2	17	19	-	-	-
Total, Perm Full-Time Empl. EOY.....	254	1,968	2,222	319	2,172	2,491	326	2,389	2,715	313	2,423	2,736
Staff Year. Est.....	254	1,925	2,179	283	2,079	2,362	314	2,303	2,617	313	2,423	2,736

Lead-Off Tabular Statement  
Working Capital Fund

<u>Recurring Operations</u> <u>1/</u>	
Current Estimate, 2012 .....	\$708,527,000
Budget Estimate, 2013 .....	<u>717,359,000</u>
Change from 2012 .....	+8,832,000
<u>Capital Acquisitions</u>	
Current Estimate, 2012 .....	3,213,000
Budget Estimate, 2013 .....	<u>0</u>
Change from 2012 .....	-3,213,000
<u>Unobligated Balances Expended</u>	
Current Estimate, 2012 .....	9,220,000
Budget Estimate, 2013 <u>2/</u> .....	<u>0</u>
Change from 2012 .....	-9,220,000
<u>Total Working Capital Fund</u>	
Current Estimate, 2012 .....	720,960,000
Budget Estimate, 2013 .....	<u>717,359,000</u>
Change from 2012 .....	-3,601,000

1/ Net of intrafund transfers.

2/ The Secretary has authority to transfer unobligated balances to the WCF for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department. Spending plans for proposed use of unobligated balances transfers are submitted to the Committees on Appropriations of Congress in accordance with annual appropriations language authorizing their use. The amount for 2013 (unobligated 2012 funds) will not be known until the end of the current fiscal year.

**WORKING CAPITAL FUND**  
Summary of Increases and Decreases  
(Dollars in thousands)

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Change</u>	<u>2012</u> <u>Change</u>	<u>2013</u> <u>Change</u>	<u>2013</u> <u>Estimate</u>
Recurring Operations:					
1. Administration:					
Beltsville Service Center .....	\$11,403	-\$259	-\$300	-\$281	\$10,563
Mail and Reproduction Mgt.....	13,163	-858	+1,420	+171	13,896
Integrated Procurement Sys ....	17,338	-1,126	+727	+301	17,240
Subtotal .....	41,904	-2,243	+1,847	+191	41,699
2. Communications:					
Creative Media & Broadcast Ctr.	4,468	-301	+326	-	4,493
3. Finance and Management:					
NFC/USDA .....	62,785	-8,497	+13,637	+1,520	69,445
NFC/Non-USDA .....	101,156	+29,161	+131	-1,539	128,909
Controller Operations .....	33,488	+337	+1,662	-359	35,128
Financial Systems.....	69,288	-3,182	+6,996	+6,174	79,276
Internal Control Support Svcs....	3,053	-829	+719	-269	2,674
Subtotal.....	269,770	+16,990	+23,145	+5,527	315,432
4. Information Technology:					
NITC/USDA.....	102,226	+4,770	+5,334	+13,012	125,342
NITC/Non-USDA.....	12,191	+3,286	+3,864	-1,261	18,080
International Technology Svcs...	258,825	-9,305	+6,115	+4,642	260,277
Telecommunications Services.....	39,201	+3,011	-3,346	-3,946	34,920
Subtotal.....	412,443	+1,762	+11,967	+12,447	438,619
5. Correspondence Management ....	2,995	+124	+764	-199	3,684
Intrafund Adjustment <u>1/</u> .....	-53,183	-15,552	-8,699	-9,134	-86,568
Total Recurring Operations.....	678,397	+780	+29,350	+8,832	717,359
Capital Equipment .....	38,383	-517	-34,653	-3,213	-
Purchase Card Rebate Proceeds.....	9,050	-1,057	-7,993	-	-
Unobligated Balances Expended.....	-	-	+9,220	-9,220	-
Total, Change.....	725,830	-794	-4,076	-3,601	717,359

1/ Intrafund adjustments are estimated costs of service provided by one WCF activity to another. They are identified so as to avoid the double counting of expenses.

## WORKING CAPITAL FUND

Project Statement  
(Program Activity)  
(Dollars in thousands)

Service Category	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Estimate</u>		<u>Change</u>		<u>2013 Estimate</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
1. Admin.										
BSC .....	\$11,403	30	\$11,144	35	\$10,844	45	-281	+1	\$10,563	46
MRMD .....	13,163	71	12,305	76	13,725	87	+171	-	13,896	87
IPS .....	17,338	11	16,212	10	16,939	18	+301	-	17,240	18
Subtotal ...	41,904	112	39,661	121	41,508	150	+191	+1	41,699	151
2. Commun.:										
CMBC .....	4,468	19	4,167	20	4,493	25	-	-	4,493	25
3. Fin. & Mgt.										
NFC/USDA...	62,785	325	54,288	226	67,925	257	+1,520	+33	69,445	290
NFC/Ex. Sup	101,156	499	130,319	651	130,448	741	-1,539	+33	128,909	774
COD.....	33,488	241	33,824	250	35,487	268	-359	+8	35,128	276
Fin. Sys.....	69,288	81	66,106	90	73,102	76	+6,174	+22	79,276	98
ICSS .....	3,053	5	2,224	3	2,943	10	-269	-	2,674	10
Subtotal....	269,770	1,151	286,761	1,220	309,905	1,352	+5,527	+96	315,432	1,448
4. Info. Tech.										
NITC/USDA	102,226	182	106,996	172	112,330	193	+13,012	+16	125,342	209
NITC/Ex. Sup	12,191	17	15,477	35	19,341	43	-1,261	+3	18,080	46
ITS .....	258,825	649	249,520	685	255,635	734	+4,642	-	260,277	734
Telecom. Svc.	39,201	27	42,212	34	38,866	40	-3,946	+3	34,920	43
Subtotal....	412,443	875	414,205	926	426,172	1,010	+12,447	+22	438,619	1,032
5. Corr. Mgt.....	2,995	22	3,119	23	3,883	24	-199	-	3,684	24
Intrafund Adj.....	-53,183	-	-68,735	52	-77,434	56	-9,134	-	-86,568	56
Tot. Rec. Oper.	678,397	2,179	679,178	2,362	708,527	2,617	+8,832 (1)	+119	717,359	2,736
Cap. Equip.	38,383	-	37,866	-	3,213	-	-3,213 (2)	-	-	-
Purch. Card Reb.	9,050	-	7,992	-	-	-	-	-	-	-
Unob. Bal. Exp.	-	-	-	-	9,220	-	-9,220 (3)	-	-	0
Tot., Avail/Est.	725,830	2,179	725,036	2,362	720,960	2,617	-3,601	+119	717,359	2,736

## WORKING CAPITAL FUND

Project Statement  
(USDA Program Activity)  
(Dollars in thousands)

Service Category	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Estimate</u>		<u>Change</u>		<u>2013 Estimate</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
1. Admin.										
BSC .....	\$9,157	30	\$8,849	31	\$10,207	41	-\$902	-14	\$9,305	27
MRMD .....	13,163	71	12,305	76	13,725	87	+171	-	13,896	87
IPS .....	17,338	11	16,212	10	16,939	18	+301	-	17,240	18
Subtotal .....	39,658	112	37,366	117	40,871	146	-430	-14	40,441	132
2. Commun.:										
CMBC .....	4,440	19	4,141	20	4,441	25	-2	-1	4,439	24
3. Fin. & Mgt.										
NFC/USDA...	62,785	325	54,288	226	67,925	257	+1,520	+33	69,445	290
COD.....	33,488	241	33,824	250	35,487	268	-359	+8	35,128	276
Fin. Sys.....	69,288	81	66,106	90	73,102	76	+6,174	+22	79,276	98
ICSS .....	3,053	5	2,224	3	2,943	10	-269	-	2,674	10
Subtotal.....	168,613	652	156,442	569	179,457	611	+7,066	+63	186,523	674
4. Info. Tech.										
NITC/USDA..	102,226	182	106,996	172	112,330	193	+13,012	+16	125,342	209
ITS .....	258,825	649	249,520	685	255,635	734	+4,642	-	260,277	734
Telecom. Svc.	39,201	27	42,212	34	38,866	40	-3,946	+3	34,920	43
Subtotal.....	400,252	858	398,728	891	406,831	967	+13,708	+19	420,539	986
5. Corr. Mgt.....	2,995	22	3,119	23	3,883	24	-199	-	3,684	24
Intrafund Adj.....	-53,183	-	-68,735	52	-77,434	56	-9,134	-	-86,568	56
Tot. Rec. Oper.	562,775	1,663	531,060	1,672	558,049	1,829	+11,009	+67	569,058	1,896
Cap. Equip.....	38,383	-	37,866	-	3,213	-	-3,213	-	-	-
Purch. Card Reb.	9,050	-	7,992	-	-	-	-	-	-	-
Unob. Bal. Exp...	-	-	-	-	9,220	-	-9,220	-	-	-
Tot., Avail/Est..	610,208	1,663	576,919	1,672	570,482	1,829	-1,424	+67	569,058	1,896



## WORKING CAPITAL FUND

Project Statement  
(Non-USDA Program Activity)  
(Dollars in thousands)

Service Category	<u>2010 Actual</u>		2011 Actual		2012 Estimate		Change		2013 Estimate	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
1. Admin.										
BSC .....	\$2,247	-	\$2,295	4	\$637	4	+\$621	+15	\$1,258	19
2. Commun.:										
CMBC .....	28	-	26	-	52	-	+2	+1	54	1
3. Fin. & Mgt.										
NFC/Ext Sup.	101,156	499	130,319	651	130,448	741	-1,539	+44	128,909	774
4. Info. Tech.										
NITC/Ext Sup.	12,191	17	15,477	35	19,341	43	-1,261	+3	18,080	46
Tot., Avail/Est...	115,622	516	148,117	690	150,478	788	-2,177	+63	148,301	840

Justification of Increases and Decreases

- (1) A net increase of \$8,832,000 and 119 staff years (\$708,527,000 and 2,617 staff years available in 2012) for recurring operations in support of program-related costs in response to agency demand for financial management, administrative support, information technology, communications, and executive secretariat services.

The increase reflects estimates of costs for expanded implementation of new corporate financial system applications and costs associated with agency-specific services among information technology activity centers in the WCF. Amounts shown for 2013 are estimates of costs, and USDA and non-USDA agencies will be billed their share of actual costs.

- (2) A decrease of \$3,213,000 for capital equipment (\$3,213,000 available in 2012):

Capital acquisitions reflect the purchases of equipment and other capital investments. Capital is allocated among activity centers up to the limit of availability based on their respective equipment and capital needs. Such allocations are not based on any prior year allocation that might have been made to activities. Requests for capital must be justified to and reviewed by the WCF Controller before final allocations are made. In evaluating capital requests, the primary principle governing allocations is based on whether it is advantageous for the government to purchase rather than lease assets (based on total costs over the life of the asset). Where it is less advantageous to do so, equipment and other assets are leased (lease costs are reflected in operating costs for activity centers). In all cases, acquisitions (purchase or lease) are made in response to anticipated demand for service with a focus on minimizing unit costs of service. Further, acquisitions will be made in a manner consistent with requirements set forth by the Office of the Chief Information Officer for information technology investments.

Expenditures for capital equipment is estimated as follows:

	<u>2012</u>	<u>2013</u>
<u>Finance and Management:</u>		
Financial Systems .....	<u>\$3,213,000</u>	<u>0</u>
Working Capital Fund .....	<u>3,213,000</u>	<u>0</u>

No funds have been allocated among WCF activity centers for 2013 pending a comprehensive review of activity center requests for funds. There could also be further allocations of funds in 2012. Those allocations will be made based on activity center needs and benefits to the Government based on a number of factors, including: amount of capital available for allocation, activity-need for capital investments, availability of lease options for capital equipment, and prioritization of investments by WCF and Departmental Management.

- (3) A net decrease of \$9,220,000 in unobligated balances expended (\$9,220,000 available in 2012).

A general provision allows the Secretary the authority to transfer unobligated balances to the WCF for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department. The balance available for obligation in 2012 includes amounts transferred from USDA agencies from available 2011 balances. The unobligated 2012 funds will not be known until the end of the fiscal year.

WORKING CAPITAL FUND  
Geographic Breakdown of Funding and Staff-Years  
(Dollars in thousands)

	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Estimate</u>		<u>2013 Estimate</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Alaska.....	\$392	1	\$399	1	\$401	1	\$404	1
Alabama.....	2,353	6	2,398	7	2,412	8	2,429	8
Arkansas.....	4,314	11	4,396	12	4,422	13	4,453	14
Arizona.....	2,353	6	2,398	7	2,412	8	2,429	8
California.....	3,529	9	3,596	10	3,617	11	3,642	12
Colorado.....	28,300	53	28,836	57	29,004	63	29,205	66
Connecticut.....	1,176	3	1,198	3	1,205	3	1,213	3
District of Columbia...	119,461	249	121,725	270	122,433	301	123,282	316
Delaware.....	1,569	4	1,599	4	1,608	4	1,619	4
Florida.....	3,922	10	3,996	11	4,019	12	4,047	13
Georgia.....	3,922	10	3,996	11	4,019	12	4,047	13
Guam.....	392	1	399	1	401	1	404	1
Hawaii.....	784	2	799	2	804	2	810	2
Iowa.....	6,275	15	6,394	16	6,431	18	6,476	19
Idaho.....	2,745	7	2,797	8	2,813	9	2,832	9
Illinois.....	3,922	9	3,996	10	4,019	11	4,047	12
Indiana.....	4,706	11	4,795	12	4,823	13	4,856	14
Kansas.....	5,490	13	5,594	14	5,627	16	5,666	17
Kentucky.....	5,098	13	5,195	14	5,225	16	5,261	17
Louisiana.....	298,053	1,096	303,700	1,185	305,469	1,313	307,586	1,364
Massachusetts.....	1,176	3	1,198	3	1,205	3	1,213	3
Maryland.....	18,854	47	19,211	51	19,323	57	19,457	60
Maine.....	2,353	6	2,398	7	2,412	8	2,429	8
Michigan.....	4,706	11	4,795	12	4,823	13	4,856	14
Minnesota.....	5,490	13	5,594	14	5,627	16	5,666	17
Missouri.....	150,424	329	153,274	357	154,167	396	155,235	416
Mississippi.....	5,098	12	5,195	13	5,225	14	5,261	15
Montana.....	3,529	9	3,596	10	3,617	11	3,642	12
North Carolina.....	5,490	13	5,594	14	5,627	16	5,666	17
North Dakota.....	3,529	9	3,596	10	3,617	11	3,642	12
Nebraska.....	5,882	14	5,993	15	6,028	17	6,070	18
New Hampshire.....	784	2	799	2	804	2	810	2
New Jersey .....	1,176	3	1,198	3	1,205	3	1,213	3
New Mexico.....	2,745	7	2,797	8	2,813	9	2,832	9
Nevada.....	1,176	3	1,198	3	1,205	3	1,213	3
New York.....	3,922	10	3,996	11	4,019	12	4,047	13

## WORKING CAPITAL FUND

Geographic Breakdown of Funding and Staff-Years  
(Dollars in thousands)

	<u>2010 Actual</u>		<u>2011 Actual</u>		<u>2012 Estimate</u>		<u>2013 Estimate</u>	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Ohio.....	3,529	9	3,596	10	3,617	11	3,642	12
Oklahoma.....	3,922	10	3,996	11	4,019	12	4,047	13
Oregon.....	3,137	8	3,196	9	3,215	10	3,237	10
Pennsylvania.....	3,529	9	3,596	10	3,617	11	3,642	12
Puerto Rico.....	1,569	4	1,599	4	1,608	4	1,619	4
South Carolina.....	2,745	7	2,797	8	2,813	9	2,832	9
South Dakota.....	3,922	10	3,996	11	4,019	12	4,047	13
Tennessee.....	4,706	12	4,795	13	4,823	14	4,856	15
Texas.....	14,902	36	15,183	39	15,272	43	15,378	45
Utah.....	3,922	10	3,996	11	4,019	12	4,047	13
Virginia.....	4,314	11	4,396	12	4,422	13	4,453	14
Vermont.....	2,353	6	2,398	7	2,412	8	2,429	8
Washington.....	1,961	5	1,998	5	2,010	6	2,024	6
Wisconsin.....	5,490	12	5,594	13	5,627	14	5,666	15
West Virginia.....	2,353	6	2,398	7	2,412	8	2,429	8
Wyoming.....	1,569	4	1,599	4	1,608	4	1,619	4
<hr/>								
Total, Available or Estimate <u>a/</u> .....	779,013	2,179	793,771	2,362	798,394	2,617	803,927	2,736

a/ Totals do not include adjustments for intrafund transfers – those costs of service provided by one WCF activity to another. Such costs are identified and reported in other exhibits to avoid the double counting of expenses.

## WORKING CAPITAL FUND

Classification by Objects  
(Dollars in thousands)

	<u>2010</u> <u>Actual</u>	<u>2011</u> <u>Actual</u>	<u>2012</u> <u>Estimate</u>	<u>2013</u> <u>Estimate</u>
Personnel Compensation:				
Washington, D.C.....	\$18,667	\$19,055	\$20,218	\$24,014
Field .....	152,093	168,521	183,667	191,888
11 Total personnel compensation .....	170,760	187,576	203,885	215,902
12 Personnel benefits .....	51,454	53,402	61,459	64,865
13 Benefits for former personnel .....	469	2	14	24
Total personnel comp. & benefits .....	222,683	240,980	265,358	280,791
Other Objects:				
21 Travel.....	5,999	3,937	5,704	5,605
22 Transportation of things .....	901	777	1,146	1,188
23.1 Rental payments to GSA .....	993	5,635	7,871	7,933
23.2 Rental payments to others .....	2,383	6,263	5,430	5,885
23.3 Communications, utilities, and misc. charges.....	94,309	97,032	107,613	112,653
24 Printing and reproduction .....	698	819	418	419
25.1 Advisory & Assistance Services .....	211	8	0	0
25.2 Other services from non-Federal sources.	208,376	192,772	235,413	228,876
25.3 Purchases of goods and services from Federal sources.....	69,601	100,494	68,201	70,940
25.4 Operation and maintenance of facilities .....	259	1,732	1,774	2,005
25.7 Operation and maintenance of equipment .....	80,463	56,270	70,812	73,310
26 Supplies and materials .....	15,139	10,715	7,963	7,868
31 Equipment.....	76,998	76,337	20,691	6,454
Total other objects .....	556,330	552,791	533,036	523,136
Total, Working Capital Fund 1/ .....	779,013	793,771	798,394	803,927
Position Data:				
Average Salary, ES positions .....	\$162,000	\$162,000	\$162,000	162,000
Average Salary, GS positions .....	\$62,000	\$64,000	\$63,000	\$64,000
Average Grade, GS positions.....	10.7	10.8	10.7	10.7

1/ Totals include all intrafund transfers

## WORKING CAPITAL FUND

### Status of Program

The Working Capital Fund (WCF) is a financing mechanism that provides support to financial, administrative, and information technology activity centers across five Departmental organizations. The Office of the Chief Financial Officer (OCFO), in addition to its responsibilities in financial policy and operations, is responsible for the administration of the WCF. A staff attached to the Chief Financial Officer supports the OCFO in fulfilling this mission. In addition to its responsibilities for administration of the WCF, OCFO manages the following WCF activities:

- National Finance Center
- Controller Operations
- Financial Systems
- Internal Control Support Services

## ADMINISTRATION

### Current Activities:

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

- Beltsville Service Center (Beltsville, MD):
  - Consolidated Forms and Publications Distribution Center (consolidates with Central Supply Stores)
  - Central Excess Property Operation (consolidates with Central Shipping and Receiving and services both Washington, D.C. offices and the George Washington Carver Center (GWCC) in this capacity)
- Mail and Reproduction Management:
  - Central Mail Unit (consolidates with Departmental Mailing List Service)
  - Copier and Duplicating Unit
- Integrated Procurement Systems

The Beltsville Service Center (BSC) provides on-demand customer services to all USDA agencies and activities, and to several non-USDA agencies and activities for basic services and acts as a service provider for the National Capital Area's Cooperative Administrative Support Program. Services are provided in: forms and publications acquisition, management, warehousing and world-wide distribution; excess personal property accountability, reuse, sales and disposal; and office and general supply acquisition, receipt and shipment of parcels, warehousing and sales.

The Mail and Reproduction Management Division (MRMD) is responsible for managing and directing programs for analysis, development, evaluation, and promotion of improvements in the policies, plans, methods, procedures and systems of the USDA Mail Management Program; administering and operating the Departmental Mailing List System; and managing and operating copier/duplicating, printing and mailing operations. MRMD has responsibility for basic and accountable mail services, directing centralized printing and copier/duplicating systems, automated systems providing mailing list services, divisional automated data processing support and a staff support system in the areas of divisional financial management, program analysis, and administration. MRMD has established effective mail management and print on-demand programs through the implementation of technology and has improved operations through postal discount programs and centralized services.

Integrated Procurement Systems (IPS) provides modern, integrated procurement automation tools to the USDA acquisition community through the Integrated Acquisition System (IAS). IAS serves as the enterprise-wide administrative procurement system for the Department and continues to prove its value on a daily basis.

Selected Examples of Recent Progress:

Under BSC:

Centralized Excess Property Operation (CEPO) completed its fourth full year as a Federal Asset Sales Center. A total of 24 sales were conducted in 2011 rendering proceeds of \$1,176,687. Additionally, the CEPO operation's Rehab Program sold 71 units of refurbished furniture to USDA customer agencies. This program saved agencies an estimated \$82,540 over the cost of new furniture.

CEPO supported efforts to provide information technology to universities and small townships supported by the 1890 and 1990 School Programs, and the Stevenson-Wydler Act. CEPO also supported the Outreach Program efforts under the USDA Farm Bill to small townships throughout the United States. In 2011, CEPO transferred 518 units of excess equipment through this program. Additionally, over 7,200 units of excess were transferred or donated to federal, state and local government agencies.

CEPO contributed over 76 tons of recyclable electronics in 2011 that have no reuse or re-sale value through the UNICOR, Federal Prison Industries, Inc. recycling program managed by the Department of Justice. Agencies are encouraged under the Federal Electronics Challenge to: purchase greener electronic products; reduce impacts of electronic products during use; and manage obsolete electronics in an environmentally safe way. Additionally, 349 tons of scrap metal were sold for revenues over \$46,887.

Excess supply support was provided to USDA and 14 non-USDA agencies in the Washington, D.C., metropolitan area to ensure proper accountability and disposal for over 517,000 units of excess personal property. In 2011, income from all non-USDA agencies exceeded \$918,000. Income from non-USDA agencies helps reduce overall costs to USDA agencies for CEPO services by distributing fixed costs over a larger population of users.

BSC collaborated with the USDA Office of the Chief Information Officer to encourage agencies to reuse excess flat screen monitors. Monitors are tested, adjusted and cleaned, and then CEPO makes these monitors available for transfer at no cost to USDA agencies (agencies outside the Washington DC area pay shipping costs). To date, over 1,150 monitors have been reused saving USDA over \$140,000.

BSC's recycling and re-use programs fully supported Executive Order 13514; "Federal Leadership in Environmental, Energy, and Economic Performance," dated October 5, 2009. This EO establishes an integrated strategy towards sustainability in the Federal Government and makes reduction of greenhouse gas emissions a priority for Federal agencies. BSC staff tracks the reduction of greenhouse gases by using the Environmental Protection Agency waste reduction models and Greenhouse Gases Emissions Analysis Reports. BSC recycling efforts include paper recycling, furniture reuse and scrap metal recycling. In 2011, 490 metric tons of carbon equivalents were reduced, which can reduce greenhouse gases in the environment.

CEPO, under its Central Shipping and Receiving (CSR) function, received, inspected, and delivered over 4,770 pieces of property with a total weight of 344,640 pounds. All property was received and delivered in accordance with CSR standards for timeliness and without damage or discrepancy, ensuring that headquarters staff has essential materials and supplies to complete their respective missions.

Consolidated Forms and Publications Distribution Center (CFPDC) staff processed and shipped over 7,000 orders weighing over 828,114 pounds to USDA customers nationwide. The staff implemented quality control processes to ensure timely and accurate processing of all customer requests. Additionally, the CFPDC staff recycled 147 pallets - 80 tons - of forms and publications, in support of USDA environmental programs.

CFPDC, under its Central Supply Stores (CSS) function, successfully provided over \$4.2 million in sales of administrative supplies to USDA customers in the Washington, D.C. metropolitan area and to Food Safety and Inspection Service (FSIS) inspectors nationwide. CSS staff oversaw customer support of the Ability One Retail Supply Store, "Paperclips Etc." The staff also coordinated acceptance of the government purchase card at Paperclips Etc., providing USDA employees more methods to procure essential supplies.

BSC assisted communities devastated by the 2011 tornadoes. A contact was made at an Alabama Elementary School to determine what supplies were needed and how BSC could best assist. BSC staff members identified and prepared excess computers, laptops, monitors, paper products and loose-leaf binders. A shipment of five pallets weighing over 4,100 pounds was shipped to assist schools in the tornado stricken areas of Alabama.

Under MRMD:

MRMD conducted Mail Safety & Security Training sessions for its employees in October and November 2010. The Security Training was presented by the United States Postal Service and was held over two days. One training day was set aside for employees in Mail Services, Management Staff and the Central Mail Unit. The second training day was set aside for Courier Unit and Vistronix mail contractor employees. The training was in coordination with the Mail Security Plan that was recently updated. The topics covered were suspicious packages, white powder substances, and mail room security.

Copier and Duplicating Services (CDS) installed the Romeo Pro 50 Braille Printer/Embosser system. This new service will give CDS the ability to provide accessibility to the USDA customer agencies that have individuals with targeted disabilities as they perform their daily tasks. It will also allow CDS the opportunity to provide supportive services to agencies preparing for training conferences, monthly observances, and seminars, etc. In October 2011, software needed to operate the Romeo Pro 50 Braille Printer/Embosser system was approved and installed.

In November 2011 CDS acquired a new Kiosk system and is nearing completion. We are working closely with the vendor and the system's developer to finalize and enhance several interactive fields; and the Department for network connectivity. The Kiosk will provide customers with the ability to submit printing work orders electronically. The captured data will improve the Copier and Duplicating Services timely efforts as it relates to submitting financial reports, track productivity, provide draft invoices of services, etc. Pilot testing will begin shortly.

Under IPS:

All program performance measures for IAS were achieved in the areas of providing a stable system, support to IAS end users, and business benefits. Most notable is that the system achieved a 99.99 percent availability rate.

IPS enabled IAS to interface with USDA's financial system – Financial Management Modernization Initiative (FMMI) – for the following agencies: Rural Development (RD), Farm Service Agency (FSA), Rural Management Agency (RMA), Food and Nutrition Service (FNS), Agricultural Marketing Service (AMS), Animal and Plant Health Inspection Service (APHIS), and Grain Inspection, Packers and Stockyards Administration (GIPSA).

IPS implemented Lean Six Sigma Transaction Processing that reduced the time it takes USDA to process invoices in order for vendors to get paid on time and without interest.

IPS implemented Oracle Release 5.0. This release is centered on the upgrade to Oracle E-Business Suite 12.1 that provides enhancements to IAS's requisition, receiving, and invoicing modules. Features included in this release are for the approval functionality for requisitions, as well as additional security updates for reducing vulnerability to system threats. This release provides a technological infrastructure for future enhancements to IAS's reporting capabilities and its integration with the USDA financial system. This implementation of Oracle Release 5.0 further demonstrates the commitment to improving the IAS user experience while ensuring the safety and security of its acquisition data.



## COMMUNICATIONS

### Current Activities:

Activities under this heading are managed by the USDA Office of Communications. The Creative Media and Broadcast Center (CMBC) reflects the successful consolidation in 2011 of two previous Centers, Broadcast Media and Technology Center and the Creative Services Center.

CMBC provides centrally managed creative design, conferencing services, high definition video and multimedia production studios creating cost efficiencies and access to a variety of technologies. Users can reduce travel costs while still providing mission outreach and training between headquarters and field offices, program participants, and the public. CMBC produces information and training videos, TV and Radio public service announcements, media conferences, video and audio webinars and conferences, meetings using interactive Internet conferencing tools, multimedia products such as live and on-demand streaming media, DVD, Podcasting, telecasts, and satellite media interviews.

CMBC provides centralized resources to improve the flow and coordination of visual communication projects. It maintains an electronic archival storage site for Departmental print and exhibit materials. CMBC offers complete services in communications planning for all media including print, interactive media, marketing, and language translations for print material, production art, specialized contracting, and exhibit fabrication.

CMBC helps ensure the USDA brand is utilized properly by all agencies. CMBC is promoting the integrated use of media in the growth of social media outreach. CMBC's design services include publication layout, illustrations, public service outreach development, specialized copywriting, copyediting, posters, brochures, websites, social media graphics, banners, trade-show exhibits, visitor centers, special media events, and coordination of information campaigns.

### Selected Examples of Recent Progress:

The President and the Secretary held a Rural Forum in Iowa in 2011 to help communicate Federal Government policies and understanding of rural issues. CMBC produced video and radio stories to help educate the public about this tour.

The First Lady and the Secretary launched the new "MyPlate" icon for nutrition promotion and information for a national audience. CMBC provided video production support for this event and two other "MyPlate" events, including one aimed at Spanish-speaking audiences.

The Secretary and the Attorney General participated in a webcast meeting with stakeholders to discuss competition and regulatory issues in the agriculture industry.

CMBC produced a number of high priority creative products in all mediums for agencies of USDA and other Federal departments. In 2011, CMBC received 229 project level requests. CMBC also provided almost 30,000 teleconferences and webinars for clients in 2011.

Other accomplishments include the following:

- Video coverage and webcasting of "Ask the Secretary" events, and of Cultural Transformation listening sessions for USDA employees.
- Production of new educational videos for the Forest Service Johnson Ridge visitor center near Mt. St. Helens.
- BioPreferred Labels and Guides - to promote the increased purchase and use of biobased products by commercial sector and government.
- Renewable Energy graphics and backdrop for Rural Development and USDA-wide efforts in support of renewable energy sources and fuels.
- National Organic Program – development of basic brand guidelines.

- TV Media tour with the Undersecretary for Food Safety to help educate the public on new temperature cooking guidelines and safe food handling.
- Training video for Forest Service employees and contractors on "Scaler Log Safety".
- Creation of brochures about butterflies for each of the 16 forests in Forest Service Region 9.
- Video outreach to help with farmers market use and acceptance of Supplemental Nutrition Assistance Program (SNAP) benefit cards for FNS.
- Training video for APHIS on Emergency Operations Center.
- CMBC coverage of monthly diversity programs, held at headquarters and provided to all employees via webcasting.
- CMBC partnership with the FNS Campaign Manager to produce products for SNAP, the "Summer Food Toolkit" program, the "How to Get Food Help" program, and the "Enduring Hunger, Improving Nutrition, and Combating Obesity" program.
- CMBC created projects for USDA and Federal agencies that include publications, information kits, web sites, trade show exhibits, and advertisement development for various media sources.

## FINANCE AND MANAGEMENT

### Current Activities:

Activities under this heading are managed by the OCFO and include the following (all activities in Washington, D.C., unless otherwise noted):

- National Finance Center (New Orleans, LA; Denver, CO)
- Controller Operations Division (Washington and New Orleans)
- Financial Systems (Washington and New Orleans)
- Internal Control Support Services (ICSS)

The National Finance Center (NFC), along with Financial Systems, continues to play a central role in the reengineering and operation of financial management and administrative systems in USDA, consistent with the goals and objectives of both the USDA 5-Year Financial Management Plan and the Chief Financial Officer's Strategic Plan. NFC and Financial Systems administer and operate over 20 financial and administrative service systems in support of all agencies of USDA and over 100 non-USDA customers. These systems include such services as: payroll/personnel, central accounting, billing and collections, and travel. Systems development, implementation, and maintenance activities are performed in the context of ongoing customer requirements, while developmental efforts are underway at the NFC as important elements of the Department's broader efforts to modernize financial and administrative systems.

NFC is responsible for managing the payroll/personnel applications for USDA and over 100 non-USDA customers. Payroll is processed for over 655,000 Federal employees on a bi-weekly basis. Additionally, NFC provides back-end processing and reconciliation for Office of Personnel Management (OPM) government programs including temporary continuation of health care coverage, balancing Federal employees' election of health benefits with insurance carriers, and providing back-end processing of insurance elections allowed under the Health Care Reform Act.

Controller Operations Division (COD) has responsibility for the USDA's financial management and reporting, administrative payments processing and certification, agency customer support, financial training administration, and related regulatory and Department accounting and policy compliance. COD performs cash and property reconciliation activities to the Department's general ledger and prepares required reports to the Office of Management and Budget (OMB) and Treasury on behalf of the agencies. COD also processes and reconciles the Intragovernmental Payments and Collections (IPAC) System and is responsible for internal control compliance under OMB Circular A-123, Appendix A for six major financial processes. COD maintains the Departmentwide master data file for vendor payments and issues Internal Revenue Service Form 1099 to government contractors. COD continues to play a leading role in the implementation of FMMI, the new Department accounting system. FMMI was successfully launched on October 5, 2009. There will be

substantial benefits realized when the standalone accounting systems maintained by FNS, FSA, and RD are replaced by a single accounting system. This will improve the quality and timely availability of Department level financial information.

Financial Systems, under the Associate Chief Financial Officer-Financial Systems (ACFO-FS), administers the Foundation Financial Information System (FFIS), which was the corporate integrated financial management system for USDA. ACFO-FS is implementing FMMI, which will serve as the next generation of applications to support effective financial management and program support to USDA and its agencies.

Additionally, ACFO-FS administers a number of other financial management systems to support the USDA agencies and organizations, including: travel, personal property, telephones, utilities, miscellaneous income (1099 reporting), Financial Data Warehouse, Automated Cash Reconciliation Spreadsheet Tool, Corporate Property Automated Information System (Real Property), Energy Reporting and the Online Tracking and Reconciliation System. Financial Systems also supports the processing of USDA data through other organization-owned systems, which include domestic travel, purchase card transactions, and procurement activity using the IAS.

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

#### Selected Examples of Recent Progress:

##### Under NFC:

NFC, an OPM designated Human Resources Shared Services Provider, continued to support Federal initiatives by fully participating with the OPM in executing its shared services role providing human resources, payroll, and data center services to Federal agencies:

- Completed the design, development, and implementation of enhancements of the web-based system to process health insurance applications for uninsured citizens with a pre-existing medical condition in response to new legislative requirements. This system includes an informational website, online application and processing of enrollments to OPM on behalf of the Department of Health and Human Services, and collection of premiums. To date, 21 States have elected to participate in the program.
- Entered into a new partnership with OPM at the end of 2011 to support the extension of Federal Employees Health Benefits to the Tribes, Tribal organizations, and Urban Indian organizations as set forth in the Patient Protection and Affordable Care Act of 2010. NFC will design, develop, and implement a system to provide online processing of enrollments to OPM and collection of insurance premiums.
- Stabilized the User Acceptance Test (UAT) environment for NFC's human resource applications (e.g., payroll, EmpowHR, webTA, etc.) and established a standard security profile to allow testers access to all applications within the UAT environment. Also re-organized an organizational unit to allow management and oversight of UAT processes.
- Initiated a multi-year project to develop an enhanced human capital enterprise reporting solution which will replace multiple existing solutions. The enterprise reporting solution will include a centralized, consolidated data warehouse, as well as business intelligence and analytics, providing the flexibility to execute a cadre of predefined, standard reports and interactive, ad hoc reports.
- Completed the analysis and business case to consolidate eight existing help desks into one consolidated help desk with the goal of providing significant improvement in resolving customer issues, significantly improving customer satisfaction, and achieving cost reductions.
- Handled approximately 1,600 software problem reports, over 350 incident reports, and over 400 software

change requests, resulting in software and procedural modifications, thus, optimizing and improving systems and applications.

NFC production statistics:

- Issued 756,315 Form W-2s before the January 31 deadline.
- Processed over 85,236 manual pay transactions.
- Processed 384 bi-weekly, net salary payment schedules totaling more than \$42 billion.
- Processed 414 daily, manual payment schedules totaling more than \$203 million.
- Continued to increase hosting of USDA and non-USDA applications. In addition, NFC continued to ensure compliance with USDA and Federal policies, mandates, directives, regulations, and statutes.
- Updated its continuity of operations, pandemic, and hurricane plans in 2011. Coordination with local emergency preparedness officials, disaster and recovery teams, and USDA and government management officials ensured that customer needs and employee safety concerns continue to be appropriately addressed. NFC completed required disaster recovery and continuity of operations drills in 2011.
- Completed the migration of four key Department financial systems to consolidate all USDA financial systems at NFC's data centers.
- Continued to achieve 99.9 percent operational system availability, ensuring virtually uninterrupted customer access to systems and avoiding an adverse impact on the mission.
- Completed a major upgrade to its data center storage system. This resulted in doubling the storage capacity and eliminating latency issues, thereby greatly improving operational effectiveness.
- Completed a "Green Information Technology" assessment on its data center. When the recommendations are implemented, NFC will reduce data center energy consumption by 14 percent.
- Corrected major performance issues associated with its office automation service delivery system. These pivotal improvements resulted in improved employee productivity.

NFC implemented a cultural transformation program in support of the Department of Agriculture's efforts to work towards a high performance, diverse workforce and increase employee satisfaction. In 2011 efforts resulted in an OCFO increase in overall employee satisfaction by 10 points, the fifth highest increase government-wide.

NFC realized significant savings in human resources business processes. It established the Delegated Examining Unit for the agency, saving nearly \$170,000 in recruiting expenses annually.

Eliminated reliance on contractor support for agency human resources services by streamlining workflow, work assignments, and increasing staff productivity; thereby saving the agency approximately \$75,000 annually in contract costs.

Under COD:

COD realized a wide variety of accomplishments in financial management in 2011, including:

- Validation of FMMI pre-close and year end closing entries. It validated the annual close data prior to production run to ensure accuracy and verified the FMMI beginning balances for all agencies converted into FMMI.
- Significant improvement of the quality of financial information by performing analysis of budgetary/proprietary relationships for 24 FMMI agencies. Discrepancies totaling \$78 million were reviewed and reduced to \$6.6 million.
- Expansion of the Customer Contact Center (formerly the Customer Resolution Center Helpdesk) to more effectively resolve technical accounting issues for agencies converting to FMMI.
- Provision of timely and accurate accounting support of 2010 consolidated financial statements resulting in an unqualified (clean) audit opinion for the Department.
- Compilation and delivery of the Corporate Property Automated Information System (CPAIS)-Real Property inventory listings of USDA buildings and structures impacted by the Federal Accounting

Standards Advisory Board Technical Bulletin (TB 2006-1) to assist and facilitate the Department's Chief Financial Officer recognition and measurement of asbestos-related clean-up costs.

- Implementation of Home Sales program with APHIS for employee relocations. The total cost savings in 2011, due to reduced fees paid by the agency, were approximately \$570,000.
- Conducting a customer service survey as a means to measure COD's performance, customer service, and customer satisfaction. The surveys were distributed to 604 COD customers using various services. Survey results showed a 90 percent approval rating for meeting customer service expectations.
- Participating on the Department's GovTrip Improvement Initiative Team that received the USDA Secretary's Honor Award for significantly improving travel management across USDA.
- Processing in excess of 68,000 requests for vendor table maintenance. The vendor table is the source database from which agency administrative payments are processed by the Division. Average processing time to update the table was less than one day per request.
- Preparation and processing of manual adjustments into the FFIS and FMFI for property, plant and equipment (PP&E) asset balances having an absolute value of \$582 million to resolve approximately 4,300 reconciling items and General Ledger account reclassifications.
- Conducting, facilitating, and directing data cleansing meetings and general ledger clean-up processes for the Marketing and Regulatory Programs (MRP) mission area, NRCS, and Forest Service prior to implementation into FMFI. COD provided guidance, recommendations, and resolutions as subject matter expert on system processes within FFIS to clear invalid data.

#### Under Financial Systems:

In an effort to continue migrating all USDA financial systems, FNS, RMA, RD, and FSA were implemented into FMFI in 2011.

FMFI-related pre-implementation preparation was conducted in 2011 for NRCS, Forest Service, and the MRP agencies. The MRP agencies went live in October 2011. NRCS is scheduled to go live April 2012, and Forest Service will go live in October 2012.

Financial Systems worked with the Office of Policy and Procurement Management to implement a number of Real Property software improvements in the CPAIS during 2011. These software modifications to real property improved the overall functionality and usability of the system for users. Some changes were made to support the FMFI implementation as agencies transition from the legacy FFIS to the new financial system. Other improvements to the real property software were mandated changes to comply with General Services Administration reporting changes.

Financial Systems, in concert with NFC, worked collaboratively to transition the CPAIS, the Financial Data Warehouse (FDW), the Automated Cash Reconciliation Worksheet System tool (ACRWS), and the Management Information Tracking System (MITS) from the National Information Technology Center (NITC) to NFC. This included the migration of all hardware and software that supported those systems. The complete inventory of systems administered by Financial Systems is housed in Denver, CO, and these systems are now supported by NFC in their entirety.

#### Under ICSS:

Corrective action for 137 plans was monitored, of which 46 were closed during 2011. This represents a 92 percent increase in closures of business process corrective action plans over the previous year. ICSS also monitored corrective action for 208 plans of action and milestones (POAMs) for deficiencies identified in financial system general computer controls. There were 165 POAM closures in 2011, which represents 79.3 percent of the baseline open POAMs at the beginning of the fiscal year.

ICSS led and managed a pilot program to implement a risk-based, process-level approach for conducting the annual assessment of internal control over financial reporting. The RD mission-area participated in the pilot program. At the end of the assessment year, RD reported a successful implementation with cost reductions

from \$1,679,736 to \$529,465, for 2009 and 2011, respectively. This represents costs savings of 68 percent. RD also reported a drop in the number of key business process controls requiring testing from 179 to 67 for 2009 and 2011, respectively. This is a 63 percent reduction in required control tests. The outcomes from the initial pilot provided the impetus to recommend expansion of the pilot to additional agencies in 2012.

## INFORMATION TECHNOLOGY

### Current Activities:

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

#### Activity Centers:

- National Information Technology Center (Kansas City, MO)
- International Technology Services
- National Telecommunications Services and Operations (Fort Collins, CO)
- Enterprise Shared Services (ESS, administratively under the organizational umbrella of the National Information Technology Center in Kansas City, MO)

The following activities under this heading are managed by Departmental Management and serve USDA agencies with offices in Washington, D.C.:

- Computer Services Unit (CSU)
- Telecommunications Customer Service Center (TCSC)
- Network Services (NS)

The National Information Technology Center (NITC) specializes in enterprise information technology solutions that include products, services, and resources. The Enterprise Data Centers managed by NITC are located in Kansas City, Missouri, St. Louis, Missouri, and Beltsville, Maryland. NITC services are operated seven days a week, twenty-four hours a day, every day of the year. Its services are based on reimbursable agreements with customers at competitive billing rates. The NITC secure IT infrastructure consists of platforms for mainframe based, midrange based (operating systems – AIX, UX, Solaris) and micro based (operating systems – Windows, Linux) computer environments. NITC administrative services include data storage management, security administration, backup tape inventory management, technical support and contingency disaster recovery planning. All NITC General Support Systems and NITC Major Applications are accredited as determined by OMB Circular A-130, Appendix III, “Security of Federal Automated Information Resources.” NITC also offers a full-range of information technology applications and development services that enable customers to accomplish their missions. These offerings are carefully tailored to customers’ requirements, and range from analysis, research and conceptual development – through design, build, and implementation – to operations, maintenance, and user help desk support.

International Technology Services, (ITS), under OCIO, provides comprehensive, fee-for-service information technology, associated operations, security, and technical support services to a customer base of more than 45,000 USDA end users. ITS incorporates the infrastructure roles of FSA, NRCS, RD, and (FAS).

ITS is also pursuing other modernization efforts aimed at addressing needs for more stringent data security requirements and the evolving needs of the overall USDA computing environment. Moving from the decentralized architecture to a centralized architecture will provide added protections to secure confidence on the part of farmers and rural communities that USDA is trustworthy with personally identifiable information and financial data. A new architectural concept will be required to protect the larger Federal community from cyber security attacks and penetrations by rogue nations and others. To that end, ITS will provide the latest in IT advances to create an enterprise architecture that will help the farmers and ranchers become more competitive in the global-commerce environment.

The National Telecommunications Services and Operations (NTSO) office in OCIO provides a wide variety of Department-wide telecommunications management support enterprise services and an integrated information system for inventory management, billing, reporting, and validation. This enterprise system is used for engineering and streamlining the Department-wide telecommunications network environment and ensuring that agency telecommunications network solutions are compliant with Departmental program goals and objectives. NTSO provides impact assessment services to USDA agencies to ensure the acceptable performance of applications on the USDA enterprise network and to allow application owners to manage risk and achieve cost avoidances.

Under Washington Communications and Technology Services (WCTS), the Computer Services Unit (CSU) plans, acquires, implements, and manages IT resources, including software licensing and technical support. WCTS provides file and print, remote access, desktop support, wireless messaging and agency application services for the Office of Secretary and OCIO. The Telecommunications Customer Services Center (TCSC) maintains and administers the USDA telecommunications equipment and services inventory in the D.C. Headquarters Complex, provides USDA locator and automated telephone directory employee locator services, administers the Departmental voice mail system service and maintains and operates the USDA Secretary continuity of operations (COOP) site. Network Services (NS) provides technical and operations assistance on data networking telecommunications systems, design, installation, operation, and management of shared services provided on Departmental Headquarters networks and platforms.

#### Selected Examples of Recent Progress:

##### Under NITC (includes ESS):

NITC exceeded its original 2011 goal closing 20 data centers, most of which are computer rooms located in high rent office space. NITC also fostered communication with customers to drive planning, preparation, and migration of customer business applications into data center cloud service offerings in support of Data Center Consolidation Initiative (DCCI) milestones. These data center closures were primarily located in the District of Columbia in part to help address critical office space shortages. USDA metro DC data centers closed in 2011 will be repurposed as office space in 2012 avoiding the cost related to leasing additional office space. Improved enterprise architecture by garnering wide adoption of the Department's Enterprise Data Center (EDC) Private Cloud offerings for Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS) allowing the Department to realize an estimated savings of \$9.9 million. NITC established the first USDA EDC utility model contract for data storage (IaaS) to enable the cost-effective delivery of just-in-time capacity to meet customer requirements while providing access to state of the art storage technology.

NITC made significant accomplishments in the area of security during 2011. For the seventh consecutive year, NITC received an unqualified opinion from the Office of Inspector General (OIG) for their Statement on Standards Attestation Engagement (SSAE) 16 audit of NITC general computing controls. Audits of security controls supporting both OMB Circular A-123 and Federal Information Security Management Act (FISMA) requirements disclosed no or minimal deficiencies.

NITC was able to reduce the number of existing Plans of Action and Milestones (POA&Ms) for program deficiencies disclosed during previous OMB Circular A-123 and FISMA reviews. NITC worked with OCFO, CPO and control owners to reduce the inventory from 80 to 23 POA&Ms.

NITC conducted 33 disaster recovery exercises for Data Center Operation's systems including mainframe and midrange at its disaster recovery facility in St. Louis. NITC also supported 11 customer disaster recovery exercises for APHIS, Federal Aviation Administration (FAA), NFC, OCFO, Office of Security Services (OSS), RD, and United States Coast Guard (USCG).

NITC implemented logical information system controls across the NITC Enterprise Data Center for the purposes of safeguarding government data, data in transit, as well as the transmission paths themselves. Within the NITC's enterprise, network and access controls, monitoring detection, and alerting methods, along with

assessment capabilities were integrated at key infrastructure locations to provide a robust defense-in-depth security posture. NITC provided data encapsulation, perimeter filtering, and internal controls utilizing firewalls, Virtual Private Networks (VPN), and Remote Access system technologies.

NITC has made significant improvements in the area of financial management during 2011. One primary area of focus has been the identification of true costs for products and services provided to our USDA and non-USDA customers. In doing so, we have been able to reduce the rates applied to several products/services and subsequently reduce the costs billed to the applicable customers. As an example, NITC expects to reduce the overall costs of our Mainframe product included in our Mainframe rate by an estimated \$1.9 million in 2012 when compared to the 2011 costs. The Mainframe product family includes the Mainframe Central Processing Unit costs, the Direct Access Storage Data, the Tape Storage and the dedicated Mainframe offering. This product category is just one example of several for which NITC's efforts to streamline our rate development and cost collection efforts are paying dividends to its customers.

NITC exceeded "Green" and Operational Sustainability goals by developing a plan as part of the DCCI to reduce USDA's IT-related energy consumption by 40 percent over the next five years through virtualization of applications and consolidation of data centers.

NITC led and/or partnered with USDA and Federal Agencies on multiple high level initiatives to carry out Presidential and Secretarial initiatives such as choosemyplate.gov (replacement for "MyPyramid"); USDA's IPv6 site in support of the World IPv6 Day; Department of Labor's government benefits and disaster assistance sites (govbenefits.gov, govloans.gov, disasterassistance.gov); National Resource Conservation Service public site; USDA Connect (USDA wide collaboration site) and Green Affinity Group Leadership.

NITC led the data center effort to reduce information technology service rates for 2011. For example, NITC reduced base configuration rates for Windows and Linux Infrastructure as a Service by an average of 68 percent. This was accomplished through service offering maturity and through economies of scale associated with dramatic customer growth.

New services offered by NITC in 2011 include:

- USDA Connect networking suite to empower USDA employees to develop and maintain a network of colleagues and nurture creativity with communities of coworkers, partners, and customers.
- Cost-effective open source software components along with robust virtualized infrastructure to enable rapid application development and deployment; the full LAMP stack (Linux, Apache, MySQL, and PHP) as well as LAP only configurations are offered.
- Citrix Virtual Desktop enabling the hosting of workstation-centric business applications remotely in the NITC eEnterprise Data Center; NITC Transitional Infrastructure as a Service that supports the development and transition of business applications into standardized EDC service offerings.
- The NITC Database Platform as a Service that offers a fully managed platform solution for use as an integral part of an overall customer application hosting environment. It provides scalable database services for SQL Server, MySQL, and Oracle.
- Fully managed VTC infrastructure to enable connectivity between customer-owned endpoints.
- NITC Midrange Infrastructure as Service offerings has expanded to include AIX (IBM UNIX operating platform).

NITC implemented the ITIL Incident Management/Request Fulfillment (Service Desk) International Framework for Information Technology Service Management (ITSM). Implementation included the ITIL Change Management International Framework for ITSM within NITC along with the automated vulnerability scanning tool (Retina Web Security Scanner) with the ITSM suite of software (BMC Remedy) to manage security vulnerabilities and Plans-of-Action-and-Milestones (POA&MS) required by FISMA. The integration of auto-discovered information technology components (configuration items) data into the Configuration Management Data Base (CMDB) was accomplished on a continual and automated basis.



NITC implemented Metrics, Measurements, and Reporting. It redefined the current Metrics Program to align with ITIL Version 3 Continual Service Improvement Program methodology allowing NITC to report and capture key IT service level measurements (e.g., Availability, Capacity, and Security). NITC ensured that the delivered level of service availability matched or exceeded current and future agreed needs of the business in a cost-effective manner. Objectives were refined continuously, and criteria were identified to improve the quality of services offered to customers.

NITC's server-to-system-administration ratio improved 28 percent during 2011 from implementation of Cloud Services (Information as a Service - IaaS) and streamlined Virtual Machine build procedures in support of DCCI. Problem tickets (incidents) concerning operating system issues dropped 41 percent from 2010 to 2011, despite an 18 percent increase in tickets.

The dedicated backup network was deployed and completed by the first quarter of 2011. Accreditation of this network was included in the Network Security Testing and Evaluation. This will allow NITC to segregate backup data from production traffic, helping ensure peak performance for production applications at NITC.

AgLearn completed the upgrade to Plateau version 6.1. This upgrade included several user-focused enhancements to AgLearn to include 1) a user "dashboard" for monitoring training activities, 2) easier access to training requests and reports, and 3) improved tools for supervisors to monitor the training activities of their subordinates.

AgLearn supported the significantly expanded use of Internet-based meetings (called Webinars) in lieu of traditional conferences and classrooms. The volume of Webinars went from about 800 in 2010 to over 5,000 in 2011 with the number of Webinar attendees going from about 11,300 in 2010 to over 80,000 in 2011. This was largely driven by the agencies' desire to save travel and training funds while retaining some aspects of face-to-face training.

The Identity, Credential and Access Management (ICAM) program completed numerous technical initiatives. These include deploying Enterprise Entitlements Management Service components that strengthen USDA's security and meet OMB mandates by providing improved identity management and access control. Additionally ICAM established a governance process and increased outreach activities, providing necessary program and compliance information to USDA agencies.

Enterprise Applications Services developed a bio-based labeling application for the BioPreferred program that allows customers to apply their products as bio-based and then receive a USDA label stating they are bio-based. This allows for a more effective and efficient process of applying for a label.

Enterprise Applications Services created a public web map that displays renewable energy investments made by the USDA. The public can view where these investments are being made and for what energy categories. This tool provides everyone with more insight into where the USDA invests funds and gives the public access to more information about the investments.

Under ITS:

ITS evaluated communications costs and staffing by reviewing the usage of Calling Cards, Long Distance Cards, and Broadband Cards:

- ITS transitioned to Networx telecommunication services, and as part of this move to a consolidated telecommunications service we distributed 3,000 calling cards and 1,100 Networx broadband cards. The six-month savings in 2011 and 2012 was \$250,000.
- ITS evaluated Sprint card costs and found that significant savings could be realized switching from the current broadband cards to Sprint broadband cards. The new Sprint Broadband cards were distributed in a phased approach, allowing overlap to ensure viability. Savings in 2011 were \$160,826.

ITS realized major staff cost savings from both the deployment staff contract re-compete and the hosting federalization initiative. ITS conducted internal research, increased virtualization, and supported an agency modernization program. The 2011 annual savings was \$5.0 million.

ITS implemented innovative technology to provide centralized and tapeless backup in the field offices by CommVault system and Dell T610 server. This eliminates the need for safety deposit boxes for tape storage and frees up staff time that was used to create and maintain backup tapes. Tapeless backup also provides a more reliable, automated backup method.

ITS worked on a new approach to meet customer needs for software management and availability by allowing the customer to participate in the certification process. This reduced the average turnaround time by 13 days per project.

ITS implemented the Citrix environment for the customer base. Citrix provides an environment for users to access select software packages in the Citrix cloud in a secure hosted environment. Users only access the software as needed, which saves licensing fees and frees up resources on user desktops.

ITS developed a Virtual Desktop Solution with a supporting Virtual Desktop Infrastructure (VDI). The VDI offers mobility services for ITS customers to support changes in federal telework policy and for agency cost-cutting measures. It provides users with a desktop that can be securely accessed from any approved device available. The solution involves repurposing existing machines, and providing low-cost thin clients and a USB Device.

ITS worked with RD developers and management to redesign the Guaranteed Underwriting System and ensure the ITS hosting infrastructure could support updates.

ITS staff worked with NRCS developers and management to implement systems in support of the Conservation Delivery Streamlining Initiative. ITS performed an in-depth configuration for the servers and environment from start to finish. In support of this initiative, ITS managed the user and non-user accounts and the database component of the system.

ITS staff worked with FSA developers and management to expand the Geographic Information Systems (GIS) Thin Client environment with the goal of moving GIS applications off of the Field Service Center servers. ITS provided the server and application support for the FSA pilot of the JBOSS Java Application Server; ITS supported FSA use of open-source technology to achieve a higher level of automation that will allow faster and more accurate server and application deployments. ITS supported the Modernize and Innovate the Delivery of Agricultural Systems project, helping FSA to modernize key services.

#### Under Telecommunications Services:

##### National Telecommunications Services Office (NTSO):

NTSO managed the USDA-wide transition of data, voice and audio services from the GSA FTS2001 and Crossover contracts to Networx, transitioning a total of 191,826 telecommunication services for all USDA agencies and offices. USDA Data Services transition included: 752 Dedicated Transmission; 2,239 Frame Relay; and 1,368 Internet Protocol Services; 9 Custom Design Documents; and 32 managed services. The Voice Services transition included: 47,367 calling cards; 194 switched data; 137,869 switched voice; 905 toll-free; 5 value added; and 1 video transmission services. 1,085 Audio Conference services were also transitioned. USDA ranked in GSA's "Top Twenty" government agencies for completing FTS 2001/Crossover disconnects. In 2011 USDA reported a confirmed savings (through review of GSA Centralized Billing invoices) of \$1,088,904. This savings resulted from an agreement between USDA/OCIO and AT&T to re-bill Universal Telecommunications Network (Data Services) with Networx pricing back to January 2011.

NTSO lead the acquisition strategy, development and implementation of USDA Enterprise Cellular initiative resulting in a unified, transformational approach to cellular services throughout USDA; reducing and

consolidating the total number of service plans from 843 initially to three blanket purchase agreements with ten common service plans. The consolidation of these service plans indicates an estimated annual savings for USDA of \$1.6 million.

NTSO is leading the development of Department wide Telecommunications Reseller Services (Plain Old Telephone Services) Statement of Work as a Managed Service. NTSO developed a partnership with other agencies to gain support and implementation, and this effort will represent an average cost savings of 20 percent to 30 percent over all USDA agencies. NTSO projected annual monetary savings to the government in the amount of \$4.3 million based on an overall average of 25 percent savings and implementation across USDA.

NTSO supervised the review and validation of customer agency inventories to assist in successful back office transition of calling cards, toll-free and automatic number identifier services within the timeframe requested by the Network Transition Program Office to transition from Verizon FTS2001 to Network Voice Services, resulting an error free transition with little or no interruption of services.

NTSO developed a department-wide strategy to implement GSA Transition Credits to purchase and reimburse NTSO Next Generation Backbone equipment and ITS Voice-over Internet Protocol equipment purchases, resulting in a combined savings of \$5.5 million.

NTSO led a USDA-wide transition of data services from the GSA FTS2001 contract to the new Network contract in 2011. The cost savings to the Agencies and Offices of the USDA is projected at \$4.75 million per year based upon the price differences between the two contracts for existing services.

NTSO made the decision to replace equipment used in two key services, the UTN Wide Area Network backbone, and the Internet Gateways (replaced with Trusted Internet Connection services), in 2011 using transition credits from the General Services Agency (GSA). NTSO projects a \$2.4 million cost avoidance for 2012.

NTSO was a critical partner in implementing USDA's Exchange Messaging Service (EMS) in 2011 as one of the Department's first enterprise applications. NTSO implemented state-of-the-art network access from AT&T to support this new service. NTSO tested the failover capability of the two access nodes to ensure continuous network service to the Microsoft EMS Cloud Service. Because of the success of the NTSO Network acquisition of data services, it was able to reduce service costs by \$2 million. The success of that project permitted NTSO to reinvest the savings into the EMS Cloud Service access and stay within its budget.

NTSO led the way for the USDA to become the first civilian Department in the Federal Government to implement the advanced Einstein III system to improve Internet security. This was a pilot implementation between Department of Homeland Security (DHS) and USDA that was evaluated for future use in the Federal Government. NTSO also completed the integration of the DHS Einstein I and II within the Internet Gateways' security environment.

Following the successful NTSO implementation of the Enterprise Remote Access Virtual Private Network infrastructure in 2010, the organization transitioned the Tier 2 support to OCIO/ITS to improve the end user support model. NTSO continues to manage the appliances and network connections for the Enterprise solution. By doing so, NTSO has reduced its cost of managing the remote access infrastructure by over \$500,000 per year.

Under WCTS (includes CSU, TCSC, and NS):

#### Computer Services Unit (CSU)

During the recent earthquake of August 23, 2011, and subsequent building closures for inspections, CSU supported Washington Metropolitan Area buildings that were open for business along with staff from closed facilities working under telework rules. CSU utilized its distributed service desk model to alternate the location

from which support was provided in Washington and integrate the regional sites in Fort Collins, CO, and Kansas City, MO, and continue service support for the Department.

CSU application services supported automation solutions for the Office of the Secretary and Departmental Management. In doing so, CSU implemented the online portal for managing the Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment program for USDA that allows all USDA agencies and mission areas to report the statistics of the program, supported management of the White House Liaison's SharePoint sites, and implemented Web applications for the Office of Homeland Security and Emergency Coordination.

CSU successfully implemented enterprise departmental applications such as Student Intern application management automation, USDA job registry, and on-boarding portals.

CSU completed the migration of email services to the MS cloud environment with minimal impact and performed special process setup for Departmental leadership successfully at no additional cost to the organization.

CSU implemented a customer success program that enables customers to make informed business decisions, enabled by technology implementation aligned to needs. CSU worked with staff offices to enable business decisions by piloting technology solutions, negotiating cost efficiencies with vendors, and implementing current technologies.

CSU partnered with FSA and Office of the Secretary to provide call center support for the USDA Hispanic Claims settlement initiative. The call center required bilingual specialists proficient in Spanish and English languages to assist callers with claims-filing in the language of their fluency.

CSU implemented an online self help tool that provides assistance in lieu of a service desk call.

#### Telecommunications Customer Service Center (TCSC)

TCSC procured and installed the IT infrastructure for Patriots Plaza III. This included working with the agencies to establish requirements and install network equipment and cabling to meet their needs.

TCSC implemented the first VoIP solution using the Networx contract. This solution was implemented at Patriots Plaza. Over 900 phone numbers were ported from Verizon (WITS3) to AT&T (Networx) with minimal issues.

TCSC partnered with the Office of Operations; Agriculture Marketing Service; Grain Inspection, Packers and Stockyards Administration; and the Foreign Agriculture Service to establish requirements, and configure and move phone lines into the newly renovated 5th wing of the South Building.

#### Network Services (NS)

NS implemented wireless solutions equivalent to wired security for Office of the Secretary, Office of the Assistant Secretary for Administration and other USDA offices and agencies in the Washington metropolitan area, including common shared areas.

NS is modernizing the Radiation Monitoring System for the Office of Homeland Security and Emergency Coordination to improve efficiency and achieve cost savings. NS is consolidating connections among nine sites - where the radiation is monitored to a shared high speed connection for video transmission and analysis.

NS provided design, architecture and implementation support to a new USDA facility, Patriot Plaza III. The network was extended and designed to maintain security, enhance administration, and lower costs.

## CORRESPONDENCE MANAGEMENT

Current Activities:

The Office of the Executive Secretariat (OES) serves as the central office for the processing and management of correspondence for the Secretary and other Secretarial documents. Functions include document control, management of the clearance process, editorial review, and Secretarial correspondence policy. OES also provides writing and editorial services to the immediate Office of the Secretary and agencies; general support to cross-cutting Departmental initiatives at the request of OSEC; and manages the official records of OSEC.

Selected Examples of Recent Progress:

During 2011, OES processed 17,510 pieces of individual controlled correspondence and other Secretarial documents, and over 215,000 pieces of advocacy campaign correspondence addressed to the Secretary. Of the controlled correspondence, OES managed the responses to 9,485 of them, including 2,345 signed directly by the Secretary or Deputy Secretary.

As part of its direct service to USDA agencies, OES prepared and managed the clearance and signing of 536 folders of Agency-initiated correspondence and 251 decision memorandums for the Secretary in 2011. In addition, OES completed 115 special writing projects initiated by OSEC involving more than a thousand individual letters.

Continuing last year's focus on continuous performance improvement, OES was able to identify and implement many additional process and performance management enhancements. The result was a reduction of more than 25 percent in the average time for USDA to respond to constituents who wrote the Secretary.

OES provided significant administrative support to several cross-cutting Departmental initiatives, including: Know Your Farmer, Know Your Food; the USDA Regional Innovation Team; Open Government; the Secretary's process improvement initiative; The White House Initiative on Asian Americans Pacific Islanders; and the National Prevention, Health Promotion, and Public Health Council.

OES led the implementation of the Plain Writing Act across USDA. In partnership with the agencies OES provided information and resources on the statutory requirements to every USDA employee, and developed several trainings that have already been received by thousands of employees across the Nation.

## Department-Wide Reimbursable Programs

Program	2010 Actual	2011 Actual	2012 Estimate	2013 Estimate
1890's USDA Initiatives	\$2,398,947	\$3,035,561	\$3,088,000	\$3,088,000
Advisory Committee Liaison Services	192,218	372,308	374,000	374,000
Continuity of Operations Planning	1,780,111	1,823,784	1,859,000	1,859,000
E-GOV Initiatives HSPD-12	11,317,101	7,248,985	6,400,000	6,400,000
E-GOV Initiatives Content Management	667,504	0	0	0
Emergency Operations Center	2,311,958	2,397,028	2,402,000	2,402,000
Facility and Infrastructure Review and Assessment	0	250,000	250,000	250,000
Faith-Based Initiatives and Neighborhood Partnerships	409,000	403,975	409,000	409,000
Federal Biobased Products Preferred Procurement Program	351,751	357,000	357,000	357,000
Hispanic-Serving Institutions National Program	1,973,000	2,015,824	2,059,000	2,059,000
Honor Awards	66,902	80,000	80,000	80,000
Human Resources Transformation (includes Diversity Council)	343,579	1,683,326	1,689,000	1,689,000
Intertribal Technical Assistance Network	2,000,000	1,995,739	2,000,000	2,000,000
Medical Services	0	350,000	350,000	350,000
Personnel and Document Security	1,604,461	1,622,598	1,676,000	1,676,000
Pre-authorized Funding	3,100,000	3,100,000	3,700,000	3,600,000
Radiation Safety	947,000	0	0	0
Retirement Processor/Web Application	338,000	539,000	539,000	539,000
Sign Language Interpreter Services	229,136	1,234,149	1,244,000	1,244,000
TARGET Center	933,999	945,616	947,000	947,000
USDA 1994 Program	431,662	723,851	810,000	810,000
Virtual University	0	1,379,388	2,133,000	2,233,000
Visitor Information Center	546,096	1,008,979	1,050,000	1,050,000
Total Departmental Reimbursable Programs	31,942,425	32,567,111	33,416,000	33,416,000

Department-Wide Reimbursable Programs  
Agency Cost Shares

Agencies	2010 Actual	2011 Actual	2012 Estimate	2013 Estimate
Agricultural Marketing Service	\$885,549	\$881,817	\$928,140	\$928,140
Agricultural Research Service	3,128,442	2,348,905	2,575,601	2,575,601
Animal and Plant Health Inspection Service	2,686,265	2,640,806	2,751,044	2,751,044
Departmental Administration	150,210	189,681	227,514	227,514
Economic Research Service	114,112	159,544	163,137	163,137
Farm Service Agency	4,116,583	4,035,949	4,123,327	4,123,327
Food and Nutrition Service	390,044	509,925	528,225	528,225
Food Safety and Inspection Service	2,815,276	2,794,906	2,934,660	2,934,660
Foreign Agricultural Service	500,983	613,422	632,963	632,963
Forest Service	9,640,669	10,305,891	10,446,559	10,446,559
Grain Inspection, Packers and Stockyards Administration	203,631	269,715	287,433	287,433
National Agricultural Statistics Service	327,484	378,216	382,356	382,356
National Appeals Division	27,980	29,657	32,031	32,031
National Institute of Food and Agriculture	133,413	184,421	175,923	175,923
Natural Resources Conservation Service	3,462,367	3,847,028	3,757,909	3,757,909
Office of Advocacy and Outreach	0	0	11,051	11,051
Office of Budget and Program Analysis	17,738	24,238	23,912	23,912
Office of Chief Economist	15,596	24,895	24,192	24,192
Office of Civil Rights	34,628	56,644	54,101	54,101
Office of Communications	28,102	40,824	40,007	40,007
Office of Executive Secretariat	0	3,258	1,418	1,418
Office of the General Counsel	91,908	106,098	107,103	107,103
Office of Homeland Security and Emergency Coordination	0	0	12,619	12,619
Office of the Chief Financial Officer	516,723	451,691	481,393	481,393
Office of the Chief Information Officer	337,091	317,831	330,869	330,869
Office of Inspector General	338,519	279,149	290,358	290,358
Office of the Secretary	13,352	12,360	12,767	12,767
Risk Management Agency	154,466	167,241	170,583	170,583
Rural Development	1,811,294	1,893,001	1,908,805	1,908,805
Total Departmental Reimbursable Programs	31,942,425	32,567,111	33,416,000	33,416,000

*Office of the Secretary:*

Advisory Committee Liaison Services: The Office of the Secretary provides guidance and direction to USDA agencies on Advisory Committees and Boards. Costs to support this function and screening/selection of members are reimbursed from agencies to the Office of the Secretary.

Faith-Based Initiatives and Neighborhood Partnerships: Provides for Department level oversight of the USDA implementation efforts in the faith-based and neighborhood outreach areas and support of the White House Office of Faith-Based and Community Initiatives regional outreach conferences. This office was established at the U.S. Department of Agriculture by executive order on December 12, 2002.

Intertribal Technical Assistance Network: Program addresses the unique challenges faced by American Indian and Alaskan Native tribal governments, communities and individuals in effectively utilizing USDA programs and services. These challenges require intensive technical assistance and program access improvement through in an intertribal coordinated network and coordination with the Department of Interior/Bureau of Indian Affairs, which also has jurisdiction and authority over Indian lands. Information on all USDA programs will be covered by the technical assistance efforts of staff within the Network. Program efforts will also focus on promoting the Department's Strategic Goals within Indian Country, including Tribal consultation responsibilities, in accordance with government-to-government and trust responsibilities of USDA.

*Office of Advocacy and Outreach:*

Hispanic-Serving Institutions National Program (formerly the HACU Program): Fosters educational excellence in the Hispanic community and promotes Hispanic participation in fulfilling the USDA mission.

1890's USDA Initiatives: Supports initiatives on Historically Black Colleges and Universities and the USDA 1890 institutions (Land Grant colleges and universities). USDA maintains an agricultural liaison office at each of the 17 1890 campuses, including Tuskegee University.

USDA 1994 Programs (formerly American Indian Higher Education Consortium): Promotes, fosters, and encourages implementing programs for improving post-secondary and higher education opportunities for American Indians, and establishing information centers for post-secondary and higher education institutions.

*Departmental Administration:*

Human Resources Transformation Programs (includes Diversity Council): Establishes policy, coordinates, and evaluates the USDA agencies' efforts to carry out diversity programs. Creates a culture of change within USDA's agencies that ensures its place as a model employer within the Federal government in terms of equal opportunity without barriers to achievement of diversity and inclusivity. Builds diversity awareness through formal training, participation in diversity programs, special observance events, and participation in employee forums at listening sessions, and national employment conferences. Tracks progress of USDA agencies' towards diversity goals, awareness and best practices.

Virtual University: The Virtual University program will provide Department employees with a central educational facility. The facility will focus on providing employees with training for today's workplace responsibilities and developmental programs to ensure a cadre of highly skilled future leaders.

Visitor Information Center: Supports the People's Garden and serves as a showcase for USDA programs and initiatives.

Honor Awards: Designed to recognize significant accomplishments of USDA employees through the Department's highest honor awards program.



**TARGET Center:** Supports the Department's workforce diversity and Federal Workforce 2001 policies and provides information on technologies to ensure equal access to electronic technologies and automated systems essential to today's jobs for people with visual, hearing, speech, mobility, or dexterity impairments.

**Sign Language Interpreter Services:** Provides interpretive services for Departmental programs and USDA agencies. During 2010 and before, the DC Metro Area Sign Language Services were handled through agency level agreements. Beginning in fiscal year 2011, DC Metro Area Sign Language Services will be included in the Departmental Reimbursable Program and a Metro Area FTE cost recovery basis will be used. The intent of this change was to ensure that all employees have access to services.

**Federal Biobased Products Preferred Procurement Program:** Supports the USDA-wide implementation of BioPreferred<sup>SM</sup> procurement requirements as additional biobased items are designated for preferred procurement. Supports the development of USDA procurement reporting tools, provides information resources and training to the USDA procurement community, as well as to other Federal Agencies, for the purchase of biobased products and the inclusion of biobased components in contracts.

**Retirement Processor/Web Application (formerly Self Service Dashboard (SSD) and Retirement Processor Web Application):** Serves as an e-authenticated single sign-on portal for several USDA human resources systems and contains a historical database that together with the Retirement Processor Web application enables employees to run various retirement calculation scenarios.

**Medical Services:** Provides preventative health measures such as flu shots, health screening, nutritional principles and fitness awareness that lead to a higher quality workforce environment for employees, and contractors in the National Capital Region (includes the Headquarters complex, the George Washington Carver Center and the Patriot Plaza offices.)

*Homeland Security:*

**Emergency Operations Center:** Operates a secure emergency operations center on a 24/7 basis. The center provides critical communications and coordination systems.

**Continuity of Operations Planning (COOP):** Provides for USDA COOP activities including awareness training, exercises and COOP plan reviews.

**Personnel and Document Security:** Responsible for ensuring the proper protection of classified national security information through the adjudicative process of personnel clearances; and the proper handling, storage and transmission of classified information.

**Facility and Infrastructure Review and Assessment:** Provides risk-based security assessments with countermeasure recommendations for all critical infrastructure within USDA agencies.

**E-Gov Initiatives HSPD-12:** Supports the implementation of the Homeland Security Presidential Directive 12 (the Common Identification Standard for Federal Employees and Contractors).

*Office of the Chief Financial Officer:*

**Pre-Authorized Funding:** Provides a funding mechanism for reimbursable activities involving other Federal Departments and USDA that arise during the current fiscal year.

## RESIDENTIAL E-GOVERNMENT INITIATIVES AND LINES OF BUSINESS

Benefits of USDA's Participation in Presidential E-Government Initiatives and Lines of Business:

## Budget Formulation and Execution LoB (BFELoB):

- The BFELoB provides benefits to partner agencies by encouraging best practices crossing all aspects of Federal budgeting -- from budget formulation and execution to collaboration, human capital needs, and providing tools and resources. To benefit all agencies, including the United States Department of Agriculture (USDA), the BFELoB continues to work with the Department of Treasury, as the system owner, in the advancement of the Budget Formulation and Execution Manager (BFEM), the first shared service budget formulation system.
- On a pilot basis, USDA is working with BFEM to test the system functionality and determine how it will work within the USDA organization and account structures, as well as the budget decision-making process. Throughout the pilot exercise, the benefits and future direction of USDA with BFEM will be continually assessed. Potential use of BFEM allows USDA to avoid the costs of procuring and setting up a custom system by participating in a shared service system sponsored by BFELoB.
- USDA currently has approximately 2,500 users registered for the MAX Federal Community. The Community site is commonly used for sharing information, collaboratively drafting documents (including the direct-editing of documents posted on the site), supporting workgroups, submitting central reports, and much more.
- USDA has been using several MAX Collect exercises and associated publishing capabilities to collect, store, process and publish information from multiple sources, producing professional quality output. As information is collected it is automatically compiled and published real-time using MAX Publication Services, with structured numeric data dynamically displayed using MAX Analytics.
- Less than a year ago the Budgeting Capabilities Self-Assessment Tool (BCSAT) was published, providing agency budget managers and their staff with a simple survey-like method to assess and gain perspective on how their current operations and processes compare against best practices in a broad range of budgeting capability categories, allowing managers to strategically focus improvement efforts on areas of highest value to their particular organization's activities. USDA has already begun using the BCSAT to assess organizational practices.

## Disaster Assistance Improvement Program (DAIP):

- DisasterAssistance.gov reduces the time needed to apply for aid and check the status of claims while decreasing redundancy in application forms and processes. The primary benefits include decreased confusion and frustration for disaster survivors, as well as reductions in the time it takes disaster survivors to identify, apply for and check status of their assistance applications. Future phases of DAIP may provide cost savings for partner agencies that use DAIP as a web presence for their Forms of Assistance (FOAs).
- DAIP provides a range of metrics to the partner agencies each month to help illustrate the value of their partnership and provide valuable insights into survivor needs and interests with respect to each partner agency's FOAs. The following site usage were reported for the U.S. Department of Agriculture (USDA) for the majority of the 2011 time period from October 1, 2010 through July 31, 2011:
  - 398,918 USDA FOA page views;
  - 15,375 Transfers to USDA's URL/domain from DisasterAssistance.gov;
  - 492 Links from USDA's domain to DisasterAssistance.gov; and
  - 6,220 Referrals from DisasterAssistance.gov's questionnaire with USDA FOAs that transferred into the site's registration process.
- Through DisasterAssistance.gov, USDA and its stakeholders are helped by providing referrals to and information on 13 agency FOAs related to food assistance, business loans, farm loans and more. DAIP's outreach and education efforts also help to raise awareness of these FOAs among the agency's stakeholders at the Federal, tribal, state and local levels. For example, the agency recently deployed an interface with the Food for Florida Disaster Supplemental Nutrition Assistance Program (D-SNAP) [the first state-based interface in the DAIP portfolio], began interface development efforts with Louisiana D-SNAP and developed new D-SNAP referral content.
- The portal provides qualitative cost savings related to decreased labor hours, automated tracking, reduced waste, fraud and abuse, and information-sharing, all of which helps DAIP and its partner agencies assist disaster

survivors more effectively. These savings will almost certainly grow in relative proportion to the growth of the portal and interface developments.

#### E-Loans (GovLoans):

- E-Loans are a single point of access for USDA customers to locate information on loan programs. The site provides quicker and easier access to program information on the web. It allows USDA to reduce costs and provides faster service to its customers.

#### Enterprise Human Resources Integration (EHRI):

- In addition to Office of Personnel Management maintaining for agencies their electronic Official Personnel Folders (eOPF), participating agencies get access to data provided by the eOPF Toolkit. This resource provides an online inventory of materials for the agency to reference policies, procedures, and communication campaign materials. Starting with assessment through maintenance, authorized users can access reference manuals and policy documents as well as sample presentations, letters and memos through OPM's secure portal. USDA was the first Federal Department to successfully begin using their E-Authentication credentials to access eOPF documents.
- Since the beginning of 2011, all USDA agencies have had the transfer functionality enabled, whereby eOPFs can be sent/received electronically to other agencies and to National Personnel Records Center (NPRC). This increases the efficiency and timeliness of the process and provides additional security of the Personally Identifiable Information contained in the eOPFs. As of November 25, 2011, USDA has transferred 6,899 eOPFs to NPRC and 591 eOPFs to other agencies.
- USDA worked with National Finance Center (NFC) and OPM to submit and receive the data feeds for the SF-2809s and TSP-1 and TSP-C into eOPF. These forms now flow directly from NFC's Employee Personal Page into the eOPF environment.
- USDA partnered with OPM to be the first Federal agency to help develop and test the internal control document for the SF-2810 to be loaded into eOPF.

#### E-Rulemaking:

- USDA's use of the Regulations.gov web site and the complimentary Federal Docket Management System (FDMS) is the Department's primary area of focus for increasing the public's participation in the process of developing and issuing regulations. USDA's fourteen rule-making agencies completed migration to the Federal Docket Management System (FDMS) on December 8, 2006. As a result, all USDA Federal Register rules, proposed rules, and notices have been made available for public comment on E Rulemaking's Regulations.gov since that time.
- The web site has made numerous improvements over the years to improve the user's experience, and as a result public participation has continued to increase since the site's inception. In 2007, USDA agencies posted 1,343 rules, proposed rules, and notice documents and received 9,773 comments from the public in response. In 2011, USDA agencies posted fewer rules, proposed rules, and notice documents -- 1,096 in all. But at the same time, USDA received 122,480 comments from the public in response. That is a 12-fold spike in public access since the portal's launch in 2007. This is a direct demonstration of the public's increased participation in USDA's rulemaking process.

#### E-Training:

- 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.
- In 2011, the AgLearn program measured an estimated cost avoidance of about \$27 million. Considering that the AgLearn budget was only about \$5 million, this represents an overall USDA return on investment of approximately 540 percent.

- With its substantial buying power, AgLearn was able to renegotiate an enterprise license for SkillSoft content for USDA-wide use at significantly reduced costs. In addition, AgLearn renegotiated a reduced rate for requesting agencies to the Rosetta Stone suite of language courses.
- More than 125,000 AgLearn users (including employees, contractors and partners) completed almost 700,000 training events (e.g., online courses, webinars, and classes) during 2011. AgLearn delivered Department-wide Security Awareness, Privacy Basics, PII, and Ethics mandatory trainings. AgLearn has currently more than 15,000 active courses, including more than 8,000 agency-specific courses.

#### Financial Management LoB:

- The Financial Management LoB is focused on financial systems improvements in coordination with the Chief Financial Officers Council (CFOC). There are thousands of interrelated systems and hundreds of stakeholders, including the Chief Financial Officer (CFO), Chief Information Officer (CIO), and Chief Administrative Officer (CAO) communities across all Departments and agencies.
- The Financial Management LoB provides the Department of Agriculture (USDA) with standards, requirements, tools, and services to support USDA's financial management activities. USDA benefitted from information sharing across the Federal community on standards and best practices in implementing financial systems based on commercial software products used across government.
- In 2011, USDA supported the Financial Management LoB through the continued deployment of Financial Management Modernization Initiative, a new financial system that replaces USDA's legacy financial system. FMMI is based upon SAP Enterprise Resource Planning (ERP) 6.0, an advanced, web-based, financial-management system that provides general accounting, funds management, and financial-reporting capabilities. Since beginning operation in the middle of 2010, FMMI has been deployed to twenty-seven of USDA's twenty-nine administrative organizations. USDA also chairs the SAP Customer Control Board to exchange information and ensure that future product releases and enhancements are aligned with Federal standards.
- Automation of the verification process could help to minimize the administrative burden on the contracting, procurement and grant communities by reducing the amount of time it takes to verify eligibility. Additionally, utilizing the electronic invoicing system, Internet Payment Platform, will help the agency reduce the cost of entering and verifying invoices.
- The establishment of GOVerify will assist the Federal community to make accurate payments. Additionally, utilization of the Internet Payment Platform can help federal procurement staff by streamlining the invoicing process.
- A full implementation of Treasury's electronic invoicing solution is expected to generate \$450 million in savings across the Federal Government.

#### Geospatial LoB:

- The Geospatial LoB will identify opportunities for optimizing and consolidating Federal geospatial-related investments to reduce the cost of government and improve services to citizens, and represents the planning foundation for the National Geospatial Platform, which is intended to provision spatially-enabled solutions to all government sectors.
- In 2011, the Enterprise Geospatial Management Office accelerated development and prototyping of a cloud-based enterprise geospatial platform is used to represent agency maps and data layers supporting the real-time national New Madrid emergency response exercise. Over 25 individuals from all program agencies were trained and provided access to the new GIS environment. The result was increased practitioner adoption of cloud-first approach to shared geospatial services, improved exchange of mission data, collaborative problem solving for mapping, and satisfaction of a key Secretarial strategic goal for geospatial emergency solutions. This prototype was recognized as the first implementation in the Federal Government, demonstrating USDA thought leadership, and provided lessons learned for a full production system now in development, to be delivered this fiscal year.
- Also in 2011, the Enterprise Geospatial Management Office and Geospatial Information Officer led the agency collaborative work team design of Departmental Streamlining Geospatial IT function transformation recommendations, which resulted geospatial being recognized as a core IT function supporting agriculture policy and programming. This critical work effort produced six core recommendations for reshaping the delivery of geospatial products and services, and provided the foundation for the department's first "Center of Excellence" initiative. The USDA Geospatial Center of Excellence (GeoCOE), now in implementation, is

1) extending geospatial capabilities equitably to all agencies; 2) productizing solutions as reusable commodities; 3) identifying cost sharing model to sustain GeoCOE capabilities and solutions; and 4) deploying the first USDA cloud-based geospatial platform service model to optimize public service value. Moreover, new public service models such as democratizing data, participatory governance, citizen science, and community mapping, for example, are now deployed through enterprise class geospatial solutions to better enable place-based decision-making.

#### GovBenefits.gov:

- GovBenefits.gov provides a self-service tool for citizens to get information about agency benefit programs, which reduces the need for traditional channels such as call centers and mail.
- GovBenefits.gov supports USDA's mission to work to reduce food insecurity in America by helping increase public awareness of USDA benefit programs and providing information on how to access safe, affordable and nutritious food.
- USDA features 34 benefit programs on GovBenefits.gov. The benefits programs include the Supplemental Nutrition Assistance Program, Special Supplemental Nutrition Program for Women, Infants and Children (WIC), Child Nutrition Programs, and the Farmer's Market Nutrition Program (provided by the Food and Nutrition Service), Farm Labor Housing Loan and Grant programs (provided by the Rural Housing Service), various farm loan and disaster assistance programs (provided through the Farm Service Agency), the Wildlife Habitat Incentives and other conservation programs (provided by the Natural Resources Conservation Service) and the Federal Crop Insurance Program (provided by the Risk Management Agency).

#### Grants.gov:

- Grants.gov provides a single location to publish grant funding opportunities and application packages, and provides a single site for the grants community to apply for grants using common forms, processes, and systems.
- In 2011, USDA posted 137 funding opportunities and 172 application packages on Grants.gov, and received 10,000 electronic applications via Grants.gov.
- Grants.gov has also allowed USDA to avoid the cost of maintaining its own front-end system to allow applicants to search and apply for grants online. However, the majority of the benefits are being realized by the public by eliminating the cost of submitting paper applications through the traditional mail delivery service.
- The Grants.gov APPLY function has helped reduce errors in grant applications submitted online through the site. USDA agencies attach an application package with their grants announcement informing potential applicants of the forms that are required to be submitted with their application. Grants.gov helps reduce errors by performing data validation, based on information in the agencies' application packages, to ensure that required fields in the application forms have been appropriately populated. If errors exist, the applicant is notified immediately and is able to correct the information before final submission to the government.

#### Grants Management LoB:

- USDA manages 199 grant programs that disburse over \$60 billion annually. USDA anticipates the key benefit to its bureaus will include having a centralized location to download all applications, make awards, and track awards to close out. Currently, USDA's grant programs are decentralized and function at the sub-agency level. The Grants Management LoB will impact all 13 grant-making bureaus, simplifying application processes, providing timely reporting and delivery of services, and increasing coordination among USDA service providers.
- The Grants Management LoB will lead to a reduction in the number of systems of record for grants data across USDA and the government, and the development of common reporting standards, improving USDA's ability to provide agency and government-wide reports on grant activities and results.
- The Grants Management LoB stakeholders, such as constituents, the public, and grantees, will benefit as well. Service to constituents will be improved through the standardization and streamlining of government-wide grants business processes. The public will receive time savings as a result of quicker notification and faster payments due to an automated system for grants processing.

#### Human Resource Management LoB:

- The Human Resource Management LoB improves USDA's internal efficiency and effectiveness by streamlining and automating the exchange of employee human resource information. USDA has reduced process cycle times and increased the accuracy on all EHRI information exchanges and transactions. It has enabled oversight and allowed agencies access to current raw data and easy-to-use strategic workforce planning/analysis tools.
- In a collaborative effort the Department has set out to establish a Human Resources (HR) footprint across all agencies: minimizing redundancies, increasing efficiencies and leveraging Information Technology (IT) enterprise licenses; thereby, reducing overall HR operations costs.
- HR's Enterprise Solution will deliver a common HR footprint—"ONE USDA," which is to be utilized by all USDA bureaus. Recently, the "ONE USDA" project team collaborated with the NFC project team to execute a two-week long business process requirements session. The objective of the session was to bring USDA functional subject matter experts together to represent their Mission Areas in the design of the future-state of HR operations, by leveraging agency and industry best practices, streamlining HR functional processes and standardizing HR across the Department prior to initiating system implementation. The session produced a draft common approach for the future-state execution of core HR operations, a high-level compilation of agency best practices, reference materials to be utilized by HR personnel across the Department and action items/next steps.
- In 2012, USDA will conduct the following high-level activities designed to achieve the initiative's goals:
  - Implementation of core functionality across all USDA agencies, by NFC;
  - Identification of vendor solutions for all non-core functions, through market research; and
  - Recommendation of vendors to leadership, through a non-core business case.

#### Integrated Acquisition Environment - Loans and Grants:

- This initiative helps USDA meet the requirements of the Federal Funding Accountability and Transparency Act (FFATA), which requires agencies to provide Data Universal Numbering System (DUNS) numbers for the Transparency Act web site. Since all contracts (and some grants) already require DUNS numbers, this initiative seeks to leverage the extant system to cover the remainder of Federal grant activity. This allows both the contracts and grants communities to feed information into the FFATA portal -- [USAspending.gov](http://USAspending.gov). The IAE contract with Dun and Bradstreet was expanded to allow assigning these unique identifiers and to assist Federal financial award reporting.

#### Integrated Acquisition Environment (IAE):

- IAE provides a secure business environment that facilitates and supports cost-effective acquisition of goods and services by agencies, with the goal of eliminating inefficiencies in the current Federal acquisition landscape. USDA uses the initiative's standards and best practices as it continues to enhance its Integrated Acquisition System.

#### Recreation One-Stop:

- The Recreation One-Stop initiative makes it easier for citizens to plan a vacation and make a reservation for a campsite, cabin, tour or permit at Forest Service recreation sites.
- In 2011, the Forest Service moved to full managing partner responsibilities significantly reducing annual costs (from \$300,000 annually to about \$150,000). This also eliminated duplicate paperwork, reduced reporting for the participating partners and provided correct alignment of the Recreation One-Stop initiative with the single agency administering all the contract vehicles that support and deliver the [www.recreation.gov](http://www.recreation.gov) portal and [www.RecData.gov](http://www.RecData.gov).
- The Forest Service benefited by reducing the costs associated with management of the overall initiative in the following ways:
  - The Recreation Information Database is beneficial to the Forest Service as it reduces the number of FTE's required to update data.
  - This system also increases usage, visibility, and awareness of recreational sites, activities and opportunities.

- Additionally, the Recreation One-Stop initiative saves the Forest Service time and resources by offering a central place to search and obtain site descriptions, recreation activities, reservations, directions, and links to more-detailed information about specific locations to citizens that are looking to utilize recreational services.
- The public can look at available sites in a specific geographic area at their convenience without visiting multiple sites. Recreation One-Stop shopping simplifies trip planning and making a reservation and allows the public to see locations they might not have otherwise considered.
- As a result, the Forest Service gets higher visibility for their campgrounds and sites which translates into increased usage and occupancy.

The following table reflects estimated USDA contributions and funding amounts for 2010 through 2013 to the E-Government Initiatives and Lines of Business.

<b>E-Government Initiative<sup>1</sup></b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Estimate</b>	<b>2013 Estimate</b>
1. Budget Formulation and Execution Line of Business	\$95,000	\$95,000	\$90,250	\$85,500
2. Disaster Assistance Improvement Plan	248,225	310,598	133,655	124,397
3. Enterprise Human Resources Integration (EHRI)	2,843,964	2,896,177	2,926,900	2,861,200
4. E-Rulemaking	548,126	425,000	403,750	382,500
5. E-Training	3,226,316	3,226,316	3,152,852	2,900,000
6. Financial Management Line of Business	75,000	75,000	71,000	67,500
7. Geospatial Line of Business	102,000	0	0	0
8. GovBenefits.gov	376,414	285,829	271,538	257,246
9. Grants.gov	520,732	529,802	503,312	476,822
10. Grants Management Line of Business	112,833	106,426	0	0
11. Human Resources Line of Business	260,870	260,870	248,063	234,783
12. Integrated Acquisition Environment – Loans and Grants	1,285,570	1,285,570	1,221,292	1,157,013
13. Integrated Acquisition Environment	416,683	615,145	584,388	553,630
14. Recreation One-Stop	50,000	0 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>
<b>USDA TOTAL</b>	<b>\$10,161,733</b>	<b>\$10,111,733</b>	<b>\$9,607,000</b>	<b>\$9,100,591</b>

<sup>1</sup> USDA participates in and benefits from 31 E-Government Initiatives and Lines of Business, but not all initiatives require a financial contribution. The table above provides USDA's actual contributions for 2010 and 2011 and estimated contributions for 2012 and 2013 for only those initiatives that require financial contributions.

<sup>2</sup> Beginning in 2011, the USDA Forest Service assumes the managing partner role in the Recreation One-Stop initiative. The USDA contribution of \$50,000 will no longer come from the E-Government reimbursable account, but rather it is budgeted in the Forest Service regular appropriations.