2015 Explanatory Notes
Office of the Chief Information Officer

Contents

OFFICE OF THE CHIEF INFORMATION OFFICER

Purpose Statement

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

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

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

OCIO also has direct management responsibility for IT desk top and end-user services through the International Technology Services. This includes the consolidated IT activities for the Farm Service Agency, the Natural Resources Conservation Service, and Rural Development mission area.

The OCIO Headquarters is located in Washington, D.C. As of September 30, 2013, there were 1,019 full-time permanent employees funded by appropriated, reimbursed, and Working Capital Funds.

OIG Reports - Completed

| #88501-1-11 | 2/2011 | Statement on Standards for Attestation Engagements #16, Report on Controls at the National Information Technology Center |

OIG Reports – In Progress

#50501-15-FM	11/2009	Fiscal Year 2009 Federal Information Security Management Act Report - This audit contained 14 recommendations. OCFO has granted final action 11. Remediation action on remaining recommendations is ongoing. (2/3/14) Closure on two recommendations is dependent on final publication of two Departmental Regulations (Privacy and IT Security Configuration Management)
#50501-02-IT	11/2010	Fiscal Year 2010 Federal Information Security Management Act Report - This audit contained 19 recommendations. OCFO has granted final action on seven. Remediation action on remaining recommendations is ongoing. (2/3/14)
#50501-2-12	11/2011	Fiscal Year 2011 Federal Information Security Management Act Report - OCIO and OIG have reached Management Decision on four of the eight recommendations from this audit. Request for Final Action is being prepared for the CIO's review and signature. OCIO and OIG continue to work closely to achieve Management Decision

on the remaining four recommendations (2/3/14). Remediation actions started and continue in the absence of Management Decision.

#50501-01-IT   8/2011   USDA's Management and Security over Wireless Handheld Devices - The audit resulted in five recommendations for corrective action by OIG. Remediation actions are underway. (2/3/14) One recommendation is closed. Remediation actions are still underway and OCIO is in the process of documenting remediation actions status.

#50501-0003-12   11/2012   Fiscal Year 2012 Federal Information Security Management Act Report - This audit contained six recommendations. CIO and OIG have reached Management Decision on four of the recommendations. OCIO and OIG continue to work closely to achieve Management Decision on the remaining two recommendations.

GAO Reports - Completed

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

#11-638   Green Information Technology: Agencies Have Taken Steps to Implement Requirements, But Additional Guidance on Measuring Performance Needed

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

#10-701   7/2010   Information Technology: OMB's Dashboard Has Increased Transparency and Oversight, but Data Accuracy Improvement Needed

#10-202   3/2010   Federal Information Security Initiatives, FDCC/TIC/Einstein
USDA responded to the Draft report in 2009. GAO had no recommendations for USDA in the final report to Congress. Therefore, no further action is required.

#11-43   12/30/11   Information Security - Federal Agencies Have Taken Steps to Secure Wireless Networks but Further Actions Can Mitigate Risk - There were 5 recommendations from this audit. Completion of actions on Recommendations 1 and 2 are pending publication of USDA policies on Wireless Security and Security over Wireless Devices when Traveling Internationally. USDA originally estimated these policies would be completed by 9/30/11 (revised to 12/3011). However, due to resource limitations in the IT Security area, finalization of these policies has not been completed. Recommendations three and four addressed specific wireless network issues in Lakewood, CO and Washington, DC, respectively. These issues were addressed via CIO guidance memo issued 1/30/11. No additional information or status has been requested by GAO.

#11-605   6/2011   Social Media – Federal Agencies Need Policies and Procedures for Managing and Protecting Information They Access and Disseminate - Facebook and Twitter PIAs have been reviewed and posted to USDA.gov. The You Tube PIA is being worked on by Office of Communication. GAO has not requested further information from USDA on this audit.

#11-565   7/2011   Data Center Consolidation - Agencies Need to Complete Inventories and Plans to Achieve Expected Savings – USDA provided an updated inventory and data center consolidation plan to OMB addressing all findings in September 2011. Follow-on audit (GAO-12-742) of the same title recommended further actions related to inventories and plans (See GAO Report GAO-12-742, dated July 19, 2012). GAO has not requested further information from USDA on this audit.

GAO Reports – In Progress

#08-525   6/2008   Information Security - Federal Agency Efforts to Encrypt Sensitive Information are Under Way, but Work Remains - 1/24/11 – USDA updated GAO on the status of the Statement of Action in July 2010. GAO followed-up with requests for additional documentation on recommendations 1 through 3. Additional information was provided by NITC in August 2010. GAO has not requested any further information from USDA on this audit. 1/22/2013 – The Whole Disk Encryption (WDE) System remains fully operational. There are 18 USDA Agencies and over 82,000 devices currently using the system. Risk Management Agency (RMA) has migrated completely off the system and is using other technologies.   Agriculture Marketing Service (AMS) and International Technology Services (ITS) are in the process of migrating off the MEE solution to other technologies. (1/23/13) ACIO ASOC/CISO is in process of gathering documentation to provide to GAO to substantiate completion/progress on mitigation activities.

OFFICE OF THE CHIEF INFORMATION OFFICER

Available Funds and Staff Years (SYs)
(Dollars in thousands)

Item	2012 Actual Amount	SYs	2013 Actual Amount	SYs	2014 Estimate Amount	SYs	2015 Estimate Amount	SYs
Salaries and Expenses:								
Discretionary Appropriation......	$44,031	102	$44,031	115	$44,031	129	$45,199	129
Rescission...	-	-	-1,192	-	-	-	-	-
Sequester...	-	-	-2,189	-	-	-	-	-
Adjusted Appropriation..............	44,031	102	40,650	115	44,031	129	45,199	129
Lapsing Balances............................	-34	-	-199	-	-	-	-	-
Obligations....................................	43,997	102	40,451	115	44,031	129	45,199	129
Obligations under other USDA appropriations:								
Reimbursements:								
Innovation & Emerging								
Architecture................................	400	-	-	-	-	-	-	-
Geospatial IS................................	8,330	-	8,330	6	8,130	-	8,130	-
NTIA Spectrum............................	1,715	-	1,642	-	1,732	-	1,732	-
Contract Management.................	1,350	-	-	-	-	-	-	-
Other Activities............................	425	-	1,128	-	449	-	193	-
Total, Agriculture Appropriations	12,220	-	11,100	6	10,311	-	10,055	-
Working Capital Fund: a/								
Information Technology.............	379,500	827	380,945	833	390,044	941	400,479	943
NITC (Non-USDA).......................	10,445	38	11,195	38	19,626	54	20,056	52
Capital Equipment........................	2,356	-	3,563	-	1,303	-	3,627	-
Purchase Card Rebate..................	-	-	1,087	-	4,250	-	-	-
Total, WCF..	392,301	865	396,790	871	415,223	995	424,162	995
Total, OCIO......................................	448,518	967	448,341	992	469,565	1,124	479,416	1,124

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

OFFICE OF THE CHIEF INFORMATION OFFICER

Permanent Positions by Grade and Staff Year Summary a/

| Item | 2012 Actual | | | 2013 Actual | | | 2014 Estimate | | | 2015 Estimate | | |
	Wash. D.C.	Field b/	Total	Wash. D.C.	Field b/	Total	Wash. D.C.	Field b/	Total	Wash. D.C.	Field b/	Total
ES..........................	6	-	6	7	-	7	7	-	7	7	-	7
GS-15.....................	18	2	20	14	4	18	17	4	21	18	4	22
GS-14.....................	34	8	42	42	6	48	46	6	52	46	6	52
GS-13.....................	13	6	19	11	7	18	17	7	24	16	7	23
GS-12.....................	5	3	8	10	3	13	11	3	14	12	3	15
GS-11.....................	5	-	5	4	-	4	5	-	5	4	-	4
GS-10.....................	1	-	1	1	-	1	1	-	1	1	-	1
GS-9.......................	-	-	-	4	-	4	3	-	3	3	-	3
GS-8.......................	2	-	2	1	-	1	1	-	1	1	-	1
GS-7.......................	2	-	2	-	-	-	-	-	-	-	-	-
GS-5.......................	1	-	1	-	-	-	1	-	1	1	-	1
GS-4.......................	5	1	6	1	-	1	-	-	-	-	-	-
Total Perm. Positions...........	92	20	112	95	20	115	109	20	129	109	20	129
Unfilled, EOY	3	-	10	-	-	-	-	-	-	-	-	-
Total, Perm. Full-Time Employment, EOY....................	89	20	102	95	20	115	109	20	129	109	20	129
Staff Year Est........	92	20	112	101	20	121	109	20	129	109	20	129

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

b/ Field employees are located in Kansas City, MO. Staffs work on all Security Incident Processing and Validation.

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MOTOR VEHICLE FLEET DATA

Size, Composition and Cost of Motor Vehicle Fleet

OCIO-International Technology Services (ITS) is the in-house provider of information technology service and support for over 45,000 USDA Service Center Agency (SCA) employees at 3,400 field, State, and headquarters offices located across all 50 U.S. States. All ITS support offices are co-located with SCA's field offices. The SCAs consist of Farm Service Agency (FSA), Rural Development (RD) and the Natural Resources Conservation Service (NRCS). Our customers are FSA, NRCS, and RD and their respective partner organizations.

The current OCIO-ITS fleet consists of GSA leased vehicles.   They are used by IT specialists and support teams to assist in keeping the computing environment operating and ensure that computers, applications, networks, and communication technologies are fully functional. The agencies can then focus on supporting the efforts of the farmers, property owners, and rural communities. ITS uses its fleet to support best industry practices, to organize IT resources and personnel efficiently, and to deploy them where and when they are needed. ITS fleet service allows its employees to travel to other SCA locations and maintain a unified organization dedicated to supporting both the shared and diverse IT requirements of the SCAs and their partner organizations. ITS also use the fleet to address issues with malfunctioning IT equipment at these locations.

OCIO no longer has agency owned vehicles. All vehicles are leased through GSA. For 2015 OCIO is adding 21 additional GSA leased vehicles because the SCAs no longer allow Technical Services Division (TSD) staff to use the agency vehicles. With the recent budget situation, agencies are scaling back their fleet and reviewing ways to cut maintenance and fuel cost. As a result, some SCA locations have notified TSD Group Managers that TSD staff can no longer use their fleet. This has caused scheduling problems which ultimately impact customer service and ITS' ability to meet our Service Level Agreements.

OCIO's current fleet is based on mission and geographic needs. As of September 30, 2013, ITS' has 225 leased GSA vehicles and NITC has 2 leased GSA vehicles. ITS continues to lease vehicles from GSA to provide IT support to the SCAs within USDA.

Changes to the motor vehicle fleet. Replacement of 17 of the vehicles and an increase of 21 has been proposed for 2015.

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

Impediments to managing the motor vehicle fleet. There are none at this time.

OFFICE OF THE CHIEF INFORMATION OFFICER

MOTOR VEHICLE FLEET DATA

Size, Composition, and Annual Cost
(Dollars in thousands)

Fiscal Year	Sedans and Station Wagons	Light Trucks, SUVs and Vans		Medium Duty Vehicles	Ambulances	Buses	Heavy Duty Vehicles	Total Number of Vehicles	Annual Operating Cost ($ in 000)
		4X2	4 X 4						
*2009	120	90	10	0	0	0	0	220	$500
Change	-24	**+20	+9	0	0	0	0	+5	+ $495
2010	96	110	19	0	0	0	0	225	***$995
Change	+20	-19	1	0	0	0	0	+2	+$3
2011	116	91	20	0	0	0	0	227	$998
Change	0	0	0	0	0	0	0	0	0
2012	116	91	20	0	0	0	0	227	$998
Change	0	0	0	0	0	0	0	0	0
2013	116	91	20	0	0	0	0	227	$998
Change	+10	+1	0	0	0	0	0	+11	+$27
2014	126	92	20	0	0	0	0	238	$1,025
Change	+38	-15	-2	0	0	0	0	+21	+$4
2015	164	77	18	0	0	0	0	259	$1,029

*ITS expanded fleet services in 2009 to support the SCAs.

**ITS requested and leased bigger vehicles to transport large IT and telecommunications equipments to multiple sites and locations.

***Please note that 2009 was the first year that OCIO leased vehicles. Vehicles were received from GSA at various times during the fiscal year; therefore, the total cost of leasing vehicles in 2009 was not realized.

OFFICE OF THE CHIEF INFORMATION OFFICER

The estimates include appropriations language for this item as follows (new language underscored; deleted matter enclosed in brackets):

Salaries and Expenses:
For necessary expenses of the Office of the Chief Information Officer, [$44,031,000, of which not less than $27,000,000 is for cybersecurity requirements of the Department] $45,199,000.

This change in language allows OCIO the flexibility to manage its appropriation in a more efficient manner.

Lead-off Tabular Statement

Budget Estimate, 2015...	$45,199,000
2014 Enacted..	44,031,000
Change in Appropriation..	+1,168,000

Summary of Increases and Decreases
(Dollars in thousands)

	2012 Actual	2013 Change	2014 Change	2015 Change	2015 Estimate
Discretionary Appropriations:					
Office of the Chief Information Officer...........................	$44,031	-$3,381	+$3,381	+$1,168	$45,199

Project Statement
Appropriations Detail and Staff Years (SYs)
(Dollars in thousands)

Program	2012 Actual Amount	SYs	2013 Actual Amount	SYs	2014 Estimate Amount	SYs	Inc. or Dec. Amount	SYs	2015 Estimate Amount	SYs
Discretionary Appropriations:										
Office of the Chief Information Officer…................................	$44,031	102	$40,650	115	$44,031	129	+$1,168 (1)	-	$45,199	129
Rescission, Transfer, and Seq. (Net)................................	-	-	3,381	-	-	-	-	-	-	-
Total Appropriation...................	44,031	102	44,031	115	44,031	129	1,168	-	45,199	129
Rescission..	-	-	-1,192	-	-	-	-	-	-	-
Sequester..	-	-	-2,189	-	-	-	-	-	-	-
Total Available.............................	44,031	102	40,650	115	44,031	129	+1,168	-	45,199	129
Lapsing Balances.............................	-34	-	-199	-	-	-	-	-	-	-
Total Obligations........................	43,997	102	40,451	115	44,031	129	+1,168	-	45,199	129

OFFICE OF THE CHIEF INFORMATION OFFICER

Project Statement
Obligations Detail and Staff Years (SYs)
(Dollars in thousands)

Program	2012 Actual		2013 Actual		2014 Estimate		Inc. or Dec.		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
Discretionary Obligations:										
Office of the Chief Information Officer...............................	$43,997	102	$40,451	115	$44,031	129	+$1,168 (1)	-	$45,199	129
Total Obligations......................	43,997	102	40,451	115	44,031	129	+1,168	-	45,199	129
Lapsing Balances...........................	34	-	199	-	-	-	-	-	-	-
Total Available...........................	44,031	102	40,650	115	44,031	129	+1,168	-	45,199	129
Rescission.....................................	-	-	1,192	-	-	-	-	-	-	-
Sequester......................................	-	-	2,189	-	-	-	-	-	-	-
Total Appropriation...................	44,031	102	44,031	115	44,031	129	+1,168	-	45,199	129

Justification of Increases and Decreases

Base funds will allow the Office of the Chief Information Officer to continue to provide guidance, leadership and coordination for the Department's information management, technology investment and cyber security activities in support of USDA program delivery.

(1) An increase of $1,168,000 for the Office of the Chief Information Officer ($44,031,000 and 129 staff years available in 2014).

  (a) An increase of $175,000 for pay costs ($40,000 for annualization of the 2014 pay increase and $135,000 for the 2015 pay increase).
    The proposed funding level is needed to cover pay and benefit cost increases for existing staff. This will ensure adequate resources available to continue to allow the office to carry out its full range of responsibilities and support program delivery.

  (b) An increase of $993,000 to fund decentralized GSA and Security Payments.
    USDA proposes in FY 2015 the decentralization of GSA Rental Payments and DHS payments. The amount shown as an increase is the equivalent share of the current GSA Rent and DHS central appropriations based upon current space occupancy across the continental United States. The appropriations request for the central GSA rent account and the DHS payment account have been reduced accordingly.

OFFICE OF THE CHIEF INFORMATION OFFICER

Geographic Breakdown of Obligations and Staff Years
(Dollars in thousands and Staff Years (SYs))

State/Territory	2012 Actual		2013 Actual		2014 Estimate		2015 Estimate	
	Amount	SYs	Amount	SYs	Amount	SYs	Amount	SYs
District of Columbia..	$41,648	82	$38,079	95	$41,635	109	$42,779	109
Kansas City, MO.......	2,349	20	2,372	20	2,396	20	2,420	20
Obligations.................	43,997	102	40,451	115	44,031	129	45,199	129
Lapsing Balances......	34	-	199	-	-	-	-	-
Total, Available.........	44,031	102	40,650	115	44,031	129	45,199	129

Classification by Objects
(Dollars in thousands)

		2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
Personnel Compensation:					
	Washington D.C...	$9,796	$10,599	$12,245	$12,532
	Kansas City, MO...	1,850	1,873	1,888	1,910
11	Total personnel compensation..........................	11,646	12,472	14,133	14,442
12	Personal benefits...	3,094	3,416	3,785	3,947
13.0	Benefits for former personnel...........................	102	-	-	-
	Total, personnel comp. and benefits............	14,842	15,888	17,918	18,389
Other Objects:					
21.0	Travel and transportation of persons...............	160	113	155	155
22.0	Transportation of things.....................................	38	28	55	55
23.1	Rental payments to GSA....................................	-	-	-	954
23.3	Communications, utilities, and misc. charges..	681	278	415	415
24.0	Printing and reproduction..................................	147	103	145	145
25.2	Other services from non-Federal sources........	13,697	12,652	13,643	13,685
25.3	Other purchases of goods and services from Federal sources.....................................	13,940	11,011	11,365	11,066
26.0	Supplies and materials..	394	141	160	160
31.0	Equipment..	98	237	175	175
	Total, Other Objects..	29,155	24,563	26,113	26,810
99.9	Total, New Obligations...............................	43,997	40,451	44,031	45,199

Position Data:

	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
Average Salary (dollars), ES Position...........................	$165,913	$166,000	$170,000	$171,500
Average Salary (dollars), GS Position..........................	$110,943	$104,722	$106,090	$108,537
Average Grade, GS Position...	13.8	13.6	13.7	13.8

Shared Funding Projects
(Dollars in thousands)

	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
Working Capital Fund:				
Adminstration:				
Beltsville Service Center..	$72	$43	$52	$54
Mail and Reproduction Management....................................	220	184	163	226
Integrated Procurement System..	405	395	395	407
Prrocurement Operations...	-	2,440	2,382	2,382
Subtotal..	697	3,062	2,992	3,069
Communications:				
Creative Media & Broadcast Center.......................................	238	120	228	189
Finance and Management:				
NFC/USDA..	165	220	256	273
Controller Operations...	414	372	953	956
Financial Systems..	426	431	413	408
Internal Control Support Services...	279	177	196	138
Subtotal..	1,284	1,200	1,818	1,775
Information Technology:				
NITC/USDA...	24,012	34,153	28,332	29,034
International Technology Services...	3,733	7,557	8,090	7,389
Telecommunications Services..	15,968	14,141	17,170	21,347
Subtotal..	43,713	55,851	53,592	57,770
Correspondence Management...	13	34	30	35
Total, Working Capital Fund..	45,945	60,267	58,660	62,838
Department-Wide Reimbursable Programs:				
1890's USDA Initiatives...	31	31	28	28
Continuity of Operations Planning...	17	22	20	20
E-GOV Initiatives HSPD-12...	63	69	63	63
Emergency Operations Center..	24	24	22	22
Facility and Infrastructure Review and Assessment.............	-	4	4	4
Faith-Based Initiatives and Neighborhood Partnerships......	4	4	4	4
Federal Biobased Products Preffered Procurement Program.	4	4	3	3
Hispanic-Serving Institutions National Program....................	20	21	19	19
Honor Awards...	1	-	1	1
Human Resources Transformation (inc. Diversity Council)..	17	17	15	15
Intertribal Technical Assistance Network...............................	20	-	-	-
Medical Services..	4	5	6	6
Personnel and Document Security..	19	123	127	127
Pre-authorizing Funding...	35	36	35	35
Retirement Processor/Web Application.................................	5	6	5	5
Sign Language Interpreter Services..	14	16	18	18
TARGET Center...	9	10	9	9
USDA 1994 Program..	8	8	7	7
Virtual University...	21	22	19	19
Visitor Information Center...	8	9	9	9
Total, Department-Wide Reimbursable Programs...............	324	431	414	414

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	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
E-Gov:				
Budget Formulation and Execution Line of Business............	1	1	1	1
Enterprise Human Resources Intigration.................................	29	26	21	21
E-Rulemaking..	-	-	10	10
E-Training...	37	32	26	26
Financial Management Line of Business.................................	1	2	2	2
Geospatial Line of Business...	-	1	-	-
Human Resources Line of Business..	2	3	3	3
Integrated Acquisition Environment - Loans and Grants......	12	14	18	18
Integrated Acquisition Environment.......................................	6	7	6	6
Total, E-Gov...	88	86	87	87
Agency Total...	46,357	60,784	59,161	63,339

STATUS OF PROGRAM

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

Current Activities:

Expanding Electronic Government:

USDA Initiatives: Progress made in recent years allows USDA to continue its Department-wide approach to delivering shared services. Participation in these services is strong, with USDA agencies actively involved in the Enterprise-wide shared services: USDA's eAuthentication Service, AgLearn, Enterprise Correspondence Management Modules, the Enterprise Architecture Repository (EAR), capital planning investment tools, and Enterprise IT Solutions. The Enterprise IT Solutions introduced new Cloud services, offered internal and external services (Infrastructure as a Service, Platform as a Service, and Managed Hosting), and utilized "green" industry best practices. In 2013, USDA.gov implemented USASearch, providing significant improvements to USDA.gov search technology while allowing the Department to leverage the free, open-source technology provided by GSA. The tool allows USDA to deliver a modernized and customer-centric search experience on USDA.gov with relevant, multi-channel content. In addition to, website users now enjoy a better search experience with enhancements including social media integration in search results with Flickr, Twitter, and YouTube, and fast results returned in less than 400 milliseconds.

USDA Participation in E-Government Initiatives: USDA participates in 12 E-Government Presidential Initiatives and Lines of Business (LoB). USDA is an active participant in the development of a government-wide infrastructure to support Homeland Security Presidential Directive 12 (HSPD-12). Participation includes active engagement with other Federal Agencies including GSA and the U. S. Postal Service on government-wide HSPD-12 related initiatives. Additionally USDA is making significant progress in implementing continuity of operations communications capabilities to meet the requirements of the National Communications System Directive 3-10 (NCSD 3-10). In addition, OCIO is also participating in the U.S. Postal Service - Federal Cloud Credential Exchange pilot, which will provide a centralized interface between agencies and approved identity providers. The objectives of this initiative are to reduce costs and complexity, speed up the integration timeline for new identity service providers, and decrease authentication costs to the Federal Government through centrally negotiated rates.

In 2014, the OCIO will provide an estimated $9,703,502 to fund 8 E-Government Presidential Initiatives and 4 Lines of Business (LoB) Initiatives (see table below). Also, in 2014 OCIO will continue its relationship with Geospatial initiatives Managing Partners, the Department of Interior (DOI). DOI is crediting USDA with in-kind services for the value of $225,000 and has changed the status from Agency Contribution (Cash) to Agency In-Kind. By participating in the E-Government Initiatives and LoBs, USDA has improved its business processes and program delivery to its customers, employees, and partners. Through these efforts, USDA has been able to work with other Federal agencies to streamline common areas of business delivery (e.g. rulemaking, payroll, and grants management) and learn from best practices throughout the government. The Department will continue to implement these Initiatives and LoBs to achieve further benefits for its customers.

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OCIO-Funded E-Government Presidential Initiatives and Lines of Business	
Initiatives	Lines of Business (LoB)
Disaster Assistance Improvement Plan	Budget Formulation and Execution LoB
Enterprise Human Resources Integration (EHRI)	Financial Management LoB
E-Rulemaking	Geospatial LoB
E-Training	Human Resources Management LoB
Benefits.gov	
Integrated Acquisitions Environment (IAE)	
Integrated Acquisitions Environment (IAE) – Loans and Grants	
Grants.gov	

Enterprise Architecture: Enterprise Architecture (EA) is a process of translating business vision and strategy into effective enterprise change by creating, communicating and improving the key requirements, principles and models that describe the enterprise's future state and enable its evolution. The USDA EA Program's purpose is to define the "corporate" or enterprise-wide view and standards for IT infrastructure that are business driven and interoperable across agencies; including hardware, software, information management, and security. OCIO developed an enterprise-wide EA view that represents the current target architecture as well as transition plans to achieve target/future-state architectures for USDA's agencies.

2014 EA activities include:
- Refinement of the USDA technology standards;
- Participation in Open Government, Data.Gov, Digital Strategy, and Open Data Policy Initiatives—increasing the publication of USDA data on the Data.gov website and in OMB MAX portal;
- Update the enterprise roadmap as a part of the USDA Information Resource Management Strategic Plan;
- Participate in the Enterprise IT Governance Process; and
- Finalize development of a Security Architecture Blueprint.

Capital Planning and Investment Control (CPIC) and IT Governance: CPIC is the primary process for making investment decisions, assessing investment process effectiveness, and refining investment related policies and procedures. CPIC is mandated by the Clinger-Cohen Act, which requires agencies to use a disciplined process to acquire, use, maintain and dispose of IT. CPIC accomplishes these requirements through three phases: Select Phase, Control Phase, and Evaluate Phase. The OCIO coordinates the Department's CPIC, IT budgeting, and performance management processes. OCIO is responsible for ensuring that the Department's IT investments deliver products that result in an effective and efficient set of business benefits to agencies, while providing a positive return on the IT investments for taxpayers. The Department's Executive IT Information Resources Board (E-Board) serves as the USDA senior authoritative body charged with the oversight of IT investments with consideration to government "best practices," as well as Office of Management and Budget (OMB) Federal Acquisition Regulation and USDA official guidance. OCIO conducts on-going Technical Status Reviews (TechStat) and Portfolio Status Reviews (PortfolioStat) to provide oversight of IT investments that are poorly performing or underperforming.
IT Governance and Portfolio Management reforms are underway to:
- Align IT investments tightly with business and mission outcomes;
- Create a collaborative and transparent portfolio management process that drives stakeholder accountability; and
- Eliminate IT redundancies and duplications;

IT Acquisition Approval Review (AAR) Process: The IT acquisition approval process is an OCIO control activity where the CIO approves all USDA IT acquisitions valued at $25,000 and above. OCIO technical reviews are conducted on each acquisition approval request to ensure conformity with USDA EA, USDA telecommunications standards and practices, IT security considerations, and CPIC requirements. The OCIO works with agencies to ensure that approved IT acquisition requests provide the necessary information, as part of the Enterprise IT Governance Process.

Information Management: Information management (IM) is the collection and management of information from one or more sources and distributes that information to one or more audiences. USDA's current information

management environments comprise legacy information resident within LoB applications; e.g: Enterprise Content Management (ECM), Electronic Records Management, Business Process Management, Email Management, Information Organization and Access, Knowledge Management, Web Content Management, Document Management and Enterprise 2.0 technology solutions. The CIO is responsible for managing this information throughout the information lifecycle regardless of source or format (data, paper documents, electronic documents, audio, video, etc.) and for delivery through multiple digital channels including mobile phones and web interfaces. In 2014, OCIO will continue improving IM across the Department by promoting mandatory records management training, Section 508 training, and partnering with USDA agencies to improve accessibility for persons with disabilities.

Policy, Directives, and Strategic Planning: OCIO streamlined the Departmental Directives approval process using Lean Six Sigma methodology, and reduced the process time from 180 business days to 32 business days. OCIO processed 87 Departmental Directives, Notices, and other policies. Currently, there are over 56 new and revised IT directives in development to address key policy gaps, audit recommendations, and OCIO management priorities. OCIO is currently performing a policy program assessment to benchmark USDA's program against industry (IT Policy Office) best practices. The resulting assessment will produce a roadmap (to be delivered in FY 2014) for policy program improvement including performance metrics. OCIO created a central repository, as an aid for IT program/project managers, of IT investment life cycle project management policies, deliverables templates, standards, and best practices.

Per OMB's guidance (M-13-09), dated March 27, 2013, OCIO developed and submitted a draft version of a USDA IT Strategic Plan (FY 2014 – 2018) in May 2013. The plan lays out six strategic goals: 1) align IT investments with mission and business priorities; 2) enable innovative business driven solutions; 3) optimize the use and value of IT; 4) secure USDA IT systems and data; 5) enable information as an asset; and 6) develop a world-class workforce. It is anticipated that the final plan will be vetted, approved, and published in February 2014, per OMB's requirements, in coordination with the President's 2015 Budget Submission to Congress.

Privacy Office: The Privacy Act of 1974, 5 U.S.C. § 552a, Public Law No. 93-579, (Dec. 31, 1974) established a Code of Fair Information Practice that governs the collection, maintenance, use, and dissemination of personally identifiable information about individuals that is maintained in systems of records by Federal agencies. The USDA's Freedom of Information Act (FOIA) program operates under the direction of USDA's CIO and the Assistant Secretary for Administration. The Privacy Office continues to review and revise the privacy checklist and privacy templates. In 2013, the Privacy Office started an initiative to convert current privacy documentation to a Section 508 compliant version. Thus far, we have converted the Privacy Threshold Analysis to a Section 508 compliant template.

Freedom of Information Act: In accordance with the FOIA 5 U.S.C § 552, President Obama's FOIA memorandum and Attorney General Holder's FOIA guidelines, the USDA must promptly disclose agency records to requesters unless withholding is permissible under one or more of the nine FOIA exemptions or three statutory exclusions.

In 2013, the Policy and Directives received 218 FOIA requests, 4 consultations and 5 appeals for review and processing. This marks a 50 percent increase from 2012. Of the requests received, more than 70 percent were complex and needing heavy coordination with multiple agencies. A total of 80 percent of the requests received during the current fiscal year were closed prior to the start of fiscal year 2014. The P&D division in collaboration with the Office of General Counsel and the FOIA Training Subcommittee created a light FOIA training module. This module is intended for all USDA FOIA personnel and provides a brief overview of the Department's FOIA program, statutory requirements, processing procedures, and commonly used exemptions.

Cyber Security: OCIO continues to operate its progressive strategy to improve USDA's information security via: 1) information security awareness training; and 2) revising and updating standardized computer security policies, processes and controls within the Department. The consolidation of the Agriculture Security Operations Center (ASOC) and oversight and compliance program responsibilities has provided integration of operational security management, and oversight and compliance functions at USDA.

OCIO has begun the transition and initial implementation of a **National Institute of Standards and Technology** (NIST) compliant Continuous Monitoring process, as defined by FISMA, via an ongoing assessment and authorization model. The result is the establishment of independent assessment of approximately one-third of selected system controls each fiscal year. In 2014, OCIO will continue working with the Department of Homeland Security (DHS) and their Continuous Diagnostics and Mitigation Program to develop and fully implement an Information Security Continuous Monitoring Strategy at USDA. In 2014, USDA will expand security operations and compliance processes to fully transition to *Continuous Monitoring*, which will eventually provide real-time monitoring for IT systems, hardware, inventories, and other security-related statuses. Annual concurrency reviews will be required for oversight and compliance for systems moving into the continuous assessment and authorization implementation plan.

In 2014, OCIO will continue to improve and implement the following within CSAM:
- Implementation of common controls (program, policy and data center inheritable controls) in CSAM;
- Leverage the new features afforded with CSAM Version 3.0, Build 11 to support the further transition into continuous monitoring as required by FISMA; and
- Continue to participate in the CSAM Executive Advisory Board with the Department of Justice's LoB to provide input and guidance as they further perfect the CSAM tool to meet the reporting requirements and process for further implementation into continuous monitoring and FedRAMP requirements.

ASOC: In 2010 OCIO established the ASOC. The ASOC is now operational and has taken responsibility for the ongoing enterprise security operations functions of USDA. ASOC provides operational support and continuous monitoring and analysis of the USDA backbone and USDA agency networks from a central enterprise perspective. ASOC monitors, collects and analyzes key data to identify patterns that indicate exploitation of vulnerabilities, intrusions, and malicious activities. ASOC provides near-real-time analytical support of incident handling activities using tools, sensors, and security-collection and analysis systems. Priorities have been established to provide continuous 24/7 monitoring, detection, and alerting capabilities, which in turn will enhance the overall assessment capability of USDA to cyber-security threats.

A multi-year pilot was initiated for Enterprise-wide Vulnerability Scanning to compare results across agencies and tools sets. Additional data sets were added from several agencies into Trustwave, a real-time software tool which collects data across disparate security technologies to reduce vulnerabilities by streamlining real time incident analysis and compliance reporting.

Secure Communications: USDA is actively procuring and installing secure communications in support of the National Communications System Directive (NCSD) 3-10, Minimum Requirements for Continuity Communications Capabilities, at the Headquarters Facility, the Alternate Operating Facility, and the Devolution Facility. This will allow USDA to perform its National Essential Functions before, during, and in the aftermath of an emergency.

In 2011 the ASOC established a presence in Kansas City for Secure Communications and worked closely with USDA's Office of Homeland Security and Emergency Coordination (OHSEC) on the build-out and staffing of a facility in Kansas City to maintain USDA operations in the event that a catastrophe prevents existing facilities from carrying out the USDA mission. The facility opened in October 2012. The USDA Fusion Operations Center is a combined effort of OCIO, ASOC, and the OHSEC. This facility will be home to the ASOC whose efforts to combat cyber attacks will be enhanced by the ability to combine their team of cyber monitoring and forensic analysts, cyber incident investigators, and cyber security engineers working in an environment that fuses all their skills and tools in a central location.

In 2014, the ASOC will continue build out of the Devolution site in Kansas City. This facility is required in the event a localized emergency necessitates the transfer of powers from Washington, DC to another location. The communications infrastructure for the devolution site as required by NCSD 3-10 is under development. A business case has been drafted in order to gain program funding to procure the three required secure satellite systems; High Frequency Automatic Link Establishment, Joint Worldwide Intelligence Communications System, and Crisis Management System .

USDA signed a MOA with DHS NCSD Network Security Deployment (NSD) and utilizes EINSTEIN first and second generation intrusion detection sensors used to monitor and analyze Internet traffic as it moves in and out of the United States federal government networks. USDA was the second Federal Department after DHS to have the Einstein II system placed into formal production. An aggressive scanning and wireless security program in conjunction with the endpoint protection program better addresses the realities of contemporary computing where mobile computing devices routinely operate outside the network perimeter. Intrusion detection and prevention are essential at all levels of network operations with an integrated framework that aggregates, correlates, and stores all events at the agency and Department level.

Enhanced Incident Handling Program: USDA is focusing on improving the USDA Incident Handling program. This program includes the implementation of USDA Incident Handling Best Practices and Guides, integrated Department and Agency Incident Response Plans (Per OMB and FISMA Requirements), and modernization of the USDA Incident Handling policies and standards. These efforts target improvements to the Department's situational awareness through collaboration and communication within the USDA, US-CERT, and other Government Agencies.

In 2014 the ASOC will improve and enhance ASOC Operational Efficiency by:
- Improving agency personnel knowledge of cyber security threats;
- Enhance USDA Situation Awareness for Cyber Security; and
- Publish information on threats, vulnerabilities, and procedures on the ASOC Security website.

Intrusion Detection: USDA has deployed a comprehensive and cohesive integrated security solution called the Security Sensor Array (SSA) that provides a foundation for enterprise wide security monitoring, detection, and protection for USDA. The SSA performs a mix of critical security functions in near-real-time including: intrusion detection and prevention, network data loss prevention, network behavior analysis, secure socket layer encryption/decryption, malware detection and prevention, and network packet analysis. The SSA's carefully managed deployment plan resulted in the rollout of eleven sites on-time and under budget, using detailed, well-defined procedural steps for installation, configuration, and implementation.

Cyber Security Policy Remediation: USDA's OCIO has accumulated open Office of Inspector General (OIG) audit findings directly related to cyber security policy and procedures. OCIO has agreed to the OIG audit recommendations and utilized an OIG Remediation Plan to document agreed steps that would be taken to close audit findings. During 2014, OCIO will continue the cyber security remediation process to update aged cyber security policies and align them into compliance with FISMA, OMB and NIST requirements.

Contracting Agreements: USDA has used its collective buying power to establish a number of enterprise-wide agreements for IT hardware, software and services that support the USDA enterprise. OCIO has led these efforts by identifying products and services that many USDA agencies had already purchased, consolidating, funding and working to negotiate a lower price for items that were already being used throughout USDA. These new contracts, including consolidated email, Autodesk, Adobe, SharePoint, Live meeting, Antivirus software and several other products have and will continue to result in millions of dollars per year in savings across the USDA to be reinvested by the agencies that have benefitted from the collective savings of these enterprise-wide contracts.

Identity, Credential, and Access Management (ICAM) in USDA: The ICAM program is a centralized enterprise-wide security service, providing access control and identity management for over 450 USDA web applications. EAuthentication provides secure access for over 100,000 Federal employees, contractors and affiliates using HSPD-12 PIV (Personal Identity Verification) cards issued by GSA. Additionally eAuthentication enables nearly 600,000 public citizens and partners to access USDA services with secure identity validated credentials. The identity management component of ICAM supports HSPD-12 and FICAM (Federal Identity, Credential, and Access Management) initiatives by managing the digital identity for all employees, contractors and affiliates. This component improves the overall USDA security posture by facilitating automated provisioning and de-provisioning of accounts and access permissions based the user's role, position and employment status.
Key ICAM 2014 Activities include:
- ICAM is supporting the USDA PIV usage initiative in an effort to assist the department in meeting the 80 percent compliance goal for PIV usage. Current activities include updating training, the PIV usage monitoring mechanism and communications. PIV usage reports showed an increase which was announced in the Secretary

Priorities. ICAM is supporting the USDA mobility initiative by providing secure native and browser-based authentication methods for mobile devices;

- In support of interoperability within the Federal Government, ICAM is working with DOI - Interior Business Center (IBC) and USDA-OCFO-National Finance Center (NFC) in pilots for ICAM-as-a-Service, which includes authenticating non-USDA, issued PIV credentials to IBC and NFC customers, resulting in increased operational efficiencies and interoperability. This effort also supports the shared services strategy identified in the 25-Point Implementation Plan to Reform Federal IT; and
- ICAM is conducting a pilot for HSPD-12 derived credentials as a supplement to the LincPass for scenarios where use of the LincPass factor is not practical or possible (e.g., mobile devices); ICAM is supporting the USDA Administrative Streamlining initiative by utilizing the USDA Consolidated Helpdesk services.

Enterprise Geospatial Management Office (EGMO): The EGMO establishes and sustains the executive responsibility, accountability, and optimization for the annual approximately $170 million Departmental investment in geospatial applications, imagery, spatial data management, managed services, and GIS technology public solutions. The EGMO guides increased maturity of enterprise geospatial capabilities to serve senior executives for policy, strategic alignment, tactical decision-making, government data exchange and shared services, migration to cloud hosting, and participatory governance with external stakeholders. The EGMO employs a lifecycle portfolio and product management approach to orchestrate enterprise capital investments and increase value, and improves operations capacity through orchestration of shared technologies, workflows, joint ventures, and enterprise services. The EGMO strategically expands GIS user community to include professionals such as economists, scientists, policymakers, financial, and program managers. Moreover, EGMO creates web application and map services design and develop innovations demonstrating successful cloud-based solutions, which support efficiency and effectiveness in the Administration's agriculture and natural resources missions, as well as the adoption of and migration to the federal government-wide National Geospatial Platform.

In 2014, EGMO will:
- Champion agency planning for the launch and deployment of the Enterprise Geospatial Repository ArcGIS Portal as the internal virtual library platform for search, indexing, creating, collaborating, and sharing spatial assets inside USDA.
- Inaugurate the Department Geospatial Center of Excellence operational model through enterprise service platform and collaboration among agency practitioner subject matter experts to incentivize map product leadership and delivery at the enterprise-level, and foster an invention and development culture composed of high performance teams, where innovation, ongoing evolution of geospatial products and services, and continuous improvements are the norm.
- The USDA Office of Tribal Relations and the Office of the Chief Information Officer Geospatial Information Officer are collaborating with Native American Tribal representatives to create a web map application for Indian Country governance practice and stewardship where tribes own and manage their sovereign data with support of a common Federal platform, hosted services, and data.

Selected Examples of Recent Progress:

Enterprise IT Solutions: The Enterprise IT Solutions introduced new Cloud services, offered internal and external services (Infrastructure as a Service, Platform as a Service, and Managed Hosting), and utilized "green" industry best practices. In 2013, USDA.gov implemented USASearch, providing significant improvements to USDA.gov search technology while allowing the Department to leverage the free, open-source technology provided by GSA. The tool allows USDA to deliver a modernized and customer-centric search experience on USDA.gov with relevant, multi-channel content. In addition, website users now enjoy a better search experience with enhancements including social media integration in search results with Flickr, Twitter, and YouTube with results returned in less than 400 milliseconds.

Capital Planning and Investment Control (CPIC) and IT Governance: In 2013, USDA conducted eight TechStats on investments that were poorly performing. TechStats will be performed on any IT investment that remains red or yellow on the IT dashboard for three consecutive months. Investments that fail to improve after two consecutive TechStats will be recommended to the E-Board for termination. OCIO will conduct annual portfolio reviews of the IT investment portfolio in order to determine the overall health of the investment and to reduce/eliminate duplication

and redundancy. In 2013, OCIO conducted the first-ever portfolio review of all 301 USDA IT investments. Recommendations were made for IT commodity consolidations to improve oversight and reduce IT spending.

Information Management: In 2013 OCIO processed over 160 information collections that allowed USDA agencies to collect information critical to continuing business operations and execute the mission. Additionally, the OCIO's Information Management program personnel reviewed over 25 USDA rules that enable successful mission accomplishment and revised the Section 508 directive and participated in several Section 508 working groups to improve accessibility across the department for persons with disabilities.

Privacy Office: In 2013, the USDA Privacy office reviewed approximately 60 Privacy Threat Assessments (PTAs) and Privacy Impact Assessments (PIAs) and processed 4 System of Records Notices (SORNs) for USDA systems. The Privacy Office also completed the review of 2 Computer Matching Agreements, and served as the Secretary/Facilitator for the USDA Data Integrity Board. The Privacy Office assisted in the review and resolution of 32 Personally Identifiable Information (PII) Incidents and is pleased to report that the total number of reported PII breaches decreased by 47.76 percent in a year by year comparison with last fiscal year. In 2013, the Privacy Office launched on-line "lite" specialized privacy training for all employees. This *PII lite* course will provide all employees, contractors, and stakeholders with their responsibilities regarding the protection, transmission, and storage of sensitive PII.

In 2013, the Privacy Office began a Social Security Number/TIN Initiative to safeguard against and respond to breach of PII. This effort yielded an approximately 90 percent compliance, an increase of 2 percent from last fiscal year. USDA continues to work with agency to achieve 100 percent compliance.

Cyber Security: USDA consistently achieves over 99 percent compliance across the entire Department for the FISMA requirement for information security awareness training. Departmental Regulation (DR) 3545-001 Information Security Awareness and Training Policy effective October 22, 2013, establishes the policy for USDA compliance for the laws, regulations, and standards of a comprehensive information security awareness and training program. This DR addresses guidance issued by the OMB, NIST, and FISMA requiring Federal agencies to design, develop, document, and implement an agency-wide information security awareness training program.
In 2013, ASOC accomplished a full review of the ATT / Network Contract and associated security reporting which resulted in requirements for additional security architecture information, review of current AT&T security capabilities, and reconfigured network taps to maximize ASOC's view of USDA traffic.

Incident Handling Program: In 2013 ASOC established 24x7 coverage for ASOC Operations and Threat Analysis Center and published an Incident Handling Handbook which provides an overview of incident handlers' position roles and responsibilities as well as a detailed view of the entire ASOC Incident Management Process. By formalizing the operational processes for incident handling, it resulted in a huge increase in incidents handled. This increases USDA's ability to prevent malicious activity from entering into the network and be more proactive in anticipating and blocking attack vectors. It is meant to be used by incident handlers to conduct their daily activities. In addition, it is designed with the purpose of describing necessary functional requirements and outputs for ASOC and agency/staff office incident handlers. The Incident Management Handbook also provides an easy- to-understand job reference aid for managers to evaluate the incident handling program. It is not a policy document; it is intended to offer operational guidance for response personnel that implement policies and guidelines.

Identity, Credential, and Access Management (ICAM): In support of the Shared Services initiative, ICAM completed a proof of concept to accept/trust the Department of Justice federated credentials for authenticating through eAuthentication. ICAM also modified eAuthentication login page to emphasize authentication using the PIV card. Overall PIV usage for eAuthentication logins increased 400 percent during 2013.

Enterprise Geospatial Program Management Office (EGMO): EGMO developed the first Department Geospatial Strategy vision to improve alignment of agency investments, products, and priorities to a unified enterprise place-based policy and administration service strategy, which aims to reduce redundancies and duplication, increases equitable access to resources, and stimulates innovation. EGMO also drafted the first Department Regulation for enterprise-wide Spatial Data Lifecycle Management to modernize and codify standards for managing spatial data as an enterprise asset, establishing product management approach, and reducing transaction, archival, and disposition

costs. In 2013, EGMO created a proposal and gained OSTP approval to conduct a one-day, Federal executive open source GIS working session to discover and demonstrate the value of access to Federal geospatial data as public assets, which accelerates use of federal data for solving local problems and offers examples of low-cost GIS technologies. EGMO brokered hosted services discussion that established scope of National Geospatial Platform managed services requirements, and identify initial service and data offering provided as "in-kind" solutions to support E-Gov innovations for the Geospatial LoB and introduce options for extended cloud-based services.

OFFICE OF THE CHIEF INFORMATION OFFICER

Summary of Budget and Performance
Statement of Goals and Objectives

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

USDA Strategic Goal: Support all USDA Strategic priorities and initiatives.

Objective 5.1: Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery.

Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcomes
Establish a business-driven, unified architecture to create a more effective data and technical infrastructure that addresses business and technology needs.	Enable innovative business driven solutions. Leverage enterprise and cloud-based investments Enhance information sharing across USDA Develop high-performing workforce by strategically planning for current and future IT workforce Reduce the costs of delivering optimal services to customers and citizens as business needs evolve.	Technology Planning, Architecture and E-Government Mobility Management Enterprise Services Lean Six Sigma	Increase in the number of projects using standardized and enterprise solutions and services. Increase in the number of IT investments aligned with Enterprise Architecture. High-level of customer satisfaction of services and solutions.
Position USDA as a Federal Government leader in the human capital and workplace environment by fostering a flexible, empowered, collaborative, and innovative workforce.	Capture and disseminate institutional knowledge in a standardized manner. Foster collaboration and reward creative solutions. Institute formal succession planning policies, procedures, training, and hiring. Rebalance and retool the USDA IT workforce.	Innovations and Emerging Technologies Division AgLearn Information Security Intern Program Technology Planning, Architecture and E-Government	Role Descriptions Documented – measures the number of technology positions that have detailed descriptions of roles, responsibilities, and procedures. An IT Program Management Career Field with formal training program and curriculum. Pipeline of trained leaders and IT Program Managers. Proper balance of blended workforce.

Key Performance Measures and Targets:

OCIO will expand its shared private-cloud computing and storage platforms; including implementation of Platform as a Services (PaaS) windows/Linux has been successful and plans for Solaris and AIX are underway with implementation expected during 2012. OCIO will test an Enterprise Records Management Environment based on Department of Defense 5015.02-STD within OCIO for possible deployment across USDA. OCIO will continue to manage the Section 508 testing and training facility and continue to provide Enterprise solutions to check websites, documents, and training materials for accessibility. OCIO will maximize the value of the Department's participation in E-Government and Open Government Initiatives by measuring, analyzing, an evaluating the spending levels and benefits generated by the E-Gov initiatives and lines of business.

OCIO will complete deployment of the cloud-based functions and features of the Enterprise Geospatial Repository shared GIS service platform strengthening data quality, maturing rapid application develop capacity, fostering collaboration to reduce development and lifecycle costs of interdependently developed, duplicative solutions;

OCIO will establish a map gallery to facilitate public access to existing agency geospatial products and services through common portal view and metadata search; OCIO will enable improved decision-making by completing the technology support needed to fully launch the USDA Innovation Lab with new business analysis tools, social media integration, and volunteered geographic information. OCIO will prototype simplified approaches to integrate and embed Customer Relationship Management services into both legacy and new technology solutions to extend relevancy of our products and services to stakeholders.

Key Performance Measures:

Percentage of department-wide web pages (and/or Aglearn training courses) that are 508 compliant.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	N/A	50%	75%
Dollars (in thousands)	$3,202	$11,372	$7,359	$4,358	$4,494	$5,591	$4,494

Selected Past Accomplishments toward Achievement of the Key Outcome:
- The Enterprise IT Solutions introduced new Cloud services, offered internal and external services (Infrastructure as a Service, Platform as a Service, and Managed Hosting), and utilized "green" industry best practices. In 2013, USDA.gov implemented USASearch, providing significant improvements to USDA.gov search technology while allowing the Department to leverage the free, open-source technology provided by GSA. The tool allows USDA to deliver a modernized and customer-centric search experience on USDA.gov with relevant, multi-channel content. In addition, website users now enjoy a better search experience with enhancements including social media integration in search results with Flickr, Twitter, and YouTube with results returned in less than 400 milliseconds.

Selected Accomplishments Expected at the FY 2015 Proposed Resource Level:
- OCIO will continue to manage the Section 508 testing and training facility and continue to provide Enterprise solutions to check websites, documents, and training materials for accessibility.
- OCIO will complete deployment of the cloud-based functions and features of the Enterprise Geospatial Repository shared GIS service platform strengthening data quality, maturing rapid application develop capacity, fostering collaboration to reduce development and lifecycle costs of interdependently developed, duplicative solutions.
- OCIO will enable improved decision-making by completing the technology support needed to fully launch the USDA Innovation Lab with new business analysis tools, social media integration, and volunteered geographic information.

Objective 5.2: Build a safe, secure and efficient workplace by leveraging technology and shared solutions across organizational boundaries.

Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcomes
Create a proactive and robust security environment through actionable insight by integrating security policy and operations to continuously monitor and protect information assets.	Protect USDA business and technology assets. Proactively identify risks and threats using security and privacy assessments. Promote security as an ingrained aspect of USDA's culture.	Cyber Policy and Oversight Agriculture Security Operations Center	Modernize and streamline the security assessment process shifting the paradigm to continuous monitoring. Timely and actionable intelligence on the State of the Enterprise A cadre of well-trained Cyber Security Professionals

Key Performance Measures and Targets:

OCIO will manage a USDA wide enterprise scanning tool which will allow the USDA to perform IT vulnerability scans on all assets that are connected to the USDA networks. The benefits of having this enterprise scanning application in place is to gain immediate insight into the risk posture of each agency security environment by continuously discovering physical and virtual assets. An enterprise vulnerability assessment and remediation management solution will enable IT and security groups to implement an integrated and centralized approach to vulnerability management.

OCIO will produce timely and actionable intelligence on the State of the Enterprise, develop a Cyber Security Threat Dashboard that leverages continuous monitoring information, and build a cadre of Cyber Security Professionals. OCIO will continue to provide bi-weekly and monthly security reports showing each component agency's progress on security patching, vulnerability scanning, and USGCB compliance. OCIO will provide monthly automated data feeds for OMB's Cyberscope reporting initiative, based on ASOC's investment in security automation tools.

OCIO will complete training of agency security and operational personnel from all USDA agencies on the Security Sensor Array tools. By training agency personnel on ASOC tools and methods, connectivity can be extended to the SSA in a secure manner and USDA can double or triple the number of simultaneous analysis sessions performed. Agency personnel will also bring their subject matter expertise regarding agency data and activities, allowing the SSA tools to be further enhanced and tuned for more accurate monitoring.

Key Performance Measures:

Percentage of USDA employees logging into the networks via Homeland Security Presidential Directive 12 (HSPD-12) using LincPass.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	50%	85%	100%
Dollars (in thousands)	$1,019	$3,619	$2,341	$2,586	$2,636	$2,680	$2,667

Percentage of USDA Computing devices connected to the USDA network in Compliance with US Government Computer Baseline.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	10%	11%	12%
Dollars (in thousands)	$2,038	$7,239	$4,683	$5,172	$5,072	$5,559	$6,665

Percentage of ASOC incidents closed within 30 days.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	Est. Baseline	90%	90%	92%	93%	95%
Dollars (in thousands)	$1,529	$5,429	$3,512	$3,879	$3,954	$4,020	$4,000

Improve agency compliance with enterprise standards for cyber security tools and processes through outreach and training opportunities.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	50%	60%	70%
Dollars (in thousands)	$1,529	$5,429	$3,512	$3,879	$3,954	$4,020	$4,000

Percentage of IT systems that have completed a full assessment and authorization (A&A) prior to migrating to the USDA's Agriculture Security Operations continuous monitoring capability.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	60%	65%	70%
Dollars (in thousands)	$1,529	$5,429	$3,512	$3,879	$3,954	$4,020	$4,000

Number of evaluations performed that target specific threats discovered through continuous monitoring.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	140	480	500	550
Dollars (in thousands)	$2,548	$9,050	$5,855	$6,466	$6,590	$6,701	$6,668

Selected Past Accomplishments toward Achievement of the Key Outcome:
- OCIO reconfigured the ASOC Security Sensor Array to an inline security state. This architecture gave the ASOC the ability to actively block malicious activity before it is allowed to enter the USDA Enterprise computing environment; and
- OCIO established a continuous monitoring program based on DHS' Continuous Diagnostics and Monitoring (CDM). This focused on continuous vulnerability assessments of all security technologies and processes.

Selected Accomplishments Expected at the FY 2015 Proposed Resource Level:
- Provide continuous, 24x7x365 IT security monitoring, security trend analyses and incident response through the Agriculture Security Operations Center (ASOC); and
- Provide real-time asset tracking and inventory data through enterprise deployment of IBM Endpoint Manager (formerly BigFix) software.

Objective 5.3: Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations.

Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcomes
Ensure technology resources are effectively and efficiently managed from planning to operations with informed oversight and accountability.	Optimize tax-payer dollars. Increase oversight and accountability. Implementing standardized measurements.	Customer and Program Management Technology Planning, Architecture and E-Government Architecture and Systems Integration Division	Poorly performing investments (programs or projects) are turned around or terminated. Improved management of major IT investments by Senior Management Oversight Committee. Improved IT Governance, Program and Portfolio Management. Reduced steady state spending.
Ensuring all technology investments are mission-focused and business driven.	Focus on the customer's mission. Provide technology solutions Enable a cohesive and cost-effective, one-stop-shop of service offerings. Align IT investments to mission and business goals.	Technology Planning, Architecture and E-Government Architecture and Systems Integration Division Cyber Policy and Oversight Customer and Program Management	Better managed IT investment portfolio—improved data quality, and overall improved management of IT investments. Improved CPIC process that measures the alignment and traceability between the Exhibits 300s and 53s and the Enterprise Architecture Transition Plan (EATP). Alignment of IT investment with mission priorities and business goals. SSN/TINs eliminated from USDA system.

Key Performance Measures:

Percent of IT investments aligned with the USDA Strategic Plan.							
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Target	2015 Target
Units	N/A	N/A	N/A	N/A	N/A	75%	90%
Dollars (in thousands)	$3,945	$14,012	$9,064	$13,778	$9,797	$11,440	$12,705

Selected Past Accomplishments toward Achievement of the Key Outcome:
- In 2013, USDA conducted eight TechStats on investments that were poorly performing. TechStats will be performed on any IT investment that remains red or yellow on the IT dashboard for three consecutive months. Investments that fail to improve after two consecutive TechStats will be recommended to the E-Board for termination. OCIO will conduct annual portfolio reviews of the IT investment portfolio in order to determine the overall health of the investment and to reduce/eliminate duplication and redundancy;
- In 2013, OCIO conducted the first-ever portfolio review of all 301 USDA IT investments. Recommendations were made for IT commodity consolidations to improve oversight and reduce IT spending;

- Conducted monthly TechStat reviews of major IT investments; and
- Majority of the USDA agencies have been integrated with USDA's enterprise eAuthentication on-line services.

Selected Accomplishments Expected at the FY 2015 Proposed Resource Level:
- An integrated Program Management Review for each IT investment in the Department's IT portfolio;
- USDA agencies will continue integrating applicable agency systems with USDA's ICAM Program service; and
- OCIO will monitor agency/staff office EVM updates to the Capital Planning Investment Repository (CIMR) to track actual performance data for all IT investments that meet USDA's EVM threshold.

Strategic Goal Funding Matrix
(Dollars in thousands)

Program / Program Items	2012 Actual	2013 Actual	2014 Estimate	Inc. or Dec.	2015 Estimate
Department Strategic Goal: Support all USDA Strategic priorities and initiatives.					
Objective Goal 5.1: Develop a customer-centric, inclusive, and high-performing workforce by investing in and engaging employees to improve service delivery.					
Office of the Chief Information Officer..............	$4,358	$4,494	$5,591	-1,097	$4,494
Staff Years..	13	18	22	-4	18
Objective Goal 5.2: Build a safe, secure and efficient workplace by leveraging technology and shared solutions across organizational boundaries.					
Office of the Chief Information Officer..............	25,861	26,359	27,000	+1,000	28,000
Staff Years..	44	48	52	+3	55
Objective Goal 5.3: Maximize the return on taxpayer investment in USDA through enhanced stewardship activities and focused program evaluations.					
Office of the Chief Information Officer..............	13,812	9,797	11,440	+1,265	12,705
Staff Years..	45	49	55	+1	56
Total Costs, All Strategic Goals	44,031	40,650	44,031	1,168	45,199
Total FTEs, All Strategic Goals	102	115	129	-	129

OFFICE OF THE CHIEF INFORMATION OFFICER

Full Cost by Agency Strategic Goal
(Dollars in thousands)

USDA Strategic Goal: Support all USDA Strategic priorities and initiatives.

Program / Program Items	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
Deliver				
Administrative costs (direct)...................................	$9,130	$5,949	$6,785	$7,536
Indirect costs	4,648	3,848	4,655	5,169
Total Costs..	13,778	9,797	11,440	12,705
FTEs...	45	49	55	56
Performance Measure:				
Percent of IT investments aligned with the USDA IT Strategic Plan.				
Measure..	N/A	N/A	75%	90%
Innovate				
Administrative costs (direct)...................................	$2,888	$2,729	$3,316	$2,666
Indirect costs	1,470	1,765	2,275	1,828
Total Costs..	4,358	4,494	5,591	4,494
FTEs...	13	18	22	18
Performance Measure:				
Percentage of department-wide web pages (and/or Aglearn training courses) that are 508 compliant.				
Measure..	N/A	N/A	50%	75%
Protect				
Administrative costs (direct)...................................	$16,043	$18,419	$18,981	$18,697
Indirect costs	8,345	9,581	9,019	9,303
Total Costs..	25,861	26,160	27,000	28,000
FTEs...	44	48	52	55
Performance Measure:				
Percentage of USDA employees logging into the networks via Homeland Security Presidential Directive 12 (HSPD-12) using LincPass.				
Measure..	N/A	50%	80%	100%
Performance Measure:				
Percentage of USDA Computing devices connected to the USDA network in Compliance with US Government Computer Baseline.				
Measure..	N/A	10%	11%	12%
Performance Measure:				
Percentage of ASOC incidents closed within 30 days.				
Measure..	90%	92%	93%	95%

Program / Program Items	2012 Actual	2013 Actual	2014 Estimate	2015 Estimate
Performance Measure:				
Improve agency compliance with enterprise standards for cyber security tools and processes through outreach and training opportunities.				
Measure..	Est. baseline	50%	60%	70%
Performance Measure:				
Percentage of IT systems that have completed a full assessment and authorization (A&A) prior to migrating to the USDA's Agriculture Security Operations continuous monitoring capability.				
Measure...	Est. baseline	60%	65%	70%
Performance Measure:				
Number of evaluations performed that target specific threats discovered through continuous monitoring.				
Measure...	140	480	500	550
Total Costs, All Strategic Goals................	43,997	40,451	44,031	45,199
Total FTEs, All Strategic Goals.................	102	115	129	129