

2011 Explanatory Notes

Departmental Management

Office of the Chief Financial Officer

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## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Purpose Statement

The Secretary established the Office of the Chief Financial Officer (OCFO) in 1995 under authority provided in Reorganization Plan Number 2 of 1953 (7 U. S. C. 2201) to comply with the CFO Act of 1990. The OCFO focuses on the Department's financial and performance management activities to improve program delivery and assure maximum contribution to the Secretary's Strategic Goals.

OCFO operations are led by the Chief Financial Officer (CFO), who is assisted by the Deputy CFO, two Associate CFOs for: Financial Systems and Financial Operations, and the Director, National Finance Center (NFC). OCFO is responsible for:

- Financial system management policy and the provision of timely, accurate, and reliable information from financial systems;
- Development of financial statements, cost accounting policy and financial management budgets;
- Policy guidance and oversight of the Department's internal controls and management accountability programs and reporting to ensure adequate controls over Department assets;
- Oversight of the Departmental Working Capital Fund (WCF);
- Coordinating strategic planning and performance reporting for the Department; and
- Providing policy guidance and oversight of the travel system, grants management, cash and credit management operations, and other financial management functions.

NFC employs staff in the operation and support of centralized, automated, and integrated payroll, personnel, administrative payments, and central accounting systems which serves more than 40 Federal Departments, independent agencies, and congressional entities, including USDA. Operations at NFC are financed entirely by fee-for-service contracts with customers through the USDA WCF. No direct appropriated funding for NFC is reflected in the OCFO operating budget.

The OCFO headquarters is located in Washington, D.C. As of September 30, 2009, there were 1,190 full-time permanent employees funded by appropriated, reimbursed, and Working Capital Funds.

Office of Inspector General Reports:

11401-31-FM 09/14/09 Fiscal Year 2009 National Finance Center Procedures on Retirement, Health Benefits, and Life Insurance Withholdings/Contributions and Supplemental Semiannual Headcount Report and submitted to the Office of Personnel Management

11401-30-FM 09/25/09 Statement of Auditing Standards No. 70 Report on National Finance Center General Controls – Fiscal Year 2009

11703-1-HQ 10/23/09 American Recovery and Reinvestment Act of 2009 Reporting Oversight

50401-67-FM 11/16/09 Fiscal Year 2009 USDA Consolidated Financial Statements

Audits in Progress:

50601-14-At Suspension and Debarment – Discussion Draft issued 11/12/09

11601-01-HQ Congressional Inquiry Concerning Implementation and Operation of GovTrip at USDA

Government Accountability Office Reports:

## GAO-08-321 10/20/09 U.S. Department of Agriculture: Internal Controls Would Improve Accountability For Certain Centrally Provided (Greenbook) Programs

Available Funds and Staff Years 2009 Actual and Estimated 2010 and 2011						
Item	2009 Actual		2010 Estimated		2011 Estimated	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
Salaries and Expenses.....	\$5,726,989	32	\$6,566,000	45	\$6,632,000	45
Obligations Under Other USDA Appropriations: Management, Oversight, and Administrative Services (provided to WCF Activities).....	3,198,283	15	3,210,000	18	3,255,000	19
<b>Total, Appropriation.....</b>	<b>8,925,272</b>	<b>47</b>	<b>9,776,000</b>	<b>63</b>	<b>9,887,000</b>	<b>64</b>
Working Capital Fund: <u>a/</u>						
National Finance Center.....	58,757,529	364	61,335,000	364	61,335,000	370
Controller Operations.....	31,336,897	229	34,139,000	288	34,571,000	288
Corporate Systems.....	58,316,693	79	65,805,000	71	66,583,000	71
Competitive Sourcing.....	272,799	1	--	--	--	--
Financial Services.....	3,227,927	5	3,473,000	13	2,943,000	13
Purchase of Equipment.....	16,983,492	--	5,450,000	--	8,000,000	--
Purchase Card Rebate .....	7,000,000	--	6,000,000	--	5,000,000	--
Un-obligated Bal Exp.....	4,152,242	--	1,965,000	--	--	--
NFC (Non-USDA).....	91,403,367	465	105,529,000	564	107,112,000	573
<b>Total, WCF.....</b>	<b>271,450,946</b>	<b>1,143</b>	<b>283,696,000</b>	<b>1,300</b>	<b>285,544,000</b>	<b>1,315</b>
<b>Total, Office of the Chief Financial Officer.....</b>	<b>280,376,218</b>	<b>1,190</b>	<b>293,472,000</b>	<b>1,363</b>	<b>295,431,000</b>	<b>1,379</b>

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

## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Permanent Positions by Grade and Staff Year Summary  
2009 Actual and Estimated 2010 and 2011 a/

Grade	<u>2009</u>	<u>2010</u>	<u>2010</u>
	Washington, DC	Washington, DC	Washington, DC
SES.....	3	2	2
GS-15.....	7	6	6
GS-14.....	12	12	12
GS-13.....	29	30	31
GS-12.....	1	4	4
GS-11.....	1	1	1
GS-10.....	1	1	1
GS-9.....	3	3	3
GS-8.....	1	1	1
GS-7.....	2	2	2
GS-4.....	1	1	1
Total, Permanent Positions.....	61	63	64
Unfilled Positions end-of-year.....	--	--	--
Total, Permanent Full-Time Employment, end-of-year.....	61	63	64
Staff Year Estimate.....	47	63	64

a/ Positions shown are appropriated and reimbursed only. For WCF financed positions, refer to the WCF Explanatory Notes.

## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Appropriation Language

For necessary expenses of the Office of the Chief Financial Officer, [\$6,566,000]\$6,632,000: *Provided*, That no funds made available by this appropriation may be obligated for FAIR Act or Circular A-76 activities until the Secretary has submitted to the Committees on Appropriations of both Houses of Congress and the Committee on Oversight and Government Reform of the House of Representatives a report on the Department's contracting out policies, including agency budgets for contracting out.

Lead-off Tabular Statement

Appropriations Act, 2010 .....	\$6,566,000
Budget Estimate, 2011 .....	<u>6,632,000</u>
Increase in Appropriation .....	<u>+66,000</u>

SUMMARY OF INCREASES AND DECREASES

(On basis of appropriation)

Item of Change	2010 Estimated	Pay Costs	2011 Estimated
Office of the Chief Financial Officer.....	\$6,566,000	+\$66,000	\$6,632,000

PROJECT STATEMENT

(On basis of appropriation)

	2009 Actual		2010 Estimated		Increase or Decrease	2011 Estimated	
	Amount	Staff Years	Amount	Staff Years		Amount	Staff Years
Office of the Chief Financial Officer.....	\$5,726,989	32	\$6,566,000	45	+\$66,000	\$6,632,000	45
Unobligated Balance.....	227,011	--	--	--	--	--	--
Total Appropriation..	<u>5,954,000</u>	<u>32</u>	<u>6,566,000</u>	<u>45</u>	<u>+66,000</u>	<u>6,632,000</u>	<u>45</u>

## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Justification for Increases and Decreases

(1) An increase of \$66,000 for the Office of the Chief Financial Officer (OCFO) consisting of:

(a) An increase of \$66,000 to fund pay costs.

OCFO is a labor intensive staff office with very little ability to absorb pay cost increases without holding a large number of positions vacant for the entire fiscal year. These vacancies adversely affect OCFO's ability to lead the Department in the areas of financial management, oversight, and guidance necessary to: prevent fraud, waste and abuse; reduce risk of improper payments, and institute proper internal financial controls. The request is needed to fund pay and benefit cost increases for current staff.

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

	2009		2010		2011	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
District of Columbia....	\$5,726,989	32	\$6,566,000	45	\$6,632,000	45
Unobligated Balance....	227,011	--	--	--	--	--
Total, Available or Estimate.....	5,954,000	32	6,566,000	45	6,632,000	45

DEPARTMENTAL MANAGEMENT  
OFFICE OF THE CHIEF FINANCIAL OFFICER

Classification by Objects  
2009 Actual and Estimated 2010 and 2011

	<u>2009</u>	<u>2010</u>	<u>2011</u>
Personnel Compensation:			
Washington, D.C.....	\$3,362,077	\$4,200,000	\$4,307,000
11 Total personnel compensation.....	3,362,077	4,200,000	4,307,000
12 Personnel benefits.....	810,836	1,356,000	1,387,000
Total personnel compensation & benefits.....	4,172,913	5,556,000	5,694,000
Other Objects:			
21 Travel.....	58,726	99,000	99,000
22 Transportation of things.....	847	1,000	1,000
23.3 Communications, utilities, and misc. charges.....	127,729	54,000	54,000
24 Printing and reproduction.....	56,564	16,000	16,000
25.2 Other services.....	1,211,678	746,000	674,000
25.3 Purchase of goods and services from Government Accounts.....	5,564	6,000	6,000
25.7 Operation and maintenance of equipment.	987	5,000	5,000
26 Supplies and materials.....	88,435	78,000	78,000
31 Equipment.....	3,437	5,000	5,000
43 Interest and Dividends.....	109	--	--
Total other objects.....	1,554,076	1,010,000	938,000
Total direct obligations.....	5,726,989	6,566,000	6,632,000
Position Data:			
Average Salary, EX/ES positions.....	\$167,529	\$170,880	\$173,443
Average Salary, GS positions.....	\$82,482	\$84,132	\$85,394
Average Grade, GS positions.....	12.6	12.6	12.6

DEPARTMENTAL MANAGEMENT  
OFFICE OF THE CHIEF FINANCIAL OFFICER  
STATUS OF PROGRAM

Current Activities:

The Office of the Chief Financial Officer (OCFO) has Department-wide leadership responsibility for financial operations, activities, systems, and personnel. The Chief Financial Officer (CFO) is the USDA's chief financial management policy officer and is the chief financial management advisor to the Secretary and the mission area heads. In addition to responsibilities in financial policy and operations, the OCFO is responsible for the administration of the Working Capital Fund (WCF). The CFO is the Departmental official charged with the responsibility for the financial health of the WCF, and the Associate CFO for Financial Policy and Planning serves as Controller of the WCF in charge of day-to-day financial management. Also, OCFO directly manages four of the WCF-funded activities: the National Finance Center (NFC), Controller Operations, Corporate Financial Management Systems, and Internal Control Division.

Specific areas being addressed include:

Departmental Financial Statements. For the fiscal year (FY) 2009, USDA received an unqualified opinion on its annual financial statements.

While USDA made improvements in its financial management systems and internal controls in recent years, there is still room for improvement. USDA plans to sustain its unqualified opinion on its 2010 financial statements and to make additional improvements including:

- Reducing the number and severity of material weaknesses and significant deficiencies;
- Improving credit reform processes; and
- Reducing inactive unliquidated obligations.

USDA has two financial systems in critical need of replacement, the Core Financial Management System and the Farm Service Agency's (FSA) Program Delivery System. The OCFO is executing its responsibility for financial and mixed systems and is leading and coordinating the effort to replace these systems and to modernize business practices.

USDA's legacy core accounting system, the Foundation Financial Information System, is no longer being supported by the vendor. On September 10, 2007, OCFO awarded the contract for the commercial off the shelf core financial system replacement solution to Accenture for software integration services and licensing of SAP ERP 2005. USDA plans to complete all implementation of the new core financial management system before the beginning of FY 2014; funding interruptions or reductions will increase the risk of schedule slippage. OCFO has begun the transition of core financial operations to the new system. As of October 2009, all USDA Departmental staff offices and the Foreign Agricultural Service became operational.

The FSA Program Delivery System is starting to show advanced signs of failure. The Department has formed a Committee comprised of the CFO, Chief Information Officer (CIO), Under Secretary of Farm and Foreign Agricultural Services, and the Administrator of FSA, to oversee the project. Reporting to this Committee is the Design and Implementation Team made up of two Associate CFOs, two Associate CIOs, the FSA CIO, FSA CFO, and FSA Program Manager. OCFO is working with consultants and groups in the Department on currently available solutions. USDA has expanded the license for SAP ERP 2005 to provide a platform for solution development, and is in the process of selecting a software integrator.

Audit Follow-up. As required by the Inspector General Act Amendments of 1988, the OCFO: (1) codifies into regulations and interprets revisions to the Office of Management and Budget (OMB) Circular A-50, *Audit Follow-up*; and (2) researches and analyzes audits, making determinations on final actions, monitoring management's



actions on audits, tracking individual audit recommendations, and reporting results annually to the Congress. The OCFO also provides policy guidance and assistance to agencies on technical matters related to audits. Specific efforts are focused on:

- Increasing management's awareness of open audit issues that are not completed in a timely manner;
- Increasing the rate of resolving audits which are categorized as behind schedule and without final action one year or more past management decision date;
- Working with USDA agencies' management and the Office of Inspector General (OIG) to ensure that management actions in response to audits are appropriate and achievable, will correct the identified deficiencies, are cost effective, and provide an action plan with milestones for completion;
- Providing useful and timely information on the status of audits to management and the Congress for decision-making and resource allocation purposes;
- Reviewing, analyzing, and reporting quarterly on progress in achieving corrective actions for audits one year or more past management decision but without final action; and
- Reviewing status of audits without management decision at USDA agencies, if needed.

Management Accountability and Control and Compliance with Laws and Regulations. The OCFO is responsible for management accountability and control under the CFO Act, the Federal Managers' Financial Integrity Act (FMFIA), and the Federal Financial Management Improvement Act (FFMIA). OCFO establishes policy and guidance to ensure that USDA agencies comply with the requirements of FMFIA and FFMIA, and reports on material weaknesses, financial system non-conformances in the Performance and Accountability Report to the Congress and the President.

Additionally, the Internal Control Division conducts the annual assessment of internal control over financial reporting in accordance with OMB Circular A-123, *Management's Responsibility for Internal Control, Appendix A - Internal Control Over Financial Reporting*. The OCFO continues to work with component agencies to establish an ongoing process for the annual assessment in order to improve financial reporting and to sustain compliance with the law and guidance. Current efforts include:

- Continuing the Department-wide Assessment Implementation Team to conduct the assessment of internal control over financial reporting;
- Establishing Business Process Improvement Groups on financial reporting, funds management, funds control management, producer payments, credit management, commodity management, and revenue and receivables management to develop USDA-wide solutions to deficiencies in internal controls over financial reporting;
- Providing a recommendation to the Secretary of Agriculture on the type of assurance to be provided regarding the effectiveness of USDA's internal control over financial reporting as of June 30<sup>th</sup> each year and for the FMFIA Annual Assurance Statement to OMB and Congress;
- Revising Departmental guidance on internal controls for consistency with government-wide guidance;
- Increasing Departmental management's awareness of internal control through Department-wide training;
- Establishing accountability for and continuously monitoring the status of open material deficiencies and encouraging timely correction;
- Reviewing, analyzing, and reporting monthly progress in achieving major corrective action milestones during the reporting period;
- Working with Departmental management, and the OIG to verify the continued materiality of deficiencies; and
- Assisting agencies in focusing resources on the elimination of material weaknesses and financial system non-conformances and non-compliances.

Performance Management. The OCFO coordinates the development of the USDA Performance and Accountability Report. USDA uses requirements from the Government Performance and Results Act (GPRA) of 1993 and OMB Circular A-11, *Preparation, Submission, and Execution of the Budget*, and OMB Circular A-136, *Financial Reporting Requirements*, to establish the content and timeframes for USDA's Strategic Plan, and Annual Performance Report. The OCFO works with the Department's leadership, the USDA Performance Improvement

Officer, and mission area Performance Improvement Initiative Coordinators in the following performance management activities:

- Coordinating with the Office of Budget and Program Analysis on integrating budget and performance management and on enhancing and refining USDA performance goals and metric indicators;
- Developing a Performance and Accountability Report for the Department that clearly demonstrates linkages to the USDA Strategic Plan and Performance Budget; and
- Enhancing coordination within USDA and with other Federal agencies to develop common goals and performance measures for cross-cutting functions and programs.

Debt Policy. OCFO is responsible for developing Departmental policy, and coordinating and guiding USDA agencies in implementing the requirements of the Debt Collection Improvement Act (DCIA). USDA's total receivables are \$110 billion, which represents about one-fifth of the non-tax debt owed to the Federal Government. OCFO has additional policy and oversight responsibilities for USDA agency debt, credit and cash management activities required by numerous statutes (e.g., Credit Reform Act), regulations, circulars, manuals and directives. Current activities include:

- Leading agencies by providing policy expertise and consultation services to increase collection of debt, reduce delinquent debt, estimate the value of outstanding loans and improve management of receivables;
- Documenting and improving debt collection activities in USDA's loan programs;
- Working directly with the Department of the Treasury, OMB and other Federal departments ensuring consistency and standardization of requirements and efficient implementation; and
- Developing and/or coordinating numerous Departmental, government-wide and commercial reporting requirements.

Improper Payments. OCFO leads the Department by issuing implementation policy and guidance to USDA agencies on carrying out the Improper Payments Information Act (IPIA) and the Defense Authorization Act for recovery auditing. During November 2009, an Executive Order entitled "Reducing Improper Payments and Eliminating Waste in Federal Programs" was issued to intensify efforts to eliminate payment errors, waste, fraud and abuse in major Federal programs. Current activities include:

- Providing expertise and consultation services, assisting agencies with and conducting oversight of risk assessments, statistical sampling, error-rate reporting and remediation planning;
- Conducting analyses of agency plans for implementing the IPIA, as well as providing objective evaluation and standardization to improve IPIA compliance;
- Monitoring the USDA agencies' plans for development of internal controls, systems enhancements and recovery of the identified improper payments, providing assurance of program integrity, and the prevention of future improper payments; and
- Coordinating Departmental preparation and reporting of required improper payment and recovery auditing accomplishments in the USDA Performance and Accountability Report, providing objectivity and standardization in report content.

Travel Policy. OCFO is responsible for travel management policy for the Department and has oversight responsibility for USDA's approximately \$450 million per year civilian travel program. OCFO develops, coordinates, and implements Department-wide policy and procedures on travel management services and the travel card program. OCFO also participates on inter-agency travel policy committees in cooperation with the General Services Administration and OMB. Current activities include:

- Minimizing inappropriate use of the travel card program while maximizing the quarterly rebates from the bank;
- Adjusting both travel policies and the system to increase user acceptance of the new travel system implemented last year; and
- Replacing paper based approvals for special travel to electronic approvals whenever possible.

Grants Policy. OCFO leads the Department in Federal financial assistance policy and oversight. USDA participates in government-wide Federal financial assistance initiatives such as Grants.gov and the Grants Management Line of Business (GMLOB).

OCFO's leadership in these initiatives is helping to ensure simplification and streamlining of Federal financial assistance activities. OCFO maintains Departmental policy by ensuring improved efficiency in grants management and consistency of regulations across government for the public. OCFO coordinates USDA debarment and suspension actions and regulations including making USDA entries to the Excluded Parties List System. OCFO maintains USDA's portion of the Catalog of Federal Domestic Assistance and ensures the consistency and completeness of its program data. OCFO serves on the Grants Policy Committee, the GMLOB Communications Committee, Interagency Suspension and Debarment Committee, and Grants Executive Board. OCFO also maintains the Federal Financial Assistance Intranet Web site, and provides cognizant agency oversight for audit responses and legislative reports. This leads to greater information sharing and transparency of data at USDA. OCFO's committee participation is critical because many government-wide initiatives have compliance and implementation implications.

Recovery Act Implementation. In February 2009, the American Recovery and Reinvestment Act was passed into law and USDA was appropriated over \$28 billion. OCFO coordinates the implementation of the Act for the Department. This includes extensive weekly reporting on the Department's progress in obligating and outlaying the funds. It also ensures that strong internal controls are in place to mitigate risks of waste, fraud, and abuse. OCFO issues and coordinates implementation of policies governing the implementation. This includes guidance on reporting requirements for recipients of USDA Recovery Act funded financial assistance and contracts.

Selected Examples of Recent Progress:

Financial Statements. Accomplishments of the OCFO and financial managers in FY 2009 included:

- Completed implementation of Statement of Federal Financial Accounting Standards (SFFAS) 29, *Heritage Assets and Stewardship Land*, and SFFAS 31, *Accounting for Fiduciary Activity*;
- Issued guidance requiring agencies to review and certify aged unliquidated obligations (ULOs) quarterly and monitored agency compliance with the revised guidance. The Department established a ULO working group to monitor open obligations, share best practices, and measure agency performance. In addition, the Department completed a statistical sampling of aged ULOs to identify root causes of invalid ones and formulate corrective actions;
- Reinstated the Credit Reform Working Group to improve communication among the three lending agencies and address issues related to credit reform budgeting and accounting; and coordinated consistent application of new credit reform guidance; and

Audit Follow-up. USDA agencies closed 60 audits in FY 2009. USDA's current inventory of audits that have reached management decision and require final action to close the audits includes 31 new audits in FY 2009 for a total of 127 audits. One audit is in appeal status. The Department reduced its inventory of open audits by 18 percent in FY 2009, which reflects management's commitment to aggressively address deficiencies identified in agency programs.

Management Accountability and Control. USDA's FY 2009 and FY 2008 Consolidated Financial Statements received an unqualified audit opinion from the OIG. The auditor's Report on Compliance with Laws and Regulations also disclosed that the Department was not substantially compliant with FFMIA requirements. While progress has been made, USDA continues to have three material weaknesses: Information Technology; Financial Reporting-Unliquidated Obligations; and Financial Reporting-Credit Reform and one financial system non-conformance in Funds Control Management. USDA will continue monitoring progress on plans to improve financial systems to comply fully with FFMIA and FISMA requirements.

Performance Management. OCFO executed USDA performance management activities, such as conducting Department-wide Planning Team meetings to draft the performance management documents for the Department and

the Performance and Accountability Report for FY 2009; met with other Federal agencies, external groups, and representatives from foreign countries to discuss USDA performance management efforts and results; and participated in USDA and Federal inter-agency forums related to GPRA and performance management.

Debt Policy. USDA's gross receivables are \$110 billion. Through aggressive OCFO debt management policy and coordination efforts, USDA's achievements for FY 2009 include:

- Delinquency rate of 3.2 percent as compared to the government-wide rate of 20 percent;
- Sustained "Green" status for the 2.8 percent rate of delinquent debt over 180 days old reported to the OMB Metric Tracking System;
- Collected \$24 billion from receivables including \$954 million in delinquent debt, wrote-off \$1.5 billion of uncollectible delinquent debt; and closed-out reporting of \$68 million to Internal Revenue Service as possible debtor taxable income;
- Referred 99.7 percent to the Treasury Offset Program of the \$1.2 billion eligible debt compared to the government-wide rate of 94.1 percent;
- Referred 99.3 percent to the Treasury Cross-Servicing Program of the \$541 million eligible debt compared to the government-wide rate of 92.3 percent; and
- Conducted the first full year of administrative wage garnishment (AWG) resulting in 688 garnishment orders, \$642,000 in collections and 48 AWG hearings.

Departmental policies have led to the high referral rates providing greater potential for increased collections of delinquent debt through voluntary remittance, offset or commercial collection practices. During FY 2009, Forest Service and the Marketing and Regulatory Programs agencies implemented AWG. OCFO coordinated the preparation and submission of the DCIA Annual Report to OMB, which provides an assessment of compliance with compromising, writing-down, forgiving and discharging indebtedness and write-off status/plans for delinquent debt over 2 years old.

Improper Payments. USDA met the statutory requirements of the IPIA through the annual review of 127 programs for FY 2009. This included updates to risk assessments on 32 low risk programs and the statistical sampling of 14 high risk programs. In addition, USDA performed 79 management certifications on the remaining low risk programs and received OMB decisions excluding 2 programs from statistical sampling in FY 2009. The Department reported an improper payments error rate of 5.92 percent with an estimated \$4.3 billion in improper payments for FY 2009, a reduction from the 6.13 percent improper payment error rate reported in FY 2008. Nine USDA high risk programs reported improper payments error rates below their FY 2008 error rate. FNS' Supplemental Nutrition Assistance Program (SNAP) achieved a 5.01 percent error rate for FY 2008, down from 5.64 percent in FY 2007. The SNAP error rate is a new historic low for the program and is the fifth consecutive year below 6 percent. FSA reported an improper payments error rate of 1 percent (\$144 million in estimated improper payments) for their high risk programs in FY 2008, which is below the FY 2007 error rate of 1.3 percent (\$187 million in estimated improper payments). To achieve these reductions, USDA agencies implemented aggressive corrective action plans; increased senior management involvement; provided internal and external training; increased accountability; enhanced program eligibility verification; and improved internal controls and documentation controls.

Travel Policy. As part of The Food, Conservation, and Energy Act of 2008 (Public Law 110-246), USDA successfully prepared a report on conferences and published it on USDA's Web site. OCFO is working to improve both the quality and efficiency in preparing this USDA report. OCFO revised USDA travel policy to expand the use of lower cost non-refundable tickets.

Grants Policy. OCFO completed integrating its Federal Assistance Awards Data System data with Federal Financial Accountability and Transparency Act data and American Recovery and Reinvestment Act data. Agencies now transmit award data to one internal system that feeds reporting requirements.

Recovery Act Implementation. OCFO has been a leader in the Federal Government in implementing the Recovery Act. In addition to complying with the Act and OMB guidance, OCFO has:

- Assisted the Office of the Secretary (OSEC) meet its reporting needs;
- Provided comments to OMB as they developed guidance, especially around loans;

- Conducted User Acceptance Testing of recipient reporting tool;
- Coordinated the high volume coordinator (HVC) effort for the Department and collaborated with the Forest Service on the government-wide HVC implementation;
- Coordinated responses to audits by the Government Accountability Office and OIG;
- Provided and implemented OMB's supplemental jobs guidance; and
- Provided and implemented OMB's recipient reporting data quality review guidelines.

## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Summary of Budget and Performance  
Statement of Goals and Objectives

OCFO has one Strategic goal and two objectives that contribute to all of the strategic goals of the Department.

USDA Strategic Goal	Agency Strategic Goal	Agency Objectives	Programs that Contribute	Key Outcome
OCFO supports all USDA strategic goals.	Goal 1: USDA becomes a leader in financial management through strong leadership, policy and oversight.	<p><u>Objective 1.1:</u> The Department and USDA agencies receive clean audits.</p> <p><u>Objective 1.2:</u> Strengthen compliance with financial management laws, regulations, and best practices.</p>	<p>OCFO gathers financial statements for the annual audits of the USDA consolidated financial statements.</p> <p>OCFO participates in the Department's assessment of internal control structure and compliance with laws and regulations.</p> <p>OCFO monitors agency obligations and expenditures throughout the fiscal year and works with fund holders to help them avoid ADA violations.</p> <p>OCFO issues implementation policy and guidance on the carrying out of the Improper Payments Information Act.</p> <p>OCFO provides technical assistance as the OIG conducts various audits of USDA's Financial Systems.</p>	<p><u>Key Outcome 1:</u> USDA-wide unqualified financial audits.</p> <p><u>Key Outcome 2:</u> Down-grade existing material weaknesses to reportable status.</p> <p><u>Key Outcome 3:</u> No Anti-Deficiency Act violations.</p> <p><u>Key Outcome 4:</u> 100 percent of programs meet the improper payments reporting requirements.</p> <p><u>Key Outcome 5:</u> Compliance with A-123, Appendix A testing.</p>

Selected Accomplishments Expected at the FY 2011 Proposed Resource Level:

- Achieve clean audits for all agencies of USDA on a consolidated basis.
- Zero material internal control weaknesses.
- Zero Anti-Deficiency Act violations.
- All programs meet improper payments reporting requirements.
- Full compliance with A-123, Appendix A testing.



## DEPARTMENTAL MANAGEMENT

## OFFICE OF THE CHIEF FINANCIAL OFFICER

Summary of Budget and Performance  
Full Cost by Objective

Objective 1.1: The Department and USDA agencies receive clean audits.

Objective 1.2: Strengthen compliance with financial management laws, regulations, and best practices.

PROGRAM	PROGRAM ITEMS	Dollars in thousands		
		<u>FY 2009</u>	<u>FY 2010</u>	<u>FY2011</u>
	Performance Measure: Clean audits for all agencies and USDA on a consolidated basis.	100%	100%	100%
	Performance Measure: New auditor-identified material internal control weaknesses.	0	0	0
	Performance Measure: Existing internal control weaknesses.	2	1	1
	Performance Measure: Decrease the number of Anti-Deficiency Act violations to zero.	0	0	0
	Performance Measure: Reduction in Departmental improper payments percent.	0.21%	0.24%	-0.02%
	Performance Measure: Compliance with A-123, Appendix A testing.	100%	100%	100%
	Grand Total for Agency Goals	\$5,727	\$6,566	\$6,632
	FTEs	32	45	45



2011 Explanatory Notes  
Working Capital Fund

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## WORKING CAPITAL FUND

Purpose Statement

The USDA Working Capital Fund (WCF) was established in fiscal year 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.

In the categories of Administration, Financial Management, and Information Technology, WCF activities are aggregated under functional categories to simplify presentation. The aggregated functions are as follows:

Administration:

Beltsville Service Center:	Central Supply Stores (CSS) Consolidated Forms and Publications Distribution Center (CFPDC) Central Excess Property Operation (CEPO) Central Shipping and Receiving (CSR)
Mail and Reproduction Mgt.:	Central Mail Unit (MAIL, includes Departmental Mailing List) Copier and Duplicating Services (CDS)

Finance and Management:

National Finance Center (NFC)	
Controller Operations (COD)	
Financial Systems (FSYS)	
Financial Services:	Internal Control Support Services (ICSS) A-123 Support Services (A123)

(note: Commercial Services Management and Grants Management Line of Business have been retired as WCF activities)

Information Technology:

National Information Technology Center (NITC)

International Technology Services (ITS)

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

Enterprise Shared Services (ESS)

Correspondence Management (CRM, formerly Office of the Executive Secretariat)

Management of the WCF is through the Office of the Chief Financial Officer.

## WORKING CAPITAL FUND

Available Funds and Staff Years  
2009 Actual and Estimated 2010 and 2011

Item	Actual 2009		Estimated 2010		Estimated 2011	
	Amount	Staff Years	Amount	Staff Years	Amount	Staff Years
<u>Working Capital Fund</u>						
Recurring Oper. (USDA)						
Administration.....	\$42,517,727	125	\$42,298,000	149	\$40,921,000	146
Communications...	4,508,370	17	4,312,000	21	4,253,000	21
Fin. & Mgt.....	151,911,844	678	164,752,000	736	165,432,000	742
Info. Technology...	385,600,574	866	371,420,000	942	371,348,000	942
Exec. Secretariat...	3,105,310	20	3,100,000	24	3,100,000	24
Intrafund Adj. a/...	<u>-51,634,000</u>	<u>0</u>	<u>-53,183,000</u>	<u>0</u>	<u>-54,779,000</u>	<u>0</u>
Subtotal.....	536,009,825	1,706	532,699,000	1,872	530,275,000	1,875
Purch of Equip.....	18,371,354	0	12,000,000	0	12,000,000	0
Purch. Card Rebate	7,000,000	0	6,000,000	0	5,000,000	0
Unobl. Bal. Exp....	<u>4,152,242</u>	<u>0</u>	<u>1,965,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Subtotal (USDA)...	565,533,421	1,706	552,664,000	1,872	547,275,000	1,875
Recurring Oper. (Non-USDA)						
Administration.....	\$1,796,755	0	1,199,000	0	1,053,000	0
Communications...	117,902	0	40,000	0	40,000	0
Fin. & Mgt.....	91,403,367	465	105,529,000	564	107,112,000	573
Info. Technology...	<u>13,062,801</u>	<u>7</u>	<u>17,224,000</u>	<u>25</u>	<u>14,839,000</u>	<u>25</u>
Subtotal (Non-USDA).....	106,380,825	472	123,992,000	589	123,044,000	598
Total, WCF.....	<u>671,914,246</u>	<u>2,178</u>	<u>676,656,000</u>	<u>2,461</u>	<u>670,319,000</u>	<u>2,473</u>

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  
2009 Actual and Estimated 2010 and 2011

Grade	2009			2010			2011		
	Wash DC	Field	Total	Wash DC	Field	Total	Wash DC	Field	Total
Senior Executive Service	0	10	10	0	9	9	0	9	9
GS-15 .....	11	41	52	11	49	60	11	49	60
GS-14 .....	40	123	163	43	120	163	38	125	163
GS-13 .....	63	366	429	69	412	481	61	421	482
GS-12 .....	31	668	699	34	622	656	26	632	658
GS-11 .....	16	317	333	18	365	383	15	371	386
GS-10 .....	0	18	18	2	11	13	0	13	13
GS-9 .....	6	69	75	6	86	92	4	90	94
GS-8 .....	4	42	46	5	23	28	2	27	29
GS-7 .....	8	308	316	13	260	273	11	264	275
GS-6 .....	9	107	116	11	99	110	10	101	111
GS-5 .....	36	105	141	40	69	109	31	79	110
GS-4 .....	9	36	45	18	15	33	13	19	32
GS-3 .....	1	3	4	1	1	2	1	1	2
GS-2 .....	0	4	4	0	2	2	0	2	2
GS-1 .....	0	0	0	0	0	0	0	0	0
Other Graded Positions.....	46	0	46	29	18	47	27	20	47
Ungraded Positions.....	0	7	7	0	0	0	0	0	0
Total Permanent Positions.....	280	2,224	2,504	300	2,161	2,461	250	2,223	2,473
Unfilled Positions end of year.....	-40	-320	-360	0	0	0	0	0	0
Total, Permanent Full-Time Employment, end-of-year.....	240	1,904	2,144	300	2,161	2,461	250	2,223	2,473
Staff Yr. Estimate..	212	1,966	2,178	300	2,161	2,461	250	2,223	2,473

LEAD-OFF TABULAR STATEMENT  
WORKING CAPITAL FUND

<u>Recurring Operations</u> <u>1/</u>		
Current Estimate, 2010	.....	\$656,691,000
Budget Estimate, 2011	.....	<u>653,319,000</u>
Change in Estimate	.....	<u>-3,372,000</u>
 <u>Capital Acquisitions</u>		
Current Estimate, 2010	.....	\$12,000,000
Budget Estimate, 2011	.....	<u>12,000,000</u>
Change in Estimate	.....	<u>0</u>
 <u>Unobligated Balances Expended</u>		
Current Estimate, 2010	.....	\$1,965,000
Budget Estimate, 2011 <u>2/</u>	.....	<u>0</u>
Change in Estimate	.....	<u>-1,965,000</u>
 <u>Purchase Card Rebate Proceeds</u>		
Current Estimate, 2010	.....	\$6,000,000
Budget Estimate, 2011 <u>3/</u>	.....	<u>5,000,000</u>
Change in Estimate	.....	<u>-1,000,000</u>
 <u>Total, Working Capital Fund</u>		
Current Estimate, 2010	.....	\$676,656,000
Budget Estimate, 2011	.....	<u>670,319,000</u>
Change in Estimate	.....	<u>-6,337,000</u>

1/ Net of intrafund transfers.

2/ The Secretary has authority to transfer unobligated balances to the WCF, to be available until expended, 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 FY 2011 (unobligated FY 2010 funds) will not be known until the end of the current fiscal year.

3/ Under 7 U.S.C. 2235(a), "refunds or rebates received on an on-going basis from a credit card services provider under the Department of Agriculture's charge card programs may be deposited to and retained without fiscal year limitation in the Department's Working Capital Fund . . . and used to fund management initiatives of general benefit to the Department of Agriculture bureaus and offices as determined by the Secretary of Agriculture or the Secretary's designee."

WORKING CAPITAL FUND  
SUMMARY OF INCREASES AND DECREASES  
(Program Activity)

<u>Item of Change</u>	<u>2010 Estimated</u>	<u>Pay Costs</u>	<u>Program Changes</u>	<u>2011 Estimated</u>
Recurring Operations:				
1. Administration:	\$43,497,000	+\$134,000	-\$1,657,000	\$41,974,000
Beltsville Service Center.....	11,548,000	+43,000	+53,000	11,644,000
Mail and Reproduction Management...	14,847,000	+64,000	-340,000	14,571,000
Integrated Procurement Systems.....	17,102,000	+27,000	-1,370,000	15,759,000
2. Communications:	4,352,000	+27,000	-86,000	4,293,000
Broadcast Media & Technology Ctr....	2,973,000	+20,000	-20,000	2,973,000
Creative Services Center.....	1,379,000	+7,000	-66,000	1,320,000
3. Finance & Management:	270,281,000	+1,353,000	+910,000	272,544,000
NFC/USDA.....	61,335,000	+586,000	-586,000	61,335,000
NFC/Non-USDA.....	105,529,000	+390,000	+1,193,000	107,112,000
Controller Operations.....	34,139,000	+259,000	+173,000	34,571,000
Corporate Financial Mgt. Systems.....	65,805,000	+104,000	+674,000	66,583,000
Comm. Svc. Mgt.....	0	0	0	0
Financial Services.....	3,473,000	+14,000	-544,000	2,943,000
4. Information Technology:	388,644,000	+1,286,000	-3,743,000	386,187,000
NITC/USDA.....	64,797,000	+280,000	-280,000	64,797,000
NITC/External Support.....	17,224,000	+40,000	-2,425,000	14,839,000
International Technology Services.....	251,759,000	+880,000	-64,000	252,575,000
Telecommunications Services.....	32,787,000	+69,000	-957,000	31,899,000
Enterprise Services.....	22,077,000	+17,000	-17,000	22,077,000
5. Correspondence Management.....	3,100,000	+30,000	-30,000	3,100,000
Intrafund Adjustment 1/.....	-53,183,000	0	-1,596,000	-54,779,000
Total Recurring Operations.....	656,691,000	+2,830,000	-6,202,000	653,319,000
Capital Equipment.....	12,000,000	0	0	12,000,000
Purchase Card Rebate Proceeds.....	6,000,000	0	-1,000,000	5,000,000
Unobligated Balances Expended.....	1,965,000	0	-1,965,000	0
<b>Total.....</b>	<b>676,656,000</b>	<b>+2,830,000</b>	<b>-9,167,000</b>	<b>670,319,000</b>

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)

	<u>2009 Actual</u>		<u>2010 Estimated</u>		Increase or Decrease	<u>2011 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
1. Admin.:	\$44,314,482	125	\$43,497,000	149	-\$1,523,000	\$41,974,000	146
Belts. Svc. Ctr.....	12,556,455	33	11,548,000	40	+96,000	11,644,000	40
Mail/Repr. Mgt.....	13,786,381	84	14,847,000	94	-276,000	14,571,000	91
Integr. Proc. Syst....	17,971,646	8	17,102,000	15	-1,343,000	15,759,000	15
2. Commun.:	4,626,273	17	4,352,000	21	-59,000	4,293,000	21
BMTC.....	2,928,970	13	2,973,000	15	0	2,973,000	15
Creative Svcs. Ctr...	1,697,303	4	1,379,000	6	-59,000	1,320,000	6
3. Fin. & Mgt.:	243,315,211	1,143	270,281,000	1,300	+2,263,000	272,544,000	1,315
NFC/USDA.....	58,757,528	364	61,335,000	364	0	61,335,000	370
NFC/Ext. Supp.....	91,403,367	465	105,529,000	564	+1,583,000	107,112,000	573
Contr. Oper.....	31,336,897	229	34,139,000	288	+432,000	34,571,000	288
Corp. Fin. Mgt.....	58,316,693	79	65,805,000	71	+778,000	66,583,000	71
Comm. Svcs.....	272,799	1	0	0	0	0	0
Financial Svcs.....	3,227,927	5	3,473,000	13	-530,000	2,943,000	13
4. Info. Tech.:	398,663,375	873	388,644,000	967	-2,457,000	386,187,000	967
NITC/USDA.....	70,042,272	175	64,797,000	202	0	64,797,000	202
NITC/Ext. Supp....	12,987,801	7	17,224,000	25	-2,385,000	14,839,000	25
Intl. Tech. Svcs....	259,942,824	653	251,759,000	686	+816,000	252,575,000	686
Telecom. Svcs.....	33,878,762	31	32,787,000	46	-888,000	31,899,000	46
Enterprise Svcs.....	21,811,716	7	22,077,000	8	0	22,077,000	8
5. Corr. Mgt.....	3,105,310	20	3,100,000	24	0	3,100,000	24
Intrafund Adj.....	-51,634,000	0	-53,183,000	0	-1,596,000	-54,779,000	0
Total Rec. Oper.....	642,390,651	2,178	656,691,000	2,461	-3,372,000	653,319,000	2,473
Capital Equip.....	18,371,345	0	12,000,000	0	0	12,000,000	0
Purch. Card Rebates...	7,000,000	0	6,000,000	0	-1,000,000	5,000,000	0
Unobl. Bal. Exp.....	4,152,242	0	1,965,000	0	-1,965,000	0	0
Tot. Avail. or Est.....	671,914,238	2,178	676,656,000	2,461	6,337,000	670,319,000	2,473



WORKING CAPITAL FUND  
PROJECT STATEMENT  
(USDA Activity)

	<u>2009 Actual</u>		<u>2010 Estimated</u>		Increase or Decrease	<u>2011 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
1. Admin.:	\$42,517,727	125	\$42,298,000	149	-\$1,377,000	\$40,921,000	146
Belts. Svc. Ctr.....	10,759,700	33	10,516,000	40	+75,000	10,591,000	4
Mail/Repr. Mgt.....	13,786,381	84	14,680,000	94	-109,000	14,571,000	91
Integr. Proc. Sys.....	17,971,646	8	17,102,000	15	-1,343,000	15,759,000	15
2. Commun.:	4,508,370	17	4,312,000	21	-59,000	4,253,000	21
BMTC.....	2,843,901	13	2,973,000	15	0	2,973,000	15
Creative Svcs. Ctr...	1,664,469	4	1,339,000	6	-59,000	1,280,000	6
3. Fin. & Mgt.:	151,911,844	678	164,752,000	736	+680,000	165,432,000	742
NFC/USDA.....	58,757,529	364	61,335,000	364	0	61,335,000	370
Contr. Oper.....	31,336,897	229	34,139,000	288	+432,000	34,571,000	288
Corp. Fin. Mgt.....	58,316,693	79	65,805,000	71	+778,000	66,583,000	71
Comm. Svcs.....	272,799	1	0	0	0	0	0
Financial Svcs.....	3,227,927	5	3,473,000	13	-530,000	2,943,000	13
4. Info. Tech.:	385,600,574	866	371,420,000	942	-72,000	371,348,000	942
NITC.....	70,042,273	175	64,797,000	202	0	64,797,000	202
Intl. Tech. Svcs....	259,867,824	653	251,759,000	686	+816,000	252,575,000	686
Telecom. Svcs.....	33,878,762	31	32,787,000	46	-888,000	31,899,000	46
Enterprise Svcs....	21,811,716	7	22,077,000	8	0	22,077,000	8
5. Corr. Mgt.....	3,105,310	20	3,100,000	24	0	3,100,000	24
Intrafund Adj.....	-51,634,000	0	-53,183,000	0	-1,596,000	-54,779,000	0
Total Rec. Oper.....	536,009,825	1,706	532,699,000	1,872	-2,424,000	530,275,000	1,875
Capital Equip.....	18,371,345	0	12,000,000	0	0	12,000,000	0
Purch. Card Rebates...	7,000,000	0	6,000,000	0	-1,000,000	5,000,000	0
Unobl. Bal. Exp.....	4,152,242	0	1,965,000	0	-1,965,000	0	0
Tot. Avail. or Est.....	565,533,412	1,706	552,664,000	1,872	-5,389,000	547,275,000	1,875

WORKING CAPITAL FUND  
PROJECT STATEMENT  
(Non-USDA Activity)

	<u>2009 Actual</u>		<u>2010 Estimated</u>		Increase or <u>Decrease</u>	<u>2011 Estimated</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>		<u>Amount</u>	<u>Staff Years</u>
1. Admin.:	\$1,796,755	0	\$1,199,000	0	-\$146,000	\$1,053,000	0
Belts. Svc. Ctr.....	1,796,755	0	1,032,000	0	+21,000	1,053,000	0
Mail & Rep. Mgt...	0	0	167,000	0	-167,000	0	0
2. Commun.:	117,903	0	40,000	0	0	40,000	0
BMTc.....	85,069	0	0	0	0	0	0
Creative Svcs. Ctr..	32,834	0	40,000	0	0	40,000	0
3. Fin. & Mgt.:	91,403,367	465	105,529,000	564	+1,583,000	107,112,000	573
NFC/Ext. Supp....	91,403,367	465	105,529,000	564	+1,583,000	107,112,000	573
4. Info. Tech.:	13,062,801	7	17,224,000	25	-2,385,000	14,839,000	25
NITC/Ext. Supp...	12,987,801	7	17,224,000	25	-2,385,000	14,839,000	25
Intl. Tech. Svcs....	75,000	0	0	0	0	0	0
<b>Tot. Avail. or Est.....</b>	<b>106,380,826</b>	<b>472</b>	<b>123,992,000</b>	<b>589</b>	<b>-948,000</b>	<b>123,044,000</b>	<b>598</b>

## JUSTIFICATION OF INCREASES AND DECREASES

Justifications of increases and decreases among WCF activities are as follows:

Recurring Operations (all costs – pay costs and program-related costs – are recovered via reimbursements from serviced agencies):

- (1) A net decrease of \$6,337,000 for recurring operations consisting of:
- (a) An increase of \$2,830,000 for pay costs.
  - (b) A decrease of \$9,167,000 for program-related costs in response to agency demand for financial management, administrative support, information technology, communications, and executive secretariat services.

Capital Acquisitions:

Capital acquisitions reflect the economical 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 that where it is advantageous for the government to purchase rather than lease assets (based on total costs over the life of the asset), capital acquisition resources are allocated. 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 an eye toward 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.

- (2) No change in allocation for capital acquisitions (\$12,000,000 allocated for capital acquisitions in FY 2010):

- (a) Expenditures for capital acquisitions are as follows:

	<u>2010</u>	<u>2011</u>
<u>Finance and Management:</u>		
National Finance Center .....	\$5,180,000	\$4,000,000
Financial Systems .....	<u>0</u>	<u>4,000,000</u>
Subtotal, Finance and Management.....	5,180,000	8,000,000
<u>Office of Communications:</u>		
Broadcast Media and Technology Center.....	270,000	0
<u>Information Technology:</u>		
National Information Technology Center .....	<u>6,550,000</u>	<u>4,000,000</u>
TOTAL, Working Capital Fund.....	<u>12,000,000</u>	<u>12,000,000</u>

The allocation level in FY 2011 reflects 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 \$1,000,000 in purchase card rebate proceeds.

7 U.S.C. 2235(a) authorizes the Department to deposit and to retain refunds or rebates received on an on-going basis from a credit card services provider under the Department of Agriculture's charge card programs without fiscal year limitation in the Department's WCF. These proceeds may be used to fund management initiatives of general benefit to the Department of Agriculture bureaus and offices as determined by the Secretary of Agriculture or the Secretary's designee.

(4) A net decrease of \$1,965,000 in unobligated balances.

Among the General Provisions of appropriations language, the Secretary has authority to transfer unobligated balances to the WCF, to be available until expended, for acquisition of plant and capital equipment for financial, administrative, and information technology services of general benefit to agencies of the Department. The estimate of balances available for obligation in FY 2011 includes amounts transferred from USDA agencies from available FY 2010 balances, as well as all unexpended, unobligated balances from previous years. A spending plan for use of these resources is provided to the Committees on Appropriations in accordance with annual appropriations language providing the authority. The amount for FY 2011 (unobligated FY 2010 funds) will not be known until the end of the fiscal year.

## WORKING CAPITAL FUND

Geographic Breakdown of Funding and Staff-Years  
2009 Actual and Estimated 2010 and 2011

	<u>2009</u>		<u>2010</u>		<u>2011</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>
Alaska	\$392,663	1	\$367,000	1	\$368,000	1
Alabama	2,355,977	6	2,202,000	6	2,209,000	6
Arkansas	4,319,292	11	4,037,000	11	4,050,000	11
Arizona	2,355,977	6	2,202,000	6	2,209,000	6
California	3,533,966	9	3,303,000	9	3,314,000	9
Colorado	30,342,855	50	78,938,000	107	80,244,000	112
Connecticut	1,177,989	3	1,101,000	3	1,105,000	3
District of Columbia	110,169,972	263	108,378,000	297	102,422,000	289
Delaware	1,570,652	4	1,468,000	4	1,473,000	4
Florida	3,926,629	10	3,670,000	10	3,682,000	10
Georgia	3,926,629	10	3,670,000	10	3,682,000	10
Guam	392,663	1	367,000	1	368,000	1
Hawaii	785,326	2	734,000	2	736,000	2
Iowa	6,675,269	16	6,239,000	17	6,259,000	17
Idaho	2,748,640	7	2,569,000	7	2,577,000	7
Illinois	3,926,629	9	3,670,000	10	3,682,000	10
Indiana	4,711,955	11	4,404,000	12	4,418,000	12
Kansas	5,497,280	13	5,138,000	14	5,155,000	14
Kentucky	5,104,617	13	4,771,000	13	4,786,000	13
Louisiana	259,153,945	1,087	235,172,000	1,244	236,949,000	1,259
Massachusetts	1,177,989	3	1,101,000	3	1,105,000	3
Maryland	20,078,025	51	18,888,000	60	19,008,000	60
Maine	2,355,977	6	2,202,000	6	2,209,000	6
Michigan	4,711,955	11	4,404,000	12	4,418,000	12
Minnesota	5,497,280	13	5,138,000	14	5,155,000	14
Missouri	139,277,692	321	133,956,000	332	131,467,000	332
Mississippi	5,104,617	12	4,771,000	13	4,786,000	13
Montana	3,533,966	9	3,303,000	9	3,314,000	9
North Carolina	5,497,280	13	5,138,000	14	5,155,000	14
North Dakota	3,533,966	9	3,303,000	9	3,314,000	9
Nebraska	5,889,943	14	5,505,000	15	5,523,000	15
New Hampshire	785,326	2	734,000	2	736,000	2
New Jersey	1,177,989	3	1,101,000	3	1,105,000	3
New Mexico	2,748,640	7	2,569,000	7	2,577,000	7
Nevada	1,177,989	3	1,101,000	3	1,105,000	3
New York	3,926,629	10	3,670,000	10	3,682,000	10

## WORKING CAPITAL FUND

Geographic Breakdown of Funding and Staff-Years  
2009 Actual and Estimated 2010 and 2011

	<u>2009</u>		<u>2010</u>		<u>2011</u>	
	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>	<u>Amount</u>	<u>Staff Years</u>
Ohio	3,533,966	9	3,303,000	9	3,314,000	9
Oklahoma	3,926,629	10	3,670,000	10	3,682,000	10
Oregon	3,141,303	8	2,936,000	8	2,945,000	8
Pennsylvania	3,533,966	9	3,303,000	9	3,314,000	9
Puerto Rico	1,570,652	4	1,468,000	4	1,473,000	4
South Carolina	2,748,640	7	2,569,000	7	2,577,000	7
South Dakota	3,926,629	10	3,670,000	10	3,682,000	10
Tennessee	4,711,955	12	4,404,000	12	4,418,000	12
Texas	14,921,189	36	14,680,000	40	14,727,000	40
Utah	3,926,629	10	3,670,000	10	3,682,000	10
Virginia	4,319,292	11	4,037,000	11	4,050,000	11
Vermont	2,355,977	6	2,202,000	6	2,209,000	6
Washington	1,963,314	5	1,835,000	5	1,841,000	5
Wisconsin	5,497,280	12	5,138,000	14	5,155,000	14
West Virginia	2,355,977	6	2,202,000	6	2,209,000	6
Wyoming	1,570,652	4	1,468,000	4	1,473,000	4
<hr/>						
Total, Available or Estimate <u>a/</u> .....	723,548,238	2,178	729,839,000	2,461	725,098,000	2,473

a/ Totals do not include 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  
2009 Actual and Estimated 2010 and 2011

	<u>2009</u>	<u>2010</u>	<u>2011</u>
<b>Personnel Compensation:</b>			
Washington, D.C.....	\$17,078,068	\$20,403,000	\$20,191,000
Field .....	159,197,117	168,093,000	171,486,000
11 Total personnel compensation .....	176,375,185	188,496,000	191,677,000
12 Personnel benefits .....	45,230,849	49,269,000	50,350,000
13 Benefits for former personnel .....	<u>-19,548</u>	<u>71,000</u>	<u>72,000</u>
Total personnel comp. & benefits .....	221,586,485	237,836,000	242,099,000
<b>Other Objects:</b>			
21 Travel.....	4,744,245	4,952,000	5,219,000
22 Transportation of things.....	830,937	1,318,000	1,356,000
23.1 Rental payments to GSA.....	6,459,944	6,681,000	6,447,000
23.2 Rental payments to others.....	3,072,693	2,956,000	3,007,000
23.3 Communications, utilities, and misc. charges.....	87,958,806	98,005,000	97,005,000
24 Printing and reproduction .....	600,912	866,000	835,000
25.1 Advisory & Assistance Services .....	377,576	0	0
25.2 Other services .....	185,261,037	177,642,000	187,549,000
25.3 Purchases of goods and services from Government Accounts.....	52,225,710	64,552,000	49,545,000
25.4 Operation and maintenance of facilities .....	1,403,434	1,405,000	1,202,000
25.7 Operation and maintenance of equipment .....	84,813,050	89,460,000	87,443,000
26 Supplies and materials .....	16,259,112	8,938,000	9,909,000
31 Equipment.....	<u>57,954,298</u>	<u>35,228,000</u>	<u>33,482,000</u>
Total other objects .....	<u>501,961,753</u>	<u>492,003,000</u>	<u>482,999,000</u>
Total, Working Capital Fund 1/ .....	<u>723,548,238</u>	<u>729,839,000</u>	<u>725,098,000</u>
<b>Position Data:</b>			
Average Salary, ES positions.....	\$162,000	\$165,000	\$168,000
Average Salary, GS positions .....	\$51,000	\$54,000	\$55,000
Average Grade, GS positions.....	10.5	10.7	10.7

1/ Totals include all intrafund transfers

## Department Wide Reimbursable Programs

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Advisory Committee Liaison Services	\$196,813	\$199,000	\$205,000
USDA Tribal Liaison	11,160	0	0
Intertribal Technical Assistance Network	0	2,000,000	2,060,000
Faith-Based Initiatives and Neighborhood Partnerships	201,317	409,000	422,000
Hispanic Serving Institutions National Program	1,440,697	1,973,000	2,033,000
1890 USDA Initiatives	2,296,980	2,474,000	2,549,000
USDA 1994 Program	543,648	692,000	713,000
Diversity Council	368,061	523,000	539,000
Visitor Information Center	355,836	550,000	567,000
Honor Awards	0	80,000	83,000
TARGET Center	924,543	947,000	976,000
Drug Testing Program	91,951	0	0
Sign Language Interpreter Services	222,623	236,000	244,000
Emergency Operations Center	2,171,215	2,402,000	2,475,000
Labor and Employee Relations Case Tracking and Reporting System	4,000	0	0
Continuity of Operations Planning	1,779,808	1,859,000	1,915,000
Personnel and Document Security	1,582,435	1,676,000	1,727,000
Federal Biobased Products Preferred Procurement Program	347,706	357,000	368,000
Radiation Safety	925,317	947,000	976,000
Retirement Processor Web Application	302,557	338,000	349,000
Preauthorized Funding	2,438,853	3,100,000	3,193,000
Financial Management Modernization Initiative	4,950,796	0	0
E-GOV Initiatives	11,674,776	0	0
E-GOV Initiatives HSPD-12	12,780,236	11,482,000	11,827,000
E-GOV Initiatives Content Management	1,500,000	1,532,000	1,578,000
Enterprise Network Messaging	5,499,582	0	0
USDA Enterprise Contingency Planning Program (LDRPS)	879,648	0	0
USDA IT Infrastructure Security	3,000,000	0	0
USDA Cyber Security Assessment and Management	1,590,066	0	0
<b>Total Departmental Reimbursable Programs</b>	<b>\$58,080,624</b>	<b>\$33,776,000</b>	<b>\$34,799,000</b>



Department Wide Reimbursable Programs  
Agency Cost Shares

Agencies listed in order of agency codes	FY 2009 Actual	FY 2010 Estimate	FY 2011 Estimate
Office of the Secretary	\$30,592	\$14,000	\$14,000
Agricultural Marketing Service	1,235,598	938,000	966,000
Agricultural Research Service	4,453,517	3,276,000	3,375,000
Rural Development	3,200,017	1,918,000	1,976,000
Risk Management Agency	241,663	164,000	169,000
Foreign Agricultural Service	925,398	527,000	543,000
Forest Service	19,185,989	10,211,000	10,519,000
Office of Communications	40,071	30,000	31,000
Office of the General Counsel	148,146	97,000	100,000
Natural Resources Conservation Service	5,199,384	3,665,000	3,776,000
Economic Research Service	212,447	121,000	125,000
National Agricultural Statistics Service	594,448	347,000	357,000
National Institute of Food and Agriculture	289,165	141,000	145,000
Office of Inspector General	438,144	356,000	367,000
Food and Nutrition Service	1,015,546	413,000	426,000
Animal and Plant Health Inspection Service	4,670,146	2,836,000	2,922,000
Grain Inspection, Packers and Stockyards Administration	370,782	215,000	222,000
Food Safety and Inspection Service	4,319,907	2,981,000	3,071,000
Office of the Chief Economist	88,753	17,000	17,000
Office of Budget and Program Analysis	27,251	19,000	19,000
Office of the Chief Financial Officer	991,787	546,000	562,000
Departmental Administration	202,686	160,000	164,000
Office of Civil Rights	86,004	37,000	38,000
Office of Executive Secretariat	7,417	0	0
Farm Service Agency	7,453,182	4,363,000	4,495,000
Office of the Chief Information Officer	2,608,242	357,000	366,000
National Appeals Division	44,342	30,000	31,000
<b>Total Departmental Reimbursable Programs</b>	<b>\$58,080,624</b>	<b>\$33,776,000</b>	<b>\$34,799,000</b>

DEPARTMENTAL GREENBOOK PROGRAMS

*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.

USDA Tribal Liaison: Program closed. Funded through appropriated funds in FY 2010.

Intertribal Technical Assistance Network: New Program for FY 2010. An Intertribal Technical Assistance Network will be established to address 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 (DOI/BIA), which also has jurisdiction and authority over Indian lands. 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. Budget will provide support two (2) individual staff persons in each of eleven (11) regions of the United States (corresponding to the 11 DOI/BIA regions); travel, program, and support needs for those staff; and national oversight and coordination.

Faith-Based Initiatives and Neighborhood Partnerships: Provides for Departmental level oversight of the USDA implementation efforts in the faith-based and neighborhood outreach areas and to support 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.

*Office of Advocacy and Outreach:*

Hispanic-Serving Institutions National Program (formerly the HACU Program): Fosters educational excellence in the Hispanic community and to promote 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:*

Diversity Council: Supports the following: Hispanic Advisory Council, Secretary's Advisory Council on Employees with Disabilities, African-American Group, Asian-American Group and Pacific Islanders Group, Native American Group, Women's Group and Gay and Lesbians Group. These groups provide the Secretary with ongoing advice on matters that affect their respective communities.

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; 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.

Drug Testing Program: Moved to Agency Specific Agreements. Billings will be handled through agency level agreements.

Sign Language Interpreter Services: Provides interpretive services for Departmental programs and USDA agencies. The Sign Language Agency Specific billings will be handled through agency level agreements.

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

Labor and Employee Relations Case Tracking and Reporting System: Supports a Department-wide Web-based system for tracking employee and labor relations cases. Systems costs are now funded by the Departmental Administration appropriations.

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.

Federal Biobased Products Preferred Procurement Program: Supports the USDA-wide implementation of new 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. Supports the implementation of the USDA BioPreferred<sup>SM</sup> Label, including audit and reporting functions.

Radiation Safety: Responsible for the USDA radiation safety program that ensures the safe use of radioactive materials and compliance with Federal requirements. The program maintains the license to use radioactive materials issued by Nuclear Regulatory Commission and provides technical advice and oversight to agencies in which radioactive materials are used.

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.

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.

Financial Management Modernization Initiative: Program development completed, program closed. Operations funded through the Working Capital Fund.

*Office of the Chief Information Officer:*

E-Gov Initiatives: Program removed from Departmental Reimbursable Programs. Costs will now be directly billed to the 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).

E-Gov Initiatives Content Management: A suite of three related modules that utilize and rely upon the core components of USDA's corporate document management infrastructure, Stellent, Oracle, and WebSphere. The Content Analysis Module is designed to analyze and display content such as public comments regarding an issue or proposal.

Enterprise Network Messaging: System development completed, program closed. Operations funded through the Working Capital Fund.

USDA Enterprise Contingency Planning Program (LDRPS): This program was incorporated into the USDA Cyber Security Assessment and Management (CSAM ) listed below.

USDA IT Infrastructure Security: These services are now provided through the Office of the Chief Information Officer appropriated funding.

USDA Cyber Security Assessment and Management (CSAM): These services are now provided through the Office of the Chief Information Officer appropriated funding.

## PRESIDENTIAL 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

- The purpose of the Budget Formulation and Execution LoB is to focus on building a "budget of the future," employing standards and technologies for electronic information exchange to link budget execution, performance, and financial information throughout all phases of the annual budget formulation and execution cycle. USDA plans to leverage the standards developed by the LoB to improve its budgeting processes.

#### Business Gateway

- By creating access to consolidated compliance information, Business Gateway directly benefits USDA's "customers" (e.g., farm owners, food industries, and agricultural chemical producers), all of whom are subject to complex compliance requirements across multiple agencies.
- Business Gateway provides savings and operational cost avoidance:
  - By making over 500 forms available on Forms.gov, USDA saves agency time in forms management. These forms were accessed over 407,801 times annually on average;
  - By directing compliance-related inquiries to Business.gov, agencies will save on training, staff-time, paper and postage costs; and
  - By housing numerous USDA compliance links, Business.gov has provided increased exposure to USDA services and traffic to USDA Web sites by linking directly to USDA Web pages.
- Business Gateway enables USDA to comply with the reporting requirement for the Small Business Paperwork Relief Act (SBPRA) and is also consistent with the Small Business Regulatory Enforcement Fairness Act of 1996 (SBREFA), which called on Federal regulatory agencies to publish small business guides that assist small firms in complying with, and answer small businesses' inquiries about Federal regulations.

#### Disaster Assistance Improvement Plan

- This initiative will provide a single location where USDA's customers can find and apply for USDA disaster assistance programs online. The majority of the benefits will be realized by the public through increased access to Federal assistance in emergency situations.

#### Disaster Management

- Disasterhelp.gov provides emergency information for USDA's first responders and its customers, partners, and employees. The Web site provides readily available information to enhance Disaster Management on an interagency and intergovernmental basis.

#### E-Authentication

- E-Authentication is a public-private partnership that enables citizens, businesses, and government employees to access online Government services using credentials issued by trusted third-parties, both within and outside the Government. Once an agency's system has been enabled to accept eAuthentication credentials, it will be able to grant access to end users who have an identity credential from one or more of the E-Authentication Federation's Credential Service Providers (CSPs). USDA's eAuthentication Service was the first General Services Administration approved authentication and authorization service, government-wide CSP, which enables USDA to provide Level 2 credentials to employees, customers, and partners. A Level 2 credential provides a higher degree of confidence to ensure that the customer accessing an application on the USDA Web is an authentic and authorized customer.
- More than 99,500 employees and approximately 266,000 customers owned an eAuthentication credential in a typical month in FY 2009.

- In an average month in FY 2009, USDA eAuthentication Service customers used their credentials for nearly 2,700,000 authentications of personal identity and over 75,000,000 Web site authorizations for access to protected content.

#### E-Clearance

- E-Clearance enables employees to move from one Department to another and take their security clearances with them. This portability of clearances reduces unnecessary costs and lost professional time associated with often long waits for redundant background checks to be completed.
- USDA replaced disparate, manual, and paper-based security clearance processes with Electronic Questionnaires for Investigations Processing system (eQIP), a single electronic system that ensures compliance with government standards. All USDA agencies and offices continue to use eQIP to record information needed to obtain security clearances in support of E-Clearance. Since January 2009, all Standard Form 85 investigations have been submitted using the eQIP system.

#### E-Government Travel

- E-Government Travel provides a government-wide, Web-based service that applies world-class travel management practices to consolidate Federal travel, minimize cost and produce superior customer satisfaction. The E-Government Travel service is commercially hosted to minimize technology costs to the Government and guarantee refreshed functionality.
- E-Government Travel has allowed USDA to consolidate 427 Travel Management Center task orders into a single task order. This has improved:
  - Centralized control and management of travel contracts and reducing resource oversight allocation; and
  - Visibility into travel trends and spending which provides better management decision making.
- USDA completed migration of all agencies to the new E-Government Travel Service (ETS) provider in the first quarter of FY 2009.

#### E-Loans (GovLoans)

- E-Loans is 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)

- All agencies have access to data provided by EHRI tools. USDA was the first Federal Department to successfully begin using their eAuthentication credentials to access electronic Official Personnel Folder documents.

#### E-Payroll

- E-Payroll simplifies USDA payroll services and processes. It allows USDA to define and standardize human resource payroll policies and procedures and better integrates payroll, human resources, and finance functions. It improves information sharing between performance, budgets, and financial management, and enables key USDA personnel to make well-informed decisions.

#### E-Records Management

- The E-Records Management initiative provides policy guidance to help USDA better manage electronic records, so that records information can be effectively used to support timely and effective decision-making, enhance service delivery, and ensure accountability.

#### E-Rulemaking

- In FY 2009, USDA posted 339 *Federal Register* rules and proposed rules, 915 notice documents, and received 28,986 public comments through Regulations.gov. This service allows USDA to avoid the cost of maintaining an agency rule making and docket management system.

#### 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.
- Online training minimizes the need for travel, on the part of both trainers and trainees.

#### Federal Asset Sales

- USDA leverages government-wide efficiencies and benefits from our leadership role in the Federal Asset Sales Initiative. USDA's Departmental Management is a Shared Service Provider for Federal Asset Sales.
- The initiative provides a one-stop online network place for Federal sellers, buyers, and service providers to interact and share best practices. GovSales.gov, serves as a clearinghouse for information about Federal Asset Sales. The initiative reduces the need for redundant, agency-specific systems that support Federal Asset Sales.
- HomeSales.gov provides information on previously owned single family homes for sale by the Federal Government. Rural Development lists single family homes for sale on HomeSales.gov.

#### Federal Health Architecture LoB

- The Federal Health Architecture LoB improves coordination and collaboration for USDA on national health IT solutions. It provides improved efficiency, standardization, reliability, and availability of comprehensive health information solutions. It incorporates all health-related activities into one Federal architecture. USDA has played an integral part in this initiative through its Food Safety programs.

#### Financial Management LoB

- The Financial Management LoB supports efficient and improved business performance while ensuring integrity in accountability, financial controls, and mission effectiveness.
- The Financial Management LoB established an advisory board to govern the activities and decision-making process for the initiative. USDA's involvement with this board affords us the opportunity to review critical issues affecting their financial management systems, voice our unique needs and concerns, and collaboratively offer recommendations on how best to implement decisions made by the advisory board.
- In FY 2009, USDA awarded a contract for hosting services and began migration processes to integrate legacy financial management systems with the Departmental financial management solution.

#### 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.
- In FY 2009, USDA developed an enterprise Geospatial Information Systems business case and segment architecture. The analysis identified areas of duplication and redundancy across the Department, and highlighted opportunities for collaboration. USDA is currently developing an enterprise geospatial management office to help agencies realize cost savings by using shared

Geospatial and IT services and minimizing duplicative data acquisition efforts, increasing procurement efficiencies through combined acquisitions, and gaining knowledge of Geospatial-related best practices.

#### Geospatial One-Stop

- The Geospatial One-Stop initiative (GOS) promotes coordination and alignment of geospatial data collection and maintenance among all levels of government. USDA is a major Federal producer/distributor and metadata contributor to GOS, and its large repository of current and historical data is accessible through the GOS Portal at [www.GeoData.gov](http://www.GeoData.gov).

#### 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. In FY 2009, citizens viewed USDA benefit programs on GovBenefits.gov 1,198,321 times, which generated 360,275 referrals to USDA program pages.
- 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 access to 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, Child Nutrition Programs, and Farmer's Market Nutrition Program (provided by the Special Supplement Nutrition Program for 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 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 an average year, USDA posts over 100 funding opportunities and application packages on Grants.gov, and receives over 8,500 electronic applications via Grants.gov. USDA continues to offer the option to apply electronically to 100 percent of its discretionary grants and cooperative agreements to applicants through the Web site.
- 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.

#### Grants Management LoB

- The Grants Management LoB promotes citizen access, customer service, and agency financial and technical stewardship through end-to-end grants management activities.
- By sharing services, USDA can avoid the cost of building and maintaining grants management systems.
- All 13 USDA grant-making agencies are collaborating with the Grants Management LoB to simplify the disparate application processes, improve timely reporting and delivery of services, and allow greater coordination among USDA service providers.



- Current GMLoB efforts to standardize and streamline business processes will benefit USDA grantees as they will have fewer agency-specific systems and processes to learn. This increased ease of use will also benefit USDA employees in the form of reduced technical support for USDA customers.

#### 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.

#### Information Systems Security LoB

- The Information Systems Security LoB intends to establish a comprehensive and consistently implemented set of risk-based, cost-effective controls and measures that adequately protects information contained in Federal information systems. USDA fully participates in the Information System Security LoB and will adopt standards designed to improve the efficiency and effectiveness of security practices as they are established by the initiative.
- USDA currently uses the Information System Security (ISS) LoB-approved Cyber Security Assessment and Management system for Federal Information Security Management Act reporting.
- USDA was the second largest civilian user of the ISS LoB-approved Cyber Security Awareness Training course developed by the Department of Defense in FY 2009.

#### 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.

#### Integrated Acquisition Environment - Loans and Grants

- This initiative will help USDA meet the requirements of the Federal Funding Accountability and Transparency Act to provide DUNS numbers for the Transparency Act Web site to satisfy the unique identifier data requirement under the Act.

#### International Trade Process Streamlining

- Export.gov makes it easy for Small and Medium Enterprises to obtain the information and documents needed to conduct business abroad. Exports.gov provides links to USDA, eliminating duplicative information.
- The Foreign Agricultural Service U.S. Supplier List and implemented USDA Export Credit Guarantee (Loan) program online with Export.gov.
- USDA participates with Export.gov as a one-stop customer solution. This eliminates expensive, unnecessary duplication of efforts.

#### IT Infrastructure Optimization LoB

- The IT Infrastructure LoB will identify the opportunities for IT infrastructure consolidation and optimization, and develop government-wide common solutions. USDA plans to leverage the cost-savings opportunities identified by this LoB.

#### Recreation One-Stop

- Recreation One-Stop consolidates information about Federal recreation areas from disparate sources (databases, Web sites, and publications) by standardizing data and interfacing recreation-related computer systems. The initiative provides information for planning visits to Federal recreation sites

and making campground/tour reservations through a customer-friendly recreation portal (Recreation.gov).

- The National Recreation Reservation Service gives the public a customer-friendly recreation portal ([www.recreation.gov](http://www.recreation.gov)) with information for planning visits to thousands of Federal recreation sites.

#### Recruitment One-Stop

- Recruitment One-Stop provides state-of-the-art online recruitment services to Federal job seekers that include online job posting, intuitive job searching, resume warehousing, online application submission, automated eligibility and status feedback, applicant data mining and integration with sophisticated automated assessment tools.
- USDA posts its position vacancies on USAJobs.gov, the Web site of the Recruitment One-Stop initiative. USDA also uses the automated assessment tools to speed and improve the quality of candidate screening and selection.

#### SAFECOM

- SAFECOM functions as the key Federal coordinator for promoting and providing support to Federal, State, Tribal and local, public safety agencies for the improvement of public safety response through more effective and efficient interoperable wireless communications. USDA takes advantage of the SAFECOM standards to ensure that its public safety officers are able to collaborate effectively with other agency officials.

#### USA Services

- USA Services provides contact center services (such as help desk support, information centers, and emergency help lines) through the FirstContact contract vehicle and provides leadership to contact center and Web managers across all levels of government.
- USDA used procurement vehicles provided by the USA Services initiative to plan for emergency hotline and help desk needed for a Department-wide emergency. The availability of USA Services procurement vehicles significantly reduced the cost and time of that effort.

The following table reflects estimated funding amounts for FY 2011 USDA contributions to the E-Government Initiatives and Lines of Business. The Office of Management and Budget (OMB) has not issued formal guidance for FY 2010 or FY 2011 contributions to the managing partners.

<b>E-Government Initiative<sup>1</sup></b>	<b>2009 Actual</b>	<b>2010 Estimate</b>	<b>2011 Estimate</b>
1. Budget Formulation and Execution Line of Business	\$95,000	\$95,000	\$105,000
2. Business Gateway	0	64,234	64,234
3. Disaster Assistance Improvement Plan	696,866	709,348	709,348
4. Enterprise Human Resources Integration (EHRI)	2,440,145	2,843,964	2,622,179
5. E-Rulemaking	1,307,536	578,000	588,404
6. E-Training	2,850,300	3,219,883	3,303,206
7. Financial Management Line of Business	75,000	75,000	75,000
8. Geospatial Line of Business	102,000	102,000	102,000
9. GovBenefits.gov	473,732	376,414	390,161
10. Grants.gov	1,067,887	520,732	530,105
11. Grants Management Line of Business	112,833	112,833	102,333
12. Human Resources Line of Business	260,870	260,870	260,870
13. IAE – Loans and Grants	1,285,570	984,727	1,012,416
14. Integrated Acquisition Environment	403,549	416,683	615,145
15. Recreation One-Stop	0	50,000	50,000
<b>USDA TOTAL</b>	<b>\$11,171,288</b>	<b>\$10,409,688</b>	<b>\$10,530,401</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 FY 2009 and estimated contributions for fiscal years 2010 and 2011 for only those initiatives that require financial contributions.			

## WORKING CAPITAL FUND

### STATUS OF PROGRAM

The Working Capital Fund (WCF) is a financing mechanism that provides support to more than 20 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. The Associate Chief Financial Officer for Financial Policy and Planning serves as Controller of the WCF in charge of day-to-day financial management. A staff attached to the Controller supports the OCFO in fulfilling this mission. In addition to its responsibilities for administration of the WCF, OCFO also manages the following WCF activities:

- National Finance Center
- Controller Operations
- Corporate Financial Management Systems
- Under Financial Services:
  - A-123 Support Services
  - Internal Control Support Services (Kansas City, MO)

Current activities and examples of recent progress are outlined below.

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

The Beltsville Service Center (BSC) provides on-demand customer services to all USDA agencies and activities, to several non-USDA agencies and activities, and to certain other non-USDA agencies and activities 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, warehousing and sales.

The Mail and Reproduction Management Division (MRMD) is responsible for administering and operating the Departmental mailing list system; and managing and operating copier/duplicating, printing and mailing operations. 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) that supports multiple USDA goals. IAS serves as the enterprise-wide administrative procurement system for the Department.

Selected Examples of Recent Progress:

Under BSC:

The Centralized Excess Property Operation (CEPO) completed its third full year as a Federal Asset Sales Center. In FY 2009, the Sales Center surpassed the \$1.5 million mark in sales since it began operating in October 2006.

CEPO contributed over 126 tons of recyclable electronics in FY 2009 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 (FEC) to: purchase greener electronic products; reduce impacts of electronic products during use; and manage obsolete electronics in an environmentally safe way. Additionally, 110 tons of scrap metal were sold for revenues over \$19,000.

Excess supply support was provided to USDA and 15 non-USDA agencies in the Washington, D.C., metropolitan area to ensure proper accountability and disposal for over 477,000 units of excess personal property. Over 9,500 units (acquisition cost \$6.2 million) were transferred to Federal agencies and 525 units (acquisition cost \$253,000) were donated to qualified State and local government agencies.

The National Institutes of Health (NIH) signed a memorandum of understanding with CEPO to provide surplus property sales services. The FY 2009 income from all non-USDA agencies exceeded \$935,000, which reduced the overall cost to USDA agencies for CEPO services.

Centralized Forms and Publications Distribution Center (CFPDC) staff processed and shipped over 6,000 orders weighing over 795,648 pounds to USDA customers nationwide.

Central Supply Stores (CSS) successfully provided over \$3.4 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 also oversaw acquisition and distribution of official photos of the President and USDA Secretary which are used in USDA facilities nationwide.

BSC maintained an initial stock of items necessary in the event of an Avian Bird Flu pandemic. This list of materials is provided to other agencies upon request. BSC maintained an emergency supply of 38 general office supplies that includes 325 units to support USDA employees that may be displaced due to hurricanes or other natural disasters. BSC also supported FSIS food safety inspectors with over 8,000 bottles of hand sanitizer to prevent the spread of viruses such as the H1N1.

Under MRMD:

Central Mail Unit participated in USDA's National Preparedness Day program covering the essential functions of the Mail Center to include mail operations, security procedures when a suspicious package is identified, identifying in-house mail flow and U.S. Postal Service work flow requirements regarding irradiated mail and delivery to government agencies. This presentation by Mail Services increased employees' security and safety awareness. MRMD expects to contribute to the USDA's National Preparedness Day annually.

MRMD participated in the Department's "Reduce Unwanted Mail Campaign" to alleviate the problem and reduce the costs in dollars and work power that is associated with unwanted mail. MRMD was initially receiving 3,000 to 4,000 pieces of junk mail per day in their central mailroom. To date, the junk mail has been reduced approximately 30 percent to 2,000 to 2,500 per day.

MRMD Management Staff is participating in a business council established to oversee the Mail and Shipping Services pilot test. The pilot is being used by the Office of Federal Procurement Policy and the Chief Acquisition Officers Council to test new acquisition approaches based on some of the best practices and lessons learned from other strategic acquisition and management improvement efforts.

Under IPS:

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

## COMMUNICATIONS

### Current Activities:

Activities under this heading are managed by the Office of Communications and include the following (all activities in Washington, D.C.):

- Broadcast Media and Technology Center (BMTC)
- Creative Services Center (CSC)

Centrally managed teleconferencing services, video and multimedia production technologies afford users cost efficiencies. These strategies allow users to avoid higher costs of travel while maintaining contact between headquarters offices and field offices, program participants, and the general public. BMTC produces informational videos, TV public service announcements, national telecasts and satellite media interviews, video and audio conferences, net meetings for interactive Internet conferencing and training, multimedia products such as DVD, Podcasting, and audio and video Web streaming (live and archived) on the Internet.

CSC has centralized resources to improve the flow and coordination of visual communication projects. CSC maintains an electronic archival storage site for Departmental print and exhibit materials as well as an extensive centralized USDA photo library of digital imagery. CSC offers complete services in communications planning for print, interactive media, marketing, language translations for print material, production art, specialized contracting, and exhibit fabrication. CSC Design Branch ensures the USDA brand is utilized properly. CSC Design Branch is working to accommodate growth in the use of new social media by providing talent and services on demand. CSC's design services include logo development, illustrations, public service announcement development, specialized copywriting, copyediting, posters,

brochures, Web sites, social media graphics, banners, trade-show exhibits, visitor centers, special media events, and coordination of information print campaigns.

Selected Examples of Recent Progress:

Under BMTC:

BMTC produced several high priority videos for agencies of USDA and other Federal departments. Among these was the Telly Award-winning "Readers Are Leaders – The Textbooks and Learning Materials Program." This video was produced for the U.S. Agency for International Development to highlight the successes of the Federal Africa Education Initiative. BMTC staffers traveled to six African countries and several U.S. historically black universities to gather footage and interviews for this video. BMTC also went abroad to Iraq and Afghanistan to produce videos on the U.S. Provincial Reconstruction Teams. These trips resulted in two well-received videos, "Once In A Lifetime – USDA Agricultural Advisors in Iraq" and "Paths To Progress – USDA Ag Experts In Afghanistan".

BMTC helped document new projects funded by ARRA. Subsequent TV video features and YouTube videos showed that water, rural broadband, housing, medical and emergency response facilities, and other development projects are all making a difference in rural communities.

Secretary Vilsack initiated a "Rural Tour" in 2009 to help communicate the best ideas and gain public input across the United States. BMTC produced videos to help educate the public about this tour, the process and the benefits on ongoing communications and sharing of best practices.

For the USDA Forest Service, BMTC continued production on a series of videos to teach outdoor recreationists how to stop the spread of invasive weeds and other species in America's great outdoors. "Playing Smart Against Invasive Species" will be released in 2010. Another BMTC production highlighted 100 years of Forest Service research.

BMTC supported the following efforts for FSIS:

- BMTC continued production of short television features for broadcast and Web-distribution that teach consumers the basics of food safety. Topics included: safe turkey preparation; safe tailgating; packing safe lunches; and stories on the USDA Meat and Poultry Hotline and the askkaren.gov virtual food safety representative.
- The FSIS series of American Sign Language consumer education videocasts via the Web was continued in FY 2009. Creating SignFSIS provided FSIS with an extraordinary opportunity to add access to the deaf and hard of hearing community. The SignFSIS effort fits with the agency's additional charge of conducting public education programs to educate consumers on how to prevent foodborne illness and keep their families safe. The videos included three-to-five-minute messages on foodborne illness and proper food handling, preparation, and storage. FSIS is the first agency within USDA to provide this type of service to consumers. BMTC videotaped and edited the videos, then added the captions and posted the finished videos on the Internet.
- In addition to the English podcasts for FSIS that were produced starting in 2008, BMTC created Spanish Podcast versions to target the Spanish speaking community. Additionally, these Podcast transitioned from analog Podcast to a new digital format to provide better quality as well as a geographical statistic accounting of viewers worldwide.

The Agricultural Marketing Service, Fruit and Vegetable Division, saved over \$100,000 by providing training using BMTC's Webinar service as opposed to traveling to the numerous conferences that were scheduled nationwide. A total of 53 Webinars were coordinated for USDA agencies during FY 2009.

BMTC provided 13,854 teleconferences for the 2008-2009 year.

Under CSC:

In FY 2009, CSC accomplished the following:

- Provided service to the new initiatives that included the Recovery Act, Rural Tour and the Peoples Garden.
- Continued to manage the build out of the FSIS Food Safety Discovery Zone Pavilion an outreach effort to educate the public on food safety.
- Supported Smokey Bear 65th Anniversary providing storybook and related products.
- Worked closely with the FNS Campaign Manager to produce products for the newly named Supplemental Nutrition Assistance Program (SNAP).
- Developed various projects for USDA and Federal agencies that include publications, information kits, Web sites, trade show exhibits, advertisements (ads) development for various media sources from print to web including events coordination both for USDA agencies and for other Federal agencies and organizations.

## 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 (Washington and New Orleans)
- Financial Systems (formerly "Corporate Financial Management Systems;" Washington and New Orleans)
- Financial Services (including: A-123 Support Services, and Internal Control Support Services)

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.



Controller Operations (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 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.

Financial Systems, under the Associate Chief Financial Officer/Financial Systems Planning and Management, administers the Foundation Financial Information System (FFIS), which is the corporate integrated financial management system for USDA that is the basis for sound financial management at USDA and provides a critical tool for the Department to achieve an unqualified opinion on its Consolidated and Agency Financial Statements. Financial Systems also administers the Financial Management Modernization Initiative (FMMI), which will serve as the next generation of applications to support effective financial management and program support to USDA and its agencies.

Financial Services include two business lines:

- Internal Control Support Services (ICSS)
- A-123 Support Services (A123)

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 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 type services in order to improve the Department's internal control program and to increase the Department's awareness of internal control issues.

Commercial Services Management (CSM) and Grants Management Line of Business have been retired as WCF activity centers due to changing program mandates and as cost management measures.

#### Selected Examples of Recent Progress:

Under NFC:

NFC timely executed 17,528,631 salary payments with 99.99 percent accuracy, and issued 721,872 Form W-2s before the January 31 deadline.

NFC updated its continuity of operations, pandemic, and hurricane plans in FY 2009. 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 two disaster recovery drills and one continuity of operations drill in 2009. Additional focus on data security was evidenced by:

- Two-factor authentication: Hardware and software was installed on 100 percent of NFC's workstations to support using the HSPD-12 cards for network authentication.
- PII Secure Print: NFC began implementation of a secure print capability to provide increased security for network printers. Employees will use their HSPD-12 card to initiate the printing of their reports. This will provide improved security for PII data.
- Certification and Accreditation (C&A): NFC completed C&A tasks on all the general support systems in FY 2009.

NFC completed the stand-up of the new backup computing facility at the St. Louis enterprise data center providing NFC with a dedicated disaster recovery site.

NFC completed the FY 2009 A-123 testing with minimal issues and closed outstanding audit issues from FY 2008 in a timely manner.

The agreed-upon procedures performed by OIG on retirement, health benefits, and life insurance withholding/contributions did not identify any NFC differences that exceeded the allowable thresholds.

The Lean Six Sigma (LSS) project for access administration demonstrated sustained performance improvements; 98 percent of requests completed within requirements as compared to less than 80 percent prior to LSS effort.

Under Financial Systems:

On October 1, 2009 the FMMI system went live for the Departmental Management and Staff offices (DMSO), Office of Inspector General (OIG), and Foreign Agricultural Service (FAS). Approximately 1,500 USDA staff completed instructor-led and Web-based FMMI training. The training was targeted towards DMSO; OIG; FAS; Research, Education and Economics agencies; and FSIS users in order to enable their access to FMMI.

Under COD:

The Administrative Payments Branch (APB) Most Efficient Organization proposal, solicited under OMB Circular A-76, resulted in winning the Department's competition for Utility and Telecommunication Invoice Processing Services which reduced costs by \$900,000 annually and retained 12 Federal jobs.

COD reconciled \$3 million of transactions related to closure of the Purchase Card System with Bank of America. This resulted in the USDA receiving over \$2 million in rebate funds.

COD researched and corrected the Internal Use Software accounting entry for NRCS for \$18.3 million in asset costs and \$10.6 million of accumulated depreciation.

Approximately 1,000 telephone/utilities accounts were converted to electronic billing to reduce processing paper bills. Approximately 42 percent of the 38,500 invoices are now received electronically. The Office of the Chief Information Officer recognized this continuing effort by presenting its Summit Award for "Outstanding Contribution to Automated Processes" to COD.

COD supported Departmental financial management reporting with seven mission areas, fifteen agencies, three corporations and thirteen staff offices to prepare and submit timely consolidated financial statements of USDA; this resulted in an unqualified ("clean") opinion for the Department.

COD reconciled and eliminated over 42,000 cash records totaling \$21 million that were previously unmatched with Treasury records. COD also resolved old differences with Treasury for two USDA agencies totaling \$12 million.

COD completed the LSS Green Belt General Services Administration (GSA) Voluntary Collections Project. The project resulted in more than a 50 percent reduction in average processing time for GSA asset sale collections received for APHIS and NRCS. The average processing time was reduced from 15 days to 6 days.

COD researched, analyzed, and cleared prior year cash differences, dating back to 2001, affecting seven Treasury symbols totaling \$10,203,056 in absolute value for Agricultural Marketing Service (AMS). In addition, \$1.4 million in old cash differences for Food Safety and Inspection Service (FSIS) was cleared.

COD worked with FSIS and cleared Treasury symbol crosses resulting from a cost allocation posting problem affecting seven Treasury symbols. Also categorized and matched 33,713 FFIS accounting records affecting 96 Treasury symbols totaling \$12,869,972,158.

COD matched 8,355 records representing outstanding "Foreign Transaction" differences between the FFIS general ledger and Treasury, dating back to 2004, affecting seven Treasury symbols totaling \$8,105,234 in absolute value for FAS.

Under Financial Services:

Sixteen corrective action plans were closed in FY 2009 that resulted from deficiencies identified in the FY 2006 – 2008 timeframe.

Five new training sessions were provided for agency points of contact for the purpose of facilitating the annual internal control assessment process.

## INFORMATION TECHNOLOGY

### Current Activities:

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

Activity Centers:

- National Information Technology Center
- International Technology Services
- Telecommunications Services:
  - National Telecommunications Services and Operations
  - Computer Services Unit
  - Telephone Customer Service Center
  - Network Services
- Enterprise Shared Services (ESS, administratively under the organizational umbrella of the National Information Technology Center)

The National Information Technology Center (NITC) manages Enterprise Data Centers located in Kansas City, Missouri, St. Louis, Missouri, and Beltsville, Maryland. 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 our customers' requirements, and ranges from analysis, research and conceptual development – through design, build, and implementation – on to operations, maintenance, and user help desk support.

International Technology Services (ITS) incorporates the infrastructure roles of FSA, NRCS, and the Rural Development mission areas. ITS replaced a network of 11 cross-agency teams that coordinated IT infrastructure investment among the Service Center Agencies (SCAs), and enabled unified management of the IT infrastructure not possible previously. In addition, ITS exercises direct management responsibility for the integrated technology portion of the Service Center Modernization Initiative (SCMI). In addition to providing a modern integrated technology infrastructure, SCMI involves office co-location, business process re-engineering, culture change, building partnerships and improving customer satisfaction.

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 achieve cost avoidances.

Under Washington Communications and Technology Services (WCTS), the Computer Services Unit 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 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, and administers the Departmental voice mail system service. Network Services 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):

Due to containment of costs, economies of scale, and other instances of cost savings, NITC gained approval for rate reductions for FY 2009. They included a 16 percent reduction for Mainframe disk storage; 10 percent reduction for mid-Range Gold level services and a 30 percent reduction for Gold Virtual/Partitioned Level; and a 25 percent reduction for SAN Storage.

NITC completed the Site B (Goodfellow - St Louis) Disaster Recovery Strategy for EDC Operations, which will also support agency disaster recovery requirements and the Secretary's strategic goal of Enhancing Sustainability of Rural and Farm Programs.

NITC received an unqualified (clean) audit opinion with no recommendations from the OIG audit for fifth consecutive year.

The effort to consolidate the mainframes onto a new z10 platform for providing lower cost and increased performance to customers was completed. NITC consolidated six frames down to three. The consolidation also makes it easier to manage the disaster recovery site, which is currently being implemented. In addition, in FY 2009, NITC started a regular meeting with the two largest mainframe customers (FSA and RD) to work together to reduce the software cost on the mainframe.

In FY 2009, NITC enhanced its network architecture and made significant upgrades. The following achievements were realized:

- Designed, tested and is implementing a fault-tolerant High Availability Network that will greatly reduce single points of failure within the overall network infrastructure. This will allow NITC to perform more regular maintenance without customer impact, and will significantly reduce the probability of a customer outage resulting from equipment failure.
- Designed an expandable network to support our disaster recovery site in St. Louis based on the high availability design. When implemented it will allow NITC to move away from leased hot site facilities, and provide a location for future development of more robust and immediate backup arrangements.
- Built a management (console network) LAN to support console connectivity to the NITC managed servers. A cost effective switch deployment was implemented due to the non-requirement of High Availability (HA) and slow speed (10mb half duplex) connectivity. The result is a low cost, well managed network, and restricted access network for NITC to manage servers and appliances on the EDC raised floor.
- Implemented Enterprise Extender for the mainframe to NFC connection, allowing the removal of dedicated connectivity between NITC and NFC. By transitioning this connectivity to UTN, NITC will gain the ability to communicate with NFC from Kansas City or our hot site location without additional circuit installation.
- Crafted the high level concept for an Enterprise Backup Network, created the detail design, and provided the funding requirements to procure the solution to implement in 2010.

NITC established an effective Vulnerability Assessment Team that prioritizes and manages vulnerabilities detected on NITC owned GSS systems and on customer managed systems. NITC has been able to reduce the overall number of High and Medium vulnerabilities and creates plans of action and milestones for those not fixed within 30 days. Furthermore, NITC has recently implemented the Patch and Vulnerability Management Program that directs the Patch and Vulnerability Group to be formed with the mission to be proactive in fixing vulnerabilities prior to scanning and detection.

NITC conducted 26 disaster recovery exercises for operations systems. Three Mainframe disaster recovery exercises were completed in January, April and August. NITC also supported mid-range disaster recovery exercises for customers including: APHIS, OCFO, Forest Service, Federal Aviation Administration, National Agricultural Statistics Service, and FNS.

Under ITS:

ITS began software implementation of BigFix in June 2009 – a comprehensive security solution to provide a unified platform for systems and security management. A pilot was conducted to streamline the installation and test the functionality prior to releasing BigFix for the full USDA environment.

ITS implemented various telecommunication initiatives this past year. Anticipated cost savings achieved through these initiatives will exceed \$7 million in telecommunications costs. The initiatives include:

- Supported the deployment and upgrade of new routing/switching infrastructure and networks in support of the Web farm; e.g., deployment in Kansas City for FSA applications in the 2.0 environment; upgrade in Fort Collins that affected all developers of USDA consuming eAuthentication.

- Solicited and awarded new telephone BPA's for small office systems and large office Voice-over-IP (VoIP).
- Tested and deployed Wide Area Network (WAN) acceleration devices to improve field performance.
- Worked with Telecommunications Services Office for Class of Service (COS) within UTN to facilitate/deploy the distributed call agent business processes for RD.
- Deployed VoIP phone systems to the Customer Support Branch in Kansas City and FTC which permits all eAuthentication customer requests to be handled by agents seamlessly from a single 800 number and call queue.
- Worked to deploy unmanned Universal Telecommunications Network (UTN) nodes for the accumulation of weather and climate data for NRCS Snotel applications.
- Deployed more than 2,000 new Blackberry devices, smart phones, and broadband cards including the piloting of how to manage and encrypt the various devices.
- Awarded a contract for land line services to obtain national coverage, single source management, one customer invoice to the NFC versus thousands, and cost sharing of wholesale savings per phone line.
- Developed the architecture to permit installation of AT&T DSL as a circuit and have deployed the Internet Gateway updates and installing Arkansas as pilot sites.

ITS provided deployment support for the Service Center Agencies (SCAs). This included deployment of 2,151 State and county office scanner for FSA; 1,138 UPS replacements to the SCAs throughout the United States, Pacific Basin, and Caribbean; completed receipt of 51 electronic official personnel folder scanners for FSA.

ITS deployed the Whole Disk Encryption (WDE) to ITS and SCA laptops and tablets. TSD worked directly with the end-user community to schedule the deployments to limit load on the MacAfee Endpoint Encryption database. Deployment continued through July 22, 2009 and was followed by the complete transition to the operational phase at end of July. ITS deployed over 95 percent of the targeted mobile systems for Whole Disk Encryption.

ITS put together an applet to capture information for pandemic reporting purposes. The ITS Infrastructure Governance Division (IGD) designed a SharePoint applet to collect the required information from each employee on a daily basis. The applet is ready for future deployment.

Under Telecommunications Services:

National Telecommunications Services Office (NTSO):

The Wide Area Network Branch (WANB) completed the following:

- The UTN backbone exceeded its service level measure of 99.9 percent availability. The use of the network increased in FY 2009 without the need to add bandwidth capacity. The WANB supports the

migration of agencies to the UTN contract that continues to provide significant cost savings over other contract vehicles.

- Supported the United States Computer Emergency Readiness Team (US-CERT) Joint Agency Cyber Knowledge Exchange (JACKE) initiative by implementing a DNS Blackhole to block attackers trying to infiltrate USDA using fictitious URLs and by increasing the DNS logging for security incident management and to provide better information to Cyber Security to improve protection.
- Served as the representative for USDA on an inter-agency work group to develop OMB Trusted Internet Connection (TIC) Initiative requirements and criteria definitions, a first for the agency. USDA received a rating of 82 percent compliance from the TIC validation assessment performed by the Department of Homeland Security in August-September 2009.
- Completed the integration of the Department of Homeland Security (DHS) Einstein system within the USDA Internet gateway security environment. The USDA recently became the first civilian Department in the US government to implement the advanced Einstein II system, and without additional costs.
- Worked with the Forest Service's Resource Order and Status System (ROSS) staff and California State networking staff to improve network communications between the application hosting at the USDA Data Center in Kansas City and the California firefighting organization

In Telecommunications Operations Management (TOM), NTSO achieved the following:

- Established four technical review teams to review the thoroughness of the existing GSA Network Contract. We designed these teams around, legacy Voice, Data, Wireless and Satellite. The result was that over 200 pages of updates, modifications and enhancements were developed in an extremely short period of time to meet the timelines imposed over the process. Over 16 versions of the data telecommunications were developed working with technical experts from across the various Agencies within USDA.
- TOM became the technical support expert group on Telecommunications Service Priority (TSP) and rapidly achieved completion having TSP assignments placed on all nodes of the UTN Network. In addition, TOM handled the USDA continuity of operations (COOP) and aided agency telecommunications mission area control officers (TMACO's) in their preparation of TSPs for their agency circuits.
- Addressed the top five highest overage charges attributable to wireless services within USDA. Calls were placed to each device and determined the issues and ultimately reduced the charges held attributable to USDA and their agencies for over \$38,000 per month for a total of \$456,000/year on the first pass.

Computer Services Unit (CSU):

CSU received 15,989 helpdesk calls in FY 2009, 6,269 of these calls were resolved within the first hour (42 percent), and 67 percent of the calls were resolved within a day.

CSU maintained 100 percent availability of desktop services in FY 2009

CSU implemented successfully the Federal Desktop Core Configuration (FDCC). Individual staff offices that requested exceptions to the FDCC policy are tracked and monitored via online system.

CSU provided technical support and coordination with over twelve agencies and staff offices to complete the conversions of e-mail routing to Simple Mail Transfer Protocol. This effort placed WCTS into a position of having to support only the NetJunction directory and readdressing functions going into FY 2009.

Telecommunications Customer Services Center (TCSC):

TCSC provided all IT and site management support for the USDA Forward Challenge 2009 Continuity of Operations exercise in West Virginia. A thin client/Citrix IT solution was successfully installed and utilized during the exercise.

Network Services (NS):

NS responded to over 1,023 network-related customer service calls in FY 2009, of which 1,018 were closed.

### CORRESPONDENCE MANAGEMENT

Current Activities:

Correspondence Management (CM), formerly the Office of the Executive Secretariat, serves as the central office for processing and management of the correspondence of the Immediate Office of the Secretary, including document control, management of the clearance process, editorial review, and Secretarial correspondence policy. CM also manages the official records of the Office of the Secretary (OSEC).

Selected Examples of Recent Progress:

During fiscal year (FY) 2009, CM processed 22,695 pieces of individual controlled correspondence and over 288,000 pieces of advocacy campaign correspondence addressed to the Secretary and Deputy Secretary. Of the controlled correspondence, CM managed the responses to 14,055, including 1,115 signed by the Secretary or Deputy Secretary. This includes conducting 5,398 reviews of draft and final responses. CM directly processed and fulfilled 2,240 requests for youth certificates from the Secretary to citizens.

CM provided service to the agencies and OSEC in the preparation of internally-initiated correspondence for signature by the Secretary. In FY 2009, CM prepared and managed the clearance and signing of 257 folders of Agency-initiated correspondence. In addition, CM completed 169 special writing projects initiated by OSEC involving hundreds of individual letters.

CM managed the official records of OSEC. In FY 2009, CM analyzed, classified, and prepared 33,256 records as part of the official records. In partnership with Rural Development, the paper official records of 2002 and 2003 were digitized and entered into the current correspondence management application to improve accessibility. The corresponding paper records were prepared and sent to the Federal Records Center. Finally, CM developed a proof of concept for a full lifecycle electronic records management (ERM) solution utilizing existing USDA applications, as part of the OCIO ERM initiative.

CM supported all USDA agencies and offices in the use of the USDA Enterprise Content Management (ECM) application to manage the correspondence and other priority documents for the Secretary and Deputy Secretary. CM provided application administration services, enrolled users, served as the ECM helpdesk for many agencies, and recommended many system improvements. Finally, CM continued to provide advice and support to a number of agencies evaluating the potential to leverage the USDA ECM application for internal correspondence and document management, including: Assistant Secretary for Civil Rights, FSA, AMS, APHIS, FSIS, FNS, FAS, and OCFO.