2025 USDA EXPLANATORY NOTES - OFFICE OF THE CHIEF INFORMATION OFFICER

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PREFACE

This publication summarizes the fiscal year (FY) 2025 Budget for the U.S. Department of Agriculture (USDA). Throughout this publication any reference to the "Budget" is in regard to the 2025 Budget, unless otherwise noted. All references to years refer to fiscal year, except where specifically noted. The budgetary tables throughout this document show actual amounts for 2022 and 2023, annualized Continuing Resolution levels for 2024, and the President's Budget request for 2025. Amounts for 2024 estimated levels include: non-enacted amounts such as Full-Time Equivalent levels, fleet levels, information technology investment levels, recovery levels, transfers in and out, balances available end of year, and obligation levels.

Throughout this publication, the "2018 Farm Bill" is used to refer to the Agriculture Improvement Act of 2018. Most programs funded by the 2018 Farm Bill are funded through 2023. Amounts shown in 2024 and 2025 for most Farm Bill programs reflect those confirmed in the baseline.

Pursuant to the Balanced Budget and Emergency Deficit Control Act of 1985, sequestration is included in the numbers for mandatory programs in 2022, 2023, 2024 and 2025.

In tables throughout this document, amounts equal to zero (0) are displayed as dashes (-). Amounts less than 0.5 and greater than zero are rounded and shown as a zero (0). This display treatment is used to prevent the masking of non-zero amounts that do not round up to one (1).

AGENCY-WIDE

PURPOSE STATEMENT

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

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

To support this new approach, USDA has transitioned IT customer support services to enterprise services managed by the OCIO, providing cost-effective, high-quality Department-wide helpdesk, desktop, voice, and mobile shared services. OCIO will continue to standardize the IT customer services by establishing user personas, perform application rationalization, and streamlining IT service delivery to provide the best value and customer experience. USDA will become a data-driven organization to ensure that leadership and employees have access to the data and analytical tools that support rapid and well-informed decisions. When data is not integrated, standardized, or of high quality and reliability, problems and opportunities remain obscured, impacting overall program performance. USDA has continued building out its enterprise data and analytics platform and maturing management of its geospatial portfolio. USDA has expanded its enterprise business intelligence dashboards and exceeded 2 million views. USDA has launched new options for data analysts to conduct advanced analytics in the cloud and is modernizing its geospatial infrastructure to adopt cloud-based solutions. In addition, OCIO continues to lead in many areas to include data analytics, artificial intelligence, consolidation of like systems and software, replacement of legacy IT systems and the cost savings that comes from responsible, well thought out plans and initiatives. USDA has led cybersecurity initiatives with the successful completion of all phases to date of Executive Order 14028, Improving the Nation's Cybersecurity, which contains over 150 requirements intended to modernize Cybersecurity in the federal enterprise.

A customer-focused approach to USDA's digital services requires a streamline of the Department's complex network of online resources that must be navigated to find or access services. Too often, customer data is not shared or

integrated among similar programs. To improve in these areas, USDA will create common standards and identify best practices in cloud technology that are easy to replicate, support/increase self-service capabilities, and integrate data for common customers. Providing the best possible customer service on a consistent basis also means ensuring that USDA employees can access the network anywhere, anytime, regardless of agency, program, or location and that employees have the bandwidth necessary to fully utilize the technology. Among notable accomplishments, OCIO oversaw the monumental transition and modernization of 17 networks to one USDA network and the award of the Enterprise Infrastructure Solutions Contract. Enterprise Infrastructure Solutions (EIS) is a comprehensive solution-based contract vehicle to address all federal agency IT telecommunications and infrastructure requirements. It reduces agency costs and acquisition time by leveraging an existing contract and allows agencies to focus on missions.

The OCIO Headquarters is in Washington, D.C. As of September 30, 2023, there were 1,507 full-time permanent employees funded by appropriated (124) and Working Capital Funds (1,383).

OIG AND GAO REPORTS
Table OCIO-1. Closed, Implemented OIG Reports

ID	Date	Title	Result
50501-0021-12	8/2019	Data Encryption Controls Over Personally Identifiable Information on USDA Information Tech	This audit contained two recommendations. All recommendations have been implemented. Audit Closed.
50501-0023-12	9/2020	U.S. Department of Agriculture's 2020 Compliance with the Geospatial Data Act	This audit contained two recommendations. All recommendations have been implemented. Audit Closed.
50501-0022-12	9/2020	Security Over Select USDA Agencies' Networks and Systems FY 2019	This audit contained 10 recommendations. All recommendations have been implemented. Audit Closed.
50503-0005-12	10/2021	FY 2021 Federal Information Security Modernization Act (FISMA) Audit	This audit contained 16 recommendations. All recommendations have been implemented. Audit Closed.
50801-0003-12	8/2022	Secure Configuration of USDA's Virtualization Platforms	This audit contained two recommendations. All recommendations have been implemented. Audit Closed.
50503-0009-12	9/2022	Fiscal Year 2022 Federal Information Security Modernization Act (FISMA) Audit	This audit contained seven recommendations. All recommendations have been implemented. Audit Closed.
50501-0026-12	9/2022	USDA's Compliance with the Geospatial Data Act for Fiscal Year 2022	This audit contained six recommendations. All recommendations have been implemented. Audit Closed.
88303-0002-12	9/2023	FY 2023 SOC 1 Type 2	No Recommendations.

Table OCIO-2. Closed, Implemented GAO Reports

ID	Date	Title	Result
102968/20-567	9/2020	Information Technology: Selected Federal Agencies Need to Take Additional Actions to Reduce Contract Duplication	This audit contained five recommendations. All recommendations have been implemented. Audit Closed.
105562/23-105562	12/2022	Information Management: Agencies Need to Streamline Electronic Services (CASES Act)	No Recommendations.
105946/23-105946	2/2023	Data Center Optimization: Agencies Continue to Report Progress	No Recommendations.

AVAILABLE FUNDS AND FTEs
Table OCIO-3. Available Funds and FTEs (thousands of dollars, FTEs)

Item	2022 Actual	FTEs	2023 Actual	FTEs	2024 Estimated	FTEs	2025 Estimated	FTEs
Salaries and Expenses:								
Discretionary Appropriations.............	$96,746	107	$87,534	116	$92,284	116	$95,870	122
Total Adjusted Appropriation	96,746	107	87,534	116	92,284	116	95,870	122

Balance Available, SOY	17,680	-	6,802	-	2,896	-	-	-
Balances Interchanges	-	-	4,750	-	-	-	-	-
Recoveries, Other	-	-	844	-	-	-	-	-
Total Available	114,426	107	99,930	116	95,180	116	95,870	122
Lapsing Balances	-335	-	-6,089	-	-	-	-	-
Balance Available, EOY	-6,802	-	-2,896	-	-	-	-	-
Total Obligations	107,289	107	90,945	116	95,180	116	95,870	122
E-Gov Initiative	5,182	-	5,182	-	5,417	-	5,417	-
NTIA Spectrum	2,271	-	2,271	-	2,390	-	2,390	-
Cat Mgmt.	13,648	5	1,308	5	1,463	5	1,463	5
Personnel Security Office (PSO)	-	-	806	3	888	3	1,050	4
Continuity of Operations (COOP)	-	-	-	-	515	1	535	1
Project Definition	563	-	-	-	-	-	-	-
Information Security Center Transfer	10,893	62	-	-	-	-	-	-
Data Analytics	4,975	4	-	-	-	-	-	-
Total Appropriation, Other Funding	38,270	71	9,567	8	10,673	9	10,855	10
Total Obligations, OCIO	145,559	178	100,512	124	105,853	125	106,725	132
Other Federal Funds (WCF):								
ASC- Office of the Chief Information Officer Oversight	4,468	5	3,458	6	2,144	9	2,431	10
Client Experience Center	526,411	1,041	589,127	1,046	407,922	1,110	397,730	1,050
Department Administration Information Technology Office	14,760	22	-	-	13,223	35	13,046	35
Digital Infrastructure Service Center	124,765	213	126,663	226	291,696	216	275,500	215
Enterprise Network Services Center	24,456	36	21,017	38	112,928	48	107,282	48
Enterprise Cybersecurity Services	-	-	36,645	65	63,253	115	65,071	103
Enterprise Data and Analytics	-	-	1,163	2	11,606	6	11,026	6
Total, Other Federal	694,860	1,317	778,043	1,389	902,772	1,529	872,086	1,467
Total Available, OCIO	847,556	1,498	887,540	1,507	1,008,625	1,654	978,811	1,599

PERMANENT POSITIONS BY GRADE AND FTEs

Table OCIO-4. Permanent Positions by Grade and FTEs

Item	D.C.	Field	2022 Actual Total	D.C.	Field	2023 Actual Total	D.C.	Field	2024 Estimated Total	D.C.	Field	2025 Estimated Total
SES............................	6	-	6	5	-	5	5	-	5	5	-	5
SL..............................	-	-	-	-	1	1	-	1	1	-	1	1
GS-15	22	2	24	14	7	24	14	7	25	18	7	25
GS-14	35	8	43	31	22	50	31	22	56	33	23	56
GS-13	36	27	63	16	13	29	21	14	36	21	15	36
GS-12	9	29	29	5	3	8	5	2	7	4	1	5
GS-11	7	4	11	1	-	1	1	-	1	1	1	2
GS-9	1	-	1	4	-	4	1	-	1	1	-	1
GS-7	-	1	1	-	-	-	-	1	1	-	1	1
GS-3	-	-	-	2	-	2	-	-	-	-	-	-
Total Perm. FT EOY.	116	62	178	78	46	124	78	47	125	85	49	132
FTE*	116	62	178	78	46	124	78	47	125	85	49	132

*Total FTEs are all inclusive of workforce categories including temporary positions.

<u>**VEHICLE FLEET**</u>
Motor Vehicle Fleet

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

OCIO's current fleet is based on mission and geographic needs. As of September 30, 2023, CEC has 199 leased GSA vehicles, and the Digital Infrastructure Services Center (DISC) has 1 leased GSA vehicle.

Replacement Criteria

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

Reductions to Fleet

OCIO has no plans to reduce the fleet.

Table OCIO-5. Size, Composition, and Annual Costs of Motor Vehicle Fleet

Item	Sedans and Station Wagons	Lt. Trucks, SUVs, and Vans (4x2)	Lt. Trucks, SUVs, and Vans (4x4)	Total Vehicles	Annual Operating Costs
2018 End of Year Operating Inventory	224	31	17	272	$9,345
2022 End of Year Operating Inventory	129	50	31	210	7,692
2023 Actual Acquisitions..	-	-	-	-	
2023 Actual Disposals	10	-	-	10	
2023 End of Year Operating Inventory	119	50	31	200	7,312
2024 Planned Acquisitions...	-	25	-	25	
2024 Planned Disposals	25	-	-	-	
2024 End of Year Operating Inventory	94	75	31	200	7,500
2025 Planned Acquisitions...	-	61	11	72	
2025 Planned Disposals	72	-	-	72	
2025 End of Year Operating Inventory	22	136	42	200	8,100

Table OCIO-6. Statement of Proposed Purchase of Passenger Motor Vehicles

Fiscal Year	Net Active Fleet, SOY	Disposals	Replacements	Additions	Total Acquisitions	Net Active Fleet, EOY
2022	220	10	-	-	-	210
2023	210	10	-	-	-	200
2024	200	25	25	-	25	200
2025	200	72	72	-	72	200

SHARED FUNDING PROJECTS
Table OCIO-7. Shared Funding Projects (thousands of dollars)

Item	2022 Actual	2023 Actual	2024 Estimated	2025 Estimated
Working Capital Fund:				
Administrative Services:				
AskUSDA Contact Center	-	$35	$109	$114
Human Resources Enterprise Management Systems	$16	20	22	23
Integrated Procurement Systems	221	356	380	-
Material Management Service	2,962	2,882	2,453	3,021
Mail and Reproduction Services	78	86	86	86
Procurement Operations Services	4,885	5,945	6,252	6,200
Subtotal	8,162	9,324	9,302	9,444
Communications:				
Creative Media & Broadcast Center	14	26	36	19
Finance and Management:				
Financial Management Support Services	444	468	513	543
Financial Shared Services	1,425	1,234	1,428	1,391
Internal Control Support Services	192	204	210	199
National Finance Center	367	431	450	423
Personnel and Document Security	-	78	90	91
Subtotal	2,428	2,415	2,691	2,647
Information Technology:				
Client Experience Center	9,124	8,567	6,841	6,771
Department Admin Information Technology Office	520	769	559	616
Digital Infrastructure Services Center	19,070	33,382	19,207	18,141
Enterprise Cybersecurity Services	-	786	1,788	1,939
Enterprise Data and Analytics Services	-	1,176	267	256
Enterprise Network Services	11,640	23,207	1,390	10,286
Subtotal	40,354	67,887	30,052	38,009
Correspondence Management Services:				
Office of the Executive Secretariat	44	39	41	33
Total, Working Capital Fund	51,002	79,691	42,122	50,152
Department-Wide Shared Cost Programs:				
Agency Partnership Outreach	98	118	117	117
Diversity, Equity, Inclusion and Accessibility	-	32	42	42
Employee Experience	-	55	59	59
Medical Services	47	64	65	65
National Capital Region Interpreting Services	11	23	31	31
Office of Customer Experience	135	51	50	50
Personnel and Document Security	41	-	-	-
Physical Security	66	72	74	74
Security Detail	70	81	84	84
Security Operations	96	112	119	119
Talent Group	-	58	52	52
TARGET Center	20	27	28	28
USDA Enterprise Data Analytics Services	68	-	-	-
Total, Department-Wide Reimbursable Programs	652	693	721	721
E-Gov:				
Budget Formulation and Execution Line of Business	1	1	1	1
Financial Management Line of Business	1	1	1	1
Geospatial Line of Business	13	13	13	13
Hiring Assessment Tool	4	-	-	-
Human Resources Line of Business	4	5	5	5
Integrated Acquisition Environment	-	-	-	-
Total, E-Gov	23	20	20	20
Agency Total	51,677	80,404	42,863	50,893

ACCOUNT 1: SALARIES AND EXPENSES

APPROPRIATIONS LANGUAGE

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

Salaries and Expenses

For necessary expenses of the Office of the Chief Information Officer, [$95,061,000]$95,870,000, of which not less than $77,428,000 is for cybersecurity requirements of the department.

LEAD-OFF TABULAR STATEMENT

Table OCIO-8. Lead-Off Tabular Statement (In dollars)

Item	Amount
Estimate, 2024	$92,284,000
Change in Appropriation	+3,586,000
Budget Estimate, 2025	95,870,000

PROJECT STATEMENTS

Table OCIO-9. Project Statement on Basis of Appropriations (thousands of dollars, FTEs)

Item	2022 Actual	FTEs	2023 Actual	FTEs	2024 Estimated	FTEs	2025 Estimated	FTEs	Inc. or Dec.	FTE Inc. or Dec.	Chg Key
Discretionary Appropriations:											
OCIO.................................	$96,746	107	$87,534	116	$92,284	116	$93,929	122	+$1,645	+6	(1)
USDS Fund	-	-	-	-	-	-	1,541	-	+1,541	-	(2)
AI M-Memo	-	-	-	-	-	-	400	-	+400	-	(3)
Total Adjusted Approp......	96,746	107	87,534	116	92,284	116	95,870	122	+3,586	+6	
Add back:											
Transfers In	-12,000	-	-	-	-	-	-	-	-	-	
Total Appropriation.......	84,746	107	87,534	116	92,284	116	95,870	122	+3,586	+6	
Transfers In:											
Goodfellow Federal Center	12,000	-	-	-	-	-	-	-	-	-	
Total Transfers In......	12,000	-	-	-	-	-	-	-	-	-	
Transfers Out:											
Working Capital Funds .	-	-	4,750	-	-	-	-	-	-	-	
Total Transfers Out ...	-	-	4,750	-	-	-	-	-	-	-	
Recoveries, Other..............	-	-	844	-	-	-	-	-	-	-	
Bal. Available, SOY.........	17,680	-	6,802	-	2,896	-	-	-	-2,896	-	
Total Available..............	114,426	107	99,930	116	95,180	116	95,870	122	+690	+6	
Lapsing Balances	-335	-	-6,089	-	-	-	-	-	-	-	
Bal. Available, EOY	-6,802	-	-2,896	-	-	-	-	-	-	-	
Total Obligations...........	107,289	107	90,945	116	95,180	116	95,870	122	+690	+6	

Table OCIO-10. Project Statement on Basis of Obligations (thousands of dollars, FTEs)

Item	2022 Actual	FTEs	2023 Actual	FTEs	2024 Estimated	FTEs	2025 Estimated	FTEs	Inc. or Dec.	FTE Inc. or Dec.
Discretionary Obligations:										
OCIO	$84,411	107	$90,945	116	$95,180	116	$93,929	122	-$1,251	+6
USDS Fund	-	-	-	-	-	-	1,541	-	+1,541	
AI M-Memo	-	-	-	-	-	-	400	-	+400	
Goodfellows Federal Center	22,878	-	-	-	-	-	-	-	-	
Subtotal Disc Obligations	107,289	107	90,945	116	95,180	116	95,870	122	+690	+6
Total Obligations	107,289	107	90,945	116	95,180	116	95,870	122	+690	+6
Add back:										
Lapsing Balances	335	-	6,089	-	-	-	-	-	-	
Goodfellow Federal Center	6,802	-	2,896	-	-	-	-	-	-	
Total Available	114,426	107	99,930	116	95,180	116	95,870	122	+690	+6
Less:										
Total Transfers In	-12,000	-	-	-	-	-	-	-	-	
Total Transfers Out	-	-	-4,750	-	-	-	-	-	-	
Recoveries, Other	-	-	-844	-	-	-	-	-	-	
Bal. Available, SOY	-17,680	-	-6,802	-	-2,896	-	-	-	+2,896	
Total Appropriation	84,746	107	87,534	116	92,284	116	95,870	122	+3,586	+6

JUSTIFICATION OF CHANGES

Office of Chief Information Officer

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

The numbers and letters of the following listing relates to values in the Change (Chg) Key column of the Project Statement:

(1) <u>An increase of $1,645,000 (of which $1,000,000 is IT related) and 6 FTEs ($92,284,000 and 116 FTE available in 2024)</u>.

The funding change is requested for the following items:

A) <u>An increase of $645,000 for pay cost</u>.

This increase will support an annualization of the 2024 5.2 percent Cost of Living pay increase and the 2025 2.0 percent Cost of Living pay increase. If this funding is not provided, OCIO would be prevented from fully overseeing and managing the Department's nearly $3 billion IT portfolio.

B) <u>An increase of $1,000,000 and 6 FTEs to fund Artificial Intelligence (AI) cost</u>.

This increase will support the USDA Chief AI Officer and 3-5 support staff to carry out the implementation of Executive Order 14110, "Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence" and corresponding actions anticipated by the draft OMB Guidance, "Advancing Governance, Innovation, and Risk Management for Agency Use of Artificial Intelligence". This team would 1) establish and maintain the USDA AI Governance Board, 2) assess organizational AI maturity and develop an enterprise AI Strategy, 3) maintain an AI use case inventory, 4) develop compliance plans, 5) develop AI talent through training development and hiring support, 6) perform compliance reporting on minimum practices, 7) establish or update processes to measure, monitor, and evaluate the ongoing performance of AI applications, 8) coordinate risk assessments or independent assessments as needed, 9) promote effective data management practices for AI, and 10) support and coordinate ongoing monitoring of implemented AI. Without this funding, there will be no established management team to carry out the many requirements to ensure that artificial intelligence is implemented safely and securely or that risk management practices are in place for rights impacting AI uses.

(2) <u>An increase of $1,541,496 to fund United States Digital Service (USDS) costs</u>.

The increase of $1,541,496 supports contribution to USDS for digital service expertise and assistance attracting and hiring technical talent to de-risk large-scale or high-priority technical implementations and launches, respond in urgent situations, and provide technology strategy and planning support.

(3) <u>An increase of $400,000 to fund AI Machine Learning implementation costs</u>.

Of the total increase, $200,000 will support predictive modeling of invasive pest species and category at the port of entry using machine learning algorithms. The other $200,000 will support Robotic Process Automation solutions to automatically classify and remove spam and marketing emails that appear in civil rights complaints email channels. A significant portion of incoming Office of the Assistant Secretary of Civil Rights emails are spam, marketing, and phishing emails.

<u>**GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND FTES**</u>
Table OCIO-11. Geographic Breakdown of Obligations and FTEs (thousands of dollars, FTEs)

State/Territory/Country	2022 Actual	FTEs	2023 Actual	FTEs	2024 Estimated	FTEs	2025 Estimated	FTEs
Arkansas	$1,998	2	$2,021	2	$2,043	2	$2,089	2
California	1,998	2	2,021	2	2,043	2	2,089	2
Colorado	7,906	8	8,104	8	8,230	8	8,294	8
District of Columbia	72,462	58	54,372	67	57,321	67	57,468	73
Georgia	1,044	1	1,058	1	1,130	1	1,152	1
Kansas	1,044	1	1,058	1	1,130	1	1,152	1
Louisiana	5,919	6	5,987	6	6,137	6	6,185	6
Maryland	3,959	4	4,026	4	4,274	4	4,305	4
Missouri	2,754	17	3,963	17	4,099	17	4,188	17
Nebraska	1,044	1	1,058	1	1,130	1	1,152	1
New Mexico	3,005	3	3,045	3	3,123	3	3,188	3
North Dakota	1,044	1	1,058	1	1,130	1	1,152	1
Oregon	1,044	1	1,058	1	1,130	1	1,152	1
Pennsylvania	1,044	1	1,058	1	1,130	1	1,152	1
Tennessee	1,024	1	1,058	1	1,130	1	1,152	1
Obligations	107,289	107	90,945	116	95,180	116	95,870	122
Lapsing Balances	335	-	6,089	-	-	-	-	-
Bal. Available, EOY	6,693	-	2,896	-	-	-	-	-
Total, Available	114,426	107	99,930	116	95,180	116	95,870	122

CLASSIFICATION BY OBJECTS

Table OCIO-12. Classification by Objects (thousands of dollars)

Item No.	Item	2022 Actual	2023 Actual	2024 Estimated	2025 Estimated
	Personnel Compensation:				
	Washington D.C..	$6,866	$8,668	$11,762	$14,031
	Personnel Compensation, Field............................	6,088	6,720	6,184	6,304
11	Total personnel compensation	12,954	15,388	17,946	20,335
12	Personal benefits	4,576	5,822	5,962	6,040
13.0	Benefits for former personnel	8	12	14	14
	Total, personnel comp. and benefits	17,538	21,222	23,922	26,389
	Other Objects:				
21.0	Travel and transportation of persons..........................	94	232	348	406
22.0	Transportation of things	3	1	-	2
23.1	Rental payments to GSA..	-	210	-	-
23.3	Communications, utilities, and misc. charges................	1,841	1,789	1,880	2,274
24.0	Printing and reproduction...	3	36	17	31
25	Other contractual services...	-	-	-	-
25.1	Advisory and assistance services	40,591	40,735	40,266	32,563
25.2	Other services from non-Federal sources......................	23,354	6	-	-
25.3	Other goods and services from Federal sources.............	-	2,215	1,828	4,452
25.4	Operation and maintenance of facilities........................	21,246	21,457	22,900	23,918
25.5	Research and development contracts	610	101	-	-
26.0	Supplies and materials	758	1,145	2,064	3,147
31.0	Equipment	1,066	1,796	1,955	2,688
42.0	Insurance Claims and Indemnities	185	-	-	-
	Total, Other Objects..	89,751	69,723	71,258	69,481
99.9	Total, new obligations...	107,289	90,945	95,180	95,870
	DHS Building Security Payments (included in 25.3)	$26	$132	$135	$135
	Information Technology Investments:				
	Cybersecurity and Privacy Ops Center (CPOC)				
11	Internal Labor..	7,992	8,379	8,845	9,123
25.2	External Labor (Contractors)	19,778	15,969	14,711	15,487
	Total CPOC...	27,770	24,348	23,556	24,610
	Executive IT Management				
11	Internal Labor..	9,801	11,268	10,877	11897
25.2	Outside Services (Consulting)	2,789	3,327	2,996	3,356
	Total Executive IT Management...............................	12,590	14,595	13,873	15,253
	Total IT Investments...	**40,360**	**38,943**	**37,429**	**39,863**
	Cybersecurity				
	Identify...	n/a	$80,893	$71,716	$67,799
	Protect..	n/a	57,461	67,628	67,767
	Detect...	n/a	4,386	10,560	9,463
	Respond	n/a	4,190	6,021	5,668
	Recover	n/a	3,526	5,687	4,913
	Human Capital	n/a	2,465	1,961	1,856
	Total Cybersecurity	**-**	**154,057**	**165,861**	**158,823**
	Position Data:				
	Average Salary (dollars), ES Position........................	$184,842	$191,635	$194,451	$196,518
	Average Salary (dollars), GS Position	$128,000	$135,017	$136,914	$139,247
	Average Grade, GS Position	10.2	12.3	12.6	12.6

STATUS OF PROGRAMS
Current Activities

Federal Information Technology Acquisition Reform Act (FITARA)

FITARA is focused on improving the management of IT across the Department and improving the scores on the Biannual House of Representative's Committee on Oversight and Reform's (COR) FITARA Scorecard. The 16th iteration of the FITARA Scorecard, released September 2023, continued to grade the agency's implementation of:

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

USDA improved its overall grade from a C to a B on Scorecard 16.0; and projects that the grade may remain unchanged on Scorecard 17.0 as the following conditions are continuously improved:

- Focusing investments to provide more realized Cost Savings and Avoidance.
- Improving the FISMA grade.
- Meeting the General Services Administration (GSA) target of above 95 percent transition off Networx (disconnects). USDA continues to increase its percentage of disconnects and is projected to significantly increase by the next scorecard release.

Enterprise Architecture

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

Enterprise Architecture will continue to build on the success of the application inventory system, Enterprise Architecture Visioning Environment (EAVE), to ensure that an accurate inventory of applications, business capabilities, and services are available and effectively used in the investment decision making process.

The EAD team worked with the Capital Planning team to integrate AgMax and EAVE. Data Integration effort in support of the Department Application Rationalization initiative will continue in 2024 to provide cost information at the application level, for other Mission Area applications/assets. Geospatial applications are the pilot for this effort.

The EAD team engaged in a collaborative effort with the Cybersecurity and Privacy Operations Center (CPOC) to develop a Security Architecture and initiated discussion to integrate the security architecture into EAVE. CPOC has begun the process of entering the security architecture in EAVE. In 2024, EAD will continue to work with CPOC to update and mature the security architecture and framework into EAVE.

The EAD team worked with the Mission Areas to update the USDA Level 1, 2 and 3 Business capabilities in support of the Department Application Rationalization initiative and mapping of capabilities to assets to better understand what functions the assets perform. In 2024, the EAD will work with Mission Areas to integrate EAVE with ServiceNow, add technology components, and provide a more complete Enterprise Architecture.

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

Cybersecurity (USDA Chief Information Security Officer (CISO))

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

In accordance with FISMA and other mandates (OMB memoranda, Executive Orders, Department of Homeland Security (DHS) Binding Operational Directives, etc.), CPOC diligently manages system security compliance activities across all USDA information systems, develops cybersecurity policy and supports audit-related activities. During 2023, CPOC successfully closed 23 outstanding Office of Inspector General (OIG) audit recommendations and five U.S. Government Accountability Office (GAO) priority recommendations, significantly reducing risks to the IT enterprise. In addition to maintaining specific standards, CPOC has completed approximately 98 percent of the baseline migration process of transitioning to NIST SP 800-53 Revision 5.

In 2022 and 2023, CPOC met OMB's goal of 100 percent of USDA systems with current Authority to Operate decisions. The CPOC organization spear-headed the implementation of Executive Order 14028:

- OMB-21-30- Critical Software – Completed the critical software inventory and incorporated security measures for specified categories of critical software and reported to OMB.
- OMB-21-31- Logging Enhancements – Achieved enterprise logging maturity level 3 (EL3) and developed a dashboard to view logging status in near-real time.
- OMB-22-01- End Point Detection and Response – Identified the USDA enterprise solution, Tanium, that will be used to improve incident response and threat visibility.
- OMB-22-09- Zero Trust – Designed and implemented the USDA Zero-Trust Architecture plan and is scheduled to achieve full implementation of Zero Trust by 2024. CPOC implemented a vulnerability disclosure program with the capability for USDA to accept external vulnerability disclosure reports from the public through Cybersecurity and Infrastructure Security Agency's (CISA) Bug Crowd platform.

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

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

The Enterprise Cybersecurity Services Working Capital Fund activity center was established for CPOC to provide enterprise cybersecurity services in the areas of: Network Security; Vulnerability Compliance Management; Enterprise Logging and Monitoring; System Security; Mainframe Security; Incident Response/Threat Hunting Services; eAuthentication; Enterprise Identity Management; Enterprise Public Key Infrastructure; Derived Personal Identity Verification (PIV) Credentials (MobileLinc); Privileged Access Management; End User Access Management; Token Services, and Digital Certificates. CPOC led efforts to establish a TMF request to support a gap in incident response procedures that was identified during the 2020 federal enterprise response to the SolarWinds incident. CPOC applied for and was approved for over $4 million to implement processes and tools needed to decrypt and inspect all network traffic, identify, and block malicious activity.

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

CPOC commissioned an analysis of USDA's Cloud Authority to Operate (ATO) process to streamline activities and to clarify roles and responsibilities with the goal of reducing risk for the Department. The assessment identified the current USDA Cloud ATO process and defined an improved target-state process that includes clarification of roles & responsibilities. In 2024, CPOC will implement the recommendations of the analysis to improve USDA's Cloud ATO process and reduce cybersecurity risk for the Department.

The High Value Asset (HVA) portfolio is in the top five of the Federal Government. USDA's HVA schedule performance is in the top two in the Federal Government. USDA has met the OMB M-19-03 requirement to assess all HVAs in the USDA portfolio. The Federal Chief Information Officer Council recognized the USDA HVA program's identification and portfolio management processes. The HVA program participated in a pilot to use Continuous Diagnostics and Mitigation (CDM) data to inform HVA risk management. USDA was the first agency that met the criteria to enter the pilot, which is of great interest for DHS CISA and has the potential to significantly improve the timeliness and accuracy of HVA risk management and reduce duplicate collection of data. CPOC continues to work with CISA on this CISO priority.

In 2024, CPOC will focus on modernizing its cybersecurity program through the continued implementation of EO 14028, supporting EO memoranda and SOC maturation. CPOC will also focus on FISMA maturity and Diversity, Equity, Inclusion and Accessibility priorities.

Enterprise Data and Analytics

The Enterprise Data Management Center (EDMC) is led by the USDA's Chief Data Officer (CDO) and represents the hub of USDA's data program. The CDO's vision is to realize the full potential of USDA's data and workforce to make better decisions, maximize the impact of citizen-facing programs, and provide the public with easier access to data that can solve national problems and spark innovation. The role of the Chief Data Officer (CDO) is established by the Foundations for Evidence Based Policy-Making Act and requires the CDO to manage data as a strategic asset. The CDO holds a dual role as the Responsible AI Official and is responsible for the USDA's nascent AI program. A branch of EDMC, the Enterprise Geospatial Management Office (EGMO), leads USDA's large geospatial program. EGMO's role is to coordinate the geospatial activities through governance, policy development, training, and enterprise solutions. The EGMO office is led by USDA's Geospatial Information Officer (GIO).

EDMC refreshed the USDA Data Strategy for 2024 – 2026. The new data strategy will provide strategic direction for USDA on topics such as the data workforce, data governance and leadership, data infrastructure, open data, and Artificial Intelligence (AI) governance. The data strategy was drafted with input from multiple stakeholders across USDA and aligned to the Information Technology (IT) Strategic Plan and USDA Strategic Plan.

EDMC developed initial guidance for Generative AI governance at USDA. The guidance balanced risk with innovation on a promising yet potentially risky emerging technology. This guidance was incorporated with feedback from multiple stakeholders and included both technology, data, legal, and ethical vantage points for holistic governance. They set up a process for reporting requirements for USDA-wide Artificial Intelligence use case inventory, collected, and reported to the Office of Management and Budget (OMB) and the public, ensuring compliance with relevant Executive Orders and OMB guidance while still promoting innovation across USDA.

EDMC built federal data analytics capabilities using non-traditional and scalable methods, such as Presidential Management Fellows rotations and appointments, US Digital Corps Fellows programs, Operation Warfighter, Pathways interns, and detail opportunities. Those hiring activities brought top talent to EDMC, and in some cases, at no cost to USDA. They launched the first annual data cohort of 10 student interns through the Virtual Student Federal Service program, embedding data analytics student interns across USDA to work on open data projects.

EDMC focused on the career and skill development of the data workforce by expanding the USDA Data Science Training Program (DSTP) to its largest annual cohort to date, soliciting facilitator volunteers from within USDA and across the federal government, and adding additional artificial intelligence training in the advanced track of the program. Sponsored several data analytics competitions and engagements to upskill the workforce and promote awareness of USDA's data assets, such as the annual Ag Data Viz Day, USDA Geospatial Day, data visualization competitions both internal to USDA and through partnerships with organization such as Women in Data.

EDMC made technological and business enhancements to the Enterprise Data Analytics Platform and Tool Set (EDAPT) platform. Expanded interactive data visualizations to be accessible to anyone in USDA, enabling greater ease of data sharing. They continued efforts to catalog data assets across USDA in the USDA Data Catalog, providing visibility of data assets and promoting reuse across the Department, ultimately reducing data duplication and storage. EDMC launched the first EDAPT office hours and expanded other topic-specific office hours to provide information on the platform. Conducted the annual Pulse Survey and identified areas of success and opportunities for improvement. They expanded the use of EDAPT's Open Data Platform, providing more agencies the ability to share data visualizations with the public, such as the Food and Nutrition Service (FNS) Data Visualization page that included Supplemental Nutrition Assistance Program (SNAP) and Women, Infants, and Children (WIC) program data.

EDMC expanded partnerships across USDA to strengthen the data program. Partnered with USDA Chief Technology Officer and Executive Director of USDA Digital Service on several initiatives, such as stronger vendor management and direction in alignment with the USDA IT and Data Strategy, coordination with the USDA Cloud Working Group, prioritizing a joint Innovation Lab for artificial intelligence and emerging technologies, and data and IT workforce hiring initiatives such as participation in IT and data workforce hiring fairs and cross-government hiring activities for data and IT positions. Partnered with the Deputy Performance Improvement Officer (DPIO) to find ways to bring the data and performance work closer together in the spirit of Evidence Act coordination, resulting in data leadership representation and data preparation for revamped Quarterly Strategic Reviews with the USDA Deputy Secretary.

EDMC developed dashboards and analytics products for USDA-wide priorities. EDMC developed the Climate-Smart Dashboard to track impacts of carbon programs across multiple Mission Areas (Rural Development (RD), Forest Services (FS), and Farm Production and Conservation (FPAC)), created a tool to collect Equity Action and Task updates across USDA in support of administration priorities, and performed workforce analysis in response to Office of the Secretary (OSEC) leadership requests to identify improvements in USDA's ability to recruit and retain federal talent.

EDMC EGMO executed a new five-year $110M Enterprise Agreement to provide Geographic Information Systems (GIS) data, services, training, and software. USDA Mission Areas, agencies, and staff offices use geospatial data to ensure evidence-based procedures, ensure continuity of operations, make decisions, and inform policies. Geospatial applications support the delivery of all key USDA programs including trade, emergency response, farm loans, conservation, research, forestry, fire, and pandemic response.

EDMC EGMO published DR 3465-001 Enterprise Geospatial Data Management. This DR establishes policy and provides guidance for the management of USDA's geospatial portfolio for Enterprise Geospatial Data Management at USDA. This DR defines the strategic direction necessary to optimize the management of USDA geospatial data and geospatial infrastructure. It establishes the policy framework to implement the Geospatial Data Act (GDA) and National Spatial Data Infrastructure (NSDI) guidance. Many policy elements also reflect Mission Area, agency, staff office, executive, and geospatial program management requirements, and demonstrates an enterprise-wide public service enhancement.

EDMC EGMO commenced a Tribal Outreach program with the Office of Tribal Relations (OTR). Together, they are developing a geospatial application to track all USDA engagements with Tribal communities and colleges. Additionally, OTR, the Forest Service, EGMO, and Mission Area Tribal Liaisons are working on outreach to students at Tribal colleges to introduce them to USDA Geospatial and to Geographic Information Systems.

EDMC EGMO collaborated with USDA's Office of Safety, Security and Protection on a geospatial application to optimize the location of identification credentialing offices. The application is being leveraged by OSSP leadership to ensure that USDA customers, employees, and contractors have the best experience possible when visiting a credentialing site.

Capital Planning and IT Governance Division (CPITGD)

Capital Planning and Information Technology Governance Division (CPITGD) governs and provides policy oversight of 212 total IT investments (47 Major, 44 Non-Major Investments, 66 Standards, 55 IT Funding Transfers), managing USDA's $3 billion IT investment portfolio in alignment with Clinger Cohen Act, FITARA and several other laws.

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

One of the focuses of the program is to reinforce the requirements from the Secretary, Deputy Secretary, the CIO and the Office of Management and Budget (OMB) to the mission areas regarding ensuring the transparency, accountability, and alignment of Agency IT portfolio of investments and USDA strategic priorities throughout the investment life cycle. Verification and validation of these requirements are done through monthly, quarterly, and annual investment reviews and reporting to the USDA and OMB, which includes CIO investment evaluations, acquisition approval requests reviews and decisions along with externally reporting on a quarterly basis the OMB integrated data collections. Additionally, there are monthly and/or quarterly Governance Board Reviews held at the

Mission Areas and the Department levels as well as ad-hoc Program Reviews and Tech-Stat Reviews conducted with the USDA Senior Leaders.

CPIC and IT Governance aid USDA in addressing transparency and accountability through the Department-wide implementation of industry best practices, and the OMB adopted taxonomy known as Technology Business Management (TBM), which is the sharing of information at the lowest level that reduces silos, enables cost transparency, improves customer experiences and accountability, and supports data-driven decisions across lines of businesses (IT, Finance, Budget, Acquisition and HR). In partnership with the Office of Budget and Program Analysis and the Office of the Chief Financial Officer, OCIO Capital Planning manages the IT budget formulation and execution processes. OCIO Capital Planning and IT Governance partnered with the Office of Procurement and Contracting to automate acquisition approval requests and IT contracts data exchange to strengthen and streamline the IT acquisition process. The integration of data between the two systems, Agriculture Maximum (AgMAX) and Integrated Acquisition System (IAS), expedited and streamlined the acquisition and contract processes, validated the appropriate AAR usage. enabled IT contract transparency and ensured AAR and IT contract alignment.

USDA will begin implementation of a modernized system in 2024 to replace the legacy AgMAX system, which will enable increased transparency of agency IT investments.

Additionally, CPITGD worked with OCIO Chief Data Office to create an IT Portfolio dashboard providing an application programming interface (API) to ensure the most up to date data between the Enterprise Data Analytics Platform and Tool (EDAPT) and AgMAX, the IT portfolio management tool regarding IT spend, performance metrics, projects, acquisition approval requests (AARs), TBM, and IT portfolio health of investments. The IT Portfolio dashboard helps facilitate communication, increase transparency, improve data quality, and increase data access.

Capital Planning and IT Governance also worked with the Enterprise Architecture Division (EAD) to integrate Agriculture Maximum (AgMAX) and Enterprise Architecture Vision Environment (EAVE) as part of data integration effort in support of the Department's Application Rationalization initiative. This integration of the two systems along with identifying the related IT assets business capabilities (lines of businesses) to cost information at the application level by Mission Area applications/assets aligned to the TBM taxonomy will continue into 2024. The two groups are also implementing the next phase of our TBM framework implementation by aligning the TBM solutions layer to the EAD services hierarchy, this will allow for the addition of EAD visibility into actual IT spend data categorization provided by TBM.

As the TBM program continues to mature, the next level of implementation will enable analysis around application Total Cost of Ownership (TCO), portfolio optimization, unit cost for benchmarking, consumption metrics by mission area, department-wide show back reporting and other key metrics that support USDA strategic goals. Greater support and collaboration will be needed to expand the level of data, complexity, and partnership to complete implementation of the TBM framework.

As part of Enterprise IT Governance, Capital Planning collaborated with OCFO to establish a process to review IT Working Capital Fund project proposals for IT modernization efforts, which includes cybersecurity enhancements and cloud migration projects. This three-phase approach covers the initial review of proposals to the final signed decisions by the USDA CIO. As this process continues to mature, it will help select projects that will potentially generate savings and reimagine how IT modernization projects are funded and executed by the Department.

The Enterprise IT Governance continues to provide oversight and management of the of the Technology Modernization Fund (TMF) where multiple Mission Areas submitted TMF modernization proposals through USDA governance for opportunities to obtain approval from General Services Administration (GSA) TMF. To date, USDA TMF has the following:

- 18 TMF projects reviewed using enterprise IT governance process and Departmental Boards.

- 4 TMF projects approved by GSA (2 Active and 2 Inactive).

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

spend, reducing and eliminating duplication while maximizing shared opportunities, and making effective and informed strategic decisions that align to USDA goals.

Strategic Sourcing Category Management Office (CM)

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

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

A highlight achievement from 2023 is the work to award the Enterprise Telecommunications Solutions contract. The contract was awarded in 2024 (November 2023). The team not only worked to award a new contract but was instrumental in combining four agency Cisco contracts into a single consolidated enterprise agreement. CM diligently worked with each Mission Area to validate requirements which includes but not limited to, hardware maintenance, SMARTNet, warranty services, network implementation, and life cycle management. CM was advantageous in realizing continuation of commercial-off-the-shelf (COTS) products and services from a multi-vendor small business competitive platform which will continue to provide significant cost savings to any Mission Area, agency, or staff office within the USDA.

Examples of Progress

The USDA grade on FITARA Scorecard 16.0, released September 2023, rose to a B from a C. The FITARA Team continues to address the deficiencies and gaps in the categories on the FITARA Scorecard, collaborate with the IT Stakeholders and work closely with the GAO to improve USDA's grade on the Scorecard.

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

Capital Planning and Information Technology Governance Division (CPITGD) governs and provides policy oversight of 212 total IT investments (47 Major, 44 Non-Major Investments, 66 Standards, 55 IT Funding Transfers), managing USDA's $3 billion IT investment portfolio in alignment with Clinger Cohen Act, FITARA and several other laws is CPITGD's primary mission.

CPOC commissioned an analysis of USDA's Cloud Authority to Operate (ATO) process to streamline activities and to clarify roles and responsibilities with the goal of reducing risk for the Department. The assessment identified the current USDA Cloud ATO process and defined an improved target-state process that includes clarification of roles & responsibilities and reduces risk.

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

Category Management was instrumental in realizing a Cost Avoidance of $4.1 million by consolidating the Autodesk licenses into a shared license purchase. CM analyzed requirements and use to realize an 84 percent cost reduction to $747,000.