



United States Department of Agriculture

International Technology Services



Annual Report
Fiscal Year 2014

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A Message from the ACIO

A Message from the ACIO



It's exciting to be at the helm of such a tremendous organization, working with a talented and experienced team as we evolve ITS while increasing our value to the customer. Our strong performance is a tribute to the commitment and hard work of the entire ITS staff, and the essential partnerships forged with our customers. I appreciate your confidence and support this past year, and ask for it again in 2015. This year's annual report invites you to reflect on what we have accomplished together. It is a report for employees, customers, prospective customers, and stakeholders throughout USDA. After reading this report, I ask that you share your thoughts with me on what we can do even better. ITS has served the Service Center Agencies for 10 years now, and while our customer base grows, it is increasingly important to apply creativity and innovation to support the business delivery needs of USDA's Mission Areas.

2014 PERFORMANCE HIGHLIGHTS

We continue to look to our performance focus areas of Innovation, Delivery, and Service to provide solutions and services that meet business requirements. A sampling of highlights includes:

- Enabled a USDA mobile workforce, supporting 13,700 mobile devices across USDA
- Streamlined accessibility to HR and payroll services for 170 Federal agencies
- Optimized & modernized computing environments at Service Centers across the Nation

STRATEGY FOR SUCCESS

Our strategy combines our unique culture with: 1) an extensive portfolio of experience, services, and products, 2) an intense customer focus, 3) tremendous loyalty, and 4) a broad distribution of resources. In the interest of better integrating services, the Identity and Access Management (ICAM) function and the Washington Communications And Technology Services (WCTS) were realigned under ITS this year. Together, we re-commit ourselves to our customers, as there are a number of multi-year initiatives outlined in this report that remain in progress.

LOOKING AHEAD

This realignment provides an opportunity to optimize spending and streamline processes with the goal of reducing customer costs. As one team, ITS will create strategic value through exceptional customer service, quality of performance, and collaboration with our partners to efficiently deliver products and services at the best value. I encourage you to review this report and share it with your organizations and staff members. We value your comments and suggestions. Please do not hesitate to contact me directly.

Nancy Reeves-Flores
Associate CIO for International Technology Services

Executive Summary

Executive Summary

International Technology Services (ITS) continued its mission by providing comprehensive, quality, and cost-effective fee-for-service information technology products and services to the U.S. Department of Agriculture (USDA). On your behalf, ITS was at the forefront of a number of enterprise IT initiatives to improve security and infrastructure, streamline operations, and better control costs. Our efforts have directly contributed to the stability, reliability, and performance of your infrastructure and applications. ITS made numerous advances and improvement through the budget cycle for the benefit of our customers. Fiscal challenges were met, allowing ITS to provide services more efficiently. This report highlights the contributions of ITS. The following stories are just a few examples of where ITS has made a difference for our customers and USDA.

Optimized Office Environments

ITS worked to optimize and modernize the computing environment at Service Centers across the nation. These improvements allow for faster completion of supporting activities and more stable access to their services. As part of this effort, ITS installed wireless access in over 2,700 Service Centers nationwide to provide employees and visitors with wireless internet access. This allows visitors to access information needed to complete the forms and interviews necessary to enroll in services.

Enabling USDA Mobile Workforce

ITS is a leader in supporting a mobile workforce. The ITS mobility service includes basic device management, a secure container for USDA data, and an App Store for easy access and distribution of USDA Mobile Apps. Currently, ITS supports over 13,700 mobile devices; this allows staff to be productive on the go, providing support in the field and in remote locations.

Streamlined Federal Access

Streamlined accessibility of human resources and payroll services to non-USDA customer groups; through this expansion, the 170 federal agencies and more than 650,000 federal employees supported by this system can use their agency's Homeland Security Presidential Directive-12 (HSPD-12) access credentials to access the online service. Allowing users to access the system with the ID they use for their day-to-day operations simplifies the process and improves the customer experience. It also promotes the use of government-issued credentials across federal agency boundaries, reduces operating costs, and simplifies security compliance.

Emergency Moves

ITS was there when the Lebanon, VA Service Center was closed down due to black mold, when the Franklin, WV Service Center was closed due to toxic mold and significant water damage that could not be remediated, and when a fire at the Royal Palm Beach Service Center in Florida heavily damaged the office and ADP room.

For additional details on these efforts, and the wide range of other activities and benefits ITS performed for customers this year, please explore the [Innovation](#), [Delivery](#) and [Service](#) sections of the Report.

About ITS

About ITS

ITS is a government fee-for-service organization committed to providing IT services and products for the U.S. Department of Agriculture (USDA). ITS' leaders and IT specialists embody the diversity and expertise needed to manage such a complex organization. Together they deliver the most efficient and cost effective services and products to the enterprise activities of the Department and to the agencies that work to support the wellbeing of American agriculture, protect and conserve natural resources, facilitate rural development, and provide for a safe, sufficient, and nutritious food supply. ITS has over 900 highly skilled IT specialists supporting 49,800 workstations and providing service to approximately 35,800 customers in more than 3000 field, state, and headquarters offices located across the United States and its territories and protectorates across the globe. Additionally, ITS provides enterprise-wide IT services that support over 120,000 employees and contractors in all 29 USDA agencies/offices and over half a million citizens that access USDA public services online.

Mission and Vision

Our mission is to support our global customer base and their respective business mission areas as their client IT service provider of choice; we work together to securely design, integrate, sustain, and optimize the combined information technologies that empower every aspect of their missions. By way of our stated vision, as the client IT service provider of choice, we will enable our customers' missions through innovative solutions, premier service delivery and technical expertise at the best value.

ITS' vision is based on the following outcomes:

- Customer-centric: Develop partnerships with our customers, that makes it easy to do business with ITS, in order to meet their tactical and strategic needs
- People-oriented: Create a culture in which our employees are challenged, motivated, skilled, productive, and creative
- Standards-based: Leverage and continuously improve our processes and technology standards to ensure that our solutions are scalable, available, cost-effective, and secure
- Results-focused: Link information management products and services to mission achievement and regularly measure progress
- Solutions-focused: Focus on the creation of solutions that meet customer requirements and exceed customer expectations. Innovate to improve overall efficiency and to enable strategic investments

Organization and Focus

In the interest of better integrating services, the Identity and Access Management (ICAM) function and the Washington Communications And Technology Services (WCTS) were realigned under ITS this year. ICAM and WCTS roles, responsibilities and functions were examined and appropriately aligned to one of four divisions that make up ITS. ITS is organized into four divisions that address the needs of the organization, aligned with Information Technology Service Management (ITSM) principles, along four general concepts:

Governing Technology

The Governance Services Division (GSD) is responsible for leading ITS process improvement initiatives, ensuring security compliance for ITS systems to meet all applicable laws, regulations and standards, providing project management services, facilitating information management best practices; providing management of vendor services, including acquisitions of products and services for ITS and its customers; managing upgrades and new releases to the Remedy tool set; formulating customer agreements, metrics, and the service catalog and implementing ITSM based on the Information Technology Infrastructure Library (ITIL) best practices. GSD is also focused on providing disaster recovery and contingency planning for ITS.

Operating Technology Efficiently and Effectively

The Infrastructure Operations Division (IOD) is responsible for the operations and maintenance of the back-office infrastructure. Areas of focus include telecommunications, infrastructure architecture, operations security, infrastructure deployment, identity management services, and the operations and maintenance of customer business applications. IOD is also responsible for operations and maintenance of Department infrastructure systems for mobility and remote network connectivity, providing the flexible support needed for mobile users.

Supporting Users of Technology

The Technical Support Division (TSD) is responsible for providing end user support. The organization is based on support regions consisting of States, or groups of States, or U.S. Territories. Each of these regions is further divided into separate support areas. Each ITS support staff member has an assigned area for which they are primarily responsible. This unique structure allows ITS to deliver personalized customer support when and where it is needed. If a problem cannot be corrected remotely, a support staff member will provide on-site support. The Computer Services Unit (CSU) of the former WCTS organization, has now merged with the ITS National Support Branch (NSB). The merger of these two organizations will provide opportunities to leverage the best of both organizations when it comes to serving the Washington DC area customer base. This merger of CSU and NSB into a single branch is now referred to as the National Capital Region Support Branch (NSB).

Ensuring Fiscal Responsibility

The Business Services Division (BSD) provides the products and services that keep ITS running from an administrative perspective; from Budget Formulation to Budget Execution, Asset Management and Travel Management. BSD provides the full suite of HR services to the employees of ITS, including managing the employee training/development program. These services are instrumental to managing a large organization with a geographically disbursed employee and customer base.

Our Motto

Innovation, Delivery and Service are not simply words to ITS. They form the basis by which we meet our Mission statement and ensure our Vision is delivered to our customers.

Innovation

Innovation is about matching known or anticipated needs with solutions. ITS enlists the deep experience of staff and customers to develop technology solutions that can effectively serve USDA now and in the future. We focus on innovation during our design and engineering activities to tailor solutions for our customers.

In this report, our [Innovation](#) section describes the myriad efforts ITS is involved in to improve the customer experience and fundamentally change the way the USDA operates. There are a tremendous number of activities and initiatives in-progress; many of the most significant are being directed by ITS personnel. We are certainly looking forward.

Delivery

ITS delivers new technology and services to customers on a continuous basis. Service delivery supports complex enterprise-wide initiatives, software and hardware requests received from customers, and routine updates to existing software and security. Whether a result of our own innovation or another organization's design, ITS has a strong record of accomplishment of delivering on time and within budget.

To find out how ITS met this goal, review the [Delivery](#) section. Process improvement, fiscal responsibility and delivery improvements are all described within. Meeting the challenges of government operations in the current climate requires ingenuity and commitment. We can certainly deliver.

Service

ITS is an advocate of ITSM based on the ITIL process standards. We leverage a rigorous Activity-Based Cost Management (ABC/M) cost model and industry benchmarking to ensure our products and services are competitive. With more than 3,000 locations spanning 11 time zones, the level of commitment must be high.

More information on how we serve almost 35,000 customers can be found in the [Service](#) section. The work we put into keeping the business of Agriculture running is worth a look. We are certainly committed to serve.

Innovation

Innovation

Departmental and Modernization Initiatives

Optimized Computing Environment

The Optimized Computing Environment (OCE) Investment is a modernization initiative focused on updating and streamlining the Service Center Agencies (SCA) computing environment. The OCE FY-14 program year included a set of infrastructure modernization projects designed to support technological growth and agency program modernization work. During this third investment year, the primary focus was shifted from network stabilization to office re-architecture (including supporting backend infrastructure). The goal was improved web security, full WAN Optimization in the field, initial field server infrastructure upgrade/re-architecture for standard sites (including centralized storage and automated backups), and office phone system upgrades in the field.

During FY-14, ITS purchased the necessary equipment, software, and licensing for deployment of new technologies. ITS conducted full site evaluations, proof of concepts for new technology, design/architecture planning, and began installation. Below is a consolidated list of the FY-14 activities:

- Physical Server Replacement
- Continued Field Service Center Phone System Replacement
- WAN Optimization Expansion
- Field Virtualization Monitoring
- Enterprise Proxy (Web Content Filtering)
- End User Storage (Onsite & Data Center)
- Backup Solution

These activities provide the following benefits:

- Optimizes network connectivity to support increased network usage without the cost of additional bandwidth
- Eliminates the risk of hardware failures and instability to support services caused by end-of-life equipment (including phone systems and critical infrastructure)
- Advances site phone system technology using Enterprise Voice over IP (eVoIP) to provide additional features and functionality to the customer base (e.g., remote access to voicemail)
- Increases the maintenance coverage for equipment supporting agency operations
- Increases availability of user and site data
- Secures web browsing
- Provides high-availability field data with remote access

During the FY-14 program year, ITS was able to fully implement the FY-13 investment in the backend VoIP Modernization and Call Center Infrastructure update. These upgrades were expedited to support Departmental mandates. The active deployment was completed in three months (six months ahead of schedule).

These major upgrades:

- Expanded the availability and scaled the phone system infrastructure to support double the number of connections
- Stabilized the Rural Development Centralized Servicing Center call center infrastructure
- Provided updated technology to make the call center infrastructure compatible with the Windows 7 operating system, necessary to comply with the Windows 7 mandate

ITS also completed the major head end network stack re-architecture funded in FY-13. This complex redesign changes the way the traffic is routed in the ITS-managed environment to gain efficiencies, scalability, and increased security. Major services were migrated to the new architecture, which included: patching, mail services, on premise SharePoint, and monitoring tools.

Throughout FY-14, ITS met all oversight requirements and provided periodic briefings to the Office of Management and Budget to ensure compliance and shared understanding for this multi-year investment.

The OCE investment has laid the foundation for expansion of ITS service lines including Unified Communications and Mobility.

Unified Communications

Streamlining communications and integrating existing services helps maximize use of current services, lower costs, and standardize toolsets. ITS promotes the Unified Communication (UC) strategy as a way to consolidate communications services. Through UC, directory services, voice, video, presence, and instant messaging are combined as a service to maximize cost savings and streamline usage.

In FY-14, ITS focused on video and voice services. ITS piloted new desktop communication technologies and migrated users to advanced phone systems.

Expanded Desktop Communication Services

ITS supported pilots of industry-leading video conferencing services. These pilots covered desktop and mobile support of video conferencing options. These solutions were tested by remote and onsite users. ITS used its suite of monitoring tools to gather data and metrics to help fully evaluate the impact to operations and performance of the selected products. ITS also tested different configurations to optimize performance.

ITS increased support to include desktop-based voice communications (softphones) and improved one-touch dialing through directories.

Enhanced Voice Communication Services

During FY-14, ITS made significant progress in improving voice communications throughout the environment. In addition to the field office phone system and backend infrastructure upgrades conducted as a part of OCE, ITS completed the following major projects:

- Installed VoIP digital phone services in the Fort Collins large office (656 Phones)

- Migrated the VoIP system in the Kansas City Beacon facility to the Enterprise VoIP system (supporting 1,991 users)
- Continued to implement AT&T cloud-based voice services in Washington DC facilities
- Continued to migrate agencies from legacy analog lines to digital phone lines in the Washington Metropolitan area. The following lists the Washington Metropolitan Area users converted from CENTREX (WITS) lines to Networx VoIP lines during FY-14:
 - All Lines WCTS
 - 755 Users from Foreign Agriculture Service (FAS)
 - 355 AMS Users
 - 71 GIPSA Users
 - All Lines Rural Development (Reporter's Building)
 - All Lines Forest Service
 - 153 Departmental Management (Reporter's Building)
 - 34 Office of Operations, Emergency Services

Next-Generation Mobility

ITS continues to manage the centralized USDA mobility system. This system supports USDA users from all agencies, providing three main service areas:

- Device Management: Used to centrally manage mobile devices on a common infrastructure (security, inventory, and tracking)
- Secure Container Services: Used to separate government data from device data
- USDA App Store: Used to host and distribute USDA-developed mobile applications

By the end of FY-14, the ITS-managed mobility system supported over 13,700 mobile devices (Android, iOS, and Windows). This was an increase of almost 7,000 devices from FY-13.

ITS continued coordination and collaboration with agency mobility support staff to ensure the system met their management needs and that any changes and updates were clearly communicated to impacted users.

In FY-14, ITS expanded the system to increase availability and stability of mobility services. ITS migrated the mobility system to a new primary site (Kansas City Enterprise Data Center) and configured full redundancy with the prior site (St. Louis Enterprise Data Center). The prior site was set up as a secondary, failover site.

EVPN Progress

The Enterprise Virtual Private Network (EVPN) provides a secure connection for users to access agency and individual resources remotely. Through validation of the user and device, the EVPN system protects the integrity of the USDA network. This service has supported increased telework and the increasingly mobile workforce of the USDA.

Throughout FY-14, ITS significantly increased adoption of EVPN services, an increase of 3,000 users. Based on the increased usage, by the end of FY-14, ITS supported over 11,000 remote users.

ITS enhanced the service to provide an improved user experience and support advanced technologies. ITS migrated all SCAs to the next-generation connection client. Junos Pulse provides capabilities for the latest mobile devices along with improvements for the newest versions of Windows and Macintosh platforms.

ITS has also designed the architecture necessary to provide pre-Authentication for EVPN users. This pre-authentication provides a temporary and secure connection to the USDA network for IT Support should a user

have issues logging into their computer. This remote assistance can help users with LincPass issues, drive mappings, and other access-related issues. Full deployment is expected in FY-15.

eAuthentication Migration

The USDA eAuthentication (eAuth) service provides secure access to USDA resources. In a multi-year eAuthentication Modernization Initiative, the eAuthentication team worked to secure the system and access processes, integrate with the USDA identity management system, reduce operational costs, adopt advanced technologies, and streamline the authentication process.

Throughout FY-14, ITS has worked with agencies to migrate from eAuth 1.0 to eAuth 2.0. ITS was able to work with the agencies to migrate approximately 30% of all applications (142 of 579) to eAuth 2.0.

As applications were migrated off of the legacy system, ITS was able to start decommissioning the legacy infrastructure. In FY-14, ITS decommissioned 21% of the legacy eAuthentication 1.0 infrastructure (19 of 90 servers). Decommissioning these legacy servers has provided an estimated cost avoidance of \$108,000 in hosting costs.

ITS is expecting to decommission the remaining 71 servers by the end of FY-15.

Enterprise Messaging Upgrade

For improved user experience and to advance technology, ITS worked with the vendor to upgrade the Microsoft messaging and cloud services. The capacity of all online mailboxes has been increased from 5 to 25 GB and the instant messaging software was upgraded to Lync 2013.

September Service Statistics

- 19,550 Active Lync Desktop Sharing Users
- 10,438,306 Lync Messages Transferred
- 128,501 Mailbox Users
- 234,409.43 GB of Data Archived (Proofpoint)

LincPass Compliance Reports

Compliance with regulations and policies is a critical part of continued operations and overall system security. USDA is working to enforce mandatory use of LincPass authentication on all devices and by all users. Throughout FY-14, ITS continued to support LincPass mandates by providing weekly reporting detailing the usage of LincPass to log into USDA systems. These reports provide the agencies the information they need to remediate LincPass compliance issues and meet usage requirements.

ITS provides a general compliance rating for each agency, as well as a detailed listing of voluntary usage for each agency. The report lists all users who have logged into their workstations, breaking out users who did not use their LincPass and those who used their LincPass (at least once) in the week reported. The report notes if the user has a LincPass, so that agencies can easily identify if a user is in need of credentials.

New Technologies and Services

Authentication Services

Federated Authentication: NFC Web Applications

ITS is committed to improving the user experience and supporting each agency's business mission. In FY-14, ITS improved the authentication services to support a unique business need. ITS implemented federated authentication capability for the National Finance Center (NFC) to provide system access for NFC's non-USDA customer base. This capability allows non-USDA customers to use their own agency credentials to access NFC's web-based human resources and payroll applications using eAuthentication. This provides an improved experience for NFC's customers, reduces NFC operating costs, and simplifies security compliance by streamlining the authentication and security implementations for each NFC application.

Mobile Authentication

ITS aims to maximize use of Departmental resources and standardize technologies to expedite delivery and ensure quality. In FY-14, ITS released a Software Development Kit (SDK) for USDA mobile application developers. This SDK provides USDA developers the tools needed to integrate use of the Departmental access management investment. Use of the USDA access management system allows for a standardized authentication approach for USDA agencies, use of existing credentials within USDA mobile applications for USDA users, and faster deployment of new mobile applications with standard security controls.

PIV-D Authentication

ITS continues to develop Personal Identify Verification (PIV) alternatives for users without physical cards (LincPass) and devices that cannot support use of a physical card. ITS developed a solution that uses credentials compliant with HSPD-12. These credentials are derived from a validated PIV source.

During FY-14, ITS ran a successful proof of concept for the use of PIV-Derived credentials. This access method uses a combination of access and security tools to integrate with existing access control systems and provide secure authentication. The testing validated use to access resources on mobile devices and using PIV-D on a mobile device to access resources on workstations. It tested application of PIV-D to log into a protected site, the e-mail system, a custom mobile applications, and the VPN. The proof of concept included Android, iOS, Windows, and Mac OS devices.

In addition to technical validation, ITS developed process and management use cases to evaluate administrative requirements and determine process flow. This processes development included: sponsorship, enrollment & issuance, maintenance, revocation, expiration, and removal of sponsors.

Enterprise Active Directory (EAD)

Upgrade of the Enterprise Active Directory (EAD) infrastructure to the most current operating system and application releases is nearly completed.

- ITS migrated all users, groups, workstations and nearly all server objects into the EAD environment for supported agencies. This included nearly 34,000 user accounts from the SCA's, NITC, and ASOC.
- ITS continues to assist other agencies with their migration planning and deployment to EAD and now supports about 90,000 users, computers and their associated server infrastructure in the consolidated Active Directory environment.

- ITS has led the Department in the design and implementation of a Department-wide Enterprise Change Management process to support the USDA enterprise initiatives.

Enterprise Fax2Mail

Fax2Mail, provided by Easylink Corp, is available for use by all USDA agencies. Fax2Mail service increases efficiency by allowing USDA staff to securely send and receive fax messages as pdf documents from any location, including telework locations.

- The Fax2Mail service reduces cost by disconnecting analog fax lines, removing fax machines, consolidating fax accounts across multiple locations and users, and reducing print costs for fax messages that do not need to be printed.
- The contract has 6 volume pricing tiers where the combined usage of all USDA agencies results in lower pricing for individual agencies. Consolidating USDA fax usage into one contract reduces the cost for all agencies by reaching the best pricing volume tier.
- ITS completed Service Level Agreements in FY-14 to provide Fax2Mail Service for the following USDA agencies or departments: Agricultural Marketing Service (AMS), Economic Research Service (ERS), Food and Nutrition Service (FNS), Forest Service (FS), Farm Service Agency (FSA), National Appeals Division (NAD), National Agricultural Statistics Service (NASS), National Institute of Food and Agriculture (NIFA), Natural Resources Conservation Service (NRCS), Office of the Executive Secretariat (OES), Rural Development (RD) and Risk Management Agency (RMA).
- The combined contract Fax2Mail monthly usage for all USDA agencies reached 309,944 pages.
- There are 47 states where Fax2Mail is fully implemented for all three agencies. The three remaining states (CA, CO, UT) have approved plans and are configuring the accounts.
- By the end of FY-14, ITS disconnected 2,671 analog fax lines and decommissioned 2,566 fax machines for the Service Center Agencies (NRCS, FSA, RD), as a result of implementing Fax2Mail. The FY-14 annual reduction in telecommunication costs is \$1,602,600 as a result of disconnecting 2,671 analog lines due to implementing Fax2Mail.

Enterprise Management for Managed Print Services (MPS)

MPS is a vendor delivered service that increases productivity, confidentiality, cost savings, environmental and green computing improvements.

- The contract has three volume pricing bands where the combined usage of all USDA agencies results in lower pricing for individual agencies.
- An optional provision for Office Fleet Assessments helps establish a baseline of current printing state. It also assists the agency with developing and optimizing print strategies by providing a future state of design for printing plans and/or sizing. Five assessments completed in FY-14.
- The combined contract MPS monthly usage for all USDA agencies reached at the end of FY-14 was 28,969,658 (number of pages printed).
- MPS provided a new tool entitled Lexmark Global Services. A portal is used to view the status and information associated with deployed units; information such as IP Address, Serial Number, local site POC details, site-shipping address, and the history of a unit that includes break fix and consumables. The unit history includes consumable logs describing when, what, where consumables were provided and shipping tracking information. There is also the ability to order consumables and expedite orders.
- Asset Registry's (inventory maintained by Lexmark) integrity improved to a level of 95% accuracy.
- By the end of FY-14, 1,753 units were deployed and an estimated 2,486 units and 2,879 accessories were ordered.

- ITS completed Service Level Agreement in FY-14 to provide MPS for the following USDA agencies or departments: FS, FSA, NASS, NRCS, and RD.

Expanded Reporting Services

HSPD-12 calls for a mandatory, government-wide standard for secure and reliable forms of ID issued by the federal government to its employees and federal contractors. This ID is for access to federally-controlled facilities and networks. Our focus this last year has been on user access and increased usage throughout the supported customer base and the larger enterprise.

Department goals were established and met this year by ITS and the supported customer base. Using the existing Audit Logging program, ITS designed a reporting service to automate LincPass reporting. This reporting provides information on LincPass usage, monitoring compliance with usage mandates and providing information to customer and OCIO oversight groups. The reporting is being expanded this fiscal year to include identification of users and systems that are required to use LincPass on a mandatory basis to meet the OMB mandate and FISMA Compliance Reporting.

Enterprise Change and Configuration Management (ENTCCM)

Enterprise systems and infrastructure are generally mission-critical, complex, and dynamic systems that require many ongoing changes at both the USDA Enterprise and Agency levels. Change at any of these levels must be carefully identified, analyzed, planned, managed, tested, implemented and documented to minimize negative impacts to the performance or availability of the enterprise system. ITS led the development of the ENTCCM framework. The ENTCCM process is composed of a Technical Infrastructure Group (TIG) and Change Advisory Boards (CAB) that are organized by functional areas. The CIO Council approved the ENTCCM framework as a critical part of the ongoing support and operation of common enterprise services and solutions. ITS in FY-14 led and facilitated the implementation of ENTCCM. The Enterprise Systems and End User Change Advisory Boards are in full operation with participation from all USDA agencies. ITS leads these two Boards and manages change for issues such as Enterprise Active Directory infrastructure upgrades, domain controller placement, group policy templates, standardizing client browsers, and server upgrades.

Virtual Technology

The CSU of the former WCTS organization envisioned and implemented multiple strategic initiatives to reduce the physical footprint of the IT infrastructure by adopting virtualization technology and achieving over 70% reduction in physical servers. In addition, CSU implemented Desktop as a Service initiative promoting central computing using the VDI technologies.

Alternate Connectivity

During the past year, ITS added a new option to the connectivity services. ITS partnered with phone service providers Level 3 and AT&T to replace the limited T1 copper technology with fiber optic cabling. This Ethernet connection delivers much more bandwidth for a lower cost at select sites. In addition to the standard offering, Ethernet is equipped to support higher than standard bandwidths to meet increased requirements. The lowest bandwidth option on the new service provides more than 3x as much bandwidth as the legacy service.

- Old Service: 1.5 Mbps
- New Service: 5 Mbps & 10 Mbps

In FY-14, 75 sites were provided with the new service (including 17 state offices) at no additional service cost. Some upgrades even resulted in a reduced service cost (approximately \$33,000 total in FY-14).

Delivery

Delivery

Business Services

ITS FY-14 Expenditures

ITS FY-14 expenditures totaled \$307,491,855 representing 125.93% of its original Planned Allowance of \$244,175,290. The additional execution above the FY-14 Planned Allowance resulted from ITS receiving an additional \$63,316,565 from the customers for purchases above the planned base and agency specific requirements with \$27.4M related to the Optimized Computing Environment (OCE) initiative, \$24.6M related to refresh, and \$11.3M related to various hardware and software procurements.

Business Services Employees Located in Kansas City (from left to right Kris Saathoff, Rhonda Lucas, Mary Eckart, Robin Reynolds, and Sean Rathman)



Budget Process Refinement

ITS prepared a comprehensive, equitable financial plan, ensuring full-cost recovery and employing both base and agency specific chargeback models to customers, presented this plan to the SCA customers, along with NITC and ASOC and briefed them on the full requirements, changes and impacts, and reached consensus and approval to move forward with the plan. This annual process requires capturing the impacts of constantly evolving technology, an ever-changing catalogue of products and services, and variations and trends in customer utilization and requirements.

In FY-14, ITS individually briefed the full Base Services model and budget individually to each SCA customer prior to the final IT Funding Committee meeting to ensure customer understanding of proposed budget changes. Additionally, new service models were briefed to the SCA CIO Decision Forum prior to inclusion in the final budget proposal.

Rate Formulation

As IT services continue to evolve ITS rate formulation efforts need to follow in-step to ensure that our customers are charged equitably for the services they are receiving and to ensure that sufficient funding is received to sustain appropriate levels of service quality. In FY-14, ITS drafted new cost models specific to Elevated Privilege end-users and Premier Service customers. These two services require support above-and-beyond a standard customer, so the costs were aligned and allocated to these specific users, thereby distributing those support costs accurately to the appropriate customers. Additionally, updates were made to the methodology of charging increased bandwidth to field offices due to new Alternate Connectivity solutions. Finally, ITS adopted the Video Teleconferencing infrastructure support into the expanding Enterprise end-user suite of services.

Budget Sustainment

With continued advances in technology, ITS worked with customers to obtain these new technologies while operating within the base budget amount, essentially offering a flat budget, sustaining the majority of the reductions gleaned in 2012.

Quarterly True-up Process

ITS continued to offer a consumption-based true-up model in FY-14. Actual customer counts or inventories are collected each month and applied against the established Unit Rates, then averaged quarterly, and compared to the original budget projection for review and adjustment. This process allowed reduction in funding requirements for reduced services, such as Equipment (non-workstation peripherals) and Active Accounts. Additionally, this process provides volume-based detail that is reviewed and analyzed for future budget formulation and proposals.

Fleet of Vehicles

In support of our customers, the fleet was driven over 2 million miles. ITS, in response to Executive Order 13423, acquired alternative fuel vehicles to increase consumption of alternative fuels and reduce petroleum consumption; the ITS fleet has 40 vehicles that are hybrid/electric (HEV) and 190 vehicles that are alternative fuel vehicles (AFVs).

Space Consolidation

In preparation for the move of the Kansas City Warehouse to its new location ITS coordinated the disposal of 12,707 items with an initial acquisition value of \$8,854,142. There were 1,976 usable items that were submitted through GSAXcess and transferred through the Computer for Learning Program to an eligible school or sold through GSA Internet sales that generated \$4,155 that was sent to the United States Treasury. All inoperable/uneconomical to repair equipment were sent to UNICOR a certified recycler.

CHD Recompete-Savings

ITS realized a decrease in the cost per ticket of 3% from the prior FY-13 and 14% overall savings in FY-14 from FY-13. Embracing the Department's streamlining efforts, ITS continued to use the Consolidated Help Desk Tier 1 support function, sponsored by the Forest Service contract, by activating an ITS task order in FY-14. The benefit of consolidation is realized as more Enterprise incident tickets are created, the cost per ticket decreases for the Department's agencies that participate in this endeavor.

Tier 2/3 Re-compete-Savings

The re-compete and base year award will establish a 28% savings from the prior 12 months of costs. These savings allow ITS to enhance other functional areas in support of the SCAs. ITS developed a Performance Work Statement (PWS) and Request for Quotes (RFQ) for IT Tier 2 and Tier 3 support services operating a Customer Service Desk. The support is organizationally structured within TSD's Service Desk Operations Branch. The PWS includes Service Level Agreements (SLA) and Service Level Objectives (SLO) designed to be responsive to customers. The support is provided in close collaboration with ITS' technical support structure and organizational divisions and TSD's contracted Consolidated Tier 1 service desk. The support is in accordance with industry standards (e.g., Information Technology Infrastructure Library (ITIL), Information Technology Service Management (ITSM)). The award is a Firm Fixed Prices and includes a base year and four options.

USDA Modern Office Pilot Project, St. Paul, Minnesota State Office

In response to Presidential Memorandum: "Disposing of Unneeded Federal Real Estate—Increasing Sales Proceeds, Cutting Operating Costs, and Improving Energy Efficiency", USDA partnered with the General Services Administration (GSA) to identify pilot projects in an effort to significantly lower USDA real estate costs. The St. Paul State Office (SPSO), St. Paul, Minnesota was selected as one of the pilot projects. In support of this pilot the SPSO IT Team took the following actions:

- Collected tele-work data from ITS' three agency-customers and assessed the current IT infrastructure, workstations, applications, and data storage requirements.
- Assessed whether current IT equipment could meet the demands of the future.
- FSA has the lead on a working group with representation from the agencies, ITS, and OCIO to assess current bandwidth, telecommunications, VTC, backbone infrastructure (server, router, switches), and wireless capabilities. The working group:
 - Redesigned the tele-work home office with the "latest-n-greatest" hardware and software tools such as Jabber, soft-phones, VTC to the desktop, and laptops with increased processing, memory and storage.
 - Redesigned the SPSO network from the router to the end-user and comprised a list of necessary IT equipment upgrades, replacements and new purchases.
 - Prepared final IT cost estimate and provided to stakeholders for review and approval.

ITS added SPSO to the Level 3 Pilot group and it became the first State Office to be upgraded from T-1 circuits to Fiber Optic. Upgrade also increased bandwidth from approximately 6Mb to 10Mb with ability to increase incrementally up to Gigabit speed.

Budget Transparency

In an effort to promote understanding and improve transparency, ITS prepared briefings to SCAs and other customers on the ITS true-up process, as well as the budget formulation cycle, the Working Capital Fund operations, and Activity-Based Costing. With new customer Senior Leadership in place for FY-14, these briefings provided customers with the opportunity to discuss ITS pricing methodologies, impacts of future changes, and other pertinent concerns directly with ITS Finance and ITS Leadership. ITS also coordinated pre-briefs in advance of the ITS Information Technology and Funding Committee (ITFC) budget approval meeting to discuss changes to the chargeback methodology, changes to budget terminology, and individual customer budgets.

Blanket Purchase Agreements

ITS continued to provide competitive pricing for ITS Customers through establishing numerous Blanket Purchase Agreements (BPA) resulting in cost reductions, improved ordering processes and expedited deliveries (for example, Adobe, Enterprise Servers). The established BPAs are for use by all USDA employees; most agencies order needed hardware and software from them. This helps achieve standardization and further streamlining across the Department. One benefit is that the common hardware allows for greater usage of workstation and server configuration images; this in turn harbors more uniform security.

Microsoft Software Licensing

ITS completed the FY-14 Microsoft annual true up by June 30th. The License Management Team validated desktop, server, and infrastructure software asset levels are under totals established in last year's new 5-year contract.

FY-14 Procurement Processing on Behalf of Customers

Processing Throughout the Year

- Regular Agency-specific procurement totaled 3,519 items for \$6,230,729
- In addition to actual procurement processing, ITS provided technical approval by reviewing the agency submitted requests to ensure all items (hardware, software, iPhones, etc.) were compatible for use within customer-supported environments. Provided technical approval for 3,027 items totaling \$8,251,443
- In addition to the individual procurements, ITS made 1,436 purchases in the amount of \$817,418 for items such as server repair, printer repair, phone system repairs, shipping costs, safety deposit for backup storage, network supplies, and backup devices, etc. These costs were not agency specific; however, they were made to benefit the customers.

Year End Large Consolidated Procurements

In addition, at fiscal year-end, ITS processed large, consolidated procurements for RD and FSA. The total combined value of these orders was \$24.4 million.

Agency	Monitors	Desktops	Laptops	Tablets	Ext. DVD Drives	Total # of Units	Total Cost
FSA	13,096	6,992	6,104	0	0	26,192	\$17,100,000
RD	2,639	76	2,969	20	125	5,829	\$7,300,000

Table 1: Year End Procurements

Process Improvements

Inventory Management Project

ITS asset inventory accuracy rate for FY-14 is 96.8% for status, inventory date, assigned to agency/customer data entry, etc. ITS is accountable for all Information Technology (IT) assets used by their customer agencies and supported by ITS. As such, ITS is responsible for inventorying and manages 111,816 physical IT assets located in all 50 States and several U.S. Territories around the world. TSD has ~400 IT Specialists who are responsible for performing complete annual inventories of physical assets. The average number of assets per IT Specialist is more than 275 during an annual inventory. To improve the efficiency of the manual inventory

process, to save time and minimize asset errors of equipment inventory at SCA field offices, TSD formed the Inventory Scanner Work Group (ISWG) consisting of employees from all areas of TSD. After analysis of various inventory products, the group purchased 370 Barcode readers and Dymo label makers, one for each specialist in the field. The barcode readers and Dymo label makers help scan the manufacturer serial numbers on the equipment and make labels that are placed on the equipment. The barcode readers also have the capability of pulling records from the BMC Asset Management on to the computer. This helps the specialist to verify the information in the Asset Management quickly and accurately. With this technology efficiency has improved considerably, locating a specific piece of equipment is faster, maneuvering around the equipment to view the equipment label (in some cases disconnecting the equipment and removing parts) has been eliminated, and inventory data accuracy has improved.

Software Maintenance Renewals

The Acquisitions Team provided hardware and software maintenance support for the NITC Data Center Realignment transfer in FY-14, which included products used in the NITC data center by FSA, NRCS and RD. The Team processed all renewals through the end of FY-14 and provided NITC the associated documentation for future reference. In addition to these renewals, Acquisitions staff processed 110 renewals for Agency Specific hardware and software, as well as renewals for ITS infrastructure products. The Acquisitions Team utilized the SharePoint list developed last year, improving their tracking of maintenance renewals. They also provided procurement training and held regular meetings with the SCA's to improve customer service and provide them with a better understanding of the ITS procurement process.

Financial/Administration Improvements

- Continued to demonstrate superior financial reporting performance throughout FY-14; as a result, ITS was the first USDA WCF approved to move to quarterly rather than monthly status briefings.
- Workload Distribution analysis conducted by ITS Technical Support Division (TSD) management; identified areas where staff could be physically located that would result in less travel time, and customers would receive service in a faster and more efficient manner.
- Developed an online exit survey to be completed by all departing employees. The feedback will be used by Management as an aid in gauging the organizational climate and opportunities for improvement.
- Revised and issued Alternative Work Schedules Regulation, Leave Administration Regulation, Delegations of Administrative Authority Regulation, and Employee Onboarding and Exit Guidelines and checklists.
- Drafted and issued the following memorandums: Annual Leave; Employee Awards and Recognition; Reasonable Accommodation; Delegations of Administrative Authority; Hazardous Weather; Payment of Just Financial Obligations; Jury Duty; and other administrative and management topics.
- ITS increased funding dedicated for the completion of background investigations by \$400.0K during FY-14 to bring employee investigations into compliance with new Departmental and OPM requirements. Total funding expended by ITS for FY-14 background investigations was \$859.3K with 434 employee investigations submitted for completion. These requirements included full investigations and fingerprinting costs for 301 federal employees and 133 contractors.

Streamline Telecommunications Processes/Programs

ITS continued to streamline telecom processes and programs for added program efficiencies:

- Migrated the telecom device inventory into the Remedy inventory module. This project spanned over nine months and took hundreds of resource hours to complete. Moving inventory to Remedy centralizes support data and consolidates information into the standard support system. It provides quick access to device information, which can expedite remediation of issues, operations management, and distribution of devices.
- Identified methods for reducing overall telecommunications costs via elimination of unused services and identifying billing efficiency opportunities.

Section 508 Compliance

ITS successfully reviewed, remediated, and published 85 documents representing 100% of the submitted requests resulting in zero reports of Section 508 violations from ITS employees or our customers.

All ITS SLAs included Section 508 language as provided by the OCIO Section 508 Officer.

Three courses, developed by ITS for use in AgLearn, were tested and remediated for accessibility by all ITS employees. Employees successfully completed the training courses by the date mandated by management officials.

Records Management

ITS is establishing its own Records Management Program for records created for ITS business processes. ITS published a Records Management Policy, ITS 5000-001-R, that established principles, responsibilities and requirements for managing records and all other documentary materials regardless of media throughout ITS to ensure compliance with Federal and Departmental regulations. ITS also developed a Records Retention Schedule and File Plan for proper disposition of various types of ITS records. These documents comply with the Departmental Schedule and File Plan. The Records Management Program Plan is in draft phase and will be finalized in early FY-15. Upon completion of the Plan, ITS will complete the establishment of the program and it will become self-sustaining.

Continuous Monitoring of Security Controls

In FY-14, all ITS general support systems and two major applications (Enterprise Active Directory and Managed Print Services) moved into the Continuous Monitoring phase of the OCIO Risk Management Framework in support of the Department of Homeland Security (DHS) Continuous Diagnostics and Mitigation (CDM) program, and in accordance with NIST SP 800-37.

Interconnection Security Agreement for Customers

In accordance with NIST SP 800-47, ITS implements the formal security requirements process for onboarding Federal agencies' connection to enterprise-wide systems. This process includes the incorporation of the Interconnection Security Agreement (ISA) with the Customer's Service Level Agreement (SLA) to establish a single document containing security needs for selected ITS services, and reduce the level of effort to identify security requirements between ITS and connecting agencies.

System Security Plan Reviews

To meet the legal requirements for accrediting ITS Systems in FY-14, ITS completed the annual System Security Plan Reviews for all existing ITS systems. ITS also completed the annual A-123 security controls assessment testing required for continuous monitoring.

Security Controls

In FY-14, ITS continued to augment the list of Security controls deemed inheritable by our customers. ITS, as a service provider, implements common controls and our Customers receive protection from these designated inheritable security controls. As stated in NIST SP 800-53, “By centrally managing and documenting the development, implementation, assessment, authorization, and monitoring of common controls, security costs can be amortized across multiple information systems. “

Continuity of Operation, Contingency and Disaster Recovery Planning

As part of continuity of operations activities, ITS conducted four (4) quarterly call tree test-exercises using the Emergency Notification System (ENS) and obtained an average response rate of 83.75% from ITS personnel. These notification test-exercises were designed to prepare and educate ITS participants for potential disaster events in any ITS-supported facility.

ITS successfully completed FY-14 DR exercises for all ITS general support systems and major applications. ITS also coordinated two annual fail-over DR exercises in the St. Louis Data Center: one with participating Service Center Agencies (FSA and RD) Web Farms; and one on the Midrange Infrastructure as a Services (IaaS) platform with ITS participating Remedy Team.

ITS and Microsoft Office 365 conducted a live failover exercise to include Exchange, Lync, SharePoint and Blackberry Enterprise Services from the primary Microsoft Datacenter in San Antonio, TX, to the Secondary Data center in Chicago, IL. ITS and Microsoft O365 Operations Team reviewed the processes for escalation, notification and declaration. The Incident Management plan was activated and all processes were verified successfully.

Other Regulatory Reporting

FY-14 included responding to numerous regulatory requests. A few examples include Federal Information Security Management Act (FISMA) quarterly reports, Financial Manager’s Financial Integrity Act (FMFIA) quarterly reports, and the Executive Dashboard (MITS 65) quarterly reports. ITS also completed the annual Federal Managers Financial Integrity Act (FMFIA) Certification Statement and the ITS General Computer Controls (GCC) Summary of Aggregate Deficiencies (SAD) Report. ITS processed and closed 50 POA&Ms (Plan of Action & Milestones) in FY-14.

ITS provided info on the Section 508 Dashboard template (quarter ending June 30) for inclusion in the USDA Section 508 Report.

Security Policy Exceptions

ITS processed a total of 151 security policy exceptions for FY-14. The policy exception process was developed by the ITS Security Compliance team and implemented into the Change Management process to provide information for regulatory reporting.

Customer Catalogs, Service Level Agreements (SLA), and Performance Metrics Processes

ITS accelerated development and publication of the annual Business Services Catalog to make it available with annual customer budget presentations. Similarly, development and availability of the Service Level Agreement Template for FY-15 was accelerated so annual customer and ITS negotiations could complete in advance of the fiscal year. In summary:

- There was continued expansion of the number of customer SLAs and Limited Term Agreements.

- FY-15 SLAs initially delivered to customers four months in advance of FY-15 operational service, and updated with budget information to make them ready for reviews and signatures at the beginning of FY-15.
- A better synchronization of the list of services for both Financial Management Branch products, and service listings in the Business Service Catalog achieved. This reduces customer confusion as they compare information provided between budget contacts, and service representatives.
- There was expanded information in SLAs to describe services, and meet regulatory requirements.
- ITS expanded Performance Metric Reporting and helped enable the requested production of Executive Summary Text to accompany monthly reports. Emphasis on missed customer SLA performance targets resulted in more explanations provided by Service Owners and better management awareness. Performance metric reporting leveraged for use in monthly Investment Performance Reporting.

Realignment of Hosting Services

During FY-14, NITC and ITS completed Phase II of the Application Hosting Services functional realignment project. NITC is now providing all Data Center and Application Hosting Services, and ITS is providing all SCA End User Services. The NITC is serving as the sole interface to the customer for end-to-end Web Farm and business application hosting services via direct requests from the SCAs based on their financial and business requirements. In turn, ITS is now focusing on End User Services and disengaged from application integration services.

ITS and the NITC have completed all of the realigning of resources that have agency-specific application knowledge to ensure continued customer success in application integration, deployment, change management for all associated support services. This has resulted in a reduction of service delivery times for both the NITC and ITS by eliminating duplicity from multiple change control and delivery processes. A secondary important benefit is the additional financial transparency in relation to the current Memorandum of Understanding (MOU) structures. ITS is no longer collecting hosting funds to pay the NITC invoices on the SCA's behalf. Through direct customer coordination, the NITC is now ensuring that all agency application infrastructure, platform and cloud service metrics are coordinated and communicated.

Improved Network Monitoring

ITS established an IT Service Management (ITSM) baseline and successfully implemented new monitoring capabilities in FY-14. This included expansion of contractor-furnished equipment (CFE) for secondary monitoring capabilities of network infrastructure that augments/complements existing government-furnished equipment (GFE). A result of this effort is improved situational awareness of network performance within the Washington, D.C. area including metrics for:

- Average network node response times
- Average CPU utilization
- Average interface throughput on trunk links
- Availability
- Ratio of interfaces-to-logical devices

Improved Network Performance

ITS successfully stabilized network performance in the Washington D.C. area by identifying a multi-factor incident root-cause from the workstation to the network level. ITS made the modifications necessary to improve traffic handling and update the configurations on components that were the source of the issues. An

example of the stability can be seen in the reduction of monthly network events tracked by the monitoring tools as follows:

- The average number of alerts from November 2013 to July 2014 was 180.55 alerts per month.
- The number of alerts in August 2014 spiked to 1,176 due to the Broadcast/Multicast Storms.
- The average number of alerts, since root cause was determined, has been reduced to 45.21 alerts or a 75% reduction.

Technical Upgrades

Windows 7 Deployment

ITS was recognized as a leader in the departmental initiative to implement Windows 7 by April 8, 2014. The number of completed Windows 7 installations for ITS supported customers topped 40,000. These upgrades boosted productivity, reduced operational costs, improved customer relations and enhanced security. Working closely with our customers combined with innovative upgrade processes helped ITS successfully complete all installations on time and on budget.

ITS began working with the Forest Service on a partnership project in November 2013 to assist the Forest Service in migrating Windows XP workstations to the Windows 7 Operating System at select Forest Service offices across the country. The project concluded on April 4, 2014.

- During the project, ITS and the Forest Service worked together to define roles and responsibilities of the Forest Service and ITS specialists during the project and to develop technical guides and checklists to be used to complete the work. The Forest Service and ITS project leads and specialists worked closely to pilot test the guides, checklist, and practices to be used before the project was fully implemented.
- By the end of the project, ITS had migrated 547 Forest Service workstations to Windows 7 at seventeen Forest Service offices across eleven states.

The CSU of the former WCTS organization managed and executed Windows 7 implementation project for Departmental Management, OCFO, and NAD. The project driven by hard deadlines was critical cost saving initiative affecting approximately 3,000 users and was successfully completed with a full upgrade of the end user computing platform.

Web Content Management

The CSU introduced and implemented Web Content Management (WCM)-Drupal platform for multiple customers in the Washington DC area. The effort is envisioned to support accurate web presence managed with least dependencies for customer organizations. This effort reduces support costs, allows content on the web to real time and provides the customer organization to be technology independent in management of their web presence.

Security Services Expansion

In FY-14, ITS expanded security in the following areas: authentication, vulnerability management, intrusion detection, and audit logging.

Access improvement was a major achievement in FY-14. Through programs and services like EVPN, the ITS-supported workforce got expanded support for remote access and streamlined connectivity. With the expansion of authentication and access services, it was vital to improve authentication security.

ITS secured that access by implementing an advanced Identity Services Engine (ISE) paired with Cisco AnyConnect. The initial focus was on mobile and wireless users. This toolset improved security in these areas, while also improving the user experience.

- **Improved Security:** This authentication security service provides tighter access restrictions, device validation, and secure guest access.
- **Improved User Experience:** To improve the user experience, the access tool has a one-time enrollment requirement. After the initial setup and connection to the wireless network, your device will automatically connect when you are in range and have wireless on.

Detecting and managing vulnerabilities of our IT infrastructure is critical to securing the computing environment. During FY-14, ITS made improvements to the vulnerability management process. The process was streamlined to decrease the time from detection to remediation. The reporting process was standardized into a format that facilitates cross-organizational usage. ITS upgraded the vulnerability management toolset to integrate with existing authentication systems for ease of access.

The intrusion detection system was upgraded provide improved event detection and increase traffic monitoring capacity. This toolset provides a flexible and scalable model for intrusion detection to support the evolving IT infrastructure. This upgrade will allow for proactive security instead of passive reporting.

The audit logging system was upgraded to increase the logging rate to allow an increased number of sources to report to the logging system.

Remedy Upgrades and Improvements

Asset and Configuration Management

- To retire the Teltrak (Telecommunications Tracking) system, the remaining non-wireless Teltrak assets are being moved to Remedy. ITS completed the first phase in FY-14.
- The implementation of the Bulk Data Import process for Configuration Item (CI) assets completed in FY-14.

Remedy Architecture

- The Remedy OnDemand cloud initiative kicked off in FY-14. The new cloud environment will yield cost savings for ITS by moving away from on premise infrastructure.
- ITS successfully completed its annual DR exercise for Remedy in FY-14. The exercise simulated the turn up of our warm site in St. Louis and the restoration of production data.
- To meet USDA security standards, the Remedy environment migrated from eAuth 1.0 to eAuth 2.0.
- ITS Admin Services conducted a Risk Management Framework (RMF) Step 4 security assessment of the entire ITS Remedy system. The ITS Remedy system successfully passed the security assessment.
- Developed a process to refresh the CERT Remedy environment leveraging production foundation data. The refresh allowed sync production specific code base such as Service Request Management (SRM) to allow CERT testers to better simulate a production-like environment.

Service Request Support for New Customers

ITS implemented new services for several new customers. Taking full advantage of the tool capabilities, ITS is allowing many users outside of the SCAs to access Self-Service in Remedy and specific service requests as well as updating and improving services for SCA customers.

- Onboarding of NRCS Travel Desk
- Onboarding of RMA
- Onboarding of NRCS FMMI Service Desk
- Onboarding of GIPSA – Change Management, Support, Incident Management, and Problem Management
- Onboarding of OGC and their Tier 1 use of Incident Management
- FSA-MIDAS is now using the Change and Knowledge Management modules

Enhanced Report Delivery

- All support staff can request reports through the SRM module. ITS implemented Remedy Report delivery to SharePoint options continued to grow this year. There are currently 1,655 scheduled reports coming from Remedy. Using SharePoint saves time in the re-delivery of report data, by making the initial report material available directly.
- Work Order Management module implemented in FY-14. The new GAMB Project Request service leverages the Work Order module to document new project requests.
- Remedy Service Level Management (SLM) configurations updated to ensure accurate FY-15 reporting.
- Reorganization of IOD-NOB, FSA-MIDAS, and GAMB within Remedy completed in FY-14; the reorganization of this data in Remedy was needed to reflect streamlined support services and groups.

Incident Management and Change Requests

- Mobile Access and continued education and training on the use of the e-mail Input system significantly increased the number of incidents and changes created through e-mail. By year-end, over 45% of all incidents and 9% of all change requests created in Remedy were input through e-mails.
- Completed an integration process for Office Information Profiles (OIP) e-mails to create change requests for adding, deleting, and updating sites in Remedy.
- A new Standard Change Process implemented in Remedy to streamline the approval process.
- The mandatory use of templates for change tickets is now in effect.

ITS' Contribution to the RD Mobility Wireless Refresh

In 2013, RD decided to begin phasing out BlackBerry devices and plain cell phone devices in favor of smartphone devices. In June 2014, ITS implemented a project to replace all existing RD BlackBerry devices and cell phone devices nationwide. The project also included refreshing all existing RD smartphone devices that were out of warranty or going out of warranty in FY-14. The goal of the project was to bring all users up to current model smartphone devices by the end of the fiscal year.

During the project, ITS worked closely with RD to identify the devices to be replaced and refreshed under the project, to track the deployment of the new devices, and to track the costs associated with the project. By the end of the project, ITS had ordered, activated, and deployed 777 smartphone devices and associated accessories to RD users nationwide.

Service

Service

Direct Support Information

Service Requests

During FY-14, 227,435 Incidents, 63,084 Deployments and 129,851 Change Requests were submitted into Remedy. Comparing FY-13 versus FY-14 incident counts, this represents a 10% increase from FY-13. Reviewing “Top Service Desk Incidents,” it is clear that ITS continues to make improvements in backroom preventive maintenance mitigation, as evidenced by the increase in capturing vulnerability scanning Incidents. Through improved vulnerability management, ITS increased our vulnerability scan remediation incidents which decreased our software and hardware incidents.

Agency	# of Tickets
USDA-RD	65,628
USDA-OCIO-NITC	3,012
USDA-OCIO-ITS	63,586
USDA-NRCS/CD	145,189
USDA-FSA	141,970
USDA-ASOC	982
TOTAL	420,367

Table 2: Service Requests

Within Technical Support Division, the Service Desk Operation Branch (SDO) supports our customers with specific benefits.

- SDO Tier 1 is a 24x7x365 support function for the agencies. Tier 1 answers the phones within 40 seconds averaged monthly and resolves issues within 10 minutes on average, with First Call resolution over 60%.
- SDO Tier2/Tier3 develops Problem Alerts and escalates to Problem Management when Tier2/Tier3 sees any trends in types of Incidents received from the TSD field support staff. 92 Problem Alerts were developed in FY-14.
- SDO Knowledge Management Group published 65 new articles to assist end users and technical staff on resolution processes.

Vulnerabilities

Workstations are given a score based on the severity of the vulnerability with a rating of Critical (40 points), High (10 Points) and Medium (3 points). The lower the workstation score, the better the security posture it represents. From June of FY-13 to June of FY-14, our customer’s average workstation score decreased from 45.14 to 9.70.

Servicing Locations and Customer Satisfaction

ITS improved our customer satisfaction rate from 89% to 93.9%, but is always looking to improve. This particular report was developed through the responses of more than 4,862 customers at 2,989 locations in the selection period. Although the report reflects ITS services in a good light, there are a number of areas that ITS will continue to improve.

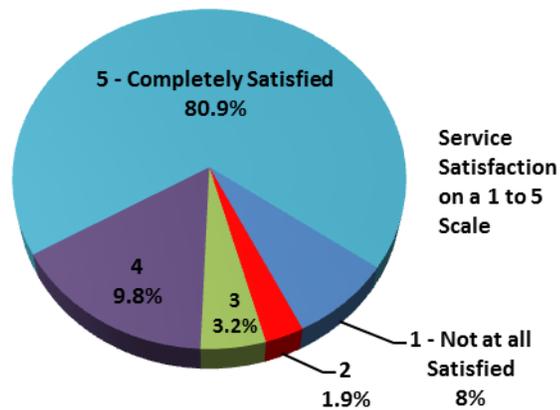


Figure 1: Customer Satisfaction

Customer experience analysis will be a growing part of the Service activities for ITS. The mechanics of which are already in-development within SharePoint.

ITS has an on-going Work Group that creates Quick Tips to assist customers that are posted on the Customer SharePoint site. 34 Quick Tips were released during FY-14 and are posted on the [Customer SharePoint Site](#).

ITS Branch Chiefs made 43 site visits and met with FSA state leadership 30 times, NRCS state leadership 31 times and RD state leadership 25 times. The purpose of the visits was to meet with agency leadership to receive feedback on IT operations in their state, address concerns, and solicit input about where we can improve service to them. Various topics were discussed with the top five as following: network issues (slowness and outages), MPS, Fax2Mail, LincPass, and office moves/renovations/space reduction. CSU worked with multiple agencies outside USDA to provide IT service delivery and support on initiatives. The customers included the White House, NASA, EPA, HHS and SBA. Further, ITS implemented multiple customer feedback mechanisms for continuous service improvements including surveys, memos, and informal/formal communications.

Emergency Moves

When the Lebanon, VA USDA Service Center was closed down due to black mold, the service center immediately implemented its emergency action plan which forced employees to relocate to numerous locations until the site was remediated. The ITS technicians assisted with the relocation of staff to alternative work sites, providing network and telephone communications for each displaced employee enabling them to continue their operations with little disruption as possible. After abatement of the mold and remodeling of the office, ITS staff provided prompt assistance to relocate the employees back.

The Franklin, WV USDA Service Center was closed due to toxic mold and significant water damage that could not be remediated. Customers at the Franklin site were relocated to alternative worksites or assisted with setting up telework arrangements until temporary space was acquired. Upon acquisition of temporary space,

ITS provided broadband network access and a Panasonic phone system until more permanent telecommunication services were provided. Due to the local specialist having advanced wiring skills, we were able to reduce the cost of wiring within the temporary space.

After a fire in July at the Royal Palm Beach Service Center in Florida heavily damaged the office and ADP room, ITS staff worked with the agencies to provide employees with laptops and other equipment so they could work telework from alternate sites. Through the following weeks, ITS was critical in getting the site operational, working around the site cleanup, which included ServPro vendor cleaning up the water damage and setting up ozone treatments for the site; replacement of insulation and dry wall followed by painting. ITS cleaned up the soot within the ADP Room and installed replacement AS400 server, Dell T610, APC, and Cisco switch, allowing FSA, RD, and NRCS staff to return and service their customer base once more.

ITS Equipment Donation Program

The Federal Government is responsible for promoting re-use of Federal assets by other Federal agencies, State and local agencies, and eligible donation organizations. Accountable Property Officers (APOs) followed established procedures to report excess, maintain accountability while waiting for approved disposal instructions, and document the disposal process.

USDA regulations require that excess property is offered to other USDA agencies before equipment is eligible for transfer under the Computers for Learning (CFL) program. Under the CFL donation program, APOs may transfer excess computer and related IT equipment such as computers, monitors, printers, modems, routers, services, telecommunications equipment and computer software. Eligible organizations: public, private, parochial, or home school, pre-K through 12th grade and education non-profit institutions (tax exempt under 501C).

Under the Computers for Learning Program (K-12th grade) in FY-14, ITS donated \$8,447,006.45 of ITS equipment. We donated another \$364,480 through the Stevenson-Wydler Technology Act (2 & 4 year Universities). Here is a thank you picture from the Richard Winn Academy, Winnsboro, SC follows.

Richard Winn Academy Students



Security Services: Incident Handling

Over FY-14, ITS resolved 356 security incidents. These incidents included the following incident types:

- Vulnerability Testing
- Unauthorized Access
- Malicious Code
- Improper Usage
- Investigations (Cyber Security Threat, Subversive Activities, Research, and Suspicious Events)
- Loss, Theft, and/or Missing Equipment

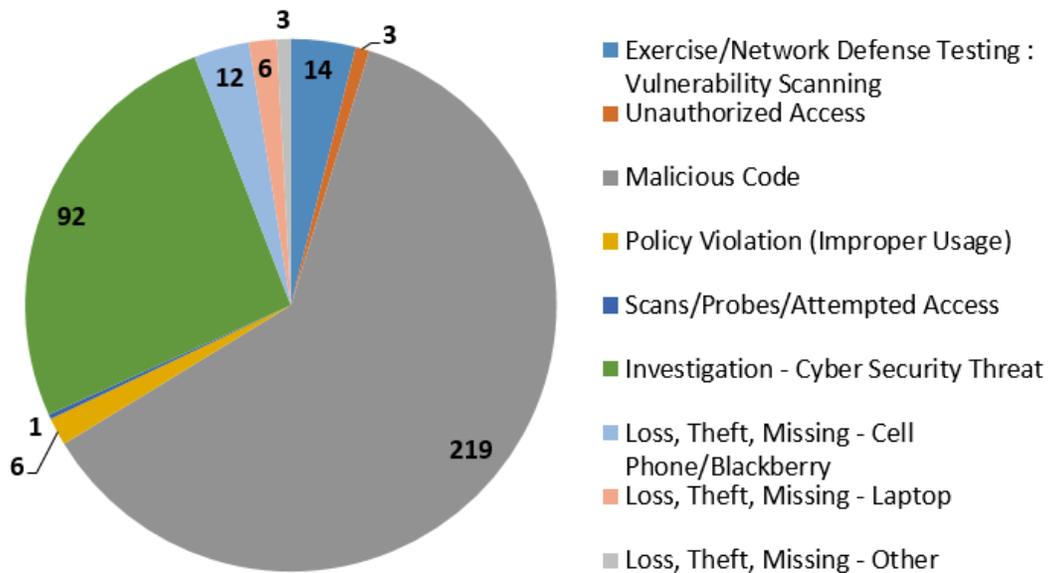


Figure 2: Security Incident Summary

ITS investigated 588 reports of suspicious e-mail (Spam/Phishing attempts).

Cloud SharePoint Governance

ITS manages the Enterprise Microsoft Cloud Services support. The following chart lists the allocated capacity for each USDA agency based on how many charged accounts they have in Microsoft SharePoint Cloud Services as of the end of FY-14.

Agency	Number of Charged Accounts	Storage Allotment per Agency in GB	Remaining Capacity in GB	Percent Used
AMS	2324	1141	1141	0.00%
APHIS	8062	3959	3949	0.25%
ARS	8856	4348	4341	0.18%
ERS	478	235	235	0.01%
FNS	2102	1032	1032	0.00%
FS	43455	21337	20734	2.82%

Agency	Number of Charged Accounts	Storage Allotment per Agency in GB	Remaining Capacity in GB	Percent Used
FSIS	9213	4524	4524	0.00%
GIPSA	788	387	386	29.00%
ITS	38915	19108	17503	8.40%
NASS	2281	1120	1120	0.00%
NFC	1856	911	911	0.01%
NIFA	709	348	348	2.00%
OCE	112	55	55	0.00%
OGC	388	191	186	2.29%
RMA	807	396	244	38.48%
WCTS	4531	2225	2137	3.95%
Microsoft	252	124	106	14.53%
TOTAL	125129	61440	58951	4.05%

Table 3: Allocated Capacity

Communications

Service Level Performance Metrics

Service Level Performance Metrics continue to be fine-tuned and reviewed as changes are made to the Service Level Agreements for relevancy and accuracy. The Service Performance Metrics are reviewed during the build of the Business Service Catalog and the Service Level agreement with the service provider to insure that the most accurate and meaningful metrics are available for the customer. This helps to fulfill ITS' commitment toward continual service improvements and providing the best service to our customers. In the relatively rare cases where a performance target was missed within a reporting cycle, research was conducted that helped to ensure the return of service performance to levels agreed upon with our customers.

Security Awareness

Keeping users educated about and aware of potential IT security issues enhances the user experience while improving the overall security of the IT environment. Throughout FY-14, ITS continued the monthly release of the *Focus on Security* newsletter. The communication provides information that users can employ in their day-to-day lives in the office or at home. Topics included: encryption, social engineering, securing your home network, incident handling, web browsing tips, protecting your accounts, managing data, current phishing threats, credit card security, and physical security.

ITS Business Service Catalog (BSC)

ITS updated the FY-14 BSC with new service definitions to better meet customer needs. Major changes were enacted in FY-14 included the development of Premier Services, a higher service level of end user technical support. Services inherited by ITS as part of OCIO reorganizations were described in the FY-15 BSC too; these included Identity, Credential, and Access Management (ICAM) Services, and Video Teleconferencing. Mobile Device services were decomposed to align with methods used to charge Mobile Device Service to other agencies.

ITS Personnel Development

In an effort to continually develop the expertise of USDA personnel to improve customer service:

- ITS continued use of 360 degree supervisor and manager assessments through AgLearn. Two assessment processes were completed in FY-14 involving 15 managers and 14 supervisors. The assessment participants included the above-mentioned supervisors and managers, their subordinate employees, supervisor, and selected peers. Those assessed received an individual report and were briefed on interpreting results and using the information for future individual leadership development efforts. ITS plans to administer the 360 degree assessment to four more groups of supervisors and managers during FY-15.
- ITS continued to work in partnership with the Virtual University and Team AgLearn to develop an online training curriculum for new supervisors. The new supervisor curriculum is in place in AgLearn and work is in progress on post-assessment questions for the training. The post-assessment is expected to be available during FY-15.
- ITS completed coding of all positions in support of the government-wide Cybersecurity Workforce Initiative. All ITS Position descriptions were reviewed, evaluated, and assigned the appropriate cybersecurity code. Codes for the 548 ITS positions identified as performing cybersecurity work were entered in NFC's Position Management System Online (PMSO).
- Leveraging existing learning resources in AgLearn, ITS developed a new Diversity and Inclusion curriculum in response to a FY-14 Cultural Transformation training requirement for all employees.
- ITS developed an online course, "USDA Directives System for New Supervisors" in AgLearn that will be made available for completion by all USDA supervisors.
- ITS provided assistance to internal OCIO staff (5 surveys) in the development of employee and customer surveys. The surveys are developed and customized to meet customer needs using "Survey Gizmo," included progress reports, analysis assistance, and reports of findings.
- ITS customized a commercial customer service training program for use by TSD, GSD, and IOD employees and contractors. Using a course authoring tool and the vendor's training material, ITS developed three online training courses in AgLearn. During FY-14, managers, supervisors, and employees of the above-mentioned ITS divisions registered over 1150 completions of the training.

Mobility SharePoint Site

Communication to the user base is critical for any major service. ITS has developed an informational SharePoint site for all mobile device users. This site provides users and technical support staff with the information they need to maximize their usage of the mobility service and keep up to date as the service offering expands. The site includes the latest notices and releases from the ITS Mobility Team, Frequently Asked Questions, installation and usage guides, and a listing for recommended devices.

Moving Forward

Moving Forward

New Services and Programs

Future Plans for Unified Communication

ITS will continue efforts to consolidate communications services and provide our customer base with a diverse and feature-rich service offering. ITS will expand the availability of desktop/mobile video teleconferencing and desktop-based phones (softphones).

ITS has taken over management responsibility of the former National Information Technology Center's video teleconferencing service and expects to expand the service offering. This service will have full support through the Infrastructure Operations Center.

Alternate Connectivity

ITS will continue to expand the Alternate Connectivity service offering. At the end of FY-14, ITS ordered the equipment for the next phase of expansion. In FY-15, ITS will continue to roll out the service at new sites and complete the service upgrade at the remaining state offices. In addition to state offices and other candidate sites, ITS will install approximately 60 additional sites to support the Rural Development Video Teleconferencing initiative.

PIV-D Authentication Service

After a successful proof of concept in FY-14, ITS will continue to evaluate the usage of PIV-D credentials in the USDA environment. ITS will conduct a multi-phase pilot to include business case testing by agency stakeholders to finalize the service offering.

Based on the results of expanded testing and evaluation, ITS is expecting to begin the enterprise rollout of the PIV-D credential service.

Enterprise End-User Hardware Blanket Purchase Agreement (BPA)

This is a concerted effort to improve the scope and effectiveness of the purchasing vehicle currently in-use by many organizations within the Department. This effort incorporates the desktop, laptop, and tablet requirements for all of the agencies in the Department for a more cohesive and consolidated approach to end-user computing hardware purchasing.

Infrastructure Improvements & Expansion

Remedy

ITS is currently working on migrating our On-Premise Remedy tool into the Cloud. This will greatly reduce overhead costs, improve the use of the tool and upgrade the interface to a newer, more robust version.

OCE Initiative FY-15 and Beyond

Through FY-15, ITS will complete the deployment of FY-14 funded purchases:

- Phone System Replacement (735 Sites in FY-15)
- WAN Optimizer Installation (449 Sites in FY-15)
- Finalize Onsite Storage Replacement (Approximately 1,600 sites in FY-15 – scheduled completion prior to July 2015 Server 2003 Decommissioning)
- Enterprise Web Content Filtering Tool Installation
- Data Center Storage Installation

ITS will continue to expand on the work of the previous years of this multi-year program. With close coordination with the SCA, ITS will continue to support current and future technological needs.

For FY-15, ITS has planned activities in the following focus areas:

- Telephony: This area includes final purchase for field phone system upgrades, advanced VoIP management, and phone line optimization.
- Office Architecture: This area includes optimizing storage solutions that support field operations, ensuring the office architecture is prepared for unexpected outages, and scaling up infrastructure to support increased bandwidth.
- Backend Infrastructure: This area covers the updates to the backend infrastructure to improve equipment provisioning, increase insight into operations, support storage investments, support the mobile workforce, and increase security.

With continued investment by the SCAs, ITS will continue to meet the out-year OCE program goals:

- Continued Office Virtualization
- Hierarchical Data Storage with Full Centralization
- Device Independence
- Life-Cycle Management

WDC Network Redesign

Using the architecture and implementation plan developed in FY-14, ITS will begin active implementation of the SCA Washington D.C. Network redesign and continue decommissioning legacy equipment. This plan streamlines the network and integrates it with existing ITS infrastructure. The new architecture provides common services, expands wireless support, and improves the security posture.

Managed Print Services (MPS) II

MPS remains one of the Secretary's Shared Services Initiatives designed to provide cost savings and cost avoidance to the Department through a centralized, vendor-managed printing support contract. MPS provides all USDA agencies the ability for confidential faxing, scanning, and printing in a secure and managed environment. The contract provides a number of features and benefits designed to improve the efficiency of printing services to USDA agencies, which include the flexibility and security of LincPass Card Access Integration. MPS allows agencies to reduce cost by paying for actual usage, license and optional accessories and freeing up resources dedicated to devices, toner and maintenance. We will begin acquisition and requirements definition activities for the next generation MPS II contract vehicle. While there have been challenges with MPS, USDA is at the forefront of the Federal Government in the delivery of enterprise managed print. With our experience in the execution of MPS and working closely with our customers, lessons

learned and best practices are to be incorporated into all aspects of MPS II. Additionally, transitioning from MPS to MPS II will require a great deal of planning and coordination in order to ensure business operational continuity. The acquisition strategy will address this. We expect to see continued and expanded use of MPS across the Department.

Summary

Ten years ago, the Office of the Chief Information Officer (OCIO) and the Service Center Agencies undertook an unprecedented transformation to converge information technology (IT) infrastructure staffs. This action created ITS through the consolidation of Mission Area information technology activities under the OCIO. Now, we have been tasked to fulfill another OCIO vision, and this is the unification of the Washington Communication and Technology Services (WCTS), Identity Credential and Access Management (ICAM), and ITS. Integration activities will be ongoing throughout this next year, and in large part, be transparent to our customers. This integration will strengthen our ability improve readiness and operational capabilities, and deliver efficient and effective information technology solutions, products, and services. As we move forward, there are large initiatives that together we can address, including shared services, open data, smarter delivery of IT, and strategic sourcing. I would like to assure our existing customers and our new customers that we have the workforce and the skills to support your needs in 2015. ITS will deliver the highest quality services and products and if we ever fall short of your expectations please inform us right away.

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Table 4: Contact Information

Glossary

Glossary

Agriculture Security Operations Center (ASOC)

Department-level security organization within the USDA's Office of the CIO that is responsible for Department operational security direction and services.

Business Services Division (BSD)

Providing the products and services to support the administration of ITS, Financial Execution, Asset and Financial Management, and Employee Assistance Branches are instrumental to managing a large organization with a geographically-disbursed customer base.

Customer Services Unit (CSU)

Former Washington Communication and Technology Services (WCTS) organization has now merged with the ITS National Support Branch (NSB).

Enterprise Active Directory (EAD)

EAD is a Department-wide initiative that will consolidate duplicative systems and ultimately reduce the cost of providing directory services.

Foreign Agriculture Service (FAS)

USDA Agency that improves foreign market access for U.S. products, builds new markets, increase competitiveness for U.S. agriculture in the global marketplace, and assistance to developing foreign countries.

Federal Information Security Management Act (FISMA)

An act passed as Title III of the E-Government Act (Public Law 107-347) in December 2002. It requires each federal agency to develop, document, and implement an agency-wide program to provide information security for the information and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source.

Farm Service Agency (FSA)

FSA is a USDA Agency that administers farm commodity, crop insurance, credit, environmental, conservation, and emergency assistance programs for farmers and ranchers.

Governance Services Division (GSD)

The Division within ITS responsible for leading ITS process improvement initiatives, ensuring ITS security compliance, providing project management services, and implementing ITS ITSM based on the ITIL best practices.

Identity Credential and Access Management (ICAM)

The Identity, Credential, and Access Management program mission is to simplify compliance, manage security risk, and reduce operating costs through consistent and automated means of identifying employees, partners, and citizens and providing secure access to USDA information systems.

Information Discovery and Litigation Support (IDLS) Directive

A directive that sets the roles and responsibilities for all activities related to the preservation and production of electronic data between ITS and ITS customer agencies for purposes of information discovery and litigation support.

Information Technology Infrastructure Library (ITIL)

ITIL is the most widely adopted framework for IT Service Management in the world. It is a practical, no-nonsense approach to the identification, planning, delivery and support of IT services to the business.

Infrastructure Operations Division (IOD)

The Division within ITS which is responsible for the operations and maintenance of the back-office infrastructure, which includes telecommunications, operations security, infrastructure and software deployment, and the operations and maintenance of customer business applications.

IT Service Management (ITSM)

A discipline for managing information IT systems, philosophically centered on the customer's perspective of IT's contribution to the business. ITSM stands in deliberate contrast to technology-centered approaches to IT management and business interaction.

Lean Six Sigma (LSS)

Lean Six Sigma is a powerful, flexible and proven cost and waste elimination method that focuses on process speed and efficiency. This problem solving methodology includes: Define & Measure, Analyze & Improve, and Control.

MIDAS

A multi-phased program for streamlining FSA business processes and developing modernized long-term IT systems & architecture supporting farm programs.

National Finance Center (NFC)

NFC operates an integrated Payroll/Personnel System and provides all the necessary related support services for the payroll process for more than 140 Federal agencies.

National Information Technology Center (NITC)

Department-level data center operations organization within the USDA's Office of the CIO.

National Office Support Division (NOSD)

The Division within ITS responsible for providing dedicated end user support to staff in the DC National Headquarters.

Natural Resources Conservation Service (NRCS)

USDA agency that is the primary federal agency that works with private landowners to help them conserve, maintain and improve their natural resources.

Office of Management and Budget (OMB)

OMB oversees and coordinates the Federal procurement policy, performance and personnel management, information technology (e-Government) and financial management. In this capacity, OMB oversees agency management of programs and resources to achieve legislative goals and Administration policy.

Optimized Computing Environment (OCE)

A multi-year initiative started in FY-12 to modernize the computing infrastructure supporting the SCA. This program focuses on updating core infrastructure and providing new functionality to update the computing environment, support new technologies, and support future growth. The main program areas are office server architecture, network, telephony, remote computing, and mobility.

Personally Identifiable Information (PII)

Any information that can potentially be used to uniquely identify, contact, or locate a single person. Legislation has been enacted to protect PII, because information technology and the internet have made collection easier to be exploited for profitable or criminal use.

Quality of Service (QoS)

Provides better service for priority business network traffic (video, teleconferencing), together with WAN Optimization, this solution provides moderate to dramatic optimization results.

Rural Development (RD)

USDA Agency that creates partnerships with rural communities to fund projects that bring housing, community facilities, utilities and other services to increase rural Americans' economic opportunities and improve their quality of life.

Remedy Asset Management (RAM)

Listing of ITS owned and managed property located at each site. This requires identification of serial numbers by ITS-TSD staff.

Remedy-ITSM

A term used to describe the ITS implementation of BMC Software's Remedy Service Desk application that is used to establish an IT Service Management based on ITIL best practice IT Service processes.

Service Center Agencies (SCAs)

Natural Resource Conservation Service (NRCS), Farm Service Agency (FSA), and Rural Development (RD) with the Agriculture Department are collectively referred to as the SCA.

Service Level Agreement (SLA)

An agreement made with customer organizations, which defines the service requirements.

Technical Support Division (TSD)

TSD is the Division within ITS responsible for providing end user support to all ITS customers throughout the United States and its territories.

Virtual Desktop Infrastructure (VDI)

A framework used to separate a personal computer desktop environment from a physical machine using a client-server model of computing. The model stores the resulting virtualized desktop on a remote central server, instead of on the local storage of a remote client; thus, when users work from their remote desktop client, all of the programs, applications, processes, and data used are kept and run centrally. This scenario allows users to access their desktops on any capable device, such as a traditional personal computer, notebook computer, smart phone, or thin client.

Voice over IP (VoIP)

Voice over IP commonly refers to the [communication protocols](#), technologies, methodologies, and transmission techniques involved in the delivery of [voice communications](#) and [multimedia](#) sessions over [Internet Protocol](#) (IP) networks.