



Life Cycle Cost and Exhibit 53
Reporting in WorkLenz

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Questions?

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202-965-9500

877-965-9501 (toll free)

Introduction

This document provides step-by-step instructions for providing all information necessary to complete the Exhibit 53 document for submission to OMB. The Exhibit 53 Assessment is structured in WorkLenz to collect not only the information required to submit the Exhibit 53, but also the associated lower level Life Cycle Costs that are needed both for internal USDA use as well as Congressional requests.

WorkLenz is a project portfolio management tool. This means actual and planned expenses can be collected at the task level throughout the course of the project. These expenses can be used to aid in the budget submission process. The Exhibit 53 report is designed to accept two types of input: project plan and spreadsheet-like manual entry. Users who select project plan input will be pre-populating the financial section of the Exhibit 53 report from the underlying project plan data that has been collected throughout the course of the project. Users who select the spreadsheet entry option will have the ability to enter financial data in the spreadsheet form. Users can quickly toggle between the two methods.

WorkLenz has been pre-populated with data from the 2005 USDA Exhibit 53 as well as Life Cycle Costs data from ITIPS. Users will only need to review the existing data and make changes as necessary for the BY 2006 submission.

The WorkLenz Production site is located at: <http://worklenz.usda.gov>

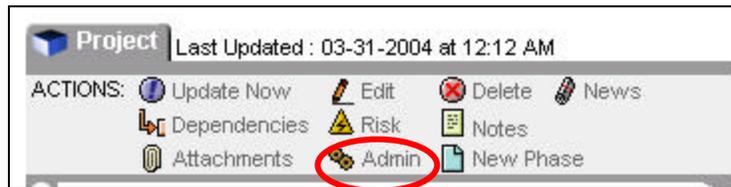
The WorkLenz Training site is located at: <http://worklenz-training.usda.gov>

Detailed Instructions

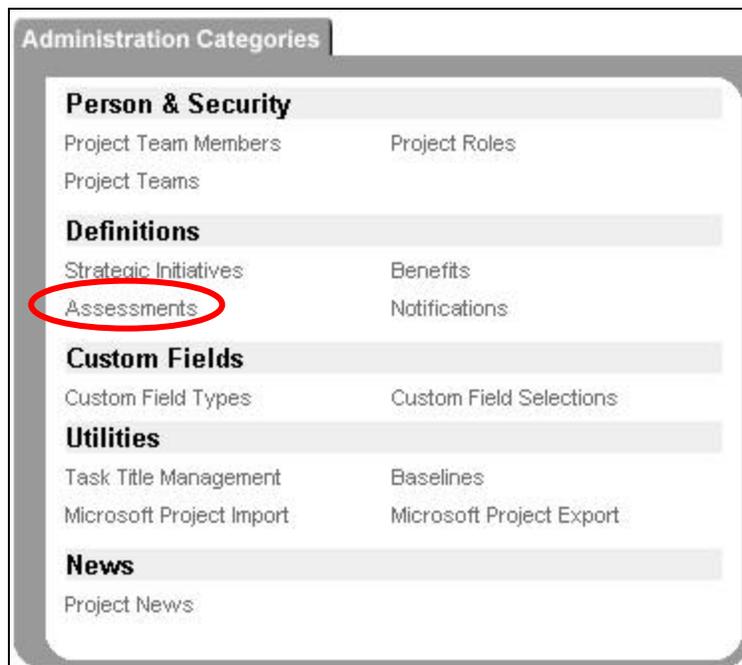
Please follow the steps below to submit your Exhibit 53/Life Cycle Costs data in WorkLenz

- 1) Navigate to the Investment for which the Exhibit 53 information will be entered. A change from ITIPS is that investments exist in WorkLenz under one Agency's portfolio. There are no longer partial investments and all data is captured and centralized within single investments. For multi-agency investments, a single project entry is located under the lead agency. Lead agency portfolio managers will be responsible for the final submission of the Exhibit 53 data, however, other portfolio managers will be able to review data prior to submission.

- 2) Click on **Admin** on the Project Summary Screen.



- 3) On the Project Administration Screen, click on **Assessments**.



- 4) This will open the WorkLenz Assessment List screen. This will display all assessments associated with your project. To enter the assessment, click on the assessment title, in this case, **Life Cycle Costs**.

Assessments that apply to this item		
<u>Assessment Title</u>	<u>Score</u>	<u>Date Last Scored</u>
Exhibit 300 FY2005	20.13	02-09-2004 10:02:07
FEA	This assessment has not been scored.	
Exhibit 300 FY2006	This assessment has not been scored.	
Life Cycle Costs		07-12-2004 08:24:30

- 5) The Life Cycle Costs Questionnaire screen will appear in your browser.
- 6) Fill in or modify the answers in the questionnaire according to the following guidance.

I.1 Investment Name – This is the title of the investment that will be sent to OMB.

I.2 Investment Description – A short description of 100 words or less.

The following questions will be used to build the 2006 OMB Unique Project Identifier (UPI) for you:

I.5 Part Number of Exhibit 53 – Select the two-digit code that describes the part of the Exhibit 53 to which this investment belongs. *Please see Appendix A for a description of the Part numbers.*

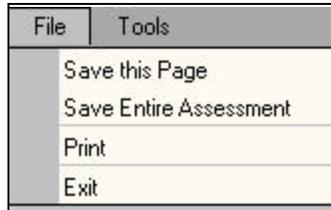
I.6 Mission Area – Select the two digits that indicate the mission area for this investment.

I.7 Type of Investment – Select the two digits that indicate the agency's type of investment. *Please see Appendix B for a description of the different Types of Investments.*

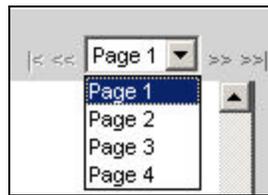
I.8 Investment Identifier - Enter your USDA agency's four digit numeric identifier for this investment in XXXX format.

I.9 Is this one of the President's e-Gov Initiatives? – Select Yes or No

Select **Save this Page** from the **File** menu to save changes made on the first page or **Save Entire Assessment** to save the entire assessment.



Scroll to the top of the assessment and move to the next page by using the page navigation links on the top right of the screen.



II.1 Select the Primary Line of Business - Select the primary Business Area from the Federal Enterprise Architecture Business Reference Model. If you cannot identify a primary Line of Business, select the option "Undefined - Services for Citizens", "Undefined - Mode of Delivery", "Undefined - Support Delivery of Services", or "Undefined - Management of Government Resources". *Please see Appendix C for the Primary Line of Business codes and descriptions. Additional guidance on how to determine your primary mapping can be found at <http://www.feapmo.gov>.*

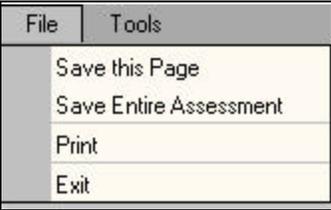
II.2 Select the Primary Sub-Function - Select the primary Sub-Function within the Line of Business. For those limited circumstances where a primary mapping cannot be identified, please select "Further Review Required". The Primary Line of Business selected above determines the choices available for primary sub-functions. *Please see Appendix C for Primary Sub-Function codes and descriptions as well as mapping guidance. Additional guidance on how to determine your primary mapping can be found at <http://www.feapmo.gov>.*

III.2 2005 UPI – For investments that are not new for this year, the 2005 UPI has been pre-populated from last year's submission and will not need to be changed. The 2006 UPI is auto-generated by WorkLenz and will differ from the 2005 code.

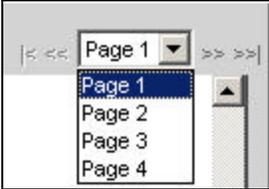
IV.1 Homeland Security Priority Identifier – Select all that apply. To select multiple identifiers, hold the control key down as you select.

IV.2 Percentage Financial – An estimated percentage of the total investment for budget year associated with IT security for a specific investment.

Select **Save this Page** from the **File** menu to save changes made on the second page or **Save Entire Assessment** to save the entire assessment.



Scroll to the top of the assessment and move to the next page by using the page navigation links on the top right of the screen.



IV.3 Percentage IT Security – An estimated percentage of the total investment for budget year associated with IT security for a specific investment.

IV.4 Funding Sources – This table identifies funding sources for this investment. To properly identify the funding source and to enable this funding to be included in the appropriate agency and or departmental budget, please use the following instructions:

IV. 4. Funding Sources
 The funding source table must have 6 columns with the first row as a header. The header items are: Source Name, PY 2004, CY 2005, BY 2006, Type, and Agency WL ID. Following the header row, enter in all funding sources associated with this investment. For the "Type" column, enter a "1" if the funding source is an agency contribution. Enter a "2" if it is a USDA Contribution which is not attributed to a particular agency's account. Enter a "3" if the funding source should not be output in reports. For funding sources that are agency contributions, please enter the WorkLenz program ID in the last column. Enter funding source amounts in millions (X.XX). For example, \$1,250,000 should be entered as 1.25.

Rows
 Refresh

Source Name	PY 2004	CY 2005	BY 2006	Ty
Salaries & Expenses	41.8200	47.9100		2

The following are the columns and definitions for the funding source table. The number of columns is preset and cannot be changed:

- i. **Source Name** – Name of the source where funding originates. This must be the OMB Max A-11 9-digit number. Please see your budget analyst for further details.
- ii. **PY 2004, CY 2005, BY 2006** – Enter in Millions (X.XX) the monetary contribution for 2004-2006
- iii. **Funding Type** –
 - 1 = USDA Agency contribution
 - 2 = USDA contribution not attributed to a particular agency's account
 - 3 = External funding source to USDA, not displayed in reports
- iv. **Agency WL Code** – For sources from USDA Agencies, the WorkLenz program code must be entered to attribute the data to the appropriate agency. *Please see Appendix E for a list of all Agency WorkLenz Codes.*

b. There are several use cases to follow when filling out the funding source table. If you are unsure of which use case to follow, please contact your portfolio manager or the USDA PMO at pmousda@metier.com (email) or 202-965-9500 (phone):

- i. **Investment owned and fully funded by a single USDA agency** – Record funding sources for the investment and use the funding source type 2 (USDA general fund). This will display the funding sources in the Exhibit 53 report, but will not designate those funds as a contribution from another USDA agency.
- ii. **Investment owned by one USDA agency, but partially funded by one or more USDA agencies** – Record all agency contributions and use funding source type 1. All agency contributions, amounts, and agency codes, including the lead agency's contribution, must be specified for proper cost accounting.
- iii. **Investment owned by one USDA agency, but partially funded externally** – Funding source type 3 (External source) can be used to capture additional funding source information for internal records. Type 3 funding sources will not be displayed in external reports.
- iv. **Investment outside of USDA, partially funded by one or more USDA agencies** – The e-government investments fall under this case. Under the WorkLenz USDA taxonomy, these governmental-wide investments are listed within the OCIO portfolio. Contributions, the amounts, and agency codes must be recorded for each agency by the investment project manager. These funding sources should be type 1 since they are contributions from USDA agencies.
- v. **Investment partially funded by all USDA agencies (I.E. IOAT)** – Similar to intra-governmental investments, all

agency contributions in the funding source table should be of type 1 for proper reporting.

IV.5 Life Cycle Costs Data Source – Selecting **Project Plan Data** will populate Life Cycle Costs data from the underlying project plan. This option will not overwrite existing values entered in the spreadsheet below. Selecting **Life Cycle Costs Spreadsheet** will use the data entered in the following spreadsheet for reporting. *Instructions on entering project plan actual and planned expenses can be found in the section Entering Project Plan Data (page 12)*

NOTE: Please ensure you have selected the correct data source since the Exhibit 53 report will be generated from the data source you select.

Life Cycle Costs Data Source	
The Life Cycle Cost totals for reporting can be derived from two sources. By generated from WorkLenz project tasks and task expenses. By selecting "Life Cycle Costs Spreadsheet" the spreadsheet below. Changes for reporting will be reflected once the asset is entered.	
<input type="radio"/> Life Cycle Costs Spreadsheet	<input checked="" type="radio"/> Project Plan Data

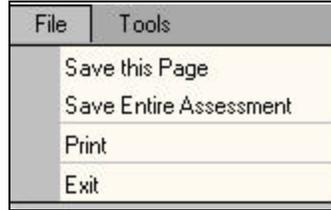
IV.6 Life Cycle Costs – Spreadsheet – The Life Cycle Costs table consists of 20 rows and 9 columns that cannot be modified. The first row is a header row and the first column lists the expense categories. This table is required only if **Life Cycle Costs Spreadsheet** is selected in the prior step. Costs should be entered in millions (X.XX). The categories of Other should not be used since they are reserved for Department of Defense. If costs have been accounted in those categories, they should be redistributed into different categories for the FY2006 submission.

IV. 6. Life Cycle Costs - Spreadsheet

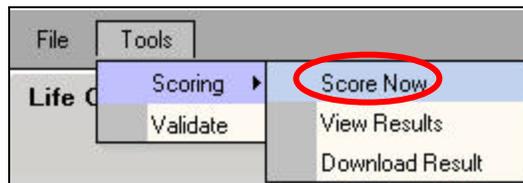
The Life Cycle Costs table must be 20 rows by 9 columns. The first row is a header row with the columns: Life Cycle, PY-1 and Earlier, PY 2004, CY 2005, and BY 2006. The first column are the expense types: D/M/E - Equipment, D/M/E - Software, D/M/E - Services, D/M/E - Support Services, D/M/E - Supplies, D/M/E - Personnel, D/M/E - Other, D/M/E - Intra-Govs Payments, D/M/E - Intra-Govs Collections, Planning, SS - Equipment, SS - Software, SS - Services, SS - Support Services, SS - Supplies, SS - Personnel, SS - Other, SS - Intra-Govs Payments, SS - Intra-Govs Collections. Enter costs in millions (X.XX). For example, \$1,250,000 should be entered as 1.25.

	PY-1 and Earlier	PY 2004	CY 2005	BY 2006
D/M/E - Equip...	3.7634	3.2805	3.6445	3.2696
D/M/E - Software	0.9700	0.4585	0.5815	0.5000
D/M/E - Services	0.0260	0.0000	0.0000	0.0366
D/M/E - Suppor...	2.1223	1.6725	1.7763	0.7304
D/M/E - Supplies	0.0150	0.0000	0.0000	0.0220
D/M/E - Person...	2.3772	0.5547	0.5824	2.0810
D/M/E - Other	0.0000	0.0000	0.0000	0.0000
D/M/E - Intra-G...	0.0000	0.0000	0.0000	0.0000
D/M/E - Intra-G...	0.0000	0.0000	0.0000	0.0000

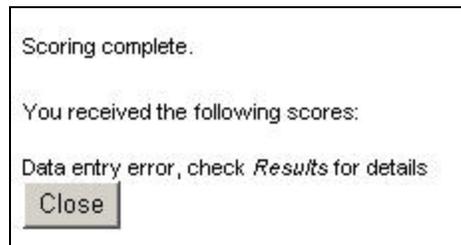
- 7) Select **Save this Page** from the **File** menu to save changes made on the third page or **Save Entire Assessment** to save the entire assessment.



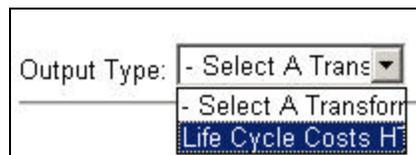
- 8) After saving your answers, select **Score** from the **Scoring** option under **Tools**.



- 9) A pop-up window will appear to report the status of the **Score**. If any validation errors exist, you will be alerted to check the Results when scoring has completed.



- 10) Once the scoring has completed, select **View Results** from the **Scoring** option under **Tools** to view changes made to the Life Cycle Costs Assessment. In the pop-up window, select **Life Cycle Costs HTML Transform** from the drop down list to review the submission.



- 11) In a few moments the results of the transform will appear.
- 12) If there are any data entry errors in your submission, a list will appear at the top of the results page. You must go back into the **Answers** section of the assessment to change your answers.

- 13) Please review the results carefully for any errors and correct, repeating steps 7-12. The results page will also tell you which data source you have selected (project plan or spreadsheet). Please make sure you have selected the appropriate data source for submission to OMB. The results below have been run using the project plan as a data source.

Life Cycle Costs - Project Data

The Life Cycle Costs below have been automatically generated from project plan data. The costs are listed in millions.

Life Cycle	PY-1 and Earlier	PY 2004	CY 2005	BY 2006	BY+1 2007	BY+2 2008	BY+3 2009	BY+4 and Beyond
D/M/E - Equipment	0.0020	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Software	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Services	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Support Services	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Supplies	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Personnel	0.0012	0.0003	0.0001	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Other	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Intra-Gov't Payments	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
D/M/E - Intra-Gov't Collections	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Planning	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Equipment	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Software	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Services	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Support Services	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Supplies	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Personnel	0.0010	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Other	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Intra-Gov't Payments	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SS - Intra-Gov't Collections	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

The final output in the results screen will be the data submitted to OMB.

Entering Project Plan Data

Users can have WorkLenz automatically calculate Life Cycle Costs by using the expense and budget information from project plan data. This option is selected by default and investments have been pre-populated with data from ITIPS. Portfolio and project managers can use this functionality to review how projects are actually performing against the budgets submitted to OMB. Reconciliation will occur, as each agency deems necessary, but should be done no less than once per quarter.

The budget information for the life cycle costs is captured as planned and actual expenses in WorkLenz. Task expenses have been created for investments and placed in a phase called *Imported Life Cycle Costs Data*. This phase is populated with ten tasks, one for each fiscal year. All task expenses will roll up to the investment level to derive the appropriate Life Cycle Cost totals.

Action	Date	Title	Type	Category	Vendor	Location	Amount
Edit	01-01-04	D/ME - Equipment FY-200...	Other	D/ME - Equipment			\$0.00
Edit	01-01-04	D/ME - Intra-Govs Collect...	Other	D/ME - Intra-Gov...			\$0.00
Edit	01-01-04	D/ME - Intra-Govs Payme...	Other	D/ME - Intra-Gov...			\$0.00
Edit	01-01-04	D/ME - Other FY-2004 Ex...	Other	D/ME - Other			\$0.00
Edit	01-01-04	D/ME - Personnel FY-200...	Other	D/ME - Personnel			\$0.00
Edit	01-01-04	D/ME - Services FY-2004...	Other	D/ME - Services			\$0.00
Edit	01-01-04	D/ME - Software FY-2004...	Other	D/ME - Software			\$30,000.00
Edit	01-01-04	D/ME - Supplies FY-2004...	Other	D/ME - Supplies			\$0.00
Edit	01-01-04	D/ME - Support Services ...	Other	D/ME - Support S...			\$1,734,000.00
Edit	01-01-04	Planning FY-2004 Expense	Other	Planning			\$0.00

To enter new planned or actual expenses, the following steps should be followed:

- 1) Navigate to the task summary screen for the task that the expense will be attributed to.
- 2) Click on the **Expenses** tab.
- 3) Click on **New task Expense**.
- 4) Input the following information:
 - a. **Expense Title**
 - b. **Date of expense** (either past or future)
 - c. Select the **Type** of the expense
 - d. Select the **Category** of the expense (one of the 19 budgetary expense categories). The categories of **Other** should not be used since they are reserved for Department of Defense. If costs have been accounted in those categories, they should be redistributed into different categories for the FY2006 submission.

- e. Input the **Amount** of the expense without commas or dollar signs (The whole number must be written out, i.e. 1 million is written as 1000000)
 - f. Enter the **Payment Type**
 - g. Enter the **Vendor** if applicable.
- 5) **Save** the expense.

All this information will be rolled up into the Exhibit 53 report if the Project Plan Data option is selected in the Life Cycle Costs Assessment Answers.

Reporting

In WorkLenz different views of the Life Cycle Costs data can be produced depending on the security level of the user. At the Departmental level, the department Exhibit 53 report will produce all information necessary to submit to OMB. The Agency level report will produce information specific for one agency.

Department Exhibit 53 Report

NOTE: Users must have WorkLenz Portfolio Level Access to run this report.

- 1) Open the reporting engine by clicking on **Reports** in the WorkLenz interface.
- 2) In the pop-up window, select the **Portfolio** tab and under *Custom USDA*, select the **Exhibit 53** report. After the window refreshes, click on **Work Forward**.



- 3) The report will generate an MS Excel spreadsheet in the web browser. To modify or save the spreadsheet, click **File -> Save As** to save the report locally.

Portfo			
	2005 UPI	Investment Title	
		Agency Total IT Investment Portfolio	
		Part 1. Investments by Mission Area	
		01 Financial Management	
4	005-03-01-01-01-1000-00-402-124	Corporate Property Automated Information System	Provides an inte enable USDA to property assest
4	005-03-01-01-01-1000-04-402-124	Working Capital Fund	
10	005-03-01-01-01-0023-09-402-124	Funding Source Subtotal	
11	005-03-01-01-01-0062-00-402-124	005-03-01-01-01-1020-00-402-124	Corporate Financial Mangement Systems USDA Corporate intitiative for the Act of 1990 and US standard Ge
12	005-03-01-01-01-0062-04-402-124	005-03-01-01-01-1020-04-402-124	Working Capital Fund

Agency Exhibit 53 Report

NOTE: Users must have WorkLenz Program Level Access to run this report.

- 1) Open the reporting engine by clicking on Reports in the WorkLenz interface.
- 2) In the pop-up window, select the **Program** tab and under **Custom USDA**, select the **Exhibit 53** report. After the window refreshes, select the agency to run the report for and press **Work Forward**.



- 3) The report will generate an MS Excel spreadsheet in the web browser. To modify or save the spreadsheet, click **File -> Save As** to save the report locally.

Life Cycle Costs Report

NOTE: Users must have WorkLenz Portfolio or Program Level Access to run this report.

- 1) Open the reporting engine by clicking on **Reports** in the WorkLenz interface.
- 2) In the pop-up window, select the **Portfolio** tab and under **Custom USDA**, select the **Life Cycle Costs** report.
- 3) This report is also available at the Program (agency) level in the same area. If run at the **Program** level, select the appropriate agency to run the report.
- 4) Once selected, press **Work Forward** to generate the report.

Life Cycle Costs Report

Portfolio Level

Friday, April 16, 2004

Details						
	PY-1 2003 and Earlier	PY 2004	CY 2005	BY 2006	BY+1 2007 and Beyond	Total
D/M/E - Equipment	377.97	87.17	70.27	64.05	165.13	764.61
D/M/E - Software	156.39	39.38	56.51	43.19	100.91	396.37
D/M/E - Services	69.94	55.39	81.21	40.43	69.82	316.79
D/M/E - Support Services	595.33	248.88	174.93	146.36	333.33	1,498.83
D/M/E - Supplies	21.40	2.58	3.07	2.29	5.44	34.79
D/M/E - Personnel	334.06	84.44	74.11	63.83	152.36	708.81
D/M/E - Other	8.40	11.95	1.91	0.16	0.27	22.67
D/M/E - Intra-Govs Payment	513.15	21.24	28.94	52.97	49.15	665.45
D/M/E - Intra-Govs Collections	-7.73	-0.05	0.33	-0.05	-0.12	-7.62
Planning	41.54	21.29	5.99	7.33	17.18	93.34
SS - Equipment	326.84	105.21	96.57	94.23	230.21	853.07
SS - Software	177.08	35.54	36.19	37.69	111.52	398.02
SS - Services	300.60	96.53	83.83	65.27	162.27	708.50
SS - Support Services	544.96	179.44	173.74	170.70	409.51	1,478.34
SS - Supplies	62.04	11.46	10.53	8.20	22.30	114.52
SS - Personnel	833.62	238.78	244.74	140.76	380.34	1,838.24
SS - Other	22.86	14.36	14.61	0.43	1.19	53.45
SS - Intra-Govs Payments	2,104.65	103.03	92.44	64.78	115.23	2,480.14
SS - Intra-Govs Collections	-5.10	-1.31	-1.55	-0.78	-3.41	-12.15
Total	6,478.01	1,355.32	1,248.37	1,001.82	2,322.63	12,406.15

Appendices

Appendix A - Part Descriptions

Part 1 – IT Investments by Mission Area – Report amounts of budgetary resources for IT investments that directly support an agency-designated mission area.

Part 2 – IT Infrastructure and Office Automation – Each agency should have an Exhibit 300 that covers all office automation, infrastructure, and telecommunications for the agency.

Part 3 – Enterprise Architecture and Planning – Each agency should have one Exhibit 300 for the enterprise architecture (modernization blueprints) efforts.

Part 4 – Grants – Report budgetary resource amounts for IT investments that support grants management operations.

Part 5 – Grants to States and Other Entities for IT – Report budgetary resource amounts for direct or formula grants to states and other entities for IT.

Further guidance on the Parts for the Exhibit 53 can be found in Section 53 of the A-11.

Appendix B - Types of Investments

01 – Major IT investments – The IT investment that requires special management attention because of its importance to an agency’s mission; high development, operating or maintenance costs; significant role in the administration of agency programs, finances, property or other resources; classification as a major investment in the FY 2006 submission; classification as such by the agency’s capital planning and investment control process.

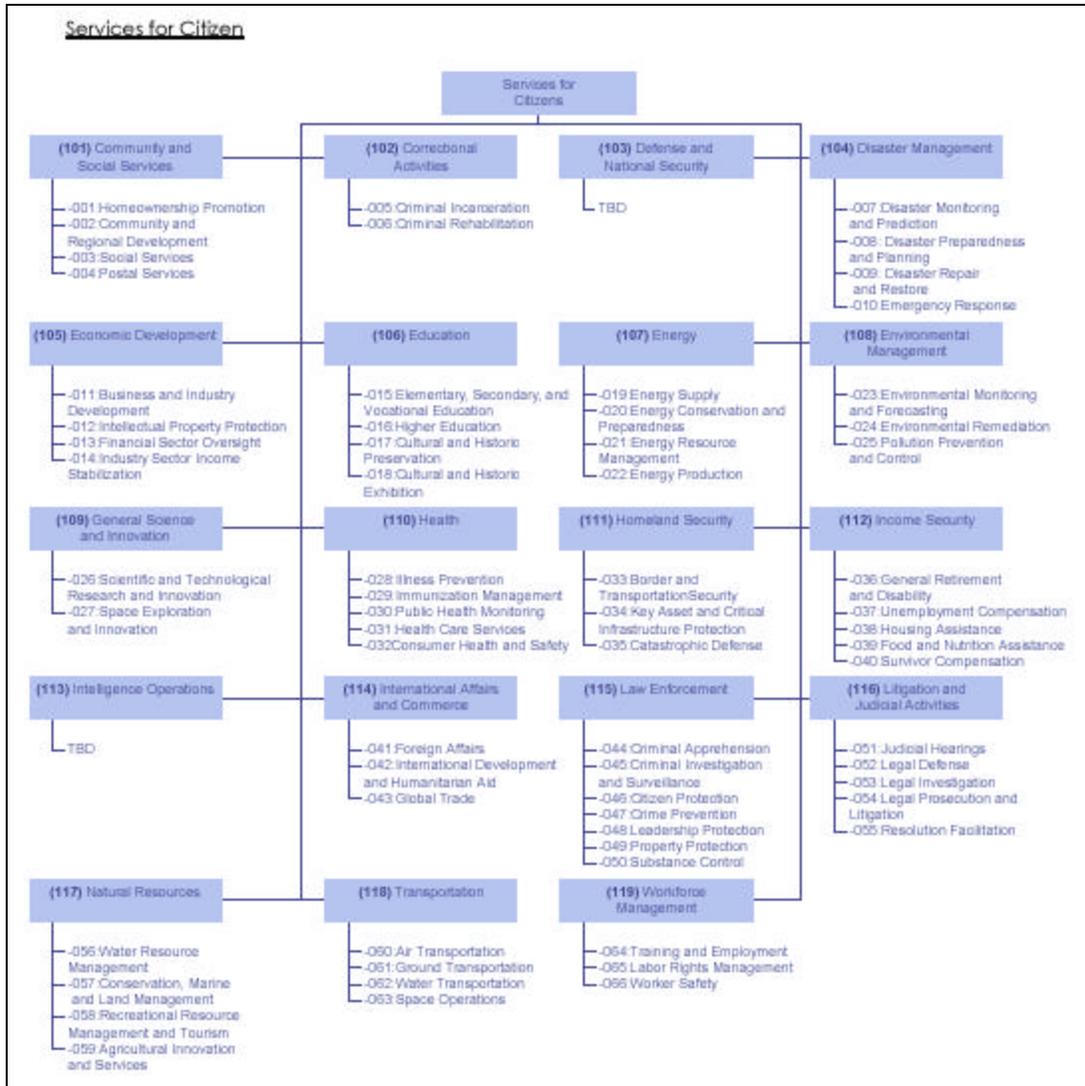
02 – Non-major IT investments – any investment not meeting the definition of major defined above but that is part of the agency’s IT investments.

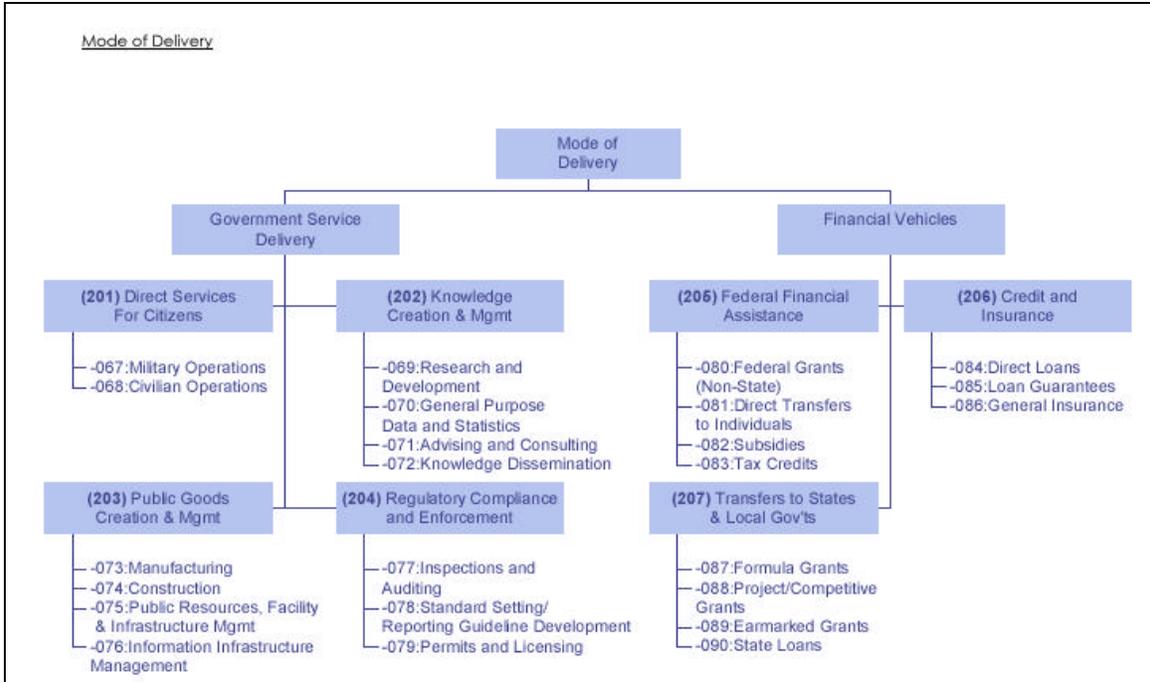
03 – IT investment portion of a larger asset and for which there is an existing business case for the overall asset.

04 – Major IT investment that represents a joint effort for more than one agency.

Further guidance on the Parts for the Exhibit 53 can be found in Section 53 of the A-11.

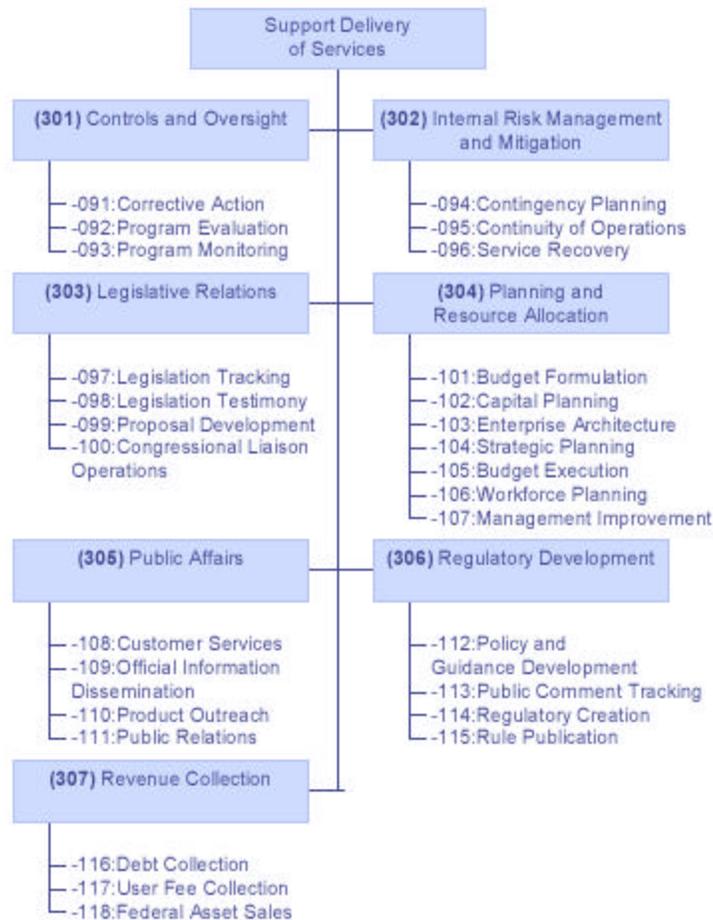
Appendix C - Primary Line of Business and Primary Sub Functions Mapping





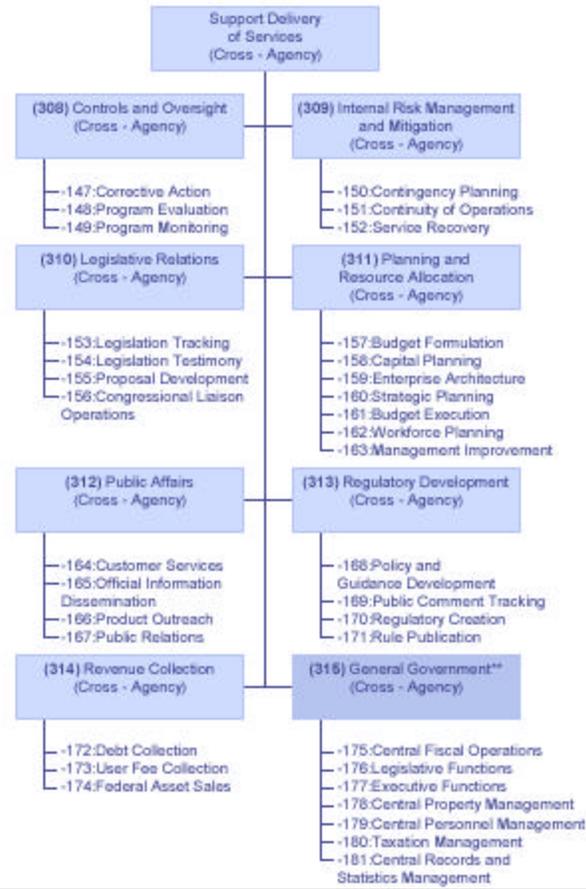
Support Delivery of Services

Use these codes only if the IT investment primarily supports this Business Area WITHIN YOUR OWN AGENCY.



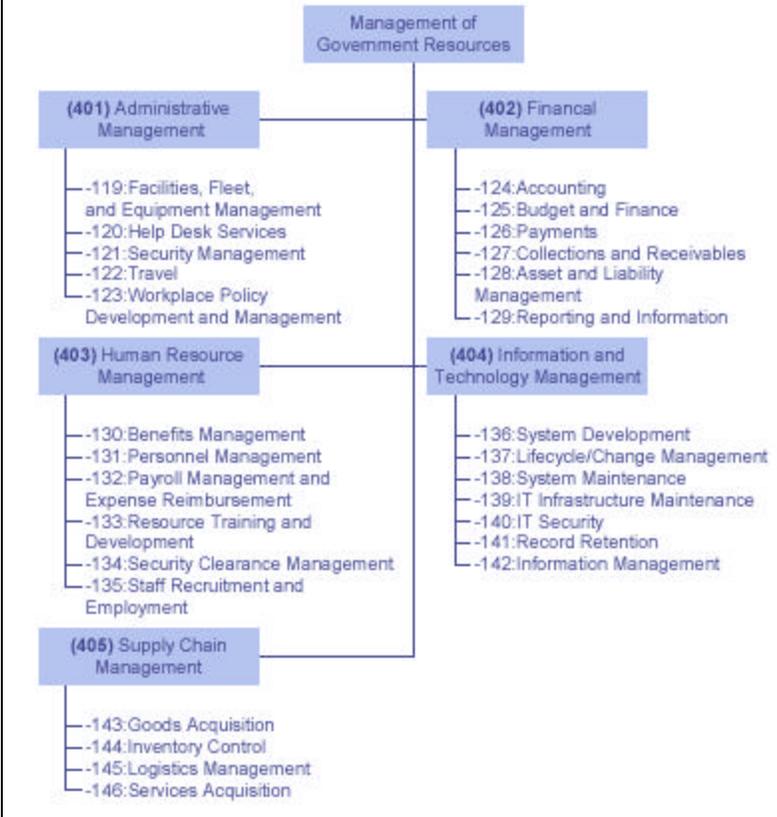
Support Delivery of Services (Cross-Agency)

Use these codes only if the IT investment primarily supports this Business Area OUTSIDE YOUR OWN AGENCY.



Management of Government Resources

Use these codes only if the IT investment primarily supports this Business Area WITHIN YOUR OWN AGENCY.



Appendix D - Agency WorkLenz Codes

WorkLenz ID	WorkLenz Program (Agency)
10	Agricultural Marketing Service
15	Agricultural Research Service
11	Animal and Plant Health Inspection Service
8	Center for Nutrition Policy and Promotion
17	Cooperative State Research, Education, and Extension Service
37	Departmental Administration
18	Economic Research Service
4	Farm Service Agency
7	Food and Nutrition Services
9	Food Safety and Inspection Service
5	Foreign Agricultural Service
13	Forest Service
12	Grain Inspection, Packers and Stockyards Administration
41	National Agricultural Library
19	National Agricultural Statistics Service
31	National Appeals Division
42	National Finance Center
14	Natural Resources Conservation Service
28	Office of Budget and Program Analysis
29	Office of Chief Economist
24	Office of Chief Financial Officer
25	Office of Chief Information Officer
34	Office of Civil Rights
26	Office of Communications
27	Office of Congressional Relations
30	Office of Executive Secretariat
33	Office of Inspector General
32	Office of the General Counsel
6	Risk Management Agency
20	Rural Development