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A Message from the ACIO

It seems like only yesterday that I was signing the Annual CTS (then ITS) Performance Report for FY 2012 and reflecting on my recent transition from the Marine Corps to the United States Department of Agriculture (USDA). I made note shortly after my arrival in 2012 of just how impressive USDA is, and in particular, our customers and the CTS professionals that strive to support them day in and day out. And now, I’m signing my last report before moving on to the Farm Service Agency (FSA). Four years later, I am still in awe of how diverse the USDA mission is and how critical the link is between the success of this Department and the welfare of our Nation.

My move to FSA is buoyed by knowing we are still one team – a USDA IT Team. To our customers, not only are you in the good hands of CTS, but I am excited to introduce my replacement, Francisco Salguero. Francisco, the RD CIO, and previous to that, the Deputy ACIO for CTS, brings with him a depth of experience and vision acknowledged throughout USDA. Now, let’s discuss this report.

This Annual CTS Performance Report provides a sampling of what’s been on the forefront of the CTS mission in FY 2016 and what we’re looking forward to in FY 2017. As you read through it, you will recognize that our collective success is enabled by a scalable, secure, reliable set of foundational services. These foundational services are designed to help keep customers productive and connected 24/7 anywhere they are located. The world of IT is in a constant state of progression and revolution, introducing new modes and ways of working for the CTS Team and you, our customers. Moving forward, we are committed to:

- Working together on investing in technology that enhances our ability to create capabilities that enable us to scale up and down infrastructure resources, dynamically allocate resources, and continuously optimize them.
- Adopting new practices and creatively interpreting frameworks such as the IT Infrastructure Library (ITIL).
- Finding and supporting new organizational capabilities, skills, roles, and competencies to deliver results in the years ahead.

CTS is a high performing team with talented IT leaders and professionals, a set of connected individuals with the flexibility to meet changing customer supply and demand needs. As one team, CTS continues to create strategic value through exceptional customer service, quality of performance, and collaboration – collaboration with our customers, industry partners, and our many stakeholders to efficiently deliver products and services at the best value. With all of this in mind, please take the time to review this report and share it within your organizations. We value your comments and suggestions about our products, services, and performance. We in CTS take enormous pride in serving you and view your feedback as opportunities to do even better. This was true before I came to CTS and it will remain true after I leave.

Clint Swett, Associate CIO for Client Technology Services
CTS Profile

Who We Are

CTS is a government fee-for-service organization committed to providing IT services and products for the USDA. CTS’ 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 well-being of American agriculture, protect and conserve natural resources, facilitate rural development, and provide for a safe, sufficient, and nutritious food supply.

CTS has over 900 highly skilled IT specialists (both Federal employees and contractors) providing service to some 45,000 customers in more than 3,000 field, state, and headquarters offices located across the United States and its territories and protectorates across the globe. Additionally, CTS 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.

In FY 2016, we continued to grow our customer base by adding the Office of the Secretary and Departmental Management offices to those receiving the full range of our services. We also provided specialized services to other USDA customers, such as the Food Safety and Inspection Service. We even assisted the White House Communications Agency by providing Video Teleconferencing (VTC) support for the President, First Lady, and Vice President, including international travel to provide system setup and support and installing new VTC equipment in the White House.

CTS operates as a service activity under the USDA’s Working Capital Fund (WCF). As such, CTS reviews customer demand and service requirements and develops a spend plan to cover those required service expenses. This is a full cost-recovery model, where there are no profits and no losses.

CTS uses an Activity-Based Costing (ABC) strategy to organize costs and formulate a budget. It adheres to SFFAS 4 – Managerial Cost Accounting Concepts and Standards for the Federal Government, and ensures distribution of expenses to an entire set of products and services.

As a service activity, we use IT Service Management (ITSM) as our approach for delivering, managing, and improving the way IT is used – ensuring the right processes, people, and technology are in place to
meet our goals. Specifically, Information Technology Infrastructure Library (ITIL) is our framework that provides best practices for aligning IT with business or customer needs.

World Class Workforce

We consider the CTS Federal government employees and contractor partners to be highly representative of a world class workforce. We are experienced, educated, well-trained, and committed to the highest levels of service. Concerning our Federal employees:

- More than half have 16+ years of Federal experience.
- More than 80% have at least some college education.
- Almost 60% have a college degree (associate, bachelor’s, master’s, post-graduate).
- Some 37.5% are veterans, well above the Government-wide average.

Our contractor partners, used to complement the Federal workforce, are similarly qualified.

We also ensure our employees are well-trained. For example, we trained 396 employees in Hosted Collaboration Service-Large Enterprise (HCS-LE) to prepare them for migration. We understand that change can be hard for our customers, but we know change is easier when they deal with staff members who know what they are doing.

We don’t neglect day-to-day training efforts either. We maintain an electronic Knowledge Management library to gather, analyze, store, and share knowledge and information to our customers and within the CTS organization. This improves efficiency by reducing the need to rediscover knowledge for our technical specialists and allowing customers to find simplified common tips and self-service resolutions. There are hundreds of Knowledge Management articles in the current database. On major projects, we use collaboration tools such as SharePoint to share information, identify issues, provide feedback on testing, and monitor progress.

The CTS workforce is frequently recognized for excellence, with recognition coming from both within and outside CTS and for both individual and team accomplishments. Regarding teamwork, one of the greatest strengths of CTS’s workforce is its ability to work together across CTS divisions, across all of OCIO, and certainly with its customers.

One award in 2016 captured CTS’s ability to work as a team and its leading role in actions impacting the entire Department. The Abraham Lincoln Honor Award is the most prestigious USDA award presented by the Secretary of Agriculture, recognizing noteworthy accomplishments that significantly contribute to the advancement of USDA’s strategic goals, mission objectives, and overall management excellence. In September 2016, Secretary Vilsack presented that honor award to a team with major CTS involvement.

OCIO and other organizations came together under the lead of Clint Swett, CTS’s ACIO, and Chris Lowe, the Chief Information Security Officer, Office of Information Security, to protect USDA employee and customer data and inform employees about how they could protect their identities in the aftermath of
the U.S. Office of Personnel Management data breaches. The team included five CTS employees—Timothy Arnold, Jacob Guzman, Serina Hamann, Barry Lipscombe, and Adam Zeimet. Other members were Mary Heard, Kimberly Hennings, Ted Kaouk, Harry Leyden, Doug Perry, Ravoyne Payton, Brad Rounding, Greg Schmitz, and Victoria Turley (OCIO); Darius Jamshidi (Office of Human Resources Management); Mike Cumberledge and Sophia Scott (Mount Airey Group); and Joseph Smith (Washington Square Associates).

The CTS employees recognized by the Secretary typify the caliber of the CTS workforce that provides around-the-clock support to its customers everywhere. Examples of this support follow in the pages below.
Operational Excellence

In FY 2016, we completed implementation of several long-term initiatives and realized their full benefits. We also continued the same high level of day-to-day support our customers have come to expect from us. For example, CTS exceeded more than 92% of its service level agreement measures every month in FY 2016. Some other highlights follow.

Optimized Computing Environment (OCE)

The OCE Investment is a modernization initiative focused on updating and streamlining the Service Center Agency (SCA) computing environment. The focus of the OCE program is to update and replace the Common Computing Environment (CCE) that was put in place over a decade ago. The updates are required for continued operation and expanded support to meet the growing business needs of the SCAs.

Starting in FY 2012, CTS worked to lay the infrastructure and standards for an optimized IT environment, supporting SCA modernization initiatives. The focus was on stabilizing and advancing the network infrastructure, enhancing monitoring, implementing modernized phone system infrastructure, researching virtualization options, and expanding mobility services. These activities formed the base for continued optimization efforts. Later emphasis was on re-architecture of the office environment.

The CTS FY 2016 OCE efforts marked the end of development efforts and focused on the continued deployment of field server infrastructure. Some highlights follow.

Network Enhancements

Alternate Connectivity: By the end of FY 2016, 424 of 1,035 sites had been upgraded to support fiber-optic network connectivity, which increases bandwidth from 1.5 Mbps up to 10 Mbps. When high-demand activities occur, users experience less impact than in the past. For example, where it once took 155 minutes to download a 1 gigabyte file, it now takes less than 26 minutes at these upgraded sites. The upgrades continue into FY 2017.

Network Optimization: This is a two-pronged initiative that includes a WAN Optimization Refresh and a Steelhead mobile licensing expansion. The licensing expansion has been completed; the WAN Optimization Refresh is ongoing. This hardware refresh initiative results in increased reliability and increased performance.

Network Performance Enhancements: Using a technology called Network Based Application Recognition, CTS can now prioritize network traffic into specific Quality-of-Service queues. This allows
us to differentiate network traffic that is agency-related from traffic related to someone simply browsing the web, and to give appropriate traffic priority, much like a carpool lane in an urban area.

**Telephony Enhancements:** In FY 2016, CTS worked hard to improve telephony service while reducing costs. Dating back to FY 2012, CTS has been working to deploy and establish a centrally managed Unified Communications Service to replace aging telephony systems within the SCAs. By the end of FY 2016, CTS had successfully migrated 2681 offices, almost 99% of the total, with 661 of those migrations occurring in FY 2016. The remaining few will be completed in FY 2017.

At the end of FY 2015, CTS obtained approval to initiate a transition to Session Initiated Protocol (SIP) for all SCA customers, where possible, in an effort to greatly reduce analog telephony costs over time by leveraging technology investments and utilizing IP to carry voice over the Internet. In FY 2016, CTS was able to implement the infrastructure to support the transition to SIP, process 1100+ orders to the vendor, and successfully migrate 804 SCA locations to the new CTS SIP service. CTS worked with our vendors to design a SIP infrastructure that is capable of fully supporting the USDA Enterprise. CTS intends to carry this momentum forward through FY 2017 and migrate upwards of an additional 900 SCA locations by end of year.

In FY 2016, CTS completed the design and implementation of the infrastructure for the new CTS Unified Communications platform know as Hosted Collaboration Service – Large Enterprise (HCS-LE). The transition to HCS-LE positions CTS perfectly to provide Unified Communications services well into the future, while allowing CTS to enhance end-user features and simplify administration.

**Unmanaged Switch Replacement:** In 2016, 370 unmanaged switches were replaced. An unmanaged switch is a “dumb” switch in that it cannot be managed remotely via network staff. By replacing these units with managed switches, network visibility to support staff is increased, improving their ability to rapidly respond to network issues.

**Office Architecture and Mobility**

**Dell T610 Refresh (UCS Blades and HPML350s):** A total of 704 combined UCS blade servers and HP ML350 servers were deployed to Field Service Centers and are currently being installed to replace aging Dell T610 servers. This is a continuation of efforts from previous years to completely refresh all file/print server equipment at 2700+ agency sites. A new HP Servers Blanket Purchase Agreement was negotiated to support this effort, which is scheduled to be completed in FY 2017.
The pie chart to the left shows the results of an ongoing survey measuring customer satisfaction related to this upgrade. We use these metrics to monitor customer satisfaction in an effort to head off any issues that may arise.

**Tape Destruction:** The implementation of CommVault (data backup service) resulted in a significant number of backup tapes that were no longer required. The secure disposal of those tapes (approximately 67,500 tapes from around 400 locations) has been completed.

**UPS:** In FY 2016, we procured 1,064 uninterruptible power supplies (UPS); installation will be completed in FY 2017. A UPS provides power to connected devices in the event of a power failure, reducing the likelihood of data loss and providing time for the equipment to shut down properly until power is restored. It also provides advanced surge protection and electrical supply filtering, significantly reducing the likelihood of damage.

**Large Office Storage:** The hardware used to store SCA home or shared data in many Large Offices was at end-of-life and has now been replaced. Replacing this equipment before it fails protects agency data and daily operations from disruption and reduces agency exposure arising from the use of equipment that is no longer supported by the vendor.

**Server Consolidation:** The FY 2016 WDC Server Consolidation project significantly reduced hardware and facilities being used in the National Capital Region (NCR). Through our collaboration across CTS, the customer environment has been modernized, data protection functions updated and stabilized, data management strategies implemented, and supporting infrastructure updated. Multiple NCR customers were migrated to Distributed File System-based services along with a reduction of 36 physical servers down to only 3.

Through this work, CTS has reduced the cost of operations to the customer, improved our service delivery, added resiliency to the daily operations, and clarified support structures so that NCR customers have a clear path to IT support. The completion of this effort has positioned NCR operations to be fully ready to adapt to and provide the fundamental services key to USDA mission areas, and rapidly adapt to future customer requirements.

**Back-End Infrastructure**

**Wireless Infrastructure:** The upgrade from Cisco 5508 to 8540 wireless controllers has been completed. The 8540s are the next evolution of the 5508 controllers and are faster, more reliable, and have increased capacity. We also made significant progress in the installation of wireless access points and upgrading wireless Local Area Network (LAN) controllers.

**Geographic Information System (GIS) Data Management:** OCE contracted specialized expertise to perform a comprehensive assessment of the SCA Geospatial and Imagery Program and business areas.
In conjunction with OCIO’s Enterprise Geospatial Management Office, the OCE GIS team, made up of CTS and contractor experts, worked to understand the target architecture currently being developed for the Department. The assessment focused on making recommendations for interim steps toward the future cloud-based GIS environment.

Desktop/Server virtualization infrastructure, hierarchical storage infrastructure, GIS search capabilities, and various professional services were procured to begin the multi-year work for modernization and migration to the Enterprise Data Centers.

EVPN-2

The Enterprise Virtual Private Network (EVPN) service provides a secure telecommunication connection back to the USDA network for remote users. This virtual network, commonly used by both remote users and office teleworkers, allows users to access their agency and individual resources when they are working outside the office. Through validation of the user and device, EVPN protects the integrity of the USDA network and provides USDA users improved endpoint security through the use of machine health checks to validate government furnished equipment as well as up-to-date anti-virus and machine patch levels.

The current EVPN solution is running on a Juniper VPN platform that supports approximately 20,000 unique users within USDA agencies. This system has served remote access users for the past 5 years, but is now approaching end of life.

In July 2016, the CIO Council and Working Groups approved the migration to a new Cisco platform. The new environment:

- Is secure and compliant with Federal security policies.
- Will address technical limitations to support more agencies migrating to the EVPN solution, including support for permanent site-to-site VPNs.
- Will offer increase capacity to support expansion for more agency users, reducing per seat costs will be and overall costs for USDA.
- Will allow for future capacity expansions.

The EVPN2 system is slated to be fully in place and operational during the third quarter of FY 2017. Much of the preparation and planning occurred in FY 2016.

Enterprise Active Directory (EAD)

We completed upgrade of the Enterprise Active Directory (EAD) infrastructure to the most current operating systems
and application versions in FY 2016. We also upgraded the infrastructure to support Windows 10, the most recent release of the Microsoft client operating system.

CTS continued to support migrations by other agencies and now more than 102,000 users and 125,000 computers are supported through the consolidated EAD environment. Almost all USDA agencies and major offices have or are actively migrating into the EAD environment.

To help customers, CTS deployed an EAD and Integrated Services website accessible to all USDA agencies to provide automated notifications and alerts regarding EAD services management. This SharePoint Online site provides a Document Repository of the EAD architecture documentation, standards, guidelines, and procedures for the consolidated infrastructure and services.

Benefits of consolidating to a single EAD environment include:

- Increased efficiency, reduced cost of implementation for future enterprise application deployments, improved security, and easier cross agency communications.

- Greater flexibility for users by allowing them access to their resources from any USDA office. The significance of this enhancement is highlighted by incidents such as the extended power outage in the South Building in Washington, DC, and previously by offices affected by Hurricane Sandy. Users under the EAD now can move to another USDA facility, connect to the network, and operate without any special arrangements being necessary.

- A simplified process of granting permissions to share services between agencies because all agencies are in a common Active Directory.

### Going the Extra Mile

In FY 2016, the USDA Food Safety and Inspection Service (FSIS) reached out to CTS for assistance in its final phases of the Enterprise Active Directory (EAD) migration. CTS was asked to perform this service with its existing resources and staff. The goal was to join over 5,000 Microsoft Windows desktop and laptop computers into the EAD environment at multiple sites.

Migration support came from a cadre of CTS volunteers who worked not only their normal duties, but also worked overtime in support of FSIS. Providing operation support to FSIS during this 7-week project were 49 TSD field IT specialists. These specialists worked around-the-clock 8-hour shifts Tuesday through Thursday. Generally, there were 22 to 26 specialists working on the project each day; this number increased toward the end of the project. Their support was to both non-VPN users and VPN users in remote locations and included pre-migration assessment and post-migration assistance.

We migrated 4,941 users and 4,200 workstations with a reported 99% success rate. This was a successful joint effort that allowed FSIS to move closer to fully being a part of an enterprise-wide directory service, reducing redundancy, enhancing security, and streamlining the deployment of enterprise-wide applications and initiatives.
• Ability to implement the Rights Management Services that allow users to establish/limit rights to documents they share with others in the Department.

• Easier sharing of enterprise services such as the Enterprise Virtual Private Network (eVPN), which provides an approved, secure two-factor tool for accessing the network when users are not at the office, and the Enterprise Messaging Service – Cloud Services, which is the common platform for services such as e-mail and Lync.

There are many other associated benefits that come with EAD, and future benefits will be realized from projects that are only currently being envisioned.

Remedy 8.1 Upgrade and Migration

Remedy is the Incident Management System CTS and its customers use to request service and support. This project, started in FY 2014 from a planning and investigation perspective, was one of the most complex integration projects ever undertaken by CTS.

The project stalled during FY 2015, with the need to obtain an Authority to Operate (ATO) within the Amazon Cloud environment. It was critical that we spend the time necessary to address security concerns for related to this cloud environment. While this took some time to complete, it also paved the way for several other USDA agencies to also use this cloud service.

Once back on track, CTS began the process in February 2016 of migrating User and Request data into the new environment. This was very complicated, as existing data records, numbering in the hundreds of millions, needed to be migrated and a process developed to manage updates to these records through a constant update process.

At the same time, we began to educate our customers about the new upcoming changes to Remedy with the 8.1 upgrade. We set up a SharePoint site for all of the CTS support staff to identify issues, provide feedback on testing, and stay in touch with the project leader on progress.

Implementation saw twists and turns as we worked to ensure the system would work flawlessly from Day 1. At one point, the Governance Applications Management Branch team worked day and night for 3
straight days, along with support from the vendor, to complete the migration so the new system so would be accessible for testing and users.

After the system became available for all users, we quickly saw that the performance was not up to par. We requested a complete upgrade to the system hardware and memory capacity. Working with us, the vendor moved our entire environment to new servers with the increased capacity that we needed, immediately providing the performance that we saw during testing and expected in production.

The migration was a huge success, and the response from customers regarding the performance has been outstanding. Also, the new system’s ease of use and the streamlined “Best Practice” view of the Remedy modules have greatly improved the tool’s efficiency and usefulness.

In addition to Remedy’s improved performance, migration to the Cloud environment has saved over $700,000 a year in costs related to infrastructure and support, without increasing the licensing or maintenance costs of using the Remedy software. In fact, the new Cloud approach will allow CTS to leverage capabilities included with the new version of Remedy that should provide an additional cost avoidance of over $200,000 compared with our On-Premise environment.

Moving to the Cloud environment has also provided a higher system availability for our customers. We are now able to support several 24/7 help desks, with only minimal down time every 2 weeks for system updates.

Consolidated Tier 1 Help Desk (CHD)

With technology playing an ever increasing role in our lives, our customers rely on technical support services to resolve issues quickly and accurately. USDA agencies have used contractor support to provide help desk services for over a decade. During that time, services have matured from a simple contact center to a help desk. That maturity is continuing, leading to a true service desk for our customers. Tier 1 provides first level non-dispatched problem assistance or resolution to our customers; incident resolution typically encompasses troubleshooting and diagnostics, addressing “how-to” and other user questions, assisting in configuration, resetting passwords, and routing calls to Tier 2 support service normally co-located with the customer when appropriate.

CTS transitioned to the Department’s new Tier 1 contractor, Peckham Vocational Industries, in FY 2015 and completed our 1-year anniversary during FY 2016. Peckham provides world-class contact center solutions while fulfilling its nonprofit mission of creating jobs in America for people with disabilities. CTS and our Peckham partners have transformed the help desk function into high performance customer engagement centers, using state of the art systems and standards.

In FY 2016, Peckham’s support technicians handled 50,695 interactions with our CTS customers, ranging from answering simple end-user questions to providing front line ticket ownership for highly technical issues around the clock. We also added the National Institute of Food and Agriculture to the CTS CHD Tier 1 task order.
Incidents and Change Requests

CTS continues to support our customers by managing the increasing upward trend of incidents and change requests with the same level of workforce. An incident is an unplanned interruption to or a reduction in the quality of an IT service, and includes service requests for information or advice. A change request is a common standard change or a request for the addition, modification, or removal of services. Incidents have increased from 283,596 in FY 2015 to 334,480 in FY 2016, an 18% increase. Change requests have increased from 131,140 in FY 2015 to 159,925 in FY 2016, a 22% increase.

Access Management requests totaled 35,587 in FY 2016. Access Management is the process of granting our customers’ authorized users the right to use a service, while preventing access to non-authorized users.

Customer Computing Systems

CTS ensures customer computing systems are up to date through the careful deployment of new software applications and hardware, security patches, and software upgrades. CTS completed the certification of 531 projects in FY 2016, 264 submitted by the SCAs and 267 by OCIO. Software applications submitted for certification were completed in an average of 33 days, and on average beat the SLA due date by 12 days.

Additionally, CTS managed project schedules to accommodate 74 requests to accelerate specific project due dates to meet critical business needs, all without delaying other work. CTS, for customer software certification requests, maintained 100% SLA delivery to supported customers.
In addition to software certification support, CTS’s Device Deployment Services Branch (DDSB) is out in front of a number of cybersecurity actions. One includes the use of a new anti-malware tool to help protect systems against threats. DDSB also successfully implemented new processes to streamline and expedite software patching processes for all supported customers. These new processes have had a direct impact on improving the security posture of USDA.

Fax2Mail

CTS offers electronic fax services, known as Fax2Mail, to its base customers. As part of this offering, CTS has disconnected 3,130 analog fax lines and decommissioned 2,996 fax machines at a large savings to USDA.

USDA seeks to continue to reduce the number of fax machines across USDA. The Fax2Mail monthly usage for all USDA agencies reached 323,040 pages during FY 2016. Fax2Mail benefits include:

- Security improvements through tighter control over fax content and Personally Identifiable Information (PII) data.
- Ability to send/receive faxes electronically from users’ computers, including those of teleworkers.
- “Anytime, anywhere” access to sending and receiving faxes, including mobile devices.
- Capability to receive faxes 24x7.
- Elimination of limits tied to the capacity of the fax machine.
- Certified and accredited systems.

Fax2Mail currently manages about 4,785 fax numbers covering 3,000+ USDA offices across the serviced agencies. The 3,000+ offices are spread throughout the country. In addition, USDA has offices in the Pacific Basin and in U.S. territories that use Fax2Mail.

Boots on the Ground, Deployments and Migrations

Every year that goes by seems to be a year of support growth, challenge, and change, and FY 2016 was no exception. CTS continues to provide user services for a wide range of enterprise and agency specific services. These include many functions, but one support element that customers expect and greatly appreciate is our deskside “boots on the ground.”

Our Technical Support Division (TSD) has support staff staged throughout the United States and abroad to help deliver IT services to field and large office customers. If a problem cannot be corrected remotely, a support staff member will provide on-site support. TSD staff not only provide that on-site support, they deliver new technology and services to customers on a continuous basis. Service delivery supports complex enterprise-wide initiatives, agency- specific initiatives, and a wide-range of regional customer activities and needs. FY 2016 accomplishments include:

- Installing 330 servers and decommissioning 75.
• Deploying over 4,700 workstations and redeploying over 1,900.
• Deploying or redeploying over 3,300 peripherals.
• Cutting over 735 sites to Enterprise Voice over Internet Protocol (EVoIP) this year, with another 65 that were in the process.
• Replacing 38 State Office switches and 301 Service Center switches.
• Deploying 3,135 wireless mobile devices, including smartphones, wireless broadband cards, MiFi devices, and satellite phones.
• Migrating all of customers to Exchange 2013 and Exchange On-Line Archiving.

TSD puts its people where they are needed most, ensuring our customers receive the service coverage they demand. Each time we have a vacancy, the manager completes an analysis to identify locations where staff would be closer to the customer. We provide service remotely to hold costs down but know our customers also need hands-on help at times.

Adding Value by Going Local

After last year’s merger of ITS and Washington Communications and Technology Services into the new CTS, there were two largely redundant support contracts for end user support. CTS’s Technical Support Division (TSD) worked with the Department’s Procurement Operations Division (POD) to develop a plan to address this with minimal impact to the customer. TSD aligned USDA OSEC, DM, and Staff Office customers under the CHD and successfully merged desk-side support operations under one contract effective August 2016 in the National Capital Region (NCR) and Ft. Collins, CO.

TSD then went one step farther by realigning the contracted Ft. Collins end user support from the NCR to the Large Office Branch. The on-site Group Manager and Branch Chief met with the customers to work on processes, such as procurements, support requirements of existing equipment, storage and inventory management, and account management, as well as communications to ensure we deliver an increase in value to the services provided. The value added by the more localized management was quickly apparent and will only grow as we continue to work together.
Security

The security of our systems and the information they carry of course remained a critical component of everything we did in FY 2016. The bad players are constantly evolving and so did we.

In FY 2016, CTS worked closely with ASOC to deploy Continuous Diagnostic and Mitigation (CDM) components across CTS-managed environments. Notable CDM achievements included:

- **Hardware Asset Management**: We deployed network access control appliances with baseline configurations. When fully operational, this product will provide near real-time visibility of all hardware assets connected to CTS networks, determine whether hardware is authorized or unauthorized, and identify staff responsible for managing specific devices. This will make USDA and our customers more secure by quickly identifying and disabling unauthorized hardware.

- **Software Asset Management**: We supported a software whitelisting deployment. CTS deployed the core infrastructure and participated in the pilot. This product will greatly improve the security posture across CTS environments by allowing only approved software to run. Since unauthorized software, including viruses and malware, will not be allowed to run, security will be enhanced by reducing compromises and increasing overall system availability.

Also in FY 2016, CTS obtained a new anti-malware tool to help protect systems against threats. This agent is managed by a central server so that detections can be quickly isolated and remediated with the goal to reduce the number of times it is required to rebuild a system. It provides “patient zero” identification, “blacklisting” of known malware, blocking of malicious IP addresses, and continuous monitoring of file activity. For example, CTS was able to report how many devices were infected with XCodeGhost when it was first reported through ASOC, and took appropriate action to quickly remove the applications with such malware. This not only secures our systems, it also saves time and money.

We also tested a new web application firewall that secures applications against malicious attacks and application vulnerabilities. In August 2016, it was implemented for evaluation of effectiveness in a transparent mode to avoid any user impact. The transition from transparent mode to blocking mode occurred early in FY 2017.

The use of SCA mobile devices has doubled since the first 3,000 licenses of our mobile risk management solution were purchased, so CTS acquired additional licenses to accommodate that growth. This tool includes:

- Continuous monitoring of mobile third party and custom applications
- Third party application blacklisting/whitelisting
- Risk control and reporting
Through the use of a technologically advanced network administration product, CTS is now able to authenticate every device that attempts to connect to the network, including devices connecting via the wire or through the wireless LAN. All devices are authenticated with a USDA-issued machine certificate to ensure they are government-furnished equipment, and all users are authenticated via the certificate on their LincPass Smartcard. CTS has fully deployed this authentication tool on the wireless network and is now working to authenticate all devices on the wire. In 2017, all unauthorized or unknown devices’ access to the network will be denied, helping to ensure our network is safe and secure.

CTS also expanded full secure container services to all agencies within USDA. This enhanced feature allows the customer to access USDA internal shared data securely and provides access to intranet web applications using existing eAuthentication (eAuth) security features.

CTS has continued leading and supporting agencies with their Personal Identity Verification (PIV) compliance for IT systems. In FY 2016, USDA continued to improve PIV compliance by attaining a 92% positive reporting metric, an overall increase of 7% from FY 2015. We don’t take sole credit for this; on a bi-weekly basis, team members across the Department collaborate in identifying areas of improvement. CTS has saved time for the SCAs and Departmental Management staff offices by consolidating the monitoring and reporting data calls for PIV enforcement.

CTS worked with Departmental Management (DM) to mitigate and close 60 Plans of Actions and Milestones (POA&Ms), most of which concerned material weaknesses in DM information systems. Throughout the year, DM and CTS security teams worked with system owners to find and implement solutions to mitigate these material weaknesses. By the end of FY 2016, 85% of these POA&Ms were mitigated and closed. This greatly reduced the risk and significantly strengthened the security position for the USDA DM information systems and the sensitive data stored on those systems.

These are just a sample of actions CTS took in FY 2016 to ensure our customers work in a secure IT environment. We build security into everything we provide.
Behind-the-Scenes Support

This report focuses on activities that directly affect our customers. That’s not the whole picture, however. CTS also has a strong support structure that ensures business processes enhance mission accomplishment and employees helping those customers have the tools they need to do their job.

This support includes **budget and finance**, where we:

- Successfully executed almost $282 million during FY 2016 with an expenditure rate of 99.88% of all funding received. This high execution rate allowed CTS to obtain the most value added for its customers related to all support services provided, with more than
  - $62 million expended related to telecommunication services,
  - $52 million executed against contracts,
  - $25 million expended for operation and maintenance of equipment, and
  - $25 million for new equipment purchases.

- Administered 360+ agreements for more than 60 customers. CTS automated its internal financial agreement tracking processes using a SalesForce-based system for the first full year in FY 2016. This change allowed for increased agility in modifying and creating agreements as well as significantly reducing the time required to obtain internal signing on all agreements.

- Presented the FY 2017/2018 CTS budget, totaling $280M+, to the Working Capital Fund Executive Committee. **Rates for the majority of the CTS service offerings decreased** due to new technology, gained efficiencies, economies of scale, and contract refinements. For example, we implemented a new Identity, Credential, and Access Management (ICAM) billing methodology that reduces the base rate by 7%.

- Modified the unit of measure (UOM) used for inventory counts from number of lines to minutes for the FY 2017/2018 budget formulation cycle. This UOM change works better in a consumption-based methodology and is a direct result of customer and CFO staff requests. Customer service at the highest level will always be a benchmark for CTS; this is another example of our responsiveness to our customers’ needs.

It includes **asset management**, where we:

- Disposed of $32 million of IT equipment no longer needed or cost-effective to maintain. As in previous years, we offered this equipment to schools, transferring $8.8 million to them under the Computers for Learning Program. We also explored every appropriate option, such as Federal and State transfer programs and sale to public entities and private citizens, before disposal through Abandonment and Destruction.
Managed a fleet of 269 vehicles driven almost 2 million miles. CTS also implemented a Home-to-Work program which allows employees to take motor vehicles home when it is advantageous to the government. This enhances customer service by getting employees to customers more quickly.

It includes human resources, where we completed a migration from the E-52 system to HR Connect. HR Connect allows supervisors and managers to submit and route personnel actions, including awards, reassignments, promotions, and other actions online. Managers also can review employee information and manage positions within their positions. All employees have access to their personal information and are able to review and update it in HR Connect. This system enhances the ability of managers to manage and employees to have access to information important to their careers.

This support also extends to information accessibility. Section 508 of the Rehabilitation Act of 1973 requires that when Federal agencies procure, develop, maintain, or use electronic and information technology (EIT), they ensure that Federal employees and members of the public with disabilities have access to and use of information and data that is comparable to the access to and use of the information and data that is available to individuals without disabilities. In FY 2016, CTS completed 668 requests for 508 remediation.

CTS is a leader within USDA in meeting Section 508 goals. Building on an already robust program, CTS staff in FY 2016 developed a Desk Aid for Document Developers and a Testing/Remediation Workflow. They also identified and trained Points of Contact within each CTS division. In FY 2016, the Department’s Section 508 Team lauded CTS’s efforts to provide accessible documents in a timely manner.

Regarding business process improvements, CTS restructured our Information Technology Service Management (ITSM) program during FY 2016. CTS continues to follow an Information Technology Infrastructure Library (ITIL) approach to process improvements but has organized efforts under Transition, Service Desk, and Service Strategy and Design umbrellas for better coordination and consistency. The Service Strategy and Design effort began in FY 2016. It is helping CTS to best go about supporting customer missions by laying out processes to determine which services to offer and what capabilities need to be developed. Its ultimate goal is to facilitate thinking and acting strategically.

During FY 2016, CTS also worked to bring about better customer focus by establishing a Client Executive position. The Client Executive reports directly to the CTS ACIO and helps CTS work with new and existing customers. As a focal point, the Client Executive coordinates with customers on topics as needed and is the first point of contact for a customer wanting new business with CTS. Though only in place for half of the fiscal year, the Client Executive helped support nearly 100 customer agreements during FY 2016. CTS processes for establishing new customer agreement for agency specific work were revised and improved.
CTS continues to improve customer service by automating several business processes. CTS is revising how customer agreements are established by automating Service Level Agreement (SLA) and financial transaction documents. We also are developing improved customer dashboards that include on-line performance metric reporting and billable unit reporting. These activities will continue development during most of FY 2017.

Customers see some of these efforts and improvements first-hand, but many happen largely behind the scenes. They nonetheless play an important role in ensuring CTS meets customers’ needs and exceeds their expectations.
Our end user service support uses a multi-tiered support approach to meeting and exceeding customer expectations. Not only does this support model focus on the delivery of IT services, but the customer experience with those services. Over time, customer needs evolve along with newer technologies, and consequently, TSD has evolved into an agile organization that remains relevant to its customers. In large part, this is accomplished through a wide range of customer and staff communications, staffing actions, working groups, and continuous training and education. A small sampling of what we are talking about follows, and while often behind the scenes, these actions are critical to the timely and high quality service deliveries, and the customer experience with those services.

- **Customer Service Notifications** disseminate information on problems, outages, and upgrades. Notifications are e-mailed to customers and also posted to the Customer SharePoint site. In FY 2016, we released 122 Customer Service Notifications.

- **NewsFlashes** introduce projects, hardware, or applications or to provide updates to CTS personnel. We sent 379 NewsFlashes in FY 2016.

- **Quick Tips** provide instructions to our customers on CTS-supported hardware and software, security, and general topics. TSD maintains a library tips on the Customer SharePoint site. Tips are reviewed annually to ensure they are still relevant.

- **Knowledge Management Library**: TSD maintains an electronic Knowledge Management library based on the Information Technology Infrastructure Library (ITIL) framework. Knowledge Management aims to gather, analyze, store, and share knowledge and information to our customers and within the CTS organization. The primary purpose of Knowledge Management is to improve efficiency by reducing the need to rediscover knowledge for our technical specialists and allowing customers to find simplified common tips and self-service resolutions. There are over 800 searchable Knowledge Management articles in the current database.

Mature IT service organizations place a great emphasis on customer satisfaction as a key indicator of the success of their service delivery programs. Measuring user satisfaction is part of an overall quality and communication effort designed to improve our performance, and we actively survey our customers to do this. Here is an overview of FY 2016 survey results:

- 96.1% of customers were satisfied with the service received.
- The FY 2016 overall rating was 4.7 out of a possible 5.0, a notable increase over the FY 2015 year-end result of 4.55.
- More than 85% of the customers rated service a 5.0, completely satisfied.
CTS also exceeded more than 92% of its service level agreement measures every month in FY 2016.

While these results are good, CTS was not complacent. For the 2.6% of the customers who rated service a 1.0, not at all satisfied, management evaluated and acted on every one of these surveys; if the survey respondents provided their contact information, they were contacted.
Throughout this report, we’ve focused on service and security, but we know our customers also care about cost. The rate reductions we have been able to offer going forward show we care about this as well. Other savings we achieved in FY 2016 include:

- Savings of some $29,700 per month by identifying and deleting 734 analog lines, 690 Integrated Services Digital Network (ISDN) lines and 3 circuits that were not being used in the Washington, DC, area.

- Savings of $518,500 through strategic sourcing activities. The ActiveClient Strategic Sourcing Initiative saved $68,500; we will see more savings through procurement streamlining in FY 2017 and beyond. ICAM is now a partner in the Consolidated Help Desk (CHD) contract, saving the government over $450,000 annually. The CHD has afforded ICAM additional benefits in improved ticket quality, more consistency, and better customer service due to the lack of turnover.

- Savings of almost $500,000 on mobility licensing through negotiation of a new price model.

- Savings of more than $700,000 a year in costs related to infrastructure and support by migrating the Remedy system to the Cloud environment, plus cost avoidance of over $200,000 that would have occurred had we tried to implement these in our On-Premise environment.

These are just a few examples. Through actions big and small, we strive to deliver value along with service.
Looking Ahead

The IT field is constantly changing to support new innovation and technologies. CTS has been a leader in adopting and supporting new technologies for customers and providing them with the tools to perform their work in an efficient and cost effective manner. Projects to be completed in FY 2017 and beyond include:

Windows 10: CTS has been instrumental in leading the Windows 10 planning, testing, and deployment effort for supported agencies and developing a plan for USDA as a whole. The CTS Enterprise Administration Team led the Enterprise Client Change Advisory Board Tiger Team that was formed to identify the key drivers and technical constraints that impact Windows 10 deployment across the Department. The purpose of this initiative was to develop a proposed timeline for the implementation of Windows 10, with recommendations for managing future deployment to ensure the orderly distribution of the new operating system prior to the end of life for the current standard based on Windows 7.

CTS also is actively deploying the Windows 10 operating system to client computers within CTS and piloting with customer agency testers. This replacement operating system for existing Windows systems brings a suite of new features to support users and improve security in the rapidly changing USDA work environment.

Office 2016: Along with the deployment of Windows 10, CTS is also releasing the latest version of the Microsoft Office suite 2016 that is an upgrade from the existing Office 2013 standard. This version upgrades many of the products within the suite to improve collaboration and enhance features to support the mobile workforce.

E3 Licensing for Microsoft Office: USDA acquired new licensing for the Microsoft Office products that reduces costs and now supports Office products on users’ desktop, laptop or tablet, and mobile device. This provides a common work environment across all three platforms for USDA users. TSD has federated authentication services with EAD as an interim solution to support this effort and will be transitioning to eAuth in the future.

Azure Cloud Services: USDA has opened networks and created express routes to support new cloud services. TSD has provided an interim solution by federating EAD with Azure Active Directory to support hosting applications and services in the Microsoft Cloud. Backend computing services that support the Departments EAD infrastructure are being evaluated for hybrid hosting in the cloud environment to provided redundancy and failover capabilities and improve availability for these critical services.

Windows Server 2016: In October 2016, Microsoft released Server 2016 as the next version of their server operating system. This product offers many new features to support the large scale and distributed computing environments like the USDA. In addition, it offers features that ease the
transition into cloud computing and will support a hybrid on premise and Azure cloud computing environment. This product will be the next logical upgrade from existing Windows 2012 server deployments.

**Managed Print Services (MPS):** MPS is a proven world-wide approach to reducing costs by increasing user-to-device ratios and establishing the right composition of print devices in the right locations. It allows agencies to achieve cost and environmental savings through improvements to acquiring serviced print and copy devices.

In FY 2016, OCIO and CTS awarded Xerox a contract for MPS available to all USDA agencies. As part of the agreement, Xerox is prepared to install and support up to 16,000 printers and multifunction devices. CTS is working with Xerox to reduce costs while creating a print, copy, fax, and scan environment with fewer but more powerful devices and a smaller environmental footprint.

MPS affords USDA an opportunity to reduce spending by leveraging volume while modernizing operations, improving security, and freeing up vital IT resources to support other mission-critical activities. It also allows multiple agencies to share devices centrally located in offices.

Xerox will provide ongoing service and support including help desks, maintenance, analytics, and reporting services. Xerox will manage this with the help of a secure web portal that has been customized for USDA.

CTS will work with agencies to begin installing the new equipment in FY 2017. Early adoption of MPS and retirement of leased or owned devices will result in faster savings for the Department and improve our security posture.

Collectively the technologies described above add many new features that will improve the user’s work environment and add new capabilities to IT technologies supported across USDA. Along with our world class workforce, they allow us to continually improve our services—for example, we are raising our service targets for many key tasks in FY 2017.
In Closing

Our Department CIO has established the Fiscal Year 2017 – 2020 strategy built around the theme of “USDA IT” and energizing the mission. Leveraging the CIO’s vision and further priorities established by the Deputy CIO for Operations and Infrastructure, CTS is positioned to ensure IT services best serve the entire USDA community by working collaboratively.

Collaboration, teamwork, and partnering are all critical elements to the success of CTS and the services we deliver. CTS and its customers are fully engaged in:

1. Accelerating delivery of new services by adopting clouds
2. Investing wisely in IT by leveraging the Federal Information Technology Acquisition Reform Act (FITARA)
3. Strengthening foundational IT systems by modernizing our network
4. Inspiring public confidence in USDA by securing systems

CTS is fully invested in objectives to improve OCIO, provide for cost effective reimbursable and working capital fund activities, and use employee viewpoint survey results to promote a work environment of excellence based on a fresh mindset and new practices. To attract and retain high quality employees, CTS will continue to examine the employment relationship based on the changing needs and interests of all employees, regardless of generation. Looking forward, we see technology changing at a rapid rate, and know that customers’ needs will match the pace of technological change. The CTS workforce will have to evolve and be at the ready for what lies ahead. We are confident that will happen.
## CTS Leadership Team

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<thead>
<tr>
<th>Position</th>
<th>Name</th>
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<tbody>
<tr>
<td>Associate Chief Information Officer, CTS</td>
<td>Clint Swett</td>
<td>816-926-1588</td>
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<tr>
<td>Deputy Associate Chief Information Officer, CTS</td>
<td>Vacant as of report issuance</td>
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<tr>
<td>Director, Business Services Division</td>
<td>Lisa Keeter</td>
<td>202-720-4109</td>
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<tr>
<td>Director, Governance Services Division</td>
<td>Janell Duke</td>
<td>260-624-2940</td>
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<tr>
<td>Director, Infrastructure Operations Division</td>
<td>Phillip Rendina</td>
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<tr>
<td>Director, Technical Support Division</td>
<td>Linda Lewis</td>
<td>301-504-5358</td>
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<tr>
<td>Client Executive</td>
<td>Rory Schultz</td>
<td>202-260-9219</td>
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<tr>
<td>Information Systems Security Program Manager</td>
<td>Nancy Herbert</td>
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For more information about CTS and its services please visit:

[Information about CTS Services](#)
Customers in FY 2016

Base services customers receive the full range of CTS services.

### Table 2: Customers in FY 2016

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