Farm Credit Administration
Information Resource Management Strategic Plan
Fiscal Years 2023–2027

Technology is interwoven into the fabric of the operations at the Farm Credit Administration. The information resource management (IRM) planning process helps us identify the strategic outcomes that will make the biggest difference to the success of the agency. By focusing on those strategic outcomes, we can direct our resources to the areas that will result in the highest-value outcomes.

The role of the IRM plan is to provide a program that supports effective IT asset management and investment control. The planning process identifies our needs for the development or procurement of new systems and applications. We annually review and update, as appropriate, this five-year plan for addressing and implementing the agency's IT needs. Our strategic goals and objectives guide the IRM plan and its management. We integrate applicable governmentwide directives affecting IRM functions into our policies, procedures, guidelines, and directives.

The IRM plan provides general guidance on IT direction and helps us decide which projects we should spend our limited resources on. The plan also ensures that all projects support our strategic goals and objectives. Adjustments in priorities will inevitably occur throughout the year through discussions with the chief operating officer, senior staff, the Data Advisory Group, and FCA business units.

As part of our overall IRM program, we maintain a strong capital planning and investment control process. We perform our responsibilities under the guidance of Office of Management and Budget (OMB) Circular A-130 "Managing Information as a Strategic Resource" and OMB Circular A-108 "Federal Agency Responsibilities for Review, Reporting, and Publication under the Privacy Act." We also adhere to requirements under section 508 of the Rehabilitation Act of 1973.

Aligning the FCA strategic plan with IRM initiatives

FCA maintains an IT investment portfolio that supports, directly or indirectly, the two strategic goals outlined in the Farm Credit Administration Strategic Plan. The most recent plan is available on the reports & publications section of our website at www.fca.gov.

The FCA Strategic Plan and Information Resource Management

Number	Description
Goal 1	Ensure a sound financial system that provides a sustainable source of credit for agriculture and rural America.
Goal 2	Foster the long-term viability of the U.S. agricultural economy while supporting young, beginning, and small (YBS) farmers, ranchers, and aquatic producers.

Each initiative in the IRM plan supports our overall FCA strategic goals.

The Strategic Plan also identifies Stewardship Objectives. Stewardship Objective 2 is "Ensure data and technology assets are accessible, protected, and used effectively in a modern environment."

Stewardship Sub-objective	Description
ST2.1	Safeguard data and technology assets and provide technology platforms designed to enhance employee productivity.
ST2.2	Advance evidence-based policy and organizational decision making.

FCA has mapped each of its IRM initiatives to both the strategic goals and the stewardship sub-objectives. Many of OIT's initiatives address both goals; these initiatives are called "distributed."

In FY 2019, FCA's Office of Information Technology (OIT) revised its initiatives to consolidate activities and improve tracking of project work. Within each initiative, projects can be categorized as Operations & Maintenance (O&M) or Development, Modernization, or Enhancement (DME) efforts. O&M projects support the continued operations of the agency. They include hardware, software maintenance, customer support, and compliance with various regulations and guidance from OMB, the Department of Homeland Security, the National Archives and Records Administration (NARA), and others. DME refers to projects or purchases that are designed to improve our ability to meet our goals by adding to or significantly enhancing our technology capabilities.

In addition to the IRM plan and our operation project management framework, OIT maintains a detailed line-item spend plan. Developed during the budget process, the spend plan identifies every anticipated expense for the fiscal year. Projects listed in the OIT project management framework or items in the OIT spend plan are assigned an IRM initiative and inherit the strategic goal of that initiative.

The following IRM plan initiatives apply to all projects. The number in parenthesis to the right of each description is the internal ID number of the initiative; we use it to tie initiatives to projects in the management framework and expenses in the IT budget.

IRM plan initiatives

Initiative	Goal 1	Goal 2	Sub-objective 1	Sub-objective 2
Mission tools & approach (401)*	X	X	X	
Data management (402)*	X	X	X	X
DevOps/Process automation (403)*	X	X	X	
Technology platforms (404)*	X	X	X	
Information security & compliance (405)	X		X	
OIT management (406)	X		X	
Customer support (407)*	X	X	X	
FCA open data (408)*	X	X	X	X

* Initiatives that apply to both goals 1 and 2 are referred to as "Distributed."

Detailed descriptions of initiatives

Mission tools & approach — 401

The primary objective of this initiative is to implement technology that directly supports mission activities, including safety and soundness examinations and other efforts that ensure that System institutions and Farmer Mac are safe, sound, and dependable sources of credit and related services for all creditworthy and eligible persons in agriculture and rural America. The purpose of the technology is to streamline data analysis of the System, improve the ability of examiners in the field to access documents, and enable a mobile workforce.

Data management — 402

To do our work more efficiently and to move to a data-driven decision culture, OIT, the Office of Data Analytics and Economics, the Data Advisory Group, and FCA business units work together to acquire new data, to streamline data acquisition, and to check data quality as it is loaded — that is, before analysis begins. This empowers users to do creative, scenario-based analysis that may help to reduce costs and increase efficiency.

This initiative involves support for two mission-critical FCA systems: CRS (Consolidated Reporting System for call reports) and FCS Loans. For both systems, we receive data from institutions, adjust data collection requirements in response to changing needs, validate the data received, load the data into electronic repositories, make the data available to analysts and users for their risk-based examinations and analyses, and support other data analysis needs. The data available in both systems and the analysis performed on that data are necessary to our mission of ensuring safe and sound banking practices across the System.

DevOps/Process automation — 403

FCA currently uses several manual or semimanual processes to perform important agency activities. We are moving to more advanced automated forms and workflows that improve our efficiency and effectiveness. We examine current processes to identify opportunities to improve workflow processes with technology.

Part of this plan is procuring and implementing a human resource information system for the agency. This is a multiyear effort; we will purchase various modules and integrate them in a planned sequence.

Technology platforms — 404

This initiative is an ongoing effort to improve the performance, convenience, and security of the FCA computer environment. OIT manages the day-to-day operations of our state-of-the-art technology infrastructure. Functions include the care and maintenance of all IT equipment and enterprise software licenses, such as Microsoft. Equipment includes servers, laptops, mobile devices, smartphones, videoconferencing systems, phones, printers, monitors, TVs, etc. OIT optimizes and replaces equipment as necessary and provides support services such as backup/recovery, mobile device management, security operations, and software patch management.

This initiative also encompasses software platforms at FCA, such as SharePoint, Office365, and other enterprise tools. We will continue to leverage mobile and cloud computing capabilities to advance the work of the agency. We have implemented several improvements using cloud-based platforms, such as updating our email system and the Helpline Services Portal. This initiative defines the strategy for cloud adoption at FCA and implements improvements to IT capabilities.

Information security & compliance — 405

Our agency must comply with federal government requirements established to create greater efficiencies in the utilization of IT resources and to enhance the security of the federal government. As a federal agency, we must comply with Section 508 of the Rehabilitation Act; the Federal Information Security Modernization Act; Trusted Internet Connection; disaster recovery planning; DHS continuous monitoring; and other directives of OMB, the Department of Homeland Security, and the president. We must also evaluate new regulations and the updated guidance of the National Institute of Standards and Technology to determine the applicability of the regulations and guidance to our IT environment.

Securing our information and protecting our reputation as a regulator is the responsibility of all FCA personnel. OIT leads the effort to ensure the confidentiality, integrity, and availability of the FCA network, information systems, and applications. OIT is also responsible for FCA's privacy and controlled unclassified information programs. As threats to the agency's security grow, we gain efficiency by acquiring the technology and security services we need to reduce those threats. By setting up an emergency site, OIT also plans to provide recovery services to offset service disruptions at the primary location.

OIT works to ensure that IT systems, whether designed/developed or procured, meet the most recent Federal laws, Executive Orders, NARA guidance, and best practices for records management. To this end, projects undertaken by OIT will enable interoperability, retention and disposition, as well as updating policies and procedures to reflect changes in agency-wide records management business processes. The Agency Records Officer (ARO)

works with OIT staff as well as agency subject matter experts to incorporate records requirements into these projects and activities.

OIT management — 406

OIT must ensure the effective and efficient use of IT resources. IRM planning and budget development, including the consolidation of the agency's IT budget, establish IT priorities at the agency level. Within OIT, effective project management, budget execution and reconciliation processes, adherence to standard operating procedures, and development of internal controls facilitate greater oversight and mitigate risk.

Customer support — 407

OIT provides on-demand end-user customer support, including assistance with IT equipment, mobile devices, software, and videoconferencing. To support this initiative and provide transparency to the agency, OIT uses a service request database to track customer support requests. In addition, OIT continuously supports business users with projects to improve the agency's computer, network, communications, and workspace environments.

FCA open data plan — 408

FCA is constantly looking for ways to ensure that it is as transparent as possible without violating privacy or confidentiality, or compromising security. We are also looking at ways to increase participation by, and collaboration with, our data users from other agencies and among the public. OIT is supporting this effort in collaboration with the chief data officer and the FCA Data Advisory Group.

The Data Advisory Group is the principal internal agency forum for addressing data management standards, priorities, policies, and practices. The group coordinates and facilitates implementation of agencywide processes and standards and addresses common issues affecting FCA office data programs and resources. The agency's chief data officer serves as chair of the group, which meets at least quarterly and includes leaders from across the agency.

Currently, we provide many online resources, reports, and data sets for the public, such as the following:

- Our budget, performance and accountability reports, and strategic plan
- Information about the Farm Credit System, such as financial indicators and quarterly call report data
- Guidance provided to System institutions to help them comply with all laws and regulations and to meet their congressional mission
- All FOIA annual reports published since 2000, as well as the Chief FOIA Officer report to the Department of Justice Pursuant to Attorney General Holder's FOIA Guidelines

To promote public participation in the rulemaking process, we post notices on our homepage under latest updates each time we issue a notice for public comment in the Federal Register. We also send out email messages to our web subscribers with links to these notices.

We provide easy access to all pending regulations online and periodically review our regulations to identify rules that are obsolete, unnecessary, unjustified, excessively

burdensome, or counterproductive, and we seek input from the public in identifying such rules. We provide our Plan for Retrospective Analysis of Existing Rules online with information on how we conduct this review and how we encourage members of the public to participate in the process.

An important part of transparency is ensuring that information provided to the public is easy to understand. To improve the clarity of government writing, Congress passed the Plain Writing Act of 2010. We work hard to comply with the act and to ensure that the materials we provide to the institutions we regulate and to the public are clear and reader-friendly.

We use a variety of digital tools to reach out to our stakeholders. We have solicited input through website customer satisfaction surveys. We also solicit comments on regulatory actions through our website, and we publish our digital strategy on our website.

Providing accurate, timely, and complete information to the public and external stakeholders will always be a key priority for us. With the ongoing enhancements of data systems at FCA, we are improving the process, format, quality, usefulness, and availability of data assets that we provide to the public through both FCA.gov and Data.gov. Central to this effort is the work that the agency is doing to enhance CRS data collection and dissemination.