

FARM CREDIT ADMINISTRATION



IRM STRATEGIC PLAN INFORMATION RESOURCES MANAGEMENT

FY 2020-2024

1501 FARM CREDIT DRIVE, MCLEAN, VA 22102

Foreword

Technology is interwoven into the fabric of the operations at the Farm Credit Administration (FCA or agency). The Office of Information Technology (OIT) is a strategic partner to support the business objectives and needs of the agency. We use the Information Resources Management (IRM) planning process to ask ourselves what are FCA's business priorities and objectives. The advances in technology and the fast rate of innovation in Information Technology (IT) mean that OIT can provide options to our business users by partnering with them in new and creative ways.

The IRM Planning process provides an opportunity for the agency to articulate the strategic outcomes that will make the biggest difference to the success of the agency. By focusing on those strategic outcomes, the agency can direct OIT resources to the areas that will result in the highest-value outcomes for the agency.

OIT looks forward each year to collaborating with the agency's offices to create an IRM Plan that maps out a vision for reaching the agency's objectives.

Role of the IRM Plan

The role of the IRM Plan is to provide a program that supports effective IT asset management and investment control. The planning process identifies new system and application development/procurement needs.

The FCA's Chief Information Officer (CIO) administers IRM policy and planning and is guided by all the offices within FCA. The CIO serves as the principal technical adviser to the Chief Executive Officer (CEO) and Senior Staff on all issues related to IRM. The CIO is the designated senior official for IRM acquisitions.

OIT annually reviews and updates, as appropriate, this five-year plan for addressing and implementing the agency's IT needs. OIT integrates applicable government-wide directives affecting IRM functions into agency policies, procedures, guidelines, and directives.

OIT's responsibilities are performed under policy guidance provided by Office of Management and Budget (OMB) Circular A-130, the "Managing Information as a Strategic Resource," OMB Circular A-108, "Federal Agency Responsibilities for Review, Reporting, and Publication under the Privacy Act," and in accordance with Section 508 of the Rehabilitation Act of 1973.

IRM Planning and Investment Portfolio

IRM Planning

The IRM Plan is an integral part of FCA's overall planning; it identifies the agency's technological strategic initiatives and supports other agency strategic planning efforts. The agency's strategic goals and objectives guide the IRM Plan and its management. The OIT uses the IRM Plan to define and manage a comprehensive list of Completed, Active, Pending, and Proposed projects, called the OIT Project Board. Under the OIT's core principle of Transparency, the OIT Project Board is made available to all FCA staff. After reviewing the IRM Plan and the more comprehensive OIT Project Board, the FCA Board provides direction and oversight to earmark resources for the most critical needs of the agency. The Chief Operating Officer (COO) provides direction and oversight to the agency's operations, including the IRM Plan and its processes. OIT meets with each FCA and Farm Credit System Insurance Corporation (FCSIC) office once per quarter in what are called "Partnership Meetings" to review projects and discuss ongoing and future data and technology needs. OIT discusses outcomes of the quarterly Partnership Meetings with Senior Leadership.

Proposed projects that are categorized in IRM Plan Initiatives are requested from FCA operating units at any time during the year and discussed during Partnership meetings. These discussions define the priority, urgency, and scope of technology changes and begins the budget process to allocate resources needed to implement. The review process considers cost, risk, anticipated return, and alignment with and impact on FCA's enterprise architecture.

As part of our overall IRM program, we maintain a strong capital planning and investment control process. Proposed high level projects are evaluated for inclusion in upcoming budgets by the CIO and reviewed during Partnership Meetings. A summary of included projects is listed along with their estimated costs and made available to the COO. The COO consults with the FCA Board and Senior Staff to ultimately decide which projects are funded and which are to be deferred.

Throughout the year, the CIO modifies the IRM initiatives and OIT staff constantly updates the OIT Project Board as projects and business needs change. The intent of the IRM Plan is to provide general guidance on IT direction through initiatives; on what projects OIT should spend its limited resources on; and ensures all projects support the FCA's strategic goals and objectives.

Aligning FCA Strategic Plan with IRM Initiatives

FCA maintains an IT investment portfolio that supports, directly or indirectly, the three strategic goals outlined in the Farm Credit Administration Strategic Plan. The most recent plan is available on the FCA.gov Reports & Publications web page at <https://www.fca.gov/about/reports-publications>.

Number	Short Description	Description
Goal I	Regulation and Policy	Ensure that the Farm Credit System (FCS or System) and Farmer Mac fulfill their public missions for agriculture and rural areas
Goal II	Safety and Soundness	Evaluate risk and provide timely and proactive oversight to ensure the safety and soundness of the System and Farmer Mac
Goal III	Staff Development	Cultivate an environment that fosters a well-trained, motivated, and diverse staff while providing an effective plan for leadership succession

Each Initiative in the IRM Plan supports a specific goal or is identified as Distributed. **Distributed means that it applies to Goals I and II;** for example, Human Resources and Financial Management initiatives. When assigning the strategic goal to an initiative, we evaluate if the initiative is primarily intended to support a single Strategic Goal or if it is intended to serve all the functions of FCA. While every initiative serves all FCA, the categorization is determined based on the primary intention.

In FY 2019, OIT revised its initiatives to consolidate activities and improve tracking of project work. Within each initiative, projects can be Operations & Maintenance (O&M) or Development, Modernization, or Enhancement (DME) efforts. O&M projects are needed to support the continued operations of the agency and include hardware, software maintenance, customer support, and compliance with OMB and DHS regulations and guidance. DME projects are projects or purchases that are designed to improve the ability for FCA to meet its goals by adding or significantly enhancing technology capabilities.

In addition to the IRM Plan and the OIT Project Board, OIT maintains a detailed line-item Spend Plan. The Spend Plan is developed during the budget process and identifies every anticipated expense for the fiscal year.

Projects listed in the OIT Project Board 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 projects in the OIT Project Board. The number in parenthesis to the right of each description is the internal ID number of the initiative and is used to tie initiatives to projects in the Project Board and expenses in the IT budget.

Operations & Maintenance (O&M)	Regulation and Policy	Safety and Soundness	Staff Development	Distributed ¹
Mission Tools & Approach (401)		X		
Data Management (402)				X
DevOps/Process Automation (403)				X
Technology Platforms (404)				X
Information Security & Compliance (405)	X			
OIT Management (406)			X	
Customer Support (407)				X

¹ Distributed means that an initiative applies to both Goals I and II

Detailed Descriptions of Initiatives

1. **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 Farm Credit 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. Such technology may streamline data analysis of the System, enhance examiners in the field to access appropriate documentation, and enable a mobile workforce.

2. **Data Management - 402**

To do our work more efficiently and to move to a data-driven decision culture, OIT works to acquire new data as needed, streamline data acquisition, and check data quality as it is loaded, prior to beginning our analyses. 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 and FCS Loans. For both systems, FCA receives data from institutions, adjusts data collection requirements in response to changing needs, validates the data received, loads the data into electronic repositories, makes the data available to analysts and users for their risk-based examinations and analyses, and supports other data analysis needs. The data available in both systems and the analysis performed on that data is necessary to our mission of ensuring safe and sound banking practices across the System.

3. **DevOps/Process Automation - 403**

FCA currently uses several manual or semi-manual processes to accomplish important agency activities. OIT is moving to more advanced automated forms and workflows that improve the efficiency and effectiveness of the agency. Working with the FCA Offices, OIT examines current processes to identify opportunities to improve upon (or perhaps eliminate) current workflow processes through the application of appropriate technology.

OIT is working with the Office of Agency Services (OAS) and the Human Resource Branch to procure and implement a Human Resource Information system (HRIS). This is a multi-year effort; various modules will be purchased and integrated in a planned sequence.

4. 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 a state-of-the-art technology infrastructure. Functions include the care and maintenance of all IT equipment and enterprise software licenses (e.g., Microsoft); equipment includes servers, laptops, mobile devices, smartphones, video conferencing systems, phones, printers, monitors, TVs, etc. OIT optimizes and replaces equipment as necessary and provides supporting services to include backup/recovery, mobile device management, security operations, and software patch management.

In addition to the network infrastructure, this initiative encompasses software platforms supporting FCA Offices, such as SharePoint, Office365, and other enterprise tools.

OIT will determine how FCA can continue leveraging cloud computing capabilities to advance the work of the agency. FCA has implemented several improvements using cloud-based platforms, including updating the Agency's email and the Helpline Services Portal. This initiative defines the strategy for cloud adoption at FCA and implements targeted improvements to IT capabilities.

5. Information Security & Compliance - 405

OIT is responsible for ensuring agency IT systems comply with Federal government requirements established to create greater efficiencies in the utilization of IT resources or enhance the security posture of the Federal government. Agencies are required to comply with Section 508 of the Rehabilitation Act, Federal Information Security Modernization Act (FISMA), Trusted Internet Connection (TIC), disaster recovery planning, DHS continuous monitoring, and other OMB/DHS/Presidential directives. OIT must also evaluate new regulations and the National Institute of Standards and Technology (NIST) updated guidance for applicability to FCA's IT environment.

Securing FCA information and protecting FCA's 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, including responsibility for FCA's privacy and controlled unclassified information (CUI) programs. Greater efficiencies will be gained by acquiring technology and security services to address the risk commensurate with the increase in the number of vulnerabilities and threat vectors. OIT must also plan for recovery services, including the operation of an emergency site, to offset service disruptions at the primary location.

6. 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, establishes priorities for IT resource utilization at the agency level. Within OIT, effective project management, budget execution and reconciliation processes, adherence to standard operating procedures, and development of internal controls facilitates greater oversight and mitigates risk.

7. Customer Support - 407

OIT provides on-demand end-user customer support, including assistance with IT equipment, mobile devices, software, and video conferencing. To support this initiative and provide transparency to the agency, a Service Request (SR) database is used to track customer support requests. In addition, OIT is continuously supporting our business users with projects to improve their computer, network, communications, and workspace environments.