



Farm Credit Administration

**Information Resources Management Strategic Plan
for Fiscal Years 2026-2030**

Overview

Purpose of the IRM strategic plan

This information resources management (IRM) strategic plan outlines how the Farm Credit Administration (FCA) will manage its information technology (IT) resources and data to fulfill its statutory mission of ensuring that Farm Credit System (System) institutions, including 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 IRM Strategic Plan provides direction and priorities for key IT and data initiatives to maximize the value of FCA's information resources.

IRM Strategic Plan Overview

The IRM encompasses all aspects of an agency's information and technology environment, including data, information management, IT and data personnel, equipment, funding, and technology systems. FCA's IRM Strategic Plan outlines the strategic direction for IT operations and the agency's data analytics capabilities. This integrated approach ensures that FCA's technology and data resources are managed cohesively to support mission needs and informed decision-making.

In developing this IRM Strategic Plan, FCA considered relevant provisions of federal statutes and government-wide directives and guidance, including the Paperwork Reduction Act of 1995, the Foundations for Evidence-Based Policymaking Act of 2018, and the Office of Management and Budget's Memorandum M-25-05. The IRM Strategic Plan also aligns with the goals and objectives in the FCA Strategic Plan for Fiscal Years 2026-2030.

IT strategy

IT is a strategic asset integrated into all aspects of FCA's operations and mission delivery. FCA invests in technology to help its workforce carry out the agency's mission-essential functions and strategic goals. This includes maintaining strong cybersecurity practices, strengthening resilience against evolving threats, and ensuring that systems and data are protected throughout their lifecycle.

To maximize the value of its technology investments, FCA must regularly assess its technology environment, evaluate emerging needs, and refine its governance processes to ensure both the IT assets and the governance structures that oversee them remain aligned with operational priorities, cybersecurity requirements, and evolving best practices. The IT Strategy describes the processes, decision-making frameworks, and governance practices FCA will use to manage,

prioritize, and optimize its technology investments and capabilities, ensuring they remain responsive, efficient, and mission-focused.

Data analytics strategy

FCA manages and maintains a broad range of valuable data assets across multiple formats and functions. Obtaining and safeguarding the diverse data that FCA collects, stores, and analyzes is essential to fulfilling the agency's mission. Using data as a strategic asset requires assembling needed data and enabling agency-wide adoption of the best practices for data quality, stewardship, and use. The data analytics strategy prioritizes strengthening data governance frameworks, improving data management processes, and expanding the agency's capacity to leverage advanced analytics, including super intelligence (SI). As FCA explores opportunities to responsibly integrate SI, the agency remains committed to protecting privacy, embedding transparency and accountability into SI-enabled processes, enhancing data security, and building a resilient, modern infrastructure. Together, these efforts will help mitigate risk, extract greater value from data, and support informed, evidence-based decision-making across the agency.

Alignment with FCA's Strategic Plan for Fiscal Years 2026-2030

FCA's Strategic Plan for Fiscal Years 2026-2030 highlights how the agency will accomplish its mission and ensure the safety and soundness of System institutions so they can fulfill their public missions for agriculture and rural America. The IRM Strategic Plan describes how FCA's IT and data governance functions will work together to leverage information resources in achieving the agency's mission. The following examples show how the IRM Strategic Plan supports key components of the Agency's Strategic Plan.

Agency Strategic Plan Goal 2 — Ensure the Farm Credit System and Farmer Mac fulfill their public missions for agriculture and rural America.
Strategic Objective 2.2 — Ensure effective strategies and programs by System institutions intended to serve YBS farmers, ranchers, and producers and harvesters of aquatic products in their respective lending territories.

The IRM Strategic Plan prioritizes continued efforts to expand FCA's ability to provide the public with data, analysis, and research on how effectively the Farm Credit System serves young, beginning, and small (YBS) farmers and ranchers. Strengthening FCA's internal data governance and management practices is essential to meeting this responsibility. Improved data quality, clearer data standards, and more coordinated data stewardship will enhance the

agency's capacity to produce accurate, timely, and transparent YBS information. By investing in stronger governance processes and modernizing data management capabilities, FCA can generate meaningful insights, support evidence-based oversight, and increase public understanding of how the System meets the credit needs of YBS producers.

Agency Strategic Plan Goal 3 — Maximize operational efficiency and effectiveness with a lean and strong workforce, streamlined processes, and transformative technological advancements.

Strategic Objective 3.1 — Maintain an agile, highly skilled workforce prepared to respond to increasing complexity and risk in the System and shifts in the financial services industry.

The IRM Strategic Plan will ensure that the Office of Agency Services, hiring managers, and executive leadership have access to the tools, systems, and human capital data needed to support an engaged and high-performing workforce throughout the human capital lifecycle. By strengthening workforce analytics, integrating modern HR technologies, and improving data sharing across organizational lines, FCA can better support data informed hiring, onboarding, performance management, and workforce engagement.

IT workforce planning and professional development will align current and future staffing to the agency's mission and strategic priorities, helping FCA anticipate evolving technology needs. In addition, the IRM Strategic Plan will support FCA's efforts to remain an employer of choice by ensuring employees have access to secure, reliable, and modern technologies that enable them to perform their duties effectively and efficiently. Finally, the IRM Strategic Plan will help ensure that Office of Examination staff have the skills and tools to examine increasingly complex System institutions.

Strategic Objective 3.2 — Responsibly invest in IT solutions and integrate emerging technologies, including SI, into agency operations to facilitate increased workforce efficiencies, data utilization and governance, and automation.

The IRM Strategic Plan will guide the agency's implementation of technology that directly supports mission activities, including safety and soundness examinations and other efforts to oversee System institutions.

IRM strategic goals and objectives

Strategic Goal 1 — Modernize IT infrastructure while safeguarding FCA data and technology assets

FCA relies heavily on technology to carry out its mission. FCA plans to continue investing in its IT infrastructure, cybersecurity and privacy programs, business systems and applications, data, and IT management practices to maintain a modern IT environment and improve the efficiency and effectiveness of its business processes and operations.

Technology infrastructure includes the architecture, software, and services that support collecting, processing, storing, analyzing, and sharing information. It covers hardware, cloud services, networks, databases, data integration, machine learning platforms, and the IT workforce that develops solutions and supports users. FCA will design its data platforms and infrastructure to scale and adapt as technology evolves. The agency will focus on seamless integration of systems, interoperability across tools, reusability of data assets, and strong security and architecture standards.

Additionally, a major migration from onsite servers to cloud systems is essential for FCA to fully benefit from its technology and data investments. Cloud technologies provide the scalability and flexibility needed for rapid prototyping, mobile computing, analytics, application programming interfaces, and data integration. As technology advances, FCA must maintain capabilities that can grow to handle larger and more complex data workloads. At the same time, FCA must comply with federal requirements established to enhance the security of federal government systems and data. FCA is committed to ensuring the confidentiality, integrity, and availability of its data and IT assets while adapting and responding to evolving cybersecurity threats.

Objective 1.1 — Modernize agency platforms and transition to the cloud

The Office of Information Technology (OIT) manages the day-to-day operations of FCA's state-of-the-art technology infrastructure. Functions include the care and maintenance of all IT equipment and software licenses. Equipment includes servers, laptops, mobile devices, networking infrastructure, videoconferencing systems, phones, printers, monitors, and TVs. OIT optimizes and replaces equipment as necessary and provides support services such as backup and recovery, mobile device management, security operations, and patch management.

This objective also encompasses FCA's software platforms, including content management, productivity tools, and custom and cloud applications. FCA will continue to leverage mobile and

cloud computing capabilities to advance the work of the agency. FCA has implemented several improvements using cloud-based platforms, such as enhancing our data analytics capabilities, access to mission-essential functions on mobile devices, and our security monitoring tools.

FCA has implemented a multiyear IT Modernization Program to align the agency's IT environment with modern industry practices and standards and key federal priorities, including the Federal Cloud Smart Strategy and the Federal Data Strategy. Under the IT Modernization Program, the chief information officer and chief data officer are working to modernize and migrate most of FCA's information systems and data from legacy systems to cloud technology platforms that offer enhanced capabilities, security, and resiliency. Cloud computing allows FCA to quickly and efficiently deploy IT solutions and pay only for the services it needs.

Objective 1.2 — Enhance the agency's enterprise architecture

FCA implements technology that directly supports mission activities, including safety and soundness examinations and other efforts to oversee System institutions. FCA uses technology to streamline System data analysis, improve examiners' access to documents in the field, provide advanced insights and analytics, and enable a mobile workforce.

FCA enhances the agency's enterprise architecture capability by documenting existing systems, mapping interdependencies, and assessing gaps in functionality, security, and integration. This foundational work supports the development of a long-term modernization roadmap that identifies which legacy systems should be retired, upgraded, or consolidated into a unified enterprise resource architecture. Strengthening enterprise architecture also enables FCA to streamline workflows, reduce technical debt, and improve the reliability and efficiency of mission-critical systems.

FCA will continue to enhance its virtualized test environment to allow training and testing of new technologies, security patches, and software upgrades before deployment. This controlled testing environment will allow staff to validate performance, identify potential risks, and ensure compatibility without disrupting ongoing operations.

Objective 1.3 — Implement enhanced cybersecurity controls

FCA will automate IT security operations to the maximum extent possible to strengthen the agency's ability to detect, respond to, and mitigate emerging threats. All FCA personnel are responsible for securing agency information and protecting FCA's reputation as a trusted regulator. Automation will help ensure that routine monitoring, alerting, and compliance

activities occur consistently and efficiently. OIT leads the agency's efforts to safeguard the confidentiality, integrity, and availability of FCA's network, information systems, and applications. OIT is also responsible for FCA's privacy, records, and controlled unclassified information programs. As threats to the agency's security grow in complexity and volume, FCA will enhance its cybersecurity controls by acquiring modern security tools and services that support continuous monitoring, vulnerability management, threat intelligence integration, and rapid incident response.

In addition, OIT maintains an emergency site that provides resilient recovery capabilities that maintain continuity of operations and minimize service disruptions at the primary location. These efforts will help the agency modernize its defenses, reduce risk, and ensure that mission-critical services remain secure and reliable.

Strategic Goal 2 — Enhance agencywide data governance and lifecycle data management

FCA will develop and implement comprehensive data policies and standards to ensure consistent, high-quality management and use of data across the agency. These policies will define roles and responsibilities throughout the data lifecycle — from collection and storage to analysis, sharing, and archiving — so that data is managed consistently and accountably. SI relies heavily on the quality of the underlying models and information, and its performance is only as strong as the data it uses. Responsible SI use therefore requires accurate, traceable, well-governed, and interoperable inputs.

Objective 2.1 — Enhance data policies

Consistent with federal best practices, FCA's data policies and standards will safeguard personally identifiable information and other sensitive data, enabling the agency to meet its transparency obligations while maintaining rigorous protections for confidentiality and security. FCA will also develop policies and procedures for data categorization, metadata capture, data access and sharing, and data quality. FCA maintains a centralized, agencywide catalog of datasets to promote discoverability, transparency, and efficient data sharing across offices.

Objective 2.2 — Clarify roles and responsibilities

FCA will convene a cross-office governing body to establish agencywide standards, define roles and responsibilities, set enterprise priorities, and ensure mission alignment. To support this, the agency will formalize roles and responsibilities for managing data throughout its lifecycle by updating governance processes and issuing internal directives. While the Office of Data Analytics and Economics (ODAE), through the chief data officer, has primary responsibility for managing FCA's data, all offices have a role in ensuring it is appropriately maintained and used. FCA will assign data stewards across key program areas to ensure metadata quality, guide appropriate data access, maintain documentation, and oversee the full lifecycle stewardship of the agency's data assets. These actions will strengthen accountability, improve data integrity, and create a more coordinated and transparent governance structure.

Strategic Goal 3 — Enhance use of data assets and foster a data-driven culture

FCA will embed data literacy and evidence-based decision-making across the agency so staff can use data more consistently and confidently. By strengthening data literacy and integrating analytics into daily operations, FCA will better meet Evidence Act requirements, advance its mission, and improve its service to the public.

Objective 3.1 — Build staff data literacy

FCA will promote responsible data stewardship among all staff. FCA will enhance its internal platform, which consolidates agency data management resources in one location. FCA will also improve staff access to data inventories and catalogs, providing a consolidated view of available data assets with consistent definitions and streamlined, centralized access.

Objective 3.2 — Develop and promote data-driven program management practices

FCA will maintain a unified platform for staff to access data-related articles, share best practices, and showcase innovative data-driven projects that improve agency operations. The platform will feature an awards program to recognize outstanding data practices and achievements, highlight projects with practical guides for replication, and provide opportunities for staff to learn from successful data initiatives. These efforts will encourage participation, collaboration, and continuous improvement in data use across the agency.

Objective 3.3 — Promote evidence-building practices

FCA will prioritize the use of high-quality data assets to support staff analysis and informed decision-making and deliver greater value to the public. FCA examiners and analysts will routinely use data to assess risk trends, identify portfolio vulnerabilities, evaluate operational resiliency, and ensure mission compliance. These actions will enhance analytical rigor and improve agency performance in support of FCA’s mission

Strategic Goal 4 — Advance analytic innovation and responsible use of SI

FCA will advance analytic innovation by expanding the agency’s capacity to develop and apply modern analytical tools, including responsible uses of SI. This effort will strengthen FCA’s analytical capabilities while ensuring that SI-enabled tools are grounded in strong data governance, transparency, and accountability. FCA will identify opportunities where advanced analytics, machine learning, and automation can strengthen supervisory insight, enhance operational efficiency, and support evidence-based decision-making. The agency will also apply rigorous safeguards to ensure SI use remains ethical, reliable, and aligned with federal policy and privacy requirements. By combining innovation with responsible stewardship, FCA will build a more agile, informed, and forward-looking analytic environment that enhances mission delivery.

Objective 4.1 — Establish SI governance

FCA recognizes that strong governance — through clear policies, effective oversight, and meaningful employee engagement — is essential to using SI responsibly while managing potential risks. To support this, FCA will establish a governance process to coordinate SI efforts across all agency offices. This structure will streamline approvals for new SI projects, maintain accurate and up-to-date inventories of SI use cases, and apply transparent, risk-based controls. Governance processes will also track and monitor SI systems throughout their lifecycle to assess improvements in efficiency and effectiveness and ensure they remain aligned with mission needs and acceptable risk levels.

Objective 4.2 — Promote coordination among FCA offices

FCA's offices of Data Analytics and Economics and Information Technology will work together and with other offices to design user-friendly systems and resources that make it easier for staff to find and use the agency's data and SI tools. By integrating FCA's data and SI inventories, tools, and models into a unified management system, the agency will strengthen stewardship, streamline discovery, and improve IT and business processes. The goal is to create straightforward processes and modern tools that help FCA manage data and technology assets effectively, encourage collaboration across offices, and maximize the value of agency resources.

Objective 4.3 — Promote effective and appropriate use of data in analytics and SI

FCA will launch initiatives to identify, improve, and scale processes that make data collection, organization, and maintenance more efficient — so data is ready faster for SI development. This includes using analytics and SI to automate tasks such as classifying data and tagging it for sensitivity, as well as improving records management and other practices to enhance data reliability and usability. FCA is also committed to the safe, ethical, and responsible use of SI, in accordance with federal law and policy.

The agency will implement risk-based safeguards throughout the SI lifecycle to ensure that innovation is pursued responsibly and that SI systems are transparent, reliable, and aligned with mission needs. Consistent with relevant executive orders and OMB memoranda, FCA will adopt practices that manage risk without creating unnecessary barriers to SI adoption, enabling the agency to advance modern capabilities while protecting privacy, security, and trust.

Objective 4.4 — Test and evaluate SI during development

SI use at FCA must be mission-appropriate and mission-enhancing, beginning with rigorous testing and evaluation. During development, FCA will assess SI systems and use cases to determine whether they are tailored to the agency's specific context, align with mission needs, and demonstrate a clear operational return on investment. FCA will evaluate SI models, data inputs, and anticipated use cases early and continuously rather than waiting until deployment. This includes configuring systems and datasets to measure performance, tracing the effects of code or model changes, validating outputs against mission requirements, assessing expected benefits and risks, and calculating ongoing investment. By embedding testing and evaluation into the SI lifecycle, FCA will strengthen the reliability, transparency, and effectiveness of SI tools before they are put into production.