Testimony of Gary Washington
Chief Information Officer
U.S. Department of Agriculture
Before the
Subcommittee on Government Operations
House Committee on Oversight and Government Reform

Federal Information Technology Acquisition Reform Act (FITARA) Hearing

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Thank you, Chairman Connolly, Ranking Member Meadows, and the members of the Subcommittee for the opportunity to update you today on the United States Department of Agriculture's (USDA) progress on the implementation of the Federal Information Technology Acquisition Reform Act (FITARA). I would also like to thank you for your ongoing support and commitment to improve information technology management across the federal government.

The United States Department of Agriculture touches the lives of every American through its mission to provide leadership on agriculture, food, natural resources, rural infrastructure, nutrition and related issues through fact-based, data-driven and customer-focused decisions. It is critical that we have the technology infrastructure to support those efforts. Secretary Perdue's vision is to make USDA the most effective, efficient, customer-focused, and best managed Department in the federal government. Central to that goal is focusing on enterprise-based approaches to management and decision-making. We have taken many steps to achieve that goal including implementation of the FITARA Information Technology Management Maturity Model, which enabled the Department to identify and address deficiencies and improve the management of IT within an agency and hence, improve the ability for that agency to deliver its mission and conduct its business. We have also made progress in a number of areas including: IT Governance, Budget, Acquisition, Organization and Workforce, and Program Management. We recognize there is more work to be done and continue to tackle those challenges.

Since my last appearance before the Subcommittee, USDA partnered with the White House Office of American Innovation and the General Services Administration's Centers of Excellence (COE) to improve the management of Information Technology at USDA. This effort accelerated IT Modernization across the Department, improving leadership alignment, quality and efficiency of IT, including:

- Decreasing the number of chief information officers (CIOs) from 22 to 1. USDA now has eight assistant CIOs plus a Departmental Administration assistant CIO.

- Closing 28 of its 39 data centers resulting in a cost savings and avoidance of $42.1 million. Overall, USDA has closed 2,255 data centers through the Data Center Optimization Initiative (DCOI) and the Federal Data Center Consolidation Initiative. As a result, USDA's December 2018 FITARA 7.0 Scorecard grade in DCOI improved from a D to a B.

- Implementing a cloud portal within the OCIO Digital Infrastructure Services Center (USDA cloud brokers) which conveys all Department cloud usage and adoption. This provides a single "pane of glass" for all things related to USDA Cloud, including a Digital Services Catalog, real-time Agency adoption statistics, and workflow automation. For this effort, USDA was recognized by private industry and earned the Best Government Project worldwide in the 2018 Totara Awards.

- Enrolling 13 Agencies into the USDA Cloud program resulting in cost savings/avoidance of $12.1 million.

- Improving the scoring for MEGABYTE (Software Licensing) from a F to an A on the 7.0 Scorecard by implementing the following process and procedures:
  - Keeping more than 80% of software licenses under inventory.
  - Using BigFix and Systems Center Configuration Manager (SCCM) to collect the inventory of all software installed on the PCs. This software also allows USDA to determine how often software has been used and when it was last used.

- o Modifying the way specific software is purchased and deployed. In some cases, the software is purchased and deployed so that licenses can be shared or checked in and out as you would a library book. This is a good option for software that is used by a large group of customers but run infrequently.

- o Reviewing all contracts and contract spend through USASpending.

- o Requiring assistant CIOs to provide documentation of all hardware and software spending as part of their performance standards. This allows USDA to determine when new enterprise contracts need to be established.

- o Establishing enterprise agreements for all major software vendors.

- o Training the Category Management Team in software license management practices.

- o Publishing the Departmental Regulation License Information Technology Policy (DR3160-001) and companion Departmental Manual.

- o Establishing Category Management Office review authority of all IT purchases greater than $25K through the acquisition approval process. This allows USDA to verify that enterprise agreements are being used.

- Improving our Modernizing Government Technology Act score from a C to a B on the 7.0 Scorecard as a result of partitioning our existing working capital fund to receive technology modernization funding.

- Improving from a F to a D on the FITARA 7.0 Scorecard by making significant improvements in cybersecurity, with 96 percent of USDA systems having valid Authority to Operate, compared to 74 percent in fiscal year (FY) 2017. We developed a proactive process with the Mission Areas whereby we provided a hands-on approach and bi-

weekly touch points, which included solutions that mitigated prolonged problems. We also leveraged the cybersecurity scorecard which provided specific areas that required Mission Area assistant CIOs attention.

Additionally, end-user equipment and hardware will be centrally managed by the Office of the Chief Information Officer (OCIO) using an IT Service Management system with Asset Management as a core function. Onboarding the inventory for all USDA Mission Areas and Offices will be accomplished as part of the Enterprise End User Consolidation initiative scheduled to be completed by the end of FY 2020. The Digital Infrastructure Services Center (DISC), also of OCIO, will be responsible for the central inventory and management of all the infrastructure components of USDA, which includes network and system hosting. The system hosting will be accomplished by the end of FY 2020 through the Data Center Optimization Initiative and Cloud Adoption COE. The network transition to the new General Services Administration (GSA) Enterprise Infrastructure Solutions contract will ensure accurate inventory of the network infrastructure.

Lastly, I would like to address the CIO reporting structure at USDA. My position reports directly to the Secretary and I also work closely with the Deputy Secretary on IT matters. This is represented on USDA's organizational chart, which has a direct line from the CIO to the Secretary. I assure you that the Office of the Chief Information Officer has strong engagement and support from USDA leadership.

In closing, USDA has consistently proven itself as a leader in embracing FITARA. We want to continue to implement FITARA across USDA and integrate it into our daily processes and IT modernization activities even further than we have today. I truly appreciate the attention this Committee has brought to this issue and your ongoing support of our efforts to change the way the federal government thinks about and manages IT. I look forward to answering any questions you may have.