

FARM CREDIT ADMINISTRATION



IRM PLAN

INFORMATION RESOURCES MANAGEMENT

**FY 2012-
2016**

1501 FARM CREDIT DRIVE, MCLEAN, VA 22102

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Foreword

The Farm Credit Administration (FCA or Agency) develops its Information Resources Management (IRM) Plan to help the Agency focus on the future. Through selecting and implementing appropriate technology, IRM planning endeavors to improve the Agency's business practices. During the annual planning call, we encourage each office to reexamine its practices and suggest technology projects that would advance its business. We consider changes to our policies and the way we work to take full advantage of the opportunities technology provides. We then prioritize our initiatives and establish costs.

As we go forward in executing our IRM Plan, we will leverage our investment in information technology (IT) to support the needs of the Agency. We will work together to cultivate new sources of data to support our capability to analyze and identify emerging risks. Working together with the Farm Credit System (FCS or System) we will build a rich repository of data to provide a foundation for proactively identifying and managing risk and potential threats to the FCS. We will focus on continuing to evolve our technology to improve the ways in which we perform work.

Collectively, we are in the process of realizing the promise of our technology tools. We must move our technology in ways that help us be more energy efficient and support the President's Environmental Quality initiative. Through expanding our Live Meeting and enhanced video conferencing equipment to provide us the ability to communicate and collaborate outside the Agency, we will cut costs by reducing travel needs, contribute to environmental quality, and help make our staff more effective. We will continue to focus on improving the workflow and documentation for our examiners through work on the Enterprise Document and Guidance system (EDGe). We will continue the process of improving our FCS Loan database, moving toward a collaborative approach with the System in collecting more consistent, accurate data. We must take the opportunity to identify new tools and gain new skills to better understand our data and use it in our daily decision-making. We will continue to undertake initiatives that support fiscal transparency, Open Government, and human resource initiatives.

FCA has been successful in its integration of IRM planning with the overall planning and budgeting process of the Agency. We have the experience, commitment, and critical resources needed to continue to be successful if we work together to develop a common vision of FCA's IT needs. We need to use our diversity of experience to ensure that we focus our efforts for the benefit of the entire Agency rather than for individual business units. Through this collaboration between offices and with proper project prioritizing, we will continue to deliver the Agency's critical IT needs and improve the efficiency and effectiveness of FCA.

The IRM Operations Committee (IRMOC) has contributed a great deal to the Agency's planning success. The framework in place today ensures that FCA business needs drive the IRM program and associated budgets.

Doug Valcour
Chief Information Officer

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 also supports timely and cost-effective IT and services, and identifies new system and application development needs and IT purchases that significantly contribute to accomplishing the Agency's mission.

Four major functions contribute to fulfilling this role:

- ❖ Policy and Planning
- ❖ Technology Management
- ❖ Information Management
- ❖ Information Security Management

The Agency's Chief Information Officer (CIO) administers IRM policy and planning and is supported by the IRMOC. 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.

The Office of Management Services (OMS) annually develops a five-year plan for addressing and implementing the Agency's IT needs, and integrates applicable government-wide directives affecting IRM functions into Agency policies, procedures, guidelines, and directives. The IRM Plan works in concert with the Human Capital and Financial Plans that OMS develops. The close linkage between these plans assures that FCA has the resources necessary to carry out the IRM plan. In addition, the plans work together to ensure FCA has the talent needed to better leverage FCA's investment in technology.

The OMS's responsibilities are performed under policy guidance provided by OMB Circular A-130, the "Management of Federal Information Resources," and in accordance with Section 508 of the Workforce Investment Act of 1998.

Planning Assumptions FY 2012-2016

The key to successful IRM planning is to understand how technology can be deployed to enhance and support the business processes of an organization. With a solid infrastructure in place, planning identifies and prioritizes opportunities to improve FCA's efficiency and effectiveness. Using the planning assumptions listed below as guidance, we will map our strategy of using IT to support and improve our business processes.

- ❖ The changing economy, emerging financial needs in agriculture and the consolidation of assets in the FCS drive the need to provide more forward-looking oversight of the FCS. Improving the quality and availability of data, particularly loan and commodity related data, without creating undue burden on the FCS, will be a priority.
- ❖ The Agency will continue to work closely with the System by expanding interconnectivity with FCS computing systems to facilitate the timely and reliable access to loan data. We will continue to partner with the FCS to offer video conferencing between the Agency and System institutions to improve communications.
- ❖ We will invest in the communications and collaboration potential of our technology to improve how we work together. The use of wireless broadband technologies and other portable devices will allow access to Agency resources from virtually any location.
- ❖ The need to build business intelligence and better manage our resources will require that we develop and deliver more quality management information to decision makers.
- ❖ We will continue to evaluate our inventory of custom applications and systems and where appropriate, migrate them into a Web-based environment that will complement the needs of the Agency.
- ❖ FCA will comply with the requirements of the Federal Information Security Management Act of 2002 (FISMA). This and other legislation sets baseline security standards and requirements for Federal agencies. We will continue to improve our ability to protect Personally Identifiable Information.
- ❖ We will continue to pursue standard hardware and software configurations to provide a reliable, secure technology environment.

Over the next five years, technology will be important to achieving FCA's mission cost effectively. We will continually embrace and adopt new technology while evaluating and choosing IT investments through a disciplined process that weighs the risks against expected returns or results. Cost-containment will remain a high priority, but we must be ready and able to change to incorporate new improvements that support our long-term mission. The OMS looks forward to effectively partnering with Agency staff to ensure IT needs are recognized, evaluated, and met.

IRM Planning

The IRM Plan is an integral part of FCA's overall planning, and supports the Agency's strategic planning. The Agency's strategic goals and objectives guide the IRM program. The FCA Board provides direction and oversight to earmark resources for the most critical needs of the Agency. The CEO provides direction and oversight to the Agency's operations, including the IRM program. The IRMOC provides business unit advice to the CEO as part of its role in recommending a five-year IRM Plan. The IRMOC coordinates operational matters and provides a forum for communication between the CIO and other Agency staff.

As part of our overall IRM program, we maintain a strong capital planning and investment control process. IRM initiatives are requested from FCA operating units during the IRM Planning Call. This process determines the scope of technology change needed by the Agency, and allocates resources in the most cost-effective manner. The IRMOC, composed of managers from each Office who are knowledgeable about Agency operations, reviews all proposed IRM project and purchase line item submissions, recommends priorities to IRM initiatives, and communicates its views to Offices. The IRMOC review process considers cost, risk, anticipated return, and alignment with and impact on FCA's enterprise architecture. The CEO approves or adjusts IRMOC recommendations for budget and project approval.

The CIO modifies IRM initiatives as required during the year to support changing business needs. The intent of the IRM Plan is to provide the resources needed to support the FCA's strategic planning. Therefore, the initiatives and projects proposed during the annual IRM Call must support the Agency's strategic goals and objectives.

FCA's Mission and Strategic Goals

The Farm Credit Administration (FCA or Agency) is the independent Federal agency in the executive branch of the U.S. Government responsible for regulating and examining the Farm Credit System (FCS or System) and the Federal Agricultural Mortgage Corporation (Farmer Mac), the nation's two agricultural Government-sponsored enterprises (GSEs).

FCA is also required by law to examine the National Consumer Cooperative Bank. This bank, which is not part of the FCS, operates as a federally chartered, privately owned banking corporation. FCA also provides contract examination services to the U.S. Department of Agriculture (USDA).

The Agency is directed by a full-time, three-person board. Members are appointed by the President with the advice and consent of the U.S. Senate. The President designates one of the members as chairman of the board and chief executive officer (CEO) of the Agency. FCA Board members serve as the Board of Directors for the Farm Credit System Insurance Corporation (FCSIC); however, the FCA Board chairman may not serve as the chairman of the FCSIC Board. FCA is funded by the institutions it regulates or examines and receives no Federal tax dollars in executing its mission. The U.S. Senate Committee on Agriculture, Nutrition, and

Forestry and the U.S. House of Representatives Committee on Agriculture oversee FCA, as well as the agricultural GSEs.

The Agency maintains its headquarters and a field office in McLean, Virginia. There are also field offices in Bloomington, Minnesota; Dallas, Texas; Denver, Colorado; and Sacramento, California.

The FCA's Mission Statement: *The FCA ensures a safe, sound, and dependable source of credit and related services for all creditworthy and eligible persons in agriculture and rural America.*

The FCA Strategic Plan embraces the Agency's two principal program responsibilities in its two strategic goals:

- 1. Ensure the System and Farmer Mac fulfill their public mission for agriculture and rural areas.*
- 2. Evaluate risk and provide timely and proactive oversight to ensure the safety and soundness of the System and Farmer Mac.*

To achieve its mission, the Agency must keep an innovative and skilled workforce that uses and manages technology and information effectively and efficiently. For FCA to succeed, it is important that each Office eliminates duplication of effort, and explores new ways to work together and develop Agency-wide information systems that support achievement of the Agency's strategic goals.

Tactical Plan

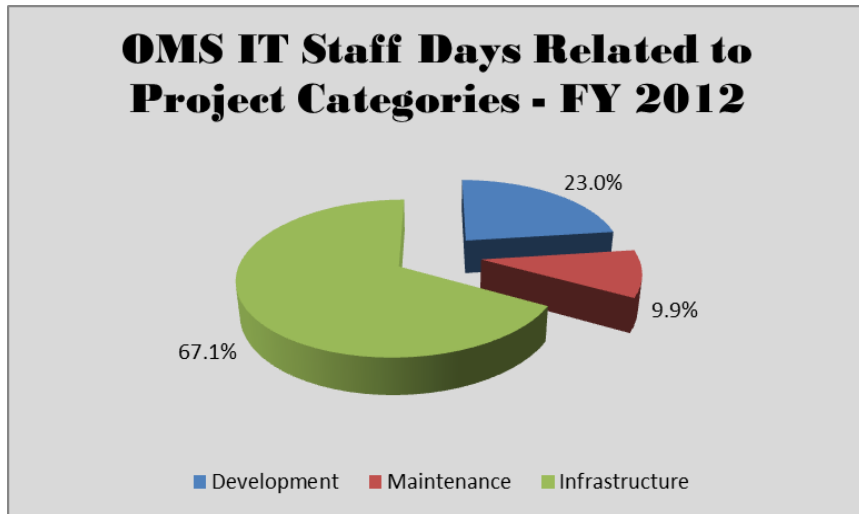
The OMS plans all IRM Agency support by allocating IT staff to maintain these three major project categories.

Infrastructure includes resources needed to provide underlying support and services that must be in place to operate the Agency's general support system and the major database systems that support FCA's applications. Infrastructure also ensures Agency compliance with Federal laws, OMB guidance, and executive directives. Infrastructure provides the direct contact needed to enable staff to do their work.

Maintenance is the routine service work necessary to operate the Agency's computer applications with a significant degree of confidentiality, integrity, and availability.

Development is work performed for Agency offices to create new or significantly enhanced information systems.

Category	Days	Percentage
Development	1,200	23.0%
Maintenance	519	9.9%
Infrastructure	3,503	67.1%
Total Days	5,222	



The IRMOC reviewed and prioritized FY 2012 information systems development project proposals using a methodology obtained from OMB on evaluating investments in IT. This tactical portion of the IRM Plan communicates FCA’s IRM direction, initiatives, and priorities for the next fiscal year.

A. INFRASTRUCTURE PROJECTS

The IT staff devotes significant effort each year to provide the direct user support needed to ensure Agency employees effectively use FCA’s IT capabilities and leverage its investment in technology. IT staff also ensures Agency compliance with Federal laws, OMB guidelines, and executive directives. This work is increasing each year because of new requirements that affect all Federal agencies, including the Government Performance and Results Act, FISMA, the Government Paperwork Elimination Act (GPEA), and the Trusted Internet Connections (TIC) initiative. We are budgeting 3,503 staff days to infrastructure support and services.

NETWORK AND DATABASE ADMINISTRATION

These projects ensure the Agency’s essential services are available to minimize the burden on staff and to enable staff to complete work efficiently, successfully, and securely. Network administration includes the activities to support the Local Area Network (LAN), Wide Area Network (WAN), and telecommunication services. This includes providing routine daily work to keep network and system operations running securely and smoothly, data access and backups, account management, configuration management, patch

management, Internet connectivity, network print services, operating system updates, as well as making sure the network and client equipment remains secure and virus-free.

This year we will continue to evaluate and migrate our legacy applications into a Web-based environment that will complement the needs of the Agency. We will continue to invest in a rich repository of loan data to support examination and risk analysis. We will utilize SharePoint to provide a centralized and secure area for electronic storage and retrieval of Agency documents as well as automate disposition of documents at the end of their life cycle. New tools will improve the value and efficiency of the applications to provide support to work groups at all levels. Activities include preserving the integrity of the databases, optimizing their use, and maintaining strong access control over them. Technology Team (TT) and Application Team (AT) staffs provide this maintenance both in the McLean headquarters office and field offices. We will devote 1,488 days for network and database administration.

USER SUPPORT AND SERVICES

An essential responsibility of the TT, AT, and Client Services and Communications Team (CSCT) is to provide support and services to FCA employees. The CSCT staff manages the Help Desk, which provides a single point of contact for Agency staff to submit service requests for training, duplicating, personnel, budget and finance, and/or software and technology. CSCT also delivers operational support services to upgrade, maintain, and repair hardware; maintains infrastructure of the Web site; offers videoconference capability; resolves user interface problems; and advises users on hardware and software issues. The teams have a responsibility to identify and arrange for delivery of Agency training needs in office automation products, Outlook, SharePoint, Internet applications, and computer security. We expect to devote 1,253 staff days of support to users.

IRM PLANNING, COMPUTER SECURITY, AND OPERATIONS MANAGEMENT

OMS develops the Agency's IRM Plan to work in concert with the FCA Strategic Plan. IRM planning includes the resources necessary for developing plans, budgets, resource estimates, disaster recovery, the Continuity of Operations Plan, and periodic monitoring and reporting of progress of the IRM Plan. We continue to update our internal operating procedures to cover life-cycle development, end-user development, capacity planning, and configuration management. We also work to ensure security and protection of existing FCA information resources from external and internal threats. We ensure continuous operation of the Agency's emergency operations center. Information records management encompasses records management activities to make sure we comply with Federal laws and rules about Federal records. We will continue to monitor developments about electronic mail and Federal electronic record-keeping requirements. OMS estimates 762 staff days to support management of these areas, which also includes fulfilling Agency requirements under OMB Circular A-130, Department of Homeland Security, GPEA, and FISMA.

B. MAINTENANCE PROJECTS

Maintenance projects ensure that existing applications are competently and successfully preserved to support Agency business functions. These are routine projects for ongoing analysis, updates, and fixes to systems to improve their performance. We must maintain existing applications and ensure they are well organized and adequately support Agency business functions. On the basis of a collaborative effort with system sponsors, we are budgeting 519 staff days to maintaining existing applications.

C. DEVELOPMENT PROJECTS

New system development projects further the goal of encouraging innovative uses of technology geared toward improving Agency information collection, retrieval, and sharing. Development projects are selected to be built based on the needs identified by the Agency to support and optimize FCA's ability to perform its essential functions. This work encompasses projects such as developing new or custom applications; creating and improving data sources; providing the capacity to conduct business electronically, both internally and externally; ensuring public access to Federal information; providing Government-wide e-mail; and developing workflow applications.

New system development projects in FY 2012 are projected to require 1,200 staff days. There are 16 proposed development projects for FY 2012. The dollar costs reflected for each project include FCA resource costs as well as externally purchased resources.

1. FCS Loan Database – OMS/OE/ORP - High Priority

This project is jointly sponsored by Office of Examination (OE), Office of Regulatory Policy (ORP), and the Office of management Services (OMS). The primary objective of the project is to establish an enterprise system for the timely and dependable collection, storage, and retrieval of loan data for examination activities. This objective has largely been met. The secondary objective is to enable more robust analyses of the FCS as a whole which requires access to data from all institutions in a central database with uniform and standard data fields. We are currently working on the second objective and are expecting to start receiving datasets from the FCS in a new standard format with clearly defined fields beginning in October of this year. Parallel testing with the current system is expected to last two quarters. FCA is working with the System to add standardized data on loan syndications to the new datasets.

2. EDGe – I (Infrastructure) – OE – High Priority

The EDGe will be an examination application that will improve the OE's effectiveness and efficiency and directly enable OE's oversight and supervision responsibilities. This project will be the central hub for OE's oversight and examination program and the Agency's institution-related documentation system. Moreover, it further leverages the Agency's technology investments and improves communications and coordination. The Agency's new infrastructure that is built around

the Microsoft Office Suite of applications will be utilized to create this new documentation and reporting program.

3. CRS Call Report Changes – OMS – High Priority

This project covers maintenance of the Call Reports as an effective, complete, and relevant electronic source of FCS financial data for the general public, FCS institutions, FCA management, financial analysts, and FCA examiners. Significant changes to the Call Reports are expected in 2012. These include (1) substantial changes to the schedule where investments are reported, and (2) expansion at the schedule where loans are reported by risk rating.

4. E-Mail Archiving/E-Discovery – OMS – High Priority

The major objective of the project is to reduce the risk associated with e-discovery issues in potential litigation circumstances. Electronic Discovery (also called e-discovery or ediscovery) refers to any process in which electronic data is sought, located, secured, and searched with the intent of using it as evidence in a civil or criminal legal case. Email is often requested as a source of evidence in civil or criminal litigation, because people are often less careful in these exchanges than in hard copy correspondence such as written memos and postal letters. E-mail archiving will ensure FCA can confidently and timely respond to requests for findings in litigation circumstances.

5. Assessment Model – OMS – High Priority

The Assessment Application provides automated assessment figures and letters for each of the FCS institutions. This system is critical for the Agency to determine and notify institutions of their new assessments.

6. Applications Conversion – OMS – High Priority

The major objective of the Applications Conversion project is to ensure the new infrastructure put in place in FY 2008 is utilized in the most efficient and effective manner. This requires that the applications be moved to the new infrastructure so licensing costs of the old application software (Lotus Notes and Oracle) will no longer be needed and capabilities of the new infrastructure are integrated into FCA's custom applications. This project will enable OMS to continue providing high-value applications to Agency users using the new infrastructure.

7. Budget Call System – OMS – High Priority

This project provides for the modification of the Agency's budget formulation system by adding a budget projection feature and to position it to easily handle further enhancements and integration with other subsystems. This system allows the proper formulation and planning of our budget process to adequately prepare for future years' operations and improvements. In FY 2012, we plan to add "what if" modeling.

8. Automated Procurement System – OMS – Low Priority

The goal of this project is to develop an automated requisitioning system that would integrate with the Agency's financial system records. It would also provide an electronic filing system to collect required documentation for procurement files. This meets sustainability goals of converting paper files to an electronic format.

9. EDGe - II (Management Reporting) – OE – High Priority

The major objective of the EDGe - II project is to develop reporting capabilities on OE performance measures and examination and supervisory-related activities. Through the development of the EDGe Project infrastructure, the EDGe Workgroup will identify key information depositories that can be easily captured and extracted into a management reporting site. This will enable OE Management and Supervisors to more efficiently and effectively evaluate System conditions and examination-related progress. The goal of this management reporting site will be to automate monthly and quarterly reporting processes and to turn the reports into real-time reports that can be viewed at any point throughout the examination cycle. In addition, the Analysis and Reporting Tool (ART) and other related analysis tools will be migrated into one report within the EDGe environment (Microsoft SharePoint).

10. Farmer Mac Call Reports – OSMO – Low Priority

This project provides increased quality of data needed by the Office of Secondary Market Oversight (OSMO) in examining and supervising Farmer Mac. The electronic submission will improve efficiency in Farmer Mac's submission and FCA's collection, storage, and use of such data. It will contribute to improved regulation and will facilitate offsite monitoring, analysis, and examination by FCA. The technology will also enhance administrative efficiencies at both FCA and Farmer Mac.

11. FCA Risk – OMS – Low Priority

The goals of the Risk Project are to assess FCA's access to good, consistent data for a variety of analytical purposes (e.g., analysis for examinations, systemic risk, shared asset risk, counterparty risk); assess FCA's access to the analytical tools needed to conduct state-of-the-art risk analysis; assess FCA's "stock" of human capital in terms of the skills needed for analytical purposes; prepare a 5-year plan; and collaborate with FCS in preparing this plan.

FCA needs to be able to quickly access risks the FCS faces so it can focus resources in the most effective manner. In order to identify these risks, FCA needs an analytic capacity which is built on good and consistent data, analytic tools and skilled staff. The Agency needs to have the capability to analyze and track large shared FCS assets. This project will enhance the Agency's ability to perform its core mission of ensuring the safety and soundness of the FCS.

12. Management Dashboard – OMS – Low Priority

The project will provide information to managers and leadership of the Agency to support their decision-making process. Using “push-pull” technology to inform managers and leadership of the status of key information, it will allow them to “drill-down” or pull details related to key areas. This project will provide information that is important to the effective management of programs and activities.

13. Personnel Dashboard – OMS – Low Priority

The goal of this project is to create a personnel dashboard that will allow all supervisors/managers to access human resources related information about their employees from one central location.

14. Property Management Tracking System – OMS – Medium Priority

The project will improve the efficiency, accuracy and effectiveness of the Property Management Tracking System (PMTS) by converting forms to an electronic version and implementing an electronic record input/management component. Required signatures will be handled by electronic signature capability, file/record accessibility will be greatly enhanced, and the Agency can reduce and eventually eliminate the need for voluminous hard-copy files.

15. Software Licensing Information Tracking System – OMS – Medium Priority

This project consists of improving the efficiency of recording and retrieving software licensing data and making it accessible, by enhancing the Software Licensing Information Tracking System (SLITS) database. The tracking system will implement an electronic means to record Agency software title, licensing, version, expiration date, and cost/depreciation data.

16. System Interconnectivity – OE – Medium Priority

This primary objective of this project is to ensure the Agency’s ability to connect to System institutions securely and access information necessary to perform our job more effectively. The primary focus of this project will be at the four Banks, System-Owned Technology Service Providers (TSPs), and Large/complex institutions that manage their own technology environment.

In the past, OE and OMS have worked to develop Interconnectivity Agreements with various System Banks and large/complex associations to improve access to System institutions’ customer files, board and management policies and procedures, and other information necessary to more effectively perform our examination responsibilities. We will work to establish consistent methods for secure connectivity to all banks, associations, and service providers. The project will look to establish video conferencing between FCA and the FCS institutions, and look for solutions to improve FCA examiner Internet access while onsite at all FCS institutions.

APPENDIX I	
IT STAFF RESOURCE PLAN – FY 2012	
Infrastructure Projects	Staff Days
Network and Database Administration	1,488
User Support and Services	1,253
IRM Planning, Computer Security, and Operations Management	762
Infrastructure Projects Total	3,503
Maintenance Projects	
Maintain Applications	519
Maintenance Projects Total	519
Development Projects	
1. Q1 – FCS Loan Database - OMS/OE/ORP - High Priority	196
2. Q1 – EDGe – I (Infrastructure) - OE – High Priority	313
3. Q1 – CRS Call Report Changes – OMS – High Priority	121
4. Q2 – E-Mail Archiving/E-Discovery – OMS – High Priority	31
5. Q2 – Assessment Model – OMS – High Priority	16
6. Q1 – Application Conversion – OMS – High Priority	251
7. Q1 – Budget Call System – OMS – High Priority	61
8. Q4 – Automated Procurement System – OMS – Low Priority	6
9. Q4 – EDGe II (Management Reporting) – OE – High Priority	13
10. Q2 – Farmer Mac Call Reports – OSMO – Low Priority	21
11. Q3 – FCA Risk – OMS – Low Priority	25
12. Q4 – Management Dashboard – OMS – Low Priority	32
13. Q3 – Personnel Dashboard – OMS – Low Priority	11
14. Q3 – Property Management Tracking System – OMS – Medium Priority	15
15. Q3 – Software Licensing Information Tracking System – OMS – Medium Priority	12
16. Q2 – System Interconnectivity – OE – Medium Priority	76
Development Projects Total	1,200
Total Required - Infrastructure – Maintenance – Development Projects	5,222
Overhead Activities	
Administrative/Leave and Holidays/Training (52 days per FTE)	1,271
(26 FTEs required) Total Staff Days Required	6,493
(24.45 FTEs available) Total Staff Days Available	6,357
Manpower Shortfall	-136
Total FTEs (260 days)	24.45

**APPENDIX II
 BUDGET SUMMARY
 FCA IRM Costs - FY 2012 - 2016**

Object Code	Object Class	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	
2121	Local Travel	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050	\$5,250
2199	Temporary Duty Travel	\$104,800	\$74,000	\$89,625	\$50,600	\$70,625	\$389,650
2331	Utilities	\$11,500	\$12,000	\$12,500	\$13,000	\$13,500	\$62,500
2341	Equipment/Software Rental	\$10,000	\$10,000	\$10,600	\$10,600	\$10,600	\$51,800
2351	Telephone, Communications	\$601,318	\$568,318	\$573,318	\$578,158	\$582,718	\$2,903,830
2354	Wireless Communications	\$201,898	\$199,962	\$199,762	\$199,762	\$199,762	\$1,001,146
2511	Consulting Services	\$253,734	\$199,087	\$192,145	\$166,179	\$224,984	\$1,036,129
2524	Other Contractual Services	\$131,873	\$137,738	\$139,819	\$152,645	\$140,064	\$702,139
2528	IT Training	\$91,500	\$91,500	\$81,500	\$81,500	\$81,500	\$427,500
2531	Other Contractual Services - Gov	\$14,225	\$20,225	\$52,225	\$16,725	\$14,225	\$117,625
2572	Operation/Maintenance	\$534,971	\$569,246	\$548,802	\$636,609	\$696,887	\$2,986,515
2611	Supplies	\$65,318	\$45,251	\$64,679	\$54,165	\$54,592	\$284,005
2612	Subscriptions and Publications	\$278,503	\$276,501	\$312,511	\$311,558	\$350,015	\$1,529,088
3152	Software	\$198,824	\$336,414	\$239,711	\$187,578	\$150,998	\$1,113,525
3162	IT Equipment	\$838,655	\$446,710	\$943,075	\$467,305	\$777,770	\$3,473,515
Total		\$3,338,169	\$2,988,002	\$3,461,322	\$2,927,434	\$3,369,290	\$16,084,217

