Business Case: Capital Asset Summary
Part I: Summary Information and Justification (All Capital Assets)

Section A: Overview & General Information

Date Investment First Submitted: 2019-09-16
Date of Last Change to Activities: 2021-03-31
Investment Auto Submission Date:
Date of Last Investment Detail Update: 2021-04-26
Date of Last Business Case Update: 2021-04-26
Date of Last Revision: 2021-08-26

Agency: 005 - Department of Agriculture   **Bureau:** 03 - Office of the Secretary

1. Name of this Investment: DA-OCX-Contact Center

2. Unique Investment Identifier (UII): 005-000003326

Section B: Investment Detail

1. **Provide at least one Agency Strategic objective code ([A-11 Section 230](#)) and/or Agency Priority Goal code ([A-11 Section 250](#)) that this investment aligns to on performance.gov. If this investment aligns to more than one Agency strategic objective code and/or Agency Priority goal code list all that apply. If your agency does not report to performance.gov please use "0". This is required for Agency IT Portfolio Summary Part 1 and Part 2 Investments, not for Part 3 Investments.**
    Agency Strategic Objective(s):
      005SO18001: Modernize information technology infrastructure, facilities and support services to improve the customer experience.
      005SO18002: Maintain a high performing workforce through employee engagement and empowerment.
      005SO18261: Reduce the regulatory burden and streamline processes.

    Agency Priority Goal(s):
      005APG18001: Improve the Customer Experience at USDA
      005APG18002: Modernize USDA's Information Technology

2. **Briefly describe the investment's return on investment, including benefits internal and external to the government and outcomes achieved or planned.**
    USDA is embarking on an effort to standardize contact center technology and processes by investing in an enterprise Customer Relationship Management (CRM) tool, a centralized Knowledge Management System (KMS), and a telephony solution that will be shared across all mission areas. An investment in an industry-like, best-in-class contact center will lead to improved operational efficiency while optimizing the customer experience. Over time, this investment is predicted to realize a significant ROI in the form of improved customer satisfaction and an unprecedented trust in the agency

because customers will receive accessible, accurate, timely and professional responses to their inquiries via their preferred method of communication (e.g., phone, email, chat, social media or in person). The agency plans to reinvest money currently spent on disparate contact center programs towards continuous improvement of the OneUSDA CC, including an effort to continually expand the centralized knowledge base increasing the self-help capability, as well as integrating innovative improvements like artificial intelligence where it makes the most sense. It is anticipated that cost savings will be realized when there is less dependency on highly paid resources to resolve repetitive inquiries.

3. **If this investment will result in the elimination or the reduction of another major or non-major investment(s), please complete the following:**
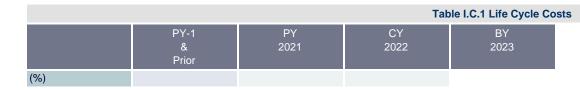
Table I.B.1 Affected Investment Information	
Investment UII	To Be Status
NONE	

4. **Does the Investment currently include an intra- or inter-Agency shared service (common, shared, or centralized solution)?:**
NO

5. **Does the Investment plan to include an Intra- or Inter-Agency shared service that it does not currently include (common, shared, or centralized solution)?:**
YES

6. **If systems contained in this Investment collect data from the public, please identify the OMB Control Numbers which authorize that data collection as per the Paperwork Reduction Act. Use Reginfo at the following link to identify information collection requests and OMB control numbers. Agencies can work with their Records Officers to determine the applicability.**

7. **Provide the name of the Investment-level project manager:**
Simchah Suveykebogin

8. **Select the qualification/experience level of the Investment-level project manager (select one):**
8 - No certification, but with between 2 and 4 years PM experience (within the last five years)

Section C: Life Cycle Costs

1. **Provide the total estimated life cycle costs for the investment in millions. Note: Do not enter information in the grey cells as these will be calculated.**

Table I.C.1 Life Cycle Costs				
	PY-1 & Prior	PY 2021	CY 2022	BY 2023
Planning Costs:	0	0	0	0
DME (Excluding Planning) Costs:	$11.534000	$1.950000	0	0
DME (Including Planning) Govt. FTEs:	0	0	0	0
Sub-Total DME (including Internal Labor (Govt. FTE)):	$11.534000	$1.950000	0	0
O & M Costs:	$0.150000	$0.860000	$0.805000	$0.805000
O & M Internal Labor (Govt. FTE):	0	0	0	0
Sub-Total O & M Costs (Including Internal Labor (Govt. FTE)):	$0.150000	$0.860000	$0.805000	$0.805000
Total Cost (Including Internal Labor (Govt. FTE)):	$11.684000	$2.810000	$0.805000	$0.805000
Total Cost Internal Labor (Govt. FTE) costs:	0	0	0	0
# of FTE rep by costs:	0	0	0	0
Total change from prior year final President's Budget ($)		0	0	
Total change from prior year final President's Budget				

Table I.C.1 Life Cycle Costs				
	PY-1 & Prior	PY 2021	CY 2022	BY 2023
(%)				

2.

    a.   **In which year did or will this investment begin? (specify year - e.g., PY-1= 2019)**
       2018

    b.   **In which year will this investment reach the end of its estimated useful life? (specify year - e.g., FY+5 = 2027)**
       2030

3.   **Compare the funding levels for PY and CY to the final FY 2022 President's Budget for those same years. Briefly explain any significant changes. When making comparisons, ensure that you compare same-year-to-same-year (e.g., the FY20 level for 2020 versus the FY21 level for 2020):**

Business Case Detail: Performance Measurement Report

Section A1: General Information

1. **Name of this Investment:**   DA-OCX-CONTACT CENTER

2. **Unique Investment Identifier (UII):**   005-000003326

Section C1: Projects Table

	Projects Table C.1					
Unique Project ID	Project Name	Project Goal	Project Start Date	Project Completion Date	Project Lifecycle Cost ($M)	Software Project?
175218	CoE Phase 2 Contact Center Project	Implement USDA Contact Center	10/10/2018	11/01/2019	$9.0	No
224649	askFSIS Tier II Contact Center Implementation	Integration of ask FSISinto Contact Center	10/26/2020	02/26/2021	$0.5	Yes

Section C2: Project Activities

1. **Provide all non-agile project activities for projects in Table C.1 that started in a previous FY (PY and earlier) and that have not been completed by the beginning of the CY, as well as activities that are scheduled to start in the current FY and BY.**

	Project Activity Table C.2.1											
Unique Project ID	Activity Name	Activity Description	Structure ID	Planned Start Date	Projected Start Date	Actual Start Date	Planned Completion Date	Projected Completion Date	Actual Completion Date	Planned Total Costs	Projected Total Costs	Actual Total Costs
175218	Enterprise Knowledge Base	Enterprise Knowledge Management System	175218.2	2018-11-12	2018-11-12	2018-11-12	2019-06-13	2019-07-18	2019-07-18	2.435000	2.435000	2.435000
175218	Technology Development	ATO, Tech Dev and Test Sprints	175218.1	2018-10-10	2018-10-10	2018-10-16	2019-08-09	2019-09-30	2019-09-30	4.103000	4.103000	4.103000
175218	Change Management	Provide Organizational Change Management Plan and Implement	175218.3	2018-10-16	2018-10-16	2018-10-16	2019-10-14	2019-10-01	2019-10-01	1.231000	1.231000	1.231000
175218	Innovation Program	Test and Learn NLP	175218.4	2018-12-17	2018-12-17	2018-12-17	2019-11-01	2019-11-01	2019-11-01	1.231000	1.231000	1.231000
224649	Testing	Testing	224649.2	2020-10-26	2020-10-26	2020-10-26	2021-01-19	2021-01-19	2021-01-19	0.150000	0.150000	0.150000
224649	Data Migration	Data Migration	224649.3	2020-10-26	2020-10-26	2020-10-26	2021-02-05	2021-02-05	2021-02-05	0.150000	0.150000	0.150000
224649	Training	Training	224649.4	2021-01-18	2021-01-18	2021-01-18	2021-02-19	2021-02-19	2021-02-19	0.050000	0.050000	0.050000
224649	Hypercare	Hypercare	224649.6	2021-02-19	2021-02-19	2021-02-19	2021-02-19	2021-02-19	2021-02-19	0.025000	0.025000	0.025000

**Project Activity Table C.2.1**												
Unique Project ID	Activity Name	Activity Description	Structure ID	Planned Start Date	Projected Start Date	Actual Start Date	Planned Completion Date	Projected Completion Date	Actual Completion Date	Planned Total Costs	Projected Total Costs	Actual Total Costs
224649	Release Support Production Readiness and Go-Live	Release Support Production Readiness and Go-Live	224649.5	2021-02-05	2021-02-05	2021-02-05	2021-02-22	2021-02-22	2021-02-22	0.025000	0.025000	0.025000
224649	Design / Build	Design / Build	224649.1	2020-11-09	2020-11-09	2020-11-09	2021-02-26	2021-02-26	2021-02-26	0.100000	0.100000	0.100000

Section D: Operational Data

1. **Provide the date and results of the last Operational Analysis (for operational and mixed life cycle systems/Investments):**

    1. **Date of Analysis:**

    2. **Analysis Results:**

    3. **Analysis Conclusion:**

2. **Report a minimum of 5 metrics using the following table to provide metrics and actual results for each individual metric:**

**Metrics Definitions and Actual Results Table D.2 / D.3**											
Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
30481	Project Spending Varience	Percentage	3 - Financial Performance	5.000000	5.000000	3.000000	Under target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services	No

| | | | | | | | | | | Metrics Definitions and Actual Results Table D.2 / D.3 | | | | | | | | | | |

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
									to improve the customer experience.	

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
		NONE		

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
30480	Customer Survey Results	Number	1 - Customer Satisfaction (Process Results)	4.000000	4.000000	4.000000	Over target	Annual	005SO18002 : Maintain a high performing workforce through employee engagement and empowerment.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
		NONE		

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
30479	Average Number of Days to Respond to Emails	Number	2 - Strategic and Business Results	1.500000	1.500000	1.000000	Under target	Monthly	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
30479	291249	0.620000	08/09/2021	
30479	291248	0.620000	07/14/2021	
30479	289796	0.620000	06/11/2021	

| | | | | | | **Metrics Definitions and Actual Results Table D.2 / D.3** | | | | | |

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
					30479	285791	0.620000	04/30/2021		
					30479	282029	0.640000	02/28/2021		
					30479	282028	0.830000	01/31/2021		
					30479	282027	0.910000	12/31/2020		
30478	Average Length of Customer Service Calls (In Minutes)	Number	2 - Strategic and Business Results	6.000000	6.000000	5.000000	Under target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

				Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
						NONE		

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
30477	Average Response Time in Chat (in Minutes)	Number	2 - Strategic and Business Results	45.000000	45.000000	43.000000	Under target	Quarterly	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

				Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
				30477	291247	39.000000	08/09/2021	

Metrics Definitions and Actual Results Table D.2 / D.3										
Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
					30477	285790	11.000000	04/30/2021		
					30477	283111	13.000000	03/31/2021		
					30477	282026	32.000000	02/28/2021		
					30477	282025	39.000000	12/31/2020		
30476	Percent of Calls Serviced on Spanish Line	Percentage	2 - Strategic and Business Results	90.000000	90.000000	93.000000	Over target	Monthly	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
30476	291246	98.000000	08/09/2021	
30476	291245	99.000000	07/14/2021	
30476	289795	99.220000	06/11/2021	
30476	285789	99.220000	04/30/2021	
30476	283112	99.430000	03/31/2021	
30476	282024	94.670000	02/28/2021	
30476	282023	94.040000	01/31/2021	
30476	282022	98.560000	12/31/2020	

					Metrics Definitions and Actual Results Table D.2 / D.3					
Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
30475	Percent of Calls Serviced on English Line	Percentage	2 - Strategic and Business Results	90.000000	90.000000	92.000000	Over target	Monthly	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
30475	291244	96.000000	08/09/2021	
30475	291243	96.000000	07/14/2021	
30475	289794	96.100000	06/11/2021	
30475	285788	96.100000	04/30/2021	
30475	283113	94.590000	03/31/2021	
30475	282021	95.380000	02/28/2021	
30475	282020	94.780000	01/31/2021	
30475	282019	96.120000	12/31/2020	

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28833	Timeliness of Ask USDA Contact Center service Delivery; specifically launching the capability on time	Launch by 7/20/2019	1 - Customer Satisfaction (Process Results)	99.000000	99.000000	99.000000	Over target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services	No

Metrics Definitions and Actual Results Table D.2 / D.3										
Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
									to improve the customer experience.	

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
28833	277176	100.000000	07/18/2020	

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28832	Pilot Succes	Dep Sec agrees to move to next phase	2 - Strategic and Business Results	90.000000	90.000000	90.000000	Over target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
NONE				

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28831	Close Out Phase 2 Contract on time and within budget	Complete contract by target date of 10/31/2019	3 - Financial Performance	90.000000	90.000000	90.000000	Under target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
28831	277177	85.000000	10/31/2020	

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28830	Natural Language	Complete by	4 - Innovation	90.000000	90.000000	90.000000	Over target	Annual	005SO18001 :	No

| | | | | | | Metrics Definitions and Actual Results Table D.2 / D.3 | | | | |

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
	Processing Test and Learn	10/31/2019							Modernize information technology infrastructure, facilities and support services to improve the customer experience.	

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
28830	277178	100.000000	10/31/2019	

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28829	Service Level	80% of calls are answere in < 30 seconds	2 - Strategic and Business Results	70.000000	70.000000	70.000000	Over target	Annual	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual Result	Comment
		NONE		

Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
28828	Average Speed of Answer	Time for CSR to answer the phone after menu select	2 - Strategic and Business Results	50.000000	50.000000	50.000000	Under target	Monthly	005SO18001 : Modernize information technology infrastructure, facilities and support services to improve the customer experience.	No

Metric ID	Actual Result ID	Actual Result	Date of Actual	Comment

Metrics Definitions and Actual Results Table D.2 / D.3										
Metric ID	Metric Description	Unit of Measure	Performance Measurement Category Mapping	Agency Baseline Capability	2020 Target	2021 Target	Measurement Condition	Reporting Frequency	Agency Strategic Objective / Agency Priority Goal	Is Metric Retired?
								Result		

NONE