

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

- 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

- 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 FSIS into 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 |
|-------------------|----------------------------------|----------------------------------|--------------|--------------------|----------------------|-------------------|-------------------------|---------------------------|------------------------|---------------------|-----------------------|--------------------|
| | Release Support | Release Support | | | | | | | | | | |
| 224649 | Production Readiness and Go-Live | 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 Variance | 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

| | | | | | | | | | | |
|-------|-------------------------|--------|---|----------|----------|----------|-------------|--------|--|----|
| 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

| | | | | | | | | | | |
|-------|---|--------|------------------------------------|----------|----------|----------|--------------|---------|---|----|
| 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 | | | | | | | | | | |
| 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 | | | | | | | |
| 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

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

| | | | | | | | | | | |
|-------|--|--|---------------------------|-----------|-----------|-----------|--------------|--------|---|----|
| 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

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 | |

| | | | | | | | | | | |
|-------|---------------|---|------------------------------------|-----------|-----------|-----------|-------------|--------|---|----|
| 28829 | Service Level | 80% of calls are answered 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

| | | | | | | | | | | |
|-------|-------------------------|--|------------------------------------|-----------|-----------|-----------|--------------|---------|---|----|
| 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