



United States Department of Agriculture



FY 2020 Annual Performance Plan and FY 2018 Report

Contents

Summary of Performance	5
Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service	6
Objective 1.1: Modernize information technology infrastructure, facilities, and support services to improve the customer experience	6
Objective 1.2: Maintain a High Performing Workforce through Employee Engagement and Empowerment	7
Objective 1.3: Remove obstacles in USDA programs by reducing regulatory burden and streamlining processes	7
Objective 1.4: Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment.....	9
Strategic Goal 2: Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World	11
Objective 2.1: Provide an effective financial safety net for farmers and ranchers to sustain economically viable agricultural production and support rural jobs and economic growth. 11	
Objective 2.2: Increase agricultural opportunities and support economic growth by creating new markets and supporting a competitive agricultural system	12
Objective 2.3: Protect agricultural health by preventing and mitigating the spread of agricultural pests and diseases	13
Strategic Goal 3: Promote American Agricultural Products and Exports	17
Objective 3.1: Expand International Marketing Opportunities	17
Objective 3.2: Prevent or resolve barriers to trade that hinder U.S. food and agricultural exports	18
Objective 3.3: Build demand in developing countries through trade capacity building	18
Strategic Goal 4: Facilitate Rural Prosperity and Economic Development	20
Objective 4.1: Expand rural business opportunity and rural quality of life with access to capital; improved infrastructure, broadband access and connectivity; and support for workforce availability.	20
Strategic Goal 5: Strengthen the Stewardship of Private Lands through Technology and Research	23
Objective 5.1: Enhance conservation planning with science-based tools and information..	23
Objective 5.2: Promote productive working lands	24
Objective 5.3: Enhance productive agricultural landscapes	25
Strategic Goal 6: Ensure Productive and Sustainable Use of our National Forest System Lands	30
Objective 6.1: Contribute to the Economic Health of Rural Communities through Use and Access Opportunities	30
Objective 6.3: Mitigate Wildfire Risk	32

Strategic Goal 7: Provide All Americans Access to a Safe, Nutritious, and Secure Food Supply	34
<hr/>	
Objective 7.1: Prevent Foodborne Illness and Protect Public Health.....	34
Objective 7.2: Provide access to safe and nutritious food for low-income people while supporting a pathway to self-sufficiency	37
Objective 7.3: Support and encourage healthy dietary choices through data driven, flexible, and customer-focused approaches.	38
Agency Priority Goals	44
<hr/>	
1. IT Modernization Priority Goal.....	44
2. Customer Experience Priority Goal	44
Appendix A: USDA Collaborations and Partnerships – Food Safety	46
Appendix B: Research, Education, and Economics Performance	52
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USDA Annual Performance Report 2018 and Plan 2020

USDA PERFORMANCE RESULTS FOR FY 2018 AND FY 2020 PLANNED ACTIONS

The U.S. Department of Agriculture's (USDA) mission is to provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management.

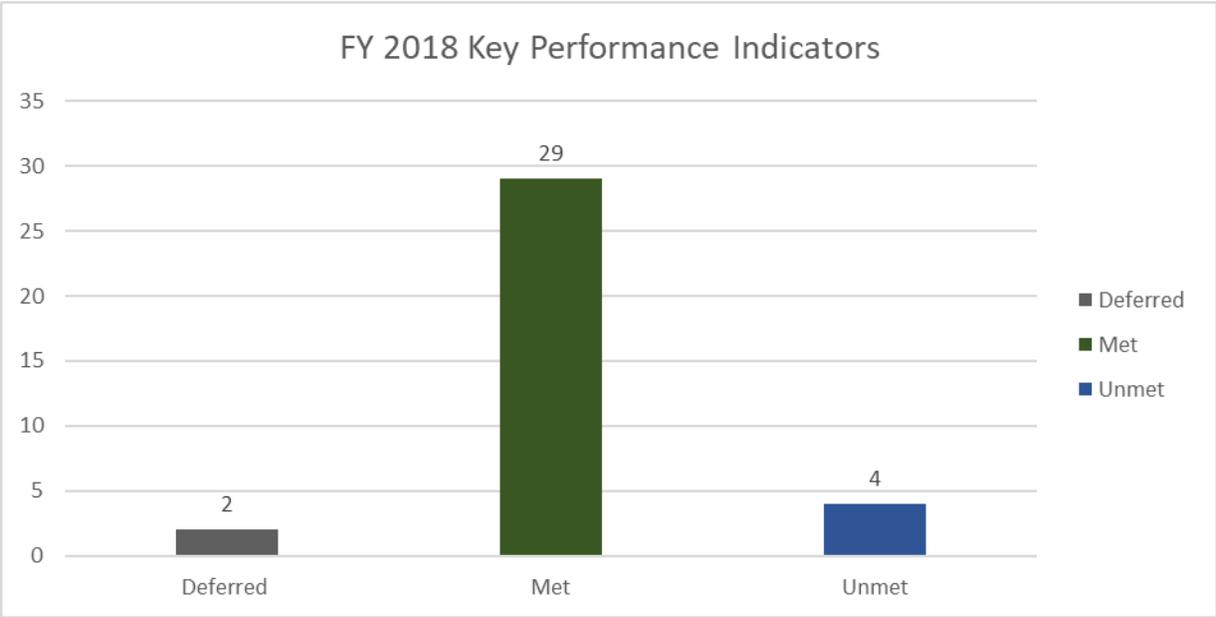
For purposes of the Performance Report and Plan, a performance summary is provided using the Department's key performance indicators as a mechanism to gauge progress in achieving its mission. In fiscal year (FY) 2018, USDA had 35 key performance measures. In FY 2019, the Department will be tracking 34 measures. As noted on the tables found below, USDA will have retired several measures in FY 2018 and has started reporting a set of new measures in FY 2019.

The following tables and discussion provide a high-level description of key focus areas for the Department that are being tracked and managed through USDA's performance management process, in alignment with the Department's Strategic Goals. The tables provide key performance indicator historical results, and include FY 2018 results as well as FY 2019 and FY 2020 targets.

The data used by the Department to measure performance is collected using a standardized methodology. This methodology has been vetted by federally employed scientists and policymakers, and, ultimately, the leadership and Under Secretaries of each respective mission area. All attest to the completeness, reliability, and quality of the data.

Summary of Performance

In FY 2018, USDA had 35 Key Performance Measures (KPMs). Of those 35, two were deferred due to data lags. Of the 33 KPMs with data being reported: 29 (88 percent) met or exceeded targets; and 4 (12 percent) did not meet their target.



Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service

Objective 1.1: Modernize information technology infrastructure, facilities, and support services to improve the customer experience

The USDA has partnered with the Office of American Innovation (OAI) and serves as the lighthouse agency for General Services Administration (GSA) Information Technology (IT) Modernization Centers of Excellence (CoE) Initiatives. During Phase 1 of these IT Modernization efforts, 5 main areas were identified and analyzed: Contact Center, Customer Experience, Data Analytics, Cloud Adoption and Infrastructure Optimization. Each area conducted a comprehensive Department-wide assessment and planning effort to accelerate transforming USDA into a data-driven, customer-centric Department to improve how USDA designs services and interacts with the public agriculture community it serves.

Phase 2 will focus on implementation and execution of approved recommendations and institutionalization of CoE initiatives. It additionally includes a focus on creating a Business Modernization Office (BMO) to serve as an oversight body for program management of the CoEs, before transitioning to a permanent, customer-centric, governance role within the Office of the Chief Information Officer (OCIO). With support of the BMO, the CoEs will work collaboratively in order to align their mission, vision, and activities to overarching USDA and OCIO strategic priorities through creation of OCIO-wide enterprise governance, key performance indicators, reporting updates in CoE dashboards, workforce development, and sustainable, customer-centric solutions.

FY 2018 Accomplishments and 2020 Planned Actions:

Streamlined the USDA IT organizational structure ensuring that Mission Area CIOs directly report to USDA's CIOT. As a result, USDA went from 22 individual CIOs to 1 CIO at USDA and 9 Mission Area Assistant CIO's.

Closed 22 of 39 data centers, exceeding the closure target for FY 2018.

Closed 17 of a total of 34 (50%) outstanding security related audit recommendations. Eleven of the closed recommendations were associated with the Federal Information Security Modernization Act. OCIO also closed out two entire security audits (FY10 and FY11 Wireless Security) and one of USDA's largest audits (Universal Telecommunications Network (UTN)).

Increased the percentage of IT systems with authorities to operate from 76% to 96%, exceeding the Office of Management and Budget's (OMB) Cross-Agency Priority Goal.

Closed over 1,400 Plans of Action and Milestones (POAMs), with 39% of the closures covering critical controls cited by the Office of the Inspector General in previous FISMA audits as contributing to an IT Security Material Weakness.

Objective 1.2: Maintain a High Performing Workforce through Employee Engagement and Empowerment

USDA is currently sharing the results of the 2018 Federal Employee Viewpoint Survey results with leaders and working with them to conduct listening sessions with employees to get feedback on what is going well and what should be improved for 2019. Results of the listening sessions are used to create action plans to improve the workplace and ensure employees are engaged.

FY 2018 Accomplishments and 2020 Planned Actions:

- USDA's participation rate in the 2018 Federal Employee Viewpoint Survey, which often tracks well with the ranking in the Best Places to Work in the Federal Government, was 52.7 percent. It was 15.5 percent above the government-wide participation rate of 37.2 percent.
- USDA will be incorporating employee engagement into the performance plans of senior executives, managers, and supervisors, and providing agency level employee engagement leads with guidance for briefing leaders on survey results to promote positive progress. We will also be mapping the Federal Employee Viewpoint Survey to the lowest level in the organization, ensuring that the maximum number of employees are included in the survey process.

Objective 1.3: Remove obstacles in USDA programs by reducing regulatory burden and streamlining processes

The Department of Agriculture's (USDA) ongoing regulatory reform strategy remains one of the cornerstones for creating a culture of consistent, efficient service to our customers, while reducing burdens and improving efficiency. Accordingly, USDA's fall 2018 Regulatory Agenda reflects these priorities, including those administrative efficiencies such as streamlining and one-stop shopping.

USDA is working to leverage the strength and talent of USDA employees with continued dedication to data-driven enterprise solutions through collaborative governance and human capital management strategies centered on accountability and professional development. USDA will reduce regulatory and administrative burdens hindering agencies from reaching the greatest number of stakeholders. Improved customer service and employee engagement within USDA will create a more effective and accessible organization for all stakeholders.

FY 2018 Accomplishments and 2020 Planned Actions:

USDA established a Performance Standard for Authorizing the Importation and Interstate Movement of Fruits and Vegetables: This was a deregulatory action under E.O. 13771 and incurred a savings of \$7.895 million. This rulemaking will amend our regulations governing the importations of fruits and vegetables by broadening our existing performance standard to provide for consideration of all new fruits and vegetables for importation into the United States using a notice-based process. This action will allow for the consideration of requests to authorize the importation or interstate movement of new fruits and vegetables in a manner that enables a more

flexible and responsive regulatory approach to evolving pest situations in both the United States and exporting countries. It will not, however, alter the science-based process in which the risk associated with importation or interstate movement of a given fruit or vegetable is evaluated or the manner in which risks associated with the importation or interstate movement of a fruit or vegetable are mitigated.

Multi-Family Housing Financial Reporting: This was a deregulatory action under E.O. 13771 and incurred a savings of \$5.89 million. The Rural Housing Service (RHS) is revising its existing regulations regarding financial reporting. This action is necessary to align RHS requirements with those of the United States Department of Housing and Urban Development (HUD) utilizing a risk-based threshold reporting which will reduce the burden on the borrower to produce multiple financial reports; focus on high-risk properties; and, reduce the financial cost of reporting on properties.

Modernization of Swine Slaughter Inspection: This is a deregulatory action under E.O. 13771 USDA plans to complete for FY 20 that will save \$24.97 million. The Food Safety and Inspection Service (FSIS) is proposing to amend the Federal meat inspection regulations to establish a new inspection system for market hog slaughter establishments that has been demonstrated to provide public health protection at least equivalent to the existing inspection system. Market hog slaughter establishments that do not choose to operate under the new swine inspection system may continue to operate under their existing inspection system. The Agency is also proposing several changes to the regulations that would affect all establishments that slaughter any swine, regardless of the inspection system under which they operate or the age, size, or class of swine. These proposed changes would allow all swine slaughter establishments to develop sampling plans that are more tailored to their specific operations, and thus be more effective in monitoring their specific process control. These proposed changes also would ensure that before the start of slaughter operations, food-contact surfaces are sanitary and free of enteric pathogens.

Phytophthora Ramorum; Regulated Areas, Regulated Areas, Regulated Establishments, and Testing Proposals: This is a deregulatory action under E.O. 13771 USDA plans to complete for FY 20 that will save \$22.5 million. The Animal Plant and Health Inspection Service (APHIS) is proposing to amend the Phytophthora ramorum regulations to remove regulated areas for P. ramorum from the regulations, as well as all regulatory requirements specific to such areas. APHIS is proposing to amend the regulations by revising the inspection and sampling requirements for certain nurseries that are in areas quarantined for P. ramorum and that ship regulated nursery stock interstate. APHIS is proposing to change the nature of the inspection and sampling requirements to have them take into consideration additional potential sources of P. ramorum inoculum at the nurseries. Finally, APHIS is proposing to establish conditions under which we would regulate nurseries located outside of the quarantined areas for P. ramorum, if sources of P. ramorum inoculum are detected at those nurseries and the nurseries ship certain articles interstate. These changes would provide regulatory relief to nurseries in areas that are regulated for P. ramorum, while also ensuring that nurseries that may pose a risk of disseminating P. ramorum through the interstate movement of regulated nursery stock are subject to measures that address this risk.

Scrapie in Sheep and Goats: This is a deregulatory action under E.O. 13771 USDA plans to complete for FY 20 that will save \$6.8 million. This rulemaking would amend the scrapie

regulations by changing the risk groups and categories established for individual animals and for flocks. It would simplify, reduce, or remove certain recordkeeping requirements. This action would provide designated scrapie epidemiologists with more alternatives and flexibility when testing animals in order to determine flock designations under the regulations. It would also make the identification and recordkeeping requirements for goat owners consistent with those for sheep owners.

Objective 1.4: Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment

The Department is working on numerous strategies to improve stewardship of resources as well as using data to improve operation efficiencies. For example, through the property reduction efforts, agencies are required to ensure new office acquisitions meet the USDA utilization rate standards for office space of 150 square feet per person. Based on data in the USDA real property system, CPAIS (Corporate Property Accounting Information System), the Office of Property and Fleet Management (OPFM) has identified 20 leases awarded in 2018 that exceed the USDA utilization rate policy. The new Department-wide internal dashboard tool has helped calculate a potential cost savings of \$133M if all office space met the 150 square foot per person utilization rate standard.

As part of the fleet management initiatives, OPFM conducted a fleet utilization study in 2018 from data from FedFMS and the USDA fleet card that identified 11,367 underutilized vehicles. Because of this study, agencies have identified 4,274 vehicles for disposal which could result in \$26M in cost avoidance in 2019 and beyond.

FY 2018 Accomplishments and 2020 Planned Actions:

USDA has identified 36,978 square feet of office and warehouse space to be disposed of in FY19 and FY20 by either lease expiration for leased assets or declared as excess real property in the case of owned assets.

OPFM will continue to work with the agencies to identify underutilized fleet vehicles and vehicles for disposal. Additionally, OPFM is working with Forest Service to ensure that the fleet system of record, FEDS, is updating the USDA fleet system of record, FedFMS. Also, OPFM will continue its data validation efforts to ensure all required data elements in FedFMS are accurate.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Reduce the number of data centers across the Department.	39	21	18	Exceeded	4	2

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Maintain ranking of the Top 10 Best Places to Work in the Federal Government for large agencies by the Partnership for Public Service.	7	Top 10	16	Unmet ¹	Top 10	Top 10
Reduce the Department's overall real property footprint through effective disposal and consolidation efforts (Million Square Feet).	31.9	31.6	31.7	Unmet ²	31.3	31.0
Reduce the Department's total number of light duty feet vehicles (Thousand).	29.4	28.8	27.7	Met	27.1	26.5

Assessment of Performance Data:

Best Places to Work Measure:

- Our data source for this measure is the Best Places to Work in the Federal Government provided by the Partnership for Public Service annually based on the results of the Federal Employee Viewpoint Survey. The results for 2017 are found at this link: <http://bestplacestowork.org/BPTW/rankings/overall/large>. The Best Places to Work statistical model, developed by the Partnership with CFI Group in 2003, is based on the same methodology used in CFI Group's American Customer Satisfaction Index. The Best Places to Work index is calculated based on the percentage of positive responses to three workplace satisfaction questions and is weighted according to a proprietary formula developed with Hay Group in 2007. The Federal Employee Viewpoint Survey is required by 5 CFR 250 and administered by the Office of Personnel Management that has a staff of qualified industrial and organizational psychologists who continually work to maintain and improve the survey

¹ Although USDA did not meet its FY18 target, the Department will continue to include employee engagement in the performance plans for all members of the Senior Executive Service which require them to consider employee feedback, including from the employee survey, and respond to the results. Additionally, USDA has redefined and structured standardized timeframes around actions to deal with poor performers.

² USDA decreased its real property footprint by 0.6% in 2018. This is partly due to some projected real property disposals that did not occur in 2018. Also, USDA has not yet issued more stringent policy to enforce the USDA utilization standard for new office assignments.

to ensure that it is valid. Currently, we are not aware of any concerns related to the accuracy of the data or any limitations.

Fleet and Property Measures:

- The data source for real property footprint reduction is the Department's real property system of record, CPAIS, (Corporate Property Automated Information System) and from data provided by the General Services Administration from their year-end analysis of our real property data submitted to the Federal Real Property Profile Report (FRPP).
- The Data Source for the Fleet reduction target is FedFMS.

Strategic Goal 2: Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World

Objective 2.1: Provide an effective financial safety net for farmers and ranchers to sustain economically viable agricultural production and support rural jobs and economic growth

USDA's farm loan programs provide access to credit for tens of thousands of farmers and ranchers who are unable to obtain commercial credit. During FY 2018, the Farm Service Agency (FSA) continued to experience strong demand for its direct and guaranteed loan programs. In addition, FSA continued to see improvements in the percentage of both beginning and socially disadvantaged farmers in the direct loan portfolio and the guaranteed loan portfolio. However, reductions in staffing levels, combined with increases in demand for loan assistance has continued to increase and has created challenges in maintaining loan processing times. The average number of days to process both direct and guaranteed loans has increased over the past five years.

FY 2018 Accomplishments and 2020 Planned Actions:

- As of late September 2018, FSA approved more than 34,000 farm loans totaling over \$5.4 billion.
- With over 85,000 borrowers as of September 2018, the direct farm loan portfolio is at its highest level since FY 2003.
- Total farm loan obligations are down about 8 percent compared to the same time in FY 2017, but direct farm ownership loan obligations are 11 percent higher.
- USDA will be hiring and training additional loan officers to help meet the increased demand for farm loans due to tightening credit conditions and depressed commodity prices.
- FSA is improving online loan tools available to farmers and ranchers. These improvements will reduce the time required by FSA employees to review account details with an existing

borrower and explain program requirements to customers, thereby increasing the time available for loan officers to process and service loans.

- The Risk Management Agency (RMA) is expanding producer coverage with Dairy Revenue Protection, a new program released in October 2018, which insures against unexpected declines in quarterly milk revenue. Additionally, new insurance coverage will be in place for cranberries, starting with the 2019 crop year.
- Over the last four years, RMA has gradually and continuously reduced its improper payment rate from a high of 5.58% in 2014 to 1.81% in FY 2018. RMA has begun its FY 2019 IPERIA review (of reinsurance year 2017 policies). The current IPERIA sample is comprised of 402 policies which cover 38 states, 48 crops, and 14 different crop insurance plans.
- RMA is updating policy and procedure including revising the High-Risk Alternative Coverage Endorsement to allow a separate unit structure from standard rated land, and implementing multi-county Enterprise Units (EU), which allow acreage from a county that does not qualify for an EU to be included in the EU for a neighboring county.
- RMA is developing a new policy for nursery crops. It will have simplified process for loss adjustment and for establishing coverage, making it more accessible to producers than the current nursery policy. The new pilot nursery policy will initially be tested in a limited number of areas, while the current policy will continue to be available.
- RMA is evaluating the current insurance policy for apples, and, based on the evaluation, will be revising coverage for apples intended for the fresh market.

Objective 2.2: Increase agricultural opportunities and support economic growth by creating new markets and supporting a competitive agricultural system

The Agricultural Marketing Service is developing new technology which will provide industry with quick access to market information on commodities, conducting onsite audits to ensure the integrity of the National Organic Label, and network with industry partners to ensure that they have easy access to grant application resources and technical assistance.

FY 2018 Accomplishments and 2020 Planned Actions:

- USDA has and will continue to support and enhance the distribution of U.S. agricultural products by increasing marketing opportunities for agricultural producers, local businesses, and community stakeholders through applied research and technical services, such as architectural/design assistance or consultation on food-related facilities and landscapes (including structures like business incubators, community and rooftop gardens, wholesale markets, retail markets, farmers markets, food hubs, multi-use buildings, processing facilities, and shared-use kitchens). The Department will also maintain its efforts to help direct and intermediated food markets (i.e., farmers markets, food hubs, on-farm stores, and Community Supported Agriculture programs (CSAs)) promote themselves and connect with buyers through its local food directories (www.usdalocalfooddirectories.com). As of March 2019, there were over 11,000 businesses self-registered in the directories. As a result of

technical assistance provided to these businesses and community stakeholders, USDA will follow up with businesses receiving support to learn whether the assistance they received has helped them establish or expand their markets.

For instance, in FY 2018, AMS facilitated 46 separate technical assistance projects with community stakeholders involving architectural/design assistance. In one case, and as a result of AMS architectural design support, the Elgin Local Food Center (ELF) in Elgin, Texas, was able to receive a pledge of \$800,000 from the Elgin Economic Development Corporation Board toward construction of its food center. The ELF will be a local entrepreneur incubator, shared use commercial kitchen, and local food education center. This partnership with the non-profit Texas Center for Local Food, the ELF, will cost approximately \$1.7M to build and will require \$250,000 in operating capital. The Texas Center for Local Food will raise the additional \$1.15M needed to build and operate the ELF by September, 2019. The Elgin Local Food Center has built upon AMS architectural design support to further develop the architectural design of this planned new 10,000 square foot building. A local architect has been hired and has created an updated rendering (below) based on the design created by AMS. The early stage architectural services of AMS were critical in enabling Elgin leadership of the Elgin Economic Development Corporation and other funders to visualize the building and more deeply grasp the potential for local food innovation and economic development in downtown Elgin.

Objective 2.3: Protect agricultural health by preventing and mitigating the spread of agricultural pests and diseases

The Animal and Plant Health Inspection Service (APHIS) protects U.S. animal and plant health through identifying high-risk pest and disease threats; monitoring for their potential appearance in the United States; and responding to detections of pests and disease outbreaks to contain the pest or disease and mitigate the damage. Detecting a new pest or disease quickly is crucial to a quick and effective response. APHIS provides guidance on identifying high-risk threats, develops surveillance and monitoring tools and techniques, and carries out nationwide surveys for plant pests and diseases and surveillance for foreign animal diseases with State partners. When a serious pest or disease outbreak occurs, APHIS activates its emergency response mechanisms to contain the outbreak. APHIS maintains the capacity to respond rapidly to a variety of agricultural emergencies.

FY 2018 Accomplishments and 2020 Planned Actions:

- In FY 2018, APHIS mobilized resources and logistics support for the response to the outbreak of virulent Newcastle disease in California within 24 hours of determining that a Federal response was needed. The disease is a contagious and fatal viral disease affecting the respiratory, nervous and digestive systems of birds and poultry and was confirmed in California on May 18, 2018.
- APHIS and cooperators targeted a total of 128 high-risk plant pests of national concern for survey in corn, oak, pine, small grains, soybean, and nursery crop commodities, as well as exotic wood boring bark beetles and cyst nematodes, among others. These pests represent 96 percent of the total target high-risk plant pests suggested for survey this year.

- APHIS implemented exercises referred to as “Messaging Competencies” in FY 2018, providing opportunities for participating National Animal Health Laboratory Network laboratories to practice their messaging capabilities on a quarterly or biannual basis, depending on the disease test conducted.
- APHIS will continue to maintain and deploy countermeasures against the most damaging animal diseases within 24 hours and exercise emergency response capabilities with states, territories, and Tribal partners.
- APHIS will conduct surveys in 50 states and 3 territories for at least 93 percent of high-risk plant pests identified as having pathways into the United States.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
The annual normalized value of risk protection provided to agricultural producers through the Federal Crop Insurance program (\$ Billion)	\$76.8	\$64.0	\$76.8	Exceeded	\$64.5	\$76.8
Average number of days to process direct loans (Farm Service Agency)	31	31	30	Met	33	30
New markets established or expanded through technical assistance ³	100	104	104	Met	NA	NA
Percent of high-risk plant pests for which early detection surveys are conducted	92	93	96	Exceeded	95	95
Number of National Animal Health Laboratory Network participating labs able to electronically message animal disease testing results to USDA ⁴	31	35	43	Exceeded	NA	NA
Number of hours it takes to mobilize resources once it is determined that a Federal emergency response is needed to manage an agricultural outbreak	24	24	24	Met	24	24

³ USDA will be retiring this measure; final reporting year will be FY 2018.

⁴ USDA will be retiring this measure; final reporting year will be FY 2018.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Percentage of direct and guaranteed loan borrowers who are beginning farmers - New Measure ⁵	52.6	NA	55	NA	53	53 ⁶
First year delinquency rate on new direct loans - New Measure	8.9	NA	6.2	NA	10	10 ⁷

Assessment of Performance Data:

Farm Loan Program Measures:

- Data Source/methodology: FSA Direct and Guaranteed Loan Systems
- Means used to verify and validate data: A direct loan processing report in the Farm Loan Program Enterprise Performance Management System is used for this performance measure. Data is available nationally and at the state and local level.
- Source/Methodology: The data is sourced from the FSA Direct Loan System (DLS) and Program Loan Accounting System (PLAS). The calculation methodology is as follows for each measurement:
 - The average number of days from application receipt date to the first disposition date. Disposition date is when the application is approved, withdrawn or rejected. Applications for emergency loans are excluded from this performance measure.
 - The total number of beginning farmers receiving direct or guaranteed OL or FO loans divided by the total number of borrowers received OL or FO loans.
 - The total number of delinquent first year loans plus any first year loans that have been restructured divided by the total number of first year loans from the previous calendar year. A first year loan is a one closed with new money, so loans closed as a result of a restructure are not considered new loans for the purpose of this measurement.
- Means used to verify and validate data: Reports are available in the FSA Enterprise Data Warehouse (EDW), Farm Loan Program Data Mart (FLPDM), Farm Loan Program (FLP) Funding & Goals Reports section. Data is available nationally and at the state, district, servicing office and county level. The following internal farm loan program reports support the specific performance measurements:
 - Average Processing Times for Direct Loans;
 - Direct and Guaranteed Loans to Beginning Farmers and Ranchers; and

⁵ Denotes New Measure – USDA will start tracking a set of new measures in FY 2019.

⁶ While there has been a significant increase since FY 2007, recent years have been level.

⁷ Current economic conditions will make reduction challenging. Projection is in line with goals set for states.

- First Year Delinquency Rates on New Direct Loans.
- Accuracy of data: FSA considers the completeness of data and data quality to be good.

Risk Protection Measure:

- The normalized value of risk protection accounts for variations caused by commodity price swings or trends. The baseline model uses the most recent crop insurance data, and other USDA market conditions data, to develop normalized value projections for major crops. By “normalizing” or adjusting the actual value of risk by parameters that smooth out the volatility of crop prices, the steady climb in the value of risk protection provided to producers through the years is shown. This is the same type of calculation that economists use to create inflation-adjusted prices that can be tracked over time.
- To calculate the normalized value of risk protection, RMA uses Federal crop insurance program data, including financial transactions such as indemnities paid to producers. RMA performs internal checks, through its automated policy acceptance system, to verify and validate the program data.

Animal/Pest/Agriculture Outbreak Pest Measures:

- Data Source/methodology: Agency personnel and state cooperators enter the data into internal systems that house and track critical program information such as animal diagnostic testing results, animal disease outbreaks and mobilization of resources, and high-risk plant pests for early detection surveys.
- Means used to verify and validate data: Agency and cooperator personnel review and monitor all data on an ongoing basis for data entry and messaging discrepancies, such as missing information in the required fields and/or data that does not match the data element requirements or does not match plans.
- Accuracy of data: The agency program personnel generate summary reports with prescribed methodology and standard operating procedures to ensure consistently accurate data and identify any discrepancies for animal disease outbreaks. For plant pest surveys, program personnel also check end of year summary data against beginning year plans.

New Markets Measure:

- Data Source – Grant applications and technical assistance records.
- Completeness of Data – The data is obtained from the approved grant applications and from information gathered through technical assistance provided to communities and businesses, including the new registration of businesses on the AMS local food directories.

- Reliability of Data – Projected data submitted in grant application goals, objectives and metrics, as well as, new registrations on the USDA local food directories, and follow-up conversations with communities and businesses regarding the impact of rendered technical assistance will serve as the basis for data. It can be verified.
- Quality of Data – USDA staff will extract data from grant applications selected for funding. Data will also be collected from recipients of technical assistance through telephonic, electronic and other reporting/feedback methods.

Strategic Goal 3: Promote American Agricultural Products and Exports

Objective 3.1: Expand International Marketing Opportunities

USDA supports U.S. industry efforts to build, maintain, and expand overseas markets for U.S. agricultural products. We manage several export development programs including the Foreign Market Development Program (FMD), Market Access Program (MAP), Technical Assistance for Specialty Crops (TASC) Program, Quality Samples Program (QSP), and Emerging Markets Program (EMP). These programs provide matching funds to U.S. non-profit organizations to conduct a wide range of activities including market research, consumer promotion, trade servicing, capacity building, and market access support.

USDA also works with the State Regional Trade Groups (SRTG) and other industry organizations. USDA programs provide funding to encourage Small to Medium-Sized Enterprises (SME) to become active in international markets. USDA has staff in over 100 countries around the world to support industry efforts by providing market intelligence and introducing U.S. exporters to potential foreign customers. USDA trade services staff, overseas offices and U.S. industry non-profit associations, all provide services that help U.S. companies successfully access potential buyers in a wide-range of international trade shows.

FY 2018 Accomplishments and 2020 Planned Actions:

- The Office of Trade Programs (OTP) organized and implemented six Agriculture Trade Missions (ATMs) in FY 2018 which resulted in over \$88 million in projected sales, compared to FY 2017's two ATMs and \$31 million in projected sales.
- We exceeded our FY 2018 target of \$1.7 billion for agricultural exports resulting from participation in foreign food and agricultural trade shows and agricultural trade mission KPI, reaching \$2.1 billion. This is due to the increased number of FY 2018 ATMs and additional investment in U.S. pavilion enhancement as well as annually reviewing the show list to include shows with more potential. It was also notable that the Brussels Seafood Show projected sales continued to exceed expectations.

- The GSM -102 program supported \$2.0 billion in agricultural commodity exports, compared to \$1.6 billion in FY 2017. The largest markets in FY 2018 were South America, Africa-Middle East, Mexico and Central America.

Objective 3.2: Prevent or resolve barriers to trade that hinder U.S. food and agricultural exports

USDA's Foreign Agricultural Service (FAS) provides U.S. farmers and ranchers with greater access to global markets by lowering tariffs, reducing non-tariff barriers, and fostering the development of a rules-based international trading system. USDA's work over several years with USTR to monitor and enforce obligations under the World Trade Organization resulted in greater access for dairy to Indonesia and the first commercial shipments of turkey to India.

In addition, FAS has worked around the globe to open new markets, providing farmers and ranchers with the flexibility to adapt to changing global market conditions. New opportunities in FY 2018 include poultry in Morocco, soy for processing in Argentina, breeder cattle in Peru, and sheep and goat meat in Japan and El Salvador.

FY 2018 Accomplishments and 2020 Planned Actions:

- USDA's efforts to prevent the implementation of restrictive MRLs for fosetyl-aluminum, in Japan and the European Union and the work to preserve market access for animal products to Paraguay and potatoes to South Korea have helped us exceed our target.
- Continue its efforts to hold nations accountable for their WTO and FTA commitments.
- Break down trade barriers and promote science-based solutions.
- Negotiate trade agreements that provide U.S. agricultural products with free, fair and reciprocal access around the world.

Objective 3.3: Build demand in developing countries through trade capacity building

USDA continues to build demand for agricultural products in developing countries, for example, in Bangladesh, USDA and its partner Winrock International, are implementing a project that is working with over 26,000 individuals to increase productivity and expand international trade of Bangladeshi shrimp and prawn. To accomplish those objectives, USDA is addressing two of the major constraints to that industry: low use of high-quality commercial feeds and high mortality of shrimp and prawn. Bangladesh is a growing market for U.S. soybeans; USDA estimates that there is latent unmet demand of 120,000 MT of shrimp feed. The project is therefore working with suppliers to expand availability of high-quality commercial feed in remote areas that previously lacked access to feed. To address high mortality of shrimp, the project is connecting Bangladeshi hatcheries to Moana Technologies, the Hawaii-based supplier of parent stock that is free of the diseases that most afflict the sector. So far trade in disease-free parent stock is at over \$500,000 per year. USDA aims to increase this five-fold before the project is completed in 2020.

In Ghana, USDA’s partnership with ACDI/VOCA’s Assisting Management in the Poultry and Layer Industries by Feed Improvement and Efficiency Strategies (AMPLIFIES) program is increasing agricultural productivity in the poultry value chain through the reduction of post-harvest loss. AMPLIFIES is also increasing trade of eggs through awareness campaigns and coordinating with USAID on farm-training curricula. AMPLIFIES aims to install 800 storage units (dry or cold storage) as a result of USDA assistance and for 7,700 individuals to benefit directly from assistance. As of FY18, the project has surpassed its original target and provided 1,000 storage units, benefiting 5,630 individuals directly. During the same reporting period, AMPLIFIES-affiliated participants attended an annual pre-harvest event; 7 of these participants successfully linked to poultry sector buyers that resulted in 1,266.50 MT of white and yellow maize and 11 MT of soybeans being sold, amounting to approximately \$362,875 of total product transacted during this one-day event. AMPLIFIES is valued at \$14.83 million and its period of performance is scheduled to end in FY 2020.

FY 2018 Accomplishments and 2020 Planned Actions:

- The Percentage of Food for Progress (FFPr) projects that increase a project participant’s value of sales by 9% or higher is expected to be met in FY 2018. Approximately 45% of the FFPr projects are projected to increase participants' value of sales by 10% or more, based on semi-annual performance data reported in March 2018.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Value of agricultural exports resulting from participation in foreign food and agricultural trade shows (\$ Billion).	\$1.52 (FY15)	\$1.70	\$2.13	Exceeded	\$1.75	\$2.13
Value of trade preserved through resolution of foreign market access issues such as U.S. export detainment, restrictive SPS and TBT issues, and trade regulations (\$ Billion).	\$7.5	\$4.0	\$12.75	Exceeded	\$5.5	\$6-8
Percentage of Food for Progress projects that increase a project participant’s value of sales by 9% or higher ⁸	33	35	36%	Met	NA	NA

Assessment of Performance Data:

⁸ USDA will be retiring this measure; final reporting year will be FY 2018.

Trade Show Data: Data are collected by surveying U.S. company participants at the end of each trade show. Voluntary survey responses represent about 60 to 90 percent of total company participants at a show. In large, multiproduct shows, about a third to a half of the respondents are companies that are participating with one of the market development organizations. In more product-specific shows, about two-thirds of the respondents are linked to market development funded participants. Data reported are 12-month projected sales.

Trade Preserved Data: The numbers are collected from overseas offices and headquarters staff. FAS uses a performance tracking system to collect and analyze data.

Food for Progress Data: The value of incremental sales is the total amount of agricultural products sold by targeted beneficiaries relative to a base year and is calculated as the total value of sales of a product (crop, animal or fish) during the reporting year minus the total value of sales in the base year. Data is collected from direct beneficiaries at the project-level

Reliability of Data: Data are considered reliable.

Quality of Data: Data are self-reported but are considered a good indicator of aggregate company sales, based on independent testing of the data.

Strategic Goal 4: Facilitate Rural Prosperity and Economic Development

Objective 4.1: Expand rural business opportunity and rural quality of life with access to capital; improved infrastructure, broadband access and connectivity; and support for workforce availability.

Rural Development's Community Facilities (CF) program is committed to creating strong and healthy communities by providing access to capital to improve rural healthcare infrastructure. Access to healthcare is a threshold condition to attracting business and industry, creating quality jobs and spurring prosperity in rural America. CF will play a leadership role in partnering and collaborating with our public private partners, industry experts and other stakeholders to improve quality of life and economic development through modern and accessible health care.

The Rural Utilities Service (RUS) electric loans provide capital to upgrade, expand, maintain, and replace America's vast rural electric infrastructure, including investment in renewable electricity and energy efficiency and conservation. Providing and/or improving broadband infrastructure increases educational opportunities, improves availability of healthcare, job creation and retention, and enhances continued economic growth. RUS telecommunications and Broadband programs provide capital for rural communities to have access to advanced telecommunications services, such as high-speed Internet services; and advance communications services such as distance learning and telemedicine

FY 2018 Accomplishments and 2020 Planned Actions:

- The CF program can fund many types of facilities and has no control over what types of applications a community submits for funding. During the fourth quarter the goal of rural residents served was exceeded due to a high number of County hospitals projects being obligated during this quarter. This resulted in a high number of rural residents being served, thus exceeding the Health Facilities goal of 6.80% by reaching a higher percentage of 9.45. For FY 2020, CF will continue and expand investments that support substance use disorder prevention, treatment, and recovery opportunities including mental healthcare facilities, critical care clinics, hospitals, and transitional housing facilities to aid rural communities struggling with substance use disorders and opioid misuse. The opioid crisis disproportionately affects rural communities in part due to the lack of outreach and treatment resources available in rural and remote areas.
- In FY 2018 CF grant funds were prioritized to allow CF to invest in more public safety facilities to serve more rural residents impacted by opioid crisis in rural America. Because of this initiative, CF received above normal public safety applications from rural communities which resulted in more rural residents served. Consequently, CF exceeded the performance goals for Public Safety Facilities of 4.30% by reaching a higher percentage of 5.52. For FY 2020, will make strategic investments in rural transportation infrastructure such as roads, bridges, inland waterways, airports, intermodal terminals, and street improvements to help increase the competitiveness of rural communities to attract and retain businesses and industries that provide employment and services for their residents. CF will also invest in other community infrastructure to support the work force and build rural prosperity.
- The telecommunications programs did not meet its KPI due to a few factors. The Connect America Fund II Auction (held in the summer 2018) by the Federal Communications Commission (FCC) provided significant funding for telecommunication projects. This reduced the demand for the RUS telecommunications program. Additionally, RUS received \$600 million in funding through the 2018 Omnibus for the ReConnect broadband pilot program. In FY 2020, the telecommunications program will expand its outreach efforts through the implementation of the ReConnect broadband pilot program and continue to reduce loan processing times through the streamlining of work process and staff training.
- The electric programs exceeded its KPI due to loans to several power supply borrowers that service large territories; the size of the service territory is driven by system and load demand. For FY 2020, the electric program will continue to make investments in rural infrastructure, including transmission and distribution system modernization, renewable electric generation and borrower energy efficiency programs

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Health Facilities: Percent of customers who are provided access to new and/or improved essential community facilities.	5.0	6.8	9.4	Exceeded	6.8	6.8

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Safety Facilities: Percent of customers who are provided access to new and/or improved essential community facilities. ⁹	3.7 (FY14)	4.3	5.5	Exceeded	NA	NA
Number of borrowers' customers receiving new and/or improved electric facilities (Million) ¹⁰	4.6 (FY14)	5.1	5.7	Exceeded	NA	NA
Number of borrowers' subscribers/grantees receiving new and/ or improved telecommunication services (Thousands) ¹¹	158	175	45	Not Met ¹²	139	119
Amount of targeted RD investments that leverage private sector funding (Billion). (Old definition)	7.0	7.5	6.0	Not Met ¹³	NA	NA
Percent of targeted RD investments that leverage private sector funding (Billion). (New definition) ¹⁴	NA	NA	77	NA	78	79
Percent of RD assistance that went to distressed communities - New Measure	NA	NA	11	NA	12	13

Assessment of Performance Data:

⁹ USDA will be retiring this measure; final reporting year will be FY 2018.

¹⁰ USDA will be retiring this measure; final reporting year will be FY 2018.

¹¹ Beginning FY 2019 will include ReConnect and Community Connect subscribers.

¹² A significant amount of alternative grant funding available through the FCC Connect America Fund II Auction (scheduled for the summer of 2018) and the \$600 million in funding from the FY18 Omnibus for the RUS Broadband Pilot Program (GP 779). The availability of these two sources of grants have negatively impacted the demand for this program's loan funds.

¹³ Obligation level for the fiscal year was lower than estimated.

¹⁴ Based on analysis and recommendations from the Innovation Center, Rural Development (RD) has amended the definition of leverage so that it is consistent across all RD programs. Leverage is now defined as "the total dollar amount of financial contributions from both the applicant and other non-Federal sources contributed alongside an RD grant, loan, or guarantee during time of obligation. For guarantees, leverage includes the total dollar amount of the guaranteed loan.

Telecommunications Programs Data: The number of subscribers to be served for each loan/grant approved come from the applicant's loan/grant applications. All applications undergo an extensive review to determine eligibility. Data is self-reported by the applicant. To compensate for this, program staff compares data to certified reports that are submitted, and field staff perform on-site inspections to verify data.

Electric Programs Data: The number of consumers to be served for each loan approved come from the borrower's loan application and annual operating reports. The data include projections of the number of consumers to be served by the facilities/improvements supported by the loan. All loan applications are reviewed for compliance with the eligibility requirements for the relevant electric loan, or loan guarantee. All approved applications must demonstrate financial feasibility and adequate loan security. Loan funds may be used only for the approved purposes for which the loan was made. Borrower loan applications and annual submissions are reviewed by field representatives and Headquarters staff for completeness and accuracy and are subject to audit by program accounting staff.

Health Facilities: Field staff uses information applications received to input data into the population served field in the Commercial Programs Application Processing (CPAP) and/or Guaranteed Loan System (GLS). Community Facilities (CF) National Office staff generates weekly reports to track and analyze performance targets using queries from the Data Warehouse. Finally, completed reports are reconciled with the data within the Program Fund Control System. Applications received from applicants at the State level are considered final and complete. Data collected from CPAP and the Data Warehouse is considered reliable. CF uses a number of processes and controls to ensure data quality and validity. In the field, managers, supervisors and staff are responsible for reviewing the completeness and accuracy of loan application data submitted by applicants.

Distressed Communities: To measure RD investments in Distressed Communities, RD is utilizing the [Distressed Communities Index](#) developed by EIG. The index combines seven publicly-available metrics.

Strategic Goal 5: Strengthen the Stewardship of Private Lands through Technology and Research

Objective 5.1: Enhance conservation planning with science-based tools and information

USDA's Natural Resource Conservation Service (NRCS) is the world leader in delivering science-based conservation planning. The Department has a unique system of more than 3,000 service delivery points that offer technical and financial assistance to producers on their farms, ranches, and woodlands. The technical staff across the country provide assistance to clients on the adoption of the latest science and technology that is critical to help sustain economically sound operations.

USDA's conservation planning process results in conservation-system solutions based on the most recent science and technology standards. The quality criteria that underpin conservation

systems based on USDA-assisted conservation plans will ensure conservation investments achieve desired outcomes while meeting consumer needs.

FY 2018 Accomplishments and 2020 Planned Actions:

- In 2018, over 900,000 customers received brief technical assistance, and over 100,000 customers received comprehensive planning assistance, which resulted in 27.9 million acres with conservation plans;

Private-sector investment in natural resources conservation has grown significantly over the last few decades, and NRCS continues to engage with private partners in carrying out conservation planning and activities. It is critical that such investments achieve the conservation outcomes that meet producer and societal expectations. In 2018, non-Federal partners contributed an estimated \$179 million of in-kind goods and services and over \$267 million in financial assistance toward addressing local resource concerns. These voluntary arrangements allow NRCS and its partners to get far more conservation on the ground than either entity could accomplish separately.

- In 2020, NRCS will continue to develop and streamline its technical tools and assistance by partnering with scientific research institutions and private industry experts to enhance the conservation planning process and results. In addition, program delivery will be streamlined to further focus efforts on the outcomes using a variety of tools and process improvements.
- Continue to Inform conservation-based decision-making through prioritized investments in science-based tools and data

Objective 5.2: Promote productive working lands

Stewardship of private working lands and forests helps to conserve natural resources and sustain the health and vitality of rural America. The Department leads the public and private effort to ensure proven technologies and resources are available to foster productive working land through locally led conservation and direct customer service. USDA's leadership is essential to develop and deliver science-based, conservation solutions in a timely, responsive manner. Conservation programs are continually evaluated to help private land owners and producers build greater resiliency in soils, cropping systems, and wooded landscapes through conservation systems that help them adapt to current and future environmental and market conditions. NRCS goals are to provide technical and financial assistance to improve conservation of natural resources and sustainably increase agricultural productivity and farm incomes.

NRCS works with producers to help them understand the vulnerabilities posed to agricultural systems from variable natural conditions and implement conservation systems on private lands that build resilience to extreme weather and events. Science-based conservation systems help working lands provide healthy, plentiful food and clean water and air. USDA provides the necessary technical and financial assistance in partnership with Conservation Districts and other local entities. USDA also helps to establish technical and programmatic criteria that ensure fair, efficient, effective, and timely customer service in a manner that best serves customer needs

FY 2018 Accomplishments and 2020 Planned Actions:

In 2018, NRCS programs and services resulted in millions of acres of conservation being applied. For example,

- 33.3 million acres treated with conservation practices to improve water quality;
- 27.1 million acres of grazing and forest lands conservation;
- 9.0 million acres of wildlife habitat improvement; and
- 12.6 million acres of conservation applied on the ground to improve soil quality.

Assistance to customers with working lands will continue to focus on:

- Sustainable land-based businesses: Support, through financial and technical assistance, the improvement of rural lands by improving soil condition and keeping sediment and nutrients on the land where they are an asset to the farms. The adoption of a soil health and grazing conservation systems directly impacts the profit margins of land-based businesses by reducing costs and improving the resilience of the soil, crops, or animal herd;
- Offsite water quality: Promote conservation practices on America's working lands for better water quality and help agricultural producers conserve water and reduce runoff transport of pollutants into surrounding water bodies, streams, and rivers. Working with producers will result in 40 million acres of science-based conservation practices going on the ground, such as, vegetation planted on slopes to reduce soil erosion, drainage water management, conservation buffers, water conservation, and nutrient management; and
- Emerging natural resource issues: Continue assistance with soil health management, irrigation efficiencies and designing natural resource conservation systems to reduce the risk of loss from natural disasters, such as, drought, fire, and flood and to mitigate their effects.
- Private sector partnerships: Continue to leverage the private sector expertise and technology to improve; customer service and address emerging challenges and opportunities
- Continue targeting technical and financial resources to achieve landscape-scale conservation objectives and address the most pressing issues affecting landscape resilience.

Objective 5.3: Enhance productive agricultural landscapes

Productive working agricultural lands are critical to the vitality of rural communities where the majority of the economic opportunities are derived from land-based production such as forestry, livestock growing, cropping, as well as tourism and recreation. Balancing land-based production activities in rural communities requires a landscape approach to conservation. Productive agricultural landscapes that are also inviting for tourism and recreation include: clean and available water, healthy wetlands, streams and rivers, abundant fish and wildlife, and productive, healthy soils for crops, livestock, and forestry. In many cases, the economic drivers of production

for one purpose may put pressure on the rural assets in another sector, which can be mitigated through USDA assistance. Sustainable forestry or grazing practices based on good conservation systems can enhance the local economy and continue to provide the landscape views that attract other opportunities. In some cases, there is an asset in the landscape that is an anchor for both economic and environmental vitality. When these key rural assets are conserved through prioritized and focused USDA program assistance, the entire agricultural landscape benefits, both in terms of land-based production activities in one sector and recreational activities in another.

One landscape-scale approach to USDA assistance is through the Regional Conservation Partnership Program (RCPP). The purpose of RCPP is to further the conservation, restoration, and sustainable use of soil, water, wildlife and related natural resources on eligible land on a regional or watershed scale. RCPP offers new opportunities for the agency to work with partners to encourage locally-driven innovation and create high-performing solutions, harness innovation, accelerate the conservation mission, launch bold ideas, and demonstrate the value and efficacy of voluntary, private lands conservation.

Another option for USDA assistance for agricultural landscapes is the Agricultural Conservation Easement Program (ACEP). ACEP is a voluntary program through which NRCS provides financial and technical assistance to help conserve agricultural lands and wetlands and their related benefits by directly acquiring or funding the acquisition of conservation easements on private or tribal lands. ACEP has two components, ACEP-Agricultural Land Easements (ACEP-ALE) and ACEP-Wetland Reserve Easements (WRE).

The Conservation Reserve Program (CRP) encourages producers to plant long-term, resource-conserving perennial vegetative covers to improve water and air quality, control soil erosion, and enhance wildlife habitat on land formerly used in agricultural production. In return, the program provides participants with annual rental and cost-share payments and technical assistance. Contract terms run between ten and 15 years. CRP is designed to restore and enhance wetland and riparian areas to improve water quality and provide quality habitat for waterfowl and other wildlife.

FY 2018 Accomplishments and 2020 Planned Actions:

- In 2018, over 160,000 acres of conservation easements were acquired to assist local communities with conservation in agricultural landscapes. Easements were acquired for farmland, grasslands, and wetlands to help connect and preserve critical areas under permanent easements. In addition, all easements acquisitions under previous repealed programs were completed.
- Targeted landscape approach: Accelerate focused technical assistance through landscape conservation initiatives, such as, the Great Lakes Restoration Initiative, Sage Grouse Initiative, Gulf of Mexico Initiative, and the Mississippi River Basin Healthy Watersheds Initiative. This effort will also engage beginning farmers and producers that have not previously participated in NRCS programs but who are critical in solving the identified resource concerns in special initiative areas;
- Easements: Continue focus on existing and new agricultural easements applications to

maximize landscape connectivity and environmental benefits; and

- Piloting new methods to accelerate impacts: The National Water Quality Improvement Initiative was piloted in 17 States, rewarding local efforts in watersheds detailed plans have been developed. Landowners and producers participating in the initiative will receive financial assistance to work on the land in a sustainable way, which provides cleaner water while keeping the land productive into the future.
- Though most CRP enrollment was suspended in FY 18 to avoid exceeding the statutorily mandated acreage enrollment cap, Conservation Reserve Enhancement Program (CREP) and CRP-Grassland offers were still being accepted (note: CRP-Grassland offers can only be approved during a batching period).
- CRP enrollment suspension was lifted June 4 and sign-up continued through August 17 for a smaller selection of CRP practices. FSA prioritized CRP practices for enrollment that have the greatest conservation benefits for soil, water, and wildlife resources. Each of the eligible practices have been identified as having large benefits for two of the explicitly identified goals for CRP. Additionally, signing, practice, and soil rental rate incentives were not made available for new continuous CRP offers.
- Within the framework of new Farm Bill legislation and at the direction of the Administration, FSA will work collaboratively with NRCS to ensure effective program and technical assistance delivery.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Soil carbon retained on cropland to improve yields and sequester carbon (Thousand Tons)	140	140	191	Exceeded	NA	NA ¹⁵
Cropland with conservation applied to improve soil quality (Million Acres) - EQIP	3.0	3.0	3.1	Met	3.1	3.1
Cropland with conservation applied to improve soil quality (Million Acres) - CTA	5.9	5.9	6.0	Met	5.9	6.0
Tons of sediment prevented from leaving cropland and entering waterbodies (Million Tons)	4.6	4.6	5.3	Met	5.7	5.7

¹⁵ This measure is being discontinued due to a methodology issue

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Working land protected by conservation easements (Thousand Acres)	107.1	101.0	163.0	Exceeded	140.0	163.0
Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers (Cumulative, Million Acres)	1.6	1.6	1.5	Met ¹⁶	1.53	1.53
Acreage enrolled in CRP grasslands - New Measure	0.5	NA	NA	NA	0.9	0.9
CRP restored wetland acreage (Million Acres) ¹⁷	1.9	1.9	2.3	Met	NA	NA
Contract Implementation Ratio - New Measure	NA	NA	NA	NA	87	87
Annual practice implementation rate – New Measure	NA	NA	NA	NA	53	53

Assessment of Performance Data:

Conservation Reserve Program Measures:

- Data Source/methodology: National CRP Contract Data Files
- Means used to verify and validate data: FSA measures national wetland acres in the following categories: Wetland restoration, Marginal pastureland buffers, Bottomland trees, Shallow water areas for wildlife, Farmable Wetlands Program, Duck Nesting Habitat, State Acres for Wildlife Habitat wetlands. Before being populated in the national CRP contract data file, automation controls assist with data validity and verification of CRP offers. A CRP offer submitted by a producer is first entered into TERRA (Tool for Environmental Resource Results Assessment), which has system controls for CLU selection, CRP practice assignment, land eligibility determination, and maximum payment calculation utilizing Soil Rental Rates. TERRA then transfers the offer data to COLS (Conservation Online System), which validates TERRA data and determines producer eligibility and cropping history.
- Accuracy of data – FSA considers the completeness of data and data quality to be good

¹⁶ Range for met is +/- .05 million acres.

¹⁷ USDA will be retiring this measure; final reporting year will be FY 2018.

Other Conservation measures:

- **Verification and Validation:** The sources of data for all performance measures are the National Planning and Assessment Database (NPAD) and the Performance Results System (PRS). NRCS regularly collects program performance data through a variety of data collection tools, processes, and related software that provides information on a routine basis to support the agency's strategic and performance planning, budget formulation, workforce planning, and accountability activities. NRCS tracks and evaluates field and state level conservation planning efforts and practice implementation through PRS, except for easement program data which are tracked through the National Easement Staging Tool (NEST). The data source for the modeled aspects of the performance data is Conservation Effects Assessment Project (CEAP) surveys.
- **Completeness of Data:** The reported performance measures are based on data reported from October 1, 2017 through September 30, 2018. Numerous data quality mechanisms within PRS ensure the completeness of each performance record entry. Each performance record must adhere to a set of quality assurance requirements during the upload process. Business rules, definitions, and internal controls enforce accountability policies or business requirements and diagnose potential entry errors. Error reports are generated for managers at multiple levels to review for completeness or rejected entries, including the Strategic Planning and Accountability Deputy Area staff. On an annual basis, the State Conservationists certify that the data is complete and accurate. The conservation data from NPAD is then fed into a model to estimate the carbon and sediment retained. The model can provide estimates for thirty-nine percent of cropland conservation practices applied and fifty-six percent of the acres addressed with a conservation practice.
- **Reliability of Data:** The data reported for performance measures was determined within PRS based on information validated and received from the National Planning and Agreements Database (NPAD) and ProTracts. Conservation plans are developed in consultation with the customer, created with the Customer Service Toolkit, and warehoused in the NPAD. Applied conservation practices are date-stamped, geo-referenced, and linked to employee identification, enabling detailed quality assurance reviews. Periodic reviews are conducted by state office and headquarters personnel to assess the accuracy of reported data. The modeled aspects of the performance data have reliability estimates based on the statistical reliability of the National Resource Inventory (NRI).
- **Quality of Data –** The data is reported by field staff located where the conservation is occurring. Field staff are trained and skilled in conservation planning and application suited to the local resource conditions. Error checking enhancements and reports within the PRS application maintain data quality by allowing users at local, state, and national levels to monitor data inputs. NRCS designates key personnel, at both the state and national levels, to conduct quality assurance reviews periodically throughout the year to ensure the data is reliable and accurate. At the end of the fiscal year, each State Conservationist signs and certifies that PRS data is valid, complete, and reliable. The data quality of modeled aspects of

the performance data are based on the scientifically peer-reviewed modeling procedures and protocols.

- Linking Performance to Programs – To ensure program accountability and evaluate program efficiency, data on performance measures for conservation applied must be linked to the program that funded the staff time needed to carry out each activity.
- Limitations Associated with Performance Management Reporting – Problems with performance management reporting are typically caused by errors in data entry. NRCS developed several software controls within PRS to ensure such errors are minimized.

Strategic Goal 6: Ensure Productive and Sustainable Use of our National Forest System Lands

Objective 6.1: Contribute to the Economic Health of Rural Communities through Use and Access Opportunities

The Forest Service manages America's National Forests and Grasslands according to the diverse interests and values of national, regional, and local populations. These public lands support local economies through recreation, timber, energy, minerals, livestock grazing, environmental restoration projects, and construction and maintenance of infrastructure.

As part of Department-wide efforts to reduce regulatory barriers, enhance customer service, and deliver benefits to rural economies, the Forest Service has improved digital tools such as Recreation.gov and is testing online permitting for special uses. Examples of outcomes include:

- Millions of visitors to national forests and grasslands every year are enjoying increased online access to reserve tours, campsites, lodging, day-use facilities, and obtain permits for activities with quotas, for example, rock climbing.
- Simplification of the overall permitting process and implementation of online permitting for outfitters, guides, and other small businesses. Developed in FY 2018, and piloted in FY 2019, online permitting will enhance customer service from USDA Forest Service and increase economic benefits. For example, in 2018 four forests implemented online permitting systems for Christmas tree permits.
- Special use permits such as energy, utility, and communications infrastructure on national forest system lands support approximately 120,000 private sector jobs and provide critical services to communities. For example, current permits include about 2,700 power line authorizations carrying electricity to 70 million homes. Process improvements reduced the Forest Service permit backlog by 49 percent as of September 2018 compared to January 2016.

FY 2018 Accomplishments and 2020 Planned Actions:

- In FY 2018, visitor satisfaction was rated at 95 percent, reflecting the result of our continued efforts to provide access to quality landscapes, offer a variety of recreation opportunities and settings, and maintain recreation facilities to acceptable standards. A milestone for customer service was the October 1st, 2018 launch of the new Recreation.gov website to the public. Recreation.gov services include reservation and trip planning for 100,000 individual recreation sites and activities and 3,500 recreation areas managed by seven Federal agencies. Improved call center services include extended hours seven days a week. Recreation.gov site users can provide feedback to staff through visitor reviews and online comments.
- In FY 2018 the agency sold about 3.2 billion board feet, a 10 percent increase over FY 2017 and an amount last reached in 1997. This achievement was made possible by use of tools authorized or amended in the 2014 Farm Bill and 2018 omnibus, including Good Neighbor Authority, insect and disease NEPA categorical exclusions, stewardship contracting, and the Agriculture Conservation Experienced Services Program. National forests are typically located near rural and low-income communities making forest products industry employment an important contributor to local economies. Forest products include timber and pulp for fuel, paper products, and construction materials.
- The Forest Service goal in FY 2020 is to sell 3.7 billion board feet of timber, an increase of 16 percent from current sales levels, to continue work towards the President's goals established in the Executive Order Promoting Active Management of America's Forests, Rangelands, and other Federal Lands to Improve Conditions and Reduce Wildfire Risk issued on December 21, 2018. To do this, we will leverage every tool available, including maximum use of our new 2018 Farm Bill authorities; modernizing our forest products processes to become more agile, flexible, and adaptable to better meet market demand and improve forest condition; improving processes for the way we conduct environmental analysis and decision making to increase efficiency and reduce costs; and continuing to use science-based tools for decision making.
- In FY 2020, we will continue to test and provide up-to-date recreation and permitting tools to maintain our high visitor satisfaction rate, building on pilot programs tested in 2019 that will prepare the Forest Service to expand these online services to more locations.

Objective 6.2: Ensure Lands and Watersheds are Sustainable, Healthy, and Productive

Sustaining healthy lands and watersheds through active management contributes to their resilience to meet the needs of present and future generations. Successful resource management requires collaborative work at a landscape scale with State and private partners. In 2018, the Forest Service launched the Shared Stewardship initiative to bring States and other stakeholders together to prioritize cross-boundary investments in management and monitoring to improve forest conditions. Building on recent national assessments (such as terrestrial condition, wildfire hazard, insect and disease, forest inventories, drinking water, and watershed condition), in FY 2018 the Forest Service developed a science-based decision support framework to simulate investment strategies over the short term (three to five years). Using advanced science tools like this, decisions can be made to protect communities and maintain resilient forests.

Improvements to internal processes that make environmental analysis more efficient and timber sale contracts more flexible are increasing results on the ground. Gains are also being made by using the authorities in the 2018 Omnibus Bill, including new categorical exclusions for improving forest conditions, road maintenance authorities, and stewardship contracting to achieve work over longer periods of time. Through stewardship contracting, companies receive the value of forest products while providing the Agency with services to implement restoration objectives within the project area.

Protection of water resources is an important aspect of ensuring lands are sustainable, healthy, and productive. The Forest Service selects restoration and maintenance priorities using a set of 12 environmental indicators (e.g., soils, roads, forest cover, etc.) that reflect watershed condition. The percent of all watersheds on National Forest System lands that are in functioning condition, impaired function, and functioning at risk, are tracked nationally and improved through the implementation of watershed treatment projects, usually completed with the help of partners.

FY 2018 Accomplishments and 2020 Planned Actions:

- Watershed health is one indicator of overall forest health, the agency met the target of 53 percent of all watersheds on National Forest System lands in functioning condition. USDA will retire this measure in 2019.
- In FY 2018, the agency reforested over 183,000 acres to develop and sustain healthy future forests.
- The agency will continue to improve environmental analysis processes more efficient and use authorities in the 2018 Omnibus Bill for improving forest conditions, road maintenance, and stewardship contracting to achieve results on the ground.
- Tree and plant nurseries and their seedbanks are critical to the agency's ability to address reforestation and revegetation needs. With 88 percent of the tree planting needs due to wildland fire damage, in FY 2020 the agency will continue to plan for and collect seeds in advance of fires that might severely impact local seed sources. This ensures the agency has seeds from the right geographic areas to restore the landscape post-fire.

Objective 6.3: Mitigate Wildfire Risk

Managers and owners of forests across the Nation face urgent challenges, among them catastrophic wildfires, invasive species, drought, and epidemics of forest insects and disease. Of particular concern are longer fire seasons and the rising trend in the frequency of large and high severity of wildfires, along with the expanding risk this trend brings to communities, natural resource conservation, and the safety of firefighters.

The Agency is improving procedures and coordination across jurisdictional boundaries. We are engaging with states, fire associations, and non-governmental organizations in cross-boundary landscape level work to reduce the risk of harmful or uncontrollable wildfire. The agency is fostering and developing relationships with state partners using the Good Neighbor Authority. As of September 2018, 188 Good Neighbor agreements were operating in 37 states.

To mitigate risk of harmful or uncontrollable wildfire, the Agency has implemented many treatments including hazardous fuels reduction, vegetation thinning, and prescribed burning. Priority landscapes, such as residential and commercial development within the wildland-urban interface and other high-risk areas, are defined with partners. The Forest Service continues to develop tools and models for longer term forecasting of wildfire risk that help in decision-making and evaluating how decisions are made. The agency employs specialized Risk Management Assessment Teams that provide enhanced analytics for better decision-making on key wildfire incidents and implements risk management training for line officers.

FY 2018 Accomplishments and 2020 Planned Actions:

- The Agency met both of its 2018 goals for fuel treatments. The annual acreage treated to reduce or maintain fuel conditions on National Forest System and non-federal lands was 3.4 million acres. Annual acreage of National Forest System lands where final treatment effectively mitigated wildfire risk was 1.036 million acres.
- In FY 2020, the Agency will continue the Shared Stewardship approach to work across boundaries, using the best available science to ensure hazardous fuels treatments are implemented in high risk areas and increasing the number of acres treated overall.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Percent of customers satisfied with recreation facilities, services, and settings on National Forests	95	95	95	Met	95	95
Timber volume sold (Billion Board feet)	2.9	3.4	3.2 ¹⁸	Met	3.7	3.7
Percent of National Forest Systems (NFS) watersheds in a functioning condition ¹⁹	53	53	53	Met	NA	NA
Annual acreage of NFS lands where final treatment effectively mitigates wildfire risk (million acres, annually)	0.74	1.1	1.04	Met	1.1	1.2

¹⁸ Range for met is 10 percent.

¹⁹ USDA will be retiring this measure; final reporting year will be FY 2018.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Annual acreage treated to reduce or maintain fuel conditions on NFS and non-Federal lands (million acres, annually)	2.77	3.0	3.4	Met	3.4	3.4

Assessment of Performance Data:

- Visitor satisfaction data are from the National Visitor Use Monitoring. Acres treated data are from the Forest Activity Tracking System database. Timber volume sold data comes from the Timber Information Manager database. Watershed condition data are from the Watershed Classification and Assessment Tracking Tool.
- Data are collected by field staff during project execution and Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level.
- The Forest Service uses a number of processes and controls to ensure data quality and validity. Performance measures have a Data Quality Assurance Plan that establishes data stewardship roles and responsibilities at various levels in the agency and provides training modules tailored to roles intended to establish uniformity in staff knowledge base on data stewardship. Field staff and managers are responsible for the completeness and quality of the data. Regional leadership certifies performance of all appropriate procedures to ensure validity and reliability of performance data, and to document data that do not meet the standard.

Strategic Goal 7: Provide All Americans Access to a Safe, Nutritious, and Secure Food Supply

Objective 7.1: Prevent Foodborne Illness and Protect Public Health

The USDA continues to implement a data-driven regulatory strategy to improve *Salmonella* control in raw poultry slaughter and processing establishments. In FY 2019, the USDA will develop and implement an action plan to encourage establishments which have been chronically or intermittently assigned to Category 3 and are not meeting the performance standards, to regain process controls for *Salmonella*. In addition, the Department will consider new performance standards for *Campylobacter*.

The USDA will also continue to monitor the number of establishments whose non-compliance rate decreases 120 days after receiving an Early Warning Alert (EWA) for Public Health Regulations/ Noncompliance Records (PHR/NRs). The Department will continue to utilize the newly-developed Public Health Information System (PHIS) alert for Inspection Program Personnel (IPP) in poultry establishments whose performance declined from the previous category while providing a follow-up sampling performance alert summarizing recent performance to assist in trend analysis. The alerts will include number of positives, number of samples analyzed, and running percentage positive.

FY 2018 Accomplishments and 2020 Planned Actions

- Performance Standards - The USDA is implementing a data-driven regulatory strategy to improve *Salmonella* control in raw poultry slaughter and processing establishments. In FY 2018, this strategy informed the development and issuance of two instructional notices to the field covering FSIS inspection program personnel follow-up sampling and the verification of establishment initiated corrective actions/reassessment activities for establishments that are not meeting the *Salmonella* performance standards.
- The USDA also hosted four informational webinars: two targeted industry stakeholders and communicated the results of an analysis of the effect of neutralizing Buffered Peptone Water (nBPW) on the current poultry carcass and chicken parts performance standards, and two additional informational webinars described how categories are assigned to individual establishments subject to the *Salmonella* performance standards.
- In January of 2018, the USDA began posting the category status for individual establishments producing raw chicken and turkey carcasses subject to a *Salmonella* performance standard and announced plans to begin posting the *Salmonella* category status for individual establishments producing raw chicken parts (legs, breasts, wings) and comminuted chicken and turkey products in the first quarter of FY 2019.
- In March of 2018, the USDA issued a follow-up sampling notice, FSIS Notice 18-18, “Follow-Up Sampling in Raw Poultry Establishments Not Meeting *Salmonella* Standards” to address Category 2 alerts. Additionally, the USDA implemented Category 2 and 3 PHIS weekly alerts in establishments producing carcasses, parts, or comminuted poultry parts.
- The USDA also developed analytical tools and reports to assist in the monitoring and evaluation of EWA data in FY 2018. Using interactive data-driven graphics, the Department can continue to research individual establishment performance over time. These tools assist in identifying recidivist establishments that need further assistance or action and influence policy decisions to address specific food safety concerns and improve public health.

Collaborations with Food Safety Partners:

- The USDA maintains a multitude of collaborations and partnerships to improve food safety outcomes in a manner that would be impossible to achieve alone. Through ongoing engagement with Federal, State, Tribal, territorial, local agencies, and stakeholders, the USDA's Food Safety and Inspection Service (FSIS) has built a strong integrative approach to food safety collaboration. Additionally, through several Memoranda of Understanding (MOUs) and Memoranda of Agreement (MOAs), the USDA documents the procedures and responsibilities for collaborative efforts. Both vehicles ensure the USDA's collaborative approach is effective in the prevention of and responding to foodborne illness. See [Appendix A](#).
- FSIS-FDA Dual-Jurisdiction Establishments Workgroup: In 2018, USDA and the Food and Drug Administration (FDA) entered into a formal agreement to increase regulatory and operational efficiency and improve program effectiveness through enhanced collaboration and coordination. As part of the agreement, an interagency Dual-Jurisdiction Establishments Workgroup was convened to increase regulatory efficiency, decrease unnecessary regulatory burdens, and use government resources more efficiently to protect public health related to jurisdictional decisions under the USDA's and FDA's respective authorities. In 2019, the work group will focus on near-term activities to further coordination and information sharing and identify possible changes through rulemaking.
- Healthy People Food Safety Workgroup (HP FSWG): Healthy People is a Governmentwide initiative aimed at improving the health of all Americans through establishing and monitoring science-based 10-year national objectives. The HP FSWG includes subject matter experts from the Centers for Disease Control and Prevention (CDC), FDA, other Health and Human Services (HHS) organizations, USDA/FSIS, and the Food and Nutrition Service. The goal of the HP food safety topic area is to reduce foodborne illness in the United States by improving food safety-related behaviors and practices. In FY 2018, FSIS continued to co-lead, with FDA, the HP FSWG, and continued tracking HP 2020 food safety objectives. In 2019, the USDA will continue these efforts and will finalize the objectives, data sources, and targets for HP 2030.
- Interagency Retail *Lm* Action Plan: Enhancing Outreach on the Control of *Listeria monocytogenes* in Retail Delicatessens: In FY 2018, the USDA, in collaboration with FDA and CDC, convened a workgroup to develop an interagency retail *Lm* action plan to guide outreach to support the control of *Lm* at retail delicatessens. In 2019, the USDA will work through its retail workgroup to improve intra-agency coordination of retail-related activities and will collaborate with FDA and CDC to map out current Federal outreach activities related to the control of *Lm* at retail and use this information to identify opportunities to better leverage limited Federal resources to support retail food safety.
- Interagency Collaboration on Genomics for Food and Feed Safety (Gen-FS) and PulseNet: PulseNet is a national laboratory network, headquartered at CDC, that connects foodborne illness cases to detect outbreaks. In FY 2018, the USDA/FSIS hosted CDC PulseNet scientists for an annual meeting to discuss updates to PulseNet, genomics software, whole

genome sequencing (WGS) analyses, and metagenomics applications. USDA scientists participated in PulseNet steering committee meetings, the Integrated Foodborne Outbreak Response and Management (InFORM) Conference, and the PulseNet International meeting.

Gen-FS is an interagency group with agency leaders from FDA, CDC, USDA, and the National Center for Biotechnology Information, with the primary function to coordinate, strengthen, and lead U.S. WGS efforts among Federal and State partners and further improve public health. In FY 2018, the Gen-FS partnership made significant progress on strengthening WGS related coordination and harmonizing activities. In 2019, a USDA-led subgroup will focus on virulence and pathogenicity genes in *Salmonella* of One Health interest. At the end of the year, this workgroup expects to develop a framework to zero-in on genes that could have potential in further categorizing certain genotypes based on one health risk potential.

- Interagency Risk Assessment Consortium (IRAC): IRAC, co-Chaired by USDA and FDA in 2018, consists of representatives from 23 U.S. Government agencies, institutes, and centers with responsibilities and related interests in the conduct of food safety risk assessments. In this consortium, agencies collectively work to enhance communication and coordination among the member agencies and promote priority scientific research useful for food safety risk assessment, advancement of modelling methods, and sharing data and information. IRAC supports continued advancement of the emergent field of quantitative microbiological risk assessment and evolving field of chemical risk assessment; both are required to guide major Federal policies and support risk management decision-making.

In 2019, the USDA will participate in a multi-agency Federal effort exploring current quantitative approaches to evaluate the interpretation of epidemiological data for use in risk assessments. This evaluation is part of on-going efforts to utilize current approaches to enhance the rigor and reproducibility of Federal risk assessments.

For additional information on other USDA collaborations, partnerships, MOUs/MOAs, refer to [Appendix A](#).

Objective 7.2: Provide access to safe and nutritious food for low-income people while supporting a pathway to self-sufficiency

The Supplemental Nutrition Assistance Program (SNAP) is the foundation of America's nutrition assistance system. SNAP provides benefits that can be used to purchase food at authorized retailers for preparation and consumption at home. It makes resources that can be used for food available to households with little income. Benefit levels are based on the Thrifty Food Plan, a representative healthful and minimal cost meal plan that shows how a nutritious diet may be achieved with limited resources. The amount received by a household depends on its income, expenses, and size.

Participation in SNAP Employment and Training (E&T) Programs: In partnership with State and local agencies and Federal, public, and private partners, E&T programs are designed to help able-bodied SNAP recipients find work or gain the skills, training, and experience that lead to

employment. USDA will continue to work with State agencies to incorporate robust E&T components into SNAP State plans. In addition, USDA will disseminate best practices regarding skills-based training components to State agencies.

FY 2018 Accomplishments and 2020 Planned Actions

- Most U.S. households have access at all times to enough food for an active and healthy life and are food secure. The estimated percentage of households that were food secure in 2017 (88.2 percent) increased significantly from 2016 (87.7 percent), and continued an upward trend from a low in 2011 when only 85.1 percent of households were food secure.
- FNS supports helping SNAP recipients become self-sufficient through SNAP E&T programs. FNS increased its capacity at the national and regional levels to work directly with all States to improve E&T, and through its SNAP to Skills (S2S) Project provided more targeted technical assistance to 15 States. Through S2S, FNS also created tools and resources that are available to all States and other stakeholders. FNS has disseminated policy briefs on best practices such as *Integrating SNAP E&T into Career Pathway Systems to Boost Outcomes*, and *SNAP E&T and WIOA: Partnering to Raise Skills and Employment*. It has published the *SNAP E&T Operations Handbook: A Step-by-Step Guide to Developing, Implementing, and Growing a SNAP E&T Program*, a “soup to nuts” guide on how to build a SNAP E&T program using third-party partners to deliver services. Other materials include *The Employment and Training Review*, a monthly newsletter that is disseminated to over 6,000 people, a series of webinars on best practices, and four promotional videos featuring State agencies, E&T providers and SNAP participants.
- Although the prevalence of households that are food secure has continued to increase after reaching its lowest level in 2011, it is still not at the pre-recessionary level of 89 percent (2005-2007). About 58 percent of the food insecure households reported that they participated in SNAP, Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) or the National School Lunch Program in the month prior to the survey. Therefore, the need for developing and implementing evidence-based strategies that can further increase the percentage of low-income households with consistent and dependable access to food continues.
- In FY 2020, FNS will work to enhance the quality and outcomes of SNAP E&T programs by developing a national technical assistance strategy to best position States to expand and strengthen SNAP E&T under a common vision. National leadership activities would include supporting successful projects such as the SNAP to Skills Project and developing other activities to promote the use of employer-driven, skills-based strategies.

Strategic Objective 7.3: Support and encourage healthy dietary choices through data driven, flexible, and customer-focused approaches

The National School Lunch Program (NSLP) is a federally assisted meal program operating in over 99,000 public and non-profit private schools and residential child care institutions. Schools and districts that choose to participate in the NSLP receive cash subsidies and USDA Foods from the U.S. Department of Agriculture (USDA) for each meal they serve that meets the Federal

requirements. Generally, children from families with income at or below 130 percent of the Federal poverty level are eligible for free meals, while children from families with incomes between 130 percent and 185 percent are eligible for reduced price meals. Schools can charge no more than 40 cents per reduced price lunch and no more than 30 cents per reduced price breakfast. Children who do not qualify for free or reduced-price meals may purchase a lunch at the “paid” rate. Local school districts have discretion in setting the price of a paid lunch, provided they meet minimum Federal requirements.

FY 2018 Accomplishments and 2020 Planned Actions:

- USDA is working to provide flexibility so that program operators can serve healthy meals that students enjoy. Updated nutrition standards are truly successful only when all of America’s school children eat and enjoy the school meals. While some Program operators have had great success in implementing the updated nutrition standards in a way that encourages healthy eating and participation, some school meal programs require additional flexibility and support from USDA to meet this goal.

These standards broaden the milk options in the National School Lunch Program and School Breakfast Program by allowing local operators to permanently offer flavored, low-fat milk. For consistency across nutrition programs, it will also allow flavored, low-fat milk in the Special Milk Program for Children and in the Child Start and Adult Care Food Program for participants ages 6 and older. Second, this final rule will require that half of the weekly grains in the school lunch and breakfast menu be whole grain-rich, thus ending the need for the exemption process. Third, it will provide schools in the lunch and breakfast programs more time for gradual sodium reduction by retaining Sodium Target 1 through the end of school year (SY) 2023-2024, continuing to Target 2 in SY 2024-2025, and eliminating the Final Target that would have gone into effect in SY 2022-2023. By codifying these changes, USDA acknowledges the persistent menu planning challenges experienced by some schools and affirms its commitment to give schools more control over food service decisions and greater ability to offer wholesome and appealing meals that reflect local preferences.

- Over 51 million children attend schools that operate the NSLP. More than 30 million children participate in the NSLP each school day, with over 20 million receiving their lunch at no cost or at a reduced price. Provisions designed to improve access, streamline administration, and eliminate barriers to participation have helped USDA reach more of the nation’s children in recent years. In fact, participation among children eligible for free meals has increased by over 34 percent in the last decade. USDA continues to work to connect our nation’s most vulnerable children with the wholesome foods they need to stay healthy and focused during the school day.
- In addition to the meal pattern flexibilities, USDA is committed to finding other ways to simplify menu planning and expand menu choices. In December 2017, FNS issued a Request for Information to gather feedback about current food crediting guidelines from a wide variety of stakeholders. FNS will use this public input to develop new guidance and resources in FY 2019 to enhance flexibility and expand the food options available to menu planners working hard to prepare meals that children enjoy.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Percentage of establishments that meet pathogen reduction performance standards	75	68	71	Exceed	NA	NA
New methodology for above measure ²⁰	68	NA	NA	NA	72	73
Percentage of establishments whose noncompliance rate decreases 120 days after receiving early warning alert	70	71	73	Met	73	74
Percentage of American households with consistent, dependable access to food	88.2	87.7	NA ²¹	Deferred	87.9	88.0
Annual percentage of eligible children participating in the National School Lunch Program (NSLP)	58	59	57.8	Met ²²	59	59
Percentage of SNAP Employment & Training participants engaged in education and skills-based training	33 (2016)	35	25.5 ²³	NA	27.5	29.5

²⁰ New methodology for this measure will take a full-year affect in FY19. The measure currently looks at performance standards related to reducing *Campylobacter* and *Salmonella* in certain types of raw poultry products. In August 2018, the USDA changed the laboratory method it uses to test for *Campylobacter* in raw poultry products from a direct plate method to a more sensitive enrichment method. These changes directly influenced the calculated and target values of the measure because the current *Campylobacter* performance standards no longer applied, and thus *Campylobacter* performance will not be incorporated into the measure until new performance standards for this pathogen are established and implemented based on the more sensitive enrichment method. In FY19 and FY20, the measure, therefore, will include only *Salmonella* performance standard results. In the future (FY20), when new *Campylobacter* performance standards are established under the enrichment testing method, a new agency-level *Campylobacter*-specific performance measure may be established.

²¹ FY 2018 Actual Data will be available until September 2019.

²² Met range is 56.0 - 61.6 percent.

²³ The baseline (FY18) for this measure has been reset to increase the data quality. FNS modified the fields that States select when reporting component participation to enhance FNS' understanding of which services SNAP E&T participants were receiving. The new component options that States may select are more precise than our previous data fields.

Performance Measures	Baseline Data FY17	FY18 Target	FY18 Actual	FY18 Result	FY19 Target	FY20 Target
Annual percentage of eligible children participating in the School Breakfast Program (SBP) - New Measure	30	30	NA	NA	30	31

Assessment of the Performance Data:

Food establishments measures:

- Data Source/Methodology: focuses on using pathogen reduction performance standards to assess the food safety performance of establishments that slaughter and process poultry and meat products. It examines the USDA’s influence on the behavior of establishments by verifying the effectiveness of establishments’ food safety programs and process controls to increase the percent of establishments that meet pathogen reduction performance standards. In FY 2018, the measure included the performance standards related to reducing *Campylobacter* and *Salmonella* in certain types of raw poultry products. However, the USDA is changing the laboratory method it uses to test for *Campylobacter* in raw poultry products. These changes will directly influence the calculated and target values of the measure because the current *Campylobacter* performance standards will no longer apply, and thus *Campylobacter* performance will not be incorporated into the measure until new performance standards for this pathogen are established and implemented based on the more sensitive enrichment method. Beginning in FY 2019, the measure will include only *Salmonella* performance standard results.
- The USDA calculates the performance status for each poultry product at an establishment using data from recent 52-week periods ending 10 days prior. The ten-day lag allows all needed sampling results to be completed and stored in PHIS. This status is calculated weekly, and the measure is then calculated from these statuses.
- Percentage of establishments whose noncompliance rate decreases 120 days after receiving early warning alert measure supports the modernization of inspection systems, policies, and the use of scientific approaches by focusing on the work inspectors do to address specific food safety concerns at establishments. It tracks the percentage of establishments that improve their performance (fewer non-compliances) within 120 days of receiving a Public Health Regulation (PHR) Early Warning Alert (EWA). PHRs are a subset of regulations associated with higher non-compliance rates in establishments in the 3 months before a positive pathogen sampling result or enforcement actions, than in establishments without

pathogen-positives or enforcement actions. The USDA uses results of inspection tasks to calculate a PHR non-compliance rate for each regulated establishment and issues a PHR EWA when an establishment has a non-compliance rate that is elevated and is at or exceeds the Department's Non-compliance Cut Point for Early Warning. To calculate this measure, the USDA takes a snapshot of PHIS inspection task results on the 15th of every month. These results are used to calculate Public Health Regulation (PHR) noncompliance rates for all regulated establishments and early warning alerts are issued. Establishments receive alerts based on data currently recorded in PHIS. Evaluating an alert outside of the specified alert date will yield different results. Therefore, starting in February 2017, the USDA began taking a snapshot of alert data on the day of the monthly alert to maintain a consistent alert dataset.

- **Means of Verification:** In the *Percentage of establishments that meet pathogen reduction performance standards*, the data are verified by a calculation using complete sampling data from a 52-week period for each product/pathogen pair. *Percentage of establishments whose noncompliance rate decreases 120 days after receiving early warning alert*, the initial baseline was set using five 120-day data points. The baseline was then revised based on ten 120-day data points. Going forward, the USDA may need to continue to modify the proposed method and targets over time as limited data exist from which to predict reasonable behavior over time.
- **Accuracy of Data:** For *Percentage of establishments that meet pathogen reduction performance standards*, the data are accurate. While PHIS is a dynamic database where data can change over time, it is possible, although unlikely, that some analyzed sample results would not be in PHIS at the time USDA determines an establishment's performance outcome for 52-week periods. Once the results for a period are produced, they are kept unchanged. However, these limitations are not expected to be serious enough to impact the reliability of the measure. For *Percentage of establishments whose noncompliance rate decreases 120 days after receiving early warning alert*, the data are accurate. While PHIS data can change over time, snapshot data are captured and used in calculating the measure to maintain a consistent dataset.

Food Nutrition Measures:

- FNS uses data from a variety of sources to measure performance. For example, data on households with access to food comes from the annual survey conducted by the U.S. Census Bureau as a supplement to the nationally representative Current Population Survey (CPS). The data are collected annually in December.
- Data for the other two measures are compiled and reported to FNS on a scheduled basis by State agencies. FNS program administrative data are certified as accurate by the submitting States and reviewed for completeness and consistency by FNS staff. NSLP participation are

based on 9-month (school year) averages. Participation data are collected and validated monthly before being declared annual data. Participation and enrollment data reporting are used to support program financial operations. All of the data are used in published analyses, studies and reports. The data also are used to support dialogue with and information requests from the Government Accountability Office, the Office of Inspector General, and the Office of Management and Budget.

- Data for the SNAP E&T program are also submitted by States and checked for accuracy by FNS staff. However, this data is collected on an annual basis and may be less accurate than other FNS data that directly supports financial operations. FNS will continue to provide technical assistance and oversight to ensure States address deficiencies in collecting and reporting data in order to improve the reliability and quality of the data, including the number of SNAP participants enrolled in education and skills-based training.

Agency Priority Goals

1. IT Modernization Priority Goal

Achievements:

USDA created the first Cabinet-level suite of comprehensive, chief executive officer administrative dashboards in the Federal government, which provide key data related to USDA's strategic goals and seven administrative functions: human resources, information technology, finance, property, procurement, security, and operations. The result of this endeavor was the creation of more than 110 best-in-class enterprise dashboards in FY18 for release to all Department and Mission Area leadership. Additionally, OCIO implemented USDA's first enterprise analytics infrastructure solution to handle structured and unstructured data. This effort included integrating data from 52 different data sources in systems spanning the agency's USDA's 29 agencies and staff offices to provide the Department with enhanced capacity to collect accurate, reliable, complete, accessible, and consistent data.; created 110+ best-in-class enterprise dashboards in FY18 for release to all Department and Mission Area leadership. Once the dashboards and infrastructure solution were deployed, OCIO granted 205 distinct users access to the server and achieved a 232% increase in viewership in the month of August.

Assessment of Performance Data:

Integrated data from 52 different data sources in systems spanning the agency's 29 agencies and staff offices data was pulled from USDA's official systems of record various data validation methodologies were used to determine the quality of the data used across all sources; data quality improvement plans and enterprise data governance will be a focus of FY19.

2. Customer Experience Priority Goal

Achievements:

The Farm Production and Conservation (FPAC) Mission Area continues to make progress on the Agency Priority Goal (APG), "Improve Customer Experience at USDA". In FY2018, the FPAC mission area leadership established a Customer Experience (CX) core team that was comprised of subject matter experts and leadership from all three mission area agencies (Risk Management Agency (RMA), Farm Service Agency (FSA), and Natural Resource Conservation Service (NRCS)). The FPAC CX team, with contractor support, defined a data-driven model for evaluating and analyzing customer experiences. The team focused on understanding the external customers, producers/farmers, experience and how to improve them. The CX team conducted in-depth research at selected USDA service center locations. As result of the research, the CX team created an initial set of indicators and strategies to measure and improve customer experiences and initiated steps and actions for creating a permanent FPAC CX Office in the newly created FPAC-Business Center. The FPAC CX Office will be supported by 7 full time equivalents FTEs to implement and execute the office's mandate (Business Case) and approved

core services which aligned with the Secretary's goal to be a facts-based, data-driven, customer-focused organization.

The FPAC CX Office:

- Worked collaboratively with the General Services Administration Office of American Innovation (GSA/OAI CX) Centers of Excellence (CoE) to prepare for discovery workshops and journey mapping sessions which were conducted in 6 States (VA, GA, NY, OKC, OR, ND) to gain a deeper understanding of the customer journey and experience specific to the farm loan programs. The Farm Service Agency Direct Farm Loan program is slated to become one of the first programs to be deployed to the farmers.gov website;
- Received OMB approval to pilot FPAC's first post customer engagement producer survey (external customer survey). The pilot project began late July 2018. The survey will enable FPAC to establish a customer experience baseline and help determine the appropriate metrics and measurement tools. The pilot will provide insights on scaling the survey and collection methods to meet the OMB Circular A-11, Section 280.7 requirements; and
- Identified mission area Agency CX Champions and worked with the CX Champions to develop agency-specific Customer Experience Improvement Plans (CXIPs). The FPAC CX Office has laid a solid foundation for implementing a successful CX Program (consisting of a Voice of Customer program, performance metrics/indicator and data collection methods, a continual process improvement program) that will improve the customer's experience at USDA/FPAC.

Assessment of Performance Data:

USDA's Farm Production and Conservation Mission area is currently testing a producer survey that measures the overall relationship the customer has with the High Impact Service Provider (HISP) agencies which included the Natural Resources Conservation Service and the Farm Service Agency. Initially, the survey results will help to establish a baseline for customer experience measurement and help to develop enhanced key performance indicators (KPIs). As the FPAC CX program is developed and implemented, the data collection tools will be refined and strengthened to best support the CX program.

Appendix A: USDA Collaborations and Partnerships – Food Safety

Association of Public Health Laboratories (APHL) - The USDA serves on the APHL Food Safety Committee in a liaison capacity. The committee, which is comprised of representatives from State agriculture, environmental, and public health laboratories, meets by teleconference each month and in-person twice a year. The committee's purpose is to share information, promote beneficial strategies, coordinate training, and develop methods standardization across labs. In the past, the USDA has collaborated through APHL to provide coordination for FERN activities, but this could be expanded to consider other laboratory efforts.

Conference for Food Protection - The CFP is a biennial forum where representatives from the food industry, government, academia, and consumer organizations identify and address emerging problems of food safety and formulate recommendations. Though CFP has no formal regulatory authority, it significantly influences food safety guidance, model laws, and regulations among all government agencies and minimizes disparate interpretations and implementation.

Consumer Food Safety Education Conference - The Consumer Food Safety Education Conference is a gathering of consumer health-focused professionals from public and private sectors to explore influences on consumers and the way forward to enhance proper food preparation and hand hygiene practices. Participants include food safety educators and communicators, public health, environmental health, and Cooperative Extension professionals, consumer advocates, food and beverage industry professionals, local, State and Federal Government and military personnel, and K-12 and college and university educators. The conference features take-home strategies, tools, and resources to support attendees in their efforts to tackle their biggest food safety education program challenges and influence consumer food safety attitudes, knowledge, and behaviors. The conference also provides opportunities to network and engage in collaborative dialogue with a range of health and food safety professionals.

Council to Improve Foodborne Outbreak Response - The Council to Improve Foodborne Outbreak Response (CIFOR) is a multidisciplinary collaboration of national associations and Federal agencies, including the USDA, working together since 2006 to improve methods at the local, State, and Federal levels to detect, investigate, control, and prevent foodborne disease outbreaks. Council member representatives include expertise in epidemiology, public health laboratory, and environmental health activities and food regulation at the local, State, and Federal levels. CIFOR was created to develop and share guidelines, processes, and products that will facilitate effective and collaborative foodborne outbreak response.

Enhancing Outreach and Partnerships with 27 State MPI Programs - The USDA maintains a multitude of collaborations and partnerships to improve food safety outcomes in a manner that would be impossible to achieve alone. The USDA engages with State, Tribal, territorial, and local agencies and stakeholders at meetings, conferences, and in working groups aimed at preventing and responding to foodborne illness and to protect public health. The USDA also builds on its successes from existing collaborations/partnerships with State MPI programs to prevent foodborne illness and protect public health.

Environmental Health Specialists Network (EHS-Net) - EHS-Net (pronounced S-Net) is a CDC-led collaborative forum of State and local environmental health specialists and Federal agencies, including the USDA, whose mission is to improve environmental health practice. These specialists collaborate with epidemiologists and laboratorians to identify and prevent environmental factors contributing to foodborne illness outbreaks.

Food Emergency Response Network (FERN) - In 2004, Homeland Security Presidential Directive 9 established the creation of the FERN under the joint oversight of the USDA and the FDA. The network's mission is to integrate the Nation's multi-level food testing laboratories to detect, identify, respond to and recover from a bioterrorism or public health emergency involving the food supply. FERN provides Federal funding to FERN partner/State laboratories annually for the development of analytical methods, validation of analytical methods and targeted surveillance of FDA/USDA-regulated commodities at the retail level. The USDA will continue to provide joint oversight with the FDA FERN National Program Office. The USDA will continue to partner with the FDA in targeted surveillance oversight of National Special Security Events (e.g., Presidential Inauguration) and National Security Events (e.g., Super Bowl) annually.

Food and Agriculture Government and Sector Coordinating Councils - In 2003, the Federal Government designated the Food and Agriculture Sector as a critical infrastructure sector, recognizing its significant contribution to national security and the economy. Since then, the sector has successfully built public-private partnerships that improved information sharing, created forums to share best practices, and developed tools and exercises to improve incident response and recovery. The USDA will continue to work with partners from the private sector, academia, and Federal, State, local, Tribal, and territorial governments through the Food and Agriculture Government and Sector Coordinating Councils to promote voluntary adoption of food defense practices by USDA-regulated establishments.

Food Safety and Inspection Service Research Priorities and Research Collaborations - The USDA maintains and publishes a list of food safety research priorities to promote research in areas of importance to the USDA/FSIS mission. The USDA/FSIS convenes its Research Priorities Review Panel annually to identify data gaps and propose research topics and associated study priorities to USDA/FSIS management for approval. To facilitate support, Research Priorities are communicated to the food safety research community via the USDA/FSIS web page, scientific meetings, and university/ industry outreach. These priorities are also communicated to USDA ARS Food Safety National Program and USDA National Institute of Food and Agriculture Food Safety Program via regularly scheduled meetings. The USDA often facilitates accomplishment of priority research by collaborating with food safety researchers. Such collaborations may include contributing samples, data, microbiological isolates, and scientific expertise.

Foodborne Diseases Active Surveillance Network (FoodNet) - FoodNet conducts surveillance for *Campylobacter*, *Cryptosporidium*, *Cyclospora*, *Listeria*, *Salmonella*, STEC O157 and non-O157, *Shigella*, *Vibrio*, and *Yersinia* infections diagnosed by laboratory testing of samples from patients. The network was established in July 1996 and is a collaborative program among the CDC; 10 State health departments— Connecticut, Georgia, Maryland, Minnesota, New Mexico, Oregon, Tennessee, and selected counties in California, Colorado, and New York; FSIS; and the

FDA. FoodNet accomplishes its work through active surveillance, surveys of laboratories, physicians, and the general population and population-based epidemiologic studies.

Inter-American Network of Food Analysis Laboratories (INFAL) - INFAL is hosted by the Pan American Health Organization. The network includes laboratories in every country in the Americas and offers a vehicle through which the laboratories exchange information, share data, and offer training. The INFAL mission is to promote the assurance of food safety and food quality in the region of the Americas for the prevention of foodborne diseases, protect consumers' health and facilitate trade, and encouraging and strengthening the development and interaction of food analysis laboratories within the framework of national integrated programs for food protection. Its general objectives are promoting methodological harmonization and methodological equivalence of food analysis laboratories, promoting the implementation of equivalent quality management systems in INFAL laboratories (ISO/IEC 17025), and strengthening the technical-scientific cooperation among the countries involved. FSIS is available to host laboratory methods training for countries in the Network.

Integrated Consortium of Laboratory Networks (ICLN) - ICLN was established in June 2005 by a Memorandum of Agreement among 10 Federal Departments/Agencies. Signatories work cooperatively to optimize national laboratory preparedness, promote common standards of performance, and fill gaps in coverage across all response phases. The USDA participates monthly in Laboratory Network Coordinating meetings hosted by the ICLN. This group primarily develops and proposes policies and procedures but also establishes common operating guidelines/standard operating procedures for the ICLN. The USDA participates in table top exercises, functional proficiency events, and leveraged training coordinated by the ICLN.

Integrated Foodborne Outbreak Response and Management Conference - The biannual Integrated Foodborne Outbreak Response and Management Conference and PulseNet/OutbreakNet Regional meetings bring Federal, State, and local agency laboratorians, epidemiologists, environmental health specialists, and regulatory officials together to share the latest best practices in surveillance and outbreak detection and response to enteric diseases, with a focus on those caused by contaminated foods, water, and animals.

Interagency Foodborne Outbreak Response Collaboration (IFORC) - IFORC, chartered in 2013, represents an important effort to improve coordination of Federal foodborne outbreak response responsibilities of CDC, USDA/FSIS, and FDA. IFORC works to improve activities by CDC, USDA/FSIS, and FDA concerning multistate foodborne outbreak detection, hypothesis generation, hypothesis testing, food vehicle identification, control measures to prevent illnesses and deaths, root cause analyses, and the dissemination of information on identified food safety systems gaps to inform efforts to prevent future outbreaks.

Interagency Food Safety Analytics Collaboration (IFSAC) - To enhance the safety of our food, three Federal agencies—CDC, FDA, and USDA FSIS—teamed up in 2011 to create IFSAC. The goal of this collaboration is to improve coordination of Federal food safety analytic efforts and address crosscutting priorities for food safety data collection, analysis, and use. The current focus of IFSAC's activities is foodborne illness source attribution, defined as the process of estimating the most common food sources responsible for specific foodborne illnesses.

International Association for Food Protection Annual Meeting - The International Association for Food Protection hosts an annual meeting which provides attendees with information on current and emerging food safety issues, the latest science, innovative solutions to new and recurring problems, and the opportunity to network with thousands of food safety professionals from around the globe. The meeting, which is held in various locations throughout North America and is attended by over 3,600 top industry, academic, and governmental food safety professionals, has become the leading food safety conference worldwide. The USDA experts present on the agency's contributions in the field of food safety.

Laboratory Response Network (LRN) - The LRN was established by CDC in accordance with Presidential Decision Directive 39, which outlined National anti-terrorism policies and assigned specific missions to Federal Departments and agencies. The LRN is charged with the task of maintaining an integrated network of State and local public health, Federal, military, and international laboratories that can respond to bioterrorism, emerging infectious diseases, chemical terrorism, and other public health emergencies. The USDA has maintained its status as LRN member lab since 2002.

National Advisory Committee on Microbiological Criteria for Foods (NACMCF) - This committee provides impartial scientific advice to Federal agencies to use in developing integrated food safety systems from farm to table and to ensure food safety in domestic and imported foods. In FY 2018, the NACMCF finalized two draft reports and made them publicly available: "*Salmonella* Control Strategies in Poultry" and "Virulence Factors and Attributes that Define Foodborne STEC as Severe Human Pathogens". Next year, NACMCF will work on publishing the two reports in the Journal of Food Protection. The Committee will also hold at least two subcommittee meetings to work on two new charges, the Use of Water in Animal Slaughter and Processing and Appropriate Product Testing Procedures and Criteria to Verify Process Control for Microbial Pathogens or appropriate indicator organisms in RTE Foods under FDA's jurisdiction. Regulatory agencies such as the USDA/FSIS must be able to provide supportable alternatives to current water consumption practices that allow industry to potentially use less and recycle water through developing criteria on the appropriate uses of varying water sources and treatment technologies in the processing of meat, poultry, and egg products.

National Advisory Committee on Meat and Poultry Inspection (NACMPI) - This committee advises the U.S. Secretary of Agriculture on matters affecting Federal and State inspection program activities, including on food safety policies that will contribute to USDA's regulatory policy development. During FY 2018, the USDA developed a NACMPI charter renewal package and Federal Register Notice seeking nominations for membership from industry, academia, State and local government officials, public health organizations, and consumers and consumer organizations. Next year, the Committee will host a plenary session and renew its Charter.

National Antimicrobial Resistance Monitoring System (NARMS) - NARMS is an interagency, collaborative partnership with State and local public health departments, FDA, CDC, and the USDA. This national public health surveillance system tracks changes in antimicrobial susceptibility of select foodborne enteric bacteria found in ill people (CDC), retail meats (FDA), and food animals (USDA/FSIS). The NARMS program at USDA focuses on sampling and testing of intestinal cecal contents, carcasses, and meat and poultry by FSIS. The primary objectives of NARMS are to monitor trends in antimicrobial resistance among enteric bacteria from humans, retail meats, and animals; disseminate timely information on

antimicrobial resistance to promote interventions which reduce resistance among foodborne bacteria; conduct research to achieve better understanding of emergence, persistence, and spread of antimicrobial resistance; and provide data that assists FDA in decision making involving the approval of safe and effective antimicrobial drugs for animals. The NARMS findings from all the agency partners are published on a periodic basis in a single NARMS Integrated Report.

Partnership for Food Protection (PFP) - The PFP is a group of professionals from Federal, State, and local governments with roles in protecting the food supply and public health. PFP is the structure used to coordinate representatives with expertise in numerous specialties— food, feed, epidemiology, laboratory, animal health, environment, and public health—to integrate activities in the food safety system. PFP is led by a Governing Council of members from Federal, State, and local agencies, for which the USDA has a non-voting representative; Governing Council is responsible for oversight and management of the overall partnership.

Rapid Response Teams (RRTs) - RRTs are State-led multi-agency, multi-disciplinary teams that operate using Incident Command System/National Incident Management System principles and a Unified Command structure to respond to human and animal food emergencies. The teams can be comprised of partners from local, State, and Federal agencies, including the USDA, as well as stakeholders from academia and industry. The desired outcome of RRT development is to minimize the time between agency notification of a human food or animal feed contamination event and implementation of effective control measures.

State-led Food Safety Councils and Taskforces - The USDA routinely participates on State agency-led food safety councils and taskforces that bring together the various stakeholders to discuss upcoming events and exercises, public outreach, and information sharing on current activities through monthly or quarterly in-person meetings. The stakeholders include State and local agriculture; consumer protection; environmental health and public health officials; Federal food safety agencies; Federal, State, and local law enforcement personnel; and State emergency management personnel.

Memorandums of Understanding (MOUs) - In addition to the above-listed collaborative groups and partnerships, the USDA maintains several MOUs and MOAs to ensure procedures for several collaborations are codified. Below is a list of the USDA’s current MOUs and MOAs.

Title & Link to Document (PDF)	Subject	Agencies (Abbr.) in Addition to FSIS	Effective Date
MOU Between FSIS and APHIS Relative to Cooperation with Respect to Surveillance Programs (15-9100-1470-MU)	Inspection, collection and examination of imported cooked meats for under processing; animal health slaughter surveillance activities; and information sharing	USDA-APHIS	2014-11-20
MOU Between USDA-FSIS and DHHS-FDA	Fish; inspection of Siluriformes fish and fish products	DHHS-FDA	2014-04-30
MOU Between FSIS and APHIS Veterinary Services	Assessing root cause in outbreaks of foodborne illness in humans	USDA-APHIS-VS	2014-04-21

Title & Link to Document (PDF)	Subject	Agencies (Abbr.) in Addition to FSIS	Effective Date
MOU Between FSIS and CDC-ATSDR Regarding Foodborne Health Hazard Assessments Associated with FSIS-Regulated Product	Foodborne health hazard assessments associated with FSIS-regulated product	CDC-ATSDR CDC-NCEH CDC-NCEZID	2014-01-24
FSIS-ARS Material Transfer Agreement	Material Transfer Agreement	USDA-ARS	2012-11-03
FSIS-FDA Material Transfer Agreement	Material Transfer Agreement	DHHS-FDA	2012-11-13
Memorandum of Understanding Between FSIS-ODIFP and CDC-NCEZID on Data Sharing	Data Sharing	CDC-NCEZID	2012-04-03
MOU Between USDA and DHHS Concerning Information Sharing Related to Food Safety, Public Health, and Other Food-Associated Activities (MOU-225-12-0007)	Information sharing related to food safety, public health, and associated regulatory, marketing, and research activities	DHHS-FDA USDA-FFA USDA-FNS USDA-FS USDA-MRP USDA-REE	2012-01-19
MOU Between FSIS and FDA Regarding the Listing or Approval of Food Ingredients and Sources of Radiation Used in the Production of Meat and Poultry Products	Food labeling and sources of radiation	DHHS-FDA	
Agreement Between the United States Department of Agriculture Office of Inspector General and the Food Safety and Inspection Service	Surveillance, investigation, enforcement, and related activities	USDA-OIG	2008-05-23
MOU Between FSIS and APHIS Regarding Final Rule 72 FR, Docket No. APHIS-2006-0041	Bovine Spongiform Encephalopathy; Minimal-Risk Regions; Importation of Live Bovines and Products Derived from Bovines Final Rule	USDA-APHIS	2007-10-30
MOU Between the United States Department of Agriculture Food Safety and Inspection Service and the DHHS Food and Drug Administration	Facilitate an exchange of information about establishments and operations that are subject to the jurisdiction of both agencies to permit more efficient use of both agencies' resources and contribute to improved public health protection.	USDA-FSIS DHHS-FDA	

Abbreviations:

- CDC: Centers for Disease Control and Prevention
- CDC-ATSDR: Agency for Toxic Substances and Disease Registry
- CDC-NCEH: National Center for Environmental Health
- CDC-NCEZID: National Center for Emerging and Zoonotic Infectious Diseases
- DHHS: United States Department of Health and Human Services
- FDA: Food and Drug Administration (DHHS-FDA)
- FSIS: Food Safety and Inspection Service (USDA-FSIS)
- USDA-APHIS: Animal and Plant Health Inspection Service
- USDA-APHIS-VS: Animal and Plant Health Inspection Service, Veterinary Services

Appendix B: Research, Education, and Economics Performance

The challenges facing agriculture, natural resources, and conservation are immense and need to be addressed by a robust research enterprise and educational programs. The Research, Education, and Economics (REE) mission is responsible for advancing scientific knowledge related to food and agriculture through research, extension, and education. Four agencies (and the Office of the Chief Scientist (OCS)) comprise the REE Mission Area: Agricultural Research Service (ARS), Economic Research Service (ERS), National Agricultural Statistics Service (NASS), and the National Institute of Food and Agriculture (NIFA).

In the past year, performance management staff from REE and OCS, with support from the USDA Office of Budget and Policy Analysis (OBPA), GSA Data Analytics Center of Excellence, and GSA Fed2Fed Solutions participated in metrics brainstorming sessions with the goal of developing initial enterprise key performance indicators (KPIs) that better convey the combined contribution of REE agencies towards USDA strategic goals and communicate the importance of USDA's research and education programs. These KPIs will focus, among other key activities, on the transfer of research solutions into the marketplace and reinforcing the agricultural workforce pipeline. The team identified key REE stakeholders, outcomes, and metrics that could be used to track the success of these programs in the future. Several metrics/metric-areas were generated through the collaborative process. Agencies have completed assessments of the barriers and challenges to implementing the KPIs identified at the brainstorming sessions.

In the next year, REE will to develop enterprise KPIs and tie each KPI to mission-level and Department-level strategic goals. REE will also identify gaps in reporting capabilities that will need to be addressed and develop a plan for reporting on each KPI. REE will utilize viable datasets to begin setting baselines and targets for future years. The following were identified as initial enterprise indicators of REE research contributions towards USDA strategic goals with viable outcomes and measures:

Transfer of research solutions into the marketplace for public benefit

USDA works to ensure its agricultural research solutions are transferred into the marketplace through traditional intellectual property mechanisms of copyrighting, patenting, and licensing in support of commodity and specialty markets, as well as cooperative research agreements with universities and private companies. USDA will focus on meeting basic life-sustaining needs of fiber, safe and abundant foods to promote lifelong health, and safe water for a growing world population, all while protecting the vitality and abundance of our nation's natural resources. Utilization of available technology transfer data enables establishment of baselines for tracking technology transfers and predicts future impacts of research innovations. REE research programs and statistical products also serve those who routinely make or influence public policy and program decisions. The use of REE research and statistical products in government documents demonstrates the impact of these programs on evidence-based decisions.

Increase workforce opportunities to develop innovative agriculture

Job opportunities and workforce needs in science, technology, engineering, and mathematics (STEM) areas are expected to grow in the future. Many REE-supported research programs support an agriculturally-literate population and training of a qualified, innovative workforce to ensure that the U.S. can meet present and future food, feed, fiber, and fuel needs. Multiple sources of datasets demonstrate the impact REE has on developing and expanding degree, certificate, curriculum, youth programs, and research experiences toward solving challenges of a growing population and sustainable food, fiber, and fuel production systems.