United States Department of Agriculture

FY 2020 Annual Performance Report

Message from the USDA Performance Improvement Officer

In accordance with the Government Performance and Results Act (GPRA) of 1993, as amended in the GPRA Modernization Act (GPRAMA) of 2010, I am pleased to present the United States Department of Agriculture (USDA) submission of the FY 2020 Annual Performance Report (APR).

This report highlights the USDA accomplishments and progress toward achieving the Strategic Objectives, Agency Priority Goals (APG), and Key Performance Indicators (KPIs) articulated in the FY 2018-2022 USDA Strategic Plan, as of Quarter 4, FY 2020.

Thank you for consideration of our Annual Performance Plan and we appreciate your continued support of our mission.

John Rapp

Acting, Performance Improvement Officer

Table of Contents

About USDA	5
Mission, Vision, & Stakeholder Engagement	6
Organizational Chart	7
Organizational Structure	8
Cross Agency Collaboration & Partnerships	14
FY 2020 Annual Performance Report	16
Strategic Goals and Objectives	17
Summary of Performance	18
Progress Towards Agency Priority Goals	20
APG 1: Improve Customer Experience and Operational Efficiency	21
APG 2: Reduce Consumer Risk from Regulated Products through Modernization	23
APG 3: Reduce Animal Diseases	24
APG 4: Connect Rural America Through Innovative Solutions	25
APG 5: Increase Utilization of Agricultural Research	26
Strategic Goal 1: Ensure USDA programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service	27
Objective 1.1: Modernize Information Technology Infrastructure, Facilities, and Support Services to Improve the Customer Experience	28
Objective 1.2: Maintain a High-Performing Workforce Through Employee Engagement and Empowerment	31
Objective 1.3: Reduce the Regulatory Burden and Streamline Processes	32
Objective 1.4: Improve Stewardship of Resources and Utilize Data-Driven Analyses to Maximize the Return on Investment	33
Strategic Goal 2: Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World	35
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	36
Objective 2.2: Increase Agricultural Opportunities and Support Economic Growth by Creating New Markets and Supporting a Competitive Agricultural System	40
Objective 2.3 Protect Agricultural Health by Preventing and Mitigating the Spread of Agricultural Pests and Disease	43
Strategic Goal 3: Promote American Agricultural Products and Exports	46

Objective 3.1: Expand International Marketing Opportunities	47
Objective 3.2: Prevent or Resolve Barriers to Trade That Hinder U.S. Food and Agricultural Exports	50
Objective 3.3: Build Demand in Developing Countries Through Trade Capacity Building	52
Strategic Goal 4: Facilitate Rural Prosperity and Economic Development	54
Objective 4.1: Expand Rural Business Opportunity and Rural Quality of Life with Access to Capital; Improved Infrastructure, Broadband Access, and Connectivity; Support for Workforce Availability	55
Strategic Goal 5: Strengthen the Stewardship of Private Lands Through Technology and Research	63
Objective 5.1: Enhance Conservation Planning with Science-Based Tools and Information	64
Objective 5.2: Promote Productive Working Lands	67
Objective 5.3: Enhance Productive Agricultural Landscapes	70
Strategic Goal 6: Ensure Productive and Sustainable Use of our National Forest System Lands	75
Objective 6.1: Contribute to the Economic Health of Rural Communities Through Use and Access Opportunities	76
Objective 6.2: Ensure Lands and Watersheds Are Sustainable, Healthy, and Productive	80
Objective 6.3: Mitigate Wildfire Risk	85
Strategic Goal 7: Provide All Americans Access to a Safe, Nutritious, and Secure Food Supply	88
Objective 7.1: Prevent Foodborne Illness and Protect Public Health	89
Objective 7.2: Provide Access to Safe and Nutritious Food for Low-Income People While Supporting a Pathway to Self-Sufficiency	93
Objective 7.3: Support and Encourage Healthy Dietary Choices Through Data-Driven, Flexible, Customer-Focused Approaches	97
Executive Order 13807	101
Enterprise Risk Management	102
Appendix	104
Summary of Performance by Strategic Objective.	104
Acronyms	106

About USDA

On May 15, 1862, President Abraham Lincoln signed legislation to establish the United States Department of Agriculture (USDA), and, two and a half years later in his final message to Congress, Lincoln called USDA “The People’s Department.”

At that time, about half of all Americans lived on farms, compared with about 2 percent today. But through our work on food, agriculture, economic development, science, natural resource conservation and a host of issues, USDA still fulfills Lincoln's vision - touching the lives of every American, every day.

Today, USDA is made up of 29 agencies and offices with nearly 100,000 employees who serve the American people at more than 6,000 locations across the country and abroad.

MISSION STATEMENT

Provide leadership on agriculture, food, natural resources, rural infrastructure, nutrition, and related issues through fact-based, data-driven, and customer-focused decisions.

VISION STATEMENT

"Do right and feed everyone."

CORE VALUES

We expect and require complete honesty and integrity in all we do.

We make commitments with care and live up to them.

We own up to problems and are always responsive.

We provide service to our customers on time, every time.

We guard, conserve, and preserve USDA resources the taxpayers have entrusted to us.

STAKEHOLDER ENGAGEMENT

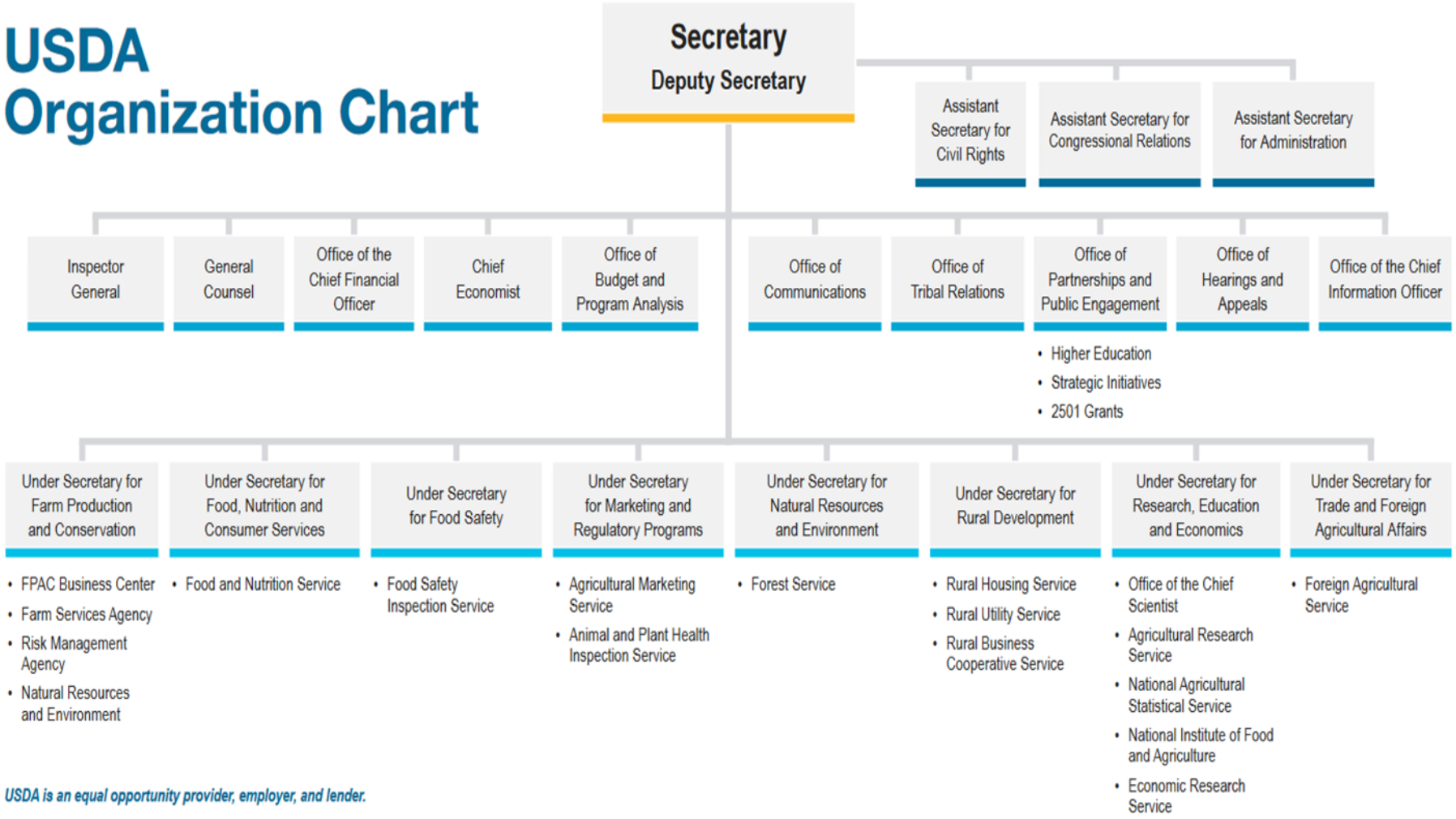
USDA regularly consults with external stakeholders, including Congress, USDA's customers, partners, landowners, policy experts, and industry and consumer groups regarding our programs' effectiveness. This year the launch of AskUSDA allowed our customers voices be heard and questions addressed despite challenges exacerbated by the COVID-19 crisis. These consultations and insights have been used to validate the strategic goals, objectives, and performance measures outlined in the plan.

WHAT WE DO

We have a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.

Our strategic goals serve as a roadmap for the Department to help ensure we achieve our mission and implement our vision.

USDA Organization Chart



USDA is an equal opportunity provider, employer, and lender.

UPDATED 07/07/20 This organization chart displays the names of USDA offices, agencies, and mission areas. Each office, agency, and mission area is placed within a cell connected by lines to show the structure and hierarchy (Under Secretary, Deputy Secretary, or Secretary) for which they fall under. An HTML version that lists USDA Agencies and Offices and USDA Mission Areas is also available on usda.gov. The Secretary's Memorandum 1076-031 was signed August 12, 2019 effectuating a change to Rural Development.

USDA Organizational Structure

USDA is comprised of 8 Mission Areas and 16 Staff Offices. Our Mission Areas contain one or more USDA Agency. Our agencies help to keep America's farmers and ranchers in business and ensure that the nation's commercial supply of meat, poultry, and egg products is safe, wholesome, and properly labeled. They also help to ensure the health and care of animals and plants and the health of the land through sustainable management, and they work to improve the economy and quality of life throughout rural America.

Below, you will find a brief overview of our Mission Areas, as well as links USDA Mission Areas, Agencies, and Staff Offices.

FARM PRODUCTION AND CONSERVATION

Farm Production and Conservation (FPAC) is the Department's focal point for the Nation's farmers and ranchers and other stewards of private agricultural lands and non-industrial private forest lands. FPAC agencies implement programs designed to mitigate the significant risks of farming through crop insurance services, conservation programs, technical assistance, and commodity, lending, and disaster programs.

- Farm Service Agency (FSA):

  FSA implements agricultural policy, administers credit and loan programs, and manages conservation, commodity, disaster and farm marketing programs through a national network of offices.

- Natural Resources Conservation Service (NRCS):

  NRCS provides leadership in a partnership effort to help people conserve, maintain and improve our natural resources and environment.

- Risk Management Agency (RMA):

  RMA helps to ensure that farmers have the financial tools necessary to manage their agricultural risks. RMA provides coverage through the Federal Crop Insurance Corporation, which promotes national welfare by improving the economic stability of agriculture.

- Farm Production and Conservation Business Center:

  The Business Center handles a variety of functions, from human resources to financial management, enabling FSA, NRCS, and RMA to focus on serving farmers and ranchers.

FOOD, NUTRITION, AND CONSUMER SERVICES

Food, Nutrition, and Consumer Services (FNCS) works to harness the Nation's agricultural abundance to end hunger and improve health in the United States. FNCS administers Federal domestic nutrition assistance programs.

- Food and Nutrition Service (FNS):

FNS increases food security and reduces hunger in partnership with cooperating organizations by providing children and low-income people access to food, a healthy diet, and nutrition education in a manner that supports American agriculture and inspires public confidence.

FOOD SAFETY

The Office of Food Safety ensures that the Nation's commercial supply of meat, poultry, and processed egg products are safe, wholesome, and properly labeled and packaged. Food Safety serves in the critical role of ensuring the food we put on the table to feed our families meets the strict safety standards we have established.

- Food Safety and Inspection Service(FSIS):

  FSIS enhances public health and well-being by protecting the public from foodborne illness and ensuring that the nation's meat, poultry and egg products are safe, wholesome, and accurately labeled.

MARKETING AND REGULATORY PROGRAMS

Marketing and Regulatory Programs (MRP) facilitates domestic and international marketing of U.S. agricultural products and ensures the health and care of animals and plants. MRP agencies are active participants in setting national and international standards.

- Animal and Plant Health Inspection Service (APHIS):

  APHIS provides leadership in ensuring the health and care of animals and plants. The agency improves agricultural productivity and competitiveness and contributes to the national economy and the public health.

- Agricultural Marketing Service (AMS):

  AMS facilitates the strategic marketing of agricultural products in domestic and international markets while ensuring fair trading practices and promoting a competitive and efficient marketplace. AMS constantly works to develop new marketing services to increase customer satisfaction.

NATURAL RESOURCES AND ENVIRONMENT

Natural Resources and Environment (NRE) ensures the health of the land through sustainable management. NRE works to prevent damage to natural resources and the environment, restore the resource base, and promote good land management.

- Forest Service (FS):

  FS sustains the health, diversity and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

RESEARCH, EDUCATION, AND ECONOMICS

Research, Education, and Economics (REE) is dedicated to the creation of a safe, sustainable, competitive U.S. food and fiber system, as well as strong communities, families, and youth through integrated research, analysis, and education.

- Agricultural Research Service (ARS):

  ARS is USDA's principal in-house research agency. ARS leads America towards a better future through agricultural research and information.

- Economic Research Service (ERS):

  ERS is USDA's principal social science research agency. Each year, ERS communicates research results and socioeconomic indicators via briefings, analyses for policymakers and their staffs, market analysis updates, and major reports.

- National Agricultural Statistics Service (NASS):

  NASS serves the basic agricultural and rural data needs of the country by providing objective, important and accurate statistical information and services to farmers, ranchers, agribusinesses and public officials. This data is vital to monitoring the ever-changing agricultural sector and carrying out farm policy.

- National Institute of Food and Agriculture (NIFA):

  NIFA's mission is to invest in and advance agricultural research, education, and extension to solve societal challenges. NIFA's investments in transformative science directly support the long-term prosperity and global preeminence of U.S. agriculture.

- Office of the Chief Scientist (OCS)

  OCS provides scientific leadership to the Department by ensuring that research supported by and scientific advice provided to the Department and its stakeholders is held to the highest standards of intellectual rigor and scientific integrity. It also identifies and prioritizes Department-wide agricultural research, education, and extension needs.

RURAL DEVELOPMENT (RD)

Rural Development (RD) is committed to helping improve the economy and quality of life in all of rural America by providing financial programs to support essential public facilities and services such as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telecommunications service. RD promotes economic development by providing loans to businesses through banks and community-managed lending pools, while also assisting communities to participate in community empowerment programs.

- Rural Business Cooperative Service (RBS):

  RBS offers programs to help businesses grow as well as job training for people living in rural areas. These programs help provide the capital, training, education and entrepreneurial skills that can help people living in rural areas start and grow businesses or find jobs in agricultural markets and in the bio-based economy.

- Rural Housing Service (RHS):

  RHS offers a variety of programs to build or improve housing and essential community facilities in rural areas. RHS offers loans, grants and loan guarantees for single- and multi-family housing, childcare centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, housing for farm laborers and much more.

- Rural Utilities Service (RUS):

  RUS provides financing to build or improve infrastructure in rural communities. This includes water and waste treatment, electric power and telecommunications services. These services help expand economic opportunities and improve the quality of life for rural residents.

TRADE AND FOREIGN AGRICULTURAL AFFAIRS

Trade and Foreign Agricultural Affairs' (TFAA) role is to provide our farmers and ranchers with opportunities to compete in the global marketplace. TFAA is the Department's lead on trade policy with primary responsibility to ensure USDA speaks with a unified voice on international agriculture issues domestically and abroad. Within TFAA, the Foreign Agricultural Service is the lead U.S. agency tasked with promoting exports of U.S. agricultural products through market intelligence, trade policy, trade capacity building, and trade promotion programs. This work is carried out by staff in Washington as well as a global network of 93 offices covering 171 countries. Also within TFAA, the U.S. Codex Office coordinates U.S. participation in the Codex Alimentarius Commission, a United Nations body that sets international food standards while protecting consumer health and ensuring fair trade practices.

- Foreign Agricultural Service (FAS):

  FAS works to improve foreign market access for U.S. products. This USDA agency operates programs designed to build new markets and improve the competitive position of U.S. agriculture in the global marketplace.

- Codex Alimentarius Commission :

  The U.S. Codex Program is an interagency partnership that engages stakeholders in advancing science-based food standards to protect the health of consumers and ensure fair practices in the food trade.

STAFF OFFICES

Staff offices provide support to Department officials and employees at all levels and they support our programs and services by working with our agencies, Congress, organizations, and tribal governments.

- Departmental Administration (DA): DA's mission is to provide management leadership to ensure that USDA administrative programs, policies, advice and counsel meet the needs of USDA people and projects, consistent with laws and mandates; and provide safe and efficient facilities and services to customers. DA is composed of the following offices:

- Office of Customer Experience
- Office of Homeland Security
- Office of Safety, Security and Protection
- Office of Human Resource Management
- Office of Operations
- Office of Property and Fleet Management
- Office of Small and Disadvantaged Business Utilization
- Office of Contracting and Procurement

- National Appeals Division (NAD): NAD conducts impartial administrative appeal hearings of adverse program decisions made by USDA and reviews of determinations issued by NAD hearing officers when requested by a party to the appeal.

- Office of Partnerships and Public Engagement (OPPE): The Office of Partnerships and Public Engagement develops and maintains partnerships focused on solutions to challenges facing rural and underserved communities in the United States, and connects those communities to the education, tools, and resources available to them through U.S. Department of Agriculture programs and initiatives. We facilitate partnerships and offer education and resources to foster hope and opportunity, wealth creation, and asset building in rural and underserved communities.

- Office of the Assistant Secretary for Civil Rights (OASCR):OASCR's mission is to facilitate the fair and equitable treatment of USDA customers and employees, while ensuring the delivery and enforcement of civil rights programs and activities. ASCR ensures compliance with applicable laws, regulations, and policies for USDA customers and employees regardless of race, color, national origin, sex (including gender identity and expression), religion, age, disability, sexual orientation, marital or familial status, political beliefs, parental status, protected genetic information, or because all or part of an individual's income is derived from any public assistance program. (Not all bases apply to all programs.)

- Office of Budget and Program Analysis (OBPA): OBPA provides centralized coordination and direction for the Department's budget, legislative and regulatory functions. It also provides analysis and evaluation to support the implementation of critical policies. OBPA administers the Department's budgetary functions and develops and presents budget-related matters to Congress, the news media, and the public.

- Office of the Chief Economist (OCE): OCE advises the Secretary on the economic situation in agricultural markets and the economic implications of policies and programs affecting American agriculture and rural communities. OCE serves as the focal point for economic intelligence and analysis related to agricultural markets and for risk assessment and cost-benefit analysis related to Departmental regulations affecting food: and agriculture.

- Office of the Chief Financial Officer (OCFO): OCFO shapes an environment for USDA officials eliciting the high-quality financial performance needed to make and implement effective policy, management, stewardship, and program decisions.

- Office of the Chief Information Officer (OCIO): OCIO has the primary responsibility for the supervision and coordination of the design, acquisition, maintenance, use, and disposal of information technology by USDA agencies. OCIO's strategically acquires and uses information technology resources to improve the quality, timeliness and cost-effectiveness of USDA services.

- Office of Communications (OC): OC is USDA's central source of public information. The office provides centralized information services using the latest, most effective and efficient technology and standards for communication. It also provides the leadership, coordination, expertise, and counsel needed to develop the strategies, products, and services that are used to describe USDA initiatives, programs, and functions to the public.

- Office of Congressional Relations (OCR):OCR serves as the USDA's liaison with Congress. OCR works closely with members and staffs of various House and Senate Committees to communicate the USDA's legislative agenda and budget proposals.

- Office of Ethics (OE): The Office of Ethics (OE) is the centralized office responsible for coordinating and implementing USDA's Ethics program throughout the Department. OE provides ethics services to employees at all levels of USDA concerning advice and training about compliance with ethics laws and regulations, including the conflict of interest and impartiality rules, as well as the rules governing political activity by Federal employees.

- Office of the Executive Secretariat (OES): OES ensures that all Department officials are included in the correspondence drafting and policy-making process through a managed clearance and control system. Keeping policy officials informed of executive documents enhances the Secretary's ability to review sound and thought out policy recommendations before making final decisions.

- Office of the General Counsel (OGC): The Office of the General Counsel (OGC) is an independent legal agency that provides legal advice and services to the Secretary of Agriculture and to all other officials and agencies of the Department with respect to all USDA programs and activities.

- Office of the Inspector General (OIG): OIG investigates allegations of crime against the Department's program and promotes the economy and efficiency of its operations.

- Office of the Ombudsperson: The Office of the Ombudsperson helps identify systemic issues related to farmers and ranchers for key USDA programs.

- Office of Tribal Relations (OTR): The Office of Tribal Relations is located within the Office of the Secretary and is responsible for government-to-government relations between USDA and tribal governments.

Cross Agency Collaboration & Partnerships

USDA is committed, to improving the services we provide to better meet the needs of our customers, while ensuring we are taking the steps necessary to anticipate and meet future demands. To meet our commitment, USDA has established partnerships and collaborations throughout our Department that focus on improving our Customers' Experience (CX) and capitalize on our long and distinguished history of moving science into practice to better meet the needs of our customers and the public. Throughout the APPR, we will highlight recent accomplishments and advancements we have made in the following key areas:

VOICE OF THE CUSTOMER & EMPLOYEE

The Voice of the Customer (VOC) framework integrates customer and employee feedback loop into the way USDA delivers its most important services. OCX is calling this a 'Listen Better Serve Better' framework. Efforts will focus on leveraging existing feedback tools, such as AskUSDA and Tell Sonny, in conjunction with new measurement opportunities to create a 360-degree understanding of the customer's experience enabling USDA to exceed customer expectations, put our customers first, promote accountability and facilitate collaboration.

Enhancing the Customer Experience

USDA services touch every single person in the United States and hundreds of millions more internationally. USDA helps our nation by ensuring the safety and quality of our food supply, protects our nation's crops from pests, provides loans and conservation services to our farmers and ranchers, promotes US agriculture in the global marketplace, improves the economy and quality of life for rural Americans, and protects our National Forest System. While USDA's employees are experts at their day-to-day tasks, USDA is striving to do more to champion customer experience. In order to meet the needs of the nation, USDA is constantly finding new ways to incorporate the voice of our customers to better deliver services.

In order to meet the needs of our customers, USDA established the Office of Customer Experience (OCX). OCX is charged to build USDA-tailored customer-focused tools and techniques, to provide recommendations on how to create a customer-centered way of providing services to the public, and how-to better support USDA employees. OCX's four focus areas include: Customer Measurement and Improvement, Strategy & Design Services, Employee Experience & Building Culture, and AskUSDA Contact Center. Through these efforts and a human-centered design approach, USDA will improve our ability to advocate for customers, develop an understanding of customer needs, and identify key consumer and employee insights in order to lead the improvement of critical service delivery.

OCX activities and efforts will be conducted through collaboration and partnerships with Mission Areas on ideation and the execution of changes to deliver services in a more customer-focused way. OCX initiatives will be highlighted throughout the APPR, with a focus on progress and key accomplishments made through our improved Customer Experience focus.

USDA's Science Blueprint

The *USDA Science Blueprint* guides USDA's science priorities for the next five years (from 2020 to 2025). It provides a framework for coordinating USDA's science initiatives across the Department to enhance organizational clarity, speed, and agility to meet the needs of USDA stakeholders and customers today and beyond. The U. S. Department of Agriculture's Office of the Chief Scientist (OCS) and the Research, Education, and Economics (REE) mission area are leading this effort. The mission of the OCS is to provide strategic coordination of the science that informs the Department's and the Federal Government's decisions, policies, and regulations that impact all aspects of U.S. food and agriculture, related landscapes, and communities. REE has Federal leadership responsibility for advancing scientific knowledge related to agriculture through research, extension, and education. The research efforts aligned under the *USDA Science Blueprint* touch all seven USDA strategic goals and apply across the diverse and extensive agricultural sector.

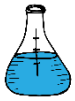
The USDA Science Blueprint provides a foundation for focused leadership and direction in advancing USDA's scientific Mission through 2025. It lays out five overarching themes for research, education, and economics, each with established objectives, strategies, and evidence-building measures. Spotlights sections throughout the APR will focus on our scientific advancements surrounding the following themes:

Five Core Themes:

Sustainable Ag Intensification

Ag Climate Adaptation

Food and Nutrition Translation



Value-Added Innovations

Ag Science Policy Leadership

Spotlight on Science

USDA has a long and distinguished history of moving science into practice. Continued investment into agriculture science is essential as the world population grows concomitant demand for the goods and services provided by America's farm and forest lands. As the world's largest exporter of food, U.S. agricultural land and the people who steward it will need to intensify production to meet demand. At the same time, we must conserve and renew natural resources for generations to come. The U.S. Department of Agriculture is focusing on collaborative science which aligns our work in fundamental research with projects funded through our extramural and intramural research programs, as well as the knowledge and information delivered by our statistical survey and economic analytics programs.

The Annual Performance Report provides information on the Department's progress towards achieving the goals and objectives described in the USDA Strategic Plan FY 2018 – 2022.

The organization of this report is according to USDA's Strategic Plan and the information in the report reflects results available at the end of FY 2020. For purposes of the Annual Performance Plan, the following performance summary uses the Department's key performance indicators (KPI) as a mechanism to gauge progress in achieving its mission.

USDA's strategic planning structure follows the standardized Federal Performance Framework established in guidance from OMB and is used to organize content in all federal agencies' APR. Within this APPR a standardized table is used to show results and targets for key performance indicators for each strategic objective. It is noted if a new performance indicator is introduced and whether baseline values are established. N/A indicates that data is not available. If needed, an explanation of targets is provided. The targets are typically set based on funding levels requested in the President's Budget.

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

The following defines terms that are fundamental to federal Strategic Plans and APPRs:

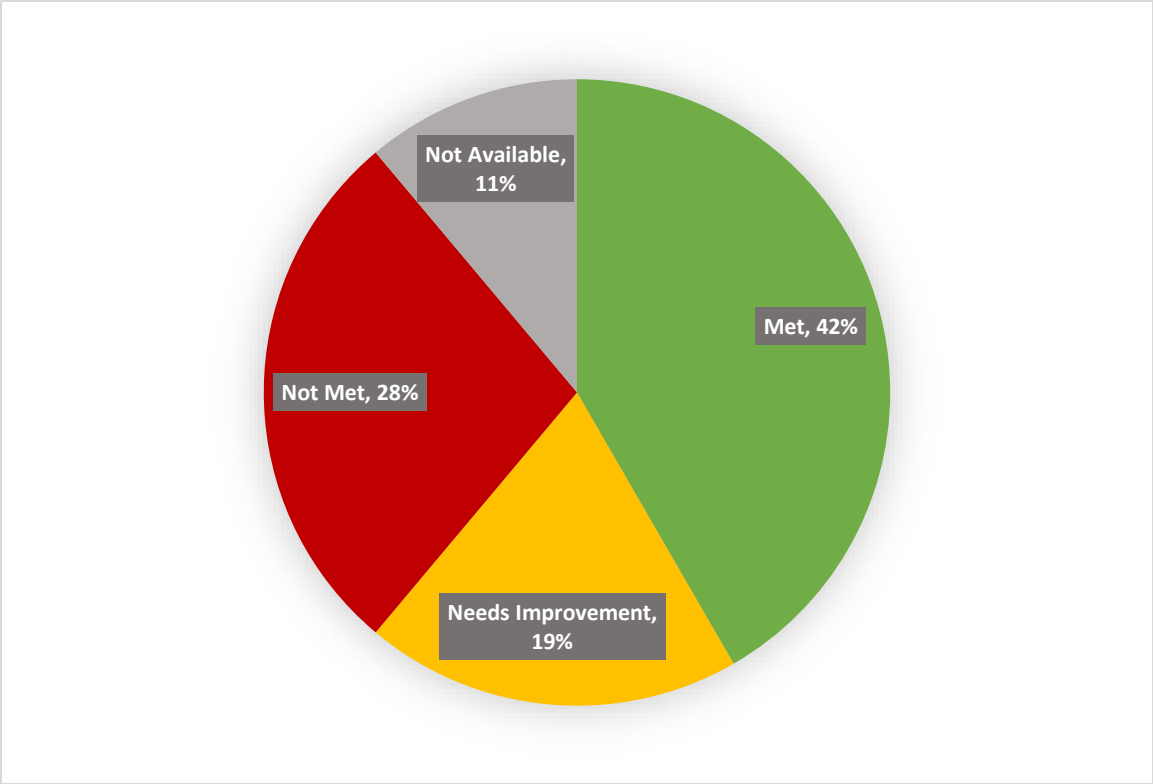
- Strategic Goal – Includes the goal statement and goal overview. The highest-level statement of aim or purpose that is included in the strategic plan. The strategic goals articulate the broad categories of action that the Department will take to advance its mission.
- Strategic Objective – Includes the objective statement and the objective overview. This plan's 17 strategic objectives are the primary unit for strategic analysis and decision-making. Strategic objectives state the outcomes or management impacts the Department is trying to achieve.
- Strategy – Represents key approaches, initiatives, and tactics that will be pursued to advance the related strategic objective.
- Key Performance Indicator – A key performance measure used to track progress toward achieving a strategic objective. The Department measures and monitors the trend for these indicators.
- Target – A quantifiable level of achievement that is planned for a measure of Strategic Objective progress.
- Baseline Value – A performance indicator's level over one or more time periods to assess the appropriate level for future performance targets.

Strategic Goals and Objectives

The USDA FY2018-2022 Strategic Plan will guide the work of all of us at USDA in the coming years to ensure our efforts best serve the American public. As part of our vision to make USDA the most efficient, most effective, and most customer-focused department in the federal government, we have established seven strategic goals for fiscal years 2018-2022. Our strategic goals outline key priorities and strategies, and the objectives we will use to achieve them. USDA will continue to provide the best possible service to our customers – the farmers, ranchers, foresters, and producers of American agriculture and "do right and feed everyone."

Strategic Goal	Strategic Objectives			
Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service.	1.1) Modernize information technology infrastructure, facilities and support services to improve the customer experience.	1.2) Maintain a high performing workforce through employee engagement and empowerment.	1.3) Reduce the regulatory burden and streamline processes.	1.4) Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment.
Maximize the ability of American agricultural producers to prosper by feeding and clothing the world.	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.	2.2) Increase agricultural opportunities and support economic growth by creating new markets and supporting a competitive agricultural system.	2.3) Protect agricultural health by preventing and mitigating the spread of agricultural pests and disease.	
Promote American agricultural products and exports.	3.1) Expand international marketing opportunities.	3.2) Prevent or resolve barriers to trade that hinder U.S. food and agricultural exports.	3.3) Build demand in developing countries through trade capacity building.	
Facilitate rural prosperity and economic development.	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.			
Strengthen the stewardship of private lands through technology and research.	5.1) Enhance conservation planning with science-based tools and information.	5.2) Promote productive working lands.	5.3) Enhance productive agricultural landscapes.	
Foster productive and sustainable use of our National Forest System Lands.	6.1) Contribute to the economic health of rural communities through use and access opportunities.	6.2) Ensure lands and watersheds are sustainable, healthy, and productive.	*6.3) Mitigate wildfire risk. (2019 FAFI)*	
Provide all Americans access to a safe, nutritious and secure food supply.	**7.1) Prevent foodborne illness and protect public health. (2019 NP)**	7.2) Provide access to safe and nutritious food for low-income people while supporting a pathway to self-sufficiency.	7.3) Support and encourage healthy dietary choices through data-driven, flexible, customer-focused approaches.	

FY 2020 Summary of Performance by KPI



In FY 2020, USDA was able to meet or exceed 15 out of 36 (42%) KPIs, 7 of the 36 (19%) KPIs were deemed to "need improvement," meaning they were within 10% range of meeting the set target. There were 10 out of 36 (28%) were more than a 10% range from there. A small number of KPIs 4 out of 36 (11%) do not have available data at the time of this report, due to lag times associated with data reporting and processing. USDA made significant progress in reaching multiple milestones to its Agency Priority Goals (APG). Modernization efforts and the increased use of agricultural research which assisted in reduction of food safety risk to our customers. Enhancements made to our programs and systems have improved efficiency and the overall customer experience for our nations farmers, foresters, and ranchers.

Mission area staff responsible for performance management will continue to explore the right balance between a challenging yet feasible target threshold. As precedent data become more readily available (e.g., dashboards), staff will be able to make more informed decisions about manageable targets. In 2020, USDA launched a new department wide KPI dashboard in order to better track historical performance. USDA will continue to build upon its success, using the Quarterly Strategic Review (QSR) process to maintain accountability and to articulate resources necessary to successfully reach KPI targets and strategic goals. In addition, the integration of Enterprise Risk Management (ERM), along with evidence-building efforts will improve decision-making surrounding resources and program activity.

Noteworthy Progressive towards Strategic Objectives

Objective 1.1: Modernize Information Technology Infrastructure, Facilities, and Support Services to Improve the Customer Experience

Reduction of Tier 1 Data Centers: USDA has made significant progress in the modernization and consolidation of Information Management. Office of the Chief Information Officer was able to consolidate tier 1 data centers down to 2 for all of USDA. The closure of the tiered data centers in FY 2020 has a reported a cost savings of $11.384 million. As of quarter Q4 FY 2020, there has been $62.791 million in cumulative cost avoidance through USDA's Data Center Optimization Initiative (DCOI) program.

Objective 3.2: Prevent or Resolve Barriers to Trade That Hinder U.S. Food and Agricultural Exports

U.S. Agriculture Scores with China Phase 1 Agreement. The China Phase 1 Agreement garnered many benefits for U.S. agriculture. The Agriculture Chapter addresses structural barriers to trade and will support an expansion of U.S. food, agriculture, and seafood product exports. China has taken more than 50 actions to reduce barriers and expand access for U.S. beef, pork, poultry, seafood, dairy, infant formula, pet food, timothy hay, chipping potatoes, feed additives, nectarines, blueberries, Haas avocados, and barley, among other products. China committed to purchase approximately $40 billion for the first 2 years of the agreement.

Objective 5.2: Promote Productive Working Lands

Cropland Conservation: In 2020, over 9.8 million acres have been enrolled in Environmental Quality Incentives Program (EQIP) conservation practices and activities that will improve agricultural lands and nonindustrial private forests. To date, Natural Resources Conservation Service (NRCS) has approved more than 32,000 contracts that total $1,125 million. Conservation practices and activities funded through EQIP contracts accrue significant environmental benefits, including improved grazing lands, improved air quality, enhanced fish and wildlife habitat, sustainable plant and soil conditions, improved water quality and quantity, reduced soil erosion, and energy conservation that provide important ancillary economic and social benefits.

Focus Area for Improvement

Objective 6.3: Mitigate Wildfire Risk

The wildland fire system is challenged with reliably protecting responders and the public. Factors such as the volume of fuels on the lands, insect infestations, invasive species, disease and drought can increase the risk of catastrophic wildfire.

Experts predict increasingly severe wildland fire-related impacts in the future from continued human development in the volatile wildland-urban interface (WUI) where wildland fires pose a greater risk to life and property and often require extensive and costly suppression efforts.

Progress Towards FY 2020 & FY 2021 Agency Priority Goals

USDA will continue to use Agency Priority Goals (APG) to focus and monitor performance where the Department needs to drive significant progress and change. USDA has identified five APGs for the FY 2020-2021 cycle.

1. Improve Customer Experience and Operational Efficiency

Enhance the customer experience for farmers, ranchers, and foresters through operational efficiencies and expansion of service delivery channels. By September 30, 2021, USDA modernization and technology efforts will improve customer experiences by avoiding at least $50 million in costs annually, associated with enhancements to acreage reporting, applications and eligibility forms, self-service capabilities, and other process.

2. Reduce Consumer Risk from Regulated Products through Modernization

Food Safety and Inspection Service (FSIS) will reduce consumer risk from FSIS-regulated products by systematically controlling and preventing hazards through the use of modernized systems, policies, and scientific approaches. By September 30, 2021, the Department intends to propose or implement eight modernization initiatives.

3. Reduce Animal Diseases

To effectively control the spread of animal diseases, USDA supports animal health professionals and other agency partners who use identification technology to quickly trace potentially diseased animals. By September 30, 2021, at least 55 percent of all USDA approved identification tags distributed for cattle will be electronic Radio Frequency Identification (RFID) tags.

4. Connect Rural America Through Innovative Solutions

Create and implement innovative solutions to rural connectivity by expanding broadband infrastructure and services. By September 30, 2021, rural broadband investments will leverage over $250 million in non-federal funding through new program rules that encourage more private sector investment, enabling the deployment of innovative solutions and cutting-edge technologies to support precision agriculture, distance learning, and telemedicine.

5. Increase Utilization of Agricultural Research

Increase the utilization of Departmental research results into real world technology improvements to USDA customers, producers, and industry. By September 30, 2021, USDA will develop data-driven methods to measure the impact of research in sustainable agricultural intensification; agricultural climate adaptation; food and nutrition translation; and value-added innovations.

Alignment to Strategic Plan

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service.

Objective 1.1: Modernize Information Technology Infrastructure, Facilities, and Support Services to Improve the Customer Experience

GOAL STATEMENT

Enhance the customer experience for farmers, ranchers, and foresters through operational efficiencies and expansion of service delivery channels. By September 30, 2021, USDA modernization and technology efforts will improve customer experiences by avoiding at least $50 million in costs annually, associated with enhancements to acreage reporting, applications and eligibility forms, self service capabilities, and other process improvements.

APG Update:

Secretary Perdue committed USDA to modernizing customer service and improving customer experience delivery and producer experiences nationwide with the goal to make USDA the most efficient, most effective, and most customer focused department in the federal government through customer-focused IT modernization efforts. In FY 2020, USDA's Farm Production and Conservation (FPAC) mission area continued to develop Farmers.gov, an interactive one-stop website with mobile device capability for producers to fill out forms, apply for disaster assistance, and find the most convenient USDA office locations. Farmers.gov is built around the needs of customers, with farmer-focused content, interactive tools, and a business data dashboard that allows producers more time to focus on their farm and less time filling out antiquated and time intensive paper forms. For example, extensive field research and iterative prototyping enabled FPAC to develop the Farm Loan Discovery Tool on Farmers.gov as a way to save time for producers and loan officers.

In support of this effort, the FPAC Customer Experience Division (CXD) serves as Design Champions with the User-Centered Design Team to ensure that customer feedback is collected and integrated into the agile development process for data-driven decision making. To allow for more time for better penetration of user feedback results and to complete the research needed, the program increment (PI) planning session cycles have been changed from 10-weeks to 12. In addition, the Farmers.gov teams are working to consolidate all Service Desk support functions which will be deployed incrementally as a pilot project for adequate testing before full deployment. The overall purpose of these various streams of work is to continue to support the customer experience for our producers by reducing their burden and making it easier to find the answers they need.

Two additional efforts to measure the current state of customer satisfaction, trust, and gather feedback for improvements were also implemented during FY2020. The first FPAC Internal and Producer Customer Experience (CX) surveys were executed with full support across FPAC and included questions that allow for development of baseline metrics related to customer experience for different customer segments. The Producer Satisfaction survey seeks to meet OMB Circular A-11 Part 6 section 280 requirements, develop a statistical look at USDA customers' experience and

expectations, and align survey results with agency processes and priorities. The Internal CX survey seeks to measure the effectiveness of internal resources, evaluate the effect of internal processes on customer service delivery, and assess the impact of the creation of the FPAC Business Center.

Hiring challenges are considered one of the highest risks in FPAC. The CXD also completed the OMB CX Strategist Hiring Initiative to reach the full staffing level needed to focus on the full customer experience journey throughout the mission area to support improvements. CXD also coordinates the intra-agency FPAC Customer Experience Enhancement Committee (CXEC), made up of field-office employees, to enhance the customer experience on the front lines and create a more direct connection between the field and FPAC leadership. FY2020 marks the completion of the first CXEC cohort, a team of 35-40 enthusiastic problem-solvers from across the nation. The committee is an important voice in USDA's commitment to improving customer service and service delivery. Committee members identified opportunities and solutions to enhance customer experiences, provided user acceptance testing support and Farmers.gov feedback. On September 28, 2020, five CXEC sub-committees will present initiative proposals to FPAC leaders for innovative solutions to improve communications, technology, training, and internal and external customer experience, which seek to leverage innovations and best practices to make a more seamless journey for our customers. CXD also coordinates the CX Working Group (CX WG), which is made up of CX Champions and other CX contacts at all levels of the mission area, to support CX culture changes and collaboration across FPAC. Both groups meet regularly and are working to identify ways to support the FPAC program agencies and producers as we adjust to a new operating structure required by the COVID-19 pandemic. The CX WG and CXEC continue to make significant progress on CX activities across FPAC.

GOAL STATEMENT

The Food Safety and Inspection Service (FSIS) will reduce consumer risk from FSIS regulated products by systematically controlling and preventing hazards through the use of modernized systems, policies, and scientific approaches. By September 30, 2021, the Department intends to propose or implement eight modernization initiatives.

Alignment to Strategic Plan:

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

APG Progress Update

In FY 2020, FSIS finalized one modernization initiative and proposed an additional two. The first initiative, the final Modernization of Swine Slaughter Inspection Rule, is comprised of two parts. The first requires microbial testing for all swine slaughter establishments to demonstrate that they are controlling for pathogens throughout the slaughter system. The second part establishes the New Swine Slaughter Inspection System (NSIS), which market hog slaughter establishments can choose to operate under or they can remain under the traditional slaughter inspection system. The final rule demonstrated that NSIS can provide public health protection at least equivalent to the existing inspection system.

For the second initiative, FSIS proposed updated *Salmonella* performance standards for raw ground beef and new *Salmonella* performance standards for beef manufacturing trimmings, a primary component of raw ground beef. FSIS is proposing both standards to ensure that establishments are consistently controlling or reducing *Salmonella*, a harmful bacterium not ordinarily considered an adulterant in raw beef products. To meet the proposed standards, establishments that produce more than 50,000 pounds of ground beef and/or beef manufacturing trimmings per day would need to have no more than two *Salmonella* positives out of 48 FSIS samples in a period of 52 weeks. If the proposal is finalized, the Agency would post on its web site, individual establishments as either “meeting” or “not meeting” the performance standards.

Lastly, FSIS proposed a rule to amend the Agency’s inspection regulations to expand the circumstances under which it will generically approve the labels of meat, poultry, and egg products. FSIS is also proposing to cease evaluating generically approved labels submitted to FSIS for review.

APG 3: Reduce Animal Diseases

Alignment to Strategic Plan:

Strategic Goal 2: Maximize the ability of American agricultural producers to prosper by feeding and clothing the world.

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

GOAL STATEMENT

To effectively control the spread of animal diseases, USDA supports animal health professionals and other agency partners who use identification technology to quickly trace potentially diseased animals. By September 30, 2021, at least 55 percent of all USDA approved identification tags distributed for cattle will be electronic Radio Frequency Identification (RFID) tags.

APG Progress Update

At the beginning of FY2020, 40% of official cattle ear tags distributed were equipped with RFID. The next step is to increase the number of USDA approved RFID equipped tags distributed for cattle to 55%. This progress will improve a State's ability to locate official animal identification numbers, minimizing the impact of a potential animal disease outbreak.

As of January 31st, 2020, USDA began offering free RFID tags to States and accredited veterinarians as an alternative to metal tags for use on cattle and bison. Interest in these RFID tags has been positive, and distribution has been steady throughout FY2020. During the final quarter of FY2020, a total of 3,925,242 USDA approved identification tags for cattle were distributed, 65% of which were the electronic RFID tags and 35% of which were visual/metal tags.

Despite the COVID-19 pandemic impacts in FY2020, USDA APHIS Staff successfully facilitated livestock exhibition activities, an essential activity for livestock stakeholders nationwide. Official ID is required in livestock exhibitions to meet animal disease traceability requirements in most States. These livestock exhibition activities serve as an opportunity for the Agency to engage with stakeholders and discuss the benefits of RFID tags and to ensure compliance with official animal ID requirements. In addition to engaging in virtual communications with over 675 stakeholders in the 4th quarter of FY2020, Agency personnel facilitated exhibition activities, such as supporting activities for over 2,530 exhibitors at the Iowa State Fair in August 2020.

GOAL STATEMENT

Create and implement innovative solutions to rural connectivity by expanding broadband infrastructure and services. By September 30, 2021, rural broadband investments will leverage over $250 million in non federal funding through new program rules that encourage more private sector investment, enabling the deployment of innovative solutions and cutting edge technologies to support precision agriculture, distance learning, and telemedicine.

Alignment to Strategic Plan:

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

APG Progress Update

E-connectivity loan and grant funding totaling over $1.5 billion has been awarded to 295 projects serving unserved rural communities across 46 states. In addition to the funds invested by Rural Development programs $310.3 million in nonfederal funds was leveraged to support these e-connectivity projects.

USDA Rural Development has taken a number of immediate actions to help rural residents, businesses, and communities affected by the COVID-19 outbreak. Program outreach and deployment has been adapted in order to be to be fully operational in a telework/virtual environment. Under the CARES Act additional funding was provided for:

- $25 million in the CARES Act for the Distance Learning and Telemedicine (DLT) grant program.
- $100 million in ReConnect grants to expand access to broadband in rural America for educational purposes, business, and access to critical telehealth services.

APG 5: Increase Utilization of Agricultural Research

Alignment to Strategic Plan:

Strategic Goal 1: Ensure USDA programs are delivered efficiently, effectively, and with integrity and a focus on customer service.

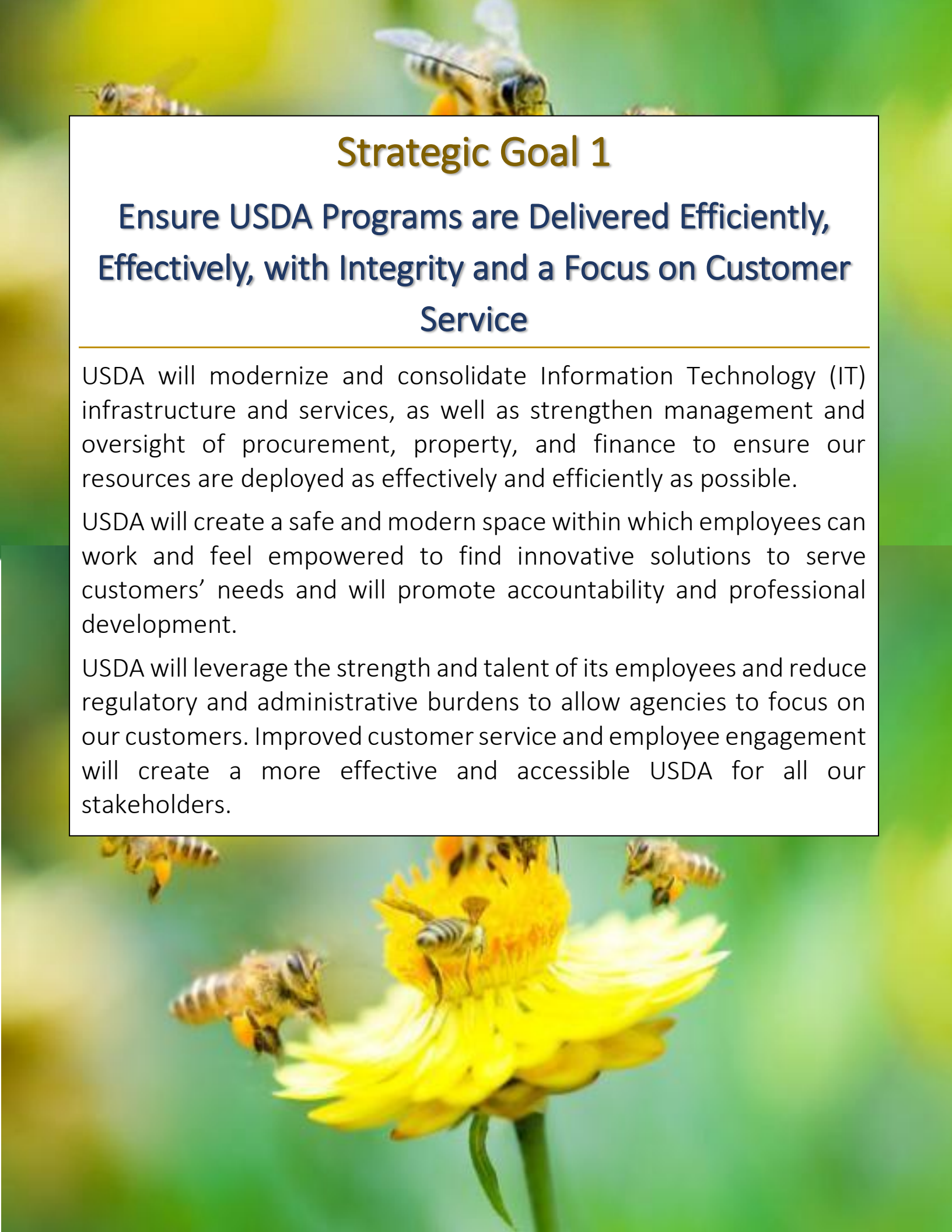
Objective 1.4: Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment

GOAL STATEMENT

Increase the utilization of Departmental research results into real world technology improvements to USDA customers, producers, and industry. By September 30, 2021, USDA will develop data driven methods to measure the impact of research in sustainable agricultural intensification; agricultural climate adaptation; food and nutrition translation; and value added innovations.

APG Progress Update

USDA introduced three internal "test-Key Performance Indicators (KPIs)" in FY 2020 to quantify a) technology transfer (patents licensed and issued), b) agriculture workforce development, and c) influence of USDA research on public policy (citations of REE reports). Lessons learned from these three inaugural KPIs are being used to develop future KPIs and improve upon their existing methodologies and data sources. The Office of the Chief Scientist (OCS) took the lead in communicating the importance of research measurement and led efforts to coordinate a cultural shift among the USDA research agencies toward the development of a KPI-performance measurement culture. Strategies to accomplish this included not only the launching of the three, new "test-KPIs", but also a first-of-its-kind "KPI Innovation Team" to drive the conversation of measuring the impact of science and research while developing new KPI candidates for future introduction. As FY 2020 draws to a close, the work of the KPI Innovation Team has not only been successful in reframing the paradigms around measuring research utilization and impact, but it also has unified many solo efforts across the USDA toward a common goal.



Strategic Goal 1

Ensure USDA Programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service

USDA will modernize and consolidate Information Technology (IT) infrastructure and services, as well as strengthen management and oversight of procurement, property, and finance to ensure our resources are deployed as effectively and efficiently as possible.

USDA will create a safe and modern space within which employees can work and feel empowered to find innovative solutions to serve customers' needs and will promote accountability and professional development.

USDA will leverage the strength and talent of its employees and reduce regulatory and administrative burdens to allow agencies to focus on our customers. Improved customer service and employee engagement will create a more effective and accessible USDA for all our stakeholders.

Objective 1.1: Modernize Information Technology Infrastructure, Facilities, and Support Services to Improve the Customer Experience

A core focus for USDA, is providing our employees and customers with modern, agile, efficient, and easy-to-use technology, spaces, and services. To facilitate this objective, USDA is leveraging technology to streamline communication and use data to identify opportunities for efficiencies in our services. Successful management of USDA's building, administrative, and IT infrastructure requires a practice of regular assessment and improvement. Highlights and analysis of our efforts in this area are outlined in the information below.

ENHANCING THE CUSTOMER EXPERIENCE

AskUSDA's contact center has been instrumental in meeting the needs of our customers during the Covid-19 crisis. Over the course of its pilot program, AskUSDA successfully assisted with over 93,000 citizen inquiries.

Key Achievements

Consolidation of Data Centers: USDA has made significant progress in the modernization and consolidation of Information Management. The closure of the tiered data centers in FY 2020 has a reported a cost savings of $11.384 million. As of quarter Q4 FY 2020, there has been $62.791 million in cumulative cost avoidance through USDA's Data Center Optimization Initiative (DCOI) program.

AskUSDA Contact Center: The AskUSDA Contact Center, launched in November of 2020, will serve as the "one front door" for phone, chat, and web inquires, transforming how the public interacts with USDA and providing an enhanced experience for the public. The goal of the AskUSDA Contact Center initiative is to ensure customers get the right answer when they contact USDA, the first time, every time. In 2017, customers who called USDA had an average wait time of over two minutes. Now, wait times in the three piloted mission areas are aligned with the industry standard, and 80% of calls are answered in 20 seconds or less.

Agricultural Resources Management Survey Webtool: USDA's Economic Research Service (ERS) rolled out a new tool to report important and timely financial statistics for U.S. farmers and ranchers. Every year, USDA asks farmers for information on the finances of their farming operation. This information gathered through the Agricultural Resources Management Survey (ARMS) is USDA's primary source of financial information on farm and farm household well-being and is critical to carrying out the research requested by Congress and other critical stakeholders. The tool provides a presentation-quality chart and table of this data and includes an Application Program Interface that bypasses the web interface altogether and allows for more rapid access to the summary data for frequent users.

Environmental Analysis and Decision-Making Reform: USDA's Forest Service is working diligently to improve the efficiency and timeliness of our environmental analysis and decision-making

processes. For example, in 2018 the White River National Forest produced four Environmental Assessments approving work at major ski resorts. The documents averaged 51 pages in length and took 130 days to produce using a repeatable, efficient process. This represents more than an 80% decrease in planning time compared to the national average. The Forest Service also worked collaboratively with ski resort partners to redesign their Facility Design Review process, going from four review stages requiring 14 weeks to two review stages in five weeks, producing more predictable outcomes for partners.

Data Analytics: USDA developed more than 200 dashboards to provide the latest information to customers and employees. These dashboards have more than 20,000 views monthly. The dashboards not only improve internal decision-making but also maximize the impact of citizen-facing programs across 8 mission areas and 7 administrative functions. USDA has made over 1,600 internal datasets available publicly and is safeguarding privacy while also making more information available. [1.1]

End User Consolidation: Instead of having each USDA mission area determine its own IT costs for equipment and services, the USDA has centralized 60% of USDA end-user services and closed 26 data centers. This move saves over $10 million in duplicative infrastructure costs. USDA will have a department wide cloud solution for secure, scalable, and efficient services in a fully managed 24/7 environment.

Spotlight on Science

MIGRATION TO THE CLOUD

USDA's Economic Research Service successfully migrated its entire IT infrastructure to the Cloud—a first in USDA. This includes all the data holdings previously housed in file systems and databases, as well as the ERS Website and Web publication processes. Among the benefits of this move include robust backup and failover capabilities, thus reducing operational risk and enhanced customer access to data and reports use in shaping scientific policy and decisions.

Improvements to USDA's network service and email accounts for USDA employees: USDA is securing faster and cheaper network services, avoiding $570 million, meaning more cost savings for customers. USDA migrated 100,000 employees to Office 365 and 91% email accounts to a simpler usda.gov account.

Website Modernization: USDA websites had over 700 unique, public, and active domains with over three million web pages which included numerous broken links. In partnership with the GSA Centers of Excellence (CoEs), USDA completed a Digital Assessment Report and as a result is modernizing and optimizing USDA websites. USDA is removing broken links and webpages that don't receive traffic with the goal of achieving a best in class customer experience with one USDA look and feel. In efforts to provide better understanding of our customer experiences throughout the Department, OC, OCX, and OCIO have teamed up to implement the publicly-available Digital Strategy Playbook.

Specialty Crops Modernization: Several USDA programs support the development and use of automation or mechanization in the production and processing of U.S. specialty crops. Specialty crops are defined as fruits and vegetables, tree nuts, dried fruits and horticulture and nursery

crops, including floriculture. At $64.7 billion, specialty crops comprised one-third of U.S. crop receipts and one-sixth of receipts for all agricultural products in 2017. Many specialty crops are labor intensive in production, harvesting, or processing. USDA has funded $287.7 million toward 213 projects to develop and enhance the use of automation or mechanization in specialty crop production and processing.

OneUSDA Ecosystem: We researched USDA websites to see how USDA speaks about what it does and who it serves and visualized the interrelationships between programs and customers in the OneUSDA Ecosystem Map. The CX CoE also created a blueprint shows how USDA directly and indirectly supports the journey of a specific customer as she provides healthy meals for her family, as a way to illuminate how USDA intervenes in many overlapping ways for a single customer. By breaking down siloes and illustrating customer, organization, and service offering data in new perspectives, we were able to demonstrate new ways to understand USDA customers and services. OCX fused HCD insights from 50+ USDA employee and customer interviews with data from budgets, strategic plans, and a scrape of all USDA public-facing websites to communicate the complex interrelationships between USDA's agencies, programs and customers. This CoE blog post is a great comprehensive summary of the project.

Key Performance Indicators & Strategic Targets

Strategic Objective 1.1		FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
1.1.1: Reduce number of Tier 1 data centers across the Department[1]	Results	39	21	6	2	Met	
	Target	Baseline	20	4	2		

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

[1] *FY 2020 is last reporting year for this measure*

Summary Analysis:

USDA will be retiring KPI 1.1.1 because the strategic goal of 2 Tier 1 data centers across the Department has been fulfilled. With the establishment of the Office of Customer Experience and enhancements across the Department to modernize its technology infrastructure, USDA will support more customer-focused program delivery. In addition, the Department has made progress in better management of its real property portfolio through enhanced review of the property data, allowing leadership to make more informed decisions about leased and own property assets.

Lead Office: Departmental Administration - Office of the Chief Information Officer

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

Each USDA employee contributes directly to our mission success. To maintain a high performing, customer-centric workforce, USDA will continue to foster a work environment that maximizes employee performance. Research indicates that the level of employee engagement is a key predictor of organizational productivity and profitability. An employee's performance is directly tied to his or her level of engagement and empowerment. Engaged and empowered employees are more dedicated, persistent, and passionate about their jobs and service delivery, and are more willing to invest personally to support the mission.

Key Achievements

HR Task Force: USDA has established a taskforce lead by the Deputy Secretary to address the human capital concerns facing the agency. Leaders across the Department are collaborating to create an action plan to address concerns, and to improve recruitment, retention, training, and succession planning. Also established risk ownership for Enterprise Risk #1 (People) for mitigation strategies.

Secretary Customer Experience Recognition Award: USDA is creating a customer experience recognition award in FY20 in coordination with the Secretary Honors Award and Create an annual secretary award to recognize achievements in customer service.

Summary Analysis:

Due to the linkage of organizational performance and employee results and productivity, this objective remains an area where continued focus is needed. The Department is the process of implementing and imbedding a new performance management system that will likely create challenges throughout the organization. The benefits of this new system, however, mean that USDA's workforce will be more responsive and focused on the Department's goals and delivery of its mission. To address challenges associated with this new system, USDA has implemented a training program to ensure that all affected employees are made aware of changes to the system.

ONEUSDA

USDA is looking to instill a customer-focused culture that engages and empowers USDA employees to deliver the best customer services, experience, and to drive innovation. To create this culture USDA is:

- Empowering all employees to adopt a CX mindset by training employees on techniques to help use customer insights and improve collaboration
- Conducting CX workshops with stakeholders from USDA's Digital Council, CX Champions, and all nine USDA mission areas to focus on efforts to improve CX and instill a customer -focused culture.
- Providing employees tools templates to do CX research, use customer personas to drive CX improvements, and modernize their digital properties

Lead Office: Departmental Administration: Office of Human Resources Management

Objective 1.3: Reduce the Regulatory Burden and Streamline Processes

USDA is committed to creating a culture of consistent, efficient service to our customers while easing regulatory burdens to make it easier to invest, produce, and build in rural America. USDA regulations will allow for the creation of jobs and economic prosperity while ensuring the safety of our food supply and protecting and safeguarding our land, water, and other natural resources for future generations. On February 24, 2017, President Trump signed Executive Order (E.O.) 13777 – Enforcing the Regulatory Reform Agenda, which established a Federal policy to lower regulatory burdens on the American people by implementing and enforcing regulatory reform. It directed Federal agencies to name a Regulatory Reform Officer (RRO) and establish a Regulatory Reform Task Force (RRTF). The RRTF is comprised of senior managers representing all the major missions of the Department.

Key Achievements

Regulatory Reform: While the President signed an executive order that requires agencies to revoke two regulations for every new rule they want to issue, under Secretary Perdue's leadership, USDA completed 26 deregulatory items between FY 2017 and FY 2019 and only 3 regulatory items for a total regulatory cost savings of $157.8 million by the end of FY 2019.

Budget Formulation: Last year, OBPA revised its budget formulation process to be more efficient and effective in getting the information necessary to make data-driven budget decisions and recommendations. In addition, OBPA worked closely with the Office of the Chief Information Officer (OCIO) to establish a collaborative process for developing spending allocations for information technology.

Summary Analysis:

USDA continued reform efforts in FY2020 with the publication of an additional fifteen deregulatory items and only four regulatory items. USDA will report FY 2020 cost savings when the data is available.

Lead Office: Office of Budget and Program Analysis

PASTEURIZATION TECHNOLOGIES

To better regulate the way foods are grown, harvested, and processed, the 2011 Food Safety Modernization Act focused on preventing food contamination rather than responding to foodborne-illness events. To address that need, USDA funded a five-year, $4.7 million project--Enhancing Low-Moisture Food Safety by Improving Development and Implementation of Pasteurization Technologies—led by Michigan State University, with collaborators at Washington State University, University of Nebraska, Illinois Institute of Technology, North Carolina State University, and the Food and Drug Administration's (FDA) Center for Food Safety and Applied Nutrition. The team improved methods to ensure food processing systems can effectively control salmonella bacteria. FDA used data generated in this project on salmonella resistance to heat in various food processes (such as drying, baking, or roasting) for food safety investigations and in developing regulatory policies that are framing guidance documents currently under development.

Objective 1.4: Improve Stewardship of Resources and Utilize Data-Driven Analyses to Maximize the Return on Investment

USDA is a steward of the nation's resources, public lands, and research and administrative facilities, and is responsible for supporting America's farms, ranches, forests, and rural communities. With more than $200 billion in assets, $145 billion in annual spending, and $100 billion in loans to America's rural communities, the Department shepherds these resources while relying on legislative guidance, streamlined policies, and the best available science. A key piece of that science is determining the outcomes and impacts of our work through accurate and reliable data. Using this information, USDA can make decisions, evaluate outcomes, improve programs, and share how we invest the public's resources In order to ensure we meet our responsibilities to the nation USDA is focusing on improving the use of data collection and utilization: enhancing internal data, and maximizing our return on investments by focusing on reducing the real property footprint.

Key Achievements

Customer Experience: Established Office of Customer Experience to guide transformative work within USDA.

Impact Expo Success: Department of Agriculture held the first ever Impact Expo with employees to celebrate the impact of its customer-focused IT modernization efforts. This event underlined the connection between modernization, customer experience, and USDA's overall impact. The Expo featured projects from across the Centers of Excellence, Office of Customer Experience, USDA's Customer Experience Champions program, Office of the Chief Information Officer, and every USDA mission area to show how USDA is working together to modernize to best serve its customers.

Reducing the Footprint: Identified 100,000 sq. ft. of office/warehouse space to dispose in FY20 by either lease expiration or declared as excess real property in the case of owned assets.

Fleet Reductions: USDA has made considerable progress increasing the efficiency of its fleet since FY16 by reducing total vehicles by nearly 17% from 44,662 to 37,163. In FY20, the Office of Property and Fleet Management (OPFM) worked with Mission Areas/Agencies to verify that the fleet inventory cap of 36,517 vehicles is USDA's optimal fleet inventory.

Improving Efficiency: OPFM developed a plan to increase the efficiency and effectiveness of the USDA Real Property Management Program from FY 2021-FY 2025 to include the establishment of

AskUSDA

AskUSDA Dashboards provide real time data and insights to drive changes and improvements for the Contact Center and helps to identify and prioritize areas of impact for future Customer Experience initiatives. Outcomes from AskUSDA include enhanced self-service, reduced call volume and costs, improved wait times, personalized inquiries and support, and improved business efficiencies.

These dashboards are being used as an early indicator about what topics are important to customers and serve as a pipeline to larger Voice of the Customer efforts to gather, digest, and distribute CX measurements across different channels and across the department.

a Departmental approach to portfolio assessment; expansion of the One Neighborhood initiative to consolidate space and facilities; development of an enterprise asset management system; and, enhance OPFM's ability to monitor and manage real property and lease operations.

Supporting Research by Data: Thus far, the Agency has identified three areas where research utilization can be measured: 1) Technology Transfer, 2) Agriculture Workforce Development, and 3) Influence of USDA Research on Public Policy. The Agency began tracking these metrics in Q1 of FY20. This is a "first step" in analyzing USDA research impact and utilization by its customers.

Evidence and Evaluation: As required by the Foundations for Evidence-Based Policymaking Act of 2018, USDA designated a Chief Statistical Officer and Chief Data Officer, in addition to the Evaluation Officer. Together, these three officers established the Evidence and Evaluation Committee that will work to assess current evaluation capabilities in the Department, identify gaps, assess program impacts, and develop a Department-wide Learning Agenda.

Key Performance Indicators & Strategic Targets

Strategic Objective 1.4		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
1.4.1. Reduce the Department's overall real property footprint through effective disposal and consolidation efforts (Million Square Feet).	Results	32.3	31.9	31.7	31.3	31.2	Met	
	Target	*N/A*	*N/A*	31.6	31.5	31.2		*31.1*
1.4.2. Reduce and Cap the Department's total number of fleet vehicles (Thousand)	Results	32.4	29.4	27.7	27.1	37.9	NI	
	Target	*NA*	*NA*	28.8	27.1	36.5		*TBD*

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis

USDA was able to meet to reduce USDA's overall real property footprint to 31.2 million square feet by consolidation efforts and effective disposal. USDA did not meet its anticipated target by a very small margin in the reduction in fleet vehicles in FY 2020. This is primarily due to fleet management restrictions in place resulting from the COVID-19 pandemic. During the pandemic, USDA was unable to dispose of vehicles at its intended rate and, as a result, its total fleet size increased beyond the target level. However, there has been significant progress in meeting strategic goals, as demonstrated by the noted achievements and advancement towards set targets of key performance indicators.

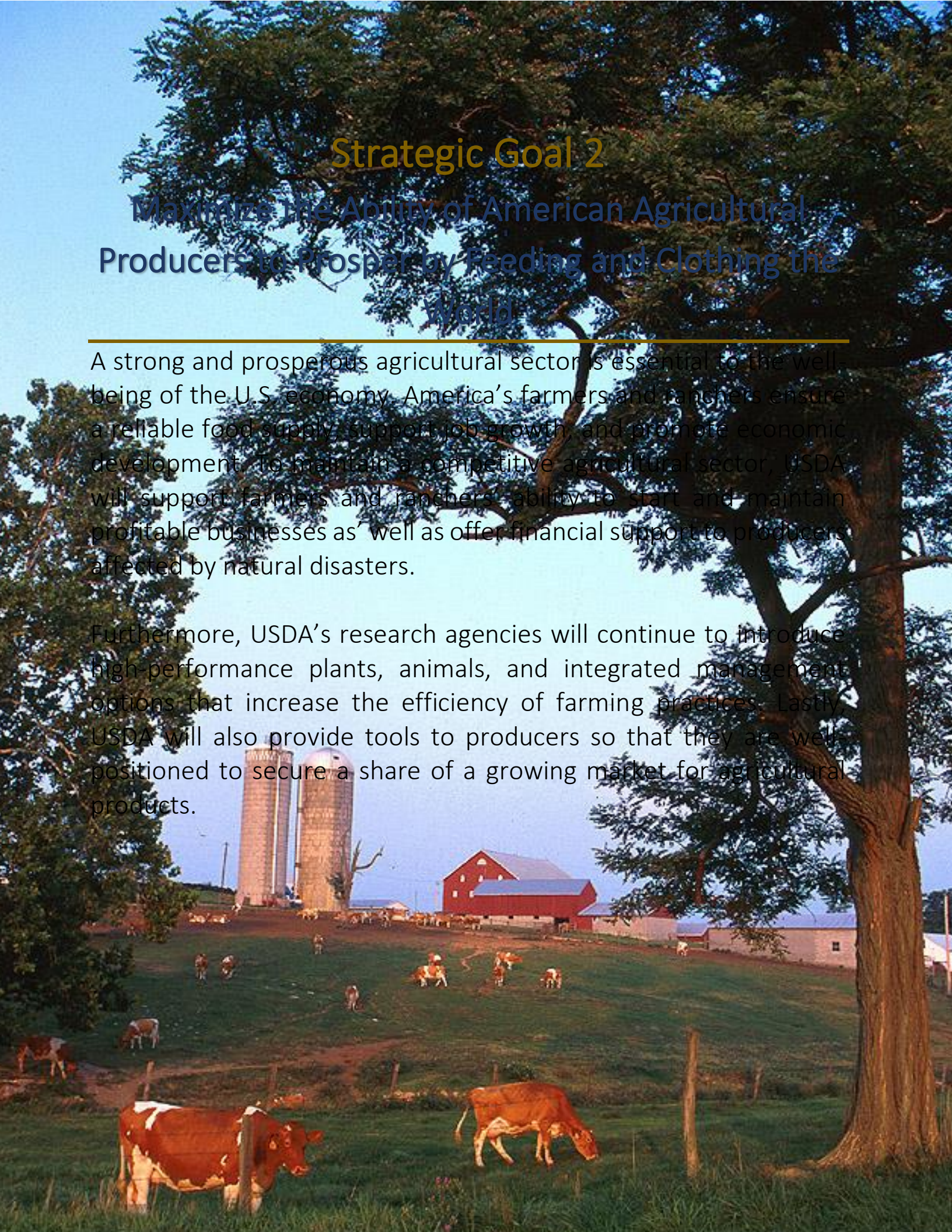
Lead Office: Departmental Administration

Strategic Goal 2

Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World

A strong and prosperous agricultural sector is essential to the well-being of the U.S. economy. America's farmers and ranchers ensure a reliable food supply, support job growth, and promote economic development. To maintain a competitive agricultural sector, USDA will support farmers and ranchers' ability to start and maintain profitable businesses as well as offer financial support to producers affected by natural disasters.

Furthermore, USDA's research agencies will continue to introduce high-performance plants, animals, and integrated management options that increase the efficiency of farming practices. Lastly, USDA will also provide tools to producers so that they are well-positioned to secure a share of a growing market for agricultural products.



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 is committed to providing an effective safety net to the more than 2 million agricultural producers who provide food and over to more than 320 million Americans and millions more around the globe. In order to accomplish this, USDA works to strengthen the economic viability of the agricultural sector by providing eligible producers with income support payments, disaster assistance, marketing assistance loans, farm loans, and risk management tools through its extensive network of offices covering most rural counties. These programs help farmers and ranchers manage financial risks associated with commodity price fluctuations and recover from unpredictable weather events. Farm loans provide farmers and ranchers access to credit at reasonable rates and terms when they are unable to obtain financing from commercial lenders. Through direct and guaranteed farm ownership and operating loans, USDA assists tens of thousands of family farmers each year with starting and maintaining farm and ranch businesses. Disaster assistance programs offer financial support to crop and livestock producers affected by drought, foods, hurricanes, wildfires, and other natural disasters.

Key Achievements

Coronavirus Food Assistance Program (CFAP): In April 2020 Secretary Perdue announced the CFAP. This new program provides critical assistance to farmers, ranchers, and consumers in response to the COVID-19 national emergency. President Trump directed USDA to craft this $19 billion effort to immediately help farmers and ranchers maintain the integrity of the national food supply chain and ensure every American continues to receive and have access to food. The program is administered by the Farm Service Agency (FSA) and provides $16 billion in direct support based on actual losses for agricultural producers where prices and market supply chains have been impacted and assists producers with additional adjustment and marketing costs resulting from lost demand and short-term oversupply for the 2020 marketing year caused by COVID-19. USDA also partners with regional and local distributors, whose workforce have been significantly impacted by the closure of many restaurants, hotels, and other food service entities, to purchase $3 billion in fresh produce, dairy, and meat. These undertakings effectively expand the national safety net during these difficult times.

FARM LOAN DISCOVERY TOOL

Ensuring our nations farmers and ranchers have access to USDA's Farm Loan program is vital to their success. This is especially important when farmers and ranchers are looking to start or grow their operations. Between an unfamiliar process and a vast amount of paperwork, the loan process is complicated and stressful, even with assistance from FSA loan staff dedicated to helping them succeed.

Working with our customers we listened to their needs and gained feedback, that enabled us to create an Online wizard and guides that assist farmers and ranchers find USDA farm loans that best fit their operations.

Direct Loan Program: This year the Farm Service Agency (FSA) has provided flexibility to direct farm loan borrowers to defer a loan payment for at least one year. Between June and September 2020, more than 1,700 borrowers with payments totaling over $18.7 million have had a loan payment deferred.

Spotlight on Science

Through a multi-state collaborative approach, a new automated pruning system was designed that works well for labor-intensive specialty crops like fruits, vegetables, tree nuts, and nursery plants. Automation is helping the specialty crop industry overcome labor shortages, fine-tune management decisions, conserve resources and meet growing demand. The system could cut pruning time by 42% and save $136 per acre.

Automation can also make labor less dangerous. For example, a harvest-assist device designed at Penn State eliminated ladder falls and reduced the time apple pickers spent in awkward, dangerous postures from 65% to 43% of picking time.

These technologies will reduce costs, improve quality, and ensure consumer satisfaction, while eliminating some on-far-farm health risks, increasing efficiency, and reducing environmental impacts.

Overall, there has been a substantial increase in USDA's FY2020 direct and guaranteed farm loan making. In FY 2020, loan volume rose 8% for direct and guaranteed and total obligations, which were $7.5 billion, increasing by 31 percent compared to FY 2019.Growth in demand for guaranteed and direct farm ownership loans has been so substantial that the Secretary has used his authority to increase program funding, which can be done because both programs have a negative subsidy rate and require no budget authority.

Modernizing Loan Process: In the second half of FY2020 FSA for the first time began using bot automation. It deployed three bots to perform some data entry tasks previously done by loan officials. Use of these bots will save field staff about 20,000 hours annually that can be spent with customers and working on value-added analysis. Bots is a precursor to an important effort FSA launched in October 2020 for farm loan programs to retire, modernize and integrate its IT systems, provide online loan application and loan repayment features to customers, and enhance its data analytics capabilities.

Hurricane Coverage: The Risk Management Agency (RMA) continues enhanced risk management options for producers. In 2020, RMA implemented new coverage for losses due to hurricanes in response to the 2018 Farm Bill, which covers most of the deductible of the farmer's underlying policy if the county is exposed to hurricane-strength winds from a named hurricane. The new policy is unique in that it promptly compensates producers within weeks of a hurricane. Through August 2020, approximately 27,000 policies were sold and producers who purchased this coverage have already received indemnities in areas impacted by hurricanes. This new hurricane coverage supports sustained agricultural production and the rural economy by promptly providing payments to farmers, which allows them and the rural economy to recover from the devasting impacts of hurricanes.

Improving Coverage for Dairy & Livestock: RMA has renewed focus in providing new and improved coverage to the dairy and livestock section. Dairy Revenue Protection has grown to cover almost 30 percent of the milk production in the United States in only the second year since the inception of the program. In

2020, RMA implemented several changes to cattle and swine policies, which will make these policies more affordable and accessible to livestock producers. These initiatives help dairy and livestock producers weather the markets by providing vital protection against price declines.

Providing Flexibility: Of the more than one million policies in effect, RMA issued nearly 14,000 written agreements. Written agreements are manually underwritten policies that offer coverage not available in the county or offer specific improved coverage or terms. This process provides significant flexibility, which covered over $743 million, of the total $109 billion in liability for our nation's farmers annually. This process also naturally identifies changing farming practices and crops grown in areas ensuring that our program is adaptive and effective. Over the last three years RMA has expanded crops to over 181 new counties, insuring approximately $120 million during that three-year period.

Key Performance Indicators & Strategic Targets

Strategic Objective 2.1		FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
2.1.1. The annual normalized value of risk protection provided to agricultural producers through the Federal Crop Insurance program ($ Billion)	Results	74.6	76.8	78.2	84.1	Met	
	Target	63.6	64.0	77.3	77.6		77.9
2.1.2. Average number of days to process direct loans (Farm Service Agency)	Results	31	30	32	34	NI	
	Target	Baseline	31	30	32		32
2.1.3. Percentage of direct and guaranteed loan borrowers who are beginning farmers	Results		55	54.5	58.6	NI	
	Target		Baseline	53	59.9		59.9
2.1.4. First installment delinquency rate on direct loans	Results				9.9	Not Met	
	Target			Baseline	8		8
2.1.5. Direct loan delinquency rate	Results				4.3	Met	
	Target			Baseline	7		7

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

Summary Analysis

2.1.1 Target has been exceeded. COVID-19 did not have a substantial effect on the operations of the crop insurance program.

2.1.2 Due to an ongoing emphasis to balance loan making with loan servicing (e.g., loan restructure, debt resolution), and COVID-19 measures impacting field offices/staff, the number of days to process direct loans increased. Loan making and servicing are largely paper-based and this

slows considerably the ability to finalize loan applications and other services for customers. Loans have become more complex as a result of the increased loan limits in the 2018 Farm Bill. As loan size increases, there is a general correlation in the layers of ownership across multiple entities, all of which require legal research and financial analysis. It is noteworthy that in FY 2020, loan volume rose 8% for direct and guaranteed and total obligations, which were $7.5 billion, increasing by 31 percent compared to FY 2019. This was the third highest dollar obligations in over 45 years of FLP and record setting for Direct and Guaranteed Farm Ownership loans. Although these challenges persist, staff are using work arounds where possible to keep up with the workload. FLP's five-year IT modernization initiative that began October 2020 will transform loan origination and management from paper-based to electronic, with business processes reengineered to reduce/eliminate manual processes and data entry.

2.1.3 This metric has declined each month since January 2020 when it was 63% (but is higher than in FY 2019 when it was in the mid-50s). This decline predates the pandemic and reflects the longer-term stress in the farm economy, but more recently compounded by the COVID-19 pandemic. Outreach to customers expanded but resources are focused on providing assistance to borrowers to mitigate their actual or potential delinquencies, such as through loan restructures and postponing loan payments via a disaster set aside option (that includes Presidential Emergencies such as COVID-19).

2.1.4 As a measure of the number of delinquent loans, this KPI is a proxy for credit quality, with the expectation that a loan's first installment be paid. Rather than this metric declining as it typically does in December – April when cash flows improve from commodity sales in the spring through autumn, the rate increased. FSA believes this increase was primarily due to lower commodity prices and the economic effects of COVID-19.

2.1.5 This metric of delinquencies in dollar terms has consistently been between 4.1-4.9% for over six years but in the same period the number of delinquent borrowers has been 8%-10% annually. If stress on the farm economy persists, it may put pressure on the ability of borrowers to make timely payments. Loan servicing is always a priority, but it is even more important to assist borrowers during economically stressful periods. The more attention given by FSA loan officials to assist financially distressed borrowers, the more likely a farm operation will withstand difficult periods. FSA continues to monitor loan demand and delinquency metrics closely and is administering the loan servicing flexibilities that it can under statute.

Lead Offices: Farm Service Agency (FSA) Farm Loan Programs and Risk Management Agency

Objective 2.2: Increase Agricultural Opportunities and Support Economic Growth by Creating New Markets and Supporting a Competitive Agricultural System

User-fee programs must be delivered in a way that provides quality, efficient service and recovers – as close to breakeven as possible – all costs for providing this service. A key indicator of success in a user-fee grading program is ensuring user-fee-funded employees recover all their time through billing to customers. Unless there is shared function with an appropriated account, anything less than full cost recovery indicates there is opportunity for improved efficiency (e.g., better work scheduling or planning).

Key Achievements

In March 2020, the Novel Coronavirus Disease (COVID-19) was declared a national emergency across the United States. Soon thereafter, the Department of Homeland Security deemed agricultural food production and distribution a part of the nation's critical infrastructure as the pandemic began to cause major disruptions throughout American agriculture and the country's food production and distribution channels. Agricultural Marketing Service (AMS) overcame a myriad of challenges to keep front-line personnel healthy and productive, ensure uninterrupted service delivery to American agriculture, and, in turn, helped keep food on the plates of all Americans. A few key AMS achievements include:

Uninterrupted Grading and Auditing Services: AMS's team of front-line inspectors and auditors took extraordinary actions to ensure food remained on Americans' tables during the pandemic. To maintain services, AMS rotated schedules and implemented temporary duty assignments; utilized supervisors to provide grading and auditing services; limited graders' and auditors' time in plants and on farms; and, limited the movement of staff to ensure employee safety. AMS centralized its grading operations; developed and implemented a virtual desk auditing program to replace traditional on-site audits, ensuring continuity of operations in both domestic and international trade, resulting in issuance of over 16,000 export certificates.

RESPONDING TO THE VOICE OF OUR STAKEHOLDERS

In FY 2020, AMS hosted a stakeholder meeting in Kansas City, MO, on December 12, 2019, to present the findings of a study AMS had commissioned in FY 2019 to explore the feasibility of reporting negotiated slaughter cattle purchases in separate 0-14- and 15-30-day delivery windows, through possible realignment of the 5-Area reporting region. This meeting and resulting feedback from industry will provide direction to AMS on ways to publish more robust information for negotiated slaughter cattle markets ahead of the reauthorization.

To further ensure that there were no disruptions in services, AMS deployed Rapid Response Teams to COVID-19 hotspots, inspecting over 5 million packages of table grapes and delivering over 1,900 certificates on 2,000 truckloads of product entering the U.S. through the Nogales border crossing. Even in the face of increasing exports, AMS continued to deliver timely services

facilitating the inspection of 19.8 million metric tons (MMT) of corn, 7.9 MMT of soybeans, and 8.5 MMT of wheat.

Farmers to Families Food Box Program: The closure of schools, restaurants, and other foodservice establishments created an excess of domestic agricultural commodities on the market while food bank and other nonprofit food assistance programs were experiencing shortages of food to distribute. Concurrently, there were reports of farmers and ranchers not being able to sell their products and industry experts were estimating billions of dollars in losses to the agricultural and related industries. To address these issues, AMS developed a new and accelerated process to contract with agricultural distributors to deliver their product directly to food banks participating in The Emergency Food Assistance Program (TEFAP). The initial $100 million project quickly turned into a $3 billion Farmers to Families Food Box Program to support the fresh produce, dairy, chicken, and pork industries while feeding people across the country through numerous non-profit organizations. Contractor response was overwhelmingly positive, reporting that 2,422 employees were retained, 808 recalled, and 2,135 new employees were hired. During FY2020 AMS procured move than $3.634 billion dollars of agricultural products, resulting in over 100 million boxes of food delivered.

Domestic Hemp Rule: The 2018 Farm Bill legalized full-scale hemp production in the United States for the first time in nearly a century. The bill also directed USDA to develop a regulatory oversight program for hemp. AMS leads the effort to develop a national regulatory framework for hemp production, testing, licensing, and compliance. Prior to drafting regulations, public awareness was promoted, and input was sought from stakeholders and others by conducting webinars with over 4,000 participants, engaging with Native American Tribal representatives, Federal law enforcement partner agencies, and responding to questions from global companies interested in U.S. hemp production. In October 2019, AMS published its Interim Final Rule (IFR) in the Federal Register (FR) to include provisions for USDA to approve hemp production plans developed by States and Indian Tribes and establish Federal licensing requirements for hemp producers in States or Territories of Indian Tribes. AMS held interactive and technical meetings with nearly every State and U.S. Territory, and over 50 different Indian Tribes, to assist with the development of hemp production programs. During FY-2020, AMS approved nearly 50 different State and Tribal hemp production programs. The Domestic Hemp Final Rule was be published in the FR on January 19, 2021.

Market News Reporting Updated to Support Industry Operations: AMS supported the Coronavirus Food Assistance Program (CFAP) by creating new reports which provided data essential to determining which growers and commodities suffered a five percent or greater price decline between January 2020 and April 2020 and were therefore eligible to receive benefits under the Program.

Key Performance Indicators & Strategic Targets

Strategic Objective 2.2		FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
2.2.1. Meat livestock: Percentage of graders' time through customer billings[1].	Results				95%	Not Met	
	Target			Baseline	83%		85%
2.2.2. Poultry livestock: Percentage of graders' time through customer billings.	Results				93%	NI	
	Target			Baseline	83%		83%

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

[1] Billable time is defined as total hours available in calendar year for a grader to provide grading services minus total hours of personal leave and required annual training, which is unbillable time to customers.

Summary Analysis:

Despite significant challenges, the Livestock & Poultry (LP) program continues to deliver quality services in an efficient manner, recovering an average of 94%, or nearly all, of graders' time for the service. LP has faced significant staffing challenges in the face of COVID-19 but has implemented strategies to ensure that meat, poultry, and shell egg customers could continue to move USDA-graded product in commerce. These actions resulted in 99.7% of the shifts being covered, with 100% of scheduled customers receiving uninterrupted service. To explain, the current KPI of 95% and 93% indicates that graders are able to take vacation, sick leave, or training only 5% or 7% of the time, which affects quality of life and employee development. It is important to lower that number closer to the 83% goal to ensure a sustainable workforce. However, LP had to cancel annual leave for graders to ensure sufficient staffing levels, which prevented AMS from meeting its set target for strategic objective 2.2. However, there has been significant progress in meeting strategic objectives, as demonstrated by the noted achievements and advancement towards set targets of key performance indicators.

Challenges and Risk

Prior to COVID-19, the primary challenge faced by LP included maintaining adequate grading staff to meet the customers' needs, along with taking actions to promote their safety and health. Graders perform their duties in meat, poultry, or shell egg plants. There is no option for either telework or light duty. Due to COVID-19, LP leadership anticipated losing up to 40% of its grading staff due to self-certification for Weather and Safety Leave, self-quarantining, and becoming ill.

Lead Office: Agricultural Marketing Service (AMS): Livestock & Poultry Program

Objective 2.3: Protect Agricultural Health by Preventing and Mitigating the Spread of Agricultural Pests and Disease

American agriculture continually faces threats arising from domestic and foreign pests and diseases that can have negative impacts on agricultural production, commerce, and trade. USDA and its stakeholders work to identify these threats early and maintain response capabilities in order to swiftly prevent or mitigate potential damages. APHIS responds to the continually evolving situation by adjusting its strategies for the early and rapid detection of agricultural pests and diseases through surveillance and monitoring techniques, developing and maintaining diagnostic capabilities, and applying pest mitigations as necessary.

Spotlight on Science

Protecting Pollinators from A New Threat: The first-ever U.S. sightings of the Asian giant hornet, made a confirmed appearance in Washington state during winter of 2019. USDA is actively supporting research efforts to develop interactive identification tools, map the hornet's genome, and improve the efficacy of lures, traps, and monitoring programs.

Key Achievements

Newcastle Disease: After a 2-year response effort, APHIS and the California Department of Food and Agriculture announced on June 1, 2020 an end to the virulent Newcastle disease (vND) quarantine in Southern California. vND is a contagious and fatal viral disease affecting the respiratory, nervous, and digestive systems of birds and poultry. Many infected birds die without showing clinical signs of the disease. This outbreak threatened the $40 billion poultry industry in the United States and export markets that were worth more than $4.5 billion in 2019 (National Agricultural Statistics Service and International Trade Centre database). During the response effort, APHIS confirmed a total of 476 positive premises in California, including 4 commercial premises. APHIS also confirmed one infected premise in Utah County, Utah, and one in Coconino County, Arizona, both linked to birds moved from the quarantine area in California. After extensive disease control efforts, the last confirmed positive case was detected in February 2020, and APHIS lifted the quarantine in June.

Ralstonia Solanaceaum: During FY 2020, APHIS also responded to the detection of *Ralstonia solanacearum* in a geranium from a Michigan greenhouse. In April, APHIS' diagnostic scientists confirmed the sample as *R. solanaceaum* race 3 biovar 2 (RsR3bv2), a pathogen that causes a wilt disease in several crops including potatoes, tomatoes, peppers, and eggplant and is listed as a select agent for the United States. The RsR3bv2 confirmation triggered an emergency response to find, isolate, and eradicate all infested geraniums, as well as trace the infestation to its origin. APHIS identified the source of the diseased geraniums, a facility in Guatemala, and stopped all shipments of plant material from the facility until it can be recertified to ship to the United States. The effort to locate all potentially infested material involved more than 650 facilities in 44 States. APHIS and its State partners completed the response on June 11, 2020, eliminating this outbreak from U.S. greenhouses just two months after the pathogen was first detected. This response protected U.S. potato, tomato, and other crops from the spread of this pathogen and allowed APHIS to keep export markets for these products open.

Key Performance Indicators & Strategic Targets

Strategic Objective 2.3		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
2.3.1. Animal Health--Number of hours it takes to mobilize resources once it is determined that a Federal emergency response is needed to manage an agricultural outbreak	Results	24	24	24	24	24	Met	
	Target	24	24	24	24	24		24
2.3.2. Plant Health--Percent of high-risk plant pests for which early detection surveys are conducted (annual measure)	Results	92	96	96	96	96	Met	
	Target	80	85	93	95	96		96

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis:

Through early detection surveys for plant pests, APHIS and cooperators conducted a total of 252 commodity- and taxon-based surveys in 50 States and 3 territories. APHIS and State cooperators conducted surveys for more than 96 percent of the high-risk plant pests and diseases identified as targets for FY 2020, with the goal of ensuring that newly arrived pests and diseases would be detected before they have a chance to spread. The program was able to meet the goal in that all new detections were localized at the time of their detection in FY 2020.

In addition to providing continued resource and logistics support during the 2-year emergency response effort related to vND in California, Utah, and Arizona, APHIS also mobilized resources and logistics support in response to multiple outbreaks. For example, APHIS mounted responses to the detection of avian influenza, both low pathogenic and highly pathogenic, in North and South Carolina—12 cases of low pathogenic avian influenza and one case of highly pathogenic avian influenza. In each instance, APHIS mobilized resources within 24 hours of determining that they were needed.

In FY 2020, APHIS also detected and eradicated RsR3bv2 in greenhouse facilities across the country; responded to five exotic fruit fly outbreaks, including four Mexican fruit fly (Mexfly) outbreaks in Texas and one Mediterranean fruit fly (Medfly) outbreak in California; and treated outbreak levels of grasshopper and Mormon cricket populations in Montana and Wyoming as well as localized outbreaks in Arizona, Utah, and Nevada.

APHIS is also making progress in addressing feral swine, a destructive, invasive species that affects agricultural health, the health of ecosystems, and human health and safety. APHIS' overall objective is to minimize the damage caused by feral swine, and the Agency is achieving success in removing feral swine in States with relatively low populations. Thus far, 17 States are recognized as having removed enough feral swine to be transitioned to a lower status

level. Program officials are in the process of confirming through surveillance efforts that 11 of these States have successfully eliminated feral swine.

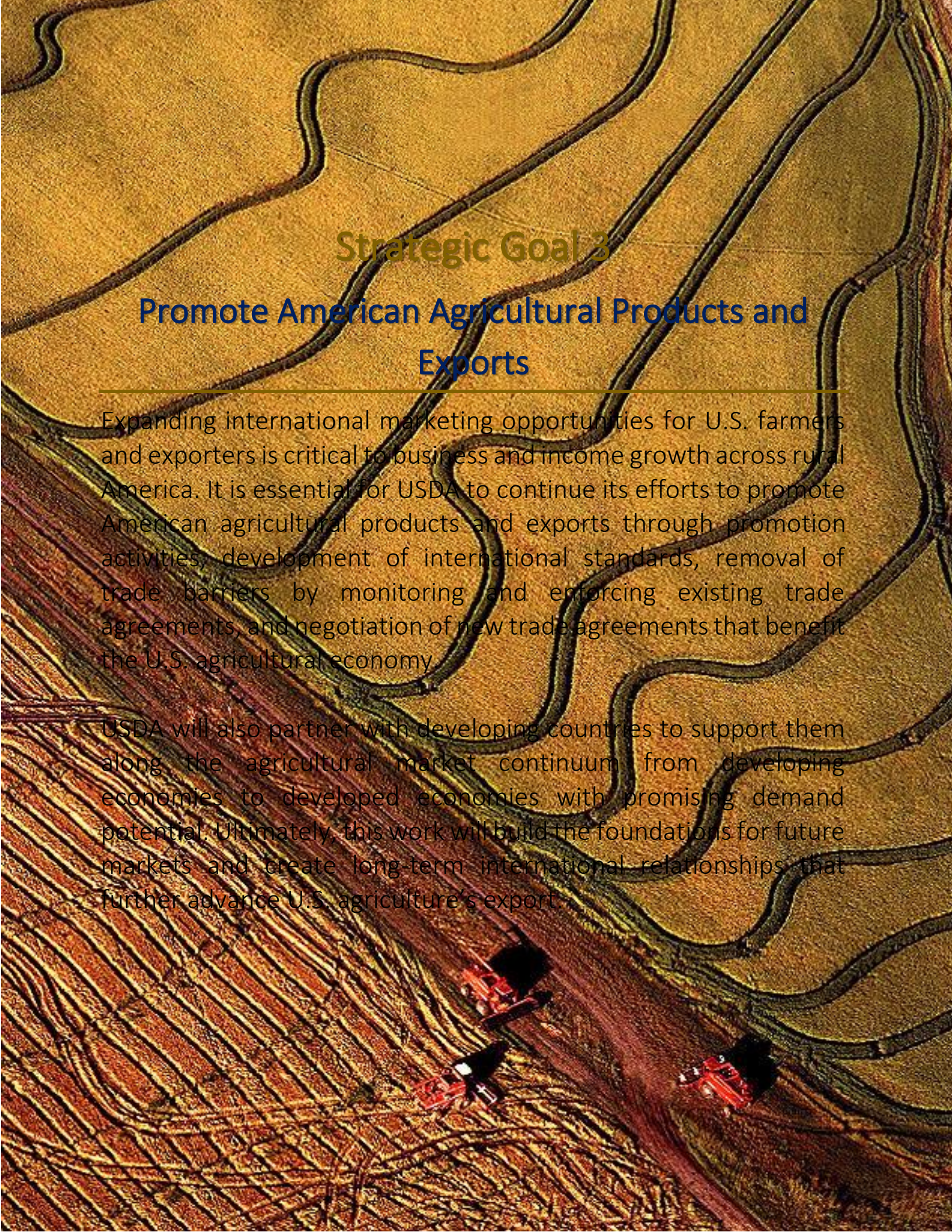
Challenges and Risks:

APHIS must prepare for emerging pest and disease threats while continuing to address those that pose ongoing risks. One of the most severe threats to U.S. agriculture continues to be foot-and-mouth disease (FMD), a highly contagious, viral disease that affects cattle, sheep, goats, and swine, among others. FMD is a worldwide concern because it spreads rapidly and causes significant hardships for farmers and ranchers where it is present. One tool that could be used to limit the spread of the disease should an outbreak occur in the United States is vaccination. APHIS has cooperated with its counterparts in Canada and Mexico to establish the North American FMD Vaccine Bank, but its capacity is currently limited and would not be enough to address even a medium-scale outbreak.

APHIS also continues to focus on preventing the establishment in the United States of exotic fruit flies like Medfly and Mexfly, which together attack more than 300 types of fruits and vegetables. APHIS and cooperators have used sterile insect technology as a preventive tool against these two pests for several decades. Sterile insect technology involves the release of sterile flies that mate with and disrupt the normal population growth of wild fly populations. The Lower Rio Grande Valley area of Texas, home to the State's citrus industry, experiences annual Mexfly outbreaks, ranging from four to as many as nine in recent years, in part because APHIS does not have the capacity to produce the required number of sterile Mexflies for an effective preventive program. The program's aging facility in Mission, Texas, produces approximately 150 million sterile flies per week, but the need is triple that amount. The Mexfly facility in Texas illustrates the risk that aging and outdated facilities can pose to program effectiveness.

To address pests and diseases throughout the United States, APHIS relies on State and local partners to conduct many on-the-ground activities and provide employee resources. If State and local governments' capacities are reduced following financial impacts related to COVID-19, APHIS' reach and ability to respond to pest and disease outbreaks may be diminished by the same degree. In addition to existing threats, there is a growing list of emerging pests and diseases that pose new risks to U.S. agriculture. The spread of African swine fever in countries around the world and the detection of the tomato brown rugose fruit virus in tomato imports in FY 2019 demonstrate the evolving nature of pest and disease threats for which APHIS must continually prepare.

Lead Office: Animal and Plant Health Inspection Service (APHIS); for NBAF, in concert with Agricultural Research Service (ARS).



Strategic Goal 3

Promote American Agricultural Products and Exports

Expanding international marketing opportunities for U.S. farmers and exporters is critical to business and income growth across rural America. It is essential for USDA to continue its efforts to promote American agricultural products and exports through promotion activities, development of international standards, removal of trade barriers by monitoring and enforcing existing trade agreements, and negotiation of new trade agreements that benefit the U.S. agricultural economy.

USDA will also partner with developing countries to support them along the agricultural market continuum from developing economies to developed economies with promising demand potential. Ultimately, this work will build the foundations for future markets and create long-term international relationships that further advance U.S. agriculture's export.

Objective 3.1: Expand International Marketing Opportunities

The Foreign Agricultural Service (FAS) identifies, develops, and implements Agribusiness Trade Missions (ATMs) and USA Pavilions at international trade shows, coordinating closely with internal and external stakeholders to enable U.S. agricultural producers to access or expand their international markets. FAS-sponsored international ATMs open doors and provide a platform for U.S. exporters to forge relationships with potential customers overseas, gather market intelligence, and generate sales of U.S. agricultural and food products. USA Pavilions at endorsed trade shows provide the best international exposure and marketing opportunities for U.S. companies and producers.

Key Achievements

Trade Shows: In FY 2020, USDA endorsed 20 international trade shows. Due to the COVID-19 pandemic, all trade shows after March 1, 2020 were either postponed or canceled. However, in Q1 and Q2 USDA was able to implement eight USDA endorsed trade shows supporting 458 U.S. companies with $1.1 billion in 12-month projected sales. Additionally, in August of 2020, USDA began implementing virtual trade events, including it's first-ever virtual event linking U.S. pet food sellers with buyers in China and Hong Kong.

Allgemeine Nahrungs- und Genussmittel-Ausstellung (ANUGA) 2019: The 100th edition of ANUGA took place from October 5-9, 2019, in Cologne, Germany. ANUGA is a truly international show covering "10 Trade Shows in One." According to the organizer, ANUGA 2019 attracted over 170,000 trade visitors from 201 countries and around 7,500 exhibitors from 106 countries. The 159 exhibitors in the seven USA Pavilions generated 12-month projected sales totaling $650 million, on-site sales amounted to an estimated $56.3 million. Exhibitors reported introducing 1,269 products and establishing 2,839 serious contacts. Visitors to the USA Pavilion found a wide variety of American produce, including dried fruits and nuts, confectionery, artisan cheese, popcorn, chicken, beverages, nut butters, and superfoods.

Gulfood 2020: The 25th annual Gulfood show was held February 16-20, 2020, in Dubai, United Arab Emirates, featuring over one million square feet of exhibition space, 98,000 attendees, 5,000 exhibitors, and 120 national pavilions. This USDA-endorsed show boasted 179 U.S. exhibitors in the USA Pavilion, who reported $45.2 million in on-site sales and $404 million in 12-month projected sales, introducing 2,100 new products. U.S. exhibitors represented a broad range of U.S.

PROSPER AFRICA

USDA is proud to support the Prosper Africa initiative, which is seeking to boost two-way trade and investment between the United States and Africa.

USDA led a successful trade mission to West Africa on October 28-31, where we helped U.S. exporters unlock new opportunities in the region. USDA was joined by more than 30 U.S. agribusinesses representing a diverse array of U.S. bulk and consumer-oriented products and meet with over 100 foreign importers. In only two and a half days, the participants took part in an astounding 460 business-to-business meetings where they networked and brokered an estimated $11.6 million in new deals to benefit America's agriculture industry.

agribusiness and food companies, including those new to market, new to export, minority-owned and small-to-medium sized enterprises. Sixty foreign buyers from Africa, Eurasia, and the Middle East travelled to the show through sponsorship from FAS overseas offices.

Trade Missions: In FY20 USDA had planned eight trade missions, a new record for number of trade missions in a year. However, due to the COVID-19 pandemic, only three trade missions were completed in Vietnam, West Africa, and Mexico, with 12-month projected sales totaling more than $43 million. These Missions included participants from 97 U.S. agribusinesses, 12 cooperator groups, two SRTGs, and 20 State Department of Agriculture representatives. In total, these organizations participated in 1,650 one-on-one business meetings.

Key Performance Indicators & Strategic Targets

Strategic Objective 3.1		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
3.1.1. Value of agricultural exports resulting from participation in foreign foods and agricultural trade shows and trade missions ($ Billion)	Results	1.28	2.35	2.13	2.2	1.16	Not Met	
	Target	1.55	1.56	1.78	1.75	2.13		1.75

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis:

The COVID-19 pandemic forced the cancellation of the trade shows and trade missions for the last half of FY 2020. All reported sales in FY2020 occurred before March 1, 2020, when in-person events were either postponed or canceled. The economic effects of the pandemic will be felt into FY 2021 and FY 2022. FAS has shifted resources to continue to connect U.S. exporters and foreign buyers through the development of virtual trade events focused on key industries and markets. While these virtual events will not completely replace in-person trade shows and missions, they will serve as a mitigation effort during the pandemic and will remain a supplemental tool in USDA's toolbox to increase exports. FAS is working to jumpstart and enhance the trade show and missions' program once it's possible for travel and in-person gatherings to resume.

Challenges and Risks:

COVID-19: Since March 2020, all trade missions and most USDA-endorsed international trade shows have been either postponed or canceled due to the COVID-19 pandemic. Restrictions on travel and large gatherings impeded traditional in-person trade shows and missions, thus no sales were generated since February 2020. As a result, the target for FY 2020 was not be met. These cancelations, postponements, and modified engagements will likely continue well into FY 2021, with the economic effects of the pandemic possibly impacting sales into FY 2022 and FY 2023. FY 2021 and FY 2022 targets have been adjusted to account for these considerations.

Lead Office: Trade and Foreign Agricultural Affairs (TFAA): Foreign Agricultural Services (FAS) Global Programs, Trade Missions and Shows Division

Objective 3.2: Prevent or Resolve Barriers to Trade That Hinder U.S. Food and Agricultural Exports

Preventing or resolving trade barriers that hinder U.S. food and agricultural exports is critical to the business of USDA's customers – the farmers, ranchers, and processors of American agriculture. As the USDA lead, FAS partners with U.S. Government agencies and trade associations, as well as regional and international organizations, to increase market access and transparency by participating in international negotiations and encouraging the establishment of science-based standards that facilitate global trade. FAS maintains a significant international footprint, with 97 overseas offices, covering 177 countries that assist in meeting USDA's trade goals.

FAS also works to prevent or mitigate the effects of foreign country policy decisions by providing technical advice and support to governments around the world. Finally, working with the overall U.S. Government lead on trade, the Office of the United States Trade Representative (USTR), FAS negotiates and enforces trade agreements (bilateral, multilateral, and plurilateral) to maintain current markets and create new market opportunities for U.S. agriculture.

Key Achievements

Phase One Agreement China: USDA has engaged with global trading partners to open and retain markets for U.S. agriculture. The marquis accomplishment is the successful negotiations of the Phase One trade agreement with China in Q1. As a result of the Phase One China Agreement, U.S. agriculture gained market access valued at more than $3.5 billion, including: full market access for poultry valued at $1 billion, full market access for beef valued at $0.9 billion annually, access for 23 traditionally-traded feed additive products valued at $0.7 billion, and access for 26 aquatic species valued at $0.4 billion. The Agreement also lifted the ban on ruminants in pet food valued at $0.3 billion, and included improvements to procedures for registering and maintaining list of facilities for numerous products, including dairy, valued at $0.275 billion.

Anti-Dumping: Defended U.S. interests against anti-dumping and countervailing duty actions by Peru against U.S. corn, preserving a market valued at $0.5B.

Spotlight on Science

In 2019, ARS researchers with the European Biological Control Laboratory in Thessaloniki, Greece, developed a new specific method of detecting and quantifying minute amounts of sandfly larvae DNA in soil. By detecting these disease vectors early, it is easier to combat leishmaniasis, a serious parasitic disease transmitted by adult female sandflies that is prevalent in the tropics and southern Europe. Though it is not common to the continental United States, leishmaniasis is viewed as a serious and recurrent health problem by the U.S. Department of Defense. This development not only has the potential to revolutionize how vectors of disease are surveilled and controlled, but it also spurs the creation of new risk assessment tools and control methods that will preserve wildlife, livestock, and public health around the world.

Japan: Renegotiated a dairy certificate with Japan following changes to Japan's domestic regulations, preserving a market valued at nearly $0.3B. Persuaded Japan to limit restrictions on U.S. corn following a maximum residue level detection, retaining access for $0.2B in non-genetically modified varieties that would not have been treated with the identified chemical.

Philippines: Protected a continuation of the current accreditation for pork and beef exports to the Philippines following that government's announcement proposing changes to the terms of the access agreement that would have effectively closed the market to nearly $0.2B in U.S. beef and pork exports.

Ecuador: Secured Ecuador's tariff exemption extension for wheat and soybean meal imports for five years, preserving competitive access for nearly $0.2B in wheat and soybean meal.

South Korea: Negotiated an agreement with South Korea guaranteeing market access for more than $0.1B in annual U.S. rice exports.

Saudi Arabia: Collaborated with USTR, U.S. industry, and other trading partners to persuade Saudi Arabia to withdraw non-science-based proposed regulations setting extremely low limits on the amount of added sugar in all processed food and beverages, preserving a market valued at $0.1B

Key Performance Indicators & Strategic Targets

Strategic Objective 3.2		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
3.2.1. Value of trade preserved through resolution of foreign market access issues such as US export detainment, restrictive SPS and TBT issues, and trade regulations ($ Billion)	Results	5	7.5	12.8	2.5	7.7	Met	
	Target	4.1	4.1	4.0	5.5	6.0		6.1

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

Summary Analysis:

FAS exceeded its target for strategic objective 3.2 by providing $7.67 billion of trade preserved through resolutions of foreign markets. There has been significant work and progress, as demonstrated by the noted achievements and meeting set targets of key performance indicators.

Challenges and Risks:

COVID-19 and trading partner's response to it could threaten U.S. food and agricultural exports. FAS will continue to monitor the actions of trading partners in response to COVID-19 and will respond as needed to defend U.S. agricultural interests and to press trading partners to base their actions on sound science.

Lead Office: Trade and Foreign Agricultural Affairs (TFAA): Foreign Agricultural Services (FAS)

Objective 3.3: Build Demand in Developing Countries Through Trade Capacity Building

FAS administers international food assistance programs, including Food for Progress (FFPr), to assist countries to strengthen their economic development and facilitate the transition from food assistance recipients to commercial importers. To fulfill its mandate under the Food for Progress Act of 1985, FAS enters into cooperative agreements with eligible organizations to implement field-based projects that improve agricultural production and expand trade of agricultural products in developing countries. Program participants have included private voluntary organizations (PVOs), foreign governments, universities, and intergovernmental organizations. Most recently, FFPr was re-authorized through fiscal year 2023 in the Agriculture Improvement Act of 2018 (2018 Farm Bill).

Some examples of past projects include: training farmers in improved animal and plant production, establishing and building capacity of agricultural cooperatives, providing microfinance to farmers, and developing agricultural value chains. USDA's FAS identifies priority countries in its solicitation for project proposals each year. The program lifts barriers to trade that hinder U.S. food and agricultural exports by FFPr's two principal objectives:

1. Improve Agricultural Productivity
2. Expand Trade of Agricultural Products

Key Achievements

Achievements from FY 2019:* FFPr awarded seven new projects to be implemented across 15 countries. Through the Commodity Credit Cooperation (CCC), the selected implementing partners will receive 261,944 MT of commodities, valued at $138.5 million, and $40.5 million to support ocean freight expenditures over the duration of these three to five-year projects. Including the FY 2019 projects, there are 38 active projects in 33 countries valued at approximately $900 million.
*Data on FFPr lags by one year and these are the most up to date reportable achievements

Food for Progress: During FY 2019, activities conducted by the 38 active projects reached over 401,000 direct participants. As a result of activities implemented under FFPr, 186,905 individuals applied improved agricultural management practices or technologies to 240,036 hectares. Access to working capital and credit are other significant components in expanding inclusive participation in agricultural sectors in emerging markets. Greater access to financing contributes to increased production, expanded international trade, and ultimately increased incomes. For FY 2019, FFPr activities facilitated access to over $131 million in finance for farmers and cooperatives by facilitating access to private market credit with agribusiness-management support and by directly providing loan facilities through project activities. These activities lifted barriers to trade that hinder U.S. food and agricultural exports.

Summary Analysis:

FAS oversees 38 active projects in 33 countries valued at approximately $900 million. These programs have demonstrated success in assisting farmers and agribusinesses, increasing agricultural productivity, improving rural infrastructure for developing markets, and increasing trade. COVID-19 market disruptions are likely to continue in waves in various markets, disrupting program implementation and limiting ability of participants to conduct activities and demonstrate

program accomplishments. Political, economic, and environmental shocks in recipient countries, including conflict, price volatility, natural disasters, and COVID-19 can unexpectedly undermine current food assistance projects and undo gains from past projects. FAS has widened and leveraged coordination to fulfill its departmentally mandated role in leading and coordinating international agricultural activities with USDA agencies, U.S. Agency for International Development, the U.S. Department of State and other parts of the U.S. government. FAS will continue to participate and lead further initiatives to improve market access through capacity building and endeavor to have positive impact on trade and food security.

Lead Office: Trade and Foreign Agricultural Affairs (TFAA): Foreign Agricultural Services (FAS) Global Programs, International Food Assistance Division

Strategic Goal 4

Facilitate Rural Prosperity and Economic Development

USDA promotes rural prosperity and economic development by financing investments in rural utilities, housing, and businesses. When rural Americans share the same level of infrastructure services as the country's urban areas, rural communities can make even greater economic contributions with healthy businesses and families. With this aim in mind, USDA will leverage funds, stimulate public-private partnerships, and engage in collaboration to build rural infrastructure including: broadband, community facilities, safe and affordable housing, and health services and facilities. It will also provide capacity building to help underserved communities become thriving communities.

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

USDA's Rural Development serves a leading role in facilitating rural prosperity and economic development by financing investments in rural utilities, housing, and business investments. Building and modernizing rural America's infrastructure is critical to create jobs and increase our country's productivity of vital goods and services. Additionally, communities that do not invest in critical infrastructure upgrades risk losing their ability to provide clean, safe, and reliable water; electric, broadband, health, other community services; and business growth. Continued investment will be required to close infrastructure gaps and connect rural residents and businesses to nationwide and global commerce.

Key Achievements

OneRD Guaranteed Loan Initiative: USDA is cutting red tape and improving program performance and impact by changing how it delivers commercial guarantee programs. RD is removing unnecessary regulations to increase private investment in rural businesses and rural economic development projects and to improve customer service within four flagship loan guarantee programs. The Agency is implementing a standard set of requirements, processes and forms for four Rural Development programs including the Water and Waste Disposal Guaranteed Loan Program, Community Facilities Guaranteed Loan Program, Business and Industry Loan Guarantee Program, and the Rural Energy for America Guaranteed Loan Program.

The agency is taking a holistic approach to this project, improving all aspects of the customer experience and meeting their expectations for consistency, accountability, transparency and speed of service. Throughout the process, past, current and future customers were provided opportunities to provide input on all aspects of the customer experience (policy, process, technology, communication, etc.) and to shape the new guarantee approach. The rule is final and went into effect October 1st, 2020. The agency began accepting and processing applications under the new rules on October 1st, 2020.

ONERD

USDA is taking steps to increase private investment in rural communities across the country by making it easier for lenders to access four flagship loan guarantee programs.

Ahead of Fiscal Year 2021, USDA is providing guarantee percentages, annual fees, periodic retention fees, and optional construction fees to help lenders apply for the Agency's four flagship loan guarantee programs. These programs are:

Water and Waste Disposal Loan Guarantees Program;

Community Facilities Guaranteed Loan Program;

Business and Industry Guaranteed Loan Program; and

Rural Energy for America Guaranteed Loan Program.

Rural Utilities Service (RUS)

During 2020 the United States faced a historic pandemic and major economic crisis, yet, during those extraordinary circumstances, USDA's Rural Utilities Service exceeded previous efforts designed to fund state-of-the-art infrastructure for rural communities. RUS programs help build electronic connectivity and advanced communications fundamental for economic growth and innovation. RUS programs also provide access to essential health care, quality education and clean water.

To accomplish program delivery during 2020 required RUS to overhaul its systems and processes within an exceptionally short timeframe to deliver funding to strengthen rural economies and build stronger rural communities. RUS' move to digital operations resulted in record funding levels for Electric, Telecommunications and Water and Environmental Programs.

Infrastructure Loans: During 2020, RUS delivered over $8.6 billion in loans to fund fiber and equipment for both broadband service and smart grid technologies. This infrastructure investment will deliver robust broadband to rural areas and dynamically manage energy use, improving access to business, educational, health care and other social services.

RUS Electric Programs: RUS approved 125 electric infrastructure loans, totaling more than $6.34 billion, to strengthen the reliability of the electric grid that delivers power to rural communities across the United States. As part of that investment, the Electric Program funded 22,711 miles of fiber optic cable, exceeding the 22,344 miles of power lines financed by the agency.

Telecommunications Program: RUS invested $1.46 billion in telecommunications infrastructure projects nationwide. Once completed, these projects will deliver new or improved broadband service to over 336,000 households.

High Speed Internet: In 2020, RUS approved 8 loans under the Telecommunications Infrastructure Loan Program for high speed internet investments in rural areas. The total amount obligated in 2020 was $98.5 million. These projects are expected to deliver new or improved broadband service to nearly 56,383 households.

Rural eConnectivity Pilot Program (ReConnect): ReConnect offers unique federal financing and funding options in the form of loans, grants, and loan/grant combinations to facilitate broadband deployment in areas of rural America that currently do not have sufficient access to broadband. In 2020, RUS awarded over $1.3 billion in funds under the ReConnect Program to extend high-speed broadband service which will benefit more than 277,916 households. In rural North Carolina, Atlantic Telephone Membership Corporation will use a $21.6 million ReConnect grant to deploy a fiber-to-the-premises (FTTP) network to connect 17,424 people, 209 farms, 285 businesses, 19 educational facilities, nine health care facilities, seven fire stations, and seven post offices to high-speed broadband internet in Pender County.

Distance Learning and Telemedicine (DLT) Program: During 2020 RUS announced two separate funding windows for its Distance Learning and Telemedicine (DLT) Program. The first application window opened February 10th and closed April 10, 2020. The agency received 276 applications, requesting more than $155 million in funds. RUS ultimately awarded $71.5 million to support 116 DLT projects which will serve rural customers in 42 states and U.S. territories.

In Texas, the Epic Charter School is receiving a $969,327 grant to link urban schools in Oklahoma and Texas with rural schools, students, and community partners in both states. The school will provide Science, Technology, Engineering and Math (STEM) courses, Career and Technical Education (CTE) certifications, Advance Placement (AP)/concurrent college courses, professional development and opioid education services. This grant will also fund the installation of interactive video conferencing equipment.

Rural Energy Savings Loans: RUS's Rural Energy Savings Program, (RESP) is a relending program that utilities and other energy providers can use to offer consumer loans to purchase and install energy efficient appliances, home energy improvement projects, and renewable solar and storage installations. During 2020, RUS obligated 11 RESP loans totaling $104 Million to fund improvements to reduce energy costs for 178,000 rural consumers.

In South Carolina, KW Savings used a $13 million loan to provide rural consumers with low cost funding for home improvement projects to reduce their monthly electricity usage by more than 50 percent. KW Savings partners with rural electric cooperative utilities to benefit consumers in their service territory. In Oregon, Umatilla Electric Cooperative will use a $3 Million loan to replace manufactured homes with those that are more energy efficient.

Water and Environmental Programs (WEP): Water and Environmental Programs played a leading role in providing rural communities with capital to develop and support modern, affordable water and waste disposal (WWD) services. With a focus on underserved communities, WEP directs its technical and financial resources to rural communities with the greatest need. This includes rural water and waste systems in communities that are poverty-stricken, face health or sanitary issues, or other obstacles hindering their ability to provide safe and reliable services.

In 2020, USDA invested $2.1 billion in direct and guaranteed loans and grants to help rural communities develop or otherwise improve their WWD facilities. Through these investments, USDA delivered new and improved services to 2.141 million rural residents. WWD funding supported 881 projects. Of those, 579 or 65.7 percent was to alleviate a health or sanitary issue.

Because of this funding, over 15,300 rural homeowners and businesses were connected to public water and waste disposal services for the first time. The WWD program installed, repaired and replaced over 3,700 miles of lines with the funding provided. Additionally, $156 million of this funding was provided in persistent poverty communities.

Rural Business-Cooperatives Service (RBCS)

Access to Capital—Guarantee Loan Programs: USDA Rural Development guaranteed loan programs enable commercial lenders access to capital by attaining investments in capital markets enabling commercial lenders to serve the financing needs of more rural businesses. In FY 2020 the Business & Industry (B&I) and the Rural Energy for America Program (REAP) guaranteed 460 loans totaling over $1.98 billion. These businesses utilized the loan funds to leverage an additional $1.46 billion of funds from other sources of capital.

In 2020, Rural Development obligated 384 B&I loan guarantees totaling almost $1.7 billion assisting 443 rural businesses and creating or saving 17,853 jobs. For example, CHI Greenhouse is a nearly 170,000 sq. ft hydroponic greenhouse approximately 80 miles outside of downtown

Chicago, Illinois. CHI Greenhouse, a part of the BrightFarms family of greenhouses, used a $7.75 million B&I guaranteed loan to restructure debt and retrofit their growing area to increase their growing capacity. CHI Greenhouse specializes in growing leafy greens that are packaged and shipped to grocery stores throughout the greater Chicagoland area. Demand during the pandemic proved to be stronger than ever and was able to donate excess product to local food pantries. This project is estimated to create or save approximately 40 jobs.

Sunoma Renewable Biofuel LLC: Suoma Renewable Biofuel utilized $10 million in REAP guaranteed loan funding to construct a $29.5 million total project cost anaerobic digester co-located with the Paloma Dairy near Gila Bend, Arizona. The digester is expected to produce in excess of 150,000 million BTU's of renewable natural gas as well as generate revenue from Low Carbon Fuel Standards and Renewable Index Number credits. The addition of the digester to the existing dairy will not only provide a new stream of income but will create three new jobs and will also benefit the environment by capturing methane gas currently being released into the atmosphere by the decay of animal waste.

Entrepreneurship Direct Assistance: Rural Development's Value Added Producer Grant (VAPG) and Rural Energy for America Program (REAP) provide grants directly to agricultural producers and rural small business assisting these entrepreneurs to produce and market value-added agricultural products, produce biofuel, generate renewable energy, and implement energy efficiency improvements in the business operations. In 2020, the VAPG Program funded 347 grants for a total of $57.5 million. These projects are estimated to create or save an estimated 819 jobs. In 2020, REAP grants totaling $48.45 million funded 1,543 Renewable Energy System and Energy Efficiency Improvement grant projects.

The Tillamook County Creamery Association: Tillamook, Oregon applied for and was awarded an emerging market working capital Value-Added Producer Grant in the amount of $250,000. With value-added grant funds, the applicant looks to expand its sales of "Tillamook" brand dairy products into the Southeast Asian market of Singapore. This farmer-owned cooperative will conduct a marketing campaign, as well as in-store education and promotional events, to increase sales through communication about the quality and heritage of its newly launched cheese and ice cream. By increasing its international sales, Tillamook will create four additional jobs across the organization, including in Tillamook County, Oregon. On an annual basis, the applicant estimates they'll grow their market share of cheese by 1.66% and ice cream by 7.21% resulting in $2,859,508 in additional gross sales.

Shores Sisters Farm Market, Inc: A veteran owned business in Pennsylvania that received a $13,067 grant to make energy efficiency improvements to refrigeration, freezer, and heating, ventilation and air conditioning systems at a farm market. The business will save approximately 61% of current energy usage by making the energy efficiency improvements.

Assistance for Community/Regional Programs to Support Business Opportunities and Workforce Development: The Rural Business Development grant program awarded 562 grants totaling $46.6 million in 2020. These grants are projected to assist 3,023 businesses in creating or saving 12,004

jobs. The Intermediary Relending Program, Rural Microentrepreneur Assistance Program, and the Rural Economic Development Loan and Grant programs awarded $71,517,130 in loan funds and $10,000,000 in grant funds to capitalize 206 local and regional economic development revolving loan programs and $3,317,471 of grants to fund technical assist support to microentrepreneurs. These awards are projected to assist 1,051 businesses create or save 18,718 jobs.

Butler County Rural Electric Cooperative: This Iowa coop received a $1 million loan to assist the Waverly Health Center, located in Waverly, IA, to renovate and expand a community owned hospital. The Waverly Health Center is a 25-bed critical access municipal hospital serving residents of Bermer, Butler and Chickasaw counties. The proposed 30,000 square foot addition and renovation of existing facility will upgrade the oldest portion of the facility built in1964 and provide much needed space and efficiency to the emergency department, family practice clinic and outpatient services. Current employment is 460 employees and the project will result in the creation of 15 new jobs.

The Rural Cooperative Development Grant, Social Disadvantaged Producer Group, Delta Health Care Services Grant: Combined these programs awarded $23,636,302 to 63 community-based organizations and institutions of higher education and assist 1,670 agricultural producers and other rural business.

Cooperative Development Foundation: A non-profit organization, received a $200,000 grant to provide business planning and assistance to rural home care and rural food cooperatives across rural areas of Washington, Wisconsin, Kansas, New Hampshire and Connecticut. An estimated 47 cooperatives, groups or businesses will be assisted. The Cooperative Development Foundation, based in Washington, D.C, received an Socially-Disadvantaged Groups Grant (SDGG) of $175,000, which is being used to provide technical assistance to help rural cooperative homecare agencies adding new activities to their work plan to benefit minority-led cooperatives expand operations and serve more rural residents in need. The team will provide technical assistance with new services for four incorporated co-ops and organizing groups, exploring opportunities for home care cooperatives in Puerto Rico. Part of SDGG funds will also be used to explore the potential for cooperatives to build a more effective food system for Indian Country by working with Native Americans.

United Farmers USA: This South Carolinian organization received a SDGG grant of $53,155.59 to help provide training and technical assistance for socially-disadvantaged African American farm cooperatives in Calhoun, Clarendon, Lee and Williamsburg Counties. Farmers in these counties will be taking advantage of an agricultural conference as technical assistance on advanced farm management, record keeping, succession planning, insect identification and advanced high tunnel agriculture production.

Rural Housing Service (RHS)

Single Family Housing (SFH) Programs: USDA's Rural Housing Service (RHS) operates/administers a number of SFH programs that provide loans, grants, and guarantees to finance the construction, purchase, and repair of single-family homes. The loans enable very low-, low-, and moderate-

income individuals and families to live in safe, sanitary, and affordable housing. In 2020, USDA funded $24 billion through SFH Programs.

Section 502 Single Family Housing Direct (SFHD) Loan Program: Provided funding for nearly 5,800 loans totaling over $1 billion, to Section 502, a program under SFH. This program allows the Agency to underwrite and service loans for eligible low- and very low-income applicants at market interest rates, but with payment assistance. Payment assistance brings the interest rate down to as low as 1 percent.

Section 502 Single Family Housing Guaranteed Loan Program: Provided funding for nearly 138,000 loan guarantees totaling over $23 billion investment into the rural economy. This was a record level of investment for the program, made possible by efficiencies realized from a recent restructuring and streamlining of the agency's Single Family Housing Guarantee program.

Multi-family Housing (MFH) Programs: MFH programs provide loans, grants, and loan guarantees to eligible applicants to finance the preservation/revitalization, development, construction, and purchase of MFH properties in rural areas to enable safe housing for income-challenged individuals and families. In 2020, USDA funded over $389 million through MFH programs.

Community Facilities Programs (CF): CF programs provide loans, grants, and guarantees to help rural communities build or improve essential community facilities and community infrastructure. In addition, grants for disaster relief, technical assistance and training, and community and economic development support rural communities in building long-term capacity and tackling urgent challenges such as disaster recovery. In 2020, 1776 grants ($113 million), and 574 loans ($1.4 billion) were obligated through CF programs.

Rural Community Development Initiative (RCDI) Grant Program: Part of funding from the Community Facilities program, provided support to USDA's goal to reduce the morbidity and mortality associated with substance use disorders (including opioid misuse) in high-risk rural communities through prevention, treatment, and recovery projects. Administrator discretionary points were awarded to applications that addressed this Agency goal. In 2020, USDA obligated 33 RCDI grants for $6.5 million

Key Performance Indicators & Strategic Targets

Strategic Objective 4.1		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
4.1.1. Health Facilities: Percent of customers who are provided access to new and/or improved essential community facilities	Results	12	6	9.4	2.45	5.1	Met	
	Target	4.5	5	6.8	6.8	3.0*		
4.1.2. Number of borrowers' subscribers receiving new and/or improved telecommunication services (thousand)	Results	79	158	45	68.9	131	Not Met	
	Target	120	100	175	139	160		162

4.1.3. Percent of RD commercial/infrastructure investments that leverage non-Federal funding	Results		77	83	62	Not Met	
	Target		Baseline	78	79		80
4.1.4. Percent of RD assistance that went to distressed communities	Results		11	11	12.5	NI	
	Target		Baseline	12	13		14

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

* In FY 19, RD reduced the target to 3.0 as it realigned program delivery. There are a number of factors that led to the decline of funded loans in this sector in FY 2019 that are still relevant for FY 2020: 1) in the past year or two, underwriting requirements, standards and processes have been strengthened, 2) The program has lost a tremendous amount of experienced loan staff in the field making it more difficult to complete a high volume of these more complex loans, and 3) the program is trying to diversify the portfolio by emphasizing other sectors.

Summary Analysis:

Beginning in March of FY 2020, RD implemented 100% telework status for its employees. RD staff learned to use existing technology for improved communication, pivoted to online outreach, facilitated webinars in place of in-person meetings, and continued to obligate funds. RD quickly implemented several actions to mitigate COVID, including enhanced information and tools, service delivery, and portfolio management.

While obligation activity and loan making performance has been maintained under COVID-19, RD has experienced continued challenges reaching the targets for two of the four KPIs: Percent of RD commercial/infrastructure investments that leverage non-Federal funding and Number of borrowers' subscribers receiving new and/or improved telecommunication services (thousand)

4.1.2 E-connectivity KPI - Telecom did not meet its subscriber goal for FY 2020. There was a de-obligation (project funding rescinded) under the ReConnect program that reduced the potential subscribers to less than the performance goal. The projects funded under telecom in FY 2020 will make broadband available to over three hundred thousand households (336,165).

4.1.3 Leveraging KPI – As a result of the pandemic, RD saw a significant decrease in non-Federal funds that are usually invested alongside RD funds in projects. This was especially true in RD's rural infrastructure projects related to water and electric investments.

Challenges and Risks

The economic and social effects of COVID-19 on rural communities remains a concern. Demographic characteristics (a higher share of elderly population) and geographic features (larger distances to access health care centers), coupled with reduced health care staff and facilities, impede the ability of rural communities to respond to the pandemic. In addition, the overall slowdown in aggregate demand has affected some primary sectors, and the expected further slow-down in trade and global demand will hit rural economies severely given their higher reliance on tradable activities, such as mining and tourism.

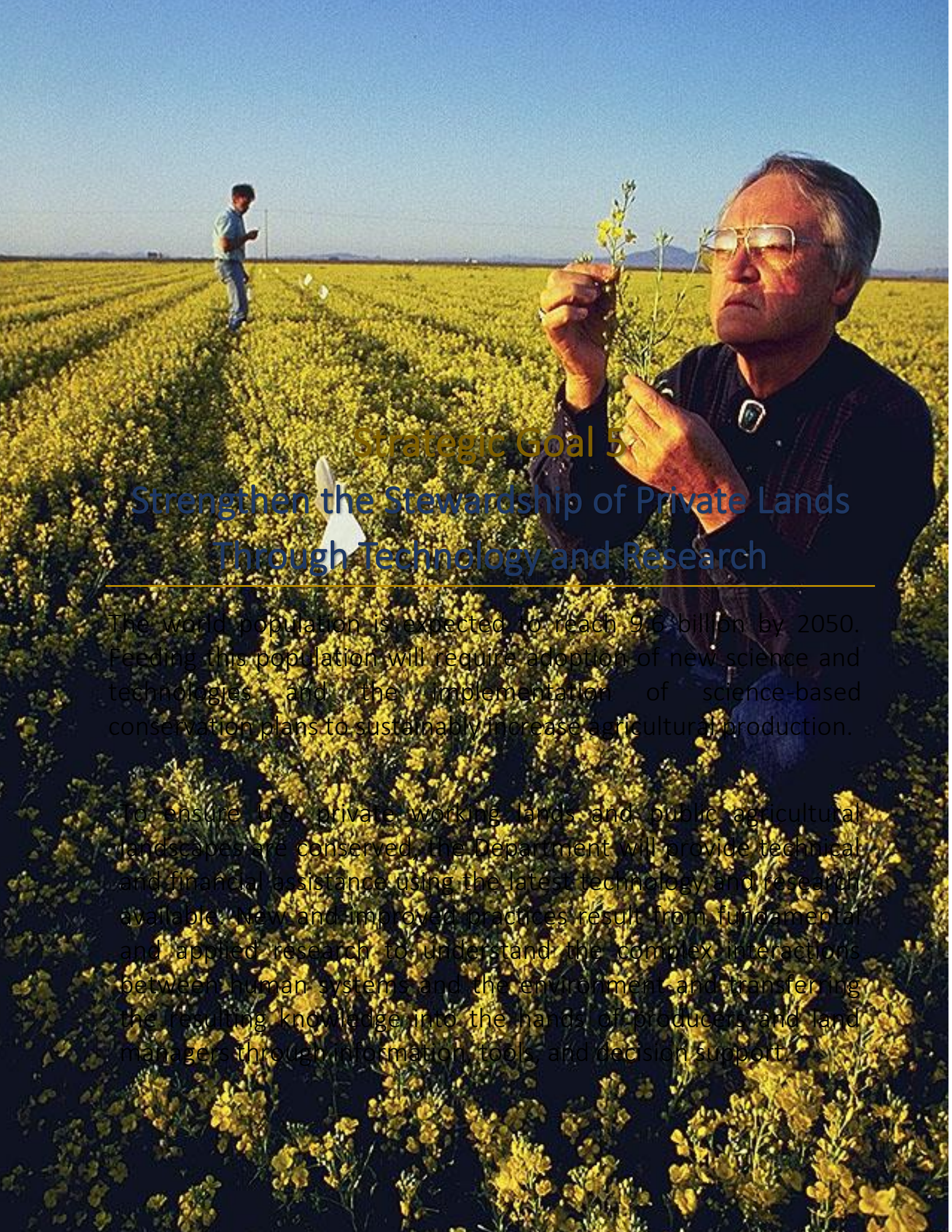
4.1.1 Health Facilities – Ensuring access to health care continues to be critical in rural communities.

4.1.2 E-Connectivity - Remote, difficult terrain that makes construction and maintenance costlier; fewer potential subscribers per mile of infrastructure to support the cost of service; higher rates of unemployment, poverty and outmigration in the subscriber base. Additionally, the relatively low population densities and incomes can mean fewer potential subscribers, making it difficult to recoup deployment costs. These conditions make it less likely that a private service provider will build out or maintain a broadband network.

4.1.3 Leverage – Unless economic conditions improve there is potential for the continued decrease in non-Federal funds available for investment alongside RD funds.

4.1.4 Distressed Communities were already vulnerable and even more vulnerable under COVID-19. The IC facilitated a webinar discussion for all RD staff that focused on working with Distressed Communities. – what works, what are the challenges, and what are new ways to engage and conduct outreach under COVID-19.

Lead Office: Rural Development



Strategic Goal 5

Strengthen the Stewardship of Private Lands Through Technology and Research

The world population is expected to reach 9.6 billion by 2050. Feeding this population will require adoption of new science and technologies and the implementation of science-based conservation plans to sustainably increase agricultural production.

To ensure U.S. private working lands and public agricultural landscapes are conserved, the Department will provide technical and financial assistance using the latest technology and research available. New and improved practices result from fundamental and applied research to understand the complex interactions between human systems and the environment and transferring the resulting knowledge into the hands of producers and land managers through information, tools, and decision support.

Objective 5.1: Enhance Conservation Planning with Science-Based Tools and Information

USDA is the world leader in delivering science-based conservation planning, providing over 3,000 service delivery points that offer technical and financial assistance to producers on their farms, ranches, and woodlands. Technical personnel across the country assist 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.

Key Achievements

Conservation Delivery Streamlining Initiative (CDSI): NRCS has continued to refine the tools it has developed to better align staff with conservation work. NRCS implemented Conservation Desktop (CD) (one of three integrated systems including CD, Mobile Planning Tool, and Conservation Client Gateway) as an internally facing, map-based tool for field conservationists to efficiently develop science-based conservation plans and practice schedules to support conservation implementation. CD also helps field staff with the management of Farm Bill conservation program contracts. The first release of CD to NRCS field conservationists was in July 2017, with subsequent releases in December 2017, June 2018, and March 2019. In early October 2019, a completed CD release replaced the Customer Service Toolkit, as it exceeds the functionality of the agency's legacy software. Currently, CD has about 1,000 users, a number that will increase to nearly 8,000 once states complete training of all field staff and partners. CD was integrated in 2020 with the Conservation Assessment and Ranking Tool (CART), which is used for performing science-based resource inventories, assessments, and ranking. With these implementation process improvements, including the use of CART and CD, NRCS expects to reap a savings of 2 hours for the processing and tracking of each Conservation Plan or Program Application. Cumulatively, this will result in an annual savings of 160,000 NRCS employee work hours and an increased response rate for NRCS customers.

NATURAL RESOURCE CONSERVATION SERVICE OF THE FURTURE

Integrating agency priorities with current and ongoing agency improvement projects to improve the following:

- PEOPLE - Invest in making sure we have people in place that are well prepared to fulfill our mission, and the changing environment our customers are operating in, now and in the future.
- PROGRAMS - Improve program delivery and services. POLICY AND PROCESS - Streamline internal policies and processes and provide innovative technical assistance and guidance.
- PARTNERS - Harness the power of partnership and shareholders.
- PHILOSOPHY –Being responsive and prepared to address future changes in agriculture and conservation

Farmers.gov: In addition to improving our customers experience, the Farmers.gov gateway app will interface with field staff via a one-stop, digital, customer facing conservation software. NRCS continues to monitor and improve Farmers.gov, where customers will have the ability to view, digitally sign, and interact with NRCS conservation documents, such as conservation contracts, payment documents, practices, and maps. Users may also submit assistance requests for new conservation plans.

Customer Service Enhancements: USDA improved customer service through inventory assessment and application ranking automation. This makes processes more efficient for customers by determining service gaps and reducing labor hours in manually ranking applications.

Key Performance Indicators & Strategic Targets

Strategic Objective 5.1		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
5.1.1. Contract Implementation Ratio	Results			87%	87%	87%	Met	
	Target			Baseline	87%	87%		87%
5.1.2. Practice implementation rate	Results			43%	55%	43%	Not Met	
	Target			Baseline	53%	53%		53%

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis

Contract Implementation Ratio (CIR). CIR is the percentage of contract items in a contract that are certified during the life of the contract. It is a rolling three-year average. In FY 2020, NRCS met its target of 87%.

Practice Implementation Rate (PIR). PIR is computed for the Environmental Quality Incentives Program (EQIP) by comparing the percentage of conservation practices applied to the total conservation practices scheduled to be applied over the life of contracts. Historically, this metric has been measured at the annual rate, each quarter's number adding up in a cumulative manner. However, for FY 2021, the metric will no longer be cumulative. Each quarter, actual implementation will be measured against expected implementation. The target for FY 2021 is based on the FY 2018 and FY 2019 data and is consistent with prior year targets. NRCS will compile data from FY 2020 and FY 2021 to ensure stability in new methodologies before adjusting targets to reflect nominally higher outcomes present in FY 2020 data using the new quarterly metric paradigm. There was some confusion implementing the transition of the new data capturing method, and as a result, the annual cumulative metric for FY 2020 was not met.

Challenges and Risk

Hiring has not kept pace with workload increases, leaving staffing levels lower than would be ideal. Partly, this is due to NRCS facing high attrition rates and losing key knowledge which impact work and loss of institutional knowledge. As a result, NRCS faces a backlog of work in assisting clients

with the adoption of the latest science and technology that is critical to help sustain economically sound operations. Taking steps to enhance retention rates should produce a long-term improvement in this KPI number among other benefits.

Lead Office: Natural Resources Conservation Service (NRCS)

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. USDA 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 landowners 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

Key Achievements

Conservation Technical Assistance (CTA): CTA is the backbone of the NRCS's conservation delivery system. Many customers begin their relationship with NRCS through requests for assistance that later evolve into a conservation plan that may include cost-share assistance through mandatory programs. So far in 2020, over 336,000 customers received abbreviated technical assistance, and over 113,000 customers received comprehensive planning assistance. Results from this assistance included 31.3 million acres covered under written conservation plans; 34.1 million acres treated with conservation practices to improve water quality; 26.9 million acres of grazing and forest lands conservation; 9.4 million acres of wildlife habitat improvement; and 12.8 million acres of conservation applied on the ground to improve soil quality. In 2020, CTA was also used to fund the development of assessments used to guide

URBAN AGRICULTURE GRANTS AND COOPERATIVE AGREEMENTS

USDA provided the first-ever recipients for approximately $4.1 million in grants and cooperative agreements through its new Office of Urban Agriculture and Innovative Production.

The Urban Agriculture and Innovative Production (UAIP) Competitive Grants Program supports a wide range of activities through two grant types: Planning Projects and Implementation Projects. Activities include operating community gardens and nonprofit farms, increasing food production and access in economically distressed communities, providing job training and education, and developing business plans and zoning. Priority was given to projects located in or targeting an Opportunity Zone, which is a census tract designation for low-income communities. conservation

investments in water quality in 34 watersheds or source water protection areas targeted through the National Water Quality and the Mississippi River Basin Healthy Watershed Initiatives.

Environmental Quality Incentives Program (EQIP): EQIP advances the voluntary application of conservation practices to promote agricultural production, forest management, and environmental quality as compatible uses. Conservation practices funded through EQIP help producers improve the condition of soil, water, air, and other natural resources. The program assists owners and operators of agricultural and nonindustrial private forest land with the identification of natural resource problems and opportunities in their operation and helps address those identified problems in an environmentally beneficial and cost- effective manner.

In 2020, over 9.8 million acres have been enrolled in EQIP conservation practices and activities that will improve agricultural lands and nonindustrial private forests. To date, NRCS has approved more than 32,000 contracts that total $1,125 million. Conservation practices and activities funded through EQIP contracts accrue significant environmental benefits, including improved grazing lands, improved air quality, enhanced fish and wildlife habitat, sustainable plant and soil conditions, improved water quality and quantity, reduced soil erosion, and energy conservation that provide important ancillary economic and social benefits.

Key Performance Indicators & Strategic Targets

Strategic Objective 5.2		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
5.2.1. Cropland with conservation applied to improve soil quality (Million Acres) - EQIP	Results	2.7	3	3.1	3.4	3.9	Met	
	Target	3	3	3	3.1	3.4		3.4
5.2.2. Cropland with conservation applied to improve soil quality (Million Acres) - CTA	Results	6	5.9	6	5.7	6.4	Met	
	Target	5.9	5.9	5.9	5.9	6		6
5.2.3. Tons of sediment prevented from leaving cropland and entering waterbodies (Million Tons)	Results	4.6	4.8	5.3	6.3	8.2	Met	
	Target	4.6	4.6	4.6	5.7	5.7		5.7

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis:

Cropland with conservation applied to improve soil quality (Million Acres) – EQIP. CTA is the core to the NRCS mission and EQIP is a financial assistance program to facilitate this mission. NRCS has met or exceeded its targets in the last 4 years.

Cropland with conservation applied to improve soil quality (Million Acres) – CTA. This metric correlations with the EQIP metric above. NRCS has met or exceeded in 4 out of the last 5 years for this metric.

Tons of sediment prevented from leaving cropland and entering waterbodies. Progress for sediment retained is exceeding FY 2020 expectations. Conservation Effects Assessment Lab provides this the data from the National Practices Applied Database (NPAD) for this KPI.

Challenges and Risks

While NRCS remains below its hiring ceiling, the Agency is working to obtain authority for additional positions. To address the growing disparity between workload and staffing, NRCS has been developing and using data analytic models such as the National Staffing Distribution Model and the Optimally Productive Office model. NRCS anticipates that these efforts will result in increased staffing ceilings. When NRCS gets a higher ceiling for additional positions, CTA and EQIP KPI numbers will likely increase as more staffing should result in more conservation on the ground.

Lead Office: Natural Resources Conservation Service (NRCS)

Objective 5.3: Enhance Productive Agricultural Landscapes

Productive working agricultural lands are critical to the vitality of rural communities where most 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.

Key Achievements

Wetlands Reserve Program (WRP): WRP, authorized by the Food Security Act of 1985, and later repealed by the Agricultural Act of 2014, was a voluntary program that provided technical and financial assistance to eligible landowners and tribes, enabling them to protect and restore valuable wetland ecosystems, including associated habitats such as uplands, riparian areas, and forest lands. WRP provided landowners four options to enroll acreage: permanent easements, 30-year easements, restoration cost-share agreements, or 30-year contracts (on acreage owned by an Indian tribe only). The repeal of WRP does not affect the validity or terms of any contract, agreement, or easement entered prior to the enactment of the Agricultural Act of 2014, which also provided transitional language that ensured prior enrollees will continue to be provided technical and financial assistance. In FY 2020, a total of 13,569 WRP easements were enrolled protecting 2,521,125 acres of important wetland and associated upland habitat.

Agricultural Conservation Easement Program (ACEP): ACEP consists of two components: 1) an agricultural land easement component under which NRCS assists eligible entities to protect agricultural land by limiting non-agricultural uses of that land through the purchase of agricultural

FARMERS SURVEY

As part of the President's Management Agenda, USDA's Farm Service Agency and Natural Resources Conservation Service were identified as High Impact Service Providers. Because of their high impact to customers, FSA and NRCS are using this survey to identify ways to improve their services.

The survey launched on August 6, 2020 and will remain open for 6 weeks or until a 30% response rate is achieved. Results and planned actions will be posted in the fall.at Farmer.gov Survey

land easements; and 2) a wetland reserve easement component under which NRCS provides technical and financial assistance directly to private landowners and Indian tribes to restore, protect, and enhance wetlands through the purchase of wetland easements. Wetland reserve enrollment options include permanent easements, 30-year easements, term easements, and 30-year contracts (for acreage owned by an Indian Tribe

- *Agricultural land easement*: In FY2019, NRCS enrolled 89 easements totaling 304,000 acres. The FY2020 total enrolled easements are currently 22 easements totaling 13,000 acres. ACEP-ALE implemented a new program agreement approach that enters into agreements with entities that meet the program eligibility. Once entered into a program agreement, eligible parcels can be ranked and selected for financial assistance funding. The program agreement provides the framework for the relationship between NRCS and the eligible entities prior to entering into financial contracts for the easement enrollment. In FY2020, NRCS reviewed and entered into 141 agreements with entities that are eligible to receive funding over the next five years. The program also protects grazing uses and related conservation values by conserving grassland, including rangeland, pastureland and shrubland. Eligible entities include Indian tribes, State governments, local governments, or nongovernmental organizations, which have farmland or grassland protection programs that purchase agricultural land easements for the purpose of protecting agriculture use, grazing uses, and related conservation values, by limiting conversion to non-agricultural uses of the land.
- W*etland reserve easement:* In FY2019, NRCS enrolled 263 easements totaling 62,089 acres. For FY2020 to date, there are 82 new enrollments protecting 15,022 acres of wetland and wetland-associated upland habitat.

Regional Conservation Partnership Program (RCPP): RCPP promotes the implementation of conservation activities through agreements between partners and producers. RCPP combines the purposes of four former conservation programs—the Agricultural Water Enhancement Program, the Chesapeake Bay Watershed Program, the Cooperative Conservation Partnership Initiative, and the Great Lakes Basin Program. RCPP helps implement conservation projects that may focus on water quality and quantity, soil erosion, wildlife habitat, drought mitigation and flood control or other regional priorities. designated by NRCS. RCPP contracts with producers are implemented through the Agricultural Conservation Easement Program, the Environmental Quality Incentives Program, the Conservation Stewardship Program, or the Healthy Forests Reserve Program, and through the Watershed and Flood Prevention Program in critical conservation areas. In FY2020 there are 2 new RCPP-Agriculture land Easement enrollments protecting 448 acres and 5 new RCPP-Wetland Reserve Easement enrollments protecting 250 acres.

Spotlight on Science

The P-Trap ("Phosphorus Transport Reduction") a new software program USDA scientists and their collaborators, streamlines the decision-making process by asking the user to enter four basic categories of information, starting with a drop-down menu offering different design options. The program then calculates specifications for building the structure based on data the user entered, including expected water-flow rates, annual volume, dissolved phosphorus concentration in water, drainage ditch depth and slope, pipe diameter and desired phosphorus removal rate. The P-Trap can also evaluate the effectiveness of an existing design that's already in use and offer recommendations to improve it. While reducing excess soil phosphorus through better agronomic management is critical to long-term sustainability, using phosphorus removal structures can help prevent phosphorus from leaving fields as this legacy phosphorus is reduced. The system has the capacity to service a 20-acre area of crop land and remove about 40 percent of the dissolved phosphorus that can leave that area over a 10-year period. After that, the iron oxide media can be "re-charged" to capture additional phosphorus.

CLEAR: The 2018 Farm Bill prioritized water quality practices, specifically through the Clean Lakes, Estuaries, and Rivers (CLEAR) initiative under Continuous CRP which includes practices that benefit water resources such as grass waterways, contour grass strips, filter strips, riparian buffers, wetland and wetland buffers, saturated buffers, or other similar water quality practices., and set a target of 8.6 million acres of continuous signup of which 40% are to be CLEAR practices. In addition, a new Continuous CRP practice of Prairie Strips was authorized. The practice is designed to establish strips of diverse, dense, herbaceous, predominately native perennial vegetation that is on the landscape to most effectively address soil erosion and water quality while also providing food and cover for wildlife and beneficial insects.

Expanded overall Conservation Reserve Program (CRP) acreage cap for producers: FSA administratively expanded eligible CRP marginal pastureland acres under Continuous CRP Practice CP-29 Marginal pastureland wildlife habitat buffers by authorizing the enrollment of herbaceous cover buffers on marginal pastureland (as determined by the producer in consultation with NRCS). Historically, if marginal pastureland was suitable and capable for trees, tree planting was required. Beginning in December 2019, producers can elect to plant marginal pastureland devoted to a wildlife habitat buffer or wetland buffer to grasses. The 2018 Farm Bill authorized Signup and Practice Incentive Payments for all Continuous CRP Practices.

National Training: FSA and NRCS National Staff and State subject matter experts collaborated on National CRP training in FY 2020 focusing on CRP changes in the 2018 Farm Bill, conservation planning and monitoring of CRP Cost-share payments processing timeframes.

CLEAR30: The CLEAR30 Pilot is a first-time opportunity to enroll in a 30-year CRP contract. Certain CRP water quality practices under continuous CRP contracts (that are expiring on September 30, 2020) may be offered into CLEAR30. Re-enrolled practices will continue to reduce sediment loadings, nutrient loadings, and harmful algal blooms. For FY 2020 the pilot is focused in the Great Lakes and Chesapeake Bay Priority Areas. Financial benefits include 30 years of annual rental payments, a rental rate enhancement of 27.5% above re-enrollment into

Continuous CRP and CLEAR30 funding the cost of contract maintenance either to the participant who completes the contract maintenance or a third party vendor who is contracted to complete the maintenance activities.

Removal of CRP acreage allocation caps for buffers and wetlands: State acreage allocations limited SAFE buffers and all wetland practice enrollment prior to FY 2020. The Farm Bill effectively removed these allocations.

Key Performance Indicators & Strategic Targets

Strategic Objective 5.3		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
5.3.1. Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers (Cumulative, Million Acres)	Results	1.70	1.60	1.53	1.43	1.36	NI	
	Target	1.70	1.70	1.60	1.43	1.41*		1.46*
5.3.2. Working lands protected by conservation easements (Thousand Acres).	Results	75.7	60.7	163	178	167	Met	
	Target	107	107	101	140	163		163
5.3.3. Restored wetland acreage (million acres)	Results	2.09	1.90	2.30	2.34	2.35	NI	
	Target	1.90	1.90	1.90	2.34	2.41*		2.34

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

* In FY20, CRP adjusted annual targets to realigned program delivery. CRP enrollment was impacted by COVID-19 complications challenges, such as offered being completed remotely and outreach events are limited to virtual.

Summary Analysis:

Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers: Throughout FY2020, 1.36 million acres were enrolled in CRP narrowly missing the ambitious target of 1.41 million acres. There has been significant work and progress by FSA and NRCS towards meeting objective 5.3 as demonstrated by the noted achievements as well as impressive progress towards key performance indicators targets.

Working lands protected by conservation easements: NRCS met or exceeded our targets in 3 out of the last 5 years. NRCS easement targets have been going up consistently the last 3 years. The programs that are covered include legacy easement programs, such as WRP, as well as both aspects of ACEP (WRE and ALE) and RCPP easements.

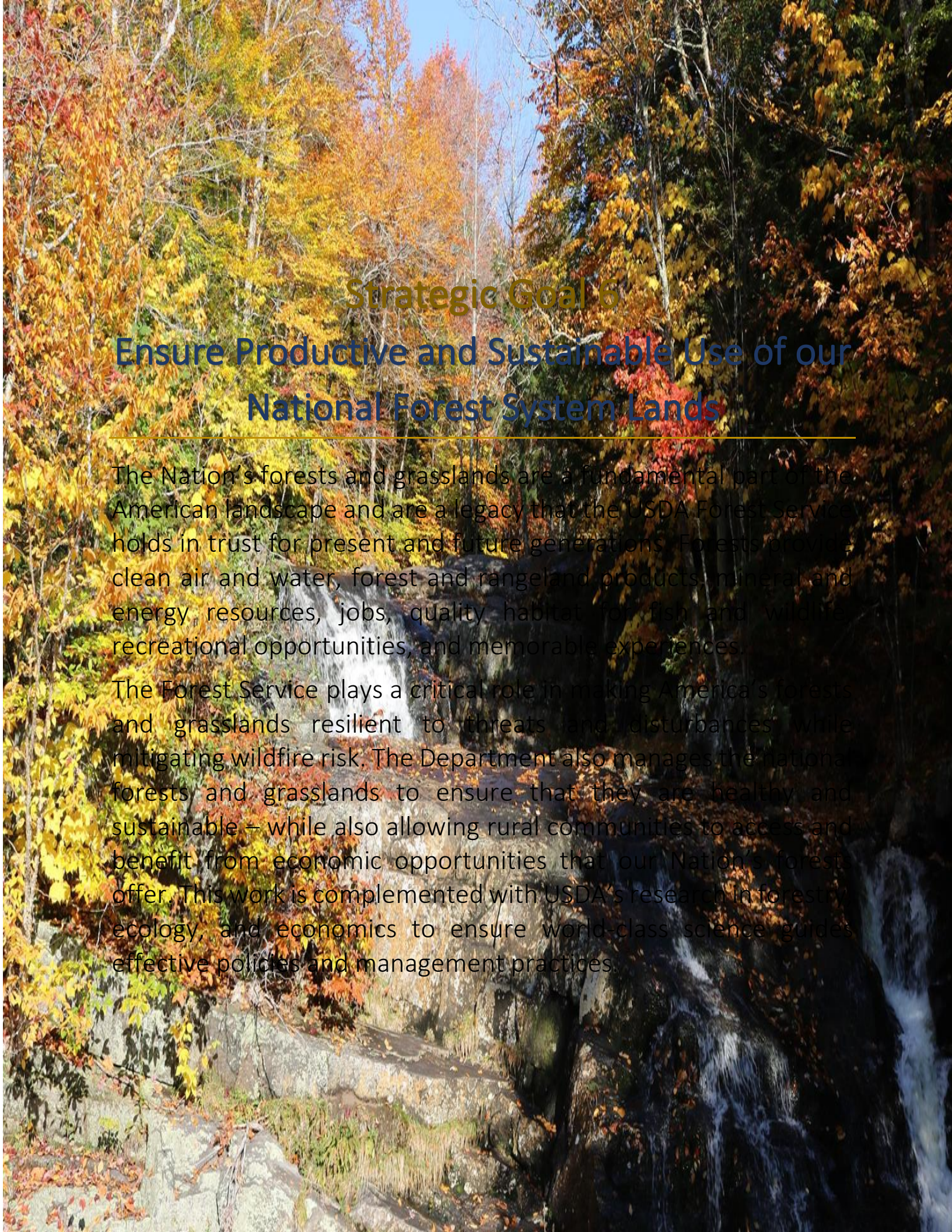
Restored wetland acreage: COVID-19 requires telework and limiting the number of staff who could be in the field office at the same time, resulting in face to face appointments (to process new and re-enrolled land) being limited or prohibited. CRP offers are completed remotely using email, mail and One Span and Box to secure signatures. Because of the limitations it is difficult for offices to promote CRP as part of general office conversations with farmers and ranchers. All outreach events are also limited to virtual.

Challenges and Risks

In addition to attrition and higher capacity, NRCS has challenges in the hiring and onboarding processes that pose significant challenges to achieving KPI targets. It is essential that NRCS is capable of filling vacant positions at or above the rate of attrition to attain optimal staffing levels. Improving the rate of hiring while onboarding new personnel in a manner that ensures their competency in delivering conservation technical assistance and financial assistance programs to the producer will improve this KPI by ensuring that competent knowledgeable staff are in place in key positions in a timely manner.

Additionally, NRCS, along with the rest of the Federal workforce, has been faced with addressing the special concerns to employee and customer health and safety that have arisen due to the advent of the Covid-19 pandemic.

Lead Office: Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA)



Strategic Goal 6

Ensure Productive and Sustainable Use of our National Forest System Lands

The Nation's forests and grasslands are a fundamental part of the American landscape and are a legacy that the USDA Forest Service holds in trust for present and future generations. Forests provide clean air and water, forest and rangeland products, mineral and energy resources, jobs, quality habitat for fish and wildlife, recreational opportunities, and memorable experiences.

The Forest Service plays a critical role in making America's forests and grasslands resilient to threats and disturbances while mitigating wildfire risk. The Department also manages the national forests and grasslands to ensure that they are healthy and sustainable – while also allowing rural communities to access and benefit from economic opportunities that our Nation's forests offer. This work is complemented with USDA's research in forestry, ecology, and economics to ensure world-class science guides effective policies and management practices.

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.

Key Achievements

Permitting Process: 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 continues to test online permitting for special uses. Online permitting is a key aspect of enhancing the customer experience in the Forest Service for the millions of visitors that come to national forests and grasslands every year. Visitors obtain permits for activities on the revamped Recreation.gov website which simplifies their permitting process. A FY 2019-2020 pilot program demonstrated interest in and demand for online Christmas tree permit sales. For FY2021, over 87% of all national forests that sell Christmas tree permits will be available online through recreation.gov. The permit application process is simple and convenient while also providing effective measures to protect the public and staff from potential exposure to COVID-19 by reducing in-person transactions.

*Partnerships on Trail S*tewardship and Maintenance: in FY2020 the Forest Service promoted shared stewardship, enhanced recreation opportunities, and improved access to national forests and grasslands through several trails initiatives. The Forest Service initiated 20 pilot programs under the Outfitter & Guide Trail Stewardship Credit Program to offset all or part of an Outfitter & Guide Trail land use fee by the cost of work performed. The Chief of the Forest Service announced the 10-year Trail Shared Stewardship Challenge as a catalyst for achieving more sustainable trails and trail systems that benefit communities. The Forest Service continues to promote access through trail stewardship activities identified as maintenance priority areas, selected based on where lack of trail maintenance was reducing access to public land leading to an increase, or risk of increase, in harm to natural resources, jeopardizing public safety, and increasing future deferred trail maintenance costs.

IMPROVING ACCESS FOR THE AMERICAN PEOPLE

The Forest Service reduced the backlog of special use permit requests by 50% and provided direct online access to popular permit types reducing the amount of time it takes to authorize activities such as energy, utility, and communications infrastructure and recreation permits on National Forest System lands. Visitation to National Forests increased greatly during FY2020 in response to COVID-19, and the Forest Service continued to meet its target of 95 percent of customers satisfied with reaction facilities, services, and settings on National Forests.

Special Use Permits (Lands): 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. In FY2020, the Forest Service reinvented how it interacts with more than 77,000 permitting customers, reducing staff workload backlogs almost in half, increasing annual permit revenue by $15 million, reducing the environmental analysis burden for applicants, and providing direct online access to popular permit types. Annually, the Forest Service oversees 47,000 special use authorizations for the lands program, representing 18,000 miles of powerlines 1,500 communication sites, 6,600 miles of pipeline, 2,000 reservoirs, 14,000 recreation residences, 300 hydro-power dams and 1,300 commercial filming and still photography operations.

At roughly $140 million in annual revenue, the Special Use Program not only represents more than half the annual receipts within the entire agency, but they account for at least $100 billion of the U.S. Gross Domestic Product each year. The Forest Service made enhancement of the "permit-customer" interface a top priority. During FY 2020 the Director's efforts have resulted in over $13.9 million in new collections for communications uses on NFS lands; back billings totaling over $0.5 million as a result of trespass case resolution; over $9,000 additional collections from Administrative, Interest, and Penalty fines from late bills; and collaboration with Department of Justice to resolve a national telecommunications company bankruptcy that involved 165 special use authorizations across the country.

National Environmental Policy Act (NEPA): Amendments to the FS's NEPA regulations are final as of November 19, 2020. The final rule establishes new and revised categorical exclusions and a Determination of NEPA Adequacy provision. The changes will help expedite environmental analysis and decision making using these new tools and flexibilities. During FY 2020, the agency increased efficiency in environmental analysis and decision-making processes by using all available tools, including authorities from the 2018 Omnibus Bill and the 2018 Farm Bill.

Energy and Critical Minerals: Resource production on National Forest Service lands continued to facilitate rural prosperity and economic development by supporting employment in rural communities and contributes to state and local-level payments received through federal mineral royalties.

Regulations around development of energy and mineral resources: The Forest Service is revising and streamlining regulations governing the development of energy and mineral resources on NFS lands. Draft oil and gas regulations were published in the Federal Register in September 2020, and draft regulations for locatable minerals, including critical minerals, are anticipated to be published in late 2020. Energy and mineral development directly support local economies through creation of jobs and economic investments in rural communities.

Grazing policy updates: In FY2020 the Forest Service finalized regulatory reforms to improve efficiency and customer service in the administration of grazing permits, and trailing and crossing livestock. In FY2020, the Forest Service administered more than 6,000 grazing permits on 95 million acres of land across 29 states, contributing to local economies and ranching families; improved conditions on 772,000 acres of rangeland vegetation; and collected more than $5.7 million in grazing fees.

CFLRP: Implementing the provisions of the 2018 Farm Bill which called for a new round of CFLRP projects: The Forest Service chartered and convened the CFLRP Advisory Committee, which

submitted their recommendations to the Secretary of Agriculture in July 2020. The Secretary approved one new project on September 24, 2020, the Northern Blues CFLRP located in northeastern Oregon and southeastern Washington, to be funded based on Congressional appropriations and to begin implementation in FY 2021. The Forest Service will work with partners to implement the new project, applying key lessons learned to further improve how it works at landscape scale to deliver integrated outcomes.

COVID-19 Responses: The Secretary made a determination of Substantial Overriding Public Interest (SOPI) to extend timber sale contracts by up to two years to provide relief for timber sale purchasers and stewardship contractors. The SOPI extensions that were requested and executed provided substantial relief during this period when markets are disrupted and uncertain due to COVID-19 containment strategies and worldwide trade disputes over tariffs. Additionally, the Forest Service provided free firewood to any person needing fuelwood for heating/cooking during the COVID pandemic as a means to let those in need access resources from the National Forests.

Tribal Forest Management: Developed new contracting and agreement protocols for working closer with Tribes: This new tribal forest management demonstration project will provide avenues to have direct agreements with tribes to develop and implement restoration projects on National Forests. This will enable the Forest Service to increase capacity while allowing Tribes the opportunity to execute restoration goals that will enhance rural economies.

Good Neighbor Agreements: The agency has executed Good Neighbor agreements in 38 states. This work results in the efficient implementation of restoration activities that improve forest conditions, protect local communities, and contribute to rural economies. Further, these authorities increase capacity to sell timber, allowing states and other entities to prepare, sell and administer sales on National Forest System (NFS) lands.

Broadband: Opening Doors for Broadband on NFS land: In support of the Secretary's goal to deliver broadband to rural America, the Forest Service revised communication site directives and published a final rule to streamline the process for evaluating applications for communications facilities on NFS lands. A final rule was also developed for vegetation management and a proposed rule was released to amend existing regulations and update directives to charge a new programmatic administrative fee for communications use authorizations to cover the cost of the Forest Service's communications site program.

New Policy Implementation: The Forest Service implemented an array of new rules and policies originating from the 2018 Farm Bill and the 2019 Dingell Act, designed to identify high priority issues that impede access to public lands, offer the public an opportunity to nominate new access issues, and provide new relief where there are encroachments on NFS lands by allowing land to be sold under the Small Tracts Act.

Partnerships in Job Creation: In partnership with the Department of Labor and Job Corps, Job Corps program direction was restructured to more closely align its mission and training outcomes with USDA Secretarial priorities. This focused capacity on developing current students and forging new potential candidates into future Forest Service Permit Administrators on five separate National Forests. This has already demonstrated a three-fold return on investment by reducing expired authorization backlog and increasing capacity for completion of compliance inspections, billing, and new proposal processing.

*Wild and Scenic Rivers Act: F*ollowing the 50th anniversary of the Wild and Scenic Rivers Act, a total of 1,485 Wild and Scenic River identification signs for 96 Congressionally designated rivers on 46 national forests were purchased and delivered to field units through a national contract. Also purchased and delivered were 105 interpretive panels, 31 frames, and 28 kiosks at overlooks, boat launches, and trailheads for 27 rivers on 23 national forests. These efforts enhance customer service and visitor experience, as many congressionally designated Wild and Scenic Rivers that were previously not identified as such for visitors now have signage that conveys important information and educational content to customers.

Key Performance Indicators & Strategic Targets

Strategic Objective 6.1		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
6.1.1. Percent of customers satisfied with recreation facilities, services, and settings on National Forests	Results		95	95	95	95	Met	
	Target	*Baseline*	*95*	*95*	*95*	*95*		*95*

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

Summary Analysis:

The Forest Service met its targets for strategic objective 6.1. In FY 2020, visitors rated their satisfaction at 95 percent, reflecting the result of ongoing efforts to provide access to quality landscapes, offer a variety of recreation opportunities and settings, and maintain recreation facilities to acceptable standards.

Challenges and Risks

Multiple interests in the use of national forest land and resources sometimes lead to conflicts among stakeholders and can present challenges to the agency efforts in how to improve use and access opportunities for rural communities

Lead Office: Natural Resources and Environment (NRE) - Forest Service (FS)

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, tribal, and private partners. The Shared Stewardship strategy brings states, tribes and other stakeholders together to prioritize cross-boundary investments in managing risk and monitoring to improve forest conditions. Building on national assessments such as terrestrial condition, wildfire hazard, insect and disease, forest inventories, drinking water, and watershed condition, the USDA Forest Service is using science-based decision support frameworks to inform investment strategies over the short term. Using advanced science tools like this can better inform our decisions and make a bigger difference in the protection of communities and provide for more resilient forests.

Improvements to internal processes that make environmental analysis more effective and timber sale delivery more efficient are increasing our outcomes on the ground. The Forest Service is using 2018 Omnibus and Farm Bills authorities to complement these internal process improvements. For example, the Forest Service is using new categorical exclusions and implementing 20-year stewardship contracts that carry out work over longer periods of time. The use of these new tools together increases efficiencies, provides shared stewardship opportunities, and promotes more active management work on the ground.

Key Achievements

Partners of the Forest: In FY2020, the Forest Service expanded the diversity of people and communities served through innovative partnerships to improve the conditions of forest and grasslands. The Good Neighbor Authority, Shared Stewardship agreements, Secure Rural Schools Resource Advisory Committee Farm Bill Pilot Program and Conservation Finance are four major components of this partnership strategy. In FY2020, the Forest Service completed approximately 11,000 cooperative agreements by contributing $710 million, that leveraged over $595 million in partner contributions. Forest Service has fully embraced the shared stewardship approach by working closely with states and communities to improve forest and grassland conditions, identify priority landscapes, mitigate the risk of catastrophic wildfire, and produce economic benefits. Coordinating at the state level to

BONN CHALLENGE

FY 20 celebration of the Bonn Challenge 2020 Milestone

A global aspiration to restore 150 million hectares of the worlds degraded and deforested lands by 2020.

The Forest Service surpassed its commitment to put 15 million hectares under restoration and is expected to reach 20 million hectares by the end of FY 2020. These restoration efforts address the backlog of acres at high risk of severe wildfire and/or severe infestation from insects and disease.

Treatments restore the lands and watersheds to a healthy and productive condition so they can continue to provide goods and services for the American people.

prioritize increases the scope and scale of critical forest treatments that support communities, improves forest conditions, and protecting life and property in the wildland urban interface. As of September 30, 2020, the USDA has signed 23 agreements of shared stewardship.

Forest Products Sales: In FY 2020, the Forest Service sold about 3.2 billion board feet. This achievement was made possible using tools authorized or amended in the 2014 Farm Bill, 2018 Omnibus Appropriations Bill, and 2018 Farm Bill including: Good Neighbor Authority, National Environmental Policy Act, insect and disease categorical exclusions, stewardship contracting, and the Agriculture Conservation Experienced Services Program. National forests are typically located near rural communities where forest products industry employment is an important contributor to the local economy. Forest products include timber for fuel, and construction materials, and pulp for paper products.

Good Neighbor Authority (GNA): GNA allows the Forest Service to enter agreements with state forestry agencies to implement watershed restoration and forest management projects on national forest system lands when the Forest Service cannot do the work alone. Through FY2020, the Forest Service has executed Good Neighbor agreements in 38 states resulting in efficient implementation of restoration activities that improve forest conditions, protect local communities, and contribute to rural economies.

Forest Legacy Program (FLP): The Forest Service has conserved a total of 2.8 million acres, including 31,000 acres in FY 2019 and including 66,000 acres as a result of this program. The conserved acres include more than 40.5 square miles 176,000 surface acres of water and 3,444,300 stream miles. Conserved Forest Legacy Program properties share 804 miles of shared boundaries with NFS lands. Historically, the FLP leverages more than one dollar for every Federal dollar spent.

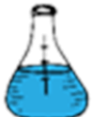
State Priority Areas: In FY 2020, the FS restored healthy, resilient landscapes and communities within State priority areas via $12.5 million in competitive grants to accomplish 53 projects in 30 States and one two territories. By addressing threats to forest sustainability, such as damaging wildfires or the spread of insects and disease, these projects also benefit adjacent National Forest System lands, creating healthier, more resilient landscapes overall.

Scenario Investment Planning Platform: In FY 2020, Forest Service scientists created an investment planning tool to evaluate forest and fire management priorities, trade-offs, and outcomes on U.S. national forests, supporting important land management decisions. Faced with multiple and, at times, conflicting objectives, land managers in the Forest Service and cooperating agencies can use this tool to support Shared Stewardship by prioritizing investments in the right work in the right places at the right scale. Decision-makers can also explore the consequences of the trade-offs affected by their choices and can forecast the potential outcomes of multiple alternative projects. The investment planning tool demonstrates how work at the small scale of a single project can support objectives at the larger scale of an entire forest or region. Administrative boundaries between land areas can limit project scale and cross-boundary coordination. This tool gives managers the power to leverage federal and state partnerships to achieve cross-boundary fire management planning to increase fire resiliency at the landscape scale and at the scale of large fire events (50,000 – 200,000 acres).

Cooperative Lands: The Forest Service conducted aerial detection surveys on forested lands through partnership with State land management agencies, recording approximately 5,000 flight hours and surveying about 500 million acres in FY 2019. The equipment and technical expertise required to conduct these surveys provide job opportunities and economic benefits to rural communities.

Spotlight on Science

ISCA Technologies is a California-based company that has received several USDASmall Business Innovation Research (SBIR) awards to develop integrated pest management (IPM) solutions that are based on using semiochemicals or natural pheromones specific to targeted pests. They have developed a product called Specialized Lure and Pheromone Application Technology (SPLAT), which is a flowable wax-like emulsion that can be applied by hand from a paint gun or mechanically by sprayer (including from planes). The Forest Service uses this product exclusively in their program to combat the spread of the gypsy moth, and it has been sprayed on hundreds of thousands of acres. Other products are targeted to controlling the mountain pine beetle, which has destroyed millions of acres of pine trees in the west, and the Asian Citrus Psyllid, a key citrus greening vector. The company has grown from just a few people to over 20 full-time employees and annual revenues have increased to over 7 million.



Road Stream Crossing: In FY 2019, the Forest Service completed almost 250 road-stream crossing improvements to reconnect habitat and improve infrastructure resilience bringing the total to more than 900 since 2008 and closer to the goal of 1,100 road-stream crossing improvements by the end of FY 2020. Through concerted work with its partners, the Forest Service increased the pace of improving road-stream crossings from 1,000 improvements in 8 years to 1,000 improvements in 5 years.

Terrestrial Condition Assessment (TCA): In FY 2020, 42% of National Forest System landscape ecosystems where active management occurred were improved, maintained or recovering. Actions to address forest, fuels, reforestation and other management needs were of sufficient magnitude to contribute to terrestrial landscape ecosystem resilience. TCA is a valuable model used to inform land management planning and help prioritize restoration activities.

Silviculture Certification: The Forest Service streamlined the silviculture certification process, reducing the time to complete certification from more than 4 years to 2.5 years. The new process requires the completion of the National Advanced Silviculture Program, a Regional silvicultural module, the use of a Silviculture Position Task Book, and demonstration of core competencies for silviculture certification.

Nurseries and Seedbanks: Tree and plant nurseries and their seedbanks are critical to the agency's ability to address reforestation and revegetation needs. With 80 percent of the tree planting needs due to wildland fire damage, the agency will continue to plan for and collect seeds in advance of fires that might severely impact local seed sources in FY 2021. This ensures the agency has seeds from the right geographic areas to restore our nation's forests. In 2020, the agency reforested 161,623 acres, including 45,299 acres of tree planting.

A Fresh Start for Fresh Water: The Washington Office worked with water attorneys (USDA Office of General Counsel and Department of Justice), regional, forest, and district FS staff and external partners to develop and implement a methodology for quantifying flows to support Outstandingly Remarkable Values of Wild and Scenic rivers. This methodology will also quantify and generate Federal Reserve water rights, allowing for the development of study plans for roughly 450 miles of Wild and Scenic Rivers and 1.1 million acers of wilderness in the Southwest and Northern regions which have in some cases languished for over 35 years.

Tackling Deferred Maintenance: The FS has used the Forest Service Facilities Realignment and Enhancement Act (FSFREA) since its inception to dispose of decommissioned administrative sites, saving $84 million to-date in deferred maintenance through cost avoidance, while generating a grand total of $320 million in proceeds to address the current facility deferred maintenance backlog at no cost to the taxpayer.

Key Performance Indicators & Strategic Targets

Strategic Objective 6.2		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
6.2.1. Timber volume sold (Billion Board feet)	Results	N/A	2.9	3.2	3.27	3.21	Not Met	
	Target	Baseline	2.9	3.4	3.7	3.7		4.0

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

Summary Analysis:

Timber sales continued to be strong where markets were functioning near normal levels. The FS began offering timber sale preparation training virtually and promotion of forest products efficiencies such as virtual timber sale boundaries and designation by prescription reducing sale preparation times by regions and Forests. Despite innovate efforts, the unforeseen challenges exacerbated by the COVID-19 pandemic, the FS did not meet its target for strategic objective 6.2. However, there has been significant progress in meeting strategic goals, as demonstrated by the noted achievements and advancement towards set targets of key performance indicators.

Challenges and Risks

The FS currently has a backlog of 80 million acres in need of active management, with 50 million acres at high risk of severe wildfire and/or severe infestation from insects and disease. The backlog presents a challenge to the agency as we prioritize resources to ensure lands and watersheds are sustainable, healthy, and productive.

COVID-19 State and county shelter in place orders delayed some contractors and employees from working on timber sales, and related safety considerations have strained the entire timber sale system since March of 2020. Severe fire events in western states have negatively impacted many active timber sale operations, and hurricane issues throughout 2020 in the southern states have negatively impacted sales due to forest product market saturation.

Lead Office: Natural Resources and Environment (NRE) - Forest Service (FS)

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 is the rising trend in the frequency of large and high severity of wildfires throughout the fire year, along with the expanding risk this trend brings to communities, natural resource conservation, and the safety of firefighters.

In order to mitigate these challenges and in the spirit of Shared Stewardship the FS 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 of uncontrollable wildfire. The agency is also leveraging its Good Neighbor authority in 38 states to foster and develop relationships with state partners.

To mitigate risk of harmful or uncontrollable wildfire, the FS works directly with partners to implement an array of land management treatments on high priority and high-risk landscapes, such as residential and commercial development within the wildland-urban interface. In addition to treatments completed before wildfires occur, the Forest Service continues to develop tools, analytical analyses and models for longer term forecasting of wildfire risk that help in decision-making and evaluating how decisions are made during wildfire response operations

Key Achievements

Public-Private Partnerships: The agency worked with the Western Governors Association and the Edison Electric Institute to bolster fire reduction and energy reliability objectives through vegetation management and maintenance, personnel, training, and identifying fire risks. The collaborated with leading national tower and telecommunications companies, including American Tower, Crown Castle, AT&T, T-Mobile, and Verizon Wireless to increase broadband delivery across the U.S. The agency completed work with the Rural Utility Service (RUS) for RUS Electric borrowers on measures that would enhance grid security or aid in fire prevention within utility corridor rights of way. The Forest Service partnered with Rural Utility Service and its customers to open new funding opportunities that will allow electric utilities conduct grid security and fire prevention. The agency also submitted a stimulus proposal in collaboration with the National Rural Electric Cooperation Association to fund the RUS vegetation management work on NFS lands and to produce a jointly-created webinar with RUS and the Department of Energy on wildfire threat reduction and energy reliability.

Emerging Technologies: In FY 2019, the agency coordinated with private industry to identify and pilot several emerging technologies to address hazard risk mapping, adoption of unmanned aerial systems, location tracking for wildland firefighters, risk management for firefighters and the public, and improved wildland fire decision support. These pilot technologies are being assessed to inform the adoption of the most effective technologies that will facilitate improved decision-making to protect the health and safety of both wildland firefighters and the public.

Risk Management Assistance Framework: Using the risk management assistance framework and relying on world-class science, the Forest Service continues to identify, develop, and implement new decision support tools and products for incident management teams and agency administrators that leverage new research and data analytics. These decision support tools are

intended by the FS to provide real time information to incident command teams to assist in evaluating risk to firefighters, effectiveness of aviation resources, smoke impacts, fire progression, and when to release firefighting resources to an incident. The products and tools being provided and developed are changing annually to reflect the needs of incident management teams and agency administrators as the FS remains committed to using the best available science and data to inform decision makers.

Burned Area Emergency Response (BAER) program: This program provides for immediate emergency post-fire response to manage unacceptable risks to people and resources triggered by the changed conditions to the landscape caused by fires. In FY 2019, 64 fires across six FS Regions resulted in landscape-level disturbances in need of immediate rehabilitation activities to prevent further degradation. A total of $10.8 million was spent in FY 2019 on BAER activities to provide for public safety, stabilize soil, and reinforce the structural integrity of infrastructure at risk of post-fire degradation, including the seeding of over 12,300 acres, mulching of 300 acres, storm proofing of 800 miles of roads and trails, and stabilization of 25 cultural resource and hazard mitigation sites.

Mitigating Wildfire: The 2020 annual acreage treated to reduce or maintain fuel conditions on National Forest and non-federal lands was 2.42 million acres. Annual acreage of National Forest Service lands where final treatment effectively mitigated wildfire risk was 0.81 million acres.

Key Performance Indicators & Strategic Targets

Strategic Objective 6.3		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
6.3.1. Annual acreage of NFS lands where final treatment effectively mitigated wildfire risk (million acres, annually)	Results	.74	0.348	1.04	0.851	.81	Not Met	
	Target	Baseline	.74	1.1	1.1	1.1		1.1
6.3.2. Annual acreage treated to reduce or maintain fuel conditions on NFS and non-federal lands (million acres, annually)	Results	2.77	0.807	3.4	2.9	2.42	Not Met	
	Target	Baseline	2.77	3	3.4	3.5		3.5

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

Summary Analysis:

Despite the massive obstacles of COVID-19 and a record setting wildfire year, regions still made significant progress in hazardous fuels risk reduction activities. All regions except one are well over 80% of their original target. Region 3 accomplished much of its target despite court injunctions due to the Mexican Spotted Owl. Forest Service did not meet its targets for strategic objective 6.3 however, there has been significant progress in meeting strategic goals, as demonstrated by the noted achievements and advancement towards set targets of key performance indicators.

Challenges and Risks

The wildland fire system is challenged with reliably protecting responders and the public. The amount of fuels on the land, insect infestation, invasive species, disease, and drought, can increase the risk of catastrophic wildfire.

Experts predict increasingly severe wildland fire-related impacts in the future from continued human development in the volatile wildland-urban interface (WUI) where wildland fires pose a greater risk to life and property and often require extensive and costly suppression efforts.

The government shutdown in FY 2019 stopped all prescribed burn activity, including planning necessary for prescribed burns. This had a cascading impact on targets because it occurred during the time of year that fire activity is low, and units normally plan for and conduct controlled burns. Further impacts in FY 2020 from COVID-19 exacerbated these programmatic impacts.

Lead Office

Natural Resources and Environment (NRE) - Forest Service (FS)

Strategic Goal 7

Provide All Americans Access to a Safe, Nutritious, and Secure Food Supply

USDA has critical roles in preventing foodborne illness and protecting public health while also ensuring Americans have access to food, a healthful diet, and nutrition education in a manner that supports American agriculture and inspires public confidence. The Department will take several actions to achieve this goal.

First, to ensure the food supply is safe the Department will continue to prevent contamination and limit foodborne illness by expanding its modernization of food inspection systems, and USDA's research, education, and extension programs will continue to provide information, tools, and technologies about the causes of foodborne illness and its prevention. Second, USDA will continue to develop partnerships that support best practices in implementing effective programs to ensure that eligible populations have access to programs that support their food needs. This includes research on nutritional quality of American's food and diets, as well continuing to discover the drivers of poor diets and nutritional choices. Lastly, USDA will collaborate with partners and stakeholders on strategies to reduce foodborne illness and childhood obesity and to improve diets. USDA ensures agriculture production incorporates the best available science into its modernization efforts to produce food that is safer, more nutritious, and secure.

Objective 7.1: Prevent Foodborne Illness and Protect Public Health

The Food Safety and Inspection Service (FSIS) is the public health agency in USDA whose mission is to ensure the safety of the nation's commercial supply of meat, poultry, and egg products. FSIS performs food safety inspection activities at over 6,500 establishments nationwide. Approximately 9,000 employees work collectively to conduct a broad range of food safety activities to achieve FSIS' overall vision – everyone's food is safe. In FY 2020, FSIS inspected more than 166 million heads of livestock and 9.68 billion poultry carcasses. Additionally, FSIS inspected 2.5 billion pounds of liquid, frozen and dried egg products. A system of this magnitude requires constant vigilance to prevent the possibility of foodborne illness.

Key Achievements

Modernization Initiatives: USDA announced modernization three initiatives in FY 2020:

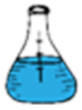
- The first initiative, the final Modernization of Swine Slaughter Inspection Rule, is comprised of two parts: The first requires microbial testing for all swine slaughter establishments to demonstrate that they are controlling for pathogens throughout the slaughter system. The second part establishes the New Swine Slaughter Inspection System (NSIS), which market hog slaughter establishments can choose to operate under or they can remain under the traditional slaughter inspection system. The final rule demonstrated that NSIS can provide public health protection at least equivalent to the existing inspection system.
- For the second initiative, FSIS proposed updated *Salmonella* performance standards for raw ground beef and new *Salmonella* performance standards for beef manufacturing trimmings, a primary component of raw ground beef. FSIS is proposing both standards to ensure that establishments are consistently controlling or reducing *Salmonella*, a harmful bacterium not ordinarily considered an adulterant in raw beef products. To meet the proposed standards, establishments that produce more than 50,000

COVID RESPONSE

FSIS helped to ensure Americans had access to a safe and abundant food supply during the COVID-19 pandemic. FSIS maintained all required inspection services to ensure that establishments could operate and that Americans were fed. No FSIS-regulated establishments closed due to a lack of federal inspection personnel. Additionally, FSIS encouraged establishments to follow the Centers for Disease Control and Prevention (CDC) and Occupational Safety and Health Administration (OSHA) guidance specific to the meat and poultry processing industry in order to facilitate ongoing operations and support the food supply, while also mitigating the risk of spreading COVID-19.

Spotlight on Science

Foodborne illness is a serious public health threat, and the CDC estimates that foodborne illness in the United States results in roughly 48 million cases, 128,000 hospitalizations and 3,000 deaths annually. To better understand and refine FSIS' consumer outreach efforts on food safety, FSIS has embarked on a 5-year multi-modal research study to collect information on consumer food handling and their responses to our educational material. This consumer research study uses observations in test kitchens with interviews, focus groups and web surveys to investigate food safety behaviors. Past food safety research has generally relied on self-reported behaviors. Observational meal preparations provide data about actual, observed behaviors, while allowing for microbiological sampling to track potential movement of pathogens throughout the kitchen. In each annual iteration of the study, between 300 and 400 participants are observed to understand how consumers handle food in test kitchens. FSIS has used the data found in the yearly iterations of this research project to investigate many consumer food handling practices, such as hand washing, washing poultry, food thermometer use, and whether they are following manufacturer provided cooking instructions. Initial data from this five-year study is being used by FSIS to inform the refinement of food safety messaging, the development of new food safety outreach products and the evaluation of current health education and communication activities.



pounds of ground beef and/or beef manufacturing trimmings per day would need to have no more than two *Salmonella* positives out of 48 FSIS samples in a period of 52 weeks. If the proposal is finalized, the agency would post on its website individual establishments as either "meeting" or "not meeting" the performance standards.

- Lastly, FSIS issued a third initiative, a proposed rule to amend the Agency's inspection regulations to expand the circumstances under which FSIS will generically approve the labels of meat, poultry, and egg products. FSIS is also proposing to cease evaluating generically approved labels submitted to FSIS for review.

Roadmap to Reducing Salmonella: Driving Change through Science-Based Policy: This roadmap outlines programs and policies that are science-based, data-driven, and promote innovation to reduce *Salmonella* in meat, poultry, and egg products. USDA discussed the *Salmonella* roadmap at a virtual public meeting on September 22, 2020. In addition to FSIS, USDA's Agricultural Research Service (ARS), the U.S. Food and Drug Administration (FDA), and the Centers for Disease Control and Prevention (CDC) participated in the meeting.

Food Safety Outreach Plan: In FY 2020, USDA developed a high-level food safety outreach plan to drive positive consumer behavior change and reduce foodborne illness. In FY 2021, USDA will continue to pursue innovative and impactful opportunities to engage with consumers to facilitate the adoption of key safe food handling behaviors in the home. To do so, USDA will host a public meeting about consumer food safety education. During this event, USDA seeks to establish a comprehensive understanding of how consumers handle and prepare food today by reviewing and discussing recent research to develop the most effective approach for consumer outreach and education in the future.

Assistance for Small and Very Small Establishments: FSIS is committed to assisting the 5,200 federally inspected small and very small plants to understand Federal inspection requirements. The Agency has prioritized outreach to communicate policies and regulations, provide necessary tools and resources, and improve compliance—ultimately ensuring the safety of the food supply. Outreach takes

several forms including discussions, meetings, and technical support through Agency tools such as the Small Plant Help Desk, AskFSIS, and compliance guidelines. In FY 2020, USDA hosted a webinar to assist small and very small meat processors by explaining the process for obtaining a FSIS grant of inspection and discussing loans, grants, and loan guarantees offered by USDA Rural Development. A video recording of the webinar, transcript, and slides presented are available on the FSIS website. FSIS senior leadership also met with small and very small plant owners and operators at two roundtables in Kansas and Texas to answer questions and offer solutions to issues faced by smaller plants. Additionally, FSIS Enforcement, Investigations, and Analysis Officers (EIAOs) dedicate up to 25% of their allotted work time to perform outreach at small and very small plants.

Label Review Time: FSIS also hosted webinars for small and very small plants on labeling, which helped reduce the label review time for these plants. During FY 2020, label review time was reduced from 12-14 days to 5-7 days.

Ensure Safety of New Food Production Techniques: FSIS and FDA working groups met in FY 2020 and were tasked with developing processes and procedures for the safe production of human food products derived from the cells of livestock and poultry. The working groups addressed pre-market food safety assessments by FDA; inspections and the transition of oversight from FDA to USDA during the cell harvest stage; and USDA labeling oversight.

Supporting State Inspection Systems: FSIS secured funding for 50% of State meat and poultry inspection programs through a $5 million funding increase from Congress in FY 2020. States had previously stated that low reimbursement rates could lead them to eliminate their inspection programs, which would require FSIS to provide inspection coverage for those State establishments and put additional pressure on FSIS inspection personnel and budget.

Filling Frontline Positions: FSIS implemented a Public Health Veterinarian (PHV) incentive program that includes new retention incentives and student loan repayment to improve recruitment and retention of these mission-critical positions. The Agency also optimized the use of Direct Hire Authority (DHA) to increase and expedite the hiring of Food Inspectors (FIs), Consumer Safety Inspectors (CSIs), and PHVs.

Key Performance Indicators & Strategic Targets

Strategic Objective 7.1		FY 16	FY 17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
7.1.1. Percentage of establishments that meet pathogen reduction performance standards	Results	71	77	71	84	86	NI[1]	
	Target	Baseline	71	68	72	87		88
7.1.2. Percentage of establishments whose noncompliance rate[3] decreases 120 days after receiving early warning alert	Results	70	73	74	74	74	Met	
	Target	Baseline	70	71	73	74		74

Met (100% + of Target) | Needs Improvement (90%-100% of Target) | Not Met (Below 90%)

[1] It is currently undetermined if leveling is due to industry possibly reaching its limit on improvements in passing the standard, or if industry is focused on addressing impacts of the COVID-19 Pandemic that started in Quarter 2 of FY 2020. FSIS is examining trends related to establishments that do not meet performance standards and developing strategies for improvement.
[2] FY 2022 targets will be developed in FY 2021, pending finalization of the FSIS FY 2022-FY 2026 Strategic Plan.
[3] Public Health Regulations noncompliance rate.

Summary Analysis:

FSIS is continuously making progress toward objective 7.1 to prevent foodborne illness and protect public health as demonstrated by the noted achievements and meeting key performance indicator targets. This is achieved by focusing on modernization of inspection techniques, staffing key FSIS positions, and assisting industry through outreach and education, among other activities. FSIS will continue this progress as the agency develops its new five-year strategic plan for FY2022 to FY2026.

Key Challenges and Risks:

A key challenge has been statutory restrictions on billing for overtime for inspection personnel, which limits flexibility in scheduling that would improve work-life-balance for and retention of inspection personnel. Changes in statutory restrictions will allow for ease of scheduling and possible restructuring of jobs, while remaining cost neutral for industry.

In addition, salary, benefits, and other fixed costs represent nearly 94 percent of FSIS' budget, leaving limited flexibility to fund high priority investments like critical IT modernization investments meant to reduce foodborne illnesses and protect public health.

Lastly, the recruitment and retention of employees, particularly veterinarians and other front-line positions in FSIS, continues to be a challenge.

Lead Office: The Office of Food Safety (FSIS)

Objective 7.2: Provide Access to Safe and Nutritious Food for Low-Income People While Supporting a Pathway to Self-Sufficiency

Beginning with the original Food Stamp program in the 1930s – USDA has gradually built an array of nutrition assistance programs designed to help ensure that all Americans can meet their food needs. Taken together, these programs form a nationwide safety net supporting low-income families and individuals in their efforts to escape food insecurity and hunger; achieve healthy, nutritious diets; and improve the well-being of families. Currently, the programs administered by USDA's Food and Nutrition Service (FNS) touch the lives of one in four Americans over the course of a year. The Department is committed to making benefits accessible to those eligible to participate in the nutrition assistance programs, including the Supplemental Nutrition Assistance Program (SNAP), the Child Nutrition Programs, and the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), among others. USDA continues to partner with State and local agencies and Federal, public, and private partners to support best practices in implementing effective programs and ensuring eligible populations have access to programs that support their food needs.

Key Achievements

Published Proposed Rule Strengthening Employment and Training (E&T) Opportunities in SNAP: The rule implements the E&T provisions of the 2018 Farm Bill, requiring more accountability on the part of both State agencies and E&T participants while retaining State flexibility, and allowing more evidence-based activities, such as case management and apprenticeships. The final rule is to be published in early 2021.

CUSTOMER ENGAGEMENT

AskUSDA Contact Center can now start to better share data across agencies throughout USDA. Through its various pipelines of data (email, AskUSDA website, chat, phone, etc) USDA is able to see opportunities for improvement on the customer experience as well as identify trends and outliers in data.

This improved ability will allow USDA to identify more opportunities for partnerships to meet customer needs and enhance our programs.

SNAP E&T National Work Forum: Announced the first ever SNAP E&T National Work Forum, which will bring together SNAP E&T stakeholders from around the country to share and learn best practices for promoting and increasing employment among SNAP households through state SNAP E&T programs. Among other things, sessions will focus on improving recruitment and engagement in SNAP E&T and scaling up best practices for moving SNAP participants forward into employment opportunities. Due to public health emergency, the forum will be held as a virtual event in October 2020.

SNAP to Skills (S2S): SNAP to Skills began collaborating with seven States – Colorado, Illinois, Kentucky, Louisiana, Oregon, Pennsylvania, and Rhode Island – to improve participation and engagement in their State SNAP E&T programs. Using insights from behavioral science and human-

centered design, S2S worked with State agencies and their partners to identify challenges that limit engagement and implement solutions to address these challenges, using metrics to improve performance.

SNAP E&T National Partnership Grants: Awarded the first ever SNAP E&T National Partnership Grants to expand E&T. A total of $6.7 million in grants were awarded to national non-profit organizations with broad member or affiliate networks that provide direct workforce development services to low-income individuals, including SNAP participants, to support new organizational capacity to provide to network members training and other technical assistance so they may become third-party SNAP E&T providers.

SNAP E&T Data Grants: Awarded the first ever SNAP E&T Data and Technical Assistance (DATA) Grants. A total of $3.2 million in grants were awarded to five States to improve the quality of E&T programs through better data collection and reporting. These new capabilities will empower States to understand which E&T services and strategies are most effective in moving SNAP participants forward.

SNAP Online Purchasing Pilot: FNS has approved 46 states and the District of Columbia to participate in the SNAP Online Purchasing Pilot, covering more than 97% of SNAP participants and allowing them to shop for nutritious food the same way more and more Americans shop for food—by ordering and paying for groceries online.

Trade Mitigation: FNS worked with AMS to implement a plan to execute the second year of USDA's Trade Mitigation Food Purchase and Distribution Program in FY20. Over $1.3 billion of food has been purchased for this fiscal year. The majority of purchases were delivered to The Emergency Food Assistance Program (TEFAP) outlets, including some products of great value to food banks such as apples, pears, raisins, and various proteins. The National School Lunch Program (NSLP) also received products, which were well received.

Pandemic Electronic Benefits Transfer (P-EBT): As provided by the COVID legislation, USDA stood up a new temporary program and approved P-EBT plans for all 50 states, the District of Columbia, and the U.S. Virgin Islands. The states estimated that their P-EBT programs would provide more than $10 billion in benefits to children who would have received free or reduced-price meals from mid-March through the end of school year 2019-2020. USDA also began working with states to provide P-EBT benefits for school year 2020-2021, per the statutory extension. USDA approved P-EBT plans in 20 States for August and September 2020 for an estimated $1.6 billion in benefits.

Emergency Meals to You (eMTY): At the beginning of the COVID-19 pandemic, FNS leveraged a cooperative agreement with the Baylor University Collaborative on Hunger and Poverty (BCHP) to deliver nutritious, boxed meals to eligible children by mail. eMTY focuses its operations on rural areas impacted by COVID-19 school closures where traditional congregate feeding sites may be unavailable or hard to reach. At the end of FY20, 38.7 million meals were provided to over 270,000 participants via the Emergency Meals to You demonstration.

Early Launch of the Summer Meal Site Finder: The Summer Meal Site Finder was published in March, six weeks ahead of the scheduled 2020 season launch date in response to school closures due to COVID-19. This site assists families in finding where they can go to receive nutritious meals during unexpected closures. Through partnerships with schools and community groups operating Summer Food Service Program (SFSP), FNS collects data from the states on where and when sites

will be open. This information is voluntarily added to the searchable site finder. Since the start of the COVID-19 pandemic, FNS has mapped nearly 87,000 SFSP sites across all 50 states, the District of Columbia, and Puerto Rico.

COVID-19 Response – Women, Infants, and Children (WIC): FNS has responded to over 800 State agency waiver requests to statutory and regulatory program requirements, to provide the 89 WIC State agencies, including Indian Tribal Organizations and U.S. Territories, the flexibilities they need to provide assistance to WIC participants during the COVID-19 public health emergency. FNS has also provided technical assistance to resolve 200 requests where no waivers were needed. FNS is providing ongoing technical assistance to WIC State agencies on existing flexibilities so they can address Program needs related to COVID-19.

COVID-19 Response – Food Distribution: As a result of the nationwide coronavirus pandemic that led to increased unemployment, limited access to grocery stores due to State orders, and grocery store supply chain issues, FNS processed short-term Disaster Household Distribution (DHD) requests, to assist during the emergency, and subsequently worked with the Regions to transition States and ITOs back to regular program operations post-initial COVID-19 impact. In total, FNS worked to approve DHDs in 22 States and Guam, and 33 Indian Tribal Organizations, plus numerous extensions. Over 15 million individuals received over 71 million pounds of nutritious USDA Foods.

School Nutrition Training and Technical Assistance: USDA released five (5) technical assistance publications that support Child Nutrition Program operators in providing safe and flexible meal service to children during the COVID-19 pandemic, as well as a new webpage that highlights resources that can be used by program operators, parents, and children to teach and reinforce proper handwashing and cleaning practices. In partnership with the Institute of Child Nutrition, USDA provided five (5) virtual food safety trainings that reached over 2,450 Child Nutrition professionals, conducted seven (7) webinars that reached over 8,300 viewers and promoted safe and flexible meal service to children during the COVID-19 pandemic.

Coronavirus Aid, Relief, and Economic Security (CARES Act) and Families First Coronavirus Response Act (FFCRA): TEFAP State agencies received $450 million in CARES Act funding and $400 million in FFCRA funding in FY 2020. This money has been used to significantly increase food distributions to TEFAP distributing agencies. In FDPIR, FNS approved CARES Act Facility Improvement and Equipment Upgrade Grants in FY 2020 totaling over $40 million and will offer a bonus food package to Food Distribution Program on Indian Reservations (FDPIR) participant for up to 8 months beginning in FY 2021.

Key Performance Indicators & Strategic Targets

Strategic Objective 7.2		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
7.2.1. Percentage of American households with consistent, dependable access to food	Results	88	88.2	88.9	89.5	N/A	Annual[1]	
	Target	Baseline	88	87.7	87.9	89		89.2
7.2.2. Percentage of SNAP Employment & Training participants engaged in education and skills-based training	Results	33		25.5*	34.7	N/A	Annual[1]	
	Target	Baseline	33	35	27.5	35.5		31.5

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

[1] Annual calculation based on administrative data. Final data to be available FY21.

*Note: Revisions to the methodology made to improve data quality and accuracy as approved by the USDA Deputy Secretary.

Summary Analysis:

FNS met 2019 targets and is on track to meeting strategic objective 7.2, there has been significant work and progress, as demonstrated by the noted achievements and meeting set targets of key performance indicators.

Challenges and Risks:

Challenges include data availability, data quality from States, lag, and antiquated systems for reporting, across programs. The on-going public health emergency caused by COVID-19 continues to have a significant impact on the provision of SNAP E&T services nationwide. Some E&T providers had to suspend or eliminate services due to public health risk factors, while others have seen expansions with online services.

In addition, 60 of the 89 WIC State agencies have implemented statewide EBT. The remaining State agencies are responding to necessary schedule changes due to COVID-19 challenges.

Lead Office: Food and Nutrition Service (FNS)

Objective 7.3: Support and Encourage Healthy Dietary Choices Through Data-Driven, Flexible, Customer-Focused Approaches

Science has established clear linkages between proper diet, adequate physical activity, children's ability to learn, and good health. Unfortunately, for too many in the United States, poor dietary habits and a lack of physical activity contribute to devastating health conditions, including overweight and obesity. The Department is committed to working collaboratively with other Federal agencies, State partners, and other interested stakeholders on a wide array of strategies to reduce childhood obesity and improve diets. The Department is working to ensure that schools and childcare providers have the resources and flexibility to serve top quality, healthy, and appealing meals. Through WIC, USDA is encouraging and supporting participating mothers to breastfeed their infants by strengthening breastfeeding policy and program activities. The Supplemental Nutrition Assistance Program (SNAP) is working with various partners to increase participants' access to healthy food choices.

Key Achievements

Published Rule Supporting Simplified Meal Patterns: USDA published the proposed rule, Simplifying Meal Service and Monitoring Requirements in the National School Lunch and School Breakfast Programs in January 2020. The rule includes changes to simplify meal patterns and monitoring requirements in the National School Lunch and National School Breakfast Programs.

Published Rules to Strengthen Program Oversight: Published the proposed rule, Streamlining Program Requirements and Improving Integrity in the Summer Food Service Program (SFSP), in January 2020. The proposed rule codifies statutory requirements, policy improvements, and administrative flexibilities that are designed to strengthen oversight and operational performance in the delivery of important nutrition benefits to children in the Summer Food Service Program.

Farm to School Grants: USDA's Farm to School Grants are an important way to help schools, tribes, States, and nonprofit organizations as they initiate, expand, and institutionalize farm to school efforts. In FY 2020, FNS awarded over $12 million in Farm to School Grants to 159 grantees, serving 7,600 schools and more than 2.5 million students. FNS also awarded two (2) Regional Farm to School Institute Grants, approximately $100,000 each.

CHILD NUTRITION COVID-19 RESPONSE

FNS provided program flexibilities in response to COVID-19 including over 2,500 Child Nutrition waivers across all State agencies and territories, including both State-specific waivers and State election of nationwide waivers, making it easier to safely serve children meals during the COVID-19 pandemic. Under normal circumstances, CN meals must be served in a group setting. However, during this public health emergency, USDA waived the group setting meal requirement, allowing for delivery and parent pick up options vital to supporting social distancing. In addition, FNS provided numerous Questions & Answers and held calls and webinars with States and stakeholders to provide important technical assistance to program operators.

State Administrative Expense (SAE) Funds: FNS extensively revised the process by which States apply for reallocated State Administrative Expense (SAE) funds. The new process is intended to streamline the request process, eliminate burden for all parties involved, and increase flexibility around the use and carryover of SAE funds.

Data Validation Service: FNS pilot-tested a new web-based service to assist States and school districts with validating and reporting results from the annual process of verifying student eligibility for school meal benefits. The service will reduce burden on States and school districts and improve accountability in the verification process, ensuring that program benefits are delivered to eligible children.

Professional Child Nutrition Training: In collaboration with the Institute of Child Nutrition, USDA provided 248 training opportunities to more than 28,400 Child Nutrition Program operators and stakeholders on a variety of training topics, including Basic Culinary Math, Nutrition 101, Financial Management, Healthy Cuisine for Kids, Procurement of Foods, Orientation to School Nutrition Management, and Child and Adult Care Food Program Meal Pattern Requirements. Moreover, USDA's Team Nutrition staff directly provided 29 training opportunities to more than 15,800 Program operators and stakeholders on a variety of hot topics in Child Nutrition Programs. Altogether, USDA Team Nutrition and the Institute of Child Nutrition reached a combined total of over 44,200 Child Nutrition Program operators and stakeholders via 277 training opportunities. USDA also released updates to the Professional Standards Training Tracker Tool that included the addition of reward badges to motivate school nutrition professionals and make the process of completing annual Professional Standards training requirements fun.

Food Buying Guide: USDA's Team Nutrition released several new enhancements to the Food Buying Guide for Child Nutrition Programs (FBG) Interactive Web-based Tool and mobile application. The FBG assists Program operators and food manufacturers in purchasing the right amount of food to contribute towards Child Nutrition Program meal pattern requirements.

Dietary Guidelines for Americans: USDA, along with our partners at HHS, held the remaining Dietary Guidelines Advisory Committee meetings, including an extra meeting for the Committee to discuss its draft report publicly a month before it was posted for public comment. An average of 1,000 people attended each meeting online and, if available, in person. The DietaryGuidelines.gov website, created to increase transparency and public participation, had close to 1.2 million-page views (including more than 411,000 unique users) from the site launch in February 2019 through September 2020. For the first time ever, USDA and HHS posted Committee's draft protocols/plans for how to conduct its scientific reviews for the public to view and submit comments before Committee finalized and began reviews. More than 62,000 public comments were received and reviewed over the course of the Committee's work, compared to about 970 during the 2015 Advisory Committee's review – a 6,000 percent increase. USDA and HHS posted the Scientific Report of the 2020 Dietary Guidelines Advisory Committee on DietaryGuidelines.gov in July 2020 and opened 30-day period for public comments on the report. In the first week after posting it, there were more than 10,000 downloads of sections of the report. USDA and HHS also held an oral public comment meeting to hear from nearly 80 commenters; more than 660 people joined the online meeting. Over the course of the 30-day public comment period, the Departments received more than 38,000 comments.

Start Simple with MyPlate: USDA continued the Start Simple with MyPlate campaign including the official launch of the Start Simple with MyPlate mobile app in January 2020. The app is designed to help consumers incorporate MyPlate into their daily lives by meeting simple food group-related goals. Since launch through September 2020, there were a total of 129,000 installations of the app from the Apple App Store and Google Play Store. In March 2020, a new in-app challenge feature was developed to encourage users to try new goals and stay motivated; currently, challenges are available each quarter as well as periodic pop-up challenges.

Additional Team Nutrition Resources: USDA's Team Nutrition released 35 (18 English and 17 Spanish) training tools and resources to enhance trainings for CACFP operators on meal pattern implementation; two new Offer Versus Serve (OVS) posters to guide students and school nutrition professionals in effectively implementing OVS in the School Breakfast Program; and a revised version of the publication What You Can Do To Help Prevent Wasted Food, an 8-page booklet for school administrators, teachers, school nutrition directors, parents, and students on how to reduce food waste at school. USDA's Team Nutrition also released 96 new recipes for CACFP home childcare (3- to 5-year-olds) and adults in CACFP centers. The Team Nutrition website housing these tools and resources had almost 1.6 million-page views in FY20.

Direct Certification for Free Meals: USDA continued to provide technical assistance to assist States in achieving the mandated 95% benchmark rate for school-aged children in Supplemental Nutrition Assistance Program (SNAP) households direct certificated for free school meals in the NSLP. For example, USDA assisted the Virgin Islands establish a direct certification system for the purpose of participation in the NSLP Community Eligibility Program (CEP). Participation in CEP will allow all NSLP-participating school children to receive free school meals during SY 2020-2021.

Key Performance Indicators & Strategic Targets

Strategic Objective 7.3		FY 16	FY17	FY 18	FY 19	FY 20	FY 20 Status	FY 21
7.3.1. Annual percentage of eligible children participating in the National School Lunch Program (NSLP)	Results	56	58	58	56.5	N/A*	Annual[1]	
	Target			*59*	*59*	*59*		*59*
7.3.2. Annual percentage of eligible children participating in the School Breakfast Program (SBP)	Results	N/A	N/A	30	29.6	N/A*	Annual[1]	
	Target			*30*	*30*	*31*		*31*

Met (100% + of Target)	Needs Improvement (90%-100% of Target)	Not Met (Below 90%)

[1] Annual calculation based on administrative data. Final data to be available FY21 Q2.

* Note: Due to unanticipated school closures as a result of the COVID-19 pandemic, the actual 2020 figure is impacted due to the changes in meal service levels. Additionally, many schools served non-congregate meals through the Summer Food Service Program (SFSP) which is not included in this metric.

Summary Analysis:

Although 2019 targets were missed by a very small margin, there has been significant work and progress by FNS towards meeting objective 7.3 as well as the key performance indicators targets, as demonstrated by the noted achievements. The nationwide COVID waiver allowing schools to operate SFSP during the school year will impact NLSP/SBP participation in FY20 and FY21.

Challenges and Risks:

Challenges include data availability, data quality from States, lag, and antiquated systems for reporting are present across all programs. The COVID-19 pandemic introduced numerous challenges to USDA's overarching goals and objectives as they relate to ensuring access to safe, nutritious food. FNS had to act quickly to exercise new and existing authorities to adapt strict program requirements for a wide and ever-evolving set of operational demands at the State and local levels. Even with the numerous flexibilities granted by FNS, many program operators found it difficult to reach the entirety of the population they served pre-pandemic. In addition, new activities, such as additional sanitation procedures and packaging meals for pick-up and/or delivering them directly to students, frequently incurred expenses. The COVID-19 pandemic also resulted in numerous program activities being delayed or postponed, including events like in-person trainings and conferences, administrative data collection, on-site monitoring activities, and collaborative workgroups/partnerships. Such challenges were also pronounced at the State and local levels, widely impacting program delivery and enrichment.

Lead Office: Food and Nutrition Service (FNS)

Executive Order 13807:

Establishing Discipline and Accountability in the Environmental Review and Permitting Process for Infrastructure Projects (2017) Implementation Efforts

In 2019, USDA classified and hired a new dedicated permanent position for the Chief Environmental Review and Permitting Officer (CERPO) reporting directly to the Deputy Secretary. The CERPO position now includes strategic goals incorporated into performance plans to lead department-wide and assist in government-wide efforts to improve the Federal environmental review and authorization process for projects. The CERPO Provides guidance for USDA in developing regulations, policies and procedures for compliance with the National Environmental Policy Act and other environmental laws.

Some specific achievements for USDA in 2020 include:

- Identified and initiated a working group of senior leadership within the USDA environmental permitting community to enhance strategic planning and communication within the Department.
- Developed an inventory of covered infrastructure projects for USDA pending environmental review and authorizations and instituted a dispute resolution policy cleared by the White House and OMB to facilitate early remedies of potential delays.
- Initiated and developed a memorandum of understanding with the US Army Corps of Engineers to include USDA NRCS as a cooperating agency to authorize changes to the Wetlands Reserve Program. Worked with the Permitting Council and OMB to add this permit authorization for all upcoming projects.
- Hosted an interagency One Federal Decision policy meeting at USDA chaired by the USDA Deputy Secretary and Chairman of CEQ. Strategically set the agenda and brought in presenters from the field emphasizing the importance of early project coordination and timetable development to highlight areas of policy across the government that needs to be enhanced.

Enterprise Risk Management

In FY20, USDA has taken steps to integrate Enterprise Risk Management (ERM) into its Strategic planning, performance review, and budget formulation processes to improve mission delivery, reduce costs, and focus corrective actions towards key risks. The Enterprise Risk Management Committee, comprised of representatives across all agency mission and mission-support areas, will address each risk to determine impact, root causes, existing controls as well as any potential points of failure, to determine an appropriate risk response.

USDA identified its Top 10 Enterprise Risks as follows:

(in order from highest to lowest):

Risk	Risk Statement
1. People	If USDA does not hire, train, develop and retain a qualified workforce, USDA's workforce will not have the skillset required to meet its mission of the future.
2. Information Technology	If USDA is unable to properly implement, maintain, modernize and protect its information technology systems to meet a diverse range of programs, USDA will be unable to meet its customer needs and programmatic/management requirements.
3. Work Environment	If USDA does not provide a positive and respectful work environment that addresses employee and customer safety and health, USDA services and resources could be diverted, delayed or suspended, the Department's reputation will be compromised, and USDA will be unable to attract and maintain the most qualified workforce.
4. Capital Planning and Infrastructure	If USDA does not address capital planning, maintenance, crypto and physical security, asset management and biosafety needs, key services and objectives provided at and by USDA and partners could be disrupted, delayed or suspended.
5. Credibility of Scientific Research, Analysis and Findings	If USDA is unable to maintain the integrity, credibility and transparency of its research findings, it risks public acceptance of its research capability, market information, findings, and recommendations which will delay key improvements with sustainable intensification, climate adaptation, and other key programs supporting U.S. producers, industry and consumers.

Risk	Risk Statement
6. Policy and Operational Effectiveness	If USDA is unable to execute policy and operational initiatives without succumbing to external or internal stakeholder pressure, then USDA's effectiveness will be diminished.
7. Customer Experience	If USDA does not consistently perform user research and embed data-based, continuous customer-feedback loops into strategy, USDA will be at risk for building programs and policies that are not addressing the right problems for USDA customers and our services will remain outpaced by evolving customer needs.
8. Data-Driven Decision Making	If USDA does not implement effective data governance, have enterprise-wide agreed upon data, create mission area data leadership to leverage its data as a strategic asset, and practically integrate data into strategic planning decisions, USDA will be unable to use resources efficiently, maximize the impact of citizen-facing programs, or provide the public and private industry as well as internal customers with easy access to data that can solve public problems and drive commercial innovation.
9. Program Integrity, Oversight and Evidence	If USDA is unable to correctly manage and monitor federal funds including grants, agreements, and contracts and incorporate evidence into programmatic decisions, USDA's program integrity would be discredited, and taxpayer resources may not be used in the most efficient and effective manner possible for their intended purpose.
10. Aligning and Planning Resources to Real Time	If USDA does not develop an enterprise-wide financial system as well as tools and training for budget execution, budgetary lifecycle planning and multi-year investments that meet the needs of a diverse portfolio, USDA will not be able to make real time and agile decisions, align resources, and capitalize on opportunities.

APPENDIX

Summary by Strategic Objective

KPI #	Key Performance Indicator Description	Status
1.1.1	Reduce number of Tier 1 data centers across the Department	Met
1.4.1	Reduce the Department's overall real property footprint through effective disposal and consolidation efforts (Million Square Feet).	Met
1.4.2	Reduce and Cap the Department's total number of fleet vehicles	Not Met
2.1.1	The annual normalized value of risk protection provided to agricultural producers through the Federal Crop Insurance program	Met
2.1.2	Average number of days to process direct loans	Needs Improvement
2.1.3	Percentage of direct and guaranteed loan borrowers who are beginning farmers	Needs Improvement
2.1.4	First installment delinquency rate on direct loans	Not Met
2.1.5	Direct loan delinquency rate	Met
2.2.1	Meat livestock: Percentage of graders' time through customer billings.	Not Met
2.2.2	Poultry livestock: % of graders' time through customer billings.	Needs Improvement
2.3.1	Animal Health--Number of hours it takes to mobilize resources once it is determined that a Federal emergency response is needed to manage an agricultural outbreak	Met
2.3.2	Plant Health--Percent of high-risk plant pests for which early detection surveys are conducted (annual measure)	Met
3.1.1	Value of agricultural exports resulting from participation in foreign foods and agricultural trade shows and trade missions ($ Billion)	Not Met
3.2.1	Value of trade preserved through resolution of foreign market access issues such as US export detainment, restrictive SPS and TBT issues, and trade regulations ($ Billion)	Met
4.1.1	Health Facilities: Percent of customers who are provided access to new and/or improved essential community facilities	Met
4.1.2	Number of borrowers' subscribers receiving new and/or improved telecommunication services (thousand)	Not Met
4.1.3	Percent of RD commercial/infrastructure investments that leverage non-Federal funding	Not Met
4.1.4	Percent of RD assistance that went to distressed communities	Needs Improvement
5.1.1	Contract Implementation Ratio	Met

5.1.2	Practice implementation rate	Not Met
5.2.1	Cropland with conservation applied to improve soil quality (Million Acres) - EQIP	Met
5.2.2	Cropland with conservation applied to improve soil quality (Million Acres) - CTA	Met
5.2.3	Tons of sediment prevented from leaving cropland and entering waterbodies (Million Tons)	Met
5.3.1	Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers (Cumulative, Million Acres)	Needs Improvement
5.3.2	Working lands protected by conservation easements (Thousand Acres).	Met
5.3.3	Restored wetland acreage (million acres)	Needs Improvement
6.1.1	Percent of customers satisfied with recreation facilities, services, and settings on National Forests	Met
6.2.1	Timber volume sold (Billion Board feet)	Not Met
6.3.1	Annual acreage of NFS lands where final treatment effectively mitigated wildfire risk (million acres, annually)	Not Met
6.3.2	Annual acreage treated to reduce or maintain fuel conditions on NFS and non-federal lands (million acres, annually)	Not Met
7.1.1	Percentage of establishments that meet pathogen reduction performance standards	Needs Improvement
7.1.2	Percentage of establishments whose noncompliance rate decreases 120 days after receiving early warning alert	Met
7.2.1	Percentage of American households with consistent, dependable access to food	Not Available (Annual)
7.2.2	Percentage of SNAP Employment & Training participants engaged in education and skills-based training	Not Available (Annual)
7.3.1	Annual percentage of eligible children participating in the National School Lunch Program (NSLP)	Not Available (Annual)
7.3.2	Annual percentage of eligible children participating in the School Breakfast Program (SBP)	Not Available (Annual)

Acronyms

AMS	Agricultural Marketing Service
APHIS	Animal and Plant Health Inspection Service
APR	Annual Performance Report
ARS	Agricultural Research Service
CN	Child Nutrition
CRP	Conservation Reserve Program
CREP	Conservation Reserve Enhancement Program
CTA	Conservation Technical Assistance
CX	Customer Experience
DA	Departmental Administration
DACOI	Data Center Optimization Initiative
DOI	Department of Interior
E&T	Employment and training
EQIP	Environmental Quality Incentive Program
ERM	Enterprise Risk Management
ERS	Economic Research Service
FAS	Foreign Agriculture Service
FNS	Food and Nutrition Service
FPAC	Farm Production and Conservation
FS	Forest Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
GPRA	Government Performance and Results Act
GWCC	George Washington Carver Center
KPI	Key Performance Indicator
MRP	Marketing and Regulatory Programs
NCR	National Capital Region
NEF	Nonrecurring Expense Fund
NEPA	National Environmental Policy Act
NFS	National Forest System
NIFA	National Institute of Food and Agriculture
NM	New Measure
NRCS	Natural Resources Conservation Service
NSLP	National School Lunch Program
OCS	Office of the Chief Scientist
RBS	Rural Business-Cooperative Service
RD	Rural Development
REE	Research, Education, and Economics
RHS	Rural Housing Service
RMA	Risk Management Agency
RPEP	Real Property Efficiency
RUS	Rural Utilities Service
SBP	School Breakfast Program
SNAP	Supplemental Nutrition Assistance Program
TEFAP	The Emergency Food Assistance Program
TFAA	Trade and Foreign Agricultural Affairs
USDA	U.S. Department of Agriculture
WIC	Special Supplemental Nutrition Program for Women, Infants, and Children