
# United States Department of Agriculture

# FY 2019 Annual Performance Plan

# And

# FY 2017 Annual Performance Report

Contents

# Overview

This fiscal year (FY) 2017 Annual Performance Report (APR) and FY 2019 Annual Performance Plan (APP) describes the year-end progress of the U.S. Department of Agriculture (USDA) towards achieving the Department's mission, and performance measures set for itself at the beginning of the FY. In addition this document describes the performance achievements expected by USDA for fiscal years 2018 and 2019. The data used by the Department to measure performance is collected using standardized methodology. This methodology has been vetted by federally employed scientists and policymakers, and, ultimately, by USDA's leadership. All attest to the completeness, reliability, and quality of the data.

The Government Performance and Results Act (GPRA) of 1993 and the GPRA Modernization Act of 2010 are the Federal statutes that form the basis of Federal agency performance planning and reporting. All USDA plans and reports are available at www.usda.gov/performance. Additional performance information can be found in the FY 2019 Budget explanatory notes at http://www.obpa.usda.gov/explan_notes.html.

The 2019 Cuts, Consolidations, and Savings Volume of the President's Budget identifies the lower- priority program activities per the GPRA Modernization Act. The public can access the volume at: http://www.whitehouse.gov/omb/budget.

The Federal Government has adopted a limited number of Cross-Agency Priority (CAP) Goals to improve cross-agency coordination and best practice sharing. Per the Government Performance and Results Act Modernization Act of 2010, the Department is required to address CAP Goals in its strategic plan, annual performance plan, and annual performance report. Please refer to www.performance.gov for the U.S. Department of Agriculture (USDA) contributions to the interdepartmental CAP goals and progress, where applicable.

Questions may be directed to the Office of Budget and Program Analysis via e-mail at bca@obpa.usda.gov or telephone at (202) 720-6176.

# USDA Organization

## 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.

# Framework and Overview

The U.S. Department of Agriculture has developed its new strategic plan covering fiscal year 2018 through 2022. The Annual Performance Report for FY 2017 closes out a number of key performance measures that were previously tracked that will not be tracked in the new Strategic Plan and the Annual Performance Plan. The Annual Performance Plan includes a suite of new key performance measures and performance achievements expected at the requested FY 2019 funding level by strategic goal.

# Annual Performance Plan for FY 2019

## STRATEGIC GOAL 1: Ensure USDA programs are Delivered Efficiently, Effectively, with Integrity and a Focus on Customer Service

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

**Key Performance Measure:** Reduce number of Tier 1 data centers across the Department.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Reduce number of Tier 1 data centers across the Department | N/A | N/A | N/A | N/A | 39 | 20 | 2 |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source – The data used is based upon USDA's data center inventory compiled using component agency Data Center Optimization Initiative (DCOI) multi-year strategic plans. | | | | | | | |
| Completeness of Data – The data is complete and final. | | | | | | | |
| Reliability of Data -- No known issues with the data exists. Any changes to OMB DCOI definitions regarding what constitutes a data center change would result in a shift in USDA's numbers. | | | | | | | |
| Quality of Data – Data quality is high. USDA performs quarterly data calls with component agencies, which is correlated with DCOI strategic plans. Onsite visits to each data center are conducted to validate the reported information. | | | | | | | |

Accomplishments Expected at 2019 Proposed Resources Level:
Adopt a 'Cloud First' strategy and close 36 data centers within the department by migrating systems and applications to highly available Cloud Services. This will enable USDA to:

- Reduce the cost of owning and managing data center facilities & IT infrastructure
- Eliminate cybersecurity vulnerabilities
- Transition to a trusted advisor role at USDA's enterprise data center by brokering value-driven IT services
- Leverage the technology flexibility and innovation of commercial service providers

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

**Key Performance Measure:** Maintain ranking of the Top 10 Best Places to Work in the Federal Government for large agencies by the Partnership for Public Service.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Maintain ranking of the Top 10 Best Places to Work in the Federal Government for large agencies by the Partnership for Public Service | 16 | 13 | 11 | 9 | 7 | Top 10 | Top 10 |
| Allowable Data Range for Met -- Ranked 10th or higher out of 19 large agencies | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- The source of the data is the Best Places to Work in the Federal Government rankings provided by the Partnership for Public Service annually. For 2017, the data is shown at this link: http://bestplacestowork.org/BPTW/index.php. The rankings are based on results of the Federal Employee Viewpoint Survey administered government-wide by the Office of Personnel Management (OPM). Federal employees complete the survey. | | | | | | | |
| Completeness of Data –Data is complete and final | | | | | | | |
| Reliability of Data -- The data is reliable. A source independent from USDA is responsible for administering the survey and for calculating and issuing the rankings, and there have been no questions raised in relation to the reliability of the data. | | | | | | | |
| Quality of Data – There are no concerns with regard to the quality of this data. USDA's response rate for the survey is 64% compared the government-wide response rate of 45%. USDA has made an effort to provide the survey to as many employees as possible to allow for wide participation. For FY 17, 76,964 surveys were sent out, and 48,953 responded. | | | | | | | |

Accomplishments Expected at 2019 Proposed Resources Level:

For FY19, USDA expects to achieve or potentially to exceed the target level for this performance indicator that demonstrates a high level of employee engagement. This type of engagement will impact our mission delivery as employees find creative solutions to unexpected challenges. They will bring innovation to their customer service delivery, they will display curiosity and collaboration across agency and mission area lines, and they will serve as ambassadors to recruit and retain a talented workforce that will ensure USDA's continued future success and evolution.

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

**Key Performance Measure:** Reduce regulatory burden and costs associated with regulatory actions. Consistent with the requirements on M-17-23, Guidance on Regulatory Reform Accountability under Executive Order 13777, titled "Enforcing the Regulatory Reform Agenda", USDA is proposing to include the following performance measures as part of the Department's Annual Performance Plan:

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Number of EO 13771 regulatory actions issued.[1] | N/A | N/A | N/A | N/A | 0 | No Target Established | TBD |
| Number of EO 13771 deregulatory actions issued. | N/A | N/A | N/A | N/A | 5 | No Target Established | TBD |
| Total incremental cost of all EO 13771 regulatory and deregulatory actions ($ million).[2] | N/A | N/A | N/A | N/A | - 12.9 | -56 | TBD |

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

**Key Performance Measure:** Reduce the Department's overall real property footprint through effective disposal and consolidation efforts (Million Square Feet) and reduce the Department's total number of light duty fleet vehicles (Thousand).

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| The Department's overall real property footprint through effective disposal and consolidation efforts (Million Square Feet). | N/A | N/A | 33 | 32.2 | 31.9 | 31.6 | 31.3 |
| The Department's total number of light duty fleet vehicles (Thousand) | N/A | N/A | N/A | 32.4 | 29.4 | 28.8 | 28.2 |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- Real property data comes from the Federal Real Property Profile. However, this data is only updated once a year (December 15). The USDA real property system of record, CPAIS, does not provide historic data. CPAIS does not have a robust reporting ability, therefore USDA relies on the Federal Real Property Profile for this data. Fleet data comes from the FAST report, which again, is only updated in December of each year. USDA does not have its own fleet information system but instead relies on a system hosted by the General Services Administration (Fed FMS). | | | | | | | |
| Completeness of Data –Data is complete and final | | | | | | | |
| Reliability of Data – The Office of Procurement and Property Management (OPPM) requires Deputy Administrators for Management to certify the real property data annually. Also, OPPM conducts monthly real property data quality checks. Data quality has improved substantially over the past two years. Fleet data is certified annually by agency fleet managers. | | | | | | | |
| Quality of Data – USDA continues to face challenges with the real property data in CPAIS due to a large backlog of releases to improve the system. Also, CPAIS lacks a robust reporting tool. OCFO, as the system owner, will need additional resources to make CPAIS a more robust asset management system | | | | | | | |

[1] This measure is an OMB requirement based on the Presidential Memorandum M-17-23. The FY 2019 target will be determined in FY 2018. No target is established for FY 2018, but results will be reported.
[2] This measure is an OMB requirement based on the Presidential Memorandum M-17-23. The FY 2019 target will be determined in FY 2018. The incremental cost value is an annualized value applying a 7 percent discount rate and using 2016 dollars.

Accomplishments Expected at 2019 Proposed Resources Level:
USDA's Office of Procurement and Property Management (OPPM) will continue to promote data quality by monthly monitoring and training. OPPM will also continue to monitor space footprint reductions; however it is up to the agencies to ensure they are adhering to Department policy. OPPM has policy in place that requires any new space action that exceeds the Department utilization rate policy have a waiver signed by the agency senior management. To promote fleet reductions, OPPM will continue to monitor vehicle utilization and encourage agencies to dispose of underutilized fleet. USDA has proposed to create a new office, the Office of Property and Fleet Management to focus on property and fleet to best utilize the Department's resources.

## STRATEGIC GOAL 2: Maximize the Ability of American Agricultural Producers to Prosper by Feeding and Clothing the World

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

**Key Performance Measure**: Average number of days to process direct loans.

Through the hard work of dedicated staff in over 2,100 county and state offices, the USDA Farm Service Agency (FSA) provides vital farm safety-net assistance to agricultural producers across America. FSA's safety net helps producers withstand economic losses as well as losses resulting from natural disasters. Loans for operating expenses, farm purchases and other purposes help current producers stay in business and allow a new generation of farmers and ranchers get their start. Timely processing of these loans is a critical component in providing first-class customer service to producers.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Average number of days to process direct loans | N/A | N/A | N/A | N/A | 31 | 31 | 31 |
| Allowable Data Range for Met -- +/- 1 day | | | | | | | |
| Data source – Direct Loan System | | | | | | | |
| Completeness of Data – Complete and final | | | | | | | |
| Quality of Data – Overall the data quality is good. | | | | | | | |

Accomplishments Expected at 2019 Proposed Resources Level:
FSA anticipates providing approximately 40,000 loans to farmers and ranchers in FY 2019 through its direct and guaranteed loan programs. This capital assists them in establishing and maintaining successful operations and more broadly it supports jobs and economic growth in rural America. FSA loan programs remain particularly important in meeting the credit needs of minority, women, and beginning farmers.

Increased financial distress is likely due to disasters and economic factors. This distress negatively impacts cash flows of agricultural producers, and could increase demand for both

direct and guaranteed loan assistance by established farmers who are neither beginning nor socially disadvantaged applicants, thereby creating challenges in achieving performance targets.

**Key Performance Measure** - Annual normalized value of risk protection provided to agricultural producers through the Federal crop insurance program

The Risk Management Agency (RMA) provides actuarially sound crop insurance programs that protect against agricultural production losses due to unavoidable causes such as drought, excessive moisture, hail, wind, hurricane, tornado, lightning, and insects. In addition, revenue insurance is available to protect against loss of revenue from low prices, poor yields, or a combination of both. Federal crop insurance is available to producers through private insurance companies that sell and service policies. Thus, the program delivery is a joint effort between the Federal government and the private insurance industry.

| **Annual Performance Goals, Indicators, and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** | **Target** | **Target** |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| Annual normalized value of risk protection provided to agricultural producers through the Federal Crop Insurance Program. ($ B) | 66.0 | 67.9 | 68.7 | 74.0 | 63.6 | 74.6 | Exceeded | 64.0 | 64.3 |
| Allowable Data Range for Met -- +/- $5.0 billion | | | | | | | | | |
| Assessment of Performance Data | | | | | | | | | |
| Data Source – The data used is provided by Approved Insurance Providers (AIPs) and are subject to regulations, policies, and procedures developed by RMA, USDA, and other Federal agencies. AIPs are required to collect, maintain and submit to FCIC data that FCIC reasonably determines is necessary to the operation of the Federal crop insurance program. Data the AIPs are required to submit to FCIC are certified as accurate, detailed and submitted to FCIC in accordance with FCIC procedures. Appendix III to the Standard Reinsurance Agreement provides standards, procedures and instructions for reporting AIP data to RMA/FCIC through RMA's Policy Acceptance Storage System (PASS). PASS provides a means of validating data to provide reasonable assurance that reimbursements are made based on accurate and timely information, and maintains detailed contract information at RMA. | | | | | | | | | |
| Completeness of Data – The data used in conjunction with performance information are based on actual results. Analysis has shown that normally 99 percent of the final actual data will be reported to USDA during the first quarter of the next fiscal year. | | | | | | | | | |
| Reliability of Data – USDA deems this information to be reliable. The AIPs receive data from the producers and transmit the data to the Department. Once received, USDA takes extensive steps to verify the data's accuracy and validity. | | | | | | | | | |
| Quality of Data – USDA receives the actual data from AIPs. RMA then maintains data through two integrated processing systems that validate the information. The data then are sent through the system to generate all accounting functions. These processing systems ensure that data received are accurate, errors are corrected quickly, and timely monthly accounting reports are provided. | | | | | | | | | |

Analysis of Results: As the average level of coverage increases, continued increases will become more difficult to attain. Should commodity prices decrease, as has been recent experience and current forecast, there could potentially be a decrease in acres planted, which would reduce the size of the market to be insured. While there has been some recent increase in commodity prices, there has also been some scaling back of coverage, such as for prevented planting. Therefore, the overall normalized value of risk protection is forecast to remain relatively stable with small increases.

Accomplishments Expected at the FY 2019 Proposed Resource Level:

- As directed by the Federal Crop Insurance Act, the crop insurance program continues to operate on an actuarially sound basis, with total premium collected exceeding losses paid over time.
- Premium rate revisions of the crop insurance programs will continue in 2019. A significant factor contributing to the actuarial soundness of the crop insurance program is that RMA regularly updates premium rates to reflect accumulated loss experience. For 2019, RMA will be updating the rates for wheat, soybeans, rice and a number of other smaller crops.
- To address market needs, RMA will continue to implement new products and bring them to market.
- Risk Management Education will provide awareness of the crop insurance program to address production, legal, financial, marketing, and human risks, with an increased emphasis of educational activities in the areas of specialty crops, organic production, and farm benchmarking, directed to minority producers, veteran producers, women, tribal, limited resource producers, and minority producers growing specialty crops.

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

**Key Performance Measure:** New markets established or expanded through technical assistance

| **Annual Performance Indicators and Trends** | **Actual** | | | | | **Target** | **Target** |
|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | **2018** | **2019** |
| New markets established or expanded through technical assistance | 200 | 200 | 250 | 100 | 100 | 104 | 108 |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source<br>Grant applications and technical assistance records. | | | | | | | |
| Completeness of Data - The data is obtained from the approved grant applications and from information gathered through technical assistance provided to communities and businesses, including the new registration of businesses on the AMS local food directories. | | | | | | | |
| Reliability of Data - Projected data submitted in grant application goals, objectives, and metrics, as well as, new registrations on the USDA local food directories, and follow-up conversations with communities | | | | | | | |

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| and businesses regarding the impact of rendered technical assistance will serve as the basis for data. It can be verified. |
| Quality of Data – USDA staff will extract data from grant applications selected for funding. Staff will also collect data from recipients of technical assistance through telephonic, electronic, and other reporting/feedback methods. |

Accomplishments Expected at the FY 2019 Proposed Resource Level:
USDA supports and enhances the distribution of U.S. agricultural products and increases marketing opportunities for agricultural producers and local businesses through applied research and technical services. This program promotes producer access to local and regional markets and other emerging opportunities that help hundreds of agricultural food businesses and stakeholders, including food hubs, wholesale markets, retailers, state agencies, community planning organizations, and other agricultural food groups. Direct and alternative markets are particularly important to small and beginning farmers and ranchers. USDA is committed to supporting these ongoing activities, which are valuable tools in supporting rural economic development, and expects to increase the number of new markets established or expanded to 108.

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

**Key Performance Measure**: Number of National Animal Health Laboratory Network (NAHLN) laboratories that have the capability to electronically message veterinary diagnostic test results to USDA.

NAHLN is an animal disease surveillance and monitoring system that interconnects Federal and State laboratory resources to improve the security of the nation's livestock by providing disease diagnostics. USDA trains NAHLN laboratory personnel to ensure proficiency and standardization for performing diagnostic tests. NAHLN laboratories perform diagnostic tests to support USDA's Animal and Plant Health Inspection Service's (APHIS) animal health surveillance and response programs. In addition, the NAHLN laboratories support responses to animal health outbreaks.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| NAHLN laboratories that have the capability to electronically message veterinary diagnostic test results to USDA | N/A | N/A | N/A | 21 | 31 | 35 | 38 |
| Allowable Data Range for Met: Exceeded Target is if Actual >35; Met Target is if Actual = 33-35; Unmet Target is if Actual <33. The number of laboratories capable of electronically messaging is sometimes dependent on the funding and personnel available to each NAHLN laboratory and not under the control of USDA. | | | | | | | |
| Assessment of Performance Data | | | | | | | |
| Data Source – APHIS data repositories (Laboratory Messaging Services, and Veterinary Services' Laboratory Submissions) house testing results from individual NAHLN laboratories. | | | | | | | |
| Completeness of Data –; Test results are electronically transferred from the Laboratory Information Management Systems (LIMS) at NAHLN laboratories directly into APHIS data repositories in real-time following the completion of testing in the NAHLN laboratory. A report listing the NAHLN laboratories that are capable of electronically messaging can be generated at any given time. | | | | | | | |

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|---|
| Reliability of Data – Electronically messaged test results must meet pre-established technical standards of required data elements and content criteria consistent with each disease in order for messages to be accepted into the data repository and NAHLN laboratories to be considered as capable of electronically messaging. |
| Quality of Data – Electronic message content is monitored by APHIS personnel. Personnel regularly monitor the content for evidence of discrepancies, such as missing information in the required fields and/or data that does not match the data element requirements. Exception reports are generated and provided to the relevant laboratory for correction. |

Accomplishments Expected at the FY 2019 Proposed Resource Level:

The program supports USDA's goal of maximizing the ability of American agricultural producers to prosper by preventing and mitigating the spread of agricultural pests and diseases through early detection and confirmation of disease presence and absence. The NAHLN serves as a vital early warning system for foreign and emerging animal diseases. NAHLN laboratories are able to generate a rapid, local preliminary diagnostic result while confirmatory testing for diseases is performed by APHIS. The Agency has made it a priority to increase the number of NAHLN laboratories that are capable of electronically messaging real-time test results data to USDA's APHIS. The Agency projects that the number of laboratories with this capability will continue to increase to 38 in FY 2019.

There are several challenges in establishing and maintaining electronic messaging capabilities between the NAHLN laboratories. These challenges include: having adequate technical support in the NAHLN laboratories to troubleshoot issues that arise; 2) accommodating the numerous laboratory information management systems (LIMS) among the NAHLN laboratories, which results in varied functionality and data standardization obstacles; and, 3) having adequate resources to continually support electronic messaging of test results for diseases that do not have routine APHIS animal health surveillance programs. The latter poses a challenge because these laboratories do not routinely electronically message as they seldom receive routine surveillance samples to test for APHIS.

**Key Performance Measure:** Number of hours it takes to mobilize resources once it is determined that a Federal emergency response is needed to manage an agricultural outbreak (target of within 24 hours)

The National Veterinary Stockpile (NVS) is a component of APHIS' Surveillance Preparedness and Response Services Logistics Center and serves as the primary source of materials, supplies, and equipment for the response to, control of, and containment of significant animal disease outbreaks. NVS personnel deploy - within 24 hours of approval - countermeasures against the most damaging foreign and domestic animal diseases including highly pathogenic avian influenza, foot-and-mouth disease, exotic Newcastle disease, and classical swine fever; and, assist States, Tribes, and Territories with planning, training, and exercising the rapid request, receipt, processing, and distribution of NVS countermeasures during an animal health event.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Number of hours it takes to mobilize resources once it is determined that a Federal | 24 | 24 | 24 | 24 | 24 | 24 | 24 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| emergency response is needed to manage an agricultural outbreak | | | | | | | |
| Allowable Data Range for Met: Met Target is if Actual < or = 24 Hours; Unmet Target is if Actual > 24 Hours. | | | | | | | |
| Assessment of Performance Data | | | | | | | |
| Data Source – Relational database (EMRS 2.0) and other data repository (Laboratory Messaging Services) house premises identification, premises data, investigation data, diagnostic testing results, and diagnostic testing accessions from foreign animal disease (FAD) investigations and FAD outbreaks. | | | | | | | |
| Completeness of Data – Data entry of FAD investigations and FAD outbreaks, including when resources are requested and mobilized, are both hand entered and messaged in a real-time manner. All 50 States and U.S. territories have access to EMRS 2.0, and for those States that have their own emergency response databases, Agency employees download and share data across systems to ensure completeness of data. | | | | | | | |
| Reliability of Data – Hand entered data and messaged data must meet pre-established technical data entry standards for required data elements and content criteria, consistent with premises identification, premises data, investigation data, and diagnostic result data, to be accepted into relational database system. | | | | | | | |
| Quality of Data – All data is reviewed and monitored by Agency personnel on an ongoing basis for data entry and messaging discrepancies, such as missing information in the required fields and/or data that does not match the data element requirements. Summary reports are generated with prescribed methodology and standard operating procedures to ensure consistently accurate data and identify any discrepancies. | | | | | | | |

Accomplishments Expected at the FY 2019 Proposed Resource Level:

The program supports USDA's goal of maximizing the ability of American agricultural producers to prosper by feeding and clothing the world by deploying supplies and equipment in response to animal disease outbreaks. Without the NVS and the Agency's emergency response efforts, disease outbreak responses would quickly deplete State resources and overwhelm industry, leading to larger and more serious animal disease outbreaks. In FY 2019, the Agency will continue to deploy countermeasures against the most damaging animal diseases, and assist States, Tribes and Territories with preparing countermeasures during an animal health event. The program's target for FY 2019 is to continue to deploy these countermeasures within 24 hours.

The time it takes to mobilize resources is contingent upon the type of outbreak as well as the scale of the outbreak. For example, during an animal disease outbreak that requires vaccine as the effective countermeasure, the Agency can be challenged with acquiring the vaccine in adequate quantities and delivering the vaccine to necessary locations. Vaccine manufacturers for foot-and-mouth disease (FMD) are located oversees while vaccine antigen concentration (VAC) is stored in the United States. To produce the finished product, VAC must be shipped to the manufacturer and then reconstituted before being shipped back to the United States. Therefore, it could take 5-7 days before the first shipment of FMD vaccine can arrive to an affected location. Moreover, the USDA is challenged to retain and mobilize highly trained contract personnel that maintain, store, and operate depopulation equipment in multiple locations.

**Key Performance Measure:** Percent of high-risk target pests on the Cooperative Agricultural Pest Survey (CAPS) Priority Pest List for which surveys are conducted.

APHIS measures the percent of high-risk target pests on the Cooperative Agricultural Pest Survey (CAPS) priority pest list for which surveys are conducted each year. The Pest Detection Program protects agricultural resources by ensuring that new introductions of harmful plant pests and diseases are detected as soon as possible before they have a chance to cause significant damage. The program uses a structured, transparent assessment process to identify pest threats that involves stakeholders including State departments of agriculture, universities, and industry

partners along with other Federal partners and the scientific community. The National CAPS Committee establishes a priority pest list each year based on the results of these efforts. The Agency and its State cooperators carry out surveys for high-risk pests through the CAPS Program.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Percent of high-risk plant pests for which early detection surveys are conducted | 86 | 88 | 93 | 92 | 96 | 93 | 80 |

Allowable Data Range for Met: Exceeded Target if Actual > 96 percent; Met Target is if Actual is between 90 and 96 percent; Unmet Target is if Actual < 90 percent.

Data Assessment of Performance Measure

Data Source – APHIS and state cooperators annually enter planned surveys and target pests into the CAPS Survey Summary Form, a template in the program database hosted by Purdue University's Center for Environmental and Regulatory Information Systems (CERIS) and maintained under cooperative agreement with APHIS. During the survey season, state cooperators must request a formal change for any variation from their planned surveys through the Survey Summary Form to allow the program to maintain an up-to-date accounting of surveys in progress nationally.

Completeness of Data – State employees enter survey information into the Survey Summary Form when they submit work plans for annual surveys and cooperative agreements to APHIS. APHIS does not fund surveys through cooperative agreements unless the planned survey work is entered into the Survey Summary Form. The APHIS official responsible for each cooperative agreement reviews any changes in the Survey Summary Form during the year along with the final accomplishment report for any discrepancies to ensure completeness of the data.

Reliability of Data – APHIS developed the Survey Summary Form and internal controls requiring it to be submitted and reviewed along with the annual work plan to ensure that program data is reliable and consistent. The program checks the Survey Summary Form against the work plan at the beginning of the survey season and against the final accomplishment report at the end of the year. Additionally, the program checks the data against survey results entered into the National Agricultural Pest Information System (NAPIS), the program's data repository.

Quality of Data – This data is used by both internal managers and external stakeholders as authoritative sources of information. The staff at CERIS, Purdue University, continually check the information for quality assurance and have instituted internal controls to ensure quality data.

Accomplishments Expected at the FY 2019 Proposed Resource Level:

In FY 2019, the program will continue to provide national coordination for the surveys and develop priorities, policies, and procedures. This program enables APHIS and cooperators to target high-risk hosts and commodities, gather data about pests specific to a commodity, and provide accurate assessments of pest distribution, including pest-free areas. The program's target for FY 2019 is to conduct surveys for at least 80 percent of the pests on the priority pest list, which will include between 130 and 150 pests. The National CAPS Committee establishes the list in advance of the fiscal year, and a variety of factors can impact actual survey plans during the fiscal year, such as shortages of supplies, including lures and traps.

## STRATEGIC GOAL 3: Promote American Agricultural Products and Exports

### Objective 3.1: Expand International Marketing Opportunities

**Key Performance Measure:** Value of agricultural exports resulting from participation in foreign food and agricultural trade shows ($ billions).

USDA supports U.S. industry efforts to build, maintain, and expand overseas markets for U.S. agricultural, food and forest products. FAS administers several export development programs that provide matching funds to U.S. non-profit organizations to conduct a wide range of activities including market research, consumer promotion, trade services, capacity building and market access support.

| Annual Performance Goals, Indicators, and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Value of agricultural exports resulting from participation in foreign food and agricultural trade shows ($ B) | $1.48 | $1.50 | $1.52 | $1.28[3] | $1.50 | $2.35[4] | Exceeded | $1.70 | $1.75 |
| Allowable Data Range for Met: The allowable data range is +/- 0.15 | | | | | | | | | |
| Assessment of Performance Data | | | | | | | | | |
| Completeness of Data: Data are through September 30, 2017. | | | | | | | | | |
| Data Source: Data are self-reported but are considered a good indicator of aggregate company sales. | | | | | | | | | |
| Reliability of Data: Data are self-reported but are considered reliable, good quality, and used by agency officials to highlight in the trade promotion area. | | | | | | | | | |
| Quality of Data: In 2011, FAS conducted a test on the reliability of the data; FAS analyzed reported projected sales of three trade shows. This analysis compared reported projected sales to actual 12-month sales that were obtained through an extensive telephone survey. This review demonstrated that overall, the projections understate actual sales. Prior to the review, many assumed projections were considerably overstating final sales. | | | | | | | | | |

Analysis of Results: USDA international trade shows have been very successful. In FY 2017, almost 1,000 U.S. companies and organizations participated in the 20 USDA-endorsed trade shows in 14 countries. On-site sales totaled nearly $300 million, and 12-month projected sales reported by exhibitors were estimated at over $2.35 billion. The companies made over 16,000

[3] FY 2016 Actual Results fell well below past performance due to considerably lower sales from the Brussels Seafood Show, due to the terrorist event that took place in Brussels about a month prior to the show that reduced show participation.
[4] FY 2017 results were expected to return to prior year levels but far exceeded expectations. The Brussels Seafood Expo rebounded significantly from the previous year's event, increasing sales by over $500 million, largely due to the limited participation in FY 2016. The Gulfood Dubai Show also exceeded expectations with increases of nearly $300 million. Neither is expected to continue at this pace. The Dubai Show is maturing and is taking steps to segment product categories to spin off into other shows. The FY 2018 target is $1.7 billion.

business contacts and displayed more than 5,000 new products in various markets on all continents.

FAS organized Agribusiness Trade Missions (ATMs) provide valuable assistance to U.S. businesses seeking to create or expand their presence in developing markets worldwide. ATMs provide ground-level education to U.S. businesses about economic conditions and regulatory environments in host-country markets, and they allow U.S. businesses to conduct one-on-one meetings with counterpart companies in those host countries. In FY 2017, representatives from 45 U.S. companies and trade associations participated in two ATMs. Those organizations participated in 556 one-on-one business meetings, generated $6.4 million in on-site sales, and reported $31.2 million in 12-month projected sales.

FAS market development programs help exporters succeed, particularly small to medium sized enterprises (SMEs) seeking to expand internationally. About 90 percent of the companies participating in SRTG activities are SMEs. SMEs benefit substantially from FAS' market development programs and can access MAP funding on a cost-shared basis from SRTGs and other industry organizations. SMEs primarily use these funds to facilitate trade show participation and participate in trade teams. FAS and market development participants have conducted export readiness training and various outreach activities to increase the number of SMEs participating in market development programs. FAS facilitates all U.S. industry partner participation in a wide-range of international trade shows. International trade shows allow agriculture exports an opportunity to showcase the varied products available for export. FAS manages several market development programs. These programs provide matching funds to U.S. non-profit organizations to conduct a wide range of activities including market research, consumer promotion, trade servicing, capacity building, and market access support. FAS conducts a Results-Oriented Management, performance-based review to allocate program funds. FAS assesses each participant's performance in strategic planning, program implementation and management, and program evaluation and results. Best practices in these areas are believed to be good indicators of program success, which is a program that over time results in positive trade outcomes. Participants are rated as highly effective, moderately effective, adequate or results not demonstrated. FAS' goal is to increase the number of moderately effective and highly effective participants and reduce the number of participants that are given a rating of adequate or results not demonstrated. Measuring and tracking the number of participants that fall into the various ratings is a good indicator of the work FAS does as well as the quality of the programs FAS manages. FAS' goal is to have over 85 percent of participants reach the moderately effective or higher category by 2019.

The Export Credit Guarantee (GSM-102) program continues to expand and maintain U.S. agricultural exports. By guaranteeing trade finance obligations, FAS enables U.S. exporters, including SMEs, to continue to carry out and expand overseas business in developing countries. The Economic Research Service has established a multiplier that reflects additional business activity leveraged from program coverage and is used to estimate total activity facilitated by the program. In FY 2017, the GSM-102 program supported $1.6 billion in agricultural commodity exports. The largest markets were Mexico and the South America Region. Although the most heavily registered commodities were bulk commodities (yellow corn, wheat, soybeans, and soybean meal), the program also supported sales of fruit, wood products, and other high-value commodities. FAS also makes available the Facility Guarantee Program (FGP). FY 2017 was the first year of operation for this revised program. The FGP is designed to boost sales of U.S.

agricultural products by providing credit guarantees to improve or establish agriculture-related facilities in emerging markets where demand may be limited due to inadequate storage, processing, handling, or distribution capabilities.

FAS commodity analysts and country experts in Washington and around the world provide timely analysis of global trends, which enable policy makers and private exporters to respond promptly to changes in the international market. The key to maintaining America's competitive edge in international markets is a level playing field. FAS works to improve market access for U.S. agricultural products by eliminating tariff and non-tariff barriers as well as other trading practices that reduce the international competitiveness of U.S. agriculture. These other trading practices include subsidies on agricultural production and exports, and involvement of government trading entities in commercial markets.

Careful monitoring and enforcement of trade agreements ensures that U.S. agriculture receives the full economic benefit of international trade agreements and trade rules. FAS provides a global monitoring system for U.S. agricultural trade through its overseas offices. Agricultural Counselors, attachés, and officers covering over 170 countries are often the first to hear about new or potential restrictions on U.S. trade. This global monitoring system enables USDA to act quickly to resolve bilateral market access issues for U.S. agriculture, resulting in millions of dollars of preserved trade each year.

With expanded exports, the chances increase that U.S. agriculture will encounter unexpected impediments to trade, including changing import regulations or the way they are applied, improper certification, disputes over testing or sampling to meet quality or other criteria, and disagreements over how trade rules should be implemented. Quick and effective resolution of these problems – without resorting to lengthy dispute settlement procedures – is important to U.S. exporters. When problems arise for U.S. companies in foreign markets, agricultural counselors and attachés play a critical role in providing immediate assistance to prevent disruptions to trade.

The Agency uses the increase in exports realized by participants in the international trade shows as a measure of meeting its strategic goal. The data used for this measure is inexpensive to collect, is self-reported and connects sales to the organizations involved in the activities.

Accomplishments Expected at the FY 2019 Proposed Resource Level:

- In 2019, the USDA will target support of 24 international trade shows, including one event that combines two different food and agriculture sectors into a single exhibition. That effort will be driven by USDA overseas office support of state and industry activities in developing markets by providing market intelligence, and introducing U.S. exporters to potential foreign customers.
- In 2019, USDA will continue to target developing agricultural markets– building on success it has achieved in expanding export opportunities in developing markets in fiscal 2016 and targeted markets for 2017. FAS conducts Agribusiness Trade Missions (ATMs) in countries and regions around the world that demonstrate strong economic growth, lower barriers to trade or have other relevant market conditions that support U.S. agricultural exports. FAS anticipates conducting at least four ATMs annually.
- FAS will continue outreach efforts for the GSM-102 Program and the new and enhanced Facility Guarantee Program (FGP), to ensure relevant stakeholders have the knowledge to

use these programs to expand U.S. agricultural exports. Specifically, FAS will maintain the level of program outreach realized in FY 2017.

- FAS will continue to operate the program in a way that balances the benefits of expanding U.S. agricultural exports to developing countries with the risks of doing so, by maintaining robust due diligence and risk assessment procedures, and to the maximum extent practicable, setting program fees at a level sufficient to cover program costs and losses. To this end, FAS will continue to refine the GSM-102 program fee calculator as needed.

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

**Key Performance Measure:** Value of trade preserved through resolution of foreign market access issues such as U.S. export detainment, restrictive SPS & TBT issues, and trade regulations

The United States' competitive edge in international agricultural markets depends upon fair access to foreign markets and transparent and science-based ground rules. To those ends, FAS negotiates and enforces Free Trade Agreements. New trade agreements can achieve two critical trade objectives for the United States: they immediately provide vastly improved access to key markets, and they can level the playing field with respect to third-country competitors. With its worldwide network of attachés, FAS also works in concert with other U.S. trade and regulatory agencies to seek out ways to prevent market closures or reopen markets, leading to billions of dollars in additional exports annually.

As global trade has expanded, FAS' work has become more and more complex. While traditional barriers (e.g., tariffs) have fallen, the prevalence of non-tariff barriers to trade, particularly in the SPS area, has increased. Leveraging the WTO Agreement on the Application of SPS Measures and relevant free trade agreement provisions, FAS strives to improve market access for U.S. agricultural products through monitoring and enforcement of international SPS rules, strengthening the global SPS regulatory framework, and encouraging the adoption of international standards.

Similarly, FAS and its U.S. government and industry partners maintain a broad and active agenda to prevent non-SPS technical barriers to trade in the form of unduly restrictive product standards, technical regulations, and conformity assessment procedures. These measures, aimed at preventing deceptive practices, have resulted in a proliferation of disparate labeling, registration, certification, and quality standard requirements for routinely consumed food and feed products, sometimes resulting in unnecessary obstacles to trade. Trade issues concerning such measures are addressed by the WTO Agreement on Technical Barriers to Trade (TBT).

FAS is vigilant in its monitoring of SPS and TBT measures that may affect trade, as well as changes in tariff quotas, export subsidies, and domestic support commitments. The agency's efforts focus on ensuring that trading partners comply with their multilateral and bilateral obligations. As membership in the WTO has grown, so has the number of countries submitting notifications via the WTO Committee on Agriculture (COA) as well as the SPS and TBT Committees. FAS reviews these notifications to assess their potential impact on agricultural trade. To prevent the adoption and implementation of unjustified trade restrictive measures and consequent market disruptions, the agency submits comments to trading partners that challenge

concerning SPS and TBT measures, raises issues at the WTO COA and SPS and TBT Committees, and raises issues directly with foreign governments. FAS publishes a weekly list of the most recent foreign measures for U.S. stakeholder review, and works with 20 USG agencies and 1,230 private sector representatives to review and challenge foreign measures. These partners include U.S. exporters, USDA regulatory agencies, the U.S. Food and Drug Administration, the Environmental Protection Agency, the Departments of Commerce and State, and the Office of the U.S. Trade Representative.

The Agency uses the dollar value of trade that was preserved through FAS assistance with foreign market access issues as a measure of meeting its strategic goal. The data used for this measure is inexpensive to collect and represents a direct linkage between FAS actions and export value.

| **Annual Performance Goals, Indicators, and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** | **Target** | **Target** |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| Value of trade preserved through resolution of foreign market access issues such as U.S. export detainment, restrictive SPS & TBT issues, and trade regulations ($ billions) | $3.8 | $6.4 | $3.6 | $5.0 | $3.8 | $7.5[5] | Exceeded | $4.0 | $4.5 |
| Allowable Data Range for Met Data assessment metrics to meet the target allow for a value of trade preserved through resolution of foreign market access issues in the range of $3.6-4.1 (billions). | | | | | | | | | |
| Assessment of Performance Data | | | | | | | | | |
| Data Source - The data are collected from the Department's network of overseas offices and headquarters staff. | | | | | | | | | |
| Completeness of Data - USDA uses a performance tracking system to collect and analyze actual performance data. The staff conducts trade compliance and enforcement activities, and provides trade negotiation support to the U.S. Trade Representative. | | | | | | | | | |
| Reliability of Data – Data is reliable and used by agency officials to highlight successes in the trade policy arena. | | | | | | | | | |
| Quality of Data – In addition to audits and internal control review of the performance tracking system, an established procedure is maintained to verify each reported success and prevent double counting. | | | | | | | | | |

Analysis of Results: FAS capitalized on several opportunities during FY 2017 to preserve access for U.S. agricultural exports to valuable markets. Three notable successes drove the value of trade preserved to $7.5 billion in FY 2017. Close coordination with like-minded countries and extensive engagement with China to seek changes in and delay implementation of onerous certification requirements preserved more than $1.5 billion in annual agricultural trade to China. An aggressive effort to convince Gulf Coordination Council countries to indefinitely suspend implementation of their harmonization requirements that are more trade-restrictive than necessary preserved access for more than $3.3 billion U. S. agricultural exports. FAS efforts to

[5] FY 2017 Number is higher than normal due to the prevention of high-impact trade access issues in China.

persuade the EU to delay implementing trade-disruptive changes to maximum residue limits for a pesticide widely-used on fruits and nuts preserved $1 billion in U.S. agricultural exports.

Accomplishments Expected at the FY 2019 Proposed Resource Level:

- Engage with industry and the FDA, among other regulatory agencies, to address the registration requirements affecting exports of processed products to countries such as China, Korea, Colombia, and Egypt.
- Conduct international outreach on science-based regulation of veterinary drugs.
- Work with a coalition of like-minded countries supportive of the use and trade of products derived from innovative agricultural production methods, focusing on plant biotechnology, and new livestock production technologies.
- Reduce the threat of disruption to agricultural trade by shortening the gap for new biotech approvals between China and the United States.
- Enforce U.S. trade agreements and defend U.S. agricultural **i**nterests through the WTO's Dispute Settlement Body.
- Encourage countries to create science-based regulations and standards in line with the CODEX guidelines in order to harmonize requirements facilitate trade and prevent misleading claims.
- Encourage and track the notification of new and amended standards and regulations through the SPS and TBT Committees of the WTO while enhancing service to industry through expansion of public databases of foreign SPS/TBT measures.
- Through bilateral and multilateral discussion, encourage the development of risk based and science based regulatory approaches to minimize disruption to agricultural trade and adoption of new technologies.
- Continue working with U.S. regulatory agencies to expand electronic export certifications to facilitate exports.

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

**Performance Measure:** Percentage of Food for Progress projects that increase a project participant's sales

| Annual Performance Goals, Indicators, and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Percentage of Food for Progress projects that increase a project participant's sales by 9% or higher. | N/A | N/A | N/A | N/A | 33 | 35 | 37 |
| Allowable Data Range for Met: The allowable data range is +/- 10%. | | | | | | | |
| Assessment of Performance Data | | | | | | | |
| Data Source: Data for McGovern-Dole and Food for Progress are compiled on a project-by-project basis from annual grantee performance submissions. Grantees are required to provide data utilizing a common definition based on the performance indicator reference sheet. | | | | | | | |
| Completeness of Data: Data for McGovern-Dole and Food for Progress are based on per project actuals for the full fiscal year as of September 30, 2017. | | | | | | | |

| |
|---|
| Reliability of Data: Data are accurate and reliable and reflect actual outcomes for all active projects. Data are verified by project managers through review of performance reports and site visits. Data for McGovern-Dole and Food for Progress are certified by the grantee staff through annual submission. |
| Quality of Data: FAS developed a performance indicator reference sheet to ensure all grantees are reporting using the same definition and report format. FAS Monitoring and Evaluation Staff analyze and verify the data. |

Analysis of Results: In FY 2017, FAS funded six Food for Progress programs with private voluntary organizations (PVOs) in five countries (Cote d'Ivoire, Ethiopia, Honduras, Laos, and Sri Lanka) and one region (Senegal, Gambia, and Guinea-Bissau). These programs will target more than 138,000 direct beneficiaries and 571,000 indirect beneficiaries in agricultural communities throughout the implementation period. Food for Progress also provided one government-to-government donation to Jordan. For McGovern-Dole, FAS awarded four programs to PVOs and four programs to the United Nations World Food Programme (WFP), collectively targeting an estimated 948,000 school-age children and women in eight countries. In FY 2017, FAS awarded three Local and Regional Food Aid Procurement (LRP) programs with PVOs and WFP in Benin, Kenya, and Tanzania, targeting around 50,000 direct beneficiaries. Each LRP agreement lasts approximately two years and is closely linked to existing McGovern-Dole programs, supporting improved diet-diversity, and building the capacity of local agricultural producers and governments to sustain school-feeding activities after the end of USDA-support.

Continuing to align capacity-building efforts with U.S. capacity building, agricultural development and trade objectives remained a top priority for FAS. In East Timor, the Food for Progress program implemented by USDA partner National Cooperative Business Association facilitated the Country's first ever export of modified cassava flour milled from a new variety of tubers grown by project farmers. The project has also facilitated the sale of two containers of cloves, with a value of $184,000, to the U.S.-based McCormick spice company. Activities have targeted the production and distribution of improved seedlings, farmer training, farmer extension, cooperative procurement, processing, and exports, benefitting over 10,000 individuals. The program has enabled farmers to expand commercial production of diversified crops including black pepper, cacao, cloves, coffee, and vanilla, as well as cassava, moringa, and fruit, which offer important nutritional elements to local diets.

In Kenya, the McGovern-Dole program facilitated county-by-county handover of USDA-supported schools to the Government of Kenya's national school meals program. McGovern-Dole projects implemented by WFP are supporting schools in the arid food-insecure counties, alongside national-level and regional-level capacity building activities to prepare the Government of Kenya for the hand-over of these schools to the national program. To expedite the successful hand-over, USDA awarded a two-year LRP agreement to connect sorghum farmers in Kenya to the local schools ahead of the hand-over to the Government of Kenya. Jointly, both McGovern-Dole and LRP contributions are working towards the goal of school meals graduation in Kenya.

In the Cochran Fellowship Program, fellows from the Indonesian Bureau of Logistics (BULOG) visited Federal Grain Inspection Service (FGIS) laboratories and met with FGIS officials. Shortly after returning from the program, BULOG purchased 200,000 MT of corn, valued at $41.5 million. A Standards Officer for Thailand's National Bureau of Agricultural Commodity

and Food Standards in the Ministry of Agriculture (ACFS) participated in a Borlaug program. During her fellowship, she conducted a dietary risk assessment that standardizes and speeds up the dietary risk assessment process. After the fellow returned home from the fellowship, ACFS began using this tool to establish pesticide MRLs and to register new pesticides. Moreover, the bureau has reduced the processing time to register new pesticides from three to four months to just one month. This tool strengthens the capacity of the Thai government as a trading partner by establishing MRLs for pesticides through enhanced adoption of science based standards.
For Food for Progress, the limiting factor remains the cost of transportation and ensuring that monetized funds do not interrupt local commercial markets. USDA is conducting detailed market assessments to inform the monetization process to ensure reasonable cost recovery and ensure that the monetization does not have a disruptive impact on the local markets or world prices for the agricultural commodities. For McGovern-Dole, the largest constraint is ensuring that governments establish and implement the required policies to make school meals sustainable. LRP programs only began activities in FY 2017, and there has been inadequate time so-far to identify and address overall program constraints.

The total number of countries with which FAS cooperates is projected to decrease, as countries become viable, long-term trading partners with fewer requirements for technical assistance. Other factors affecting the number of countries include changes in leadership in foreign governments that severely limit FAS's ability to influence policy and regulatory change, as well as political and regional instability, particularly in the Middle East and parts of Sub-Saharan Africa.

Food for Progress and McGovern-Dole continue to focus on sustainability. USDA is also working with foreign governments to increase their capacity to participate in the current, science-based trading environment. For McGovern-Dole, USDA is strengthening the graduation requirement of the program by focusing on building the capacity of the host governments and communities to continue providing school meals and education support. LRP is aligning with McGovern-Dole to support the graduation goal of continuing to provide nutritious school meals after USDA funding ends. USDA is working with other USG agencies, such as U.S. Agency for International Development, to leverage resources (such as literacy materials and school supplies) to reach more children and ensure that children receive a better education. These types of activities provide a better opportunity for lasting and permanent change.

The data used for the key performance measures is based on performance reports submitted by implementing organizations.

<u>Accomplishments Expected at the FY 2019 Proposed Resource Level</u>:

- FAS will continue to provide targeted training to foreign professionals under the Cochran and Borlaug programs. FAS will continue to expand this valuable network of influential agricultural specialists that make valuable contributions to improving the trade policies and regulatory frameworks in their home countries that can and do increase market access for U.S. agricultural products. In FY 2019, the Cochran and Borlaug programs are expected to train an estimated 550 participants from over 65 countries to support food security and trade.
- FAS' exchange programs enhance global food security through the annual training of hundreds of scientists, policy-makers, educators, farmers, extension agents, food industry professionals, and many others. FAS is making major contributions towards global food security through capacity building efforts, including aligned efforts in support of the strategy

of Global Food Security Act of 2016 (GFSA). FAS has conducted training programs in past years that have benefitted agricultural specialists in Feed the Future countries, and will continue to train fellows, where appropriate, from the new GFSA countries.

- In FY 2019, the McGovern-Dole program will continue to see the enrollment and attendance rates of school-aged children increasing in project schools, combined with improvements in attainment and literacy as more children receive a quality education as a result of the program. USDA anticipates that the steady progression in the transition of McGovern-Dole supported schools to nationally-owned programs will continue under ongoing programs in Bangladesh, Kenya, and Laos. LRP programs will continue to support the graduation of McGovern-Dole programs, building the capacity of the host governments and communities to procure their own safe, nutritious and quality produce for school meals.

## 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

**Key Performance Measure:** Percentage of rural residents who are provided access to new or improved essential community facilities

| **Annual Performance Indicators and Trends** | **Actual** | | | | **Target** | **Actual** | **Results** | **Target** | |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| Heath Care | 5.4 | 6.8 | 12.0 | 11.65 | 5.0 | 6.39 | Exceeded | 6.8 | 6.8 |
| Public Safety | 3.4 | 3.7 | 7.2 | 5.02 | 3.2 | 14.92 | Exceeded | 4.3 | 4.3 |
| Allowable Data Range for Met - Given the range of eligible CF project types and the varying service area to be expected for each, developing a rationale is difficult. Results within 0.2 points on either side of the target will be considered to "meet" the goal. | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data Source - Field staff uses information applications received to input data into the population served field in the Commercial Programs Application Processing (CPAP) and/or Guaranteed Loan System (GLS). CF National Office staff generates weekly reports to track and analyze performance targets using queries from the Data Warehouse. Finally, completed reports are reconciled with the data within the Program Fund Control System. | | | | | | | | | |
| Completeness of Data – Applications received from applicants at the State level are considered final and complete. | | | | | | | | | |
| Reliability of Data – Data collected from CPAP and the Data Warehouse is considered reliable. | | | | | | | | | |
| Quality of Data – CF uses a number of processes and controls to ensure data quality and validity. In the field, managers, supervisors and staff are responsible for reviewing the completeness and accuracy of loan application data submitted by applicants. | | | | | | | | | |

Analysis of Results: The Community Facilities program (CF) measures its effectiveness by determining the number of rural Americans served by new or improved health care and public safety facilities. Historically, these are the two areas within the program with the greatest demand for funding. Spending and residents served trends reflect an increased interest in the program across rural America. The percentage of residents served has varied significantly over

the years, depending upon funding availability and the ability of communities to invest in new projects; this variance in residents served is expected to continue.

The Community Facilities programs continue to perform well. In 2017, performance targets for residents served in healthcare and public safety were all exceeded.

Accomplishments Expected at the FY 2019 Proposed Resource Level:
In 2019, CF will continue implementing process improvements and information technology investments to streamline the loan origination process by eliminating the need for paper loan documents. CF will continue to play a crucial role in expanding access to capital necessary for economic growth and improved access to critical community infrastructure, health care, education, and public safety. In addition, staff will continue strengthening oversight, underwriting and servicing standards for the CF program.

Over the past several years, there was a surge in demand and funding for the CF Direct Loan Program to support community infrastructure and essential community facilities. The CF Direct Loan Program has grown from $300 million in direct funds to $2.6 billion, an over 7-fold increase in funding in two fiscal years. This unprecedented demand for program dollars is expected to continue. The agency has a current demand of approximately $3.1 billion, which the requested increase in FY 2019 program funding will help satisfy.

CF will continue outreach efforts to attract institutional investors and the capital credit markets that are interested in long-term investment opportunities in rural community infrastructure, which will improve rural America's access to capital and leverage agency resources to better manage credit risk. Private sector partners bring critical financial, project development and technical expertise; resources; and innovative solutions to large, complex community infrastructure projects. The CF team will explore hosting at least four Public Private Partnership multi-state round table meetings in 2019 on topics aligned with the Rural Prosperity Task Force priorities.

The agency must also overcome staff reductions in field offices that deliver the CF programs. The agency's ability to meet 2019 targets for the CF program will also depend upon whether communities that need essential facilities are able to successfully apply for CF funding, and CF's reduced field staff's ability to successfully process submitted applications. Efforts to modernize and streamline the application process and remove regulatory burdens will help mitigate these challenges.

As the size and complexity of the CF portfolio have grown along with its lending authority, it has become more critical for CF invest in automated portfolio management to improve monitoring frequency of an individual borrower's financial condition in order to intervene in the event of adverse trends and to stave off potential delinquency or default. CF would benefit greatly from information technology systems enhancements to automate the financial monitoring of its borrowers and more effectively manage its expanding portfolio. CF has begun working and will continue to work to leverage an existing system within RD to address these challenges.

A significant portion of the CF portfolio is invested in health care. It is important that CF be aware of broader economic and other changes which may impact the financial health of these industries, and be prepared to mitigate any impending risks to the CF portfolio. The CF team has

developed and deployed tools to manage risk and protect the financial strength of its loan portfolio and will continue to tweak and improve risk management efforts.

**Key Performance Measure:** Number of borrowers' subscribers receiving new and/or improved telecommunication services.

| **Annual Performance Goals, Indicators, and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** | **Target** | **Target** |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| Number of borrowers' subscribers receiving new or improved telecommunication services (thousand) | 120 | 84 | 95 | 79 | 100 | 158 | Exceeded | 170 | 170 |
| Allowable Data Range for Met - Annual targets for this measure are based on historic activity and adjusted according to the program level received each fiscal year. The allowable data range for "met" will be used to determine one of the following three results:<br>• Exceeded target - > 105 percent<br>• Met target - ≥ 95 percent and ≤ 105 percent<br>• Unmet target - < 95 percent | | | | | | | | | |
| Assessment of Performance Data | | | | | | | | | |
| Data Source – Data Collection System | | | | | | | | | |
| Completeness of Data - The data on the number of subscribers to be served for each loan approved come from the applicant's loan application. The data depends on the borrower drawing down loan funds and constructing the system as portrayed in the applicant's loan design. Loan funds may be used only for the approved purposes for which the loan was made. Variance may result if a borrower does not draw down all loan funds or request approval for a change of purpose from the original loan. This could result in a different number of subscribers from the number specified in the plan. | | | | | | | | | |
| Reliability of Data - All applications undergo an extensive review to determine eligibility. Program staff compare application estimates to certified reports that are submitted on an annual basis. Additionally, all approved applications must show feasibility from a financial and technical standpoint. Applicants also are required to perform market surveys of their proposed service areas. | | | | | | | | | |
| Quality of Data – Data is self-reported by the applicant. To compensate for this, program staff compares data to certified reports that are submitted and field staff perform on-site inspections to verify data. | | | | | | | | | |

Analysis of Results: During FY 2017, the Rural Utilities Service approved 23 infrastructure loans for telecommunication investments in rural communities. The total amount obligated in FY 2017 is $451.4 million. These projects, upon completion, will deliver new or improved broadband service to over 158,489 businesses and households.

Providing broadband in rural communities poses unique challenges. These include: remote, difficult terrain that makes construction and maintenance more costly; fewer potential subscribers per mile of infrastructure to support the cost of service; and 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. Broadband infrastructure remains a vital source of capital, to sustain existing rural areas infrastructure and upgrades for high-capacity bandwidth

needed to maintain the pace of investment in health, education, public safety, and economic growth.

USDA is committed to bringing broadband to rural and underserved areas. USDA continues to work closely with its federal partners. As such, continued funding for agency infrastructure and broadband loan programs remains a vital source of capital to sustain existing infrastructure and upgrades for high-capacity bandwidth needed to maintain the pace of investment in health, education, public safety, and economic growth.

Accomplishments Expected at the FY 2019 Proposed Resource Level:
To tap the potential of the Internet and cloud computing, all businesses and citizens need high-capacity Internet access. In particular, rural and remote areas and underserved populations cannot be left behind. Ensuring state-of-the-art connectivity for schools, libraries, and hospitals is also crucial.

Continued funding for agency infrastructure and broadband loan programs remains a vital source of capital to sustain existing rural areas infrastructure and upgrades for high-capacity bandwidth needed to maintain the pace of investment in health, education, public safety, and economic growth.

USDA must continue to evaluate the impact of USF program changes on the industry. We expect the trend for loan demand to continue to increase placing additional demands on the program. Meeting customer needs with limited program staffing and resources will be a challenge as major new projects will require detailed eligibility and feasibility reviews to comply with requirements.

**Key Performance Measure:** Number of borrowers' consumers receiving new and/or improved electric facilities.

| **Annual Performance Goals, Indicators, and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** | Target | **Target** |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| Number of borrowers' consumers receiving new and/or improved electric facilities (Million). | 8.7 | 4.4 | 5.5 | 5.5 | 5.1 | 6.6 | Exceeded | 4.5 | 5.1 |
| Allowable Data Range for Met - Annual targets for this measure are based on historical activity and are adjusted according to the program level received each fiscal year. The allowable data range for "met" will be used to determine one of the following three results:<br>• Exceeded target - > 120 percent<br>• Met target - ≥ 80 percent and ≤ 120 percent<br>• Unmet target - < 80 percent | | | | | | | | | |
| Assessment of Performance Data | | | | | | | | | |
| Data Source – Loan application, borrower annual operating reports. | | | | | | | | | |

| |
|---|
| Completeness of Data – The data include projections of the number of customers to be served by the facilities/improvements supported by the loan. Actual number of customers, such as new connections, may be more or less than the number projected in the individual loan applications. |
| Reliability of Data - The data include projections of the number of customers to be served by the facilities/improvements supported by the loan. Actual number of customers, such as new connections, may be more or less than the number projected in the individual loan applications. Differences, if any, are likely small. We do not retroactively change annual performance results as the measure is based on the loans approved and the total customers served as identified in the loan application. The Agency does not believe any additional compensations are required for this measure and the underlying data. |
| Quality of Data – Performance goal data on the number of borrowers receiving new or upgraded electric service are derived from information in loan applications and annual reports. All applications are reviewed for compliance with the eligibility requirements for the relevant electric loan, or loan guarantee. All approved applications must demonstrate financial feasibility and adequate loan security. Loan funds may be used only for the approved purposes for which the loan was made. Borrower loan applications and annual submissions are reviewed by field representatives and Headquarters staff for completeness and accuracy and are subject to audit by program accounting staff. |

Analysis of Results: USDA exceeded the target for this performance measure. RUS electric loans help borrowers provide new or improved electric service to more than 6.6 million retail consumers, a few of these loans provided improved services to large service territories; the size of the service territory is driven by system and loan demand. For 2017, RUS approved $3.45 billion in new electric loans. In addition we approved a $750 million loan guarantee to the National Rural Utilities Finance Corporation, a rural nonprofit cooperative lender, which expands the availability of funds for the modernization of electric systems serving rural communities. At the end of December 2017, there were approximately $2 billion in new loan applications in house or under development for FY 2018, including many under National Environmental Policy Act (NEPA) reviews and other required pre-loan evaluations.

The Department has approved more than $3.4 billion of new investments in improved electric infrastructure in 2017. This investment in grid modernization will provide 18,516 miles of new or improved transmission and distribution lines. USDA continued its commitment to deployment of smart grid technologies by providing over $185 million in new loans for smart grid technologies in FY 2017. USDA approved 9 loans for new utility solar photovoltaic generation totaling over $70 million. The rural electric loan program has provided over $1.3 billion in loans for renewable electricity generation in rural areas since 2009.

Accomplishments Expected at the FY 2019 Proposed Resource Level:

As they plan and build to meet customer need, rural electric providers face many challenges and uncertainties because of economic conditions, as well as new environmental and energy policy initiatives that will increase retail rates. The availability of low-cost financing through the electric program helps moderate those cost impacts.

Since 2007, the electric program has not approved any loans for new baseload electric generation to meet future needs or replace aging plants. USDA anticipates that in the near future borrowers will have to make substantial investments in new electric transmission lines, new generation capacity, and pollution controls on existing plants to meet customer demand growth in economic recovery and replace aging plants. In recent years, the Department experienced a reduction in loan requests reflecting the broader economic slowdown and deferred investment in utility plants. We are now seeing a modest increase in loan requests as the economy begins to recover reversing trends in loan volumes. The renewed loan interest is placing additional demands on the program that is being addressed with some new hires to replace staff lost through attrition and

continuing program-wide efforts to modernize and streamline the loan review and servicing processes. Meeting customer needs with limited program staffing and resources will be a challenge as major new projects will require detailed reviews to comply with NEPA.

**Key Performance Measure:** Amount of targeted RD investments that leverage private sector funding (Billion)

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Amount of targeted RD investments that leverage private sector funding (Billion) | N/A | N/A | N/A | N/A | 7.0 | 7.5 | 7.8 |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source – As originally reported by participating lenders on program application. Included programs:<br><br>RBS: Guaranteed Business and Industry Loans (B&I), Rural Energy for America Program (REAP), Biorefinery Assistance Program (9003), Rural Business Opportunity Grants (RBOG) (Note: Merged with RBDG effective FY2015), Value Added Producer Grants (VAPG), Rural Cooperative Development Grants (RCDG), Intermediary Relending Program (IRP), Rural Economic Development Loans (REDL), Rural Economic Development Grants (REDG), Rural Business Development Grants (RBDG), Rural Microenterprise Assistance Program (RMAP)<br><br>RHS: Community Facilities Program (CF), Single Family Housing Direct (SFHD) 502 Loan, Single Family Housing Direct (SFHD), Section 504 Repair Loan & Grant, Multi-Family Housing (MFH)<br><br>RUS: Water and Environmental Programs (WEP), Telecom, Broadband, Electric Programs | | | | | | | |
| Completeness of Data – Participating lenders projected leverage or non-federal funds included in a project at the time of application. | | | | | | | |
| Reliability of Data -- Note that the data is self-reported by the participating lenders and is not confirmed by the programs post loan closing. | | | | | | | |
| Quality of Data – The data is self-reported by the participating lenders and is not confirmed by the programs post loan closing. | | | | | | | |

Accomplishments Expected at the FY 2019 Proposed Resource Level:

RD will give priority for projects that support the implementation of regional economic development plans. Projects that promote regional economic development can capitalize on the unique strengths of specific rural areas. In FY 2019, RD anticipates providing $7.8 billion in investments that will leverage federal, state, local or private funding. Regionally focused projects such as these help USDA resources have a larger impact, enabling greater wealth creation and quality of life improvements.

## STRATEGIC GOAL 5: Strengthen the Stewardship of Private Lands through Technology and Research

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

The agency has a unique system of over 3,000 service delivery points that offer technical and financial assistance to producers on their farms, ranches, and woodlands. The local technical staff assist clients with a conservation plan that outlines recommendations including the latest science and technology critical to economically and environmentally sustainable operations. With direct customer service staff, qualifications and capacity to meet customer needs are critical short-term outcomes. The long-term outcome after customers implement their science-based conservation systems are: reductions in soil erosion, improvements in air and water quality on the farm and downstream, and enhanced wildlife habitat.

Expected Accomplishments at the 2019 Proposed Resource Level:
USDA delivers conservation technical assistance to American producers that utilizes current science and technology, providing economically and environmentally sustainable solutions to natural resource issues. NRCS will continue to develop and streamline its technical tools and assistance by partnering with scientific research institutions and private industry experts to enhance the conservation planning process and results.

According to the National Resources Inventory (NRI), 20 percent of rangeland needs treatment for soil stability, hydrologic function, and/or biotic integrity. A customized, science-based grazing management system provides a prescription to treat these resource concerns for each client that also improves their economic returns. In 2019, an estimated 12.5 million acres will have a comprehensive grazing management system applied, which is approximately 2.6 percent of private grazing lands.

NRCS will continue its focus towards improving:

- Customer Service: Strengthen the conservation planner certification program to improve customized conservation planning and technical assistance to agricultural producers;
- Sustainable land-based businesses: Support through financial and technical assistance the improvement of grazing land health by improving water infiltration, preventing erosion, and building strong-rooted grasses. The adoption of a grazing conservation system directly impacts the profit margins of land-based businesses by reducing feed costs and improving the health of the herd; and
- Private sector partnerships: Continue to leverage the private sector expertise and technology to improve customer service and address emerging challenges and opportunities, such as organic production systems, on farm energy management, air quality improvement, and enhancement of pollinator populations.

### Objective 5.2: Promote productive working lands

Stewardship of private working lands and forests conserves natural resources while helping to feed the world population and sustain the health and vitality of Rural America. NRCS provides voluntary conservation assistance to farmers, ranchers, and forest managers that facilitates the

sustainability and economic viability of their operations while enhancing soil health, water resources, and habitat for fish and wildlife species.

**Key performance measure**: Soil carbon retained on cropland to improve yields and sequester carbon.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Soil carbon retained on cropland to improve yields and sequester carbon[6] (Thousand) | 202,000 | 163,000 | 154,000 | 140,000 | TBD | 140,000 | 140,000 |
| Allowable Data Range for Met -- The allowable data range for annual performance is 90 to 110 percent of the target. | | | | | | | |
| Data Assessment of Performance Measures | | | | | | | |
| Data source -- NRCS tracks and evaluates field and State level conservation planning efforts and practice implementation through the Performance Results Systems (PRS). The data source for annual conservation implementation is the National Planning and Agreements Database (NPAD). The data source for the modeled aspects of the performance data is Conservation Effects Assessment Project (CEAP), 2003 and 2006 Surveys. | | | | | | | |
| Completeness of Data – The reported performance is based on application of conservation from October 1, 2016 through September 30, 2017. Numerous data quality mechanisms within NPAD and PRS ensure the completeness of each performance record entry which is automated during the upload of conservation plans into NPAD or error reporting through PRS. On an annual basis, a national data quality review is completed in each State, followed by the State Conservationists certification that the data is complete and accurate. The conservation data from NPAD is then fed into a model to estimate the carbon retained. The model is able to provide estimates for thirty-nine percent of cropland conservation practices applied and fifty-six of the acres addressed with a conservation practice. | | | | | | | |
| Reliability of Data -- The data reported for performance measures was determined within PRS based on information received and validated from the NPAD. Conservation plans are developed in consultation with the customer, created with the Customer Service Toolkit, and stored in the NPAD. Applied conservation practices are date-stamped, geo-referenced, and linked to employee identification, enabling detailed quality assurance reviews. Periodic reviews are conducted by State offices and headquarters personnel to assess the data accuracy. The modeled aspects of the performance data have reliability estimates based on the statistical reliability of the National Resource Inventory (NRI). | | | | | | | |
| Quality of Data – Data is reported by staff that are trained in conservation planning and approved for certifying the practices. Error checking enhancements and reports within the PRS application maintain data quality by allowing users at local, State, and national levels to monitor data inputs. The agency designates key personnel, at both the State and national levels, to conduct quality assurance reviews periodically throughout the year to ensure the data is reliable and accurate. At the end of the fiscal year, each State Conservationist signs and certifies that the PRS data is valid and complete. The data quality of | | | | | | | |

[6] All performance reported under this measure must comply with NRCS General Manual (GM) _180_409 and NRCS GM_450_407, which require agency staff with appropriate technical approval authority certify that each practice meets minimum technical specifications, in addition to a sampling protocol for quality assurance of conservation practices certified as applied. All programs are included.

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

**Key performance measure**: Cropland with conservation applied to improve soil quality (CTA and EQIP).

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Cropland with conservation applied to improve soil quality –CTA (million acres)[7] | N/A | 6.2 | 6.0 | 6.0 | 5.9 | 5.9 | Met | 5.9 | 5.5 |
| Cropland with conservation applied to improve soil quality –EQIP (million acres)[5] | N/A | 3.1 | 3.0 | 2.7 | 3.0 | 3.0 | Met | 3.0 | 3.0 |

Allowable Data Range for Met -- The allowable data range for annual performance is 90 to 110 percent of the target.

**Data Assessment of Performance Measures**

Data source -- NRCS tracks and evaluates field and State level conservation planning efforts and practice implementation through the Performance Results Systems (PRS). The data source is the National Planning and Agreements Database (NPAD).

Completeness of Data – The reported performance measures are based on data from October 1, 2016 through September 30, 2017. Numerous data quality mechanisms within NPAD and PRS ensure the completeness of each performance record entry which is automated during the upload of conservation plans into NPAD or error reporting through PRS. On an annual basis, a national data quality review is completed in each State, followed by the State Conservationists certification that the data is complete and accurate.

Reliability of Data -- The data reported for performance measures was determined within PRS based on information received and validated from the NPAD. Conservation plans are developed in consultation with the customer, created with the Customer Service Toolkit, and stored in the NPAD. Applied conservation practices are date-stamped, geo-referenced, and linked to employee identification, enabling detailed quality assurance reviews. Periodic reviews are conducted by State offices and headquarters personnel to assess the data accuracy.

Quality of Data – Data is reported by staff that are trained in conservation planning and approved for certifying the practices. Error checking enhancements and reports within the PRS application maintain data quality by allowing users at local, State, and national levels to monitor data inputs. The agency designates key personnel, at both the State and national levels, to conduct quality assurance reviews periodically throughout the year to ensure the data is reliable and accurate. At the end of the fiscal year, each State Conservationist signs and certifies that the PRS data is valid and complete.

[7] All performance reported under this measure must comply with NRCS General Manual (GM) _180_409 and NRCS GM_450_407, which require agency staff with appropriate technical approval authority certify that each practice meets minimum technical specifications, in addition to a sampling protocol for quality assurance of conservation practices certified as applied.

**Key performance measure**: Tons of sediment prevented from leaving cropland and entering streams, lakes, and other bodies of water.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Measure Tons of sediment prevented from leaving cropland and entering water bodies (million tons)[8] | N/A | N/A | N/A | 4.6 | 4.8 | 4.8 | 4.7 |
| Allowable Data Range for Met -- The allowable data range for annual performance is 90 to 110 percent of the target. | | | | | | | |
| **Data Assessment of Performance Measures** | | | | | | | |
| Data source -- NRCS tracks and evaluates field and State level conservation planning efforts and practice implementation through the Performance Results Systems (PRS). The data source for annual conservation implementation is the National Planning and Agreements Database (NPAD). The data source for the modeled aspects of the performance data is Conservation Effects Assessment Project (CEAP), 2003 and 2006 Surveys. | | | | | | | |
| Completeness of Data – The reported performance is based on application of conservation from October 1, 2016 through September 30, 2017. Numerous data quality mechanisms within NPAD and PRS ensure the completeness of each performance record entry which is automated during the upload of conservation plans into NPAD or error reporting through PRS. On an annual basis, a national data quality review is completed in each State, followed by the State Conservationists certification that the data is complete and accurate. The conservation data from NPAD is then fed into a model to estimate the carbon retained. The model is able to provide estimates for thirty-nine percent of cropland conservation practices applied and fifty-six percent of the acres addressed with a conservation practice. | | | | | | | |
| Reliability of Data -- The data reported for performance measures was determined within PRS based on information received and validated from the NPAD. Conservation plans are developed in consultation with the customer, created with the Customer Service Toolkit, and stored in the NPAD. Applied conservation practices are date-stamped, geo-referenced, and linked to employee identification, enabling detailed quality assurance reviews. Periodic reviews are conducted by State offices and headquarters personnel to assess the data accuracy. The modeled aspects of the performance data have reliability estimates based on the statistical reliability of the National Resource Inventory (NRI). | | | | | | | |
| Quality of Data – Data is reported by staff that are trained in conservation planning and approved for certifying the practices. Error checking enhancements and reports within the PRS application maintain data quality by allowing users at local, State, and national levels to monitor data inputs. The agency designates key personnel, at both the State and national levels, to conduct quality assurance reviews periodically throughout the year to ensure the data is reliable and accurate. At the end of the fiscal year, each State Conservationist signs and certifies that the PRS data is valid and complete. . The data quality of modeled aspects of the performance data are based on the scientifically peer-reviewed modeling procedures and protocols. | | | | | | | |

[8] All performance reported under this measure must comply with NRCS General Manual (GM) _180_409 and NRCS GM_450_407, which require agency staff with appropriate technical approval authority certify that each practice meets minimum technical specifications, in addition to a sampling protocol for quality assurance of conservation practices certified as applied.

Expected Accomplishments at the 2019 Proposed Resource Level:
Conservation programs are continually evaluated to ensure effectiveness, incorporate the latest science, and adapt to changing conditions. The CEAP findings and other monitoring, assessment, and evaluation efforts will be used to improve the efficacy of programs by quantifying conservation effects and providing tools for understanding what suites of practices are most effective and where resources will have the greatest impact. As needed, inventories will be pursued to provide farmers, ranchers, forest managers, and conservationists with the best available data for decision-making, enhancing the effectiveness of conservation systems and programs.

The below highlight the future focused agency activities in support of productive working lands:

- Soil health: Work in partnership with producers to improve the quality and resilience of their soils and reduce runoff for the benefit of their agricultural operations and land stewardship. Soil health will be improved on over 9 million acres of cropland, by preventing soil erosion and organic matter loss;
- Offsite water quality: Promote the implementation of conservation practices on America's working lands to address key water quality issues and help agricultural producers conserve water and reduce the potential for pollutants to move off-site into water bodies, streams, and rivers. Working with producers will result in 40 million acres of science based conservation practices such as, vegetation planted on slopes to reduce soil erosion, drainage water management, conservation buffers, water conservation, and nutrient management; and
- Emerging natural resource issues: Continue assistance with irrigation efficiencies and designing natural resource conservation systems to reduce the risk of loss from climatic events such as drought, fire, and flood, and to mitigate their effects.

### Objective 5.3: Enhance productive agricultural landscapes

Productive working agricultural lands are critical to the vitality of rural communities where the majority of the economic opportunities are derived from land-based production such as forestry, livestock growing, and cropping, as well as tourism and recreation. Balancing land-based production activities and other economic opportunities in rural communities requires a landscape approach to conservation.

Productive agricultural landscapes that are also inviting for tourism and recreation have clean and available water, healthy wetlands, streams and rivers, abundant fish and wildlife, and productive, healthy soils for crops, livestock, and forestry. 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.

In the short-term, focusing on a landscape scale accelerates strategies that address natural resource concerns. Based on local needs, the medium and long term outcomes of this landscape strategy can be measured or quantified through cleaner water for drinking and industrial uses, increased the abundance of indicator and game species like trout, and the reduction of regulatory pressure through decisions to not list or de-list endangered species.

**Key Performance Measure:** Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers (million acres) and CRP restored wetland acreage (million acres)

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

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Acreage enrolled in Conservation Reserve Program (CRP) riparian and grass buffers (million acres) | 1.88 | 1.82 | 1.77 | 1.70 | 1.6 | 1.60 | Met | 1.6 | *See below |
| CRP restored wetland acreage (million acres) | 2.09 | 2.00 | 1.93 | 2.09 | 1.9 | 2.16 | Met | 1.9 | *See below |
| Allowable Data Range for Met: +/- .05 million acres | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data source: The data source for this measure is the National CRP Contract Data Files. | | | | | | | | | |
| Completeness of Data: Complete and final | | | | | | | | | |
| Reliability of Data: NA | | | | | | | | | |
| Quality of Data: Overall the data quality is good. | | | | | | | | | |

* The Agricultural Act of 2014 authorizes this program until the end of FY 2018. USDA will set targets for 2019 when/if this program is reauthorized.

Analysis of Results: CRP buffer practice enrollment ended in FY 2017 at 1.60 million acres. Wetland practice enrollment ended at 2.16 million acres. Both performance measures have had mixed results since FY 2014 due to the pressures outside the program's control, including increased crop prices, increased demand for agricultural commodities, and interruptions in enrollment due to expiring enrollment authority and the need to keep enrollment below the 24-million-acre cap.

Accomplishments Expected at 2019 Proposed Resources Level:
CRP enrollment has declined from its peak in 2007 due to disruptions in the CRP authorization, past spiking crop prices, and the legislative cap of 24 million acres by October 1, 2017. Increasing demand for CRP enrollment, rises in crop revenue, and the 24-million-acre cap may result in challenges in meeting targets. The shortage of conservation technical assistance providers, particularly engineers, could limit the integration of saturated buffers and bioreactors into CRP buffers. Additionally, if new legislation is not completed by the end of FY 2018, when authorization for the CRP expires, enrollment into the CRP will be disrupted.

CRP will continue to integrate saturated buffers and bioreactors into existing and new riparian buffers and grass filters. These highly cost-effective practices remove nitrate from drainage water improving water quality, and in the case of existing buffers do not require any additional CRP enrollment.

**Key performance Measure:** Acres of working land protected by conservation easements.

Using the landscape approach, USDA programs and partnerships link the multiple resource concerns of both urban and rural communities. Holistic, landscape-based conservation focuses resources on the most critical areas to maximize conservation impact and allow producers to be natural resource stewards. The process combines landscape scale data and community knowledge to drive decisions for implementation.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Working land protected by conservation easements[9] | N/A | N/A | 83.2 | 75.7 | 60.7 | 101.0 | 101.0 |
| Allowable Data Range for Met – The allowable data range for annual performance is 90 to 110 percent of the target. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- NRCS tracks non-financial easement data in the National Easement Staging Tool (NEST). | | | | | | | |
| Completeness of Data – The reported performance is the total number of acres in easements that had a closing date between October 1, 2016 and September 30, 2017. The data is 100% complete, based on the required documentation to finalize a real estate transaction for an easement. Numerous policies and requirements ensure the completeness and legality of each conservation easement closing. | | | | | | | |
| Reliability of Data -- Easement closing data are recorded by state staff in NEST according to policy and data quality assurance activities conducted annually. The data becomes part of the agency's financial statements and are considered extremely reliable. | | | | | | | |
| Quality of Data – Easement closings data are recorded by state staff in NEST according to policy and data quality assurance activities conducted annually. The data becomes part of the agency's financial statements and are considered high quality. | | | | | | | |

Anticipated Results at the FY 2019 Proposed Resource Level:
Through a landscape approach for delivering targeted conservation solutions, USDA leverages sound science and partner capacities to address natural resource concerns, which will continue to deliver cleaner water for drinking and industrial uses, increased the abundance of indicator and game species like trout, and the reduction of regulatory pressure through decisions to not list or de-list endangered species.

[9] All performance reported under this measure is under the Agricultural Conservation Easement Program (ACEP) and include easements that closed within the fiscal year identified in the table

The below highlight future activities in support of productive agricultural landscapes:

- Targeted landscape approach: Accelerate focused technical assistance through landscape conservation initiatives such as the Sage Grouse Initiative, Gulf of Mexico Initiative, and the Mississippi River Basin Healthy Watersheds Initiative. This effort will also engage producers who are new to production agriculture and have higher demands for technical assistance or have not previously participated in NRCS programs but who are critical in solving the identified resource concerns in special initiative areas;
- Easements: Continue work on existing and new applications for agricultural easements to maximize landscape connectivity and environmental benefits, resulting in 101,000 thousand acres; and
- Piloting new methods to accelerate impacts: NRCS initiated a new NWQI pilot in 17 States that rewards local efforts in watersheds where comprehensive resource assessments and plans have been developed. Landowners and producers participating in the initiative will receive financial assistance to work on the land in a sustainable way, which provides cleaner water while keeping the land productive into the future.

## STRATEGIC GOAL 6: Ensure Productive and Sustainable Use of our National Forest System Lands

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

**Key Performance Measure:** Percent of customers satisfied with recreational facilities, services, and settings

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Percent of customers satisfied with recreational facilities, services, and settings | 94 | 94 | 95 | 95 | 95 | 95 | 95 |
| Allowable Data Range for Met: Target is considered met if actual is within 2 percentage points of target. The range reflects the 90 percent confidence interval width for the national estimate of visitation. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source: Forest Service National Visitor Use Monitoring (NVUM) program. | | | | | | | |
| Completeness of Data: NVUM data reflects statistical recreation use results based on surveys completed in the prior year. The data is certified at the Regional and National level at the end of the fiscal year and considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | |
| Reliability of Data: Data come from a national stratified random sample of roughly 100,000 onsite surveys of recreation visitors obtained through the NVUM program that measures visitor satisfaction using elements of setting, services, and facilities. The data and results are considered reliable. | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered excellent. | | | | | | | |

Accomplishments Expected at the FY2019 Proposed Level:

The agency expects to meet its performance goal for percentage of customers satisfied with recreational facilities, services, and settings. At the FY 2019 proposed funding level, we will

focus on the highest priority recreation facilities' condition and maintenance.

**Key Performance Measure:** Timber volume sold (billion board feet)

This measure reflects the volume of timber sold from National Forest System lands. This measure has a direct correlation to contributing to the economic health of rural communities and ensuring that lands are healthy, sustainable, and productive.

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Timber volume sold (billion board feet) | 2.61 | 2.83 | 2.87 | 2.94 | 3.00 | 2.92 | Met | 3.4 | 3.7 |
| Allowable Data Range for Met: Target is considered met if actual is within 10 percent of target. | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data source: Forest Service Timber Information Manager (TIM) application. | | | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | | | |
| Reliability of Data: The data for the timber program is provided by Forest Service field units in the TIM reporting data system and is considered reliable. | | | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | | | |

Analysis of Results: Since 2011, we have increased our output of timber from 2.536 billion board feet to 2.921 billion board feet in 2017 by improved integration with program such as hazardous fuels, and by using authorities provided in the 2014 Farm Bill. The FY 2017 actual output for timber volume sold is within the ten percent data threshold established for meeting the assigned target. The agency is taking a number of steps, such as streamlining environmental analysis and decision-making processes and modernizing forest products practices and policies, to accelerate our restoration efforts and increase timber volume outputs; however, we are facing a number of ongoing challenges including building additional capacity and the appropriate workforce to achieve higher output levels.

Accomplishments Expected at the FY2019 Proposed Level:
The FY19 President's Budget request will fund the necessary planning and administration to sell 3.7 billion board feet of timber. The Forest Service will continue to focus on modernization of our forest products program and address ongoing capacity challenges to the fullest extent possible with available funding. We will also continue to expand utilization of 2014 Farm Bill authorities including Good Neighbor Authority, insect and disease designations, and stewardship contracting to increase our ability to treat more acres.

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

**Key Performance Measure:** Percent of watersheds in properly functioning condition

This measure tracks the percent of watersheds in properly functioning condition. It is calculated using the number of properly functioning watersheds, as determined by established criteria in the

Watershed Condition Framework, out of the more than 15,000 watersheds on National Forest System lands.

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Percent of watersheds in properly functioning condition | 52 | 52 | 52 | 53 | 53 | 53 | Met | 53 | 52 |
| Allowable Data Range for Met: Target is considered met if actual is within 1 percentage point of target. | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data source: This measure is derived from assessment data entered into the Watershed Classification and Assessment Tracking Tool (WCATT). | | | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. A comprehensive evaluation of all watersheds is completed once every 5 years to assess changes in the condition of watersheds not under active management. The next update is scheduled for 2020. | | | | | | | | | |
| Reliability of Data: This measure is computed based on the number of watersheds in Class 1 (properly functioning), divided by the total number of watersheds on National Forest System lands. Results of this classification process are tracked in the WCATT. The data is considered reliable. | | | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | | | |

Analysis of Results: In FY 2017, the Forest Service improved 17 watersheds for a total of 91 watersheds improved since FY 2011, and met its FY 2017 target of 53 percent of watersheds in properly functioning condition. As an outcome measure, the annual result is not only reflective of work implemented this year, but represents the culmination of integrated, watershed-based work that started with the development of watershed restoration action plans. Work is directed towards the identified 200-300 priority watersheds, and towards specific priority restoration needs identified as the essential suite of projects needed to improve each of these individual watershed conditions.

Accomplishments Expected at the FY2019 Proposed Level:

Disturbances on the landscape, especially, uncharacteristically severe wildfires, are a continuing challenge that affect watershed health. In FY 2019, we expect that the damage from recent and potential future disturbances will slightly outpace our restoration and recovery efforts, resulting in an estimated 52 percent of watersheds properly functioning (a 1 percent decrease from the anticipated FY 2018 accomplishment). In FY 2019, the agency plans to accomplish 2.1 million acres of restoration and improve 14 watersheds, both of which contribute to the percentage of watersheds in functional condition.

## Objective 6.3: Mitigate Wildfire Risk

**Key Performance Measure**: Acreage of NFS lands where final treatment effectively mitigates wildfire risk.

This measure reflects acreage of National Forest System lands where a full suite of treatments have been completed, resulting in effective mitigation of wildfire risk.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Acreage of NFS lands where final treatment effectively mitigates wildfire risk (millions of acres) | N/A | N/A | N/A | 0.87 | 0.74 | 1.10 | 1.10 |
| Allowable Data Range for Met: Target is considered met if actual is within 10 percent of target. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source: Forest Service Activity Tracking System (FACTS) and the National Fire Plan Operations Reporting System (NFPORS) for accomplishments from State fire assistance funding. | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | |
| Reliability of Data: This data for programs contributing to the acreage treated to reduce wildfire risk is provided by Forest Service field units and partners in several source reporting data systems, and is considered reliable. | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | |

Accomplishments Expected at the FY2019 Proposed Level:
Additional priority has been placed around the sale of timber and market development of woody biomass materials. Furthermore, the Southern region experienced high wildfire activity last winter and current predictions look favorable for fuel treatments through prescribed fire and other fuels treatments. These two factors should contribute toward more final and maintenance treatments of hazardous fuels in FY 2019.

**Key Performance Measure:** Acreage treated to reduce or maintain fuel conditions on NFS and non-federal lands.

This measure reflects the sum of all acres treated that reduce or maintain fuels conditions through vegetative manipulation. The measure includes Wildland Urban Interface (WUI) and non-WUI treatments on National Forest System lands, as well as non-federal acres of hazardous fuels treated under partnership agreements to protect communities.

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Acreage treated to reduce or maintain fuel conditions on NFS and non-federal lands (millions of acres) | 2.62 | 2.54 | 2.54 | 3.23 | 2.78 | 3.00 | 3.40 |
| Allowable Data Range for Met: Target is considered met if actual is within 10 percent of target. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source: Forest Service Activity Tracking System (FACTS) and the National Fire Plan Operations Reporting System (NFPORS) for accomplishments from State fire assistance funding. | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | |
| Reliability of Data: This data for programs contributing to the wildfire risk index is provide by Forest Service field units and partners in several source reporting data systems, and is considered reliable. | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | |

Accomplishments Expected at the FY2019 Proposed Level:
The Forest Service has established an aggressive goal for FY 2019 of treating 3.4 million acres of hazardous fuels. Field units are expected to utilize new prioritizing strategies to create efficiencies that will help them achieve this goal. Expanded use of Good Neighbor Authority, Stewardship Contracting, Categorical Exclusions and other environmental analysis and decisions making are expect to deliver better hazardous fuels reduction outcomes.

## 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

Key Performance Measure: Percentage of Establishments That Meet Pathogen Reduction Performance Standards

In February 2016, FSIS issued a final Federal Register Notice announcing that it would begin assessing whether establishments meet pathogen reduction performance standards for *Salmonella* and *Campylobacter* in raw chicken parts and not-ready-to-eat (NRTE) comminuted chicken and turkey products. This measure calculates the percentage of establishments meeting these pathogen reduction performance standards, and was developed because of the importance FSIS places on using performance standards to help reduce and/or prevent the contamination of regulated products.[10] FSIS has used pathogen reduction performance standards as a tool, both in the past and increasingly into the future, to effectively bring about reductions in contamination of FSIS-regulated products, which are ultimately tied to reductions in foodborne illness. For each pathogen/product pair with a performance standard, this measure is calculated by dividing the number of establishments that passed all of their included moving windows[11] by the total number of establishments with at least one completed moving window that either passed or failed.

[10] See https://www.federalregister.gov/documents/2016/02/11/2016-02586/new-performance-standards-for-salmonella-and-campylobacter-in-not-ready-to-eat-comminuted-chicken
[11] A "moving window" is an approach to sampling in which FSIS evaluates a set number of sequential results from a single establishment to assess process control. For example, if FSIS chose to evaluate 20 results under the moving window approach,

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| % of Establishments That Meet Pathogen Reduction Performance Standards[12] | N/A | N/A | N/A | N/A | 77% | 77.2% | Met | 78% | 81% |
| Allowable Data Range for Met: FSIS must meet or exceed the target to report the target was met. | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data Source: Analyzed sample data for each 52-week moving window are extracted from PHIS about 10 days after the window is completed. The data extracted are for all pathogen/product pairs for which performance standards have been implemented. | | | | | | | | | |
| Completeness of Data: The data are complete; about 10 days' lag time from the end of a moving window is allowed before the data are extracted to generate the results for the window. | | | | | | | | | |
| Reliability of Data: The data are reliable; PHIS is a dynamic database where data can change over time, and it is possible, though unlikely, that some analyzed sample results would not be in PHIS at the time FSIS determines an establishment's performance outcome for a moving window. Once the results for a window are produced, they are kept unchanged. However, these limitations are not expected to be serious enough to impact the reliability of the measure. | | | | | | | | | |
| Quality of Data: The quality of the data included in the measure are very high. The measure is calculated using complete sampling data from 3 months of 52-week moving windows for each product/pathogen pair. | | | | | | | | | |

Analysis of Results: For FY2017, the Q4 measure of 77.2% surpassed the target of 77%. The aggregate performance measure value is driven primarily by chicken product establishments, and more specifically by chicken parts establishments. Thus, fluctuations in the performance of chicken parts establishments directly influences the calculated value of the aggregate performance measure. In addition, the measure may fluctuate up or down in the future due to changes in lab sample test sensitivity, or changes in enforcement strategies to drive compliance with performance standards.

Accomplishments Expected at the FY 2019 Resource Level:

- Continue to drive compliance and prevent contamination of FSIS-regulated products through using this performance standard measure.

**Key Performance Measure:** Percentage of Establishments for Which the Non-compliance Rate Decreases 120 Days after Receiving an Early Warning Alert

FSIS met its target for this measure in FY 2017. This measure continues FSIS' work to use data-driven approaches to detect trends in establishment performance and expands the usefulness of a key tool—Public Health Regulations (PHRs)—to track how effectively FSIS's inspection workforce reacts to and resolves public health issues. PHRs are a subset of regulations

FSIS would assess the most recent 20 FSIS results for a particular establishment. The "moving window" approach provides FSIS with more flexibility for scheduling sample collection at different establishments.

[12] Data before FY 2017 is not available because this KPI was not in existence in years prior.

associated with higher noncompliance rates in establishments in the 3 months before a positive pathogen sampling result or enforcement action than in establishments without pathogen-positives or enforcement actions. FSIS uses the results of inspection tasks to calculate a PHR non-compliance rate for each regulated establishment and issues PHR EWAs when an establishment has a non-compliance rate that is elevated and is at or exceeds the FSIS Noncompliance Cut Point for Early Warning. FSIS began utilizing these EWAs in Q4 of FY 2016, and gathered data to develop a baseline for use starting in FY 2017 Q3. This measure was developed because of the importance FSIS places on prioritizing Public Health Risk Evaluations (PHREs), which should help reduce non-compliance. Specifically, this measure calculates the percentage of establishments that improve their performance (lower rate of receiving a PHR EWA).

| **Annual Performance Indicators and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** | **Target** | **Target** |
|---|---|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | | **2018** | **2019** |
| % of Establishments Whose Non-compliance rate decreases 120 days after receiving an Early Warning Alert[13] | N/A | N/A | N/A | N/A | 70% | 72.7% | Met | 71.4% | 72.0% |
| Allowable Data Range for Met: FSIS must meet or exceed the target to report the target was met. | | | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | | | |
| Data Source: On the 15th of every month, a snapshot of PHIS inspection task results are used to calculate PHR noncompliance rates for all regulated establishments and early warning alerts are issued. | | | | | | | | | |
| Completeness of Data: The data are complete. Establishments receive alerts based on data currently recorded in PHIS. Evaluating an alert outside of the specified alert date will yield different results. Therefore, starting in February 2017, a snapshot of alert data are recorded on the day of the monthly alert in order to maintain a consistent alert dataset. Alert data snapshots from June 2016 through January 2017 were captured retroactively. The baseline was calculated with 10 months of data; in FY 2019, FSIS will assess whether it needs to further update its baseline to ensure meaningful performance measurement. | | | | | | | | | |
| Reliability of Data: The data are reliable; PHIS data can change over time however snapshot data are captured and used in calculating the measure in order to maintain a consistent dataset. | | | | | | | | | |
| Quality of Data: The initial baseline was set using five 120-day data point. The baseline was revised based on ten 120-day data points. FSIS may need to modify the proposed method and targets over time as limited data exist from which to predict reasonable behavior over time. | | | | | | | | | |

Analysis of Results: For FY17, the actual measure value of 72.7% surpassed the set target of 70.8%. Initial data indicate establishments tend to have a lower PHR rate 120 days after receiving an alert. Small to very small hazard analysis and critical control point (HACCP) size and processing establishments receive the majority of alerts and tend to improve at a higher rate

[13] Data before FY 2017 is not available because this measure was not in existence in years prior.

than large HACCP size establishments and facilities that both process and slaughter product, respectively.

Accomplishments Expected at the FY 2019 Resource Level:

- Continue to increase the number of establishments whose non-compliance rate decreases 120 days after receiving an EWA.

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

**Key Performance Measure:** Percentage of American households with consistent, dependable access to food; and the percentage of SNAP Education & Training participants engaged in education and skills-based training

| Annual Performance Indicators and Trends | Actual | | | | | Target | Target |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Percentage of American households with consistent, dependable access to food | N/A | N/A | 87.3 | 87.7 | N/A | 87.9 | 88.0 |
| Percentage of SNAP Education & Training participants engaged in education and skills-based training | N/A | N/A | 33 | 33 | N/A | 35 | 40 |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source –<br>1: The data comes from the annual survey conducted by the U.S. Census Bureau as a supplement to the nationally representative Current Population Survey (CPS). The data are collected annually in December.<br>2: Data is pulled from the FNS-583 SNAP Employment and Training (E&T) Program Activity Report fourth quarter report. The percentage of participants engaged in education and skill-based training is calculated by adding up the total number of participants in education and training activities (job search, job search training, job retention, workfare, and WIOA activities are excluded) and dividing that by the total number of participants. | | | | | | | |
| Completeness of Data –<br>1: The CPS currently includes about 53,000 households and is representative at the State and national level of the civilian non-institutionalized U.S. population. In December 2016, 41,186 households completed the food security supplement, and data are weighted by the U.S. Census Bureau to provide the national prevalence.<br>2: The data is submitted 45 days after the end of the previous fiscal year and is considered "complete" after it is reviewed and approved by FNS regional offices. However, data may be subject to change up to a year after posting if the State or Federal agency identifies an error. | | | | | | | |
| Reliability of Data --<br>1: The US Census Bureau conducted cognitive and field tests of the food security questionnaire before it was finalized and included as a supplement to the CPS in April 1995. Minor modifications were made to the format and screening procedures during the first years of administration. In 1998 the screener and format were substantially revised to reduce respondent burden and improve the quality of the data. However, the content of the 18 food security questions has remained constant. In 2003-2006 an expert panel convened by the Committee on National Statistics (CNSTAT) of the National Academy of Sciences reviewed the food security measurement methodology. This expert panel concluded that the general methodology for measuring food insecurity was appropriate. | | | | | | | |

| |
|---|
| 2: The data is compiled and submitted by State agencies. While it is reviewed and approved by Federal staff, it is not independently verified. FNS does review data collection methods and samples during Management Evaluations. However, these reviews do not take place in every State each year. |
| Quality of Data –<br>1: The food security statistics are based on a nationally representative food security survey conducted as an annual supplement to the monthly CPS by the U.S. Census Bureau for the Bureau of Labor Statistics. The CPS provides data for the monthly U.S. unemployment statistics and annual income and poverty statistics<br>2: The data is compiled and submitted by State agencies. While it is reviewed and approved by Federal staff, it is not independently verified. FNS does review data collection methods and samples during Management Evaluations. However, these reviews do not take place in every State each year. |

Selected Accomplishments Expected at the FY 2019 Proposed Resource Level:

In 2019, as the economy continues to improve:

- 88.0 percent of American households will have consistent, dependable access to food
- 40 percent of SNAP Education and Training participants will be engaged in education and skills based training.

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

**Key Performance Measure:** Annual percentage of eligible children participating in the National School Lunch Program (NSLP)

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result | Target | Target |
|---|---|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | | 2018 | 2019 |
| Annual percentage of eligible children participating in the National School Lunch Program (NSLP) | 55.7% | 54.8% | 55.4% | 55.5% | 58.3% | 58% | Met | 59% | 59 |

Allowable Data Range for Met --Thresholds for 4.1.2 reflect the margin of error in forecasts of future participation, estimated at 5 percent for school meals programs. This reflects the pattern of variance between actual and target performance for both programs during the past 5 years. For FY 2017, this percentage range allows for actual performance that did not meet the target in the range of 55.4-61.2 percent. NSLP participation rates did not rebound as robustly as anticipated.

Data Assessment of Performance Measure 1

Data source -- The indicator is a ratio of school meals participation data, drawn from USDA administrative records, as a proportion of total public and private school enrollment, projected by the Department of Education's National Center for Education Statistics (NCES), and reported in NCES's *Projections of Education Statistics to 2024* report.

NSLP administrative data is drawn from State agency reports are certified accurate and submitted to regional offices. There, they are reviewed for completeness and consistency. If the data are acceptable, the regional analyst posts them to the National Data Bank (NDB) Preload System. NDB is a holding area for data review prior to release. Otherwise, regional-office personnel reject the report and the State agency is contacted. Data posted by regional personnel into

| |
|---|
| NDB are reviewed at USDA. If data are reasonable and consistent with previous reports, they will be downloaded to NDB for public release. If not, USDA works with regional offices and States to resolve problems and inconsistencies. This process of review and revision ensures that the data are as accurate and reliable as possible.<br><br>NCES projections of public and private school enrollment are constructed using the Common Core of Data (CCD), "State Non fiscal Survey of Public Elementary/Secondary Education," 1999–00 through 2012–13; Private School Universe Survey (PSS), selected years 1999–2000 through 2011–12; and National Elementary and Secondary Enrollment Model, 1972–2024. Detailed explanation of these sources is available on the web at http://files.eric.ed.gov/fulltext/ED569143.pdf. |
| Completeness of Data – Figures for NSLP participation are based on 9-month (school year) averages. Participation data are collected and validated monthly before being declared annual data. Reported estimates are based on data through May 30, 2017, as available August 2017. NCES projections are based on nationally-representative surveys. |
| Reliability of Data -- Participation data reporting is used to support program financial operations. All of the data are used in published analyses, studies and reports. They also are used to support dialogue with and information requests from the Government Accountability Office, the Office of Inspector General, and the Office of Management and Budget. Survey data supporting NCES projections are conducted using high-quality, well-documented methodologies. |
| Quality of Data – As described above, the data used to develop this measure are used widely for multiple purposes, both within and outside USDA. The measure itself is reported in stand-alone publications as an important, high-quality indicator of program performance. Survey data supporting NCES projections are conducted using high-quality, well-documented methodologies. |

Analysis of Results: During the school day over 51 million children attend schools operating the National School Lunch Program with over 30 million children participating each day. Of the 30 million children participating, over 20 million are receiving free or reduced price lunches each day. In recent years, participation among the nation's neediest children has substantially increased due to provisions designed to improve access, streamline administrative requirements for local school officials, and eliminate barriers to participating in the school meal programs. Participation among children eligible for free meals has increased by over 34 percent in the last decade, helping to connect our nation's most vulnerable youth with the nutritious foods they need to focus during the school day.

The Healthy, Hunger-Free Kids Act (HHFKA) implemented benchmark rates for States to meet in directly certifying children in families receiving SNAP benefits--80 percent in School Year (SY) 2011-2012, 90 percent in SY 2012-2013, and 95 percent in SY 2013-2014 and future years. As of SY 2015-16, 96 percent of school districts used direct certification, and 92 percent of SNAP children were directly certified for free meals. This is a notable increase from 2009-10 (prior to implementation of HHFKA), with only 83 percent of school districts using direct certification and 72 percent of SNAP children directly certified for free meals. Each State that does not meet the benchmark for a particular school year is required to develop and implement a Continuous Improvement Plan (CIP) to improve its direct certification procedures and fully meet the benchmarks set forth in the HHKFA in subsequent school years. To assist in these the development and execution of these Plans, the FNS Direct Certification Training and Technical Assistance Team provided guidance during FY 2017 to the 29 State under the requirement. Technical Assistance provided included on-site visits, conference calls, and written guidance. Due in part to this assistance, it is anticipated that several States will achieve the mandated benchmark rate in subsequent years.

Unpaid meal charges occur when children who are not eligible for free meals do not have money to cover the cost of a breakfast or lunch. This creates financial challenges for schools because schools rely on student payments, in addition to Federal reimbursements, to provide healthy, appealing, and affordable meals to all children. In 2016, after completing a review of unpaid meal charges required by Congress, FNS issued a policy memorandum requiring all school food authorities operating the NSLP to develop and communicate a local charge policy to address the issue of unpaid meal charges. Because solutions vary based on local conditions and available resources, the requirement is simply to develop and communicate a policy; the details of the policy are left to local discretion. This requirement promotes effective financial management of the NSLP, helping to ensure school food authorities have the funds needed to provide high-quality meals to all participating children. FNS also developed a best practice guide outlining effective strategies to prevent unpaid meal charges. The guide, released in September 2016 and updated in May 2017, shares specific strategies local program operators can use to connect all eligible children with free or reduced price school meals and assist families with the school meal application.

Selected Accomplishments Expected at the FY 2019 Proposed Resource Level:

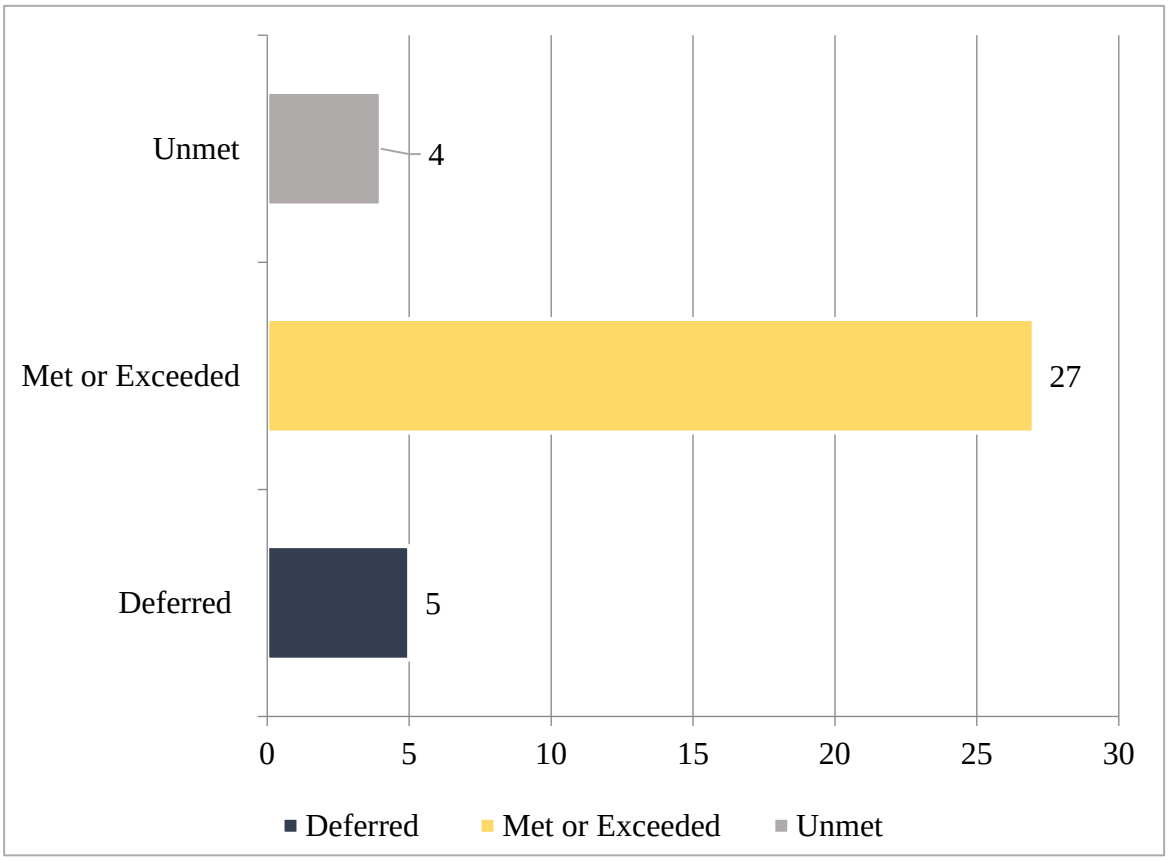
In 2019, as schools continue to serve nutritious and appealing meals to students nationwide:

- The NSLP participation rate will reach 59 percent.

## Summary of Performance

In FY 2017, USDA had 36 Key Performance Measures (KPMs). Of those 36, five were deferred due to data lags. Of the 31 KPMs with data being reported: 26 (87 percent) met or exceeded targets; and 4 (13 percent) did not meet the Department's year-end actual performance results.

*Fiscal Year 2017 Performance Result*



The presentation of 2017 key performance measures for the previous strategic plan are included in the tables below. The FY 2017 Actual data will be the final year the measure is reported at the Department level.

## Departmental Administration

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| 1:Number of employees participating in core telework (one day per pay period) | 9,723 | 10,455 | 11,798 | 12,342 | 12,500 | 14,124 | Exceeded |
| 2: Amount of leased office and warehouse space controlled by USDA (millions sq.) | 25.6 | 24.9 | 23.9 | 23.2 | 23.0 | 25 | Not met |
| Allowable Data Range for Met – N/A | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source --<br>1:WebTA (Time and attendance system) and EmpowHR (HR system)<br>2: Corporate Property Automated Information System (CPAIS) | | | | | | | |
| Completeness of Data<br>1: The data supporting this goal is provided monthly to the Office of Human Resources Management (OHRM) from the agency and office Telework coordinators. In addition, OHRM relies on data available through the USDA time and attendance system whereby employees record their own usage of Telework for each pay period.<br>2: The data supporting this measure comes from the Department's CPAIS. CPAIS is the Department's system of record for real property and the data therein is used to produce the USDA submission for the Federal Real Property Profile report. | | | | | | | |
| Reliability of Data<br>1: Efforts are being made to increase the reliability of the available data by providing training and guidance to the Department's human resources community and to employees so that telework usage information is accurately recorded in the time and attendance system.<br>2: As the system of record, CPAIS is official repository of the information relative to USDA's real property profile. Throughout the year, USDA agencies and offices are instructed to update the data in CPAIS to account for the acquisition or disposal of property from the Department's profile. In addition, the Office of Procurement and Property Management (OPPM) provides monthly reports to agency property leadership on identified data anomalies within the CPAIS data to increase oversight and the reliability of data. | | | | | | | |
| Quality of Data<br>1: Efforts are being made to increase the quality of the available data by providing training and guidance to the Department's human resources community and to employees so that telework usage information is accurately recorded in the time and attendance system<br>2: The data in CPAIS is reported and updated by agencies throughout the year. OPPM provides oversight of this data entry process and provides regular updates and status reports to agency real property leadership to identify deficiencies in the data to improve the overall quality of data included in the system. In addition, OPPM conducts periodic reviews of the CPAIS information to identify data anomalies or other issues that need to be addressed to improve the quality of information stored within the system. | | | | | | | |

## Farm Production and Conservation

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Percentage of direct and guaranteed loan borrowers who are beginning farmers | 70 | 79.2 | 85.6 | 95.5 | 77.5 | 100 | Exceed |
| Percentage of direct and guaranteed loan borrowers who are socially disadvantaged | 13.6 | 14.2 | 15 | 15.9 | 14.1 | 16.47 | Exceed |
| Allowable Data Range for Met -- +/- .5 percent | | | | | | | |
| Data source – Direct and Guaranteed Loan Systems | | | | | | | |
| Completeness of Data – Complete and final | | | | | | | |
| Quality of Data – Overall the data quality is good. | | | | | | | |

Analysis of Results: FSA continued to see improvements in the percentage of both beginning and socially disadvantaged farmers in the direct loan portfolio and the guaranteed loan portfolio. However, reductions in staffing levels, combined with increases in demand for loan assistance have created challenges in maintaining loan processing times. The average number of days to process both direct and guaranteed loans have increased over the past five years.

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| CTA: Land with conservation applied to improve water quality, million acres | N/A | 18.2 | 18.1 | 15.8 | 15.8 | 15.8 | Met |
| EQIP: Land with conservation applied to improve water quality (million acres) | N/A | 12.3 | 12.7 | 10.5 | 13.5 | 11.3 | Unmet |
| CTA: Cropland with conservation applied to improve soil quality (million acres) | N/A | 6.2 | 6.0 | 6.0 | 5.9 | 5.6 | Met |
| EQIP: Cropland with conservation applied to improve soil quality (million acres) | N/A | 3.1 | 3.0 | 2.7 | 3.0 | 3.0 | Met |
| CTA: Grazing and forest land with conservation applied to improve the resource base (million acres) | N/A | 13.1 | 13.1 | 11.1 | 13.0 | 11.6 | Unmet |
| EQIP: Grazing and forest land with conservation applied to improve the resource base (million acres) | N/A | 14.8 | 13.9 | 12.6 | 13.5 | 12.8 | Met |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| EQIP: Non-Federal land with conservation applied to improve fish and wildlife habitat quality (million acres) | N/A | 1.4 | 1.8 | 1.0 | 0.9 | 0.9 | Met |

Allowable Data Range for Met -- The allowable data range for annual performance is 90 to 110 percent of the target.

Data Assessment of Performance Measures

Data source -- NRCS tracks and evaluates field and State level conservation planning efforts and practice implementation through the Performance Results Systems (PRS). The data source is the National Planning and Agreements Database (NPAD).

Completeness of Data – The reported performance measures are based on data from October 1, 2016 through September 30, 2017. Numerous data quality mechanisms within NPAD and PRS ensure the completeness of each performance record entry which is automated during the upload of conservation plans into NPAD or error reporting through PRS. On an annual basis, a national data quality review is completed in each State, followed by the State Conservationists certification that the data is complete and accurate.

Reliability of Data -- The data reported for performance measures was determined within PRS based on information received and validated from the NPAD. Conservation plans are developed in consultation with the customer, created with the Customer Service Toolkit, and stored in the NPAD. Applied conservation practices are date-stamped, geo-referenced, and linked to employee identification, enabling detailed quality assurance reviews. Periodic reviews are conducted by State offices and headquarters personnel to assess the data accuracy.

Quality of Data – Data is reported by staff that are trained in conservation planning and approved for certifying the practices. Error checking enhancements and reports within the PRS application maintain data quality by allowing users at local, State, and national levels to monitor data inputs. The agency designates key personnel, at both the State and national levels, to conduct quality assurance reviews periodically throughout the year to ensure the data is reliable and accurate. At the end of the fiscal year, each State Conservationist signs and certifies that the PRS data is valid and complete.

Analysis of Results: There is a backlog of practices that have been planned but not installed in areas affected by drought and wildfires. The backlog is approximately 2 million acres, mainly in California and Nevada where 5 years of drought conditions and wildfires have delayed the installation.

Analysis showed the 2016 and 2017 performance for this measure was below 2014 and 2015 performance. However, there was a 500,000 acre improvement from 2016 to 2017. This year, several states have been affected by drought conditions, wildfires, hurricanes, and vacancies of key field personnel where the majority of the grazing activities occurred. Further evaluation shows that three of the 31 practices that make up the business definition for KPM NRCS 3.11/3.40, brush management, prescribed grazing, and forest stand improvement, account for the majority of the difference between 2017 performance and target.

The presentation of 2017 key performance measures for the previous strategic plan are included in the table below. The FY 2017 Actual will be the final year the measure is reported at the Department level.

**Performance Measure**: Annual percentage of eligible people participating in the SNAP:

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Annual percentage of eligible people participating in the SNAP | 83.0% | 85.0% | 83.0% | 83.0% | 85.0% | N/A | Not Available |
| Allowable Data Range for Met -- Rationale for Met Range: The 90% confidence interval around the FY 2015 participation rate of 83% is ± 1.1percent. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- The SNAP individual participation rate represents the ratio of SNAP participants to SNAP-eligible individuals. Eligible individual counts are based on the Census Bureau's Current Population Survey (CPS) Annual Social and Economic Supplement (ASEC) data | | | | | | | |
| Completeness of Data – The most current data available for this measure are for FY 2015. | | | | | | | |
| Reliability of Data -- QC data is validated and accepted by State SNAP agencies as a basis for performance measures. The CPS ASEC is collected by the Census Bureau and is likewise a valid source of income and poverty data. | | | | | | | |
| Quality of Data – As described above, the data used to develop this measure are used widely within and outside USDA. The SNAP participation rate is frequently cited as an important, high-quality indicator of program performance. | | | | | | | |

Analysis of Results

- Continued efforts with States to develop outreach strategies. The Agricultural Act of 2014, Section 4018 made several changes that affect outreach. Some of the changes were implemented immediately by States, whereas others required rulemaking before implementation. The final rule implementing Section 4018 was finalized December 20, 2016.
- Support for innovative State practices to promote access by simplifying the application process. As of October 1, 2016, 43 State agencies provide SNAP applicants the opportunity to apply for benefits online and 38 States use call centers, either regionally or State-wide.
- Provided waivers, guidance, and technical assistance to help States manage workloads.

USDA estimates the number of people eligible for the program along with the rate at which eligible people are participating. The latest study shows that in 2015, of approximately 50 million individuals eligible for SNAP benefits in an average month in FY 2015, approximately 41.6 million participated (83 percent).

USDA will continue its efforts to reduce hunger and improve nutrition. Continued efforts will be made to ensure proper program administration by States, including timely determination of eligibility.

**Performance Measure:** Annual percentage of children participating in the free/reduced price school lunch program that participate in summer feeding programs.

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Annual percentage of children participating in the free/reduced price school lunch program that participate in summer feeding programs. | 16.0% | 17.5% | 17.1% | 17.4% | 17.4% | Not Available | Deferred |
| Allowable Data Range for Met -- Thresholds for 4.1.3 reflect the margin of error in forecasts of future participation, estimated at 5 percent for child nutrition This reflects the pattern of variance between actual and target performance for both programs during the past 5 years. For FY 2017, the actual performance will be available in FY 2018. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- The school and summer meals participation data used in the calculation are drawn from USDA administrative records. The data used for these State agency reports are certified accurate and submitted to regional offices. There, they are reviewed for completeness and consistency. If the data are acceptable, the regional analyst posts them to the National Data Bank (NDB) Preload System. NDB is a holding area for data review prior to release. Otherwise, regional-office personnel reject the report and the State agency is contacted. Data posted by regional personnel into NDB are reviewed at USDA. If data are reasonable and consistent with previous reports, they will be downloaded to NDB for public release. If not, USDA works with regional offices and States to resolve problems and inconsistencies. This process of review and revision ensures that the data are as accurate and reliable as possible. | | | | | | | |
| Completeness of Data –Figures for NSLP free/reduced price participation are based participation in the month of March before the summer (i.e. summer feeding participation in July 2015 is compared to NSLP free/reduced price participation in March 2015). Participation data are collected and validated monthly before being declared annual data. Figures for summer feeding participation are drawn from July data; initial reports for 2017 will be available in December 2017. | | | | | | | |
| Reliability of Data -- Participation-data reporting is used to support program financial operations. All of the data are used in published analyses, studies and reports. They also are used to support dialogue with and information requests from the Government Accountability Office, the Office of Inspector General, and the Office of Management and Budget. | | | | | | | |
| Quality of Data – As described above, the data used to develop this measure are used widely for multiple purposes, both within and outside USDA. The measure itself is reported in stand-alone publications as an important, high-quality indicator of program performance. | | | | | | | |

Analysis of Results: To reach children during the summer, FNS has made efforts to ensure access to summer meals for children through legislative, policy, research, targeting and partnership efforts. Through these efforts, 179 million meals were served at over 50,000 sites in low income areas in 2016. This represents 14 million more meals served over the 2009 levels, a 9 percent increase. This summer, USDA set a goal of sustaining Program operations by developing State agencies' capacities to continue efficient and effective administration of the SFSP. As in previous years, FNS continues to look to other Departments, including Education,

Housing and Urban Development, and Defense, to act as champions for children in summer 2017.

- Since 2013, FNS has provided targeted technical assistance to States and coordinated with State and elected leaders and partners to leverage resources and optimize outreach efforts. This target State model focused on intensive technical assistance and advanced training for State Agency staff.
- Strategies for increasing sponsor retention and other best practices were developed, promoted, and published in an online toolkit and USDA agencies and partners, such as Rural Development, Housing and Urban Development (HUD), libraries, faith based institutions, and Feed the Children, were leveraged to address rural poverty and child hunger.
- Specific issues that were targeted in these efforts included delivery of meals in rural and tribal areas, transportation to meal sites, informing low-income families about the availability of summer meals, and increasing the number of sites in underserved areas, schools, and in healthcare settings, including Women, Infants, and Children (WIC) clinics.
- In 2017, FNS broadened the State-driven strategic improvement of the summer meals program while enhancing the existing resources available to families, Program operators, and State agencies. Specifically, FNS enhanced a routing tool that allows for better delivery of meals and serves as a planning tool for efficient site monitoring. Significant efforts were made to educate providers about improving summer meal quality and integrating local foods into meals.

Over the past few years, FNS has also tested innovative ways to serve children who are difficult to reach through traditional summer meal programs including those who live in rural and tribal areas, and communities in which summer-time transportation options are limited. FNS created the Summer Electronic Benefits Transfer for Children (Summer EBT) demonstration to study the use of SNAP and WIC electronic benefits transfer (EBT) technology to provide food assistance to children during the summer by providing their families with more resources to use at retail food stores in their communities. The Summer EBT demonstration projects, through which eligible households receive an EBT card to purchase food, are a highly successful strategy for reaching substantial proportions of eligible children and significantly reducing food insecurity. The demonstration reached about 11,500 children in 2011, 61,000 in 2012, 91,000 in 2013, 17,000 in 2014, 130,000 in 2015 and 209,000 in 2016. The 2017 demonstration is projected to reach a maximum of 331,788 children. Since 2015, FNS has placed a special focus on rural projects because Summer EBT has the potential to most benefit low-income children in populations that have difficulty accessing traditional summer meal programs.

Rigorous evaluations indicate that Summer EBT is a highly effective model for addressing food insecurity among children during the summer months. Results from the evaluations indicate:

- Summer EBT reduced very low food insecurity among children, the most severe form of childhood hunger, by a third. Both the debit card and food package models performed equally well.
- Summer EBT was able to improve the diets of young, low-income Americans during the summer. Participating children in households with Summer EBT ate more fruits and

vegetables, whole grains, and dairy foods while consuming fewer sugar-sweetened beverages.

- Providing a $30 monthly benefit was as effective as a $60 monthly benefit for reducing Very Low Food Security among Children.

**Performance Measure:** Prevalence of food insecurity in households with children

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Prevalence of food insecurity in households with children | 19.5% | 19.4% | 16.6% | 16.5% | 18.5% | Not Available | Deferred |
| Allowable Data Range for Met -- The 90% confidence interval around the measure is ± 0.65 percent. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- The data comes from the annual survey conducted by the U.S. Census Bureau as a supplement to the nationally representative Current Population Survey (CPS). The data are collected annually in December. | | | | | | | |
| Completeness of Data – The CPS currently includes about 53,000 households and is representative at the State and national level of the civilian non-institutionalized U.S. population. In December 2016, 41,186 households completed the food security supplement, and data are weighted by the U.S. Census Bureau to provide the national prevalence. | | | | | | | |
| Reliability of Data -- The US Census Bureau conducted cognitive and field tests of the food security questionnaire before it was finalized and included as a supplement to the CPS in April 1995. Minor modifications were made to the format and screening procedures during the first years of administration. In 1998 the screener and format were substantially revised to reduce respondent burden and improve the quality of the data. However, the content of the 18 food security questions has remained constant. In 2003-2006 an expert panel convened by the Committee on National Statistics (CNSTAT) of the National Academy of Sciences reviewed the food security measurement methodology. This expert panel concluded that the general methodology for measuring food insecurity was appropriate. | | | | | | | |
| Quality of Data – The food security statistics are based on a nationally representative food security survey conducted as an annual supplement to the monthly CPS by the U.S. Census Bureau for the Bureau of Labor Statistics. The CPS provides data for the monthly U.S. unemployment statistics and annual income and poverty statistics | | | | | | | |

Analysis of Results: The most recent annual report, Household Food Security in the United States in 2016[14], notes that 12.3 percent or 15.6 million households were food insecure at some time during 2016.

In calendar year 2016, 16.5 percent of households with children—6.3 million households were food insecure. This prevalence is essentially unchanged from 16.6 percent in 2015. While in many of these households, children are protected from food insecurity, because adults often

[14] Coleman-Jensen, Alisha, Matthew P. Rabbit, Christian Gregory, and Anita Singh. *Household Food Security in the United States in 2016*, ERR-237, U.S. Department of Agriculture, Economic Research Service, September 2017

reduce their own food variety or intake to provide for children, in nearly 3.1 million households, one or more children were food insecure.

**Performance Measure:** Improve SNAP Payment Accuracy Rate

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Improve SNAP Payment Accuracy Rate | 96.80% | 96.34% | Not Available | Not Available | 96.34% | Not Available | Deferred |
| Allowable Data Range for Met --NA | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source -- For the FY 2017 data, the Supplemental Nutrition Assistance Program (SNAP) is using data from the Quality Control (QC) system to report SNAP improper payments and to support SNAP administration. The data is based upon a statistically valid methodology and the sampling plan has been approved by the Office of Management and Budget (OMB). The QC system uses a systematic random sampling of SNAP participants to determine a combined payment error rate for each State. The combined error rate consists of over-issuances and under-issuances of SNAP benefits. A regression formula is applied to the results of the reviews to calculate official error rates. State agencies review selected cases monthly to determine the accuracy of the eligibility and benefit-level determination. The process included a client interview and verification of all elements of eligibility and the basis of issuance. Federal reviewers validate a sample of the State's reviews by conducting a re-review. | | | | | | | |
| Completeness of Data – The FY 2017 payment error rate, including national and State level rates, will be available by June 30, 2018 | | | | | | | |
| Reliability of Data -- FNS implemented significant changes to the controls and procedures regarding the reliability of the data that will be reflected in the FY 2017 payment error rate. | | | | | | | |
| Quality of Data – As described above, the data used to develop this measure are used widely for multiple purposes, both within and outside USDA. The measure serves as an important indicator of program performance. | | | | | | | |

Analysis of Results: SNAP did not report a payment error rate due to concerns regarding the reliability of State reported data. FNS required State agencies to implement corrective actions to address deficiencies in the reporting of quality control data. FNS also implemented robust procedural changes to strengthen the controls over State error reporting. FNS expects to issue the next national and State level payment error rate by June 30, 2018.

**Performance Measure:** SNAP benefits redeemed at farmers markets and direct marketing farmers annually. (Millions)

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| SNAP benefits redeemed at farmers markets and direct marketing farmers annually. (Millions) | $17.4 | $18.8 | $19.4 | $20.2 | $20.0 | Not Available | Deferred |
| Allowable Data Range for Met -- The target amount was selected based on previous annual changes in the | | | | | | | |

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| amount of SNAP benefits redeemed at farmers' markets, and inferences regarding the likely decrease for FY 2017 due to improving economic conditions and a decrease in overall SNAP enrollment. |
| Data Assessment of Performance Measure |
| Data source -- The data consist of redemptions reported by benefit providers and fed into our retailer database. FNS performs quarterly searches of the database to ensure that farmers' markets and direct-marketing farmers are correctly coded in the system and to confirm that the data reported is accurate, reliable and complete. |
| Completeness of Data – This is the same data Retailer Policy and Management Division (RPMD) uses when administering this initiative. FNS performs quarterly searches of the database to ensure that farmers' markets and direct-marketing farmers are correctly coded in the system and to confirm that the data reported is complete and accurate. |
| Reliability of Data -- This is the same data RPMD uses when administering this initiative. FNS performs quarterly searches of the database to ensure that farmers' markets and direct-marketing farmers are correctly coded in the system and to confirm that the data reported is accurate and reliable. |
| Quality of Data – This is the same data RPMD uses when administering this initiative. FNS performs quarterly searches of the database to ensure that farmers' markets and direct-marketing farmers are correctly coded in the system and to confirm that the data reported is high quality. |

Analysis of Results: As of August 2017, over 7,300 farmers markets and direct-marketing farmers nationwide were authorized to process SNAP benefits in order to sell local, healthy foods to SNAP shoppers. FNS continues to bolster these numbers through outreach to the farmers' market community. In FY2017, FNS hosted three webinars for the farmers' market community to share best practices and to provide guidance and support. Nearly 400 people, including market managers, community advocates, and State partners, participated in these webinars and provided FNS with positive feedback. SNAP dollars spent on healthy foods purchased from local farmers markets and farm stands totaled over $12.8 million through the third quarter FY 2017, up from $12.3 million at this time in FY 2016. This represents a 5 percent increase from purchases for this time period, and a 9 percent increase from FY 2015.

## Marketing and Regulatory Programs

APHIS measures the cumulative number of biotechnology products deregulated based on scientific determinations that they do not pose a plant pest risk to agriculture. When biotechnology developers can provide scientific information that demonstrates their genetically engineered (GE) organism is not a risk as a plant pest, they can request APHIS to remove a GE organism from regulation. APHIS' reviews of the GE organism include analyzing current, publicly available scientific information and the technical data provided by the applicant. When considering these requests, APHIS completes a scientific plant pest risk assessment, as well as an environmental review in compliance with the National Environmental Policy Act. If APHIS determines a GE organism does not pose a plant pest risk, the Agency makes a determination of nonregulated status (deregulation), and the organism can be planted and moved domestically without APHIS' oversight.

Prior to 2012, the review process took between 3 to 5 years to complete, which resulted in more than 20 pending petitions at any given time. Between 2011 and 2012, APHIS identified and implemented innovative ways to improve the biotechnology petition process to significantly decrease the length and variability of the review process without compromising the quality of the decision-making. These improvements include: process streamlining, timeline standardization,

implementation of new management and tracking tools, and enhanced use of public input in the process. As a result of these actions, APHIS has reduced the time required to complete the analyses for the deregulations significantly and has exceeded targets for the number of deregulations for the past 5 years.

**Performance Measure:** Cumulative number of biotechnology products deregulated by USDA based on scientific determinations that they do not pose a plant risk to agriculture

| **Annual Performance Indicator and Trends** | **Actual** | | | | **Target** | **Actual** | **Result** |
|---|---|---|---|---|---|---|---|
| | **2013** | **2014** | **2015** | **2016** | **2017** | | |
| Cumulative number of biotechnology products deregulated by USDA based on scientific determinations that they do not pose a plant risk to agriculture | 102 | 109 | 117 | 124 | 127 | 127 | Met |
| Allowable Data Range for Met: Exceeded Target is if Actual > 127; Met Target is if Actual = 127; Unmet Target is if Actual < 126 | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data Source – USDA publishes a notice announcing its determination of nonregulated status in the *Federal Register.* APHIS also maintains a table of the petitions on the Agency's website. | | | | | | | |
| Completeness of Data - USDA publishes a *Federal Register* notice announcing its determination of nonregulated status for a GE organism, after its review and determination that the organism is safe for use in the environment. USDA maintains a website that is updated with the latest information reflected in the *Federal Register*. This data is complete. | | | | | | | |
| Reliability of Data - During the petition process, there are two opportunities for public involvement – once when the petition is complete through the *Federal Register* process and a second time after the associated environmental documents and plant pest risk documents are developed and published in the *Federal Register*. If the Department determines nonregulated status for the GE organism, the information is published in the *Federal Register* or shared on the website to ensure transparency of regulatory decision-making. APHIS closely tracks the publication of determinations in the *Federal Register* to ensure that we are correctly reporting an accurate count. The number of determinations is published on the APHIS website and available for others to verify. The APHIS website correlates to the *Federal Register* publications and serves as a consolidated reference and a cross-check for determination status and counting purposes. This data is reliable. | | | | | | | |
| Quality of Data – This data is used by internal managers and external stakeholders as authoritative sources of information. For each petition submitted, USDA conducts a thorough scientific analysis to determine whether the GE organism poses a plant pest risk. USDA also prepares additional environmental analyses to evaluate the possible impacts of the GE organism on the human environment. This is quality data. | | | | | | | |

Analysis of Results: In FY 2017, APHIS reviewed and deregulated three petitions: two lines of GE potato, canola, and creeping bentgrass. The Agency met its anticipated goal of cumulatively completing the deregulation of 127 petitions by the end of the fiscal year. APHIS completed a determination of petitions that do not require an EIS in an average of 287 days, reducing the time by 66 days (from an average of 353 days in FY 2016). APHIS completed the EIS petition in 449 days. APHIS provided the public with opportunities to review and comment on both the petition request and the scientific assessment of the GE organisms in the *Federal Register*.

## Natural Resources and Environment

**Performance Measure:** Annual acres of public and private forest lands restored or enhanced (millions of acres)

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Annual acres of public and private forest lands restored or enhanced (millions of acres) | 2.53 | 2.91 | 3.10 | 3.21 | 2.90 | 3.26 | Exceeded |
| Allowable Data Range for Met: Target is considered met if actual is within 10 percent of target. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source: Forest Service Activity Tracking System (FACTS) and the Watershed Improvement Tracking (WIT) system. | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | |
| Reliability of Data: The data for programs contributing to restoration treatments are reliable and of good quality. It is provided by Forest Service field units in several source reporting data systems. | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | |

Analysis of Results: The Forest Service exceeded its annual target for acres treated to restore watershed function and resilience in FY 2017.

**Performance Measure:** Acres of wildland-urban interface hazardous fuels treated to reduce the risk of catastrophic wildfire (millions of acres)

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Acres of wildland-urban interface hazardous fuels treated to reduce the risk of catastrophic wildfire (millions of acres) | 1.74 | 1.73 | 1.58 | 2.02 | 1.80 | 1.59 | Unmet |
| Allowable Data Range for Met: Target is considered met if actual is within 10 percent of target. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data source: Forest Service Activity Tracking System (FACTS) and the National Fire Plan Operations Reporting System (NFPORS) for accomplishments from State fire assistance funding. | | | | | | | |
| Completeness of Data: Forest Service business rules allow field units to enter accomplishment data for 30 days after the close of the fiscal year. The data is then certified at the Regional and National level and is considered complete. Values shown for FY 2017 include final, complete results. | | | | | | | |
| Reliability of Data: The data for programs contributing to the acreage treated to reduce wildfire risk is provided by Forest Service field units and partners in several source reporting data systems, and is considered reliable. | | | | | | | |
| Quality of Data: Data quality assurance processes are in place and data quality is considered good. | | | | | | | |

Analysis of Results: The Forest Service did not meet the target for acres treated in the wildland-urban interface in FY 2017. Wildland-urban interface fuels treatments are fragmented and experience high costs per acre which limits the ability to lower risk near communities. Development in the wildland-urban interface exacerbates this problem.

Actions for Unmet Measures

We will continue to work with States and local partners to leverage resources to lower risk and reduce hazardous fuels.

## Rural Development

**Performance Measure:** Population receiving new or improved service from agency-funded water and wastewater facilities or projects. (Millions)

| Annual Performance Goals, Indicators, and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Population receiving new or improved service from agency-funded water and wastewater facilities or projects. (millions) | 1.8 | 2.2 | 2.4 | 2.2 | 1.7 | 2.5 | Exceeded |
| Allowable Data Range for Met - Annual targets for this measure are based on historical activity and are adjusted according to the program level received each fiscal year. The allowable data range for "met" will be used to determine one of the following three results:<br>• Exceeded target - > 105 percent<br>• Met target - ≥ 95 percent and ≤ 105 percent<br>• Unmet target - < 95 percent | | | | | | | |
| Assessment of Performance Data | | | | | | | |
| Data Source – Loan and grant applications, Commercial Programs Application Processing (CPAP), and census information. | | | | | | | |
| Completeness of Data – The data is obtained from the approved loan and grant applications and from information inputted into CPAP. It is also verified in the most recent census information. In addition, CPAP has an automated check system when the population appears to be out of range for the system and requires the state office to validate before the project can be marked ready to obligate. | | | | | | | |
| Reliability of Data - Based on information in CPAP, the population receiving new or improved water or wastewater service can be extrapolated from the data warehouse. The Water and Environmental Programs national office and USDA field offices use data from CPAP, the data warehouse, and Department accounting systems to review or evaluate the financial, operational, and managerial programs of the utilities serving rural customers. | | | | | | | |
| Quality of Data – The data includes the population being served by the project and is validated by the approved application and checked against the most recent census data. The Agency does not believe any additional compensations are required for this measure and the underlying data. | | | | | | | |

Analysis of Results: USDA exceeded the target for this performance measure. Communities awarded loans and grants had an average population of 2,681 residents. Priority was given to communities with populations of 5,500 or fewer.

USDA continued to make efficient use of budget authority (BA) and loan levels appropriated to its Water program, by spending 100 percent of the 2017 appropriated BA. The program took $561 million in budget authority appropriated to the agency and nearly quadrupled it by obligating more than $1.9 billion in assistance to rural America. In comparison to 2016, WEP increased its total obligations by eight percent and provided new and improved services to 10.8 percent more rural residents.

**Performance Measure:** Number of jobs created or saved through USDA financing of businesses

| Annual Performance Goals, Indicators, and Trends | Actual | | | | Target | Actual | Result |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Number of jobs created or saved through USDA financing of businesses** | 44,419 | 41,202 | 52,697 | 50,175 | 39,764 | 41,765 | Met |
| Allowable Data Range for Met: The tolerance range for the measure to be "met" is 5 percent. Jobs data are projected based on historic results. The number of jobs created/saved by each project is gathered when projects are obligated in the Guaranteed Loan System (GLS) data warehouse. Final job counts are verified later in the life of the project upon closing the loan and grant.<br>**The programs summarized in the table include: B&I, RBDG, Delta regional grants, Appalachian regional commission, HFFI, IRP, RMAP, REDLG, and all Cooperative Program grants. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Date Source – Grantees and lenders will verify and report the performance measures as required by the specific RBS program and data will be recorded in GLS. All jobs created must be directly related to the project funded or financed by RBS programs. It is imperative that when reviewing the estimated numbers of jobs, the jobs are not indirect jobs created or saved and can be verified by RBS agency staff. | | | | | | | |
| Completeness of Data — Business program data are considered final and complete. | | | | | | | |
| Reliability of Data — Data for jobs created or saved are obtained by State office staff from borrowers and lenders. They are entered into the GLS when obligations are recorded. Overall, the data on jobs created and saved are reliable. | | | | | | | |
| Quality of Data — While the quality of the data on jobs created and saved is satisfactory, USDA seeks to improve the data quality, and, as previously mentioned, is refining the policy for how jobs created and saved are counted. The new policy will provide the States with definitive guidance that will increase consistency of the data. For example, the policy provides specific direction on how to quantify jobs. | | | | | | | |

**Performance Measure:** Homeownership Opportunities Provided

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Results |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Total Loans | 170,055 | 146,388 | 141,314 | 123,817 | 173,678 | 141,258 | Met |
| Allowable Data Range for Met - Historically, the number of homes financed by the guaranteed and direct SFH programs varied. The allowable data range for this measure to be considered "Met" is +/- 25 percent. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data Source – Direct Program: Dedicated Loan Origination and Servicing (DLOS), UniFi, and MortgageServ; Guaranteed Program: Guaranteed Underwriting System (GUS), GLS. | | | | | | | |
| Completeness of Data – Homeownership data is complete and final. For the SFH direct program, homeowner-ship data is entered in the web-based DLOS system. This centralized server application ensures viable data collection. DLOS tracks performance and can be used to forecast needs. Information is entered into UniFi and uploaded daily into the MortgageServ System which obligates, funds, establishes closed loans, administers escrow accounts, and performs other administrative functions. Hyperion, a query and reporting tool, serves as the interface between the Data Warehouse and USDA staff. For the SFH guaranteed program, data is entered either by lenders through GUS, which interfaces with GLS, or is manually keyed into GLS by RHS field staff from origination documents prepared by the lender. | | | | | | | |
| Reliability of Data – Homeownership data originates in systems used to obligate funding and is reliable. Data for initial placement of households into their own home is reliable. This data is linked directly to homeownership | | | | | | | |

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| loans maintained in USDA's financial accounting systems. No adjustments are made for later defaults and the resulting loss of homeownership. Totals are validated using 205 financial reports prepared by the National Financial and Accounting Operations Center. |
| Quality of Data – Homeownership data is based on loan obligations collected in DLOS, and stored in USDA's Data Warehouse. Thus, the data on the number of households is auditable. Data represents the population served based on the available U.S. Census Data. |

Analysis of Results: Performance targets for the Section 502 Direct and Guaranteed Loan programs were met in FY 2017, providing critically needed affordable housing in rural communities throughout the Nation. Quarterly demand for program mortgage loans was highest in the final quarter of the year, and contributed to a 14.1 percent year-over-year increase in the number of homeownership opportunities provided by the programs. In absolute terms, the lion's share of the gain was generated by the larger section 502 guaranteed program. More robust program outreach in rural communities, coupled with both heightened interest in refinance loans and a reduction in program fees, was largely responsible for the increased program demand. Funding for the SFH Direct program, which introduced new technology to streamline program delivery, utilized its entire appropriation in FY 2017, including a $100 million increase in program level funding signed into law on May 5.

**Performance Measure:** Percentage of rural residents who are provided access to new or improved essential community facilities

| Annual Performance Indicators and Trends | Actual | | | | Target | Actual | Results |
|---|---|---|---|---|---|---|---|
| | 2013 | 2014 | 2015 | 2016 | 2017 | | |
| Education | 9.3 | 6.2 | 7.9 | 4.5 | 5.0 | 12.63 | Exceeded |
| Allowable Data Range for Met - Given the range of eligible CF project types and the varying service area to be expected for each, developing a rationale is difficult. Results within 0.2 points on either side of the target will be considered to "meet" the goal. | | | | | | | |
| Data Assessment of Performance Measure | | | | | | | |
| Data Source - Field staff uses information applications received to input data into the population served field in the Commercial Programs Application Processing (CPAP) and/or Guaranteed Loan System (GLS). CF National Office staff generates weekly reports to track and analyze performance targets using queries from the Data Warehouse. Finally, completed reports are reconciled with the data within the Program Fund Control System. | | | | | | | |
| Completeness of Data – Applications received from applicants at the State level are considered final and complete. | | | | | | | |
| Reliability of Data – Data collected from CPAP and the Data Warehouse is considered reliable. | | | | | | | |
| Quality of Data – CF uses a number of processes and controls to ensure data quality and validity. In the field, managers, supervisors and staff are responsible for reviewing the completeness and accuracy of loan application data submitted by applicants. | | | | | | | |