

FY 2023

PERFORMANCE PLAN

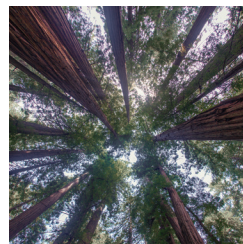


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About the U.S. Department of Agriculture

On May 15, 1862, President Abraham Lincoln signed legislation to establish the United States Department of Agriculture (USDA or the Department). Two and a half years later in his final message to Congress, Lincoln called USDA “the People’s Department.” At that time, about half of all Americans lived on farms, compared with about two percent today. But through our work on food, agriculture, economic development, science, natural resource conservation, and a host of other issues, USDA continues to fulfill Lincoln's vision – serving millions of Americans every day. The agriculture and food industry contributes \$1.1 trillion to the U.S. domestic product and represents nearly 11% of total U.S. employment. Further, USDA over the years has gained more authorities to expand its support not only in agriculture but the support infrastructure that give all producers better access to market and its surrounding communities and natural resources to also thrive.

Mission, Vision, and Core Values

USDA Mission: To serve all Americans by providing effective, innovative, science-based public policy leadership in agriculture, food and nutrition, natural resource protection and management, rural development, and related issues with a commitment to deliverable equitable and climate-smart opportunities that inspire and help America thrive.

USDA Vision: An equitable and climate-smart food and agriculture economy that protects and improves the health, nutrition, and quality of life of all Americans; yields healthy land, forests, and clean water; helps rural America thrive; and feeds the world.

USDA Core Values

- *Respect and Dignity:* We treat all people with courtesy and respect, and we value the inherent dignity of every individual.
- *Equity and Inclusion:* We seek to end discrimination in all forms, wherever it exists, and expand services and opportunities to underserved people and communities across America, starting with our workforce.
- *Trust and Integrity:* We act in a manner that is deserving of the public’s trust and with the utmost integrity in everything we do as public servants.
- *Service and Results:* We listen to our internal and external customers and actively incorporate their ideas on how to best reach our diverse customers and deliver service that significantly and positively impacts the lives of all Americans.
- *Science Leadership:* We base our decisions and policy on science and data that are reliable, timely, relevant, and free from political interference.

Cross-Agency Collaboration and Partnerships

USDA is committed, to improving the services we provide to better meet the needs of our customers, while ensuring we are taking the steps necessary to anticipate and meet future demands. To meet this commitment, USDA established partnerships and collaborations throughout the Department that focused on improving customer experience and capitalize on our long and distinguished history of moving science into practice to better meet the needs of our customers and the public.

Introduction

This publication summarizes plans for fiscal year (FY) 2022 Performance for the U.S. Department of Agriculture (USDA or the Department). The performance tables throughout this document, unless otherwise noted, show baselines and target levels for FYs 2021 and 2022. Performance goals reflect performance levels at ongoing funding levels and do not include the effect of supplemental appropriations. Performance target levels are estimates and subject to change.

In accordance with the Government Performance and Results Act of 1993, as amended by the GPRA Modernization Act of 2010 (GPRAMA), USDA is pleased to present the Fiscal Year (FY) 2023 Annual Performance Plan. The Annual Performance Plan provides an overview of the Department’s strategic goals and objectives included in the FY 2022 – 2026 Strategic Plan and the performance goals and indicators associated with those goals and objectives. A limited number of these performance goals are designated as Agency Priority Goals (APGs).

The Office of Budget and Program Analysis leads the Department in Performance, Evaluation, Evidence, and Risk Management and chairs the USDA Performance, Evaluation, Evidence Committee and the Enterprise Risk Management Committee. All Mission Areas and Departmental Administration are represented in both committees, which are comprised of individuals from different backgrounds throughout USDA, as well as key evaluation partners, the Chief Data Officer, and the Statistical Official. These different perspectives and expertise facilitate buy-in across the Department, augment technical expertise, and create a greater diversity of perspectives. Partnership with the Chief Data Officer and Statistical Official provides greater insight and advisement on data access, data quality and statistical methods.

The data collected and used by the Department to measure performance uses a standardized methodology. This methodology has been vetted by federally employed scientists and policymakers, and, ultimately, the leadership and Undersecretaries of each respective mission area. All attest to the completeness, reliability, and quality of the data. The following terms are fundamental to the FY 2023 Annual Performance Plan:

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

FY 2022 – 2026 Strategic Goals and Objectives

The USDA FY 2022 – 2026 Strategic Plan will guide the work of USDA over the next four years to ensure that the Department’s efforts best serve the American public. As part of our vision to make USDA the most efficient, most effective, and most customer-focused department in the Federal government, the Department has established six strategic goals for FYs 2022 to 2026. These strategic goals outline key priorities and strategies and the objectives the Department will use to achieve them.

Strategic Goal 1: Combat Climate Change to Support America’s Working Lands, Natural Resources, and Communities

- Objective 1.1** Use Climate-Smart Management and Sound Science to Enhance the Health and Productivity of Agricultural Lands
- Objective 1.2** Lead Efforts to Adapt to the Consequences of Climate Change in Agriculture and Forestry
- Objective 1.3** Restore, Protect, and Conserve Watersheds to Ensure Clean, Abundant, and Continuous Provision of Water Resources
- Objective 1.4** Increase Carbon Sequestration, Reduce Greenhouse Gas Emissions, and Create Economic Opportunities (and Develop Low-Carbon Energy Solutions)

Strategic Goal 2: Ensure America’s Agricultural System is Equitable, Resilient, and Prosperous

- Objective 2.1** Protect Plant and Animal Health by Minimizing Major Diseases, Pests, and Wildlife Conflicts
- Objective 2.2** Build Resilient Food Systems, Infrastructure, and Supply Chain
- Objective 2.3** Foster Agricultural Innovation

Strategic Goal 3: Foster an Equitable and Competitive Marketplace for All Agricultural Producers

- Objective 3.1** Foster Sustainable Economic Growth by Promoting Innovation, Building Resilience to Climate Change, and Expanding Renewable Energy
- Objective 3.2** Expand Markets for Emerging Technologies, Sustainable Products, and Novel Products
- Objective 3.3** Expand All Producers’ Access to Global Markets Through Negotiation and Enforcement of Trade Agreements

Strategic Goal 4: Make Safe, Nutritious Food Available to All Americans

- Objective 4.1** Increase Food Security Through Assistance and Access to Nutritious and Affordable Food

Objective 4.2 Encourage Healthy Dietary Choices Through Data-Driven, Flexible, Customer-Focused Approaches

Objective 4.3 Prevent Foodborne Illness and Protect Public Health

Strategic Goal 5: Expand Opportunities for Economic Development and Improve Quality of Life in Rural and Tribal Communities

Objective 5.1 Improve Rural and Tribal Community Infrastructure, Including Affordable E-Connectivity, Cornerstone Community Facilities, Sustainable and Reliable Power, and Clean and Safe Water and Sewer Systems

Objective 5.2 Boost the Financial Security of Rural and Tribal Communities Through Access to Affordable Housing

Objective 5.3 Increase Capacity, Sustainability, and Economic Vitality in Rural and Tribal Communities

Objective 5.4 Promote Environmental Justice by Maximizing Sustainable and Green Economic Development in Rural and Tribal Communities

Strategic Goal 6: Attract, Inspire, and Retain an Engaged and Motivated Workforce that’s Proud to Represent USDA

Objective 6.1 Foster a Culture of Civil Rights, Diversity, Equity, Inclusion, Accessibility, Transparency, and Accountability

Objective 6.2 Establish a Customer-Centric, Inclusive, High-Performing Workforce that is Representative of America and the Communities We Serve

Objective 6.3 Promote USDA Operational Excellence Through Better Use of Technology and Shared Solutions

Agency Priority Goals

USDA has identified three APGs for the FY 2022 – 2023 cycle:

Ensure all Americans have reliable access to high-speed, affordable broadband: By September 30, 2023, the Departments of Agriculture and Commerce will expand affordable and reliable access to broadband service by funding projects, which, when completed, will provide at least 550,000 households with reliable and affordable access to high quality internet service. This will be achieved through investment in broadband infrastructure and related activities, accompanied by outreach and technical assistance, in coordination with applicable Federal agencies, to promote American household accessibility to affordable, reliable, high-speed internet service.

Enhance customer experience and improve trust: Enhance the customer experience of USDA’s high impact services by listening and learning to USDA’s diverse customer base – including farmers, scientists, children, families, ranchers, foresters, and state governments – to create a consistent and comprehensive Department wide view of the public’s trust. By September 2023, USDA will equip

the High Impact Service Providers and their workforce with the resources necessary to establish innovative and human-centered solutions.

Monitor Antimicrobial Resistance in Animal Health Pathogens through the National Animal Health Laboratory Network: Establish a surveillance program within the National Animal Health Laboratory Network to monitor antimicrobial resistance profiles in animal pathogen to enhance the Nation’s early detection of, response to, and recovery from animal health emergencies. By September 2023, USDA will establish a long-term antimicrobial resistance surveillance program with at least 30 laboratories participating annually.

Cross-Agency Priority Goals

GPRAMA requires Cross-Agency Priority Goals to be addressed in the Annual Performance Report. Please refer to <https://www.performance.gov> for the Department’s contributions and progress toward those goals, where applicable.

Lower-Priority Program Activities

The President’s Budget identifies lower-priority program activities where applicable, as required under GPRAMA. The public can access the volume at <https://www.whitehouse.gov/omb/budget>.

Goal 1: Combat Climate Change to Support America’s Working Lands, Natural Resources and Communities

Climate change poses a significant risk to agriculture, forests, and grasslands across the United States and the communities that support and depend on them. Now is the time to act. Our agricultural lands, National forests, and private working lands require conservation and restoration efforts to strengthen their resilience to drought, invasive species, and wildfire. The Department must lead with investments in science, research, and climate-smart solutions. These investments will mitigate the impacts of climate change, increase adaptation to climate change, generate new income opportunities, and build generational wealth in disadvantaged communities.

Agriculture can lead the fight against climate change through climate-smart agriculture, forestry, and renewable energy practices that sequester carbon, reduce emissions, improve adaptation, and provide new market opportunities for all producers. USDA is working to develop and implement a comprehensive, climate-smart strategy centered on voluntary incentives and meeting the needs of diverse producers, landowners, and communities. Our approach includes significant investments in resources for all producers and landowners and provides a host of new tools to deploy important conservation practices and the research essential to inform them.

Objective 1.1: Use Climate-Smart Management and Sound Science to Enhance the Health and Productivity of Agricultural Lands

USDA is developing and implementing a comprehensive strategy to incentivize climate-smart decision-making by all agricultural and forest producers, landowners, and communities. The Department will build on its progress to integrate climate change adaptation and mitigation into programs and services as we work to support farmers; ranchers; forest landowners; partners; and urban, rural, and Tribal communities in tackling climate change. By increasing the sustainability of our forests, rangelands, and crop and livestock systems through the deployment of climate-smart and environmentally smart management, we will see improvements in the condition of these resources, the development of healthy ecosystems, and vibrant, resilient communities.

NATURAL RESOURCES CONSERVATION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Soil Health Management System	Cropland with Applied Soil Health Management System Practices (Thousands of Acres)	225	225	225
Soil Quality – Environmental Quality Incentives Program	Cropland on Which at Least One Conservation Practice was Applied to Improve Soil Quality Under the Environmental Quality Incentives Program (Millions of Acres)	3.4	3.4	3.4
Soil Quality Conservation Technical Assistance	Cropland with Conservation Applied to Improve Soil Quality through Conservation Technical Assistance (Millions of Acres)	6	6	6

Conservation Easements	Working Lands Protected by Conservation Easements (Thousands of Acres)	163	163	163
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Plans for Progress

The Natural Resources Conservation Service (NRCS) will link and address rural, Tribal, and urban community resource concerns and focus resources on the most critical areas of need to maximize conservation impact and allow all producers to be natural resource stewards.

Soil Health Management System: This performance indicator measures the sum of units of cropland that have the minimum required conservation practice standards for soil health management treatment applied with conservation program assistance during the fiscal year. The required minimum practices are cover crops, reduced or no-till, and conservation crop rotations.

Soil Quality – [Environmental Quality Incentives Program](#): Data for this performance indicator come from the National Practices Applied Database. NRCS uses this indicator as a National-level indicator of the Agency’s work on soil quality.

Soil Quality – Conservation Technical Assistance: This performance indicator and target are being re-evaluated by leadership and subject matter experts. The FY 2021 target was not achieved primarily due to the implementation of the new Conservation Assessment and Ranking Tool, resulting in fewer unfunded practices being implemented through Conservation Technical Assistance and, as a result, fewer acres being reported under this performance indicator.

Conservation Easements: The Data Services Branch of the Easement Programs Division provided easement numbers. This performance indicator reflects the total acres within easements that have a closing date within the fiscal year. Large acreage easements take more time to prepare and close; therefore, most conservation easements acreage is recorded in the third and fourth quarters of the year. There is less acreage than in previous years, possibly due to the effects of COVID-19 on the previous fiscal year.

FARM SERVICE AGENCY

		Baseline	FY 22 Target	FY 23 Target
Conservation Reserve Program Enrollment	Acreage Enrolled in Conservation Reserve Program Riparian and Grass Buffers (Millions of Acres)	1.46	1.56	1.61

Plans for Progress

The Farm Service Agency (FSA) will support the Department’s climate objectives by removing land from annual production and establishing conservation cover for, at a minimum, the life of the contract. In general, [Conservation Reserve Program](#) practices increase carbon sequestration, reduce greenhouse gas emissions, and otherwise are climate-smart practices. By enrolling more acreage in the program, FSA further protects and improves water quality, which builds agricultural resiliency.

FOREST SERVICE

		Baseline	FY 22 Target	FY 23 Target
Terrestrial Condition Assessment	Percentage of National Forest System Landscape Ecosystems Improved, Maintained, or Covered Due to Management Actions	33%	35%	38%

Plans for Progress

The Forest Service recognizes the benefits of productive and resilient landscapes and their enduring role in the sustainable management of critical fire-prone ecosystems and vulnerable municipal watersheds. The increased level of fire and fuels management activities planned for FY 2023 will restore and maintain conditions conducive to more natural and manageable fire behavior, while simultaneously improving the integrity and sustainability of landscape ecosystems. Forest and range management activities will improve landscape sustainability by restoring natural, well-adapted plant communities and improving soil conditions in the face of drought. Optimal performance and outcomes will require comprehensive strategic and tactical planning, as well as enhanced on-the-ground capacity.

Management activities can contribute to the health and integrity of landscape ecosystems. The Terrestrial Condition Assessment performance indicator provides a yearly measure of ecological outcomes. Performance measured by this indicator improves with implementation and completion of effective management activities of sufficient size and distribution concentrated on targeted landscape ecosystems defined by the Terrestrial Condition Assessment.

OFFICE OF THE CHIEF ECONOMIST

		Baseline	FY 22 Target	FY 23 Target
Climate Outreach and Education	Number of Stakeholders Supported through Climate Hubs Capacity-Building Activities	24,773	2.5% increase	5% increase

N/A: Not available

Plans for Progress

The USDA [Climate Hubs](#) are a unique cross-Agency program that connects climate science to management, linking USDA’s research and program Agencies to enhance climate-smart management with science-based information and technologies. The Hubs leverage USDA’s investments and promote climate-smart practices among the Department’s customers and stakeholders through innovative outreach and extension efforts. The Office of the Chief Economist hosts the Climate Hubs Executive Secretariat and will coordinate with the USDA Agricultural Research Service, Forest Service, and NRCS to fully support this objective through stakeholder engagement, outreach, and education.

Objective 1.2: Lead Efforts to Adapt to the Consequences of Climate Change in Agriculture and Forestry

All farmers, ranchers, and forest landowners are on the front lines of climate change, facing changes in temperature and precipitation patterns and more frequent and intense events such as floods, drought, hurricanes, and wildfires. More than ever, their planning efforts and decision-making need to account for the impacts of climate change. Climate adaptation on the part of USDA will ensure that climate change thinking is integrated throughout USDA’s mission, programs, operations, and management. USDA will continue to be a leader in the delivery of climate-smart science, research, and conservation practices, including through the USDA [Climate Hubs](#).

USDA manages about 20% of the Nation’s forests and nearly 10% of the Nation’s rangelands. These forests and grasslands are essential to the environmental, economic, and social well-being of the country. However, these lands are suffering increasingly adverse impacts from severe wildfires, insect and disease infestations, human influences, and extreme weather events, inhibiting their ability to provide and sustain critical natural resources and recreation opportunities for the public. USDA’s ongoing objective is to improve forest and grassland conditions to make them more resilient to extreme events; share stewardship responsibilities with neighboring private landowners, Tribes, and governments; be responsive to public needs; and ensure they are sustainable, healthy, and productive so future generations can continue to use and enjoy them.

FOREST SERVICE

		Baseline	FY 22 Target	FY 23 Target
Forest Legacy Program	Private Forest Acres Protected Through the Forest Legacy Program	69,000	69,000	64,000
Wildfire Risk Reduction	Number of High-Priority Areas Where Treatments Have Occurred to Reduce Wildfire Risk to Communities (Number of Firesheds Annually)*	0	3	3
Hazardous Fuels Reduction	Acreage Treated to Reduce or Maintain Fuel Conditions on National Forest System and Non-Federal Lands (Million Acres, Annually)	3.6	3.7	3.8
Final Acreage Treatment	Acreage of National Forest System Lands Where Final Treatment Effectively Mitigates Wildfire Risk (Million Acres, Annually)	1.2	1.4	1.6
Timber Volume	Timber Volume Sold (Billion Board Feet)	2.8	3.4	3.4

* *Fireshed is a term similar to watershed. It refers to a geographic region with a similar risk of wildfire to adjacent communities. Reducing hazardous fuels within parts of the fireshed may reduce the overall risk to the adjacent community.*

Plans for Progress

The Forest Service uses several programs to treat hazardous fuels on Federal lands and across boundaries on State lands, address the effects of climate change, and promote economic opportunities through timber sales. The Agency's accomplishments towards treating hazardous fuels and conserving environmentally important forests continue to progress; with near-term increase in pace and scale made possible with funds provided by the Bipartisan Infrastructure Law. The Agency continues to follow COVID-19 protocols to ensure employee, partner, and contractor safety while allowing work to continue on the ground.

Forest Legacy Program: To address the effects of climate change, the [Forest Legacy Program](#) prioritizes projects for funding that contain attributes such as landscape connectivity, forest health, soil productivity, water resources, and wildlife habitats that mitigate and build resilience to climate change. In FY 2023, the Agency projects that the Forest Legacy Program will permanently conserve 64,000 acres of environmentally important forests.

Wildfire Risk Reduction: Using the Agency's budget allocation, the Forest Service will demonstrate that it is treating within identified priority firesheds. In FY 2022, the Forest Service will use the spatial data from all hazardous fuels treatments to identify the number of acres treated and which priority firesheds are treated. The Agency will work to treat three firesheds to a level that will reduce wildfire risk to communities.

Hazardous Fuel Reduction: The Forest Service continues to treat hazardous fuels on Federal lands and across boundaries on State lands with an ambitious target for this indicator at the upper range of the Agency's capacity to complete. Agency scientists continue to conduct research and refine science-based decision support tools to inform choices about hazardous fuel treatment locations that will maximize wildfire risk reduction.

Final Acreage Treatment: The Forest Service continues to complete hazardous fuels treatments that will mitigate wildfire risk on identified acres. This accomplishment reflects tremendous effort, as most landscapes require multiple treatments to reach the desired condition where wildfire risk is reduced. The target for this indicator is at the upper range of the Agency's capacity to complete.

Timber Volume: The Forest Service is aligning the FY 2023 target for this indicator of 3.4 billion board feet to better deliver timber output while also meeting additional objectives. This is a reduction from the target stated in the [FY 2022 Annual Performance Plan](#) of four billion board feet; however, at the current pace, a reduced target is more realistic and allows the Agency to focus on areas in the country conducting restoration, rehabilitation, reforestation, and inventory activities on landscapes impacted by the 2021 wildfires. Increased funding in FY 2022 will drive more integration with the hazardous fuels program, allowing the Agency to manage the treatment of forest resources better. The Forest Service will continue to follow COVID-19 protocols to ensure employee, partner, and contractor safety while allowing for continued timber sale preparation. The Agency will also continue its efforts to identify reasons for and solutions to issues around timber sale no-bids.

Objective 1.3: Restore, Protect, and Conserve Watersheds to Ensure Clean, Abundant, and Continuous Provision of Water Resources

The Nation's forests and grasslands that provide clean and available water are a fundamental part of the American landscape and legacy that the Forest Service holds in trust for future and present

generations. These lands, along with the millions of acres of well-managed, privately held forests and grasslands, provide clean air and water, forest and rangeland products, mineral and energy resources, jobs, and quality habitat for fish and wildlife. Productive agricultural landscapes, including clean and available water, healthy wetlands, streams and rivers, and abundant fish and wildlife, underlie robust tourism and recreational activities.

NATURAL RESOURCES CONSERVATION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Cropland Sediment	Tons of Sediment Prevented from Leaving Cropland and Entering Water Bodies (Million Tons)	6	6	6

Plans for Progress

The Conservation Effects Assessment Lab provides data from the National Practices Applied Database for this performance indicator. Progress for sediment retained exceeds expectations for this indicator.

FARM SERVICE AGENCY

		Baseline	FY 22 Target	FY 23 Target
Grassed Waterways Acres	Total National Acres in Grassed Waterways (Millions of Acres)	0.11	0.11	0.12
Contour Grass Strips Acres	Total National Acres in Contour Grass Strips, Contour Grass Strips in Terraces, and Prairie Strips (Millions of Acres)	0.062	0.062	0.073
Wetland Acreage	Acreage of Restored Wetlands (Millions of Acres)	2.34	2.64	2.76

Plans for Progress

FSA supports the Department’s climate objectives by removing land from annual production and establishing conservation cover for, at a minimum, the life of the contract. In general, Conservation Reserve Program practices increase carbon sequestration, reduce greenhouse gas emissions, and otherwise are climate-smart practices. By increase the number of acres in grassed waterways, contour grass strips, and wetlands, FSA further protects and improves water quality, which builds agricultural resiliency.

FOREST SERVICE

		Baseline	FY 22 Target	FY 23 Target
Watershed Restoration	Number of Watersheds Moved to Improved Condition Class or Sustained in Condition Class 1	12	15	16

Plans for Progress

Watersheds on the National forests and grasslands collect, filter, and convey abundant and high-quality water for aquatic habitats and community use. Assessments of National forest and grassland watershed conditions rate 47% as either “functioning at risk” or “impaired function.” To improve watershed conditions and increase climate change resiliency, these watersheds require substantial restoration work in areas of aquatic and riparian enhancement, hazardous fuels reduction, range and forest vegetation improvement, recreation and trails improvement, road decommissioning and improvement, and soils enhancement. Using a mix of funding, the Forest Service will complete essential projects outlined in the [Watershed Condition Framework Watershed Restoration Action Plans](#) to move 54% of National Forest System watersheds to a “functioning properly” condition by 2026.

Forest Service units will complete essential Watershed Restoration Action Plan projects to move watersheds to an improved condition or maintain in Condition Class 1. Units will accomplish this important work using base-level funding and appropriate markups. Increased funding will enable the Agency to plan and implement additional essential projects, resulting in an increased number of watersheds rated as “functioning properly.”

Objective 1.4: Increase Carbon Sequestration, Reduce Greenhouse Gas Emissions, and Create Economic Opportunities (and Develop Low-Carbon Energy Solutions)

The Biden-Harris Administration has called for a whole-of-government approach to achieving net-zero greenhouse gas emissions by 2050, and USDA has a critical role to play to avoid the worst impacts of climate change. The Department will leverage its partnerships with agriculture, forestry, rural communities, Tribes, cooperatives, and businesses to reduce greenhouse gas emissions in agriculture, sequester forest carbon, decarbonize rural electricity, and invest in renewable fuels production and renewable electricity generation.

Based on the best available science and strategies, increasing carbon sequestration and reducing greenhouse gas emissions will contribute to a lower National emissions footprint. USDA will continue to analyze the economic costs and benefits of these conservation practices during implementation.

NATURAL RESOURCES CONSERVATION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Contract Implementation Ratio	Percentage of Items in a Contract that are Certified During the Life of a Contract	87%	87%	87%
Practice Implementation Rate	Percentage of Timeliness of Practice Certifications or Timely Modification of Past Scheduled Practices to Reflect a New Future Schedule Date	53%	53%	53%

Plans for Progress

Contract Implementation Ratio: A contract implementation ratio is the percentage of items in a contract that are certified during the life of the contract. The ratio is computed for each individual contract as the percentage of practices applied out of total practices agreed to upon obligation. The ratio is calculated for each individual contract using the third-year contract implementation ratio. NRCS has been meeting its target of 87% for the past several years.

Practice Implementation Rate: Practice implementation rate targets are based on FY 2018 and FY 2019 data and are consistent with prior-year targets. NRCS will compile data from FY 2020 and FY 2021 to ensure stability in new methodologies before adjusting targets to reflect nominally higher outcomes present in FY 2020 data. The numerator is a count of all practices certified within the target quarter, while the denominator is a count of all practices that are expected to have been certified as of a given end of quarter.

OFFICE OF PROPERTY AND ENVIRONMENTAL MANAGEMENT

		Baseline	FY 22 Target	FY 23 Target
Greenhouse Gas Reduction	Percent Change in Scope 1 and Scope 2 Greenhouse Gas Emissions (Metric Tons of Carbon Dioxide Equivalent)*	482,097	1% decrease	1% decrease
Fleet and Inventory Reduction	Total Number of Departmental Fleet Vehicles	37,100	N/A	36,514

N/A: Not available

* Baseline and targets are preliminary and subject to change based on White House policy direction.

Plans for Progress

Greenhouse Gas Reduction: Reducing greenhouse gas emissions will be achieved through attaining the respective targets requested for energy efficiency, renewable energy, water efficiency, and transportation. USDA’s FY 2021 comprehensive greenhouse gas inventories will better inform the decision-making and implementation processes to reduce the Department’s emissions. USDA’s key planned actions for reducing Scope 1 and 2 greenhouse gas emissions in FY 2022 and 2023 include the following:

- Conducting greenhouse gas awareness and engagement activities for USDA employees;
- Employing operations and maintenance best practices for high emissions-generating equipment, systems, and vehicles;
- Increasing eligible employee telework to four days per week;
- Reducing fleet petroleum use; and
- Increasing fleet alternative fuel use.

Fleet and Inventory Reduction: USDA will continue to evaluate a new Data Enterprise System for tracking fleet inventory and processes involving fuel-consumption and costs, utilization, location, acquisition, maintenance, and disposal. USDA will further continue to monitor the vehicle capped inventories and the 2018 inventory numbers in accordance with [Executive Order No. 14057](#). Additional progress in fleet reduction as it relates to utilization is expected in FY 2023 as COVID-19 restrictions gradually lift. This will be facilitated by a fleet Proof of Concept, which increases capabilities related to inventory tracking and processes involving fuel consumption and costs, utilization, location, acquisition, maintenance, and disposal.

Goal 2: Ensure America’s Agricultural System is Equitable, Resilient, and Prosperous

A strong and prosperous agricultural sector is essential to the well-being of the U.S. economy. America’s farmers and ranchers ensure a reliable food supply, support job growth, and promote economic development. To maintain an equitable and competitive agricultural sector, USDA will safeguard animal and plant health, support farmers and ranchers’ ability to start and maintain profitable cooperatives and businesses and offer financial support to all producers affected by natural disasters. Additionally, USDA’s research agencies will continue to introduce high-performance plants and animals and offer integrated management options to increase the efficiency of farming practices.

Objective 2.1: Protect Plant and Animal Health by Minimizing Major Diseases, Pests, and Wildlife Conflicts

The impacts of pests, diseases, and wildlife conflicts on agricultural production, commerce, and trade can be immense. USDA must balance keeping American agriculture safe while expanding access to new agricultural markets all across the globe. Domestically, USDA conducts emergency response activities that minimize threats and their impacts on agricultural industries, adapting to changes in agricultural risk by adjusting available resources to address these threats. Concurrently, the Department embarks on collaborative research to develop pest-resistant strains of crops and new animal-disease vaccines, expedites the approval of new treatments, and develops strategies to prevent and mitigate damage related to conflicts with wildlife.

To reduce the risk of unsafe agricultural products entering the U.S., USDA incorporates mitigation strategies into international agreements and movement protocols. USDA works with its partners to conduct monitoring and surveillance efforts throughout the country to quickly detect and implement response efforts to foreign pests and diseases that may have evaded prevention measures. This rapid response results in minimal impact to U.S. producers and disruptions to trade and contributes to the protection of American agriculture.

By employing effective prevention and mitigation tactics, USDA will reduce the impact of agricultural pests and diseases, as well as wildlife damage, to ensure that U.S. farms and ranches remain healthy and productive.

ANIMAL AND PLANT HEALTH INSPECTION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Wildlife Disease Sampling	Number of Zoonotic and Agricultural Diseases Sampled in Wildlife	15	16	17
Climate Sustainability Mapping	Number of Priority Pests for Which Climate Sustainability Maps Have Been Completed	6	14	22

Plans for Progress

Wildlife Disease Sampling: This performance indicator measures the number of zoonotic and agricultural diseases for which the Animal and Plant Health Inspection Service (APHIS) has developed methods and procedures to sample in wildlife. In FY 2023, APHIS will develop methods and procedures to sample for new zoonotic or agriculturally significant diseases in wildlife, for a total of 17 diseases. APHIS currently reports on 15 diseases in wildlife populations, including avian influenza, rabies variants, chronic wasting disease, and SARS-CoV-2. APHIS will add new sampling methods based on those diseases that pose the highest risk to agricultural health or human health, in the case of zoonotic diseases.

Climate Suitability Maps: This performance indicator measures the number of maps APHIS has completed related to climate suitability for high-risk pests and diseases. In FY 2023, APHIS will complete eight climate suitability maps for a cumulative total of 22 maps. APHIS develops the maps using a modeling framework that depicts the changing suitability of an area for pest or disease occurrence based on occurrences of three favorable conditions specific to the pest or disease. The maps will help guide efforts to determine where to conduct surveys. Importantly, the maps will help APHIS and cooperators can use survey resources more effectively by eliminating the need to survey for some high-risk pests if suitable conditions do not exist in an area.

Objective 2.2: Build Resilient Food Systems, Infrastructure, and Supply Chain

USDA works tirelessly to ensure that the food system is fair, resilient, competitive, and distributed. USDA will continue to employ innovation and help develop new markets, both at home and abroad, to ensure that these goals are met. The Department supports efforts that bolster the economic growth of U.S. growers and producers, local and regional food systems, innovative production methodologies, and marketing strategies. In response to the increased demand for local and regional foods caused by the COVID-19 pandemic, USDA will prioritize investments that strengthen these markets and ensure food supply chain resilience for the future. Investing in local and regional food systems will further enhance the share of profits for those who grow, harvest, process, and prepare our food. Further, USDA will continue to advance opportunities in new markets abroad to better enable U.S. agriculture to access and sustain market growth.

By transforming the food system’s infrastructure and strengthening critical supply chains, USDA will help ensure resilience against threats and disturbances and provide local and regional food systems with economic opportunities and security.

AGRICULTURAL MARKETING SERVICE

		Baseline	FY 22 Target	FY 23 Target
Graders’ Time (Poultry)	Percentage of Graders’ Time Recovered Through Customer Billing (Poultry Livestock)	95%	83%	83%
Graders’ Time (Livestock)	Percentage of Graders’ Time Recovered Through Customer Billing (Meat Livestock)	95%	83%	83%

Plans for Progress

The Agricultural Marketing Service (AMS) [Livestock and Poultry Program](#) continues to deliver quality services in an efficient manner, recovering 95% of costs for the service. The program aims to continue covering 99.9% of the shifts, with all scheduled customers receiving uninterrupted service. The program faces ongoing staffing challenges due to retirement and staff pursuing other opportunities, and this trend is anticipated to continue in FY 2022 and 2023. Some staff no longer desire to work in a plant environment due to the challenges posed by the COVID-19 pandemic and the burdens of completing double shifts as a result of colleague work absences. AMS leadership will continue to leverage multiple strategies to compensate for staffing challenges, including acquiring hiring staff to process and post new employment opportunities more readily.

AMS leadership will also continue leveraging multiple strategies to maintain safe working conditions for current employees. These planned strategies include using creative staffing schedules (e.g., limiting time in plants to only when grading function is required), implementing contingency plans for reduced grader presence, and addressing safety issues (e.g., distributing 3D-printed face masks, face shields, and hand sanitizer directly to graders). Through these actions, AMS aims to ensure that poultry and meat livestock customers are able to continually move USDA-graded products in commerce.

Objective 2.3: Foster Agricultural Innovation

The future of U.S. agriculture, which includes plant and animal agriculture, forestry, and aquaculture, depends on continued science, innovation, and process improvements supporting technological progress, production efficiencies, and environmental stewardship. Advancing areas with a focus on climate-smart agriculture will enable the creation of innovations to minimize the environmental footprint of agriculture and ensure sustainability while improving crop yields. New technologies and system designs are needed to produce higher-value end products from agricultural products, emerging crops, livestock, and forest feedstocks. This will enable new markets, establish new domestic supply chains, and create more jobs and economic opportunities. Increasing productivity has significant social and economic benefits for society.

USDA will prioritize innovation to meet the needs of our stakeholders and build infrastructure for the challenges of today and tomorrow, with emphasis on continuous improvement. USDA will take proactive steps to ensure that data, evaluation, and learning opportunities are central to agriculture initiatives across the Department and Nation.

OFFICE OF THE CHIEF SCIENTIST – RESEARCH, EDUCATION, AND ECONOMICS

		Baseline	FY 22 Target	FY 23 Target
USDA Research Citations	Number of Citations of REE Reports (Quarterly)	109	126	129
Technology Transfer	Number of USDA Patents Licensed per Patents Issued (Annual)	15	35	35

Plans for Progress

USDA Research Citations: This performance indicator measures the extent to which data, research findings, and analysis from the National Agricultural Statistics Service and the Economic Research Service are used as evidence to support decision-making and implementation of policies and programs across the Federal government.

Technology Transfer: This performance indicator measures the commercialization of patented research outcomes through the percentage of issued patents that are licensed. The Department's goal is to license approximately one-third of all issued patents.

Goal 3: Foster an Equitable and Competitive Marketplace for All Agricultural Producers

Expanding international marketing opportunities for U.S. farmers and exporters is critical to fostering business and income growth across rural America. It is essential for USDA to continue its efforts to promote American agricultural products and exports through promotion activities, development of international standards, removal of trade barriers by monitoring and enforcing existing trade agreements, and negotiation of trade agreements that benefit the U.S. agricultural economy. USDA will provide tools to domestic producers so that they are well-positioned to secure a share of the growing global market for agricultural products. USDA will also work with developing countries to grow their economies and facilitate trade, developing markets of the future for all our producers.

Objective 3.1: Foster Sustainable Economic Growth by Promoting Innovation, Building Resilience to Climate Change, and Expanding Renewable Energy

The world population is expected to reach 9.6 billion by 2050. Feeding this population will require us to adopt new technologies and scientific approaches to sustainably increase agricultural production. To ensure U.S. private working lands and public landscapes are conserved and managed for future generations, the Department will provide technical and financial assistance using the latest technology and research available. Fundamental and applied research will explore the complex interactions between human systems and the environment. This knowledge can then be shared with producers and land managers through resources, tools, and decision support, leading to enhanced adoption of climate-smart practices.

USDA is implementing a climate-smart strategy that will be integrated into Departmental programs and services beginning in FY 2022. This strategy will offer voluntary incentives to producers, landowners, and communities while being considerate of their needs as USDA works with them to address the causes and consequences of climate change. USDA will continue to play a crucial role in supporting America’s rural prosperity by providing a strong safety net for America’s farmers and ranchers. In addition, the Department will continue to improve program delivery and customer experience. By helping industry connect with consumers through grants and market development programs, USDA will foster new market opportunities while improving food access and market transparency. As a result, these programs and services will benefit industry stakeholders throughout the food supply chain.

FARM SERVICE AGENCY

		Baseline	FY 22 Target	FY 23 Target
Beginning Farmer Loans	Percentage of Direct and Guaranteed Loan Borrowers Who Are Beginning Farmers	59.9%	59.9%	59.9%
First Installment Delinquency	First Installment Delinquency Rate on Direct Loans	9%	9%	9%

Direct Loans Delinquency	Direct Loan Delinquency Rate	7%	7%	7%
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Plans for Progress

Beginning Farmer Loans: This performance indicator is supported by statutory requirements to target direct and guaranteed loan funds to beginning farmers, along with outreach and technical assistance. This includes loan products such as the [Down Payment Program](#) that provides the borrower with joint financing from FSA and a commercial lender at favorable rates and terms. FSA is collaborating with public and private lenders in the Beginning Farmer and Rancher Lending Summit to develop policy and process innovations that align with producer needs. FSA is also expanding economic development for all borrowers, their families, and their communities.

First Installment Delinquency: This performance indicator measures loan officers’ assessments of loan applicants’ credit worthiness, providing exceptions that allow borrowers to make their first loan payments timely. FSA has incorporated training into the Credit Quality Reviews of loan officers to foster continued development. Fostering stronger relationships with borrowers will allow loan officials to determine if servicing options can be applied prior to a delinquency. In addition to training via Credit Quality Review, the National office has instituted oversight and monitoring of compliance with underwriting requirements that measure repayment ability.

Direct Loan Delinquency: FSA provides farm and office visits with customers to foster relationship building and provide technical assistance. This includes a year-end analysis with borrowers to review their financial circumstances and future credit needs, as well as to discuss any financial distress the borrower may be experiencing. Farm loan officers encourage customers to talk about financial stresses as soon as possible; the sooner such conversations occur, the more options are generally available. As social distancing requirements due to the COVID-19 pandemic are potentially scaled back, FSA will have more frequent contact with customers.

RISK MANAGEMENT AGENCY

		Baseline	FY 22 Target	FY 23 Target
Improper Payment Rate	Improper Payment Rate for All Categories of Payments	2.89%	2.89%	2.09%
Crop Insurance	Annual Normalized Value of Risk Protection Provided to Agricultural Producers through the Federal Crop Insurance Program (Billions of Dollars)	\$78.2	\$78.2	\$78.5

Plans for Progress

Improper Payment Rate: The Risk Management Agency’s (RMA) improper payment rate considers all categories of payments (premium subsidy, Administrative and Operating expense, and indemnities) and separates them by Approved Insurance Providers into three payment tiers (high, medium, low). A statistically valid sample is conducted each year for the program. Individual Approved Insurance Provider results are also captured on an annual basis. RMA will continue to administer an actuarially

sound crop insurance program that protects America’s farmers and ranchers by conducting annual reviews, analyzing results, and developing Corrective Action Plans to reduce improper payments. RMA will use the results of the improper payment reviews to improve and clarify current policies and procedures, develop new policies and procedures, and educate stakeholders.

Crop Insurance: RMA continues expanding its crop insurance program and offering new opportunities for all producers, with an emphasis on specialty crop producers. RMA will accomplish this through routine expansion of currently existing policies to new counties, as well as through the improvement and modification of policies such as the [Whole Farm Revenue Protection](#), the new [Micro Farm Provisions](#), [Nursery Value Select](#), [Production and Revenue History](#), and the [Apple Crop Insurance Policy](#). In addition, RMA expects continued interest and participation in the [Hurricane Insurance Protection – Wind Index](#), given participation from the first two years of the policy. Finally, RMA expects continued growth and modification of livestock-related policies, such as [Livestock Risk Protection](#); [Dairy Revenue Protection](#); Livestock Gross Margin; and the [Pasture, Rangeland, Forage](#) policy.

Objective 3.2: Expand Markets for Emerging Technologies, Sustainable Products, and Novel Products

USDA links U.S. agriculture to the world by promoting agricultural exports, which are vital to the American agricultural sector. USDA’s Foreign Agricultural Service (FAS) conducts export promotion activities, which help U.S. food and agricultural exporters take advantage of market opportunities. These opportunities are created by removing barriers to U.S. exports and by building trade capacity to increase demand for exports, including developing foreign markets for U.S. climate-smart agricultural products. USDA administers trade programs and activities, working in partnership with private-sector associations, land-grant universities, State and regional trade groups, U.S. food and agricultural exporters, and U.S. and foreign financial institutions. In addition, USDA’s Office of the Chief Scientist manages and provides oversight for international science and technology collaborations, which are critical to protecting and promoting the research and development activities that provide the foundation upon which domestic and international markets grow.

External factors play a role in expanding international marketing opportunities. These factors include environmental conditions, such as variability in domestic and overseas crop production, natural disasters, disease outbreaks, pest infestations, and food contamination. Furthermore, important trading partners are considering criteria and preferences related to the greenhouse gas performance of agricultural commodities and products. USDA can help respond to this demand by preparing domestic producers to meet these new market opportunities.

FOREST SERVICE

The Forest Service has ongoing efforts to support economic growth and prosperity for producers and customers, while also driving innovation for forest products. Overall, the Agency’s forest products program contributed 44,700 jobs and approximately \$4.1 billion of gross domestic product, as reported in an FY 2019 economic analysis. The Forest Service is growing its relationships with State partners using the [Good Neighbor Authority](#), which allows States to restore watersheds and manage forests on National forest lands via agreements or contracts. A total of 286 Good Neighbor Authority agreements covering a variety of restoration activities are in

place across 38 States. The Agency also continues implementation of its [Forest Products Modernization Strategic Framework for Long-Term Action](#), a five-year plan to modernize and improve policies, business practices, and tools to increase efficiency in the planning and implementation of forest products delivery.

Objective 3.3: Expand All Producers’ Access to Global Markets Through Negotiation and Enforcement of Trade Agreements

Agricultural exports are crucial to the economic viability of U.S. farmers and ranchers. USDA strives to ensure that U.S. exporters can sell safe, wholesome food and agricultural products around the world. Supporting a rules-based global trading system, USDA negotiates, monitors, and enforces trade agreements to ensure global market opportunities for U.S. agriculture. USDA administers a number of programs to support the expansion of global market access and uses its market development programs to support the trade-policy efforts of industry partners. The Department also works with other government Agencies, trade associations, and organizations to maintain and establish transparent, science-based standards for U.S. agricultural products. To maintain a level playing field for exporters, USDA provides technical and scientific expertise to successfully address barriers to trade, such as tariffs, food safety, and animal and plant health issues. Through its monitoring and enforcement efforts, the Department will also ensure the realization of anticipated benefits when new agreements are implemented.

USDA relies on its worldwide network of agricultural representatives and partnerships with private-sector stakeholders to monitor foreign trade and regulatory actions that may affect exports. Removing existing barriers while preventing new ones from materializing will directly help U.S. producers thrive. USDA works to ensure that the same rules apply to countries worldwide through international standard setting, and that scientific principles are the basis for international standards and international trade decisions.

FOREIGN AGRICULTURAL SERVICE

		Baseline	FY 22 Target	FY 23 Target
Trade Value Preserved	Value of Trade Preserved Through Resolution of Foreign Market Access Issues (Billions of Dollars)	\$5.78	\$6.1	\$5.75

Plans for Progress

This performance indicator measures the value of trade preserved through the resolution of foreign market access issues, such as U.S. export detainment, issues related to sanitary and phytosanitary concerns or technical barriers to trade, and trade regulations. In FY 2023, FAS plans to identify and develop market opportunities and more diverse export markets through an economic global market review, more robust foreign engagement, trade agreements, and cooperative multilateral economic and trade forums. FAS is committed to monitoring and enforcing existing trade agreements to ensure that partners fulfill commitments and address unfair practices and facilitate trade.

Objective 3.4: Expand International Marketing Opportunities and Build Demand in Developing Countries Through Delivery of Technical Assistance and Capacity Building

USDA advances global competitiveness through the delivery of market development programs, technical assistance, and trade capacity building. These programs support the development of export markets and adherence to a rules-based trading system. USDA administers programs to build the capacity of developing countries to integrate into the global economy and become full trading partners with the United States. USDA works with these countries to move them along the agricultural market spectrum from developing to developed economies with promising demand potential. The Department’s market development programs assist U.S. exporters in increasing awareness and demand for their products worldwide. USDA also partners with domestic agricultural industries, foreign governments, and agricultural scientists, as well as overseas farmers, cooperatives, and businesses, to expand international marketing opportunities. Harnessing its extensive network of technical and scientific expertise, USDA successfully administers and implements these programs globally to the benefit of U.S. farmers and ranchers.

FOREIGN AGRICULTURAL SERVICE

		Baseline	FY 22 Target	FY 23 Target
Agricultural Exports Due to Trade Shows	Value of Agricultural Exports Resulting from Participation in USDA-Endorsed Foreign Agricultural Trade Shows and Trade Missions (Billions of Dollars)	\$0.119	\$2.13	\$2.00

Plans for Progress

This performance indicator measures the value of agricultural exports resulting from participation in USDA-endorsed foreign agricultural trade shows and trade missions. In FY 2023, FAS plans to improve efficiency and effectiveness of marketing programs by streamlining program application and funding processes while promoting agricultural economic development policies that support trade with emerging economies. FAS will also develop a mobile application for agribusiness trade missions, virtual trade events, and USDA-endorsed trade shows to facilitate participation.

Goal 4: Make Safe, Nutritious Food Available to All Americans

USDA plays a critical role in preventing foodborne illness and protecting public health, while ensuring Americans have access to healthy foods and beverages, as well as nutrition education that supports American agriculture and inspires public confidence. USDA is focused on ensuring that all Americans have consistent access to the safe, healthy, affordable foods and beverages essential to optimal health and well-being. While keeping the food supply safe, the Department must also reduce food insecurity and prioritize nutrition insecurity, which emphasizes providing Americans not just calories, but calories that contribute to their health and well-being.

To ensure that the food supply is safe, the Department will continue to enhance its food inspection system with the goal of reducing illnesses from meat, poultry, and egg products and drive compliance with food safety regulations. At the same time, USDA’s research, education, and extension programs will continue to provide science, information, tools, and technologies to reduce the incidence of foodborne illness. USDA will continue to develop partnerships that support.

Objective 4.1: Increase Food Security Through Assistance and Access to Nutritious and Affordable Food

USDA is committed to ensuring that every American has access to nutritious and affordable foods and beverages. The Food and Nutrition Service (FNS) is responsible for administering Federal domestic nutrition assistance programs while linking scientific research to the nutrition needs of consumers. The Department strives to make benefits accessible to those eligible to participate in nutrition assistance programs, such as the [Special Supplemental Nutrition Program for Women, Infants, and Children](#) (WIC) and the [Supplemental Nutrition Assistance Program](#) (SNAP). While USDA’s ultimate objective is for economic opportunity to make nutrition assistance unnecessary for as many individuals and families as possible, the Department recognizes that this is not feasible for certain populations, such as those with special needs. This is a mission that no single agency can meet independently.

All efforts by USDA seek to ensure that nutrition assistance programs positively impact the communities they serve. The Department will use all available opportunities, including new communication mechanisms, to serve customers innovatively, offer flexibility to partners, and administer programs as effectively as possible to serve targeted populations. USDA will continue to work with its partners across government, non-government organizations, academic institutions, and the private sector to implement effective programs and ensure that all Americans have access to programs that support their nutrition needs.

FOOD AND NUTRITION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Access to Food	Percentage of American Households with Consistent, Dependable Access to Food	89.2%*	89.2%	89.4%

SNAP Participation Rate	Annual Average Monthly Supplemental Nutrition Assistance Program Participation Rate	82%	82.1%	82.2%
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* FY 2021 actuals will be available in September 2022 due to reporting delays of administrative data.

Plans for Progress

Access to Food: FNS’ 15 nutrition assistance programs are the Nation’s safety net to address food insecurity. FNS will continue to serve low-income people in need by focusing on increasing access for vulnerable populations, ensuring the highest level of customer service, and supporting evidenced-based nutrition education efforts to advance nutrition security. Strategies to ensure food access include successful implementation of the [American Rescue Plan](#), continuing to modify Federal food assistance programs to provide appropriate relief throughout and beyond the COVID-19 pandemic, and cross-enrollment opportunities between Federal programs. Access to food is measured by the food insecurity rate prepared annually by the Economic Research Service. This measurement fluctuates with the economy and is impacted by several factors, including the COVID-19 pandemic, where the number of people with access to food dropped significantly in FY 2021.

SNAP Participation Rate: Research has shown that participation in SNAP reduces food insecurity and enables families to have healthier diets. SNAP stretches the food budget of eligible low-income people by providing a monthly allotment of benefits on a debit card to purchase healthy food at authorized stores. The SNAP participation rate is the percentage of eligible people in the United States who participate in the program. Participation rates vary widely from State to State, with the highest rates at close to 100% and the lowest at around 50%. Often, the lowest participation rates are among the working poor (i.e., those families with earned income that still qualify for SNAP). Strategies to improve participation rates include efforts to reduce the time, cost, and administrative burdens of States participating in the nutrition assistance programs so that State agencies can spend more time on outreach and application support for SNAP participants.

Objective 4.2: Encourage Healthy Dietary Choices through Data-Driven, Flexible, Customer-Focused Approaches

USDA shapes programs and policies and develops knowledge resources to promote healthy eating at individual, family, household, and community levels. The Department further uses these tools to promote fruit and vegetable consumption and other healthy eating behaviors through public-private partnerships and cutting-edge technologies. The Department is also working to improve access to healthful, locally produced food in underserved communities through a multifaceted strategy focused on food production, distribution, and both traditional and non-traditional retail options.

The Department is committed to working collaboratively with other Federal agencies, State partners, and other interested stakeholders on an array of strategies to reduce childhood obesity and prioritize nutrition security. For example, through WIC, USDA is encouraging participating mothers to breastfeed their infants by strengthening breastfeeding policy and program activities. USDA will also work to ensure that schools and childcare providers have the resources and flexibility to serve top-quality, healthy, and appealing meals.

FOOD AND NUTRITION SERVICE

		Baseline	FY 22 Target	FY 23 Target
WIC Participation Rate	Annual Average Monthly Participation in the Special Supplemental Nutrition Program for Women, Infants, and Children	6.25 million	6.15 million	6.25 million
School Lunch Participation Rate	Annual Percentage of Eligible Children Participating in the National School Lunch Program	82%	82.1%	82.2%
School Breakfast Participation Rate	Annual Percentage of Eligible Children Participating in the School Breakfast Program	24%	31%	31%

Plans for Progress

WIC Participation Rate: FNS will seek to increase WIC participation rates through executing a [National outreach campaign](#) to expand awareness of the benefits of the program. Furthermore, FNS will invest in a National resource center to improve the application and certification process and assist States in improving the WIC participant experience, improve the shopping experience with the expansion of online ordering and transactions, and support equitable access to WIC by ensuring culturally appropriate care and establishing pipelines for WIC workforce development.

School Lunch and School Breakfast Participation Rates: FNS expects to issue technical assistance for any expiring flexibilities to Child Nutrition Program operators for school year 2022 – 2023. FNS will work with States to allocate up to \$1 billion in funding to enhance local school districts’ ability to purchase foods for school meals and will serve to enhance local flexible spending by providing schools and school districts directly with resources needed to address supply chain challenges. Funds will position operators for success with planning, ordering, and servicing meals in school year 2022 – 2023. FNS will work with States to expand participation in direct certification with Medicaid Demonstration Projects. Direct certification enables children participating in certain Federal or state assistance programs to be directly certified for free school meals without an application.

Objective 4.3: Prevent Foodborne Illness and Protect Public Health

The U.S. food supply is one of the safest in the world due to the diligence and tireless efforts of USDA’s Food Safety and Inspection Service (FSIS). This Agency is committed to protecting public health, including the health of consumers and the safety of workers, by ensuring the safety of the Nation’s commercial supply of meat, poultry, and egg products. Thousands of inspectors across the Nation work to achieve this mission every day by verifying industry compliance with U.S. food safety regulations. USDA’s regulatory oversight and enforcement extends to both imported and domestically produced food products and assures consistent application of regulations and statutes.

USDA will continue to invest in innovation of its inspection strategies, policies, and scientific approaches so that fewer people in the U.S. become ill from foodborne pathogens. The Department is committed to reducing *Salmonella* illnesses associated with poultry products and is taking a

stronger, more comprehensive approach to protecting consumers. USDA is also strengthening ongoing collaboration with a broad range of stakeholders to enhance and promote food safety. USDA works with international partners and standards-setting organizations (e.g., the Codex Alimentarius Commission) to develop science-based international food safety standards, which will help ensure the safety of imported foods.

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FOOD AND SAFETY INSPECTION SERVICE

		Baseline	FY 22 Target	FY 23 Target
Salmonella Reduction	Percent Reduction in the Proportion of Poultry Samples with <i>Salmonella</i> Serotypes Commonly Associated with Human Illness	0%	2% reduction	4% reduction

Plans for Progress

In FY 2023, FSIS will take actions to develop a stronger and more comprehensive framework to drive down *Salmonella* illnesses attributable to poultry and thereby have a positive impact on public health. They are focused on several key activities to gather the data and information necessary to support future action. FSIS will also continue to drive higher compliance rates with Agency regulations through the issuance of new policies to further enforce food safety hazards and revision of guidance documents for industry.

Additionally, through partnerships with USDA’s Research, Education, and Economics Mission Area, FSIS will work to address *Salmonella* research gaps by leveraging Agricultural Research Service expertise to address key research needs, including *Salmonella* research and other research that will address other scientific data gaps to assist small and very small establishments.

FSIS intends to show progress on reducing *Salmonella* serotypes commonly associated with human illness by collaborating with both internal and external stakeholders, including regulated

establishments, industry organizations, consumer advocacy organizations, and academics. FSIS will host roundtables to obtain feedback from stakeholders on addressing *Salmonella* in poultry, as well as solicit and approve pilot projects for establishments to test different control strategies for *Salmonella* contamination in poultry products. The data will be analyzed by FSIS to determine whether it supports changes to FSIS' existing *Salmonella* control strategies. In addition, the National Advisory Committee on Microbiological Criteria for Foods will be developing recommendations as requested by FSIS to enhance *Salmonella* control in poultry products.

Goal 5: Expand Opportunities for Economic Development and Improve Quality of Life in Rural and Tribal Communities

Rural America provides our Nation’s food and energy resources, produces the fiber for goods and manufacturing, contributes more than 35% of our Nation’s military members, and operates about 80% of the Nation’s critical infrastructure lifelines. Unfortunately, it is also where the country’s majority of underserved communities and persistently poor families reside and where repeat disaster losses and climate change risks occur. It is also home to the country’s fastest aging population, as well as the majority of the Nation’s aging infrastructure. USDA is taking bold action to promote rural prosperity and economic development by providing technical assistance and financing investments in rural water, electric, broadband, housing, community facilities, local and regional food systems, and rural businesses and cooperatives. USDA will leverage funds, stimulate private-public partnerships, and collaborate with communities to increase economic opportunities in underserved communities and build rural infrastructure. This includes working with Federal partners and various stakeholder groups to help rural and Tribal communities thrive.

Objective 5.1: Improve Rural and Tribal Community Infrastructure, Including Affordable E-Connectivity, Cornerstone Community Facilities, Sustainable and Reliable Power, and Clean and Safe Water and Sewer Systems

USDA is committed to building infrastructure in rural and Tribal America so people can be safe and healthy, with the opportunity to drive local and global economies no matter where they live. In rural and Tribal communities, broadband provides access to jobs, banking, and markets for farmers and small businesses. USDA will work to bring affordable, reliable broadband to rural people where they are – in their homes, communities, and businesses – to reach areas without sufficient access and move the Nation towards 100% high-speed coverage for all Americans. The Biden-Harris Administration has prioritized the development of broadband infrastructure to strengthen education, health care, public services, and economic opportunity throughout rural America. USDA will further promote healthy communities and the sustainable growth and diversification of local rural and Tribal economies, as well as increased capacity to participate successfully in regional, National, and global economies, through investment in health care, education, and other community facilities.

These efforts rely on bedrock investments in sustainable, reliable power and clean water and sewer systems. USDA’s historic work to electrify the Nation continues through voluntary investments and risk management that will help cut a path to fight climate change while maintaining the vitality of rural electric cooperatives. Under the leadership of the Biden-Harris administration, USDA will upgrade power infrastructure, improve access to clean drinking water and sewer systems, and invest in strategic rural infrastructure to make these communities economically viable and livable, investing in the people who need it most.

RURAL DEVELOPMENT

		Baseline	FY 22 Target	FY 23 Target
E-Connectivity	Number of Households with Potential Access to Rural Development-Funded New and/or Improved E-Connectivity Services	156,501	200,000 households	250,000 households

N/A: Not available

Plans for Progress

Strong digital economies enable rural communities to chart their own courses toward prosperity. Access to affordable, reliable broadband is at the foundation of digital economy ecosystem strategies, which include growing the economy with digital jobs, technical skill-building, entrepreneurship, and smart amenities to retain and attract working-age adults in rural communities. The COVID-19 pandemic also brought into stark focus the broadband gaps that must be closed to support rural health access, remote learning, and remote work options, among other areas to strengthen rural prosperity. Rural Development is committed to exploring and implementing innovative approaches to supporting the funding of broadband across its portfolio of loan and grant programs and collaborating with Federal agency partners in order to alleviate the rural e-connectivity gap. The Agency is expanding its outreach and technical assistance efforts and continues to reduce loan processing times through the streamlining of work processes and staff training. As part of these efforts, Rural Development plans to provide a total of 200 webinars and 300 technical assistance sessions over FY 2022 and 2023.

Objective 5.2: Boost the Financial Security of Rural and Tribal Communities through Access to Affordable Housing

Access to affordable and safe housing is at the foundation of strong communities, healthy families, and vibrant economies. USDA is committed to ensuring that people living in rural and Tribal communities have equitable and affordable access to housing. The Department is on the frontlines of the affordable housing crisis and is committed to ensuring access to housing security in rural and Tribal communities. This commitment includes not only the building, repairing, and preserving of housing, but also reducing barriers to accessing housing and maintaining housing security. During the COVID-19 pandemic, USDA has worked to reduce foreclosures and evictions across rural America. Under President Biden’s American Rescue Plan, USDA was provided with funding to provide re-financing opportunities to distressed homeowners, as well as vital rental assistance to rent-overburdened tenants.

As USDA works to address rural housing challenges, Rural Development will improve delivery of its housing programs and resources by embedding key Departmental priorities such as climate and equity. This includes continuing to identify opportunities to make housing more accessible, expanding outreach into underserved rural and Tribal communities, and committing to creating more sustainable and energy efficient housing. In doing so, Rural Development will help keep families in rural America financially secure in their homes, especially in the face of the COVID-19 pandemic.

RURAL DEVELOPMENT

		Baseline	FY 22 Target	FY 23 Target
Equity in Field-Based Programs	Number of Underserved, Socially Disadvantaged, and Vulnerable Rural and Tribal Communities Engaged in Field-Based Programs	N/A	460	460
Equity in Field-Based Programs	Investment in Underserved, Socially Disadvantaged, and Vulnerable Rural and Tribal Communities in Field-Based Programs (Millions of Dollars)	N/A	\$12	\$12

N/A: Not available

Plans for Progress

It is vital to the future economic growth and prosperity of the United States that all eligible areas, entities and residents have equitable access to Rural Development programs and can benefit from Rural Development-funded projects. As such, the Agency is leveraging its extensive field network, data, and strategic investment resources to initiate the Equity Project. As part of this effort, States are being asked to connect to, engage with, and assist socially vulnerable, distressed, and under-represented communities. By connecting and engaging with these communities, Rural Development can strengthen its understanding of their barriers to accessing its programs and develop actionable strategies to assist them. The long-term goal of the Equity Project is to increase investments in underserved rural communities through direct Rural Development support and by connecting communities with local, State, and Federal partners.

Objective 5.3: Increase Capacity, Sustainability, and Economic Vitality in Rural and Tribal Communities

At USDA, we work to increase prosperity in rural communities and for the people who call these communities home. We believe that local and Tribal governments and nonprofit organizations are critical to the success of their communities. Beyond infrastructure, these entities are on the front line of local community and economic development, and their effectiveness is a determining factor in the well-being of their communities. Similarly, businesses and cooperatives play a critical role in sustaining and growing local economies in rural and Tribal areas. However, too many local partners struggle to access Federal resources and develop public-private partnerships. USDA seeks to provide resources that help these local efforts have the expertise and staffing needed to tackle hard local problems. Capacity building resources include effective technical assistance, strategic use of information technology, regular and meaningful stakeholder engagement, and improved customer experience. USDA programs prioritize access to capital and financing for businesses and cooperatives in rural and Tribal communities to create jobs, grow the tax base, and cultivate a diverse, equitable economy.

In the spirit of building back better, this Administration will prioritize economic development and growth in rural America by making it central to USDA’s mission. The Proposed Rural Partnership Program in President Biden’s American Jobs Plan will help rural regions, including Tribal Nations, build on their unique assets and realize their vision for inclusive community and economic

development. This program will empower rural regions by supporting locally led planning and capacity-building efforts and by providing flexible funding to meet critical needs.

The Department will harness its vast resources to target underserved communities and those who have been marginalized to help them realize their full potential. Through funding, technical assistance, and focused capacity-building initiatives, USDA will bolster the ability of rural and Tribal areas to thrive, ensuring sustainable growth that builds generational wealth and enriches communities.

RURAL DEVELOPMENT

		Baseline	FY 22 Target	FY 23 Target
Distressed Communities Assistance	Percentage of Rural Development Assistance Directed to Distressed Communities*	20%**	25%	30%
Non-Federal Funding	Percentage of Rural Development Commercial and Infrastructure Investments that Leverage Non-Federal Funding	81%**	81%	81%

* Measured at the zip code level

** FY 2021 actual

Plans for Progress

Distressed Communities Assistance: On average, rural places lag behind non-rural places on nearly every measure of economic well-being from poverty rates to labor force participation. Rural Development is working to increase access to capital and economic benefits in distressed communities through targeted technical assistance, improved grants policy, Justice40 initiatives, workforce development programs, and other such initiatives. Rural Development is committed to ensuring its benefits reach those rural communities that have the highest need and lowest capacity and have included goals related to investing in distressed communities into State leadership performance plans.

Non-Federal Funding: Where possible, Rural Development is committed to collaborating with other Federal Agencies, State and local governments, non-profits, and the private sector on place-based and sector-based strategies (e.g., leveraging Federal funds across agencies, layering technical assistance, coordinating sectoral development like food supply chain support and outdoor recreation) to more efficiently and effectively foster rural prosperity and economic development.

Objective 5.4: Promote Environmental Justice by Maximizing Sustainable and Green Economic Development in Rural and Tribal Communities

Rural and Tribal communities are disproportionately impacted by the effects of climate change and other stressors, such as negative health impacts from air and water pollution and disruptions to critical food systems. For the many rural Americans whose livelihoods are dependent on the agriculture, forestry, and outdoor recreation industries, the threat of climate change is particularly dire, and these communities are often limited in their ability to adapt due to economic or social

constraints. Growth in green jobs is critical for enhancing the sustainable economic growth of these communities.

USDA is committed to making meaningful investments in rural America that will help pave the way in clean, renewable energy infrastructure and production and energy efficiency improvements that will create new job and market opportunities. The Department will continue to leverage existing partnerships with rural and Tribal communities to understand the most critical climate vulnerabilities and risks, identify barriers to adaptation, and develop solutions that promote environmental justice and address the causes of climate change. In alignment with the Biden-Harris Administration’s focus on equity, USDA will strive to ensure that programs and resources intended to mitigate the effects of climate change are distributed equitably and are accessible to those most in need.

RURAL DEVELOPMENT

		Baseline	FY 22 Target	FY 23 Target
Climate and Coal Decline Geographies	Percentage of 25 Priority Geographies Hard-Hit by Declines in Coal Production and Consumption that are Served by Rural Development Programs	6%	7%	8%

Plans for Progress

Rural and Tribal communities are disproportionately impacted by the effects of climate change and other stressors, such as experiencing negative health impacts from air and water pollution and disruptions to critical food systems. Rural Development is committed to increasing rural community resilience to climate change and recognizes the importance of investing in coal, oil and gas, and power plant communities to create good-paying jobs, spur economic revitalization, remediate environmental degradation, and support energy workers. As a member of the Interagency Working Group on Coal and Power Plant Communities and Economic Revitalization, Rural Development is encouraging and awarding priority points to projects that improve the livelihoods of community residents and meet pollution mitigation or clean energy goals. This is part of the Agency’s framework for prioritizing projects that address the key challenges facing rural America. This funding priority supports the Biden-Harris Administration’s mission to help the people of rural America build back better, by helping them recover economically from the impacts of the COVID-19 pandemic, by ensuring all rural residents have equitable access to Rural Development programs, and by reducing climate pollution and increasing resiliency to the impacts of climate change.

Goal 6: Attract, Inspire, and Retain an Engaged and Motivated Workforce that's Proud to Represent USDA

At USDA, we are committed to reaching new heights by recruiting, onboarding, supporting, and retaining a diverse and talented workforce and cultivating a workplace environment that is collaborative, service-oriented, mission-centered, healthy, inclusive, and welcoming. This includes leaders and staff who work together to build a culture that welcomes, respects, and supports everyone in reaching their highest potential by ensuring equal opportunity compliance, providing proactive civil rights, and championing USDA's zero-tolerance policy for unlawful discrimination and sexual harassment for all employees. We believe this focus on organizational culture will enable us to build the USDA back better as a premier organization and model employer that lives by its values.

As the landscape of talent continues to evolve, it is imperative that USDA seek to continuously find ways to attract talent that represents the diversity of America. The COVID-19 pandemic has also catapulted leaders to rethink and reimagine where and how we work. In the coming years, we will build on best practices for a hybrid work environment and continue to evaluate the future of work at USDA. As such, we are committed to being a learning organization that tolerates risk-taking, explores the untested and unknown, and nurtures innovative ideas at all levels of the organization. We will prioritize learning and training throughout the employee experience at USDA.

Objective 6.1: Foster a Culture of Civil Rights, Diversity, Equity, Inclusion, Accessibility, Transparency, and Accountability

USDA is committed to the values of equity and inclusion, rooted in justice and equal opportunity for our employees and those we serve. Under the leadership of the Biden-Harris Administration, the Department is taking bold, historic action to root out generations of systemic racism, deeply integrate equity into decision-making and policymaking, and build equitable systems and programming for all Americans. USDA is standing up an independent [Equity Commission](#) to examine USDA programs and services and make recommendations as to how the Department can advance equity by reducing barriers to access for historically underserved communities. The Department also launched its inaugural Racial Justice and Equity Internal Working Group to review internal systems and processes and identify inequities, challenges, and opportunities for improvement.

Understanding how USDA both advances and inhibits equity and opportunity for our existing and potential customers requires employees at every level to listen carefully to and meaningfully engage customers; build relationships with a diverse set of stakeholders and partners; take a critical look at our data; and examine the design, implementation, and impact of programs and systems throughout the Department. From equitable contracting and procurement decisions to the implementation of staffing plans including diverse recruiting, hiring, training, rewarding, and promoting, there are opportunities for equity throughout. As we strengthen the culture and support for our workforce, USDA has a responsibility to attract and invest in the next generation of agricultural leaders through a premier internship experience. USDA leaders will make time and space for internal review and reflection so that we can build an organization, culture, and workforce with the necessary skills and tools to ensure knowledge management, efficiency, and inclusion.

OFFICE OF HUMAN RESOURCE MANAGEMENT

		Baseline	FY 22 Target	FY 23 Target
Time to Hire	Period of Time Between Request Hiring Validation Date (SF-52 Approved Date) and New Hire Actual Start Date (Entry on Duty Date)	90 days	60% of employees hired within 80 days	60% of employees hired within 80 days

Plans for Progress

This performance indicator represents the period of time it takes to hire an employee; specifically, the time a manager validates the need to recruit an employee, until the tentative offer is accepted and until entrance on duty. Time-to-hire is a valuable metric in the hiring process because it can help pinpoint many inefficiencies and identify areas in the hiring process that require improvement. In FY 2023, the Office of Human Resource Management will continue to strive to exceed the Office of Personnel Management Federal-wide goal of a time to hire of 80 days. The Office of Human Resource Management will continually work with Agency Chief Human Capital Officers to review and analyze the time-to-hire data and implement strategies based on the findings.

Objective 6.2: Establish a Customer-Centric, Inclusive, High-Performing Workforce that is Representative of America and the Communities We Serve

The Department strives to make USDA a great place to work for everyone, with a focus on restoring the confidence and morale of the workforce following the COVID-19 pandemic. Through their mission delivery, engaged and empowered employees will 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; they will celebrate each other’s thoughts and experiences; and they will serve as ambassadors to recruit and retain a talented workforce that will ensure USDA’s continued future success and evolution.

To maintain a high-performing, customer-centric workforce, USDA will continue to foster a work environment that maximizes employee performance, which is directly tied to an individual’s level of empowerment and engagement. Through mutual respect and collaboration, USDA leadership will make the Department a safe, fair, and rewarding workplace for all employees. We want USDA staff to be passionate and engaged, carrying out the important work every day that will help move our Nation forward.

OFFICE OF THE CHIEF SCIENTIST – RESEARCH, EDUCATION AND ECONOMICS

		Baseline	FY 22 Target	FY 23 Target
Agriculture Workforce Development	Number of Agriculture and Food Research Initiative-Supported Undergraduate, Graduate, and Post-Doctoral Students (Annual)	1,167	3,342	4,016

Plans for Progress

This performance indicator demonstrates how the National Institute of Food and Agriculture (NIFA) funding directly impacts education performance through scholarships, assistantships, pre-doctoral fellowships, and post-doctoral fellowships. Currently, NIFA’s Agriculture and Food Research Initiative is the largest competitive program with approximately 25% of the Agency’s appropriation. NIFA funding, depending on legislative priorities, may also indirectly benefit students of all levels. Investments in curriculum development, faculty development, recruitment, and related activities enhance the agricultural literacy of the general population and support the development of a skilled agricultural workforce and cadre of scientists.

FARM SERVICE AGENCY

		Baseline	FY 22 Target	FY 23 Target
Loan Processing Time	Average Number of Days to Process Direct Loans	32	34	34

Plans for Progress

FSA is reimagining how loan application materials are presented to potential applicants and is developing an interactive tool in plain language that will inform and standardize every step in the loan underwriting process, which will provide more transparency to the loan application review process and result in fewer incomplete applications. FSA's Business Process Reengineering and Information Technology Modernization Initiative, implemented in 2022, will reduce manual and paper-based processes, with efforts to develop interactive online applications and online loan repayment prototypes. As part of this initiative, FSA is evaluating the possibility of expanding a project initiated in 2019 that deployed three bots to pre-fill correspondence to customers, which has freed time for loan officials to spend with customers and on more value-added analysis. Hiring and retention policies and practices are being studied, including the use of retention incentives to keep more experienced Loan Officers to assist with the workload and train less experienced staff members.

FOREST SERVICE

		Baseline	FY 22 Target	FY 23 Target
National Forest Customer Satisfaction	Percentage of Customers Satisfied with Recreation Facilities, Services, and Settings in National Forests	95%	95%	98%

Plans for Progress

In FY 2023, Forest Service units plan to increase the percentage of customers satisfied with recreation facilities, services, and settings in National Forests to 98% which indicates exceptional service delivery to customers. The Agency plans to improve service and reduce barriers to access for all users of the National forests and grasslands. The Forest Service plans to emphasize additional and better-trained on-the-ground staff who interact directly with customers and who work through

partnership agreements to enhance customer service and program delivery efforts. Investments in customer service through such platforms as [Recreation.gov](https://www.recreation.gov) will make Forest Service facilities easier to find and will facilitate trip planning that will match recreation user and visitor needs to appropriate resources.

Customer satisfaction levels for Forest Service recreation users has been both high and stable over the past several years. Continued investment in addressing deferred maintenance needs through the Great American Outdoors Act and additional investments in areas to accommodate high visitor use through the Bipartisan Infrastructure Law will continue to support positive outcomes. Staffing capacity to provide direct and dedicated customer service could impact expected performance. The Forest Service is advancing racial equity a step further by working to ensure that the Agency equitably distributes goods, services, grants, contracts, and benefits without bias of any kind, intentional or otherwise. By the end of FY 2022, the Agency will have developed a comprehensive approach to financial assistance and procurements, including grants, agreements, and contracts, to involve Diversity, Equity, Inclusion, Accessibility and Justice communities to reach more stakeholders resulting in more equitable distribution of awards and discovering new expertise and capacity.

RURAL DEVELOPMENT

		Baseline	FY 22 Target	FY 23 Target
OneRD Customer Experience	Percentage of OneRD Customers Whose Application Processing Time Does Not Exceed 30 Days*	39%	45%	55%
OneRD Customer Experience	Percentage of OneRD Program Customer (Lender) Satisfaction Survey Ratings of 4 or Above	55%	60%	65%

* Receipt to Conditional Commitment

Plans for Progress

Rural Development is taking steps to increase private investment in rural communities across the country by making it easier for lenders to access four flagship loan guarantee programs: the Business and Industry Loan Program, Community Facilities, Rural Energy for America, and Water and Waste Disposal. The OneRD Guaranteed Loan Initiative is improving program performance and impact by changing how the Agency delivers commercial guarantee programs, implementing a standard set of requirements, processes, and forms across the four flagship loan guarantee programs. Rural Development is taking a holistic approach to this project, improving all aspects of the customer experience by meeting their expectations for consistency, accountability, transparency, and speed of service.

Objective 6.3: Promote USDA Operational Excellence Through Better Use of Technology and Shared Solutions

The Department strives to fully leverage modern human-centered design, data, technology, and digital services to provide our internal and external customers with easy-to-navigate online tools

to increase access to our critical programs and services. Enterprise-wide shared technology and data services will help increase the Department’s capacity to make data-driven policy decisions, track progress, and support evidence-building within USDA’s research and statistical agencies, while also increasing data shared with external researchers. Increasing shared services and modernizing legacy IT systems will move the Department towards a future where customer-facing programs are seamlessly integrated with back-end IT that can be continually modified in response to changing customer needs.

USDA is making better use of data and enabling advanced analytics, such as geospatial modeling, to improve the delivery of services and programs. The Department’s enterprise data and analytics platform is bringing data together from across different parts of the organization to support cross-cutting analytics. The capabilities of data scientists and analysts have been expanded with the development of a data science workbench, which enables advanced analytics needed for more sophisticated insights.

Cybersecurity is a foundational shared service and represents a core component of improving digital service delivery and internal systems by ensuring secure, reliable access to USDA products and services.

OFFICE OF PROPERTY AND ENVIRONMENTAL MANAGEMENT

		Baseline	FY 22 Target	FY 23 Target
Property Footprint	Reduction in the Department’s Overall Real Property Footprint through Effective Disposal and Consolidation Efforts (Thousand Square Feet)	31,200,000	31,100,000	30,800,000

Plans for Progress

USDA is expected to continue to reduce its real property footprint due to the new telework policy. This will be accomplished by continuing to enforce the new USDA space utilization policy and identifying opportunities for space consolidation. The Office of Property and Environmental Management will continue working with the General Services Administration on 10 large proposed collocations.

Acronyms and Abbreviations

APG	Agency Priority Goal
AMS	Agricultural Marketing Service
APHIS	Animal and Plant Health Inspection Service
FAS	Foreign Agricultural Service
FNS	Food and Nutrition Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
FY	Fiscal year
GPRAMA	Government Performance and Results Act Modernization Act
NIFA	National Institute of Food and Agriculture
NRCS	National Resources Conservation Service
RMA	Risk Management Agency
SNAP	Supplemental Nutrition Assistance Program
USDA	U.S. Department of Agriculture
WIC	Special Supplemental Nutrition Assistance Program for Women, Infants, and Children

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