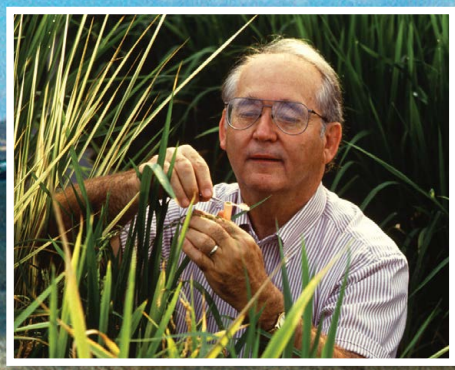
USDA 150TH ANNIVERSARY
UNITED STATES DEPARTMENT OF AGRICULTURE

Fiscal Year **2012**

Summary of Performance and Financial Information



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Only Federal employees participated in the preparation of the performance and financial information contained in this report.

About This Report

Historically, the U.S. Department of Agriculture (USDA) has published consolidated financial and performance information in the Performance and Accountability Report (PAR). In fiscal year (FY) 2012, the Department issued an Agency Financial Report (AFR), an alternative approach to the PAR. The Office of Management and Budget (OMB) Circular No. A136, "Financial Reporting Requirements," Section II, "Performance and Accountability Report or Agency Financial Report," describes this alternative. This circular states that agencies may choose either to produce a consolidated PAR, or a separate AFR and Annual Performance Report (APR) and a Summary of Performance and Financial Information (SPFI).

The AFR is a report on the Department's end-of-fiscal-year financial position that includes, but is not limited to, financial statements, notes to the financial statements, and a report of the independent auditors. The AFR also includes a performance summary. The AFR was issued on November 15, 2012.

The APR is a detailed report on USDA's progress toward achieving the strategic goals and objectives described in the Department's strategic plan and annual performance plan, including progress on agency priority goals.

This report, the SPFI, includes the most relevant performance and financial information in a brief, user-friendly format that is easily understood by a reader with little technical background in these areas. This report was previously known as the Citizen's Report. The goal of this summary is to increase accountability of agency heads and program managers. It will make the financial and performance information more transparent and accessible to Congress, the public, and other key constituencies.

All plans and reports are available at http://www.usda.gov/wps/portal/usda/usdahome?navid=PERFORMANCE_IMP and at http://www.performance.gov.

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Message from the Secretary

In fulfillment of its duty to the people, the President, and Congress, the U.S. Department of Agriculture (USDA) respectfully submits the *Fiscal Year (FY) 2012 Summary of Performance and Financial Information* report.

This year, we had an opportunity to remember the rich history of the Department, which celebrated its 150th anniversary in 2012. On May 15, 1862, President Abraham Lincoln signed into law an Act of Congress establishing USDA. Two and a half years after he established the Department, in what would be his final annual message to Congress, Lincoln called USDA "The People's Department."

President Lincoln knew the importance of agriculture to our prosperity — particularly at a time when about half of all Americans lived on farms. We believe that the values shared by folks in our small towns and rural communities are at the heart of our American values.

As the United States has changed and evolved over the years, at USDA, we have not lost sight of Lincoln's vision. Through our work on food, agriculture, economic development, science, natural resource conservation, and a host of other issues, the Department has affected the lives of generations of Americans.

Like any organization, it is an imperative that USDA always ensures that we are serving our customers to the greatest possible extent. This fiscal year, the Department of Agriculture has been defined by the efforts of our hardworking employees to continue delivering services to Americans at a record pace — even in a time of reduced operating budgets and staffing constraints in many agencies.

This year, we had to take a hard look at the ways in which we do business because, like any American family or business, USDA must ensure that we are executing our mission while balancing our checkbook. This year, the Department continues our efforts to look forward to the future, ensuring that USDA is a 21st century service provider and employer, while managing a Department of nearly 100,000 employees who deliver services to Americans across the country.

In January 2011, USDA responded to these needs by announcing a "Blueprint for Stronger Service" to modernize the Department, reduce paperwork, improve the experience of USDA customers, and help bring the Department's operating costs within the budget and staffing constraints predicated by decreasing congressional appropriations.

Meanwhile, USDA's employees have worked hard to manage the challenges we face, always sharing a commitment to provide the best possible service for producers, communities, and American families. Our employees have achieved historic results since 2009, and this year has been no different.

USDA implements safety net programs authorized by Congress to help keep American agriculture secure from the market and weather uncertainties that our farmers and ranchers face

every day. This year, the Department's response to the drought that is sweeping across much of America stands as one important example of our commitment. USDA implemented a number of administrative actions to help drought-stricken producers by expediting assistance for farmers and ranchers who were struggling.

Through its network of more than 140 international offices, USDA continued its work to open markets for quality U.S. products abroad. USDA implemented new free trade agreements (FTAs) with South Korea and Columbia and has worked hard to help secure implementation of the Panama FTA. These three trade agreements will support 20,000 American jobs and create more than $2.3 billion in additional agricultural trade. Exports of U.S. food and agricultural products are expected to reach $145 billion in FY 2013, well above the record set in FY 2011 and $9.2 billion more than FY 2012 exports. Since 2009, U.S. agricultural exports have made gains of 50 percent.

Our farmers and ranchers are the leading stewards of our land and water. USDA has continued supporting their work through technical assistance and conservation programs — applying the most effective programs in the best places to achieve the best possible results. In 2012, USDA continued its work with more than 500,000 landowners around the United States, providing additional efforts for producers to enter into contracts under the Conservation Reserve Program, while reaching its 50 millionth acre enrolled under the Conservation Stewardship Program.

In America's National Forests, USDA is hard at work to reduce the risk of devastating wildfire and improve soil and water quality. In April 2012, the Department finalized its new Land Management Planning Rule to better organize the management of more than 193 million acres of National Forest lands, creating jobs in rural areas and ensuring the protection of our forests for years to come.

USDA continued our record level of investment in rural America and the rural communities that millions call home by investing in community facilities, providing loans for rural small businesses, helping rural families buy or repair homes, and helping ensure communities have access to critical infrastructure.

The Department is leading the way for renewable energy, supporting the infrastructure we will need in a new energy economy. By working directly with farmers, ranchers, and rural homeowners, USDA is helping folks save money by implementing new energysaving technology. In 2012, for example, we reached an important goal of $250 million in Smart Grid electric investments to help rural electric cooperatives better serve their customers.

USDA also continues to lead the way in research, as USDA researchers have partnered with folks across the country to develop the next generation of renewable energy and find solutions to some of America's greatest scientific challenges.

The Department ensures a safe food supply through its network of Federal inspectors in more than 6,000 locations nationwide. In June 2012, USDA finalized rules to adopt a zerotolerance policy for raw beef products containing six additional strains of *shiga-toxin* producing *E. coli* O157:H7.

In February 2011, the Government Accountability Office reported in its High-Risk Series Update that food safety agencies have not developed a Government-wide performance plan that includes results-oriented performance measures, which would be a leap forward with regard to measuring our progress in preventing foodborne illness from meat, poultry, and processed egg products. In September 2011, the Food Safety and Inspection Service (FSIS) published its strategic plan, which includes results-oriented performance measures. For example, FSIS has made attribution estimates of the total number of illnesses from meat, poultry, and processed egg products, and developed a key corporate performance measure of our progress toward preventing these illnesses. FSIS' strategic plan includes 30 distinct, quantifiable performance measures that support 8 larger goals. In support of this strategic plan and the core principles of President Barack Obama's Food Safety Working Group, USDA's FSIS has announced several new measures to prevent foodborne illness, empower people, strengthen infrastructure, and understand and influence the farm-to-table continuum.

USDA delivers critical nutrition assistance to Americans struggling to put food on the table by providing breakfast and lunch to nearly 32 million schoolchildren each day. This year, the Department fed these children nearly 44 million lunches and breakfasts per day, while providing food assistance to nearly 1 in 4 Americans, a record high proportion that will go down as the economy improves. FY 2012 marks the first of 3 years in which new, healthier school meals standards authorized under the Healthy, Hunger-Free Kids Act of 2010 are being implemented.

As we commemorate 150 years of accomplishments, USDA is looking to the future. In the years to come, we will help address the changing needs of agriculture and rural America. We will continue to help provide a safe, ample food supply for our Nation and the world. As we promote innovation, we will help create jobs and support economic growth; promote healthy families and communities; and contribute to a stronger Nation. To meet those goals, we are working to make USDA a more modern and effective service provider, delivering the best possible results for all Americans.

Thank you for your interest in the Department. I salute USDA employees for their outstanding work and am proud to share this information with our stakeholders. We will continue to serve the needs of the people every day.

Thomas J. Vilsack
Secretary of Agriculture

Section 1: Agency and Mission Information

Introduction

The U.S. Department of Agriculture (USDA) was founded by President Abraham Lincoln in 1862, when more than half of the Nation's population lived and worked on farms. The population has increased approximately tenfold and now exceeds 307 million people, the vast majority of whom do not live on farms or in rural areas.

Today, USDA improves the Nation's economy and quality of life by touching the lives of almost every person in America, every day. Nearly 100,000 employees deliver more than $144 billion in public services through the Department's more than 300 programs worldwide.

Because America's food and fiber producers operate in a global, technologically advanced, rapidly diversifying, and highly competitive business environment, USDA is constantly helping agricultural producers meet the needs of the Nation.

Mission Statement

We provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management.

Vision Statement

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

U.S. Department of Agriculture Organization Chart

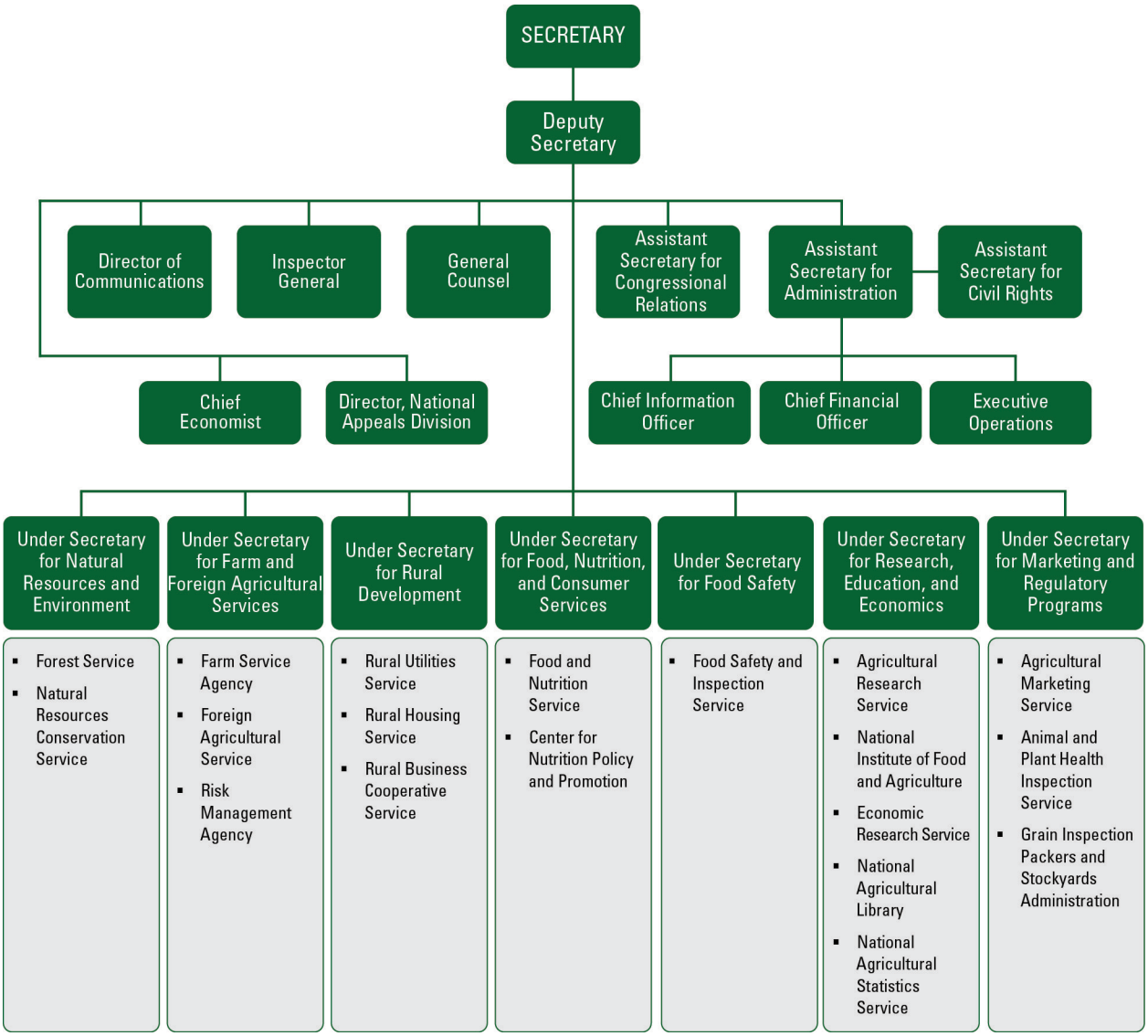


Exhibit 1: Organization Chart

Source: USDA's Web site, September 29, 2012

This image displays the USDA's Headquarters Organization, including the Secretary, Chief Officers, Under Secretaries, and Assistant Secretaries for various agencies within USDA. In addition to its Headquarters Organization, USDA has a network of offices, facilities, and laboratories across the country and overseas.

Organizational Structure

The U.S. Department of Agriculture's (USDA's) work is organized by mission areas, which are collections of agencies that work together to achieve its strategic goals. Descriptions of the Department's seven mission areas, Departmental Management, and Office of Inspector General follow.

Farm and Foreign Agricultural Services

The Farm and Foreign Agricultural Services (FFAS) mission area helps keep America's farmers and ranchers in business as they face the uncertainties of weather and markets. FFAS delivers programs that support a sustainable and competitive U.S. agricultural system. This mission area is comprised of the Farm Service Agency (FSA), the Foreign Agricultural Service (FAS), and the Risk Management Agency (RMA). FSA administers and manages commodity, farm credit, conservation, and disaster programs through a network of Federal, State, and county offices. FSA provides administrative support for the Commodity Credit Corporation (CCC). The CCC is a Government-owned entity, which funds most of the commodity, export, and some conservation programs of USDA. FAS works to improve international market access for U.S. products, build new markets, improve the competitive position of domestic agriculture in the global marketplace, and provide food aid and technical assistance to other countries. RMA helps producers manage their business risks through effective, marketbased, riskmanagement solutions. In addition, RMA manages the Federal Crop Insurance Corporation to improve the economic stability of agriculture through a sound system of crop insurance.

Food, Nutrition, and Consumer Services

The Food, Nutrition, and Consumer Services (FNCS) mission area works to harness the Nation's agricultural abundance to reduce hunger and improve nutritional intake and health in the United States. FNCS is comprised of the Food and Nutrition Service (FNS) and the Center for Nutrition Policy and Promotion (CNPP). FNS administers USDA's 15 Federal nutrition assistance programs. CNPP works to improve the health and well-being of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers.

Food Safety

The Food Safety mission area ensures that the Nation's commercial supply of meat, poultry, and processed egg products is safe, wholesome, and properly labeled and packaged. It also plays a key role in the President's Food Safety Working Group, a coordinated, Government-wide initiative to ensure a safe food supply for the American people for the 21st century. USDA's partners in the working group include the U.S. Department of Health and Human Services, the U.S. Environmental Protection Agency, and a number of other Government agencies. The Food Safety mission area is comprised of a single agency, the Food Safety and Inspection Service.

Marketing and Regulatory Programs

The Marketing and Regulatory Programs (MRP) mission area facilitates the domestic and international marketing of U.S. agricultural products and ensures the health and care of animals and plants. MRP is made up of the Agricultural Marketing Service (AMS); the Animal and Plant Health Inspection Service (APHIS); and the Grain Inspection, Packers, and Stockyards Administration (GIPSA). AMS administers programs that facilitate the efficient, fair marketing of U.S. agricultural products, including food, fiber, and specialty crops. APHIS provides leadership in ensuring the health and care of animals and plants. GIPSA facilitates the marketing of livestock, poultry, meat, cereals, oilseeds, and related agricultural products.

Natural Resources and Environment

The Natural Resources and Environment (NRE) mission area ensures the health of the land through sustainable management. Its agencies work to conserve natural resources and prevent damage to the environment, restore ecosystems, and promote good land management. NRE consists of the Forest Service and the Natural Resources Conservation Service (NRCS). The Forest Service manages public lands in national forests and grasslands, which encompass 193 million acres and assists States in managing State and private forestlands. NRCS provides leadership in a partnership effort to help America's private landowners and managers conserve their soil, water, and other natural resources. Both agencies work in partnership with Tribal, Federal, State, and local governments, as well as community-related groups to protect soils, watersheds, and ecosystems.

Research, Education, and Economics

The Research, Education, and Economics (REE) mission area helps create a safe, sustainable, and competitive U.S. food and fiber system, as well as develop strong communities, families, and youth through integrated research, analysis, and education. REE is comprised of the Agricultural Research Service (ARS), the National Institute of Food and Agriculture, the Economic Research Service, and the National Agricultural Statistics Service. The National Agricultural Library is a component of ARS.

Rural Development

The Rural Development (RD) mission area helps improve the economy and quality of life in all of rural America. RD provides financial support for the development of essential public facilities and services such as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telephone services. It also promotes economic development by providing direct loans and loan guarantees to businesses through private sector financial institutions. In addition, RD provides grants, loan guarantees, and payments to farmers, ranchers, and rural small businesses to develop renewable energy systems and make energy efficiency improvements. RD is comprised of the Rural Business and Cooperative Service, the Rural Housing Service, and the Rural Utilities Service.

Departmental Management

Departmental Management's (DM) mission ensures that USDA administrative programs, policies, advice, and counsel meet the needs of USDA program organizations, consistent with laws and mandates, and provide safe and efficient facilities and services to customers. DM is comprised of the following offices: Office of Administrative Law Judges; Office of Advocacy and Outreach; Office of the Chief Financial Officer; Office of the Chief Information Officer;

Office of the Executive Secretariat; Office of Homeland Security and Emergency Coordination; Office of Human Resources Management; Office of the Judicial Officer; Office of Operations; Office of Procurement and Property Management; and Office of Small and Disadvantaged Business Utilization.

Office of Inspector General

The Office of Inspector General (OIG) was legislatively established in 1978 with the enactment of the Inspector General Act (Public Law 95-452). The act requires the Inspector General to independently and objectively: perform audits and investigations of the Department's programs and operations; work with the Department's management team in activities that promote economy, efficiency, and effectiveness or that prevent and detect fraud and abuse in programs and operations, both within USDA and in nonFederal entities that receive USDA assistance; and report OIG activities to the Secretary of Agriculture and the U.S. Congress semiannually as of March 31 and September 30 each year.

OIG accomplishes its mission by: investigating allegations of fraud and abuse; using preventive audit approaches, such as reviews of systems under development; conducting audits of the adequacy and vulnerability of management and program control systems; and auditing the adequacy of large USDA payments, such as insurance and deficiency payments, major loans, and retailer food stamp redemptions.

OIG is headquartered in Washington, D.C., and has regional offices located in Atlanta, Georgia; Chicago, Illinois; New York, New York; Oakland, California; and Temple, Texas. Our Financial and Automated Data Processing operations sub-office is located in Kansas City, Missouri.

Section 2: Summary of Performance Results and Financial Information

Cross-Agency Priority Goals

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

Exports: Double U.S. exports by the end of calendar year 2014;

Entrepreneurship and Small Business: Increase Federal services to entrepreneurs and small businesses with an emphasis on 1) startups and growing firms, and 2) underserved markets;

Broadband: As part of expanding all broadband capabilities, ensure 4G broadband coverage for 98 percent of Americans by 2016;

Sustainability: By 2020, the Federal Government will reduce its direct greenhouse gas emissions by 28 percent and reduce its indirect greenhouse gas emissions by 13 percent (from 2008 baseline);

Real Property: The Federal Government will manage real property effectively to generate $3 billion in cost savings by the end of 2012;

Improper Payments: The Federal Government will reduce the Government-wide improper payment rate by at least two percentage points by fiscal year (FY) 2014;

Data Center Consolidation: Improve information technology service delivery, reduce waste, and save $3 billion in taxpayer dollars by closing at least 1,200 data centers by FY 2015;

Strategic Sourcing: Reduce the costs of acquiring common products and services by agencies' strategic sourcing of at least two new commodities or services in both 2013 and 2014, that yield at least a 10-percent savings; and

Closing Skill Gaps: Close critical skills gaps in the Federal workforce to improve mission performance. By September 30, 2013, close the skills gaps by 50 percent for 3 to 5 critical Federal Government occupations or competencies, and close additional agency-specific, highrisk occupation, and competency gaps.

Strategic Goals

The Department has established a variety of short and longterm performance goals to drive progress toward key outcomes. Long-term goals and objectives are outlined in the *U.S. Department of Agriculture (USDA) Strategic Plan Fiscal Year (FY) 20102015*. Annual performance goals are outlined in *USDA's FY 2013 Budget Summary* and *Annual Performance Plan*. USDA has the following strategic goals:

Strategic Goal 1: Assist Rural Communities to Create Prosperity So They Are Self-Sustaining, Repopulating, and Economically Thriving.

Strategic Goal 2: Ensure Our National Forests and Private Working Lands Are Conserved, Restored, and Made More Resilient to Climate Change, While Enhancing Our Water Resources.

Strategic Goal 3: Help America Promote Agricultural Production and Biotechnology Exports as America Works to Increase Food Security.

Strategic Goal 4: Ensure That All of America's Children Have Access to Safe, Nutritious, and Balanced Meals.

These four goals mirror USDA's commitment to provide first-class service and state-of-the-art science through consistent management excellence across the Department. Although change has been a constant in the evolution of the United States farm and food sector, the current marketplace emphasizes the growing importance of consumer preferences and the reach of global markets. USDA's objectives reflect this evolution.

USDA is working to transform itself into a model organization. By strengthening management operations and engaging employees, the Department will improve customer service, increase employment satisfaction, and develop and implement strategies to enhance leadership, performance, diversity, and inclusion. The transformation will result in process improvements and increased performance.

Strategic Objectives

USDA's strategic objectives break down broader strategic goals to a level that reflects the outcome or impact the Department is trying to achieve, as well as the specific results of contributing programs. Strategic objectives contribute to the broader impact described in the strategic goal statement while also expressing how an aspect of the strategic goals will be achieved by the Department and its delivery partners.

Strategic objectives, in turn, cascade down to a set of performance goals and indicators established to help USDA monitor, evaluate, and understand its progress. Strategic objectives are the primary unit of analysis for assessing how USDA is achieving its mission and serving its customers.

Agency Priority Goals

The Department identified 2-year Agency Priority Goals (APG) in the FY 2013 budget, which align with the strategic goals and objectives. APGs target areas where agency leaders want to achieve near-term performance acceleration through focused senior leadership attention. USDA is pursuing 3 APGs for FYs 2012 and 2013.

Agency Priority Goal 1: Further improve payment accuracy in the Supplemental Nutrition Assistance Program (SNAP).

Agency Priority Goal 2: Expand U.S. agricultural exports to at least $150 billion by September 2013.

Agency Priority Goal 3: Accelerate the protection of clean, abundant water resources by advancing USDA's capacity to measure the effectiveness of conservation investments in addressing water resource concerns.

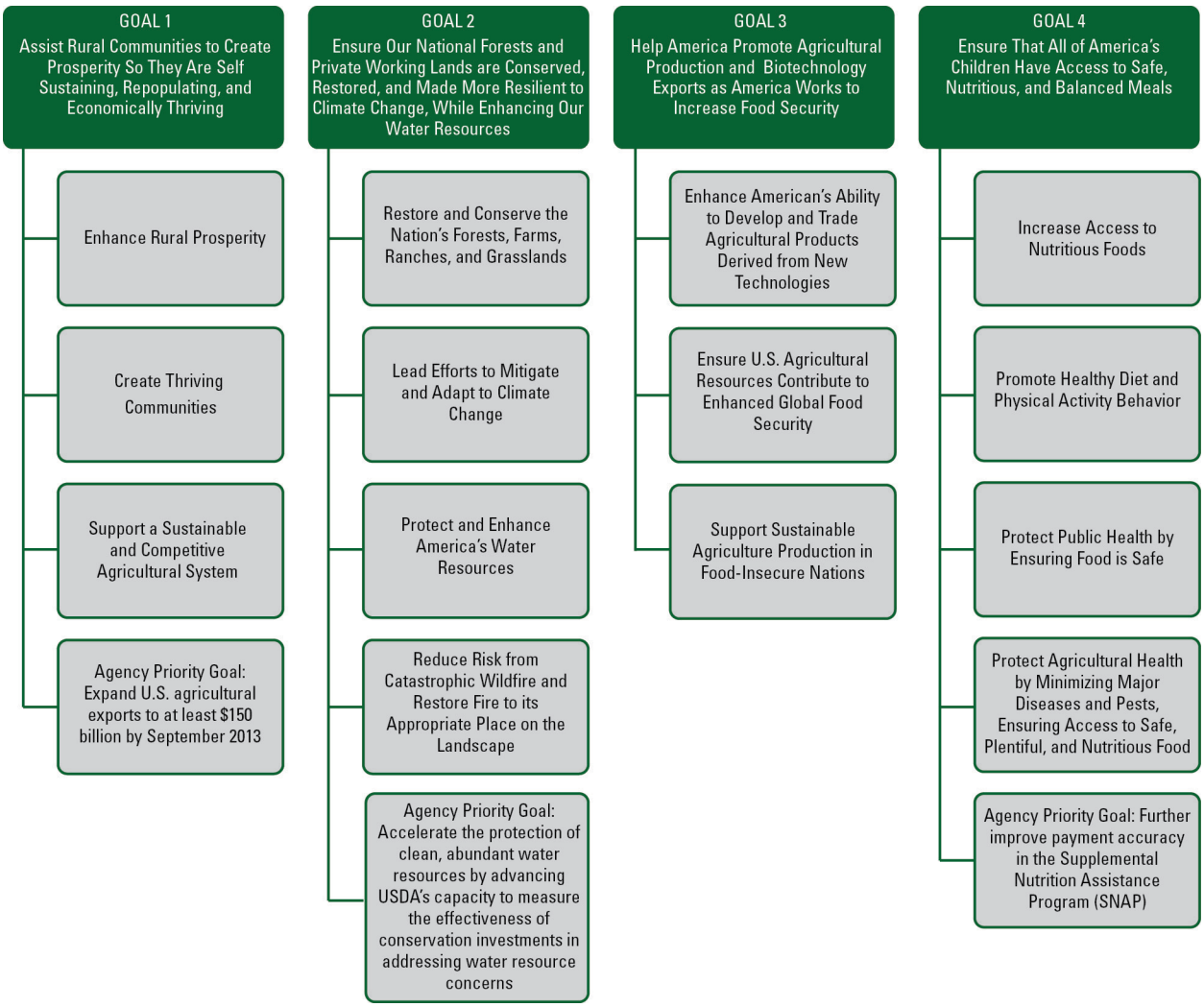
To learn more about our APGs, visit http://goals.performance.gov/agency/usda. Once there, click on "Agency Goals," and then click on any one of the strategic goals to view the objectives and see a full description of APGs listed.

Exhibit 2 illustrates the relationship of USDA's mission, strategic goals and objectives, and agency priority goals.

For more information, access the USDA Strategic Plan at http://www.ocfo.usda.gov/sp2010/sp2010.pdf

Exhibit 2: Strategic Plan Framework

Our Mission: We provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on sound public policy, the best available science, and efficient management



Performance Progress Update and Results

The U.S. Department of Agriculture (USDA) has 42 performance goals. Each of these goals contains a measurable value (performance indicator), target, and timeframe to define the level of performance to be achieved.

The key performance goal results described in Exhibits 3, 4, 5, and 6 are organized by strategic goal and strategic objective. Exhibit 7 describes USDA's performance results on performance goals related to a selected management initiative. These exhibits provide a summary of the Department's year end, actual performance results and trend data for the previous 5 years, if available. Some year-end results differed slightly from the projected results, which were published in the *FY 2012 Agency Financial Report,* which is available at http://www.usda.gov/documents/USDA_AFR_2012.pdf. An asterisk (*) denotes those measures with changes in the "Result" column of Exhibits 3, 4, 5, 6, and 7. Footnotes explaining the differences between projected and actual results follow each of these exhibits.

Of the 42 performance measures contained in *USDA's FY 2013 Budget Summary and Annual Performance Plan* (APR), 37 were met or exceeded, and 5 were unmet. When targets are established in the annual planning process, a statistical range is declared for determining an allowable variance in results. If results are within the allowable variance, the performance goal is met. If results are less than the allowable variance, the performance goal is unmet. The performance goal is exceeded if results are greater than the allowable variance.

The APR was released with the Department's FY 2014 President's Budget. It contains additional analysis of these results, including the historical performance trend data. USDA performance reports can be accessed at http://www.ocfo.usda.gov/usdarpt/usdarpt.htm.

Strategic Goal 1: Assist Rural Communities to Create Prosperity So They Are Self-Sustaining, Repopulating, and Economically Thriving.

Exhibit 3: Performance Summary Strategic Goal 1

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
1.1.1	Number of jobs created or saved through USDA financing of businesses	N/A	N/A	N/A	N/A	66,824	42,288	52,468	Exceeded	+/– 5 percent or from 40,174 to 44,402
1.1.2	Number of borrowers/ subscribers receiving new or improved telecommunication services (millions)	0.36	0.78	0.18	0.14	0.18	0.22	0.06	Unmet	+/– 7 percent or from 0.20 to 0.24
1.2.1	Number of borrowers/ subscribers receiving new or improved service from agency-funded water facility (millions)	1.3	4.4	3.4	3.9	4.5	2.4	4.2	Exceeded	+/- 5 percent or from 2.28 to 2.52
1.2.2	Homeownership opportunities provided	43,942	67,420	56,613	127,735	140,100	190,186	153,027	Met	+/- 20 percent or from 152,149 to 228,223
1.2.3	Percentage of customers who are provided access to new and/ or improved essential community facilities:									+/- .2 percent or from 5.3 to 5.7
	Health Facilities	5.2	5.3	5.4	3.2	5.2	5.5	7.31	Exceeded*	
	Safety Facilities	2.7	2.8	5.0	3.2	4.3	4.7	3.71	Unmet*	+/- .2 percent or from 4.5 to 4.9
	Education Facilities	N/A	N/A	3.5	3.8	3.8	4.5	6.41	Exceeded*	+/- .2 percent or from : 4.3 to 4.7
1.2.4	Number of borrowers/ subscribers receiving new and/or improved electric facilities (millions)	5.8	8.1	9.8	9.4	7.1	6.1	8.2	Exceeded*	+/- 5 percent or from 5.8 to 6.4
1.3.1	Percentage of beginning farmers, racial and ethnic minority farmers, and women farmers financed by FSA	15.9	16.2	17.4	19.9	21.0	18.1	22.0	Exceeded	+/- 5 percent or from 17.6 to 18.6
1.3.2	Maintain or increase percentage of FSA program delivery applications at USDA Service Centers that are Web enabled.	N/A	54	51	57	68	73	73	Met	+/- 5 percent or from 72.5 to 73.5

*The target for measure 1.2.3 for the Safety Facilities was projected to be met; the final result was unmet. The results for the Health and Education Facilities measures changed from projections of met to actual results of exceeded.

Exhibit 3: Performance Summary Strategic Goal 1 (continued)

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
1.3.3	Value of trade preserved annually through USDA staff interventions leading to resolution of barriers created by Sanitary and Phytosanitary or Technical Barriers to Trade measures ($billions).	2.5	7.3	9.5	3.6	4.0	4.0	4.0	Met*	3.4-3.8
1.3.4	Value of Federal Crop Insurance Corporation (FCIC) risk protection coverage provided through FCIC-sponsored insurance ($billions)	67.3	89.9	79.6	78.1	113.5	105.9	116.2	Exceeded	+/- 4.4 or from 101.2 to 110.6
1.3.5	Normalized value of FCIC risk protection coverage provided through FCIC-sponsored insurance ($billions)	50.6	51.6	53.9	55.0	56.3	54.4	62.1	Exceeded	4.4 or from 52 to 56.8
1.3.6	Percent of industry compliance with the Packers and Stockyards Act	75	80	80	80	76	81	87	Exceeded	+/- 7 percent or from 75 to 87

*The target for measure 1.2.4 target was projected to be met; the final result was exceeded. The result for measure 1.3.3 changed from a projection of exceeded to an actual result of met.

Strategic Goal 2: Ensure Our National Forests and Private Working Lands Are Conserved, Restored, and Made More Resilient to Climate Change, While Enhancing Our Water Resources

Exhibit 4: Performance Summary Strategic Goal 2

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
2.1.1	Conservation Reserve Program: Restored wetland acreage (millions of acres)	2.08	1.98	2.04	2.05	2.23	2.23	2.29	Exceeded	+/-.05 or from 2.18 to 2.28
2.1.2	Conservation Technical Assistance (CTA): Cropland with conservation applied to improve soil quality (millions of acres)	7.3	8.3	7.6	8.2	8.2	7.3	8.7	Exceeded*	+/- 10 percent or from 6.6 to 8.0
2.1.3	Environmental Quality Incentives Program (EQIP): Cropland with conservation applied to improve soil quality (millions of acres)	5.3	5.6	4.8	4.8	4.6	4.8	4.6	Met	+/- 10 percent or from 4.3 to 5.3.0
2.1.4	CTA: Grazing land and forest land with conservation applied to protect and improve the resource base (millions of acres)	12.2	16.0	16.0	17.6	17.1	15.1	17.1	Exceeded*	+/- 10 percent or from 13.6 to 16.6
2.1.5	EQIP: Grazing land and forest land with conservation practices applied to protect and improve the resource base (millions of acres)	16.5	16.9	17.2	17.5	16.3	16.2	17.2	Met	+/- 10 percent or from 14.6 to 17.8
2.1.6	Farm and Ranchlands Protection Program (FRPP): Prime, unique, or important farmland protected from conversion to nonagricultural uses by conservation easements (thousands of acres)	38.5	27.4	38.3	53.9	51.5	45.0	45.2	Met	+/- 10 percent or from 40.6 to 49.5
2.1.6	Farm and Ranchlands Protection Program (FRPP): Prime, unique, or important farmland protected from conversion to nonagricultural uses by conservation easements (thousands of acres)	38.5	27.4	38.3	53.9	51.5	45.0	45.2	Met	+/- 10 percent or from 40.6 to 49.5
2.1.6	Farm and Ranchlands Protection Program (FRPP): Prime, unique, or important farmland protected from conversion to nonagricultural uses by conservation easements (thousands of acres)	38.5	27.4	38.3	53.9	51.5	45.0	45.2	Met	+/- 10 percent or from 40.6 to 49.5
2.1.7	Wildlife Habitat Incentive Program: Non-Federal land with conservation applied to improve fish and wildlife habitat quality (millions of acres)	0.4	0.3	0.3	0.9	1.3	0.7	0.9	Exceeded	+/- 10 percent or from .6 to .8
2.1.8	EQIP: Non-Federal land with conservation applied to improve fish and wildlife habitat quality (millions of acres)	1.3	4.8	5.2	6.0	4.8	5.0	6.2	Exceeded	+/- 10 percent or from 4.5 to 5.5

*The targets for measures 2.1.2 and 2.1.4 were projected to be met; actual results exceeded the targets.

Exhibit 4: Performance Summary Strategic Goal 2 (continued)

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
2.1.9	Acres protected from conversion through easements and fee-simple purchases (thousands of acres)	1,574	1,727	1,924	2,225	2,494	2,828	2,549	Met	+/- 10 percent
2.2.1	CTA: Land with conservation applied to improve water quality (millions of acres)	6.4	8.7	20.5	22.3	24.0	20.0	23.8	Exceeded*	+/- 10 percent or from 18.0 to 22.0
2.2.2	EQIP: Land with conservation applied to improve water quality (millions of acres)	13.6	14.8	14.5	14.2	14.5	16.0	13.6	Unmet	+/- 10 percent or from 14.4 to 17.6
2.2.3	Wetlands Reserve Program (WRP): Wetlands created, restored or enhanced (thousands of acres)	149.3	128.9	106.4	129.1	131.8	175.0	189.0	Met	+/- 10 percent or from 157.5 to 192.5
2.3.1	Acres of Wildland-Urban Interface (WUI) fuels treated to reduce the risk of catastrophic fire (millions of acres)	1.138	1.944	2.190	1.955	1.600	1.200	1.867	Exceeded*	+/- 10 percent or from 1.08 to 1.32
2.3.2	Percentage of acres treated in the WUI that have been identified in Community Wildfire Protection Plans	25%	36%	41%	45%	61%	75%	93%	Exceeded	+/- 20 percent
2.3.3	Cumulative acres in the National Forest System that are in a desired condition relative to fire regime (millions of acres)	N/A	58.300	58.500	58.800	59.600	60.1	59.6	Met	+/- 1 percent or from 59.5 to 60.7

Strategic Goal 3: Help America Promote Agricultural Production and Biotechnology Exports as America Works to Increase Food Security

Exhibit 5: Performance Summary Strategic Goal 3

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
3.1.1	Cumulative number of genetically engineered plant lines reviewed by USDA and found safe for use in the environment	74	78	80	81	85	91	93	Exceeded	0

Strategic Goal 4: Ensure That All of America's Children Have Access to Safe, Nutritious, and Balanced Meals

Exhibit 6: Performance Summary Strategic Goal 4

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
4.1.1	Participation levels for the major Federal nutrition assistance programs (millions per month): Supplemental Nutrition Assistance Program	26.5	28.4	33.5	40.3	44.7	47.1	46.3	Met	7.5 percent or from 43.6 to 50.6
4.1.2	SNAP Payment Accuracy Rate Baseline: 2001 = 91.34%	94.40	94.99	95.64	96.19	96.19	96.20	96.20	Met	+/- .33 or from 95.9 to 96.5
4.1.3	Participation levels for the major Federal nutrition assistance programs (millions per day)									
	National School Lunch Program	30.5	30.9	31.2	31.6	31.8	32.0	32.0	Met	+/- 5 percent or from 30.4 to 33.6
	School Breakfast Program	10.1	8.7	11.7	11.6	12.1	12.7	12.8	Met	+/-5 percent or from 12.1 to 13.3
4.1.4	Participation levels for the major Federal nutrition assistance programs (millions per month): The Special Supplemental Nutrition Program for **Women, Infants, and Children (**WIC) Program (average)	8.3	8.7	9.1	9.2	9.0	9.0	8.9	Met	+/- 3 percent or from 8.6 to 9.4
4.2.1	Application and usage level of nutrition guidance tools (billions of pieces of nutrition guidance distributed) Baseline: 2006 = 1.5	2.6	3.2	3.5	1.5	3.0	4.0	6.6	Exceeded	3.5-4.5
4.3.1	4.3.1 Percent of broiler plants passing the carcass *Salmonella* Verification Testing Standard	N/A	N/A	N/A	N/A	89%	90%	90%	Met	0
4.3.2	Total illnesses for all FSIS products	423,126	457,797	428,280	470,137	491,353	405,178	479,621	Unmet	0
4.3.3	Increase percent of establishments with a food defense plan	39	46	62	74	75	76	77	Exceeded	0
4.4.1	Value of damage prevented and mitigated annually as a result of selected plant and animal health monitoring and surveillance efforts ($billions)	1.37	1.38	1.05	1.07	1.11	1.15	1.19	Met*	1.07 to 1.23

*The target for measure 4.4.1 was projected to be deferred; actual results met the target.

Management Initiative: Enhance the USDA Human Resources Process to Recruit and Hire Skilled, Diverse Individuals to Meet the Program Needs of USDA

Management Initiatives are found in the USDA Strategic Plan on pages 34-37 and can be viewed at http://www.ocfo.usda.gov/sp2010/sp2010.pdf. The Department is reporting on this Management Initiative since it is a key performance measure in the *Fiscal Year (FY) 2013 Budget Summary and Annual Performance Plan*. Additional information may be viewed at http://www.obpa.usda.gov/budsum/FY13budsum.pdf.

Exhibit 7: Performance Summary Management Initiative

Annual Performance Goals, Indicators, and Trends	2007	2008	2009	2010	2011	Fiscal Year 2012			
						Target	Actual	Result	Range for Met
Percent of all new hires that are veterans	N/A	N/A	N/A	N/A	7%	17	29.6	Exceeded*	+/- 5 percent or from 16.2 to 17.9
Percent of all new hires that are minorities	N/A	N/A	N/A	N/A	21	35	19.49	Unmet*	+/- 5 percent or from 33.3 to 36.8

*The target for the measure for veteran hiring was projected to be met; the actual results exceeded the target. The target for the measure for minority hiring was projected to be met; the actual result was unmet.

Challenges to Performance and Progress

Occasionally, diverse and unforeseeable circumstances impede USDA efforts to meet its goals. These circumstances are considered challenges to the Department's performance progress or "unmet" measures. Each agency has provided a brief explanation, a "Description of Action for Unmet Measures," to overcome these challenges.

Exhibit 8: Unmet Performance Goals for Strategic Goal 1

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
1.1.2	Number of borrowers/ subscribers receiving new or improved telecommunication services (millions)	0.36	0.78	0.18	0.14	0.18	0.22	0.06	Unmet	+/– 7 percent or from 0.20 to 0.24
1.2.3	Percentage of customers who are provided access to new and/or improved essential community facilities — Safety Facilities	2.7	2.8	5.0	3.2	4.3	4.7	3.7	Unmet	+/- .2 percent or from 5.3 to 5.7

Description of Actions for Unmet Measures

Uncertainty caused by new Universal Service Fund and inter-carrier compensation revisions directly impacted the level of demand for the infrastructure loan program. Consequently, the program did not obligate all FY 2012 available funding. Despite the uncertainty, a level of investment is required annually by program borrowers and prospective borrowers. USDA anticipates that loan demand for FY 2013 will be strong and on par with previous fiscal years.

The Department also believes that programs such as public safety/911 funding, which was expanded under the 2008 Farm Bill, will encourage new participation in the telecommunications infrastructure loan program.

Despite the record breaking performance in total community facility (CF) obligations in FY 2012, the CF grant program was unable to meet the FY 2012 goal for safety facilities. Because many public safety projects rely heavily on grant funding to meet the needs of their community, there is a direct correlation between the available grant funding and the percentage of rural residents who are provided access to new and/or improved safety facilities. As a result of a significant decrease in overall CF grant funding from FY 2011 to 2012, increased targeted investments in community infrastructure, economic growth and quality jobs, and a shift in critical needs of rural communities toward investment in education and health care, the CF program fell short of meeting its performance goal for safety facilities. To learn more about Rural Development, visit http://www.rurdev.usda.gov/Home.html.

Exhibit 9: Unmet Performance Goal for Strategic Goal 2

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
2.2.2	EQIP: Land with conservation applied to improve water quality (millions of acres)	13.6	14.8	14.5	14.2	14.5	16.0	13.6	Unmet	+/- 10 percent or from 14.4 to 17.6

Descriptions of Actions for Unmet Measures

In FY2012, USDA met its target for helping producers apply conservation practices to improve water quality for the CTA program, but did not meet the target for EQIP. While the Department did assist producers with implementing estimated 13.6 million EQIP conservation acres to improve water quality, it was short by 2.4 million acres.

Several factors contributed to the shortfall this year. Severe drought conditions and projected reduced income for producers impeded conservation practice implementation during the 2012 crop season. EQIP is a voluntary program and since the drought created urgent operational needs, such as irrigation management, many producers chose to immediately implement only those practices which facilitated drought impact mitigation and to delay water quality related conservation practices. Many of the vegetative practices which were implemented did not establish due to lack of rainfall and will need to be reseeded in 2013, which will delay water quality benefits until subsequent years. Finally, the Water Quality Initiative was delivered late in the spring delaying associated conservation practice implementation until fiscal year 2013. Considerable improvement in the number of acres with improved water quality resulting from the Water Quality Initiative is thus anticipated for 2013. For additional information, visit the Natural Resources Conservation Service at http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/.

Exhibit 10: Unmet Performance Goal for Strategic Goal 4

Annual Performance Goals, Indicators, and Trends		2007	2008	2009	2010	2011	Fiscal Year 2012			
							Target	Actual	Result	Range for Met
4.3.2	Total illnesses for all FSIS Products	423,126	457,797	428,280	470,137	491,353	405,178	479,621	Unmet	0

Descriptions of Actions for Unmet Measures

USDA achieves success when its estimate of actual illnesses is below the year-end target. Measure 4.3.2 is dominated by *Salmonella*-related illnesses. Thus, the Department's efforts in that area will have the greatest impact on the measure.

For *Salmonella*, USDA has tightened the performance standards for young chicken establishments. It is also testing all establishments over the next 2 years and gathering new data to update the performance standards for *Salmonella* in ground beef and ground poultry products. In addition, it is updating end-of-set letters, which go to establishments to inform them of the

presence of *Salmonella* in their products. In addition, USDA recently set performance standards for *Campylobacter* in broilers and turkeys. Although this is a different pathogen than *Salmonella,* it occurs in poultry products similar to the pathogen. Thus, the Department believes it will also help decrease illness numbers.

USDA has changed its *E. coli* O157 sampling program so that it could increase the likelihood of detecting the pathogen in beef manufacturing trimmings. The Department also has developed new draft guidance to help very small meat and poultry plants meet initial validation requirements. In response to an outbreak investigation, USDA provided process guidance to in-plant personnel regarding critical operational parameters that should closely match more scientific methods. The Department has also begun analyzing certain samples of beef manufacturing trimmings collected under certain exiting *E. coli* O157:H7 verification sampling programs, analyzed for the six relevant Non-O157 *Shiga-Toxin* Producing *Escherichia*. For more information on Food Safety, visit http://www.fsis.usda.gov.

Exhibit 11: Unmet Performance Goal for Management Initiative

Annual Performance Goals, Indicators, and Trends	2007	2008	2009	2010	2011	Fiscal Year 2012			
						Target	Actual	Result	Range for Met
Percent of all new hires that are minorities	N/A	N/A	N/A	N/A	21%	35%	19.49%	Unmet	+/- 5 percent or from 33.3 to 36.8

Descriptions of Actions for Unmet Measures

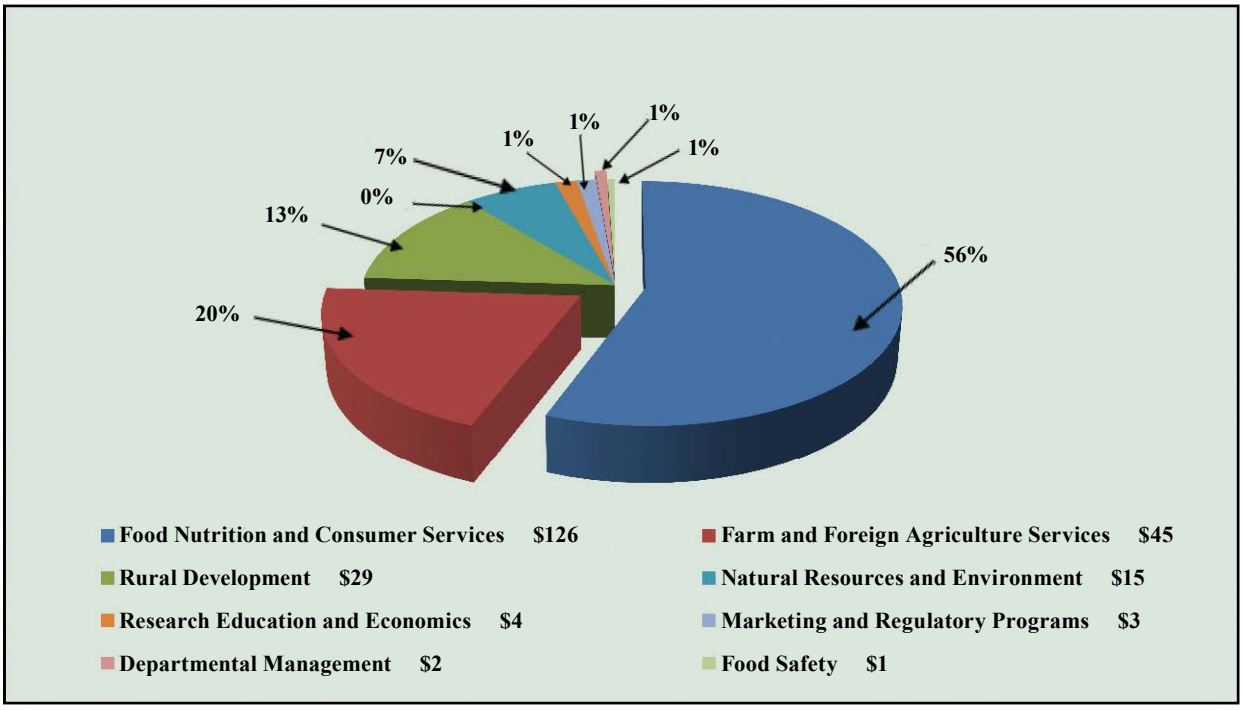
Despite the uncertainty with hiring and the budget for FY 2013, USDA anticipates continued improvement in the hiring of diverse individuals. Continued education and involvement with mission areas and agencies will provide a strong foundation for this next year. The Department believes that programs, such as the Diversity and Inclusion Plan, the cultural transformation officers' quarterly meeting, and the continued monitoring of the cultural milestones and metrics, will encourage new participation in the hiring of diverse individuals. USDA is working to develop standardized models to help the agency better recruit and hire diverse individuals by targeting areas of recruitment to fit the Department's needs. USDA will monitor the impact of the program changes on diversity and determine if adjustments are required for FY 2013 performance targets. For more information on Departmental Management, visit http://www.dm.usda.gov.

Financial Statement Highlights

Budgetary Resources

The U.S. Department of Agriculture (USDA) receives most of its funding from appropriations authorized by Congress and administered by the U.S. Department of the Treasury. Total budgetary resources consist of the balance at the beginning of the year, appropriations received during the year, spending authority from offsetting collections, and other budgetary resources. The following exhibit presents fiscal year (FY) 2012 total budgetary resources by mission area.

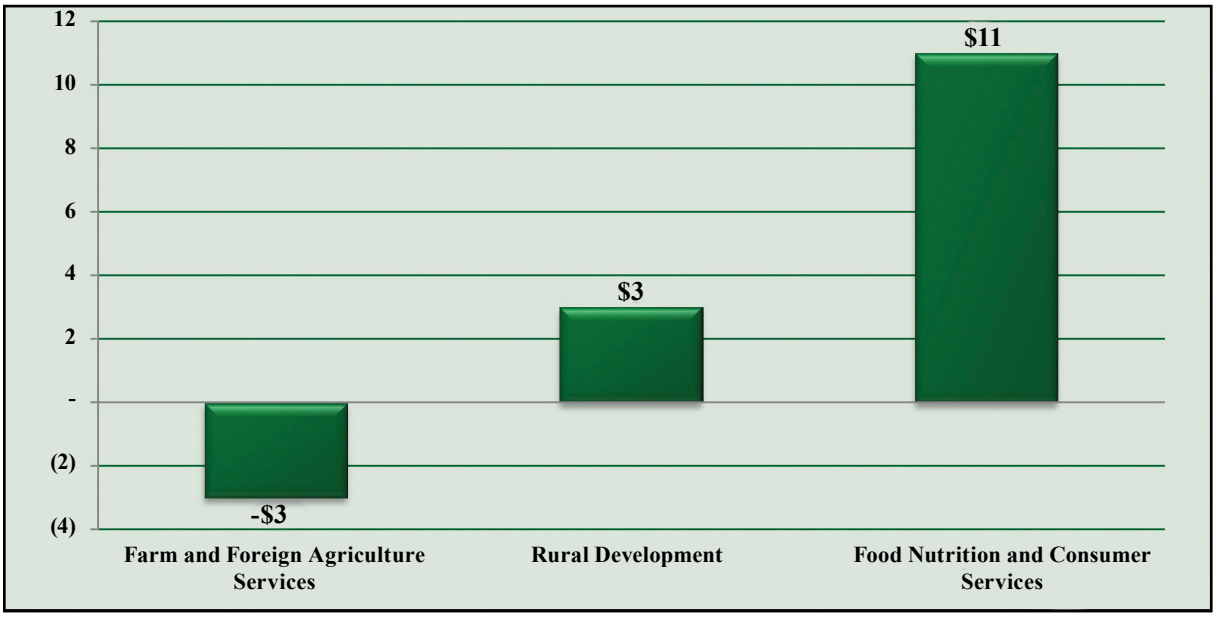
Exhibit 12: FY 2012 Total Budgetary Resources by Mission Area ($billions)



Total budgetary resources were $225 billion for FY 2012 compared to $214 billion in FY 2011, an increase of $11 billion, or 5 percent.

The following exhibit presents significant changes in total budgetary resources by mission area.

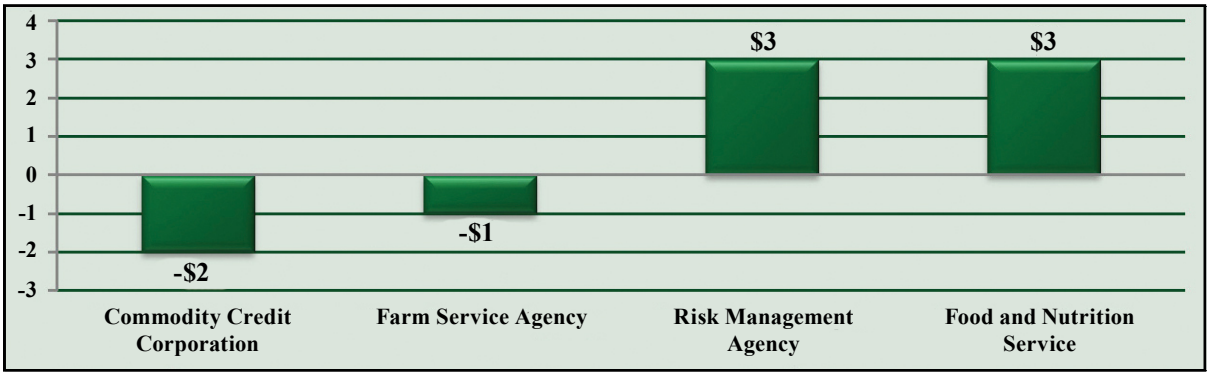
Exhibit 13: Significant Changes in Total Budgetary Resources by Mission Area ($billions)



Obligations Incurred

Obligations incurred were $187 billion for FY 2012, compared to $184 billion in FY 2011, an increase of $3 billion, or 2 percent. The following exhibit presents significant changes in obligations incurred.

Exhibit 14: Significant Changes in Obligations Incurred ($billions)

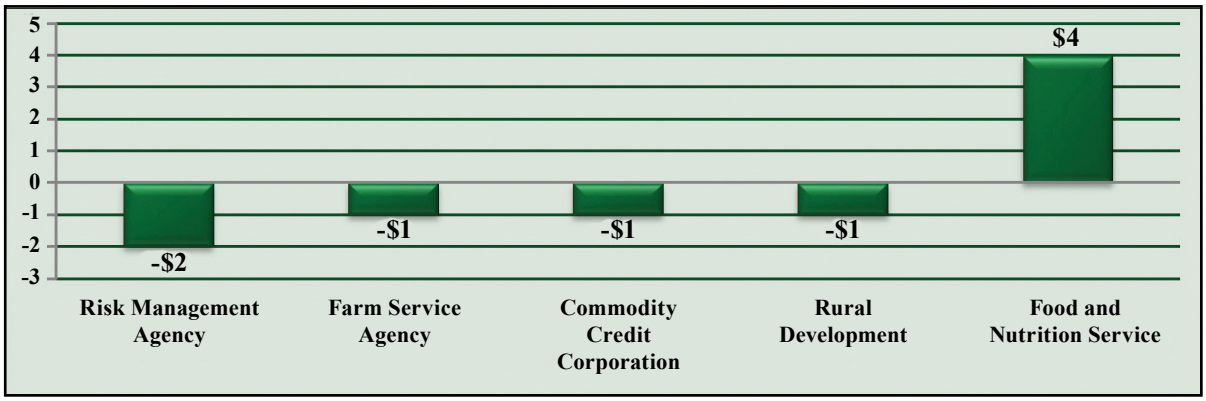


There were increases in obligations incurred at Food and Nutrition Service (FNS) for the Supplemental Nutrition Assistance (SNAP) and at Risk Management Agency (RMA) for Crop Insurance; the increases were offset by decreases at Farm Service Agency (FSA) for Disaster Relief Trust and Farm Loans and at the Commodity Credit Corporation (CCC) for Price Support.

Net Outlays

Net Outlays were $144 billion for FY 2012, compared to $146 billion in FY 2011, a decrease of $2 billion or 1 percent. The following exhibit presents significant changes in net outlays.

Exhibit 15: Significant Changes in Net Outlays ($billions)



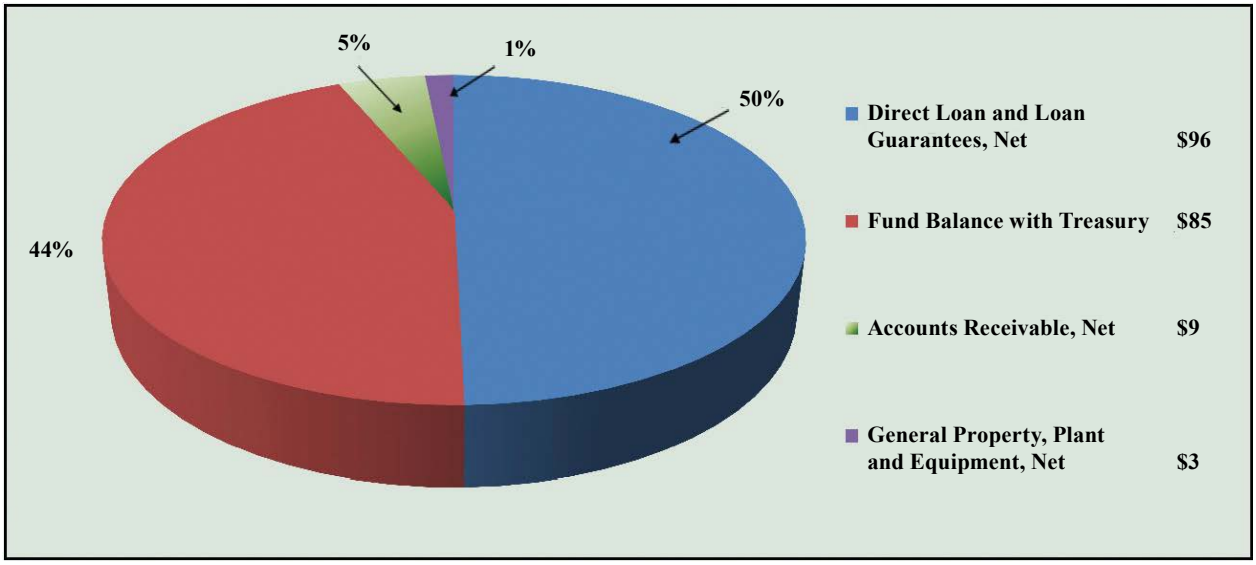
There were decreases in net outlays at RMA for Crop Insurance; at FSA for Disaster Relief Trust, Salaries and Expense, and Agriculture Disaster Transition Assistance; at CCC for Price Support; at Rural Development (RD) for Electric, Water, and Enviromental; these decreases were offset by an increase at FNS for SNAP.

Balance Sheet

Total Assets

Total assets for FY 2012 were $193 billion as of September 30, 2012, compared to $178 billion for FY 2011, an increase of $15 billion, or 8 percent. The following exhibit presents FY 2012 total assets.

Exhibit 16: Total Assets ($billions)



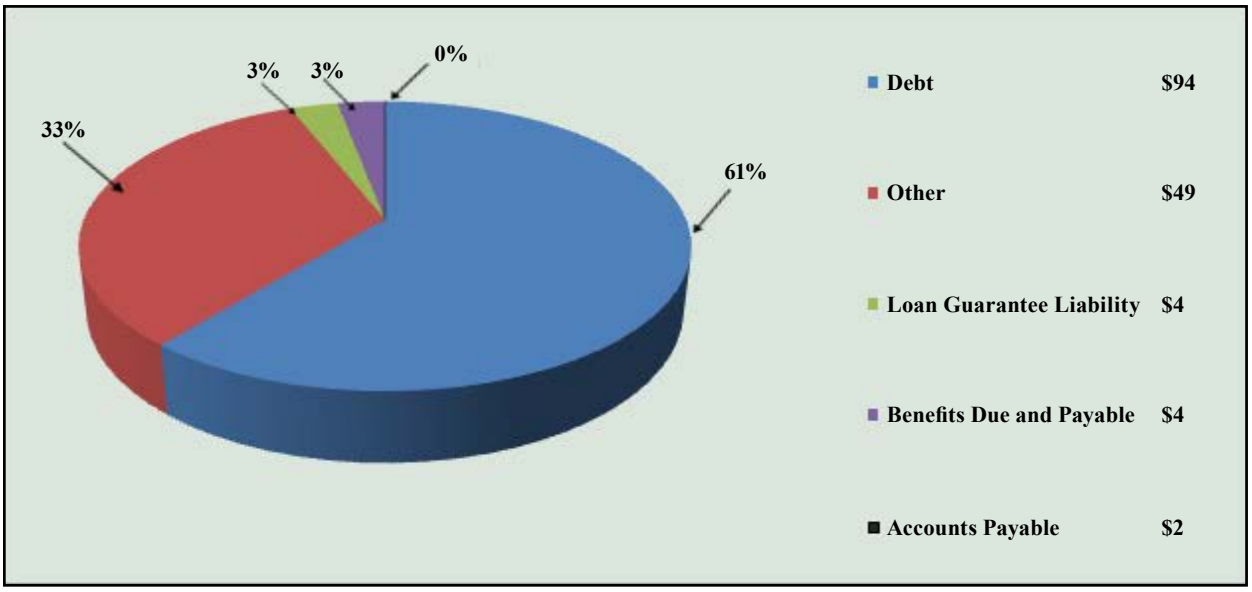
Direct Loan and Loan Guarantees, Net, is the single largest asset on the USDA Balance Sheet. RD offers both direct and guaranteed loan products for rural housing and rural business infrastructure. These products represent 87 percent of the total Department loan programs. Loan programs administered by FSA represent 8 percent of the total. FSA supports farmers who are temporarily unable to obtain private commercial credit. The remaining 5 percent represents commodity loans and credit programs administered by the CCC. Their loans are used to improve economic stability and provide an adequate supply of agricultural commodities. CCC credit programs provide international food assistance, expand international markets, and provide domestic lowcost financing to protect farm income and prices. The following exhibit presents significant changes in total assets.

Exhibit 17: Significant Changes in Assets ($billions)

Total Liabilities

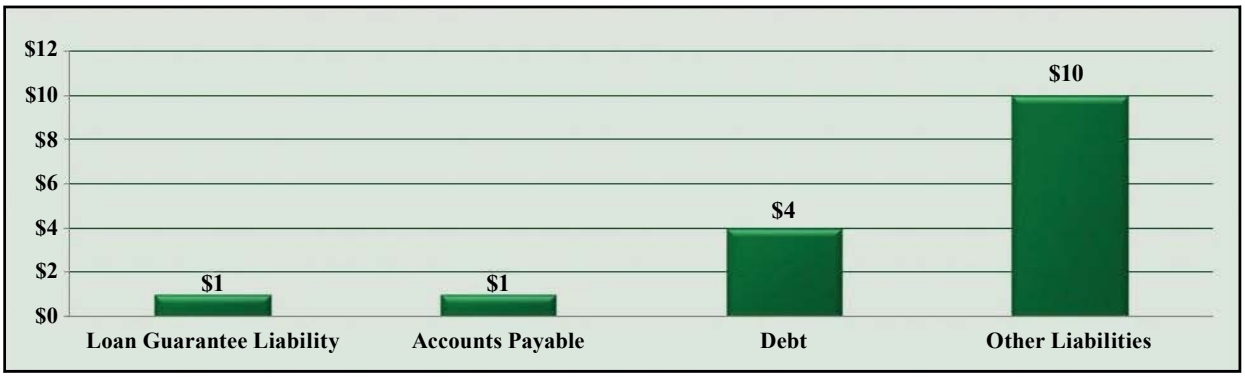
Total liabilities for FY 2012 were $153 billion as of September 30, 2012, compared to $136 billion for FY 2011, an increase of $17 billion, or 13 percent. The following exhibit presents total liabilities.

Exhibit 18: Total Liabilities ($billions)



Debt is the single largest liability on USDA's balance sheet. It represents amounts owed primarily to the Treasury by CCC and RD. For CCC, the debt primarily represents financing to support direct and countercyclical, crop disaster, and loan deficiency programs. For RD, the debt primarily represents financing to support electric and housing loan programs. The following exhibit presents significant changes in total liabilities.

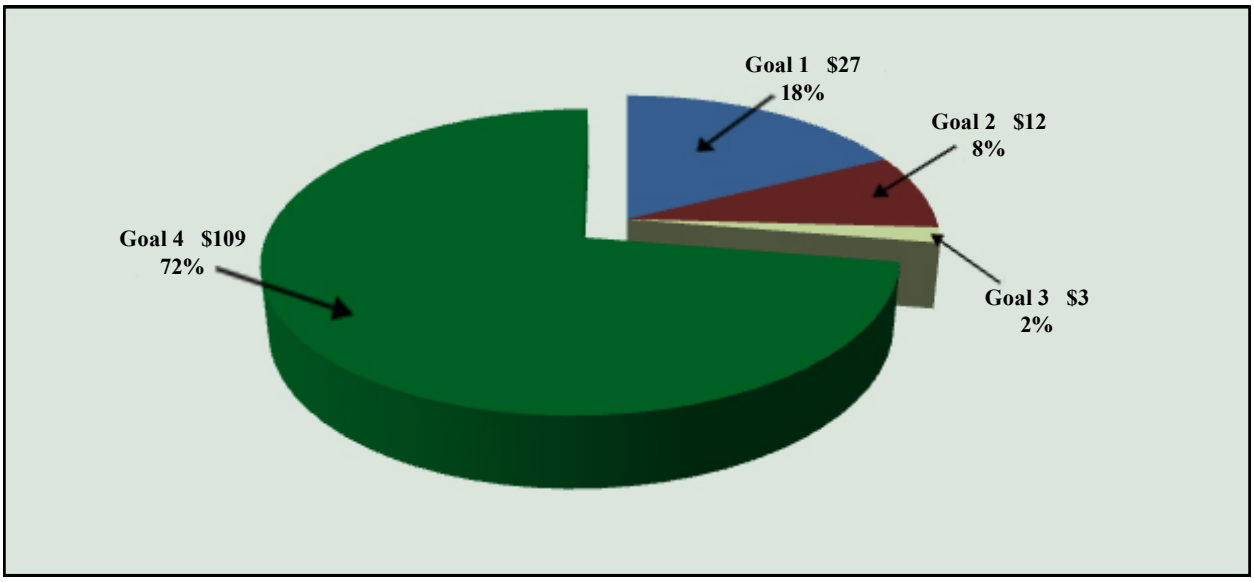
Exhibit 19: Significant Changes in Total Liabilities ($billions)



Net Cost of Operations

Net cost of operations for FY 2012 was $151 billion as of September 30, 2012, compared to $149 billion for FY 2011, an increase of $2 billion, or 1 percent. The following exhibit presents net cost of operations by strategic goal.

Exhibit 20: FY 2012 Net Cost of Operations by Strategic Goals ($billions)



Strategic Goal 1: Assist Rural Communities to Create Prosperity So They Are Self-Sustaining, Repopulating, and Economically Thriving.

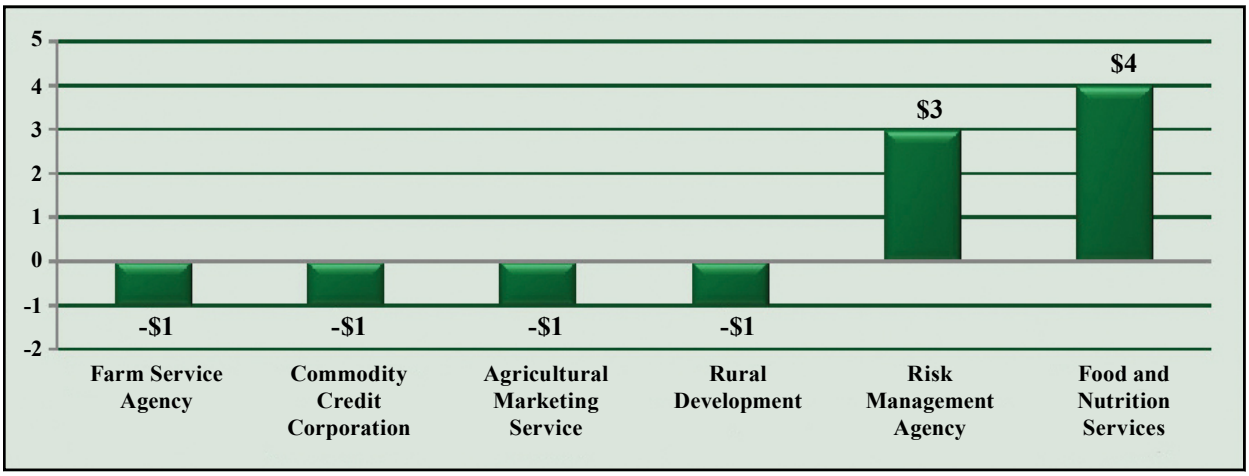
Strategic Goal 2: Ensure Our National Forests and Private Working Lands Are Conserved, Restored, and Made More Resilient to Climate Change, While Enhancing Our Water Resources.

Strategic Goal 3: Help America Promote Agricultural Production and Biotechnology Exports as America Works to Increase Food Security.

Strategic Goal 4: Ensure That All of America's Children Have Access to Safe, Nutritious, and Balanced Meals.

The following exhibit presents significant changes in net cost of operations by strategic goal.

Exhibit 21: Significant Changes in FY 2012 Net Cost of Operations ($billions)

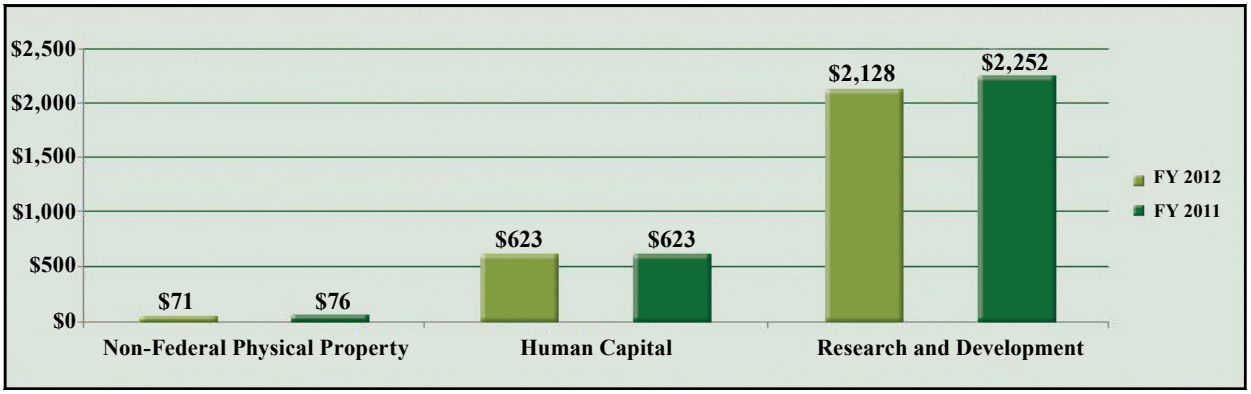


There were increases at FNS for SNAP and at RMA for Crop Insurance; these increases were offset by decreases at RD for Rural Electric; at AMS for Commodity Purchases; at CCC for Direct and Counter Cyclical Payments; and at FSA for Agriculture Disaster Transition Assistance and Disaster Relief Trust.

Stewardship Investments

Stewardship investments are substantial investments made by the Federal Government for the benefit of the Nation but are not physical assets owned by the Federal Government. When incurred, they are treated as expenses in determining the net cost of operations. However, these items merit special treatment so that users of Federal financial reports know the extent of investments that are made for long-term benefit. Such investments are measured in terms of expenses incurred for non-Federal physical property, human capital, and research and development. The following exhibit presents a comparison of stewardship investments.

Exhibit 22: Comparison of Stewardship Investments ($millions)



Section 3: Other Information

Management Challenges

The Reports Consolidation Act of 2000 requires the U.S. Department of Agriculture's (USDA) Office of Inspector General (OIG) to report annually on the most serious management challenges USDA and its agencies face. To identify these Departmental challenges, OIG examined previously issued audit reports where corrective actions have yet to be taken. It also assessed ongoing investigative and audit work to ascertain significant vulnerabilities, and analyzed new programs and activities that could pose significant challenges due to their range and complexity. Nine challenges were included in OIG's report this year. The challenges, and a discussion of how those challenges are being addressed, can be found on page 154 of the *USDA FY 2012 Agency Financial Report*, which is located at http://www.usda.gov/documents/USDA_AFR_2012.pdf.

Eliminating Improper Payments

In accordance with the Improper Payments Information Act of 2002, as amended by the Improper Payments Elimination and Recovery Act of 2010, and as implemented by the Office of Management and Budget (OMB) Circular No. A123, Appendix C, "Requirements for Effective Measurement and Remediation of Improper Payments," USDA reviews its programs susceptible to significant improper payments and takes measures to reduce the amount and number of improper payments.

The Department's goal is to continue to reduce improper payments and expand the implementation of the payment recapture/recovery auditing initiative during FY 2013. To learn more about how USDA is eliminating Improper Payments, see pages 33 and 172 of the *USDA FY 2012 Agency Financial Report* at http://www.usda.gov/documents/USDA_AFR_2012.pdf.

Debt Management

USDA is one of the Federal Government's largest providers of direct loans, with a receivables portfolio of approximately $117 billion. This represents about 13 percent of the nontax debt owed to the Federal Government. In fiscal year (FY) 1996, Congress passed the Debt Collection Improvement Act. As of June 30, 2012, USDA's $4.5 billion in delinquent receivables represents a 49 percent decrease from the $8.8 billion in delinquencies reported for FY 1996. See Debt Management on page 34 of the *USDA FY 2012 Agency Financial Report* at http://www.usda.gov/documents/USDA_AFR_2012.pdf.

Web Links

Some of the topics included in this document are; information on USDA's FY 2010-2015 Strategic Plan, USDA's FY 2013 Budget Summary and Annual Performance Plan, USDA's FY 2012 Agency Financial Report, and USDA's FY 2012 Annual Performance Report. Additional information on these reports and Governmentwide performance-related information is located at the following Web sites:

Governmentwide performance information: http://www.performance.gov and http://www.usa.gov/Contact/Engagement/Dashboards.shtml

USDA's FY 2010-2015 Strategic Plan: http://www.ocfo.usda.gov/sp2010/sp2010.pdf

USDA's FY 2013 Budget Summary and Annual Performance Plan: http://www.obpa.usda.gov/budsum/FY13budsum.pdf.

USDA's FY 2012 Agency Financial Report: http://www.usda.gov/documents/USDA_AFR_2012.pdf.

USDA's FY 2012 Annual Performance Report: http://www.usda.gov/wps/portal/usda/usdahome?navid=PERFORMANCE_IMP

Acronyms

A	
AFR—Agency Financial Report	APHIS—Animal and Plant Health Inspection Service
AMS—Agricultural Marketing Service	APR—Annual Performance Report
APG—Agency Priority Goal	ARS—Agricultural Research Service
C	
CAP—Cross-Agency Priority	CNPP—Center for Nutrition Policy and Promotion
CCC—Commodity Credit Corporation	CTA—Conservation Technical Assistance
CF—Community Facilites	
D	
DM—Departmental Management	
E	
EQIP—Environmental Quality Incentives Program	
F	
FAS—Foreign Agricultural Service	FRPP—Farm and Ranch Protection Program
FCIC—Federal Crop Insurance Corporation	FSA—Farm Service Agency
FFAS—Farm and Foreign Agricultural Services	FSIS—Food Safety and Inspection Service
FNCS—Food, Nutrition, and Consumer Services	FTA—Free Trade Agreement
FNS—Food and Nutrition Service	FY—Fiscal Year
G	
GIPSA—Grain Inspection, Packers, and Stockyards Administration	
M	
MRP—Marketing and Regulatory Programs	
N	
NRCS—Natural Resources Conservation Service	NRE—Natural Resources and Environment
O	
OIG—Office of Inspector General	OMB—Office of Management and Budget
P	
PAR—Performance and Accountability Report	
R	
RD—Rural Development	RMA—Risk Management Agency
REE—Research, Education, and Economics	
S	
SNAP—Supplemental Nutrition Assistance Program	SPFI—Summary of Performance and Financial Information
U	
USDA—United States Department of Agriculture	
W	
WIC—Special Supplemental Nutrition Program for Women, Infants, and Children	WRP—Wetlands Reserve Program
WUI—Wildland-Urban Interface	