



HIGHLIGHTS OF OFFICE OF INSPECTOR GENERAL (OIG) PLAN FOR FISCAL YEAR 2018

GOAL 1: Strengthen the U.S. Department of Agriculture's (USDA) ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.

- Conduct audits to ensure that USDA's food safety and inspection programs effectively meet program objectives.
- Evaluate the adequacy and security of information technology (IT) systems and applications.
- Investigate threats involving the safety of meat, poultry, and egg products to protect the public from food tampering and tainted food.
- Investigate alleged assaults and related crimes against USDA officials and employees relating to the performance of their official duties.

GOAL 2: Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department's programs.

- Conduct audits of nutrition, farm, and rural community programs to determine if entitlements and benefits are effectively directed based on eligibility.
- Monitor and investigate allegations of criminal activity pertaining to USDA programs, including nutrition assistance programs and farm programs.

GOAL 3: Provide USDA with oversight to help it achieve results-oriented performance.

- Perform mandated fiscal year (FY) 2017/2018 financial statement audits of five USDA agencies and the Department as a whole.
- Review USDA's mandated reports as required by both Executive Order 13520 and the Improper Payments Elimination and Recovery Act of 2010.
- Investigate allegations of significant criminal activity by USDA employees.

GOAL 4: Recruit, develop, and maintain a highly qualified and diverse workforce while fostering a work environment that promotes productivity, innovation, excellence, and employee satisfaction.

- Track employee satisfaction rates reported in applicable staff surveys.
- Analyze OIG's performance against goals set in the annual plan.
- Track OIG management, legal, and quality assurance offices' performance against timeliness standards set for their functions.

Message from the **INSPECTOR GENERAL**

I am pleased to present the USDA OIG's *Annual Plan for FY 2018*. This document describes how OIG will accomplish its mission of promoting economy, efficiency, effectiveness, and integrity in the delivery of USDA programs throughout the fiscal year. We aligned our Annual Plan with the OIG *Strategic Plan for FYs 2017-2022*, using that document to establish our current goals and objectives. Accordingly, this Annual Plan represents OIG's continued focus on critical USDA programs and activities of national importance.

Our audits address the need for safety and security in Department programs and resources, strengthen the integrity of those programs, and help USDA achieve its program objectives. For example, we are actively working to help the Department improve its information technology security. This work includes identifying weaknesses within USDA agencies' networks and systems and making recommendations to correct those weaknesses. As part of this work, we will oversee an independent contractor's assessment of USDA's Continuous Diagnostics and Monitoring program to ensure the program operates as mandated by Congress.

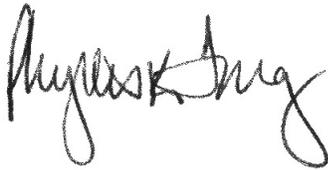
Many other reviews are intended to strengthen program integrity throughout USDA. For example, our multi-state review of USDA's Food and Nutrition Service's Summer Food Service Program will determine whether controls are adequate to reasonably ensure the program complies with regulations. Another review will evaluate the Animal and Plant Health Inspection Service's oversight of the national veterinary stockpile to ensure that it is prepared to respond to animal diseases affecting human health and the economy.

Our investigations also contribute to our goals for the fiscal year. We will investigate threats to the safety of meat, poultry, and egg products and help ensure that appropriate action is taken to protect the public from food tampering or tainted food. In addition, we will investigate allegations of criminal activity in farm programs, including the crop insurance and farm loan programs. Finally, we will address allegations of whistleblower

reprisal alleged by employees of contractors, subcontractors, and grantees. We will also continue to initiate investigations into alleged assaults and related crimes against USDA officials and employees when warranted.

Demonstrating our commitment to the OIG workforce, we will continue to focus on our internal *Diversity and Inclusion Strategic Plan*, which has proven to be an effective tool in furthering OIG's cultural transformation efforts. To ensure continuous improvement in this area, we will be responding to the results from employee surveys and acting on recommendations developed by a number of cross-functional teams. These proactive efforts and related measures should help equip our employees with the tools and training necessary to enhance OIG's ability to fulfill its mission.

This *Annual Plan for FY 2018* re-emphasizes OIG's continued commitment to accomplishing our strategic goals. OIG looks forward to working with the Secretary and Congress as we strive to provide effective oversight of USDA programs in FY 2018.

A handwritten signature in black ink, appearing to read "Phyllis K. Fong". The signature is fluid and cursive, with the first name being the most prominent.

Phyllis K. Fong
Inspector General

TABLE OF CONTENTS

Introduction	2
Resources and Organization	2
FY 2018 Work Plan	3
FY 2017 Performance Summary and Results	9
Conclusion	11
Appendix A: Related Materials and Information	12
Appendix B: OIG Organizational Chart and Areas of Responsibility: October 1, 2017	13
Areas of Responsibility	14
Appendix C: Distribution of Audit Resources by Agency	16
Appendix D: Distribution of Investigative Resources by Agency	17
Appendix E: Fiscal Year 2018 Audits Planned and in Progress	18
Appendix F: Overview of OIG Plans for Fiscal Year 2018	24
Appendix G: Acronyms and Abbreviations	25

INTRODUCTION

OIG's *Strategic Plan for Fiscal Years 2017–2022* establishes our mission, vision, and goals for 5 years. OIG is committed to providing a positive return on the U.S. taxpayers' investment by planning our work to address the issues of greatest importance and achieve the most significant results.

OIG continues its work to ensure the overall integrity of payments in USDA programs and the effectiveness of those programs. This Annual Plan presents the FY 2018 work that OIG intends to undertake in support of our Strategic Plan.

RESOURCES AND ORGANIZATION

We assessed the work for this Annual Plan relative to the resources that we believe will be available to accomplish it. Because the FY 2018 funding level is not yet certain, the Annual Plan may need to be adjusted during the year to reflect any changes in resources. Appendix B describes our current organizational structure and functional responsibilities.

FY 2018 WORK PLAN

The following is a summary of the work we plan in support of our FY 2018 strategic goals.

Goal 1: Strengthen USDA's ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.

We expect to use approximately 26 percent of our audit and 5 percent of our investigative resources in achieving this goal.¹ Our audit work focuses on assessing management control systems designed to ensure that the Department is effectively protecting consumers and the nation's agricultural resources. Audit work also focuses on the security and management of the Department's IT resources. For FY 2018, our priorities include the following:

- Conduct the FY 2018 audit as required by the Federal Information Security Modernization Act.
- Design tools and processes for an audit program that will consistently test the IT security posture of select USDA agencies.
- Determine whether the Food Safety and Inspection Service's (FSIS) verification procedures are sufficient to ensure that official establishments are maintaining written procedures that will adequately specify how the establishment will decide whether to conduct a product recall, and how the establishment will conduct the recall.
- Determine whether effective controls to prevent improper usage of USDA's IT resources are in place.
- Evaluate Animal and Plant Health Inspection Service's (APHIS) oversight of the National Veterinary Stockpile to ensure that it is prepared to respond to animal diseases affecting human health and the economy.
- Continue to oversee an independent contractor's assessment of USDA's Continuous Diagnostics and Monitoring (CDM) program. USDA's CDM program, once implemented, should help transform the way USDA manages its cyber networks by utilizing strategically procured tools and services and ultimately strengthen its cyber networks.
- Investigate threats involving the safety of meat, poultry, and egg products to ensure timely response and appropriate corrective actions are taken to protect the public from food tampering or tainted food.

¹ While all OIG teams contribute to each goal, we can currently quantify and project only the audit and investigation resources employed.

- Investigate allegations of animal, animal product, plant, and plant product smuggling that can introduce devastating diseases and pests into American agriculture.
- Investigate alleged assaults and related crimes against USDA officials and employees relating to the performance of their official duties.

Goal 2: Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department's programs.

We expect to use approximately 39 percent of our audit and 90 percent of our investigative resources to accomplish this goal. Our focus includes assessing internal control systems and identifying risk indicators that should increase both OIG's and USDA's ability to detect and prevent program abuse and criminal activity. Our FY 2018 priorities include the following:

- Evaluate Rural Housing Service (RHS) controls over liquidated value appraisals to safeguard the Single Family Housing Guaranteed Loan Program against overstated loss claims and assess the corrective actions taken by RHS on applicable prior audit recommendations.
- Oversee an independent contractor's assessment of States' (Illinois, Iowa, Louisiana, Maryland, and Massachusetts) compliance with selected aspects of Title 7, Part 274, Issuance and Use of Program Benefits. The contractor will assess whether the States complied with Supplemental Nutrition Assistance Program (SNAP) benefit management and electronic benefit transfer (EBT) requirements.
- Evaluate the Food and Nutrition Service's (FNS) strategy to implement EBT for the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) nationwide to meet the October 1, 2020, deadline. We will: (1) assess the adequacy of FNS' guidance to State agencies, (2) determine how FNS is monitoring the States' responsibilities for implementing WIC EBT to ensure they are ready to process WIC benefits via EBT by the 2020 deadline, and (3) determine whether the States are on schedule to implement EBT nationwide for the WIC program by the 2020 deadline.
- Evaluate how (1) States in the Midwest and Western regions are administering the Child and Adult Care Food Program (CACFP) in accordance with applicable regulations, and (2) sponsoring organizations are adhering to program rules and regulations.
- Review the Rural Utility Service's (RUS) controls over broadband loans and grants to ensure they are awarded to eligible rural "unserved" and rural "underserved" areas. We will also evaluate RUS' implementation of prior audit recommendations.
- Complete our review of indemnity payments to pistachio producers to determine whether (1) producers accurately reported actual production on insured pistachio harvests, (2) pistachio crop insurance claims were

adjusted in accordance with Risk Management Agency's (RMA) procedures, and (3) indemnity payments to producers were accurate.

- Investigate allegations of criminal activity in farm programs, including the crop insurance and farm loan programs.
- Investigate alleged criminal activity in food and nutrition programs, including SNAP and its EBT delivery system, WIC, the National School Lunch Program, the Summer Food Service Program, and CACFP. Activities are expected to include continuing an initiative with FNS to pursue prosecution of both retailers and SNAP recipients who misuse benefits as well as working with States transitioning to the electronic disbursement of WIC benefits.
- Investigate allegations of criminal activity in USDA's disaster relief and assistance programs such as crop insurance, indemnity payments, grants, and loans.

Goal 3: Provide USDA with oversight to help it achieve results-oriented performance.

We expect to use approximately 35 percent of our audit and 5 percent of our investigative resources to accomplish this goal. Our audit focus is on improved financial management and accountability, real property management and procurement, and outreach activities. Our FY 2018 mandated and priority work includes the following:

- Conduct audits of the FY 2017–2018 USDA consolidated financial statements and the financial statements of five stand-alone agencies and entities. These are the Commodity Credit Corporation (CCC), the Federal Crop Insurance Corporation, FNS, the Natural Resources Conservation Service (NRCS), and Rural Development.
- Complete the assessment of NRCS' Regional Conservation Partnership Program (RCPP) proposal review process. We will also determine the adequacy of NRCS' control over RCPP partner adherence to RCPP provisions, including the reimbursement of RCPP partner expenses.
- Determine whether the Farm Service Agency's yield determination methodology for Agriculture Risk Coverage-County resulted in significantly disparate payments depending on the source of yield date used to determine the actual county yield.
- Evaluate RMA's controls over the development of insurance products under Section 508(H) of the Federal Crop Insurance Act.
- Determine whether all, or selected, joint actions to improve FS' work environment were effectively implemented, as outlined in the joint agreement with the Office of General Counsel and the Office of the Assistant Secretary for Civil Rights (OASCR).
- Complete our evaluation of the effectiveness of the Grain Inspection, Packers and Stockyards Administration (GIPSA) inspection process for exported grains and determine whether the reported quality and quantity of exported grains are accurate.
- Investigate allegations of employee corruption and fraud.
- Investigate allegations of whistleblower reprisal complaints alleged by employees of contractors, subcontractors, grantees, sub-grantees, or personal services contractors pursuant to Section 828 of the National Defense Authorization Act, 41 U.S.C. 4712.

Goal 4: Recruit, develop, and maintain a highly qualified and diverse workforce while fostering a work environment that promotes productivity, innovation, excellence, and employee satisfaction.

Our internal management focus is on enhancing all communication through new and existing technologies, timely reporting information to stakeholders, and delivering quality service to employees. Our FY 2018 management priorities include the following:

- Continue ongoing activities pursuant to the *OIG Diversity and Inclusion Strategic Plan* for FY 2014–2018.
- Enhance communication between Senior Staff and all OIG employees.
- Maintain internal and external response times to IT security incidents.
- Deliver quality OIG internal training courses.

FY 2017 PERFORMANCE SUMMARY AND RESULTS

Our Strategic Plan identifies the results of our work using a life-cycle approach to our outputs that tracks individual actions at critical milestones. In FY 2017, OIG met or exceeded 5 of the 7 performance measures under Organizational Results. We also met or exceeded all 7 performance measures under Internal Management.

The following tables illustrate our FY 2017 results in comparison to our performance targets. FY 2018 performance measures and targets can be found inside the back cover.

Office of Inspector General Strategic and Performance Goals and FY 2017 Results

Strategic Goal	Performance Goals
(1) Safety and Security	Strengthen USDA's ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.
(2) Integrity of Benefits	Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department's programs.
(3) Management Improvement Initiatives	Provide USDA with oversight to help it achieve results-oriented performance.
(4) Qualified Diverse Workforce	Maintain a highly qualified and diverse workforce with the tools and training necessary to continuously enhance OIG's ability to fulfill its mission.

Performance Measures	FY 17 TARGET	FY 17 ACTUAL
Organizational Results		
(1) Percentage of OIG direct resources dedicated to critical-risk or high-impact activities to improve USDA's safety and security measures, strengthen program integrity, or achieve results-oriented performance.	96%	Audit 98.9% Inv. 98.5% 98.7%
(2) Percentage of audit recommendations that strengthen internal controls and/or recover program funds where management decisions are achieved within 1 year.	95%	99.6%
(3) Percentage of stakeholder-requested and mandated audit products (e.g., Congress or Administration) issued by the agreed upon deadline (including verbal commitments).	95%	100%
(4) Percentage of closed investigations that resulted in a referral for action to the Department of Justice, State, or local law enforcement officials, or a relevant administrative authority.	85%	89.8%
(5) Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.	80%	76.3%
(6) Meet statutory deadlines (20 working days) on responses to Freedom of Information Act appeals.	95%	100%
(7) Internal and external IT security incidence response and proper resolution accomplished within 30 days of incident.	95%	94.1%
Internal Management		
(1) On an annual basis, positive employee satisfaction rate reported in staff surveys.	70%	71%
(2) Positive evaluation scores on OIG internal training course evaluations.	85%	94%
(3) Visible and interactive communication between Senior Staff and all OIG employees occurs bi-monthly.	85%	100%

(4) Equal employment opportunity counselor's internal and external reports will be completed within 15 calendar days after the counseling period ends.	85%	87.5%
(5) Internal Quality Assurance Review (QAR) reports issued in final with management response within 60 days.	85%	100%
(6) Internal QAR report recommendations accepted annually.	90%	98.2%
(7) IG subpoenas issued within 5 working days (of receipt of complete information), and judicial challenges result in enforcement.	95%	100%

CONCLUSION

In developing this annual plan, we made every effort to realistically assess the intended work's strategic alignment and importance, anticipated outcomes, and resource requirements. We believe it represents a balanced and achievable set of performance objectives. Adjustments may become necessary due to shifting priorities, available resources, or other unforeseen circumstances. Throughout the fiscal year we will measure our progress towards achieving the performance objectives and will report our results through our semiannual reports to Congress.

APPENDIX A: RELATED MATERIALS AND INFORMATION

OIG Strategic Plan for FYs 2017–2022:

https://www.usda.gov/oig/webdocs/USDA_OIG_2017_Five_Year_Plan_508c.pdf

USDA Strategic Plan for FYs 2014–2018:

<http://www.ocfo.usda.gov/usdasp/sp2014/usda-strategic-plan-fy-2014-2018.pdf>

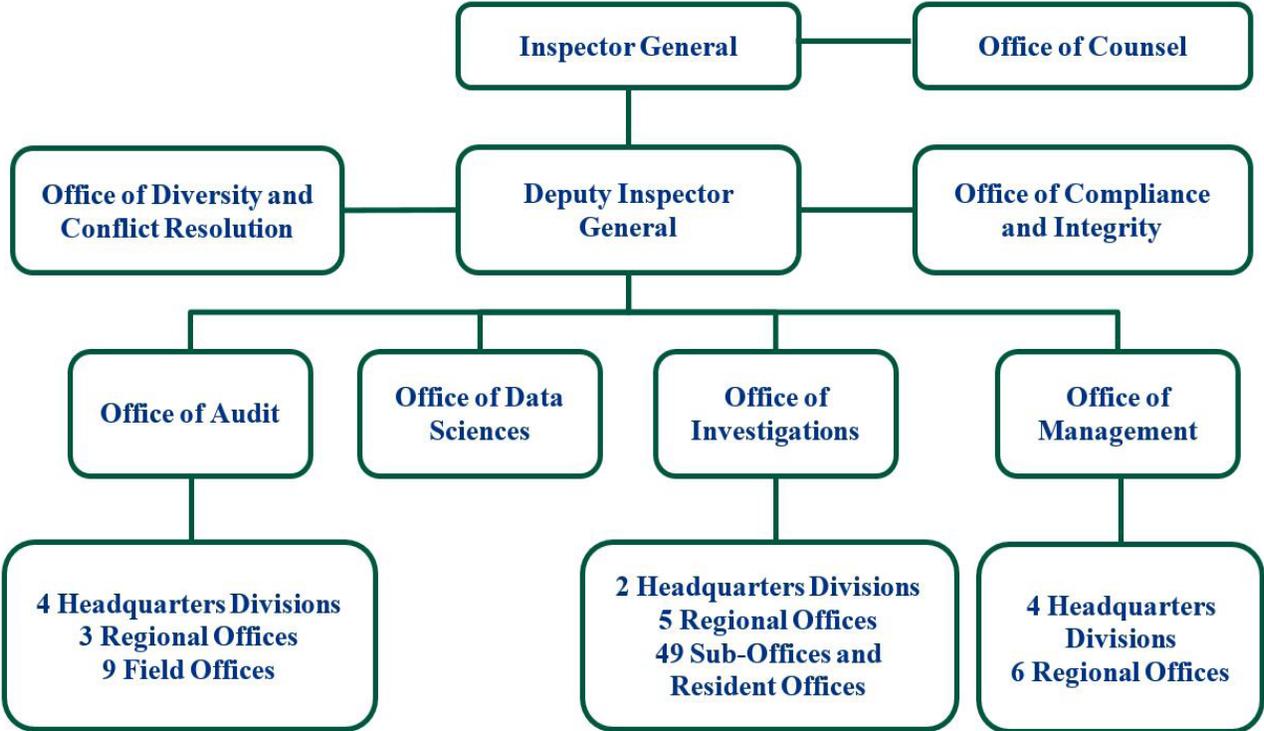
USDA Management Challenges (September 2017):

<https://www.usda.gov/oig/webdocs/MgmtChallenges2017.pdf>

OIG Diversity and Inclusion Strategic Plan for FYs 2014-2018:

<https://www.usda.gov/oig/webdocs/DIStratPlanFY14-FY18.pdf>

APPENDIX B: OIG ORGANIZATIONAL CHART AND AREAS OF RESPONSIBILITY: OCTOBER 1, 2017



AREAS OF RESPONSIBILITY

Audit

The Office of Audit examines the economy and efficiency of USDA programs and operations, including program results, compliance with applicable laws and regulations, and the accuracy of financial reports. While in-house staff do most audit work, the Office of Audit also contracts with certified public accountants for some work and oversees the quality of work completed by auditors under contract to other USDA agencies. OIG audits are completed in accordance with Government Auditing Standards, published by the U.S. Government Accountability Office.

Investigations

The Office of Investigations utilizes specific law enforcement authorities, tools, and techniques, including asset forfeiture, to conduct investigations and address fraud, waste, and abuse in the programs and operations of USDA. Investigative work is intended to result in appropriate actions to resolve allegations and to prevent and deter future instances of illegal or fraudulent acts or misconduct.

Data Sciences

The Office of Data Sciences (ODS) applies data analytics to support audits, investigations, and other activities. Tools may include predictive data analysis, statistical sampling, modeling, computer matching, data mining, and data warehousing of USDA programs and operations. Using data analytics, ODS discovers potential fraud patterns, identifies anomalies in programs for further review, and develops statistical models.

Compliance and Integrity

The Office of Compliance and Integrity performs independent quality assurance and internal control reviews of OIG operations. These reviews provide senior management with reasonable assurance that OIG operations and activities are being carried out in accordance with policy. The Office of Compliance and Integrity also investigates allegations of criminal and/or serious administrative misconduct by OIG employees.

Counsel

The Office of Counsel provides legal advice and representation on issues arising during the course of audit and investigative activities or on internal administrative and management issues. The Office of Counsel also manages OIG's congressional and media relations, ethics, Freedom of Information Act, and Privacy Act programs; and reviews proposed legislation, regulations, and procedures.

Diversity and Conflict Resolution

The Office of Diversity and Conflict Resolution advises OIG leadership on applying the principles of civil rights, equal employment opportunity, dispute resolution, diversity, and inclusion, on matters affecting the OIG workforce, program activities, and development of policy. This office also guides all personnel through the use of the Federal sector employment discrimination complaints and dispute resolution processes, as appropriate.

Management

The Office of Management ensures that OIG staff, budgetary funds, technology and equipment, and policies are in place so that OIG can function efficiently and effectively. Responsibilities include asset management, budget formulation and execution, human resources, cross-OIG workplace training, information technology, and policy preparation for OIG. The Office of Management also facilitates OIG's planning activities and prepares cross-cutting documents on OIG accomplishments.

APPENDIX C: DISTRIBUTION OF AUDIT RESOURCES BY AGENCY

FY 2018 PLANNED

Mission Area	Agency	%
NATURAL RESOURCES AND ENVIRONMENT—7.1%	Forest Service (FS)	7.1
RURAL DEVELOPMENT—10.4%	Rural Development (RD)	3.5
	Rural Utilities Service (RUS)	2.5
	Rural Housing Service (RHS)	4.4
FOOD, NUTRITION, AND CONSUMER SERVICES—18.8%	Food and Nutrition Service (FNS)	18.8
FOOD SAFETY—9.7%	Food Safety and Inspection Service (FSIS)	9.7
MARKETING AND REGULATORY PROGRAMS—6.8%	Agricultural Marketing Service (AMS)	3.0
	Animal and Plant Health Inspection Service (APHIS)	2.8
	Grain Inspection, Packers and Stockyards Administration (GIPSA)	1.0
RESEARCH, EDUCATION, AND ECONOMICS—2.6%	National Institute of Food and Agriculture (NIFA)	2.6
EXECUTIVE SECRETARIAT AND OTHER ENTITIES—4.4%	Departmental Management (DM) (formerly Administration)	2.0
	Office of the Chief Financial Officer (OCFO)	2.4
MULTIPLE AGENCIES—23.5%	Multi-agency	23.5
FARM PRODUCTION AND CONSERVATION—14.6%	Commodity Credit Corporation (CCC)	0.3
	Farm Service Agency (FSA)	3.7
	Natural Resources Conservation Service (NRCS)	5.1
	Risk Management Agency (RMA)	5.5
TRADE AND FOREIGN AGRICULTURAL AFFAIRS—2.1%	Foreign Agricultural Service (FAS)	2.1

APPENDIX D: DISTRIBUTION OF INVESTIGATIVE RESOURCES BY AGENCY

FY 2018 ANTICIPATED

Mission Area	Agency	%
NATURAL RESOURCES AND ENVIRONMENT—2.7%	Forest Service (FS)	2.7
FARM PRODUCTION AND CONSERVATION—16.6%	Farm Service Agency (FSA)	12.0
	Natural Resources Conservation Service (NRCS)	0.9
	Risk Management Agency (RMA)	3.7
RURAL DEVELOPMENT—3.5%	Rural Utilities Service (RUS)	0.5
	Rural Housing Service (RHS)	2.0
	Rural Business-Cooperative Service (RBS)	1.0
FOOD, NUTRITION, AND CONSUMER SERVICES—62.4%	Food and Nutrition Service (FNS)	62.4
FOOD SAFETY—2.8%	Food Safety and Inspection Service (FSIS)	2.8
MARKETING AND REGULATORY PROGRAMS—8.6%	Agricultural Marketing Service (AMS)	1.5
	Animal and Plant Health Inspection Service (APHIS)	6.6
	Grain Inspection, Packers and Stockyards Administration (GIPSA)	0.5
RESEARCH, EDUCATION, AND ECONOMICS—1.3%	Agricultural Research Service (ARS)	1.1
	National Institute of Food and Agriculture (NIFA)	0.2
TRADE AND FOREIGN AGRICULTURAL AFFAIRS—0.6%	Foreign Agricultural Service (FAS)	0.6
EXECUTIVE SECRETARIAT AND OTHER ENTITIES—1.5%	Departmental Management (DM), Office of the Chief Financial Officer (OCFO), Office of the Chief Information Officer (OCIO), Office of the Assistant Secretary for Civil Rights (OASCR), OIG, and other entities	1.5

APPENDIX E: FISCAL YEAR 2018 AUDITS PLANNED AND IN PROGRESS

Agency	Title	Goal
AMS	Agriculture Marketing Service Controls over Specialty Crop Block Grant Program	Integrity of Benefits
	Controls over the Certification of Organic Imported Grain	Safety and Security
APHIS	National Veterinary Stockpile Oversight	Safety and Security
	* Texas Boll Weevil Eradication Foundation Grant	Integrity of Benefits
CCC	* Commodity Credit Corporation's Balance Sheet for FY 2017	Improvement Initiatives
	Commodity Credit Corporation's Financial Statements for FY 2018	Improvement Initiatives
DM	Section 2501 Program Grants Awarded FY 2017	Integrity of Benefits
FAS	Controls over the Export Credit Guarantee Program	Integrity of Benefits
	Grant Funds to Planet Aid	Integrity of Benefits
FNS	Assessment of Women, Infants, and Children National Program Integrity Monitoring Branch	Improvement Initiatives
	* California's Controls over Summer Food Service Program	Integrity of Benefits
	Child and Adult Care Food Program—Western Region	Integrity of Benefits
	Child and Adult Care Food Program—Midwest Region	Integrity of Benefits
	Compilation Report of States' Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274)	Integrity of Benefits
	* Compilation Report of States' Compliance with Supplemental Nutrition Assistance Program Requirements for Participating State Agencies (7 C.F.R., Part 272)	Integrity of Benefits
	* Florida's Controls over Summer Food Service Program	Integrity of Benefits
	* FNS Controls over Summer Food Service Program	Improvement Initiatives
	* Food and Nutrition Service's Financial Statements for FY 2017 and 2016	Improvement Initiatives

Agency	Title	Goal
	Food and Nutrition Service's Financial Statements for FY 2018 and 2017	Improvement Initiatives
	Illinois' Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274) (contracted)	Integrity of Benefits
	Iowa's Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274) (contracted)	Integrity of Benefits
	Louisiana's Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274) (contracted)	Integrity of Benefits
	Maryland's Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274) (contracted)	Integrity of Benefits
	Massachusetts' Compliance with Requirements for the Issuance and Use of Supplemental Nutrition Assistance Program Benefits (7 C.F.R., Part 274) (contracted)	Integrity of Benefits
	Nationwide Implementation of Women, Infants, and Children Electronic Benefits Transfer	Integrity of Benefits
	* New York's Controls over Summer Food Service Program	Integrity of Benefits
	Oversight of Puerto Rico Nutrition Assistance Program Grant	Integrity of Benefits
	Summer Food Service Program (Phase 3 rollup)	Improvement Initiatives
	* Summer Food Service Program in Texas—Sponsor Costs	Integrity of Benefits
	* Texas' Controls over Summer Food Service Program	Improvement Initiatives
FS	* Drug Enforcement on National Forest System Lands	Safety and Security
	Firefighting Succession Planning Process	Safety and Security
	* FS Initiatives to Address Workplace Concerns	Improvement Initiatives
	* FS Post-award Controls over Service Contracts	Improvement Initiatives

Agency	Title	Goal
	* FS Pre-award Controls over Service Contracts	Improvement Initiatives
	Monitoring of the Watershed Condition Framework Implementation	Integrity of Benefits
	* Review of Forest Service Controls over Explosives and Magazines	Safety and Security
FSA	* Agriculture Risk Coverage and Price Loss Coverage Programs	Integrity of Benefits
	Commodity Purchases for International Food Assistance Program—(Inspections)**	Safety and Security
	* FSA Commodity Purchases for International Food Assistance Programs**	Safety and Security
FSIS	* Compliance with Written Recall Procedures	Safety and Security
	Controls over Imported Meat and Poultry Products	Safety and Security
	Controls over Meat, Poultry, and Egg Product Labels	Safety and Security
	* Cooperative Interstate Shipment Program	Safety and Security
	* National Office Oversight of the New Poultry Inspection System	Safety and Security
	New Poultry Inspection System—Slaughter Plants	Safety and Security
GIPSA	* Controls over Inspection on Exported Grain**	Improvement Initiatives
MULTI	Adjusted Gross Income Compliance Verification Process	Integrity of Benefits
	* CIGIE Purchase Card Initiative—Consolidated Report	Improvement Initiatives
	* CIGIE Purchase Card Initiative—USDA Controls over Purchase Card Use	Improvement Initiatives
	* Continuous Diagnostics and Mitigation Program Assessment	Safety and Security
	* Department of Agriculture's Management over the Misuse of Government Vehicles	Improvement Initiatives
	Determination of Actual County Yields Under Agriculture Risk Coverage—County	Improvement Initiatives
	FY 2017 Executive Order 13520, Reducing Improper Payments High Dollar Overpayment Review	Improvement Initiatives
	* FY 2017 Federal Information Security Modernization Act Audit	Safety and Security

Agency	Title	Goal
	* FY 2018 Federal Information Security Modernization Act Audit	Safety and Security
	FY 2019 Federal Information Security Modernization Act Audit	Safety and Security
	* General and Application Controls Work for USDA's Financial Statement Audits for FYs 2017 and 2018	Improvement Initiatives
	General and Application Controls Work for USDA's Financial Statement Audits for FYs 2018 and 2019	Improvement Initiatives
	Improper Usage of USDA's Information Technology Resources	Safety and Security
	* Office of Small and Disadvantaged Business Utilization Controls over the Eligibility of Contract Recipients	Improvement Initiatives
	* Reviewing the Integrity of USDA's Scientific Research Program	Safety and Security
	* Security over Select USDA Agencies' Networks and Systems FY 2018	Safety and Security
	Security over Select USDA Agencies' Networks and Systems FY 2019	Safety and Security
	* U.S. Department of Agriculture's Closing Package Financial Statements for FY 2017	Improvement Initiatives
	U.S. Department of Agriculture's Closing Package Financial Statements for FYs 2018 and 2017	Improvement Initiatives
	* U.S. Department of Agriculture's Consolidated Balance Sheet for FY 2017	Improvement Initiatives
	U.S. Department of Agriculture's Consolidated Financial Statements for FY 2018	Improvement Initiatives
	U.S. Department of Agriculture's FY 2017 Compliance with Improper Payment Requirements	Improvement Initiatives
	* USDA Agency Activities for Agroterrorism Prevention, Detection, and Response	Safety and Security
	USDA's Data Encryption	Safety and Security
NIFA	Formula Grant Programs—Phase 2: Oversight of Funds Use by Recipient Institutions	Integrity of Benefits
	* NIFA Formula Grant Programs Controls over Fund Allocations to States	Integrity of Benefits

Agency	Title	Goal
NRCS	Agriculture Conservation Easement Program— Application Process and Selection Priorities	Integrity of Benefits
	* Controls over Conservation Innovation Grants	Integrity of Benefits
	* Environmental Quality Incentives Program Payment Schedules	Integrity of Benefits
	* Natural Resources Conservation Service's Balance Sheet for FY 2017	Improvement Initiatives
	Natural Resources Conservation Service's Financial Statements for FY 2018	Improvement Initiatives
	* NRCS Regional Conservation Partnership Program Controls	Improvement Initiatives
OCFO	Agreed upon Procedures: Employee Benefits, Withholdings, Contributions, and Supplemental Semiannual Headcount Reporting Submitted to OPM FY 2018	Improvement Initiatives
	Statement of Standards for Attestation Engagements Number 18, Report on Controls at the National Finance Center for October 1, 2017 to July 31, 2018	Improvement Initiatives
	* USDA's 2017 Compliance with the Digital Accountability and Transparency Act of 2014 (Data Act)	Improvement Initiatives
RD	* Rural Development's Financial Statements for FYs 2017 and 2016	Improvement Initiatives
	Rural Development's Financial Statements for FYs 2018 and 2017	Improvement Initiatives
RHS	Multifamily Housing Tenant Eligibility	Integrity of Benefits
	* Rural Housing Service's Controls over Originating and Closing Single Family Housing Direct Loans	Integrity of Benefits
	* Single Family Housing Guaranteed Loan Program— Liquidation Value Appraisals	Integrity of Benefits

Agency	Title	Goal
RMA	Annual Forage Program and Follow Up on Pasture, Rangeland, Forage Program Recommendations	Integrity of Benefits
	Controls over Crop Insurance 508(H) Products	Improvement Initiatives
	* Federal Crop Insurance Corporation/Risk Management Agency's Financial Statements for Fiscal Years 2017 and 2016	Improvement Initiatives
	Federal Crop Insurance Corporation/Risk Management Agency's Financial Statements for Fiscal Years 2018 and 2017	Improvement Initiatives
	* Indemnity Payments to Pistachio Producers	Integrity of Benefits
	* Risk Management Agency Underwriting	Integrity of Benefits
	* RMA's Utilization of Contracted Data Mining Results	Improvement Initiatives
RUS	Broadband Loans and Grants	Integrity of Benefits
	Water and Waste Disposal Loan and Grant Program	Integrity of Benefits

Notes on Appendix E:

* Denotes work-in-process, which is carried over from an assignment initiated in the prior fiscal year.

** Based on the USDA reorganization plan announced by Secretary Perdue on September 7, 2017, the final report for this audit will most likely be issued to the AMS Administrator.

Goal 1: Safety and Security—Strengthen USDA’s ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.

Goal 2: Integrity of Benefits—Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department’s programs.

Goal 3: Improvement Initiatives—Provide USDA with oversight to help it achieve results-oriented performance.

APPENDIX F: OVERVIEW OF OIG PLANS FOR FISCAL YEAR 2018

The following table illustrates OIG’s strategic goals, the direct resources to be spent on each goal, and the new FY 2018 performance targets.

Percentage of Direct Resources To Be Spent on Each FY 2018 Goal	Audit	Investigations
(1) Strengthen USDA's ability to implement and improve safety and security measures to protect the public health, as well as agricultural and Departmental resources.	26%	5%
(2) Detect and reduce USDA program vulnerabilities and deficiencies to strengthen the integrity of the Department's programs.	39%	90%
(3) Provide USDA with oversight to help it achieve its results-oriented performance.	35%	5%
(4) Recruit, develop, and maintain a highly qualified and diverse workforce while fostering a work environment that promotes productivity, innovation, excellence, and employee satisfaction.	N/A	N/A

NOTE: Work on Goal 4 includes: (1) the OIG mission support work of the Offices of Counsel, Data Sciences, Management, Diversity and Conflict Resolution, and Compliance and Integrity; and (2) the training of staff in all OIG organizational units.

APPENDIX G: ACRONYMS AND ABBREVIATIONS

Acronyms and Abbreviations	Full Name
AMS	Agricultural Marketing Service
APHIS	Animal and Plant Health Inspection Service
ARS	Agricultural Research Service
CACFP	Child and Adult Care Food Program
CDM	Continuous Diagnostics and Monitoring
CFR	Code of Federal Regulations
CCC	Commodity Credit Corporation
CIGIE	Council of the Inspectors General on Integrity and Efficiency
DM	Departmental Management
EBT	electronic benefits transfer
FAS	Foreign Agricultural Service
FNS	Food and Nutrition Service
FS	Forest Service
FSA	Farm Service Agency
FSIS	Food Safety and Inspection Service
FY	fiscal year
GIPSA	Grain Inspection, Packers and Stockyards Administration
IG	Inspector General
IT	information technology
NIFA	National Institute for Food and Agriculture
NRCS	Natural Resources Conservation Service
OASCR	Office of the Assistant Secretary for Civil Rights
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
ODS	Office of Data Sciences
OIG	Office of Inspector General
OPM	Office of Personnel Management
QAR	quality assurance review
RBS	Rural Business-Cooperative Service

RCPP Regional Conservation Partnership Program
RHS Rural Housing Service
RMA Risk Management Agency
RD Rural Development
RUS Rural Utilities Service
SNAP Supplemental Nutrition Assistance Program
USDA U.S. Department of Agriculture
WIC Special Supplemental Nutrition Program for Women, Infants, and Children

OVERVIEW OF OIG PLANS FOR FY 2018

Performance Measures	FY 18 Target
Organizational Results	
(1) Percentage of OIG direct resources dedicated to critical-risk or high-impact activities to improve USDA's safety and security measures, strengthen program integrity, or achieve results-oriented performance.	96%
(2) Percentage of audit recommendations that strengthen internal controls and/or recover program funds where management decisions are achieved within 1 year.	95%
(3) Percentage of stakeholder-requested and mandated audit products (e.g., Congress or Administration) issued by the agreed upon deadline (including verbal commitments).	95%
(4) Percentage of closed investigations that resulted in a referral for action to the Department of Justice, State, or local law enforcement officials, or a relevant administrative authority.	85%
(5) Percentage of closed investigations that resulted in an indictment, conviction, civil suit or settlement, judgment, administrative action, or monetary result.	80%
(6) Meet statutory deadlines (20 working days) on responses to Freedom of Information Act appeals.	95%
(7) Internal and external IT security incidence response and proper resolution accomplished within 30 days of incident.	95%
Internal Management	
(1) On an annual basis, positive employee engagement index reported in staff surveys.	70%
(2) Positive evaluation scores on OIG internal training course evaluations.	85%
(3) Visible and interactive communication between Senior Staff and all OIG employees occurs bi-monthly.	85%
(4) Equal employment opportunity counselors' internal and external reports will be completed within 15 calendar days after the counseling period ends.	85%
(5) Internal Quality Assurance Review (QAR) reports issued in final with management response within 60 days.	85%
(6) Internal QAR report recommendations accepted annually.	90%
(7) IG subpoenas issued within 5 working days (of receipt of complete information), and judicial challenges result in enforcement.	95%

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