

**2027 USDA EXPLANATORY NOTES – FARM PRODUCTION AND CONSERVATION BUSINESS CENTER**

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## **PREFACE**

This publication summarizes the fiscal year (FY) 2027 Budget for the U.S. Department of Agriculture (USDA). Throughout this publication any reference to the “Budget” is in regard to the 2027 Budget, unless otherwise noted. All references to years refer to fiscal year, except where specifically noted. The budgetary tables throughout this document show actual amounts for 2024 and 2025; Working Families Tax Cut Act; Agriculture, Rural Development, Food and Drug Administration, and Related Agency Appropriations Act, 2026; and the President’s Budget request for 2027. Amounts for 2026 enacted levels include: non-enacted amounts such as Full-Time Equivalent levels, fleet levels, information technology investment levels, recovery levels, transfers in and out, balances available end of year, and obligation levels.

Throughout this publication, the Working Families Tax Cut Act is used to refer to the Public Law 119-21.

Pursuant to the Balanced Budget and Emergency Deficit Control Act of 1985, sequestration is included in the numbers for mandatory programs in 2024, 2025, 2026 and 2027.

In tables throughout this document, amounts equal to zero (0) are displayed as dashes (-). Amounts less than 0.5 and greater than zero are rounded and shown as a zero (0). This display treatment is used to prevent the masking of small non-zero amounts that do not round up to one (1). Due to rounding, some tables may not sum exactly.

## **AGENCY-WIDE**

### **PURPOSE STATEMENT**

The Farm Production and Conservation Business Center (FPAC-BC) is a centralized administrative operations office within the Farm Production and Conservation (FPAC) Mission Area and is headed by the Chief Operating Officer (COO). The FPAC-BC is responsible for financial management, budgeting, human resources, information technology, acquisitions/procurement, customer experience, internal controls, risk management, strategic and annual planning, and other similar activities for the FPAC Mission Area and its component agencies, including the Farm Service Agency (FSA), the Natural Resources Conservation Service (NRCS), the Risk Management Agency (RMA), and itself. The FPAC-BC ensures that systems, policies, procedures, and practices are developed to provide a consistent enterprise-wide view that encompasses FSA, NRCS, RMA, and the FPAC-BC to deliver programs effectively and efficiently to FPAC customers. The COO has the responsibility to ensure that FPAC mission support services are provided efficiently, effectively, and professionally, and with a commitment to excellent customer service for FPAC and its customers, including farmers, ranchers, and forest landowners. The FPAC Mission Area was established in June 2017, and the FPAC-BC became operational in October 2018.

As of September 30, 2025, FPAC-BC had 1,546 full-time permanent employees located throughout the United States and Puerto Rico. Outside of the Washington, D.C. metropolitan area, FPAC-BC has regional hub locations in Kansas City, Missouri, Raleigh, North Carolina, Fort Worth, Texas, Fort Collins, Colorado, Salt Lake City, Utah, and Portland, Oregon.

FBC activities contribute to the success of USDA’s overall mission to provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management. USDA is currently developing the 2026 – 2030 Strategic Plan. A detailed 2027 performance plan, including Key Performance Indicators, can be found at <https://www.usda.gov/our-agency/about-usda/performance>.

**AVAILABLE FUNDS AND FTEs**

**Table FBC-1. Available Funds and FTEs (thousands of dollars, FTEs)**

Item	2024		2025		2026		2027	
	Actual	FTEs	Actual	FTEs	Estimated	FTEs	Estimated	FTEs
Salaries and Expenses:								
Discretionary								
Appropriations .....	\$244,183	1,628	\$244,183	1,546	\$167,633	1,083	\$161,543	1,083
Mandatory								
Appropriations .....	60,228	-	60,228	-	70,740	-	70,740	-
Total Adjusted								
Appropriation .....	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083
Total Available .....	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083
Lapsing Balances.....	-1,787	-	-2,155	-	-	-	-	-
Total Obligations .....	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083
Total Obligations, FBC....	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083
Total, Agriculture Available	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083
Total Available, FBC.....	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083

**PERMANENT POSITIONS BY GRADE AND FTEs**

**Table FBC-2. Permanent Positions by Grade and FTEs**

Item	2024 Actual			2025 Actual			2026 Estimated			2027 Estimated		
	HQ	Field	Total	HQ	Field	Total	HQ	Field	Total	HQ	Field	Total
SES .....	11	4	15	13	2	15	7	5	12	7	5	12
SL.....	-	1	1	-	-	-	-	-	-	-	-	-
GS-15.....	16	83	99	40	57	97	33	34	67	33	34	67
GS-14.....	13	213	226	73	145	218	55	94	149	55	94	149
GS-13.....	528	27	555	129	399	528	71	291	362	71	291	362
GS-12.....	16	438	454	56	391	447	40	292	332	40	292	332
GS-11.....	2	121	123	14	91	105	8	67	75	8	67	75
GS-10.....	-	-	-	-	-	-	-	-	-	-	-	-
GS-9.....	3	47	50	9	42	51	11	23	34	11	23	34
GS-8.....	2	40	42	4	32	36	3	26	29	3	26	29
GS-7.....	4	24	28	4	32	36	5	15	20	5	15	20
GS-6.....	4	7	11	1	6	7	1	2	3	1	2	3
GS-5.....	-	-	-	-	6	6	-	-	-	-	-	-
Total Permanent....	599	1,008	1,607	343	1,203	1,546	236	847	1,083	236	847	1,083
Total Perm. FT EOY...	599	1,008	1,607	343	1,203	1,546	236	847	1,083	236	847	1,083
FTE <sup>1</sup> .....	651	977	649	426	1,166	1,546	236	847	1,083	236	847	1,083

<sup>1</sup> Total FTEs are all inclusive of workforce categories including temporary positions.

**VEHICLE FLEET**

**Motor Vehicle Fleet**

The FBC vehicle fleet consists of four vehicles. Three are located at its Kansas City, MO location to facilitate mail, warehousing, and local travel requirements. One vehicle is located in Salt Lake City, UT to support FPAC’s aerial photography mission. All four vehicles are leased through the General Services Administration (GSA).

**Replacement Criteria**

To ensure that vehicles are safe and reliable, FBC requires annual vehicle inspections. Vehicles are replaced in accordance with the criteria set by the GSA for their leased fleet.

**Fleet Optimization**

Looking ahead, FBC will continue to optimize its fleet by:

- Maximizing its participation in an existing and successful vehicle-sharing program.
- Continuing to implement and utilize telematics to simplify vehicle usage recording for field staff.
- Using telematics data to determine optimal vehicle inventories for FBC offices.
- Vehicle right-typing, ensuring that the fleet inventory reflects a blend of vehicles that are a proper match to the mission and offer best value back to the Government.

**Table FBC-3. Size, Composition, and Annual Costs of Motor Vehicle Fleet<sup>2</sup>**

Item	Sedans and Station Wagons	Vans/SUVs	Light Trucks 4X2	Light Trucks 4X4	Medium Duty Vehicles	Buses	Heavy Duty Vehicles	Total Vehicles	Annual Operating Costs
<b>2018 End of Year Operating Inventory .....</b>	-	-	-	-	-	-	-	-	\$0
<b>2024 End of Year Operating Inventory .....</b>	-	3	-	-	-	-	1	4	\$29,296
2025 Actual Acquisitions .....	-	-	-	-	-	-	-	-	-
2025 Actual Disposals .....	-	-	-	-	-	-	-	-	-
<b>2025 End of Year Operating Inventory .....</b>	-	3	-	-	-	-	1	4	\$30,316
2026 Planned Acquisitions .....	-	-	-	-	-	-	-	-	-
2026 Planned Disposals.....	-	-	-	-	-	-	-	-	-
<b>2026 End of Year Operating Inventory .....</b>	-	3	-	-	-	-	1	-	\$33,347
2027 Planned Acquisitions .....	-	-	-	-	-	-	-	-	-
2027 Planned Disposals.....	-	-	-	-	-	-	-	-	-
<b>2027 End of Year Operating Inventory .....</b>	-	3	-	-	-	-	1	4	\$36,682

<sup>2</sup> Number of vehicles by type include vehicles owned by the agency and leased from commercial sources or GSA. Annual Operating Costs exclude acquisition costs and gains from sale of vehicles as shown in FAST.

**SHARED FUNDING PROJECTS****Table FBC-4. Shared Funding Projects (thousands of dollars)**

Item	2024 Actual	2025 Actual	2026 Estimated	2027 Estimated
<b>Working Capital Fund:</b>				
Administrative Services:				
AskUSDA Contact Center .....	\$101	\$100	-	-
Fleet Charge Card Services .....	-	-	\$133	\$133
General Counsel Legal Compliance.....	-	127	988	988
Human Resources Enterprise System Mgt. ....	747	788	785	759
Integrated Procurement Systems.....	36	37	46	46
Mail and Reproduction Mgt. Division.....	153	222	168	170
Material Management Service Center .....	120	139	128	128
Personnel and Document Security Program ...	82	97	90	-
Procurement Operations Division .....	170	482	327	327
Subtotal .....	1,409	1,992	2,665	2,551
Communications:				
Creative Media & Broadcast Center .....	17	16	12	12
Finance and Management:				
Internal Control Support Services .....	46	55	48	48
Financial Shared Services .....	808	767	757	755
National Finance Center.....	473	456	418	418
Subtotal .....	1,327	1,278	1,223	1,221
Information Technology:				
Client Experience Center .....	7,902	7,831	7,957	6,274
Department Admin Information Technology Office	15	121	90	-
Digital Infrastructure Services Center .....	1,350	587	1,525	1,617
Enterprise Cybersecurity Services .....	1,630	1,838	1,866	1,866
Enterprise Data and Analytics Services .....	1,265	237	151	158
Enterprise Network Services .....	252	438	423	423
Subtotal .....	12,414	11,052	12,012	10,338
Correspondence Management Services:				
Office of the Executive Secretariat .....	8	15	21	21
Total, Working Capital Fund .....	15,175	14,353	15,933	14,143
<b>Department-Wide Shared Cost Programs:</b>				
Agency Partnership Outreach .....	117	116	62	66
America's Agricultural Heritage.....	-	-	10	7
Diversity, Equity, Inclusion, and Accessibility	41	9	-	-
Employee Experience .....	59	45	5	-
Medical Service .....	134	-	-	-
NCR Interpreting Services.....	54	82	74	74
OCFO Shared Services Branch.....	-	-	11	20
Office of Customer Experience.....	48	23	2	-
Physical Security .....	75	94	44	45
Security Detail .....	85	127	265	268
Security Operations .....	118	110	121	121
Talent Group.....	53	54	6	-
TARGET Center .....	26	26	21	21
Total, Department-Wide Reimbursable Programs	810	686	621	622
Agency Total .....	15,985	15,039	16,554	14,765

**ACCOUNT 1: SALARIES AND EXPENSES**

**APPROPRIATIONS LANGUAGE**

The appropriations language follows (new language underscored; deleted matter enclosed in brackets):

Salaries and Expenses (Including Transfers of Funds)

For necessary expenses of the Farm Production and Conservation Business Center, [\$167,633,000, of which \$1,000,000 shall be for the implementation of section 773 of Public Law 117-328]\$161,543,000: *Provided*, that \$70,740,00 of amounts appropriated for the current fiscal pursuant to section 1241(a) of the Farm Security and Rual Investment Act of 1985 (16 U.S. C3841(a)) shall be transferred and merged with this account: *Provided further*, That this amount may be increased based on demonstrable need of the agency, and such additional transfers shall be made only with the approval of the Office of Management and Budget.

**LEAD-OFF TABULAR STATEMENT**

**Table FBC-5. Lead-Off Tabular Statement (in dollars)**

<b>Item</b>	<b>Amount</b>
Estimate, 2026 .....	\$167,633,000
Change in Appropriation .....	-6,090,000
Budget Estimate, 2027 .....	<u>161,543,000</u>

2027 USDA EXPLANATORY NOTES – FARM PRODUCTION AND CONSERVATION BUSINESS CENTER

**PROJECT STATEMENTS**

**Table FBC-6. Project Statement on Basis of Appropriations (thousands of dollars, FTEs)<sup>3</sup>**

Item	2024 Actual	FTEs	2025 Actual	FTEs	2026 Estimated	FTEs	2027 Estimated	FTEs	Inc. or Dec.	FTE Inc. or Dec.	Chg Key
Discretionary Approps:											
Salaries and Expenses .....	\$244,183	1,628	\$244,183	1,546	\$167,633	1,083	\$161,543	1,083	- \$6,090	-	(1)
Subtotal Disc. Approps .....	244,183	1,628	244,183	1,546	167,633	1,083	161,543	1,083	-6,090	-	
Mandatory Approps:											
NRCS Transfer .....	60,228	-	60,228	-	70,740	-	70,740	-	-	-	
Subtotal Mand. Approps .....	60,228	-	60,228	-	70,740	-	70,740	-	-	-	
Supplemental Approp:											
Total Adjusted Approps .....	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083	-6,090	-	
Add back:											
Transfers In and Out,											
Rescissions .....	-60,228	-	-60,228	-	-70,740	-	-70,740	-	-	-	
Total Appropriation .....	244,183	1,628	244,183	1,546	167,633	1,083	161,543	1,083	-6,090	-	
Transfers In:											
NRCS, ACEP .....	8,307	-	8,307	-	9,757	-	9,757	-	-	-	
NRCS, CSP .....	21,184	-	21,184	-	24,881	-	24,881	-	-	-	
NRCS, EQIP .....	30,737	-	30,737	-	36,102	-	36,102	-	-	-	
Total Transfers In .....	60,228	-	60,228	-	70,740	-	70,740	-	-	-	
Total Available .....	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083	-6,090	-	
Lapsing Balances .....	-1,787	-	-2,155	-	-	-	-	-	-	-	
Total Obligations .....	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083	-6,090	-	

**Table FBC-7. Project Statement on Basis of Obligations (thousands of dollars, FTEs)<sup>4</sup>**

Item	2024 Actual	FTEs	2025 Actual	FTEs	2026 Estimated	FTEs	2027 Estimated	FTEs	Inc. or Dec.	FTE Inc. or Dec.
Discretionary Obligations:										
Salaries and Expenses .....	\$302,624	1,628	\$302,256	1,546	\$238,373	1,083	\$232,283	1,083	-\$6,090	-
Subtotal Disc Obligations ...	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083	-6,090	-
Total Obligations .....	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083	-6,090	-
Add back:										
Lapsing Balances .....	1,787	-	2,155	-	-	-	-	-	-	-
Balances Available, EOY:										
Total Available .....	304,411	1,628	304,411	1,546	238,373	1,083	238,373	1,083	-6,090	-
Total Transfers In .....	-60,228	-	-60,228	-	-70,740	-	-70,740	-	-	-
Total Appropriation .....	244,183	1,628	244,183	1,546	167,633	1,083	161,543	1,083	-6,090	-

<sup>3</sup> This table does not match MAX Schedule X due to reimbursables.

<sup>4</sup> This table does not match MAX Schedule X due to reimbursables.

**JUSTIFICATION OF CHANGES**

- (1) A decrease of \$6,090,000 for National Security Related Expenses being transferred to the Office of Homeland Security (\$6,090,000 available in 2026).

The decrease in funds of \$6,090,000 for National Security Related Expenses, being realigned to the Office of Homeland Security (OHS), will enhance efficiency and effectiveness within USDA. This strategic realignment will centralize resources under OHS, which provides leadership in national security through policy development, emergency preparedness and response initiatives, and threat mitigation coordination. Consolidating the budget under OHS eliminates redundancies, ensures more coordinated resource allocation, and improves the execution of departmental security policies, ultimately bolstering the USDA's resilience and readiness without compromising overall security.

**GEOGRAPHIC BREAKDOWN OF OBLIGATIONS AND FTEs**

**Table FBC-8. Geographic Breakdown of Obligations and FTEs for FBC (thousands of dollars, FTEs)**

State/Territory/Country	2024		2025		2026		2027	
	Actual	FTEs	Actual	FTEs	Estimated	FTEs	Estimated	FTEs
Alabama .....	\$2,045	11	\$2,737	14	\$2,421	11	\$2,359	11
Alaska .....	929	5	978	5	880	4	857	4
Arizona .....	1,673	9	2,151	11	1,320	6	1,286	6
Arkansas.....	1,859	10	1,564	8	1,540	7	1,501	7
California .....	3,718	20	5,670	29	3,961	18	3,860	18
Colorado .....	7,250	39	7,820	40	5,062	23	4,933	23
Connecticut.....	372	2	587	3	440	2	428	2
Delaware .....	558	3	587	3	440	2	428	2
District of Columbia.....	16,355	88	6,642	34	27,733	126	27,024	126
Florida .....	7,621	41	8,602	44	6,162	28	6,005	28
Georgia.....	6,320	34	6,843	35	4,181	19	4,075	19
Hawaii .....	744	4	978	5	660	3	643	3
Idaho .....	1,673	9	1,955	10	1,540	7	1,501	7
Illinois .....	3,160	17	4,106	21	3,714	17	3,646	17
Indiana.....	1,673	9	1,760	9	1,100	5	1,072	5
Iowa.....	2,974	16	2,933	15	2,201	10	2,144	10
Kansas.....	23,050	124	21,897	112	9,464	43	9,222	43
Kentucky .....	1,487	8	1,564	8	1,760	8	1,715	8
Louisiana .....	2,788	15	2,151	11	1,540	7	1,501	7
Maine .....	744	4	587	3	440	2	428	2
Maryland.....	41,267	222	41,643	213	15,407	70	15,014	70
Massachusetts .....	1,487	8	1,955	10	1,100	5	1,072	5
Michigan .....	1,301	7	1,564	8	1,100	5	1,072	5
Minnesota .....	2,602	14	3,715	19	3,301	15	3,217	15
Mississippi.....	1,859	10	1,564	8	1,320	6	1,286	6
Missouri .....	52,048	280	49,464	253	59,920	273	56,433	273
Montana .....	744	4	978	5	1,100	5	3,217	5
Nebraska .....	2,602	14	2,933	15	2,201	10	2,144	10
Nevada .....	929	5	1,564	8	1,100	5	1,072	5
New Hampshire .....	372	2	196	1	440	2	428	2
New Jersey.....	1,859	10	1,760	9	1,980	9	1,930	9
New Mexico.....	1,673	9	2,542	13	1,540	7	1,501	7
New York .....	2,231	12	2,737	14	1,540	7	1,501	7
North Carolina .....	17,287	93	16,814	86	13,426	61	13,083	61
North Dakota.....	744	4	782	4	440	2	428	2
Ohio .....	2,417	13	3,324	17	2,201	10	2,144	10
Oklahoma .....	2,231	12	2,346	12	1,320	6	1,286	6
Oregon .....	2,788	15	2,346	12	1,540	7	1,501	7
Pennsylvania .....	2,974	16	3,910	20	2,421	11	2,359	11
Rhode Island .....	372	2	391	2	440	2	428	2
South Carolina.....	3,346	18	3,910	20	3,081	14	3,002	14

State/Territory/Country	2024		2025		2026		2027	
	Actual	FTEs	Actual	FTEs	Estimated	FTEs	Estimated	FTEs
South Dakota .....	1,115	6	1,564	8	1,540	7	1,501	7
Tennessee.....	3,904	21	3,910	20	2,201	10	2,144	10
Texas .....	25,467	137	26,589	136	18,708	85	18,230	85
Utah .....	8,737	47	8,602	44	7,043	32	6,863	32
Vermont .....	372	2	391	2	220	1	215	1
Virginia .....	25,281	136	23,852	122	10,344	46	9,866	46
Washington .....	2,045	11	2,737	14	1,760	8	1,716	8
West Virginia .....	2,231	12	2,542	13	1,320	6	1,286	6
Wisconsin.....	2,974	16	3,128	16	1,320	6	1,286	6
Wyoming .....	372	2	391	2	220	1	215	1
Romania .....	-	-	-	-	220	1	215	1
Obligations	302,624	1,628	302,256	1,546	238,373	1,083	232,283	1,083
Lapsing Balances.....	1,787	-	2,155	-	-	-	-	-
Total, Available	304,411	1,628	304,411	1,546	238,373	1,083	232,283	1,083

**OBJECT CLASSIFICATION**

**Table FBC-9. Classification by Objects – Discretionary Funding (thousands of dollars) <sup>5</sup>**

Item No.	Item	2024 Actual	2025 Actual	2026 Estimated	2027 Estimated
<b>Personnel Compensation:</b>					
	Washington D.C.....	\$76,031	\$117,136	\$59,870	\$59,870
	Personnel Compensation, Field .....	114,046	78,091	89,940	89,940
11	Total personnel compensation .....	190,077	195,227	149,810	149,810
12	Personal benefits .....	70,939	70,898	55,830	55,830
13.0	Benefits for former personnel .....	9	17	8	8
	Total, personnel comp. and benefits ..	261,025	266,142	205,648	205,648
<b>Other Objects:</b>					
21.0	Travel and transportation of persons.....	521	116	140	140
23.1	Rental payments to GSA .....	3,733	2,276	2,638	2,638
23.2	Rental payments to others .....	-	58	-	-
23.3	Comms, utilities, and misc. charges .....	9	190	9	9
23.6	Other Rental.....	88	174	19	19
24.0	Printing and reproduction .....	12	-	-	-
25.1	Advisory and assistance services .....	34,570	32,279	28,749	22,659
26.0	Supplies and materials.....	85	156	125	125
31.0	Equipment .....	2,482	864	1,000	1,000
32.0	Land and structures .....	46	-	-	-
42.0	Insurance Claims and Indemnities .....	28	-	44	43
43.0	Interest and Dividends .....	25	1	1	1
	Total, Other Objects.....	41,599	36,114	32,725	26,635
99.9	Total, new obligations .....	302,624	302,256	238,373	232,283
<b>DHS Building Security Payments</b>					
	(included in 25.3).....	\$25	\$24	\$26	\$27
<b>Position Data:</b>					
	Average Salary (dollars), ES Position.....	\$206,791	\$207,927	\$215,477	\$215,477
	Average Salary (dollars), GS Position .....	\$121,105	\$120,359	\$121,521	\$121,521
	Average Grade, GS Position.....	13.4	12.3	12.3	12.3

<sup>5</sup> This table does not match MAX Schedule O due to reimbursables.

**STATUS OF PROGRAMS**

The FPAC Business Center (FPAC- BC), established on October 14, 2018, centralized the mission support activities from three producer-focused agencies: the Farm Service Agency (FSA), Natural Resources Conservation Service (NRCS), and Risk Management Agency (RMA). The FPAC-BC's mission is to enable FPAC mission delivery through efficient critical services, integrated business solutions, and informed decision making.

The FPAC-BC is a strategic partner to the agencies and provides a wide range of services across 15 functional areas including budget, customer experience, financial management, acquisitions, leasing, fleet management, human resources, information technology, external affairs, strategy and risk management, and other services.

In 2025 the FPAC-BC had the following notable accomplishments:

**Acquisitions Division**

- Emphasized the utilization of the Government Purchase Card (GPC) Expanded Use Program. This kept 104 transactions (\$1,021,592.00) from having to be worked by a Contracting Officer within the Acquisitions Division in 2025, which represents 27 percent of the total new contract awards. In 2025, this saved an estimated 2,300 labor-hours.
- Exceeded all USDA small business utilization goal categories (e.g., achieved 76.1 percent rate for small business versus goal of 58 percent).
- Executed 443 new contract awards and contract modifications, obligating \$49.6 million.
- Executed 1,350 contract modifications with a workforce that decreased by 50 percent in 2025. This is a 6 percent increase compared to 2024
- Competed 94 percent of all available contracting dollars. This is 6 percent higher than the Department-wide average.
- Managed oversight of the government purchase card program that obligated \$18.71 million among 49,936 transactions.
- In accordance with Executive Order 14222 – “Implementing the President’s ‘Department of Government Efficiency’ Cost Efficiency Initiative”, established an automated SharePoint List to process Moratorium Waivers Request for COO approval. This streamlined process of over 600 reviews resulted in COO approval being gained within 8 hours of submission, on average.
- In accordance with Executive Order 14222 – “Implementing the President’s ‘Department of Government Efficiency’ Cost Efficiency Initiative”, conducted review of all active contracts (736) 25 days prior to the Departments established due date to ensure they are in line with this Administration’s priorities. This review identified 152 active contracts needing termination.
- In accordance with Executive Order 14222 – “Implementing the President’s ‘Department of Government Efficiency’ Cost Efficiency Initiative”, reduced the number of Agency designated Purchase Card Holders from 1,158 to 153.
- To streamline the Micropurchase Program, reduced the number of Local Agency Program Coordinators from 54, over 4 agencies, to 7 within the FPAC-BC. This consolidation allows for increased oversight and better controls of the GPC program, as a whole.
- Accomplishment of numerous short suspense Departmental data calls and missed zero deadlines. These included:
  - Identify and terminate non-essential consulting contracts
  - Identify and terminate DEI contracts
  - NCR Workspace Assignments
  - Identify and terminate Climate related contracts
  - Ensured all contracts in IAS had an uploaded PWS
  - Identify and terminate all American Climate Corps contracts
  - Identify and terminate all non-essential IT contracts
  - Identify and terminate consulting contracts with GSA’s top 10 highest paid consulting contractors

- These actions resulted in the termination of 113 active contracts valued at \$75,909,724.02 (\$35,495,270.00 of deobligated funds and \$404,414,454.02 of future cost savings).

### **Budget Division**

- Successfully managed the day-to-day execution and budget formulation activities for \$14.7 billion of NRCS mandatory funding (including Farm Bill, IRA and carryover Budget Authority) and \$21 billion of RMA FCIC funding.
- Successfully managed the execution of \$1.9 billion in annual administrative funding to meet the target year end obligation rate while ensuring fiscal discipline and alignment with FPAC priorities.
- Automated resource management systems leveraging emerging technologies to enhance fiscal controls and funding realignments to streamline budget formulation and execution processes.
- Managed and tracked over 100 non-IT initiatives totaling \$132 million.
- Delivered data driven insights that strengthen leadership’s ability to balance workforce costs with operational needs, supporting sustainable workforce management for 2025 and 2026 and improving financial predictability across the Business Center.
- Enhanced payroll forecasting capabilities by leveraging HR data and advanced analytics to provide leadership with strategic insights into staffing, affordability and workforce planning.
- Enhanced fiscal controls through the spend plan process, driving greater accuracy, agility and efficiency in funding realignments and timely budget execution.
- Led the development of a Business Intelligence dashboard to create efficiencies in financial reporting for the FPAC mission area allowing customers to make more data-driven resource and operational decisions.
- Enhanced 5-employee developed executive level dashboards to provide enhanced services to customers. The dashboards upload FMMI data nightly, making the data as close to real time as possible.
- Launched the Budget Service Now intake and Service Level Agreement module.
- Successfully coordinated, uploaded and submitted the 2026 FPAC (FSA, CCC, NRCS, RMA/FCIC and FPAC-BC) President’s Budget to OBPA’s SharePoint site.
- Successfully coordinated, uploaded and submitted the 2027 FPAC (FSA, CCC, NRCS, RMA/FCIC and FPAC-BC) Department Estimates to OBPA’s SharePoint site.

### **Human Resources Division**

- Terminated probationary employees, then due to the injunction, reversed actions for the 3,000+ employees to reinstate.
- January 2025 utilized 557 job announcements to support 633 federal hires, and onboarding 588 employees (948 total for 2025) for the FPAC Mission Area. All competitive and non-competitive hiring for FPAC Mission area totaled 2,456 permanent and non-permanent appointments (not including AD or EF pay plan staff)
- Released three major HR systems to FPAC’s four agencies of approximately 30,000: Time and Attendance (GovTA), employees electronic personnel file (eOPF) and the Online Retirement Application (ORA). Prior to release, ensured data quality prior to migration, such as, removing 26,610 actions in employees’ eOPFs, developed communications and shared with the workforce, developed training and provided to all audiences (HR, managers, and workforce), tested new systems, and oversaw migration. Navigated complexities with release due to timing and errors in the software. All systems released successfully and in use across the organization.
- Unencumbered Position Cleanup Project - Initiated in 2025 Q4 to deactivate positions that are over 12 months vacant but currently identified within the system of record. Currently approximately 130,000 positions flagged for deactivation (estimates – FBC-2800, NRCS-

75,000, FSA Federal-13,000, FSA CO-35,000, RMA-300). Approximately 1,000 positions deactivated in the early stages of this initiative.

- Transitioned injury claim processing from contracted services, yielding an estimated annual savings of \$296,000. Led team to move all OWCP claims to the electronic compensation portal, enhancing the effectiveness of claims administration.
- Developed and released 11 RPAs: DRP Retirement Task Bot, Award Processing Bot, Annual Leave Lump Sum Payout Bot, TING Leave Update Bot, Queue Management Bot, Fitness Reimbursement SPPS Bot, Leave Audit Bot (Pending), EmpowHR Contact Update Bot (Withdrawn), EmpowHR Role Identified Bot, EmpowHR LogIn Reminder Bot (Withdrawn), EmpowHR Role Matrix Converter Bot, Folder Creator Bot, and ConnectHR Ticket Bot. Saved hours of labor that allowed our reduced staff to complete more complex and/or urgent needs; in addition, assisted with backlog and clean up.
- On January 20, 2025, the White House issued the Presidential Memorandum *Hiring Freeze*, which was immediately followed by the OMB/OPM Memorandum *Federal Civilian Hiring Freeze Guidance*. Immediately closed 107 vacancies, rescinded 682 job offers, and closed systems to stop hiring while communicating continually to the Agency leadership, hiring managers, and candidates.
- Recruited via LinkedIn and Handshake with 4 campaigns, targeted professional, administrative, and technical position both seasoned and early career.
- Developed and implemented New Employee Orientation for permanent employees and another specific for students. Provided an initial experience that brought assimilation through knowledge and comradery with other new employees.
- Surged and trained team to address the 193 percent increase in reasonable accommodation requests, processing 1,386 requests compared to the 469 in 2024. Utilized this team to address USDA's MRP mission area's backlog and save USDA money on contract staff.

### **Civil Rights and Equal Employment Opportunity Division**

- CREEOD placed strong emphasis in 2025 on delivering quality, engaging, results-oriented, statutorily driven training and education opportunities to the FPAC workforce with a focus on proactive prevention. Delivering 35 live training events for over 2,561 attendees in 2025.
- Processed 41 Title VI (Program Complaints) and successfully resolved 2 cases utilizing the Alternative Dispute Resolution (ADR) mediation process.
- Executed 648 Limited English Proficiency (LEP) document requests in 43 different languages and 131 telephone/video interpretations and 18 In-Person Interpretations.
- Responded to 136 Title VII (EEO Complaint) inquiries resulting in 79 informal complaints and 51 cases were closed and of those, 10 were resolved via a settlement agreement.
- Successfully and timely completed all external reports to EEOC and Congress; Management Directive 715, 462 Report, No FEAR quarterly and annual reports.
- Executed 4 Civil Rights Impact Analysis (CRIA's) reports this year for the Emergency Livestock Relief Program (ELRP); Supplemental Disaster Relief Program (SDRP); Agricultural Air Quality Task Force (AAQTF); and the Floodplain Management Regulations to Implement the Federal Flood Risk Management Standard (FFRMS).
- Conducted (12) Twelve Civil Rights Compliance Reviews (CRCR) were conducted for FSA, NRCS and RMA in New Mexico, Oregon, New Hampshire, and North Carolina. Two additional Compliance Reviews for the Office of the Assistant Secretary of Civil Rights (OASCR) for Arkansas and Texas. As a result, we prepared the Corrective Action Plans (CAPS) for the Department, and the cases were closed.
- Processed 27 Final Agency Decisions (FADs) for FPAC. FADs are judgements made by the Office of the Assistant Secretary of Civil Rights (OASCR) and by an EEOC Administrative Judge regarding Title VII EEO Complaints. Two of the 27 cases had a finding of discrimination and were implemented in an exemplary manner. All the requirements were adhered to in a timely manner.

### **Customer Experience Division**

- Captured 10,500+ producer and employee survey engagements across FPAC, informing service delivery improvements.
- Expanded public feedback channels and technology modernization, managing 10 website survey tools and various agency surveys processing 2,300+ real-time customer feedback responses through Qualtrics, coordinating with agencies to inform service enhancements, ensuring continuity and modernization of feedback systems.
- Partnered with FSA and NRCS to survey 10,000 Farm Loan and Environmental Quality Incentives Program (EQIP) customers (1,250 per agency quarterly), aligning service delivery with producer priorities, while fulfilling OMB mandates, with results informing agency leadership, dashboards, and decision-making.
- Presented final report and recommendations of the first nationwide prospective customer survey to farmers, ranchers, and forest managers, with 7,452 responses and 20,878 comments, and shared findings with over 1,000 stakeholders and leaders.
- Delivered actionable insights to 1,000+ internal and external stakeholders strengthening service delivery, program design, and compliance.
- Completed Voice of the Customer (VOC) audits and service plans for all FPAC agencies, meeting USDA mandates.
- Engaged on 201 Customer Experience (CX) projects—each improving service delivery, policy alignment, or customer engagement.
- Coordinated quarterly Office of Management and Budget (OMB) reporting, CX Action Plans, and Capacity Assessments for High Impact Service Provider (HISP) agencies, fulfilling OMB requirements.
- Built organizational capacity training 340 FPAC employees in CX strategy, VOC, and Human-Centered Design (HCD), and created 40+ new CX advocates across FPAC through the year-long Customer Experience Enhancement Committee and HCD curriculum.
- Delivered 25 strategic CX briefings to 1,000+ leaders and stakeholders, elevating CX visibility and integration.
- Published 12 monthly CX Highlights newsletters sharing project developments, service delivery improvements, educational blogs, and a CX SharePoint site to increase transparency and stakeholder engagement across FPAC.
- Rewrote 20+ FSA Farm Loan Official Customer Correspondence letters to improve clarity and customer understanding, addressing congressional concerns to better meet FSA customer needs.
- Directed NRCS EQIP Service Delivery Improvement efforts with journey maps, customer personas, service blueprints, field staff focus groups, customer surveys, and field-driven reports to guide leadership decision making on program improvements and streamline service delivery.
- Conducted local Service Center visits to gather direct employee and customer feedback, reinforcing field-level trust and responsiveness.

### **Economic and Policy Analysis Division**

- Responded to over 1,000 analytical requests in 2025 from USDA, the Office of Management and Budget, the Congressional Budget Office (CBO), agricultural authorizer and appropriator staff on Capitol Hill, and elsewhere. Many Hill and CBO requests are associated with furthering Farm Bill and disaster assistance development.
- Set commodity marketing assistance loan rates for major crops in over 2,000 counties; determined all Agriculture Risk Coverage/Price Loss Coverage (ARC/PLC) parameters for program operation (all are posted on the Farm Service Agency (FSA) website); and developed soil rental rates for administering the Conservation Reserve Program (CRP) and conducted the rankings for all CRP sign-ups as a critical input to determination of acceptances into the program.

- Developed numerous reports to Congress on a wide variety of topics (progress toward CRP/Conservation Reserve Enhancement Program (CREP) goals at the individual CREP level, estimates of CRP practice contribution to water quality goals, and several others).
- Collaborated with FSA to develop numerous new programs that have provided billions in assistance to farmers and ranchers.
- Coordinated review of, and ensured publication of, over 60 Federal Register regulations and announcements in 2025.
- Further modernized foreign investment tracking and responded to many Hill requests as Congress contemplates changes to the Agricultural Foreign Investment Disclosure Act (AFIDA).

### **External Affairs Division**

- Delivered more than 850 graphic design products used in advancing USDA's mission through communications campaigns, social media and community outreach.
- Wrote and developed strategic plans around 140+ news releases and 140+ blogs, which were critical in helping share information on program opportunities, policy changes, and other Administration priorities.
- Delivered more than 200,000 external GovDelivery bulletins to more than 1.8 million external subscribers.
- Public-facing web sites for FPAC agencies received more than 13.6 million visitors.
- Managed 400+ media inquiries and 100+ media interviews.
- Managed 600+ stakeholder and congressional engagements.
- Conducted 50+ FOIA training sessions, 1000+ FOIA requests, 1100+ executive correspondence items and 19 Privacy Act Incidents
- Coordinated 90+ technical assistance requests; 230+ congressional data requests; 180 constituent casework requests; provided analysis for 29+ congressional hearings on FPAC-related topics.

### **Financial Management Division**

- Continued business process standardization and improvement to ensure effective consistent financial management.
- Successfully implemented the SFFAS 54 by converting 1,154 leases from Framework Purchase Orders to the new Contract Lease Module. In collaboration with FMS, implemented a CLM enhancement enabling mass account assignment updates at the start of 2026, a change expected to save approximately 125 hours annually.
- Implemented automation improvements to Data Act reporting that reconciled the FPAC agency's SF-133 to USA Spending and reported over \$37 billion in award obligations.
- Completed Corporate Accrual sampling of 770 samples and reduced risk classification from high to moderate for key sample groups and eliminated 170 samples.
- Delivered two of USDA's five standalone 2024 Annual Financial Reports (AFRs) which achieved significant reductions in auditor comments on drafts, with NRCS dropping from 81 to 30 (60 percent) and RMA from 75 to 25 (67 percent) in 2024.
- Terminated approximately 567+ debts for over \$47.5+ million in principal and interest amounts written off. Responded to 533+ calls from debtors via our 1-800-line inquiries.
- Processed 4,039 ServiceNOW requests that funded grants and agreements that support farming and ranching programs including 1,179 obligations and 889 fund pre-commitments made available for obligations in the amount of \$3.61 billion. Processed 88 payments for the Farm Labor Stabilization Program pilot in the amount of \$12 million via the HHS Payment Management System.
- Managed and executed daily financing of the CCC's indefinite borrowing authority. Financed 241 days, borrowed and repaid \$3.7 trillion in which \$638B was repaid for interest, allowing CCC to complete its daily mission and satisfying our Treasury requirement.

- Created master data for 13 new programs and updated existing programs including the rollover of over 27,000 transactions in the State and County Office Automation Program (SCOAP) system so that programs were able to make obligations and payments.
- Facilitated FPAC agencies' responses to Executive Orders 14247 and 14249 that identified current compliance or a plan to timely become compliant.
- Completed over 400 PBC requests to KPMG, OIG, and A-123 testing.
- Led a targeted clean-up of 1,191 reconciling items between ProTracts and FMFI, resolving \$108 thousand in outstanding obligations.
- Partnered with the Management Service Division to reduce the FSA and FPAC Business Center asset count by 171 by streamlining internal use software (IUS) for asset management.
- Improved customer experience by allowing FSA field offices with access to National Receivable System (NRRS) to process credit card program fee payments on behalf of the producers.
- Enabled multiple daily wire payments to Treasury enabling a producer to receive their commodity loan payment faster.
- Provided Common Obligation Framework (COF) users with the ability to easily navigate all counties and view funds available for all levels on one screen. This allows COF users to better track and evaluate where funds are needed.
- Provided the capability to FSA state, county, and national users to approve multiple single year assignments, providing time savings for users of FSA Financial Services (FSA-FS).
- Successfully and timely implemented 6 new FSA programs by the Secretary's release date that included:
  - Black Farmers Finance Association Cooperative Agreements, \$20 million was allocated for the program in 2025.
  - Market Assistance for Specialty Crops, \$2.75 billion allocated for the program, and \$1.9 billion was disbursed in 2025.
  - Emergency Commodity Assistance Program, \$9.1 billion was disbursed for the program in 2025.
  - Texas 1944 Water Treaty Grant, \$3.9 million, was obligated in 2025.
  - 220 Block Grants, \$220 million, was allocated for the program in 2025.
  - Supplemental Disaster Block Grants, \$996 million was obligated in 2025.

### **Grants and Agreements Division (GAD)**

- Exceeded agreement processing time goal of less than 60 days if all required information was provided. In 2025, the average processing time for agreements was 45 days.
- Completed almost 15,000 payment requests in an average of 23 days (which includes an average of 10 days for customer corrections).
- Exceeded the closeout goal for GAD (150 days). In 2025, the average closeout time was 16 days.
- Executed over 1,000 new funded agreements, valued at over \$2.5 billion.
- Assisted with the termination of 390 agreements in support of Presidential Executive orders.

### **Information Solutions Division**

- Established and lead the governance, IT obligation/ spending, acquisition, management and execution for an IT portfolio comprised of 22 Investments, 186 contract awards and 254 IAAs valued at over \$980 million.
- Automated the Contractor Offboarding process streamlining the time and effort to complete offboarding. This process was then utilized for over 550 contractors who were offboarded as a result of DOGE/OCIO led contract reductions.
- Operations Teams report Cloud deployments to environments as of November 12, 2025, a total of 178 production applications have been migrated to the Cloud:
  - FSA 195 Production Deployed Apps
  - NRCS 33 Production Deployed Apps
  - RMA 74 Production Deployed Apps
  - BC 5 Production Deployed Apps

- i. Time to Resolution for Access Requests from 13.4 days in 2022 down to 2 days at the end of 2025 resulting in staff from FPAC agencies having the access 85 percent sooner (a 10 percent gain over last year's 75 percent improvement).
- The IRA 22007 National Administrator system fully retired.
  - Deployed Online Application (OLA) that for the first time allows individual producers to apply for Direct Loans online and within 90 days deployed Pay My Loan (PML) that allows producers for the first time to pay for their loans online through Farmers portal.
  - Grant Solutions: USDA is currently the third largest government department for awarding grants. To continue supporting our customers and the USDA mission, the FPAC ACIO and staff established fully signed MOU and ATU (Authority to Use) documents. Due to funding decisions, this standardized option for grants and agreements was not implemented.
  - Delivered critical FSA disaster programs that provide a safety net for farmers. Marketing Assistance for Specialty Crops (MASC), Emergency Commodity Assistance Program (ECAP), Supplemental Disaster Relief Program (SDRP), and Emergency Livestock Relief Program - Flood & Wildfire (ELRP-FW) were successfully delivered which processed 1.3 million applications and made payments of over \$14 billion.
  - RMA completed over 475 production deployments supporting more than 60 business applications in 2025. These applications supported over 2.5 million policies sold that covered 134 crop types across the country with over 6.5 billion dollars dispersed to American farmers for reinsurance year 2025.
  - Implemented modernized changes to FLEX, OLA, and PML systems—enabling real-time loan status updates, automated fund disbursements, and proactive delinquency detection, and robust Post submission document upload capabilities—resulting in reduced manual processing, faster outreach to delinquent borrowers, and more consistent, accurate loan servicing across the Farm Loan Programs. PML provided functionality allowing customers to Pay Cost Item, loan status indicators, proactive alerts for distressed borrower programs—resulting in a modernized, secure self-service platform that increased borrower engagement, improved payment accuracy, and enabled early intervention messaging; over 1,000 bills have been created in PML this year alone.
  - In support of NRCS shifted to deliverables-based contracts, upgraded infrastructure; accelerated CART/CD and zroles performance, added 846 features in Agreements suite of products, modernized GRAS, CPD-DMS, NETS, Guardian, adopted AI for code discovery, and decommissioned 4 applications.

### **Management Services Division**

- Successfully led and executed the strategic facilities and workforce reentry plan to return over 30,000 FPAC employees to onsite duty stations in alignment with the Administration's return to office mandate and USDA's organizational goals.
- Developed and implemented an enterprise-wide return to office system and framework that integrated space optimization, health and safety compliance, and stakeholder agreements to facilitate space assignments for all USDA personnel.
- Managed, forecasted and reconciled FPAC's monthly rent, operating and tenant improvement budget over \$285 million.
- Successfully completed 462 delegated leasing actions, including 18 new awards, 74 commencements, and 370 extensions.
- Provided leasing administration and support services for more than 2,700 FPAC Delegated/General Services Administration office space lease agreements throughout the nation addressing two-thirds of the entire portfolio.
- Developed and implemented 24-month Federal Management Regulation (FMR) strategic delegation plan aimed at preemptively addressing 800 expired/upcoming expirations through June 2027.
- Launched internal project tracker tool and an external Customer facing SharePoint site designed to centralize leasing information and resources for stakeholders. This initiative

enhanced visibility, accessibility, and informed decision-making across FPAC's leasing community.

- Developed innovative solutions to query drivers on vehicle needs, building a survey directly into FPAC's fleet management system. Drivers used the new survey 466 times in 2025, successfully guiding decision-makers on vehicle purchases.
- Activated automated trip reporting for over 1,500 vehicles in 2025, eliminating a painful manual process for FPAC drivers.
- Defended FPAC's telematics program, protecting an \$8 million investment achieved over 4 years across 7,300 vehicles. The continued use of telematics avoids an estimated \$4.6 million cost in 2026 and continues automation, saving approximately 40,000 staff hours per year by eliminating manual processes.
- Held tailored training for both FSA and NRCS customers concerning new vehicle ordering procedures, facilitating vehicle purchases in record time – 170 vehicles ordered in just one week.
- Managed USDA's premier Vehicle Sharing Program spanning multiple mission areas and divisions – excellent oversight of 9 separate Interagency Agreements worth over \$3M, facilitating over 3 million miles shared in 2025.
- Brought 126 pieces of non-vehicle accountable property into official inventory, totaling nearly \$8 million in acquisition value. MSD staff completely cleared the accountable property staging queue, achieving this feat for the first time since the Business Center was created in 2018.
- Reviewed over 4,200 FPAC mission area forms and 3,200 FPAC mission area directives in response to Departmental data call to identify FPAC compliance with Executive Order 14151 Ending Radical and Wasteful Government DEI Programs and Preferencing and Executive Order 14168 Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government.
- Revised and published a nearly 200-page, quick link indexed 31-AS-Supplent File Maintenance and Disposition Manual, codifying FSA's NARA approved retention timeframes and disposition instructions for 2,300 FSA offices and approximately 10,000 employees and remediated FSA expending resources preparing records not eligible for transfer, potential accidental destruction, and noncompliance with publishing accurate schedules for public comment.
- Reduced records management offboarding time by nearly 30 percent despite 97 percent increase in offboarding requests and after a 40 percent reduction in staff.
- Completed full integration of FSA national and state directives into Directives Management Tool resulting in eliminating FSA's duplicative, legacy directives platform for a cost savings of over \$1 million dollars.

## **Homeland Security Division**

### **Mission Assurance and Service Continuity**

- Revalidated and reprioritized all mission-critical and essential HSD functions to ensure 100 percent continuity of threat management, emergency management, and risk management services across FPAC. These efforts safeguarded over 20,000 personnel and 3,000 facilities despite a 50 percent reduction in staffing and resources (DRP/VERA).
- Sustained uninterrupted life-safety operations through strategic prioritization and adaptive resourcing measures.

### **Threat Management and Incident Response**

- Managed and mitigated 246 physical security threats and incidents targeting FPAC personnel, assets, and facilities — representing a 50 percent increase over 2024 — through proactive risk assessment and rapid coordination with law enforcement and leadership.
- Launched the FPAC-HSD Border Security Initiative in collaboration with FSA and NRCS to enhance employee safety and situational awareness for staff operating near the U.S.-Mexico border. The initiative introduced:

- Field coordination with Border Patrol Tactical Operations Command sectors,
- Upgraded communication devices and field safety equipment (first aid kits/Narcan), and
- New situational awareness and safety protocols.

### **Training and Workforce Preparedness**

- Trained nearly 3,000 FPAC employees across 17 states in key security competencies including:
  - Security Awareness,
  - First Amendment Activist Encounters,
  - Conflict Resolution and De-escalation, and
  - Security Threat Recognition.
- Delivered 50+ training sessions to FPAC Facility Administrators on the Lenel OnGuard Access Control System, both virtually and in-person, strengthening credential management, access control, and alarm monitoring capabilities.
- Developed comprehensive user guides and quick-reference materials, standardizing access control procedures and improving data accuracy across the enterprise.

### **Physical Security and Facility Resilience**

- Conducted over 60 in-person threat and vulnerability assessments, designing and implementing physical security countermeasures and compliant leasing security designs.
- Distributed 291 Physical Security Assessment Tool (PSAT) surveys nationwide, with 200 assessments completed and reported to the Interagency Security Committee (ISC).
- Maintained enterprise-wide assessment tracking dashboards to support risk analysis and leadership decision-making.
- Managed day-to-day operations of the FPAC Continuity Site (Richmond, VA), ensuring compliance with USDA continuity directives.
- Completed 24 secure storage inspections, managed relocation and reinstallation of secure communications equipment, and updated continuity seating charts and rosters following site renovations.

### **Emergency Management and Continuity Operations**

- Produced six Situation Reports (SITREPs) addressing national incidents such as Hurricanes Erin, Helene, Milton, Gabrielle, Humberto, and Narda, as well as major flooding and workplace violence incidents.
- Provided continuity plan guidance to NRCS Montana and Puerto Rico state offices and aligned FPAC's COOP activities with federal standards via OHS COOP Working Group sessions.
- Led FPAC's emergency communication readiness by maintaining the Government Emergency Telecommunications System (GETS) / Wireless Priority Service (WPS) roster, ensuring all 130 ERG/DERG members retain priority network access during crises.
- Oversaw quarterly testing and encryption updates for continuity communications systems (vIPer, satellite, analog fax) and coordinated satellite antenna removal and equipment budget planning in preparation for facility renovations.
- Developed and implemented the OnSolve Emergency Notification Quick Guide and established dynamic contact groups for all FPAC agencies, states, and territories. Delivered four training sessions to more than 100 OnSolve points of contact to ensure real-time emergency communication and accountability.

### **Credentialing and Access Management**

- Executed 8,588 LincPass card actions (activations, certificate updates, PIN resets) and processed 5,234 sponsor actions (reprints, renewals, and certificate updates).
- Provided credentialing station services to 6,707 PIV cardholders (5,073 USDA and 1,634 non-USDA).

- Established four new state office ePACS sites (Maryland, Oregon, Nebraska, Alabama, Illinois) — from planning through certification — enhancing FPAC’s national access-control network.
- Processed over 200 ePACS-related cases, improving resolution speed and ensuring compliance with USDA credentialing standards through improved interoffice coordination.
- Maintained 100 percent accountability of active ePACS users and configurations, ensuring system integrity and federal compliance.

### **Personnel Security (PERSEC)**

- Completed 6,076 Security Initial Determinations (SID) across FPAC agencies, achieving an average 10.4-day turnaround (below the 14-day SLA).
- Reduced the LincPass adjudication backlog by over 90 percent, completing 2,488 adjudications (a 461-case increase over 2023).
- 825 employees enrolled in Continuous Evaluation and navigated new mandates under Trusted Workforce 2.0, including Rapback and Interim Adjudication processes.
- Implemented system-wide improvements using WebSETS, NP2 Portal, DISS-JVS, NBIS, and other platforms to streamline security and pre-employment workflows.
- Enhanced stakeholder engagement through the LincPass Community of Excellence, “Hip Pocket” briefings, quarterly security meetings, and LincUp sessions, fostering proactive communication and faster issue resolution.

### **Performance, Accountability, and Risk Division**

- The Internal Auditing Branch (IAB) Process and Compliance Review (PCR) team quickly developed a SharePoint and Power Platform business tools to replace TeamMate+ audit software.
- The PCR team conducted reviews of two FSA topics, two NRCS topics and one FPAC-BC topic. They also completed a targeted review of one hundred twelve (112) financial assistance program contracts for Louisiana NRCS. The team completed final reports for each project and prepared findings, observations, and recommendations for leadership.
- The IAB PIIA team completed Payment Integrity Testing for FSA’s four high-risk programs: Agriculture Risk Coverage and Price Loss Coverage Program (ARC/PLC), Emergency Conservation Program (ECP), Noninsured Crop Disaster Assistance Program (NAP), and Livestock Forage Program (LFP). IAB reviewed a total of 849 payment samples totaling \$50.08 million and determined 214 of the payments were improper, for a net total of \$11.14 million. All but ECP improper payment rates decreased from the previous year; OIG may determine ARC/PLC and LFP moved from non-compliant to compliant, and LFP may no longer be considered a High Priority Program.
- The A-123 team collaborated with all FPAC agencies and completed required 2025 payment integrity reporting to OCFO that included sampling plans, program inventories, risk assessments, corrective action plans, non-compliance plans and results narratives.
- The A-123 team completed the 2024 OMB Payment Integrity Data Call that included information regarding improper payment rates, reduction targets, corrective actions, etc., for the 4 high-risk programs. The information is available to the public via [paymentaccuracy.gov](https://paymentaccuracy.gov) and was audited by OIG.
- The A-123 team prepared and submitted certification statements to OCFO for all 5 FPAC entities that reflected each entity’s overall internal control posture. The team also briefed the FPAC Deputy Under Secretary and agency leadership on the certification statement process, resulting in a smooth clearance process.
- The A-123 team collaborated with all FPAC entities and prepared an Entity Level Control assessment to document FPAC’s alignment with GAO’s 17 principles of internal control and communicated areas needing improvement to FPAC leadership.
- The External Audits and Investigations Branch (EAIB) team streamlined communications and services by strengthening partnerships across FPAC, FSA, and NRCS and reducing the

inventory of late audit recommendations (older than 1 year) by 59 percent and an overall recommendation closure of 42 percent.

- The Continuous Process Improvement (CPI) branch completed delivery of nineteen (19) projects for the FPAC-BC Management Services Division and provided Lean Six Sigma Yellow Belt training to 125 FPAC employees and Green Belt training and project supervision to 15 FPAC employees.

### **Appeals and Litigation Division**

- Yearly average time to process a case in 2025 was 34 days. This represented a 31 percent reduction compared to 2024 number of 49 days.
- Conducted 5 FSA state requested training on National Appeals Division (NAD) procedures, trends, and administrative sanctions.
- Responded or processed responses to 186 subpoenas for documents and for employees to testify. This represented a 49 percent upsurge in volume compared to 2024 number of 125 subpoenas.
- Reviewed and provided written analysis on over 600 program appeals and took necessary further action on over 100 of them.
- Reviewed and analyzed approximately 100 referrals for suspension/debarment or other sanctions and provided recommendations to Department on ways to improve/remake the process and which the Department will use to assist other USDA agencies.
- Provided multiple examples of responses to OGC for other USDA agencies and OGC to use as templates for responding to subpoenas.