

USDA



**FY 2027 Annual Performance Plan
FY 2025 Annual Performance Report**

U.S. Department of Agriculture

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About the U.S. Department of Agriculture

On May 15, 1862, President Abraham Lincoln signed legislation to establish the United States Department of Agriculture (USDA or the Department). Two and a half years later in his final message to Congress, Lincoln called USDA “The People’s Department.” At that time, about half of all Americans lived on farms, compared with about two percent today. Through its work on food, agriculture, natural resources, rural development, nutrition, and related issues, USDA continues to fulfill Lincoln's vision—serving millions of Americans every day.

Mission

USDA Mission: We 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 Vision: Make Agriculture Great Again

Executive Summary

Background

In accordance with the Government Performance and Results Act of 1993 (GPRA), as amended by the GPRA Modernization Act of 2010 (GPRAMA), USDA is pleased to present the Fiscal Year (FY) 2027 Annual Performance Plan and FY 2025 Annual Performance Report (APP/R). This document provides an overview of the achievements realized in FY 2025 and anticipated in FY 2027. USDA is currently developing the FY 2026-2030 Strategic Plan. The performance measures presented in this document are subject to change based on the direction and development of the FY 2026-2030 Strategic Plan. In addition, some performance measures are being introduced in this document and do not have FY 2025 results.

The Office of Budget and Program Analysis (OBPA) leads USDA in Performance, Evaluation, Evidence, and Risk Management, and chairs the USDA Performance, Evidence, Evaluation, and Risk Committee. All Mission Areas and Departmental Administration are represented on the committee, as well as other key partners. The broad representation facilitates buy-in across the Department and augments technical expertise. Additionally, OBPA has a close partnership with the Chief Data Officer and Statistical Official, which provides insight and advisement on data access, data quality, and statistical methods.

USDA applies a standardized methodology to collect and use data for program performance measurement. This methodology has been vetted by federally employed scientists and policymakers. With this, USDA attests to the completeness, reliability, and quality of the data.

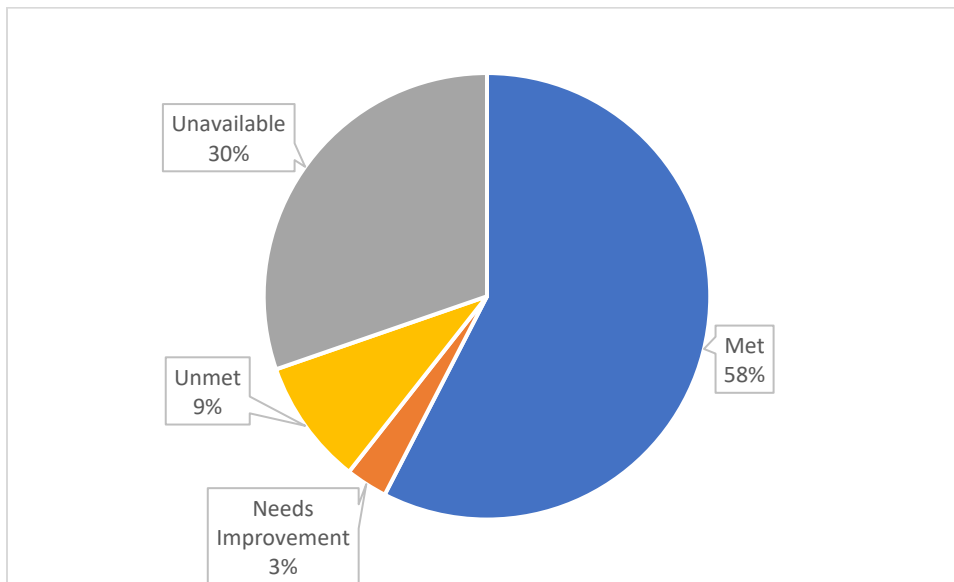
Performance

The FY 2027 Annual Performance Plan and FY 2025 Annual Performance Report uses the following terms to discuss past and future performance:

- **Strategic Goal:** The highest-level statement of aim or purpose that is included in the Strategic Plan. The strategic goals articulate the broad categories of action that the Department will take to advance its mission.
- **Strategic Objective:** This document’s 16 strategic objectives are the primary unit for strategic analysis and decision-making. Strategic objectives state the outcomes or management impacts the Department is trying to achieve.

- **Key Performance Indicator (KPI):** A key performance measure used to track progress toward advancing the mission of the Department. Performance indicator status results are determined by the following standard:
 - Met: Within 100% or more of target
 - Needs Improvement: Within 10% of target
 - Unmet: Greater than 10% below target
- **Target:** A quantifiable level of achievement that is planned for a measure of strategic objective progress.
- **Baseline:** A performance indicator’s level over one or more time periods to assess the appropriate level for future performance targets.

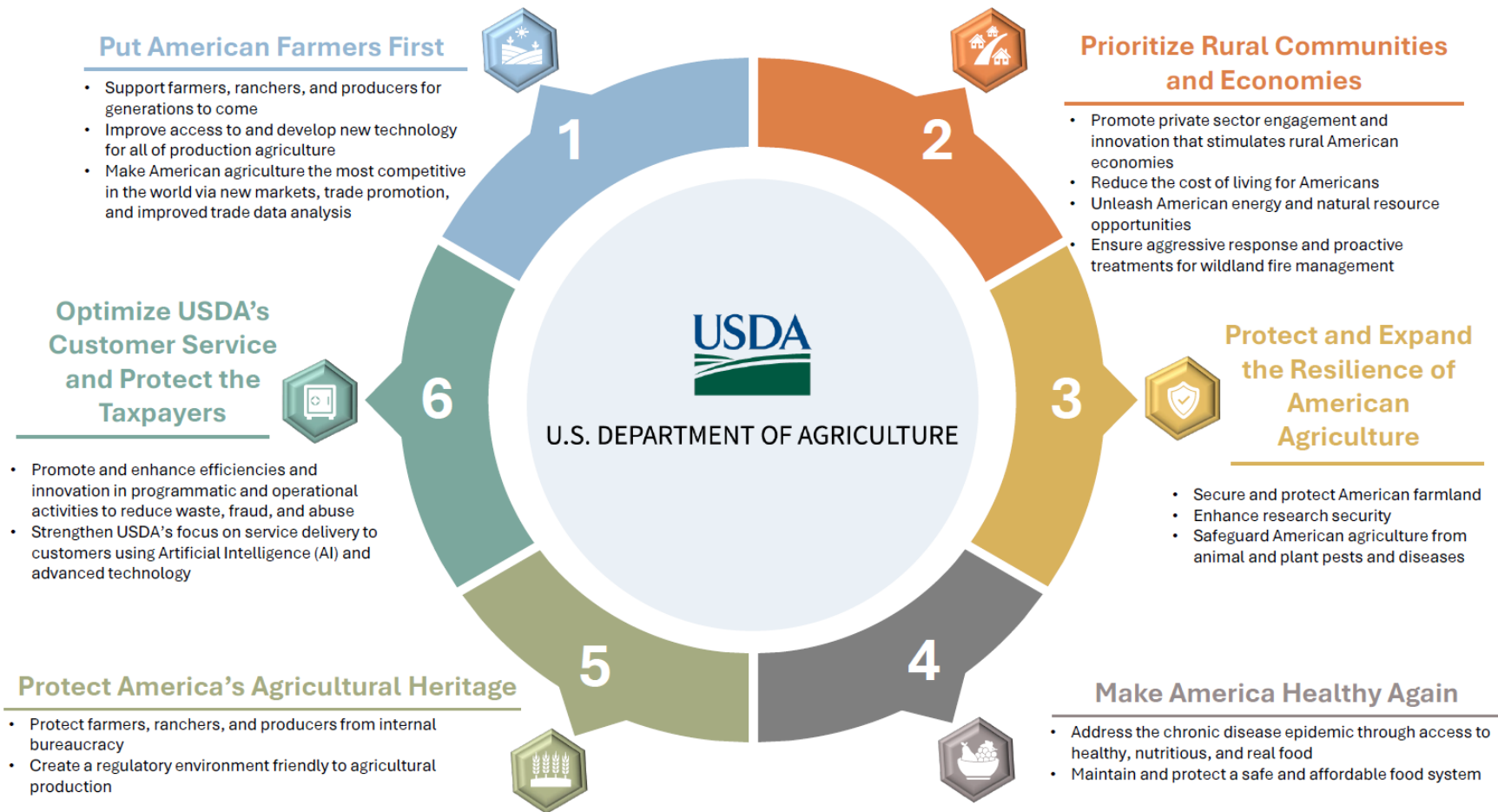
In FY 2025, USDA met or exceeded the target for 19 out of 33 (58%) performance metrics. 1 of the 33 (3%) performance metrics were deemed to “need improvement,” meaning they were within 10% range of meeting the set target. 3 of the 33 (9%) performance metrics were more than 10% below target, designating them as “unmet.” 10 of the 33 (30%) performance metrics do not have available data at the time of this report, due to them being new measures or due to lag times associated with data reporting and processing. Of the 10 measures that are not available at this time, 2 will have results in June 2026, 6 will begin reporting after FY 2026 concludes, and 2 will begin reporting after FY 2027 concludes. The measures that will begin reporting in future years will use this time to establish baselines.



USDA will continue to pursue challenging and ambitious yet feasible targets for its key performance measures aligned to and supported by the Department’s Budget request that push USDA to make significant improvements for Americans. As precedent data become more readily available, staff will be able to make more informed decisions about manageable targets. The integration with evidence building will improve decision-making surrounding resources and program activities.

FY 2026-2030 Strategic Plan Overview

The USDA FY 2026-2030 Strategic Plan guides the work of USDA to ensure that the Department's efforts best serve the American public. As part of its vision to make agriculture great again, the Department has established six strategic goals for FY 2026-2030.



Goal 1: Put American Farmers First

Objective 1.1: Support Farmers, Ranchers, and Producers for Generations to Come

FARM SERVICE AGENCY

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
1.1.1: Percentage of Direct and Guaranteed Loan Borrowers Who Are Beginning Farmers	Target	55%	56%	57%	% of Borrowers	Increase
	Actual	56%	N/A	N/A		

RISK MANAGEMENT AGENCY

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
1.1.2: Annual Normalized Value of Risk Protection Provided to Agricultural Producers through the Federal Crop Insurance Program	Target	81.1	83.5	86	Billion Dollars	Increase
	Actual	106.8	N/A	N/A		

NATURAL RESOURCES CONSERVATION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
1.1.3: Conservation Practice Applied to Reduce Soil Erosion or Improve Soil Health or Conserve Water	Target	15.9	21.3	23.5	Million Acres	Increase
	Actual	25.2	N/A	N/A		
1.1.4: Tons of Sediment Prevented from Leaving Cropland and Entering Water Bodies	Target	6	7	7.5	Million Tons	Increase
	Actual	8.6	N/A	N/A		
1.1.5: Promoting Natural Resources through Land Evaluation	Target	52.1	67.4	67.4	Million Acres	Increase
	Actual	67.4	N/A	N/A		
1.1.6: Promoting Natural Resources through Conservation Assessments and Planning	Target	115.0	163.3	163.3	Thousand Customers	Increase
	Actual	163.3	N/A	N/A		

Objective 1.2: Improve Access to and Develop New Technology for All of Production Agriculture

FARM SERVICE AGENCY

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
1.2.1: Average Number of Days to Process Direct Loans Upon Completion	Target	37	23	22	Days	Decrease
	Actual	23	N/A	N/A		
1.2.2: Average Number of Days for Select Permanent Disaster Programs (LIP, LFP, ELAP) Applications to Process (Enrolled to Approve)	Target	30	30	30	Days	Decrease
	Actual	28	N/A	N/A		

Objective 1.3: Make American Agriculture the Most Competitive in the World via New Markets, Trade Promotion, and Improved Trade Data Analysis

FOREIGN AGRICULTURAL SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
1.3.1: Value of Trade Preserved Through Resolution of Foreign Market Access Issues¹	Target	5.70	5.75	5.80	Billion Dollars	Increase
	Actual	6.10	N/A	N/A		
1.3.2: Value of Agricultural Exports Resulting from Participation in USDA-Endorsed Foreign Agricultural Trade Shows and Trade Missions	Target	2.30	1.75	2	Billion Dollars	Increase
	Actual	1	N/A	N/A		
1.3.3: Value of Agricultural Exports Resulting from Participation in USDA-Endorsed Foreign Agricultural Service’s Market Development Programs	Target	N/A	N/A	6.25	Billion Dollars	Increase
	Actual	N/A	N/A	N/A		

¹ Foreign market access issues include U.S. export detainment, sanitary/phytosanitary concerns, technical barriers to trade, and trade regulations.

Goal 2: Prioritize Rural Communities and Economies

Objective 2.1: Promote Private Sector Engagement and Innovation that Stimulates Rural American Economies

RURAL DEVELOPMENT

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
2.1.1: Non-Federal Funding Leveraged: Percentage of RD Commercial/ Infrastructure Investment Dollars that Leverage Non-Federal Funding	Target	N/A	90%	95%	% Leveraged	Increase
	Actual	130%	N/A	N/A		

Objective 2.2: Reduce the Cost of Living for Americans

RURAL DEVELOPMENT

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
2.2.1: Number of Businesses and Households (BSLs) with Potential Access to Rural Development-Funded New and/or Improved E-Connectivity Services	Target	N/A	46,000	100,000	Households	Increase
	Actual	283,674	N/A	N/A		

Objective 2.3: Unleash American Energy and Natural Resource Opportunities

FOREST SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
2.3.1: Timber Volume Sold	Target	2.8	3.2	3.6	Billion Board Feet	Increase
	Actual	2.9	N/A	N/A		
2.3.2: Rangeland Vegetation Improved	Target	500,000	500,000	500,000	Acres	Maintain
	Actual	359,289	N/A	N/A		

Objective 2.4: Ensure Aggressive Response and Proactive Treatments for Wildland Fire Management

FOREST SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
2.4.1: Hazardous Fuels Reduction: Annual Acreage Treated to Reduce or Maintain Fuel Conditions on NFS and Non-Federal Lands	Target	3.6	3.6	0 ²	Million Acres	Maintain
	Actual	3.3	N/A	N/A		
2.4.2: Wildfire Suppression Operations: Initial Attack Success Rate to Ensure Avoidance of High-Cost Large Fires³		98%	98%	0% ⁴	% of Fires	Maintain
		98%	N/A	N/A		

Goal 3: Protect and Expand the Resilience of American Agriculture

Objective 3.1: Secure and Protect American Farmland

IN DEVELOPMENT

² The 2027 Budget reforms Federal wildland fire management to create operational efficiencies by unifying Federal wildland fire responsibilities into a unified U.S. Wildland Fire Service in the Department of the Interior (USWFS). This transfer of the Forest Service Wildland Fire Management program to USWFS includes Hazardous Fuels Management and acres treated is dependent on the USWFS delivery of hazardous fuels mitigation on National Forest System lands.

³ The Forest Service and the Department of the Interior will continue to coordinate to develop a KPI centered on wildland fire efficiency and response.

⁴ The 2027 Budget reforms Federal wildland fire management to create operational efficiencies by unifying Federal wildland fire responsibilities into a unified U.S. Wildland Fire Service in the Department of the Interior (USWFS). This transfer of the Forest Service Wildland Fire Management program to USWFS includes initial attack response operations on National Forest System lands.

Objective 3.2: Enhance Research Security

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

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
3.2.1: Percent of ARS Patents Licensed per Patents Issued	Target	35%	35%	35%	% of Patents Licensed by ARS	Maintain
	Actual	53%	N/A	N/A		
3.2.2: Error Free Statistical Reporting	Target	>95%	>95%	>95%	% of NASS Reports Released Without Errors	Maintain
	Actual	99%	N/A	N/A		
3.2.3: Funded Intellectual Property (IP)	Target	209	234	405	# of IP (Inventions & Patents) Funded by NIFA	Increase
	Actual	648	N/A	N/A		

Objective 3.3: Safeguard American Agriculture from Animal and Plant Pests and Diseases

ANIMAL AND PLANT HEALTH INSPECTION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
3.3.1: Average Number of Sterile Flies Produced per Week to Combat New World Screwworm	Target	100	100	200	Million Flies	Increase
	Actual	100	100	100		

Goal 4: Make America Healthy Again

Objective 4.1: Address the Chronic Disease Epidemic through Access to Healthy, Nutritious, and Real Food

FOOD AND NUTRITION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
4.1.1: Dietary Guidelines for Americans (DGA) 2025-2030 Implementation ⁵ : Number of FNS Nutrition Assistance Programs that Have Carried out Activities ⁶ to Integrate and/or Promote the DGA	Target	N/A	6	16	Programs	Increase
	Actual	0	N/A	N/A		

Objective 4.2: Maintain and Protect a Safe and Affordable Food System

AGRICULTURAL MARKETING SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
4.2.1: Percentage of Graders' Time Recovered Through Customer Billing (Poultry Livestock)	Target	87%	87%	87%	% of Time	Decrease
	Actual	93.6%	N/A	N/A		
4.2.2: Percentage of Graders' Time Recovered Through Customer Billing (Meat Livestock)	Target	87%	87%	87%	% of Time	Decrease
	Actual	96.2%	N/A	N/A		

⁵ Data is cumulative.

⁶ An implementation activity may include the development of guidance documents, memos, regulatory actions, grants, or other activities intended to support awareness and adherence to the DGA. While valuable for increasing awareness, an implementation activity for the purpose of this KPI does not include short communications, such as emails, newsletters, text messages, or other brief notifications.

FOOD SAFETY AND INSPECTION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
4.2.3: Increase Collaboration ⁷ with Small and Very Small Plants to Drive Agency Actions and Improve Food Safety	Target	N/A	N/A	4	Outreach Opportunity	Increase
	Actual	N/A	N/A	N/A		
	Actual	N/A	N/A	N/A		

Goal 5: Protect America’s Agricultural Heritage

Objective 5.1: Protect Farmers, Ranchers, and Producers from Internal Bureaucracy

IN DEVELOPMENT

Objective 5.2: Create a Regulatory Environment Friendly to Agricultural Production

FOOD SAFETY AND INSPECTION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
5.2.1: Streamline and Revise Obsolete and Unnecessary Regulations	Target	N/A	2	3	Regulations	Increase
	Actual	N/A	N/A	N/A		

Goal 6: Optimize USDA’s Customer Service and Protect the Taxpayers

Objective 6.1: Promote and Enhance Efficiencies and Innovation in Programmatic and Operational Activities to Reduce Waste, Fraud, and Abuse

FOOD AND NUTRITION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
6.1.1: SNAP Payment Error Rate (PER): Percent of SNAP Benefits Estimated to Be Improper	Target	10.93%	10.43%	9.93%	% of SNAP Benefits	Decrease
	Actual	TBD ⁸	N/A	N/A		

⁷ Collaboration includes roundtables, field outreach, and targeted communications.

6.1.2: SNAP Application Processing Timeliness: Average Percentage of Total SNAP Applications Approved within the Processing Time Requirement	Target	86.46%	90.00%	92.00%	% of SNAP Applications	Increase
	Actual	TBD ⁸	N/A	N/A		

FOREST SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
6.1.3: Percentage of Customers Satisfied with Recreation Facilities, Services, and Settings in National Forests	Target	95%	95%	95%	% of Customers Satisfied	Maintain
	Actual	96%	N/A	N/A		
6.1.4: Recreation Sites Fully Operational Through Operating Season⁹	Target	85%	85%	85%	% of Recreation Sites	Maintain
	Actual	86%	N/A	N/A		

RISK MANAGEMENT AGENCY

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
6.1.5: Improper Payment Rate for All Categories of Payments	Target	2.27%	3.00%	3.00%	Payment Rate (%)	Maintain
	Actual	3.29%	N/A	N/A		

⁸ Actuals for FY 2025 expected June 30, 2026.

⁹ Recreation sites include a range of development and associated services from less to highly developed. Performance target reflects the fact that some services may be unavailable due to staffing and resource capacity, temporary operational disruptions due to wildfire or natural disaster, or other reasons not within the control of the Agency.

Objective 6.2: Strengthen USDA’s Focus on Service Delivery to Customers Using Artificial Intelligence (AI) and Advanced Technology

FOOD SAFETY AND INSPECTION SERVICE

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
6.2.1: Pilot New Technological Solutions at Regulated Establishments to Strengthen FSIS Operational and Inspection Activities and to Further Advance Food Safety	Target	N/A	2	3	Solutions	Increase
	Actual	N/A	N/A	N/A		

RURAL DEVELOPMENT

Key Performance Indicators		FY 2025	FY 2026	FY 2027	Units	Preferred Direction
6.2.2: Increase the Number of Views Annually on the Rural Data Gateway to Ensure Greater Transparency and Accountability	Target	N/A	195,000	215,000	Views Per Year	Increase
	Actual	177,012	N/A	N/A		