



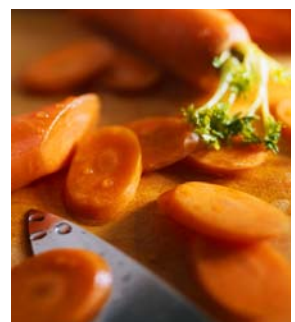
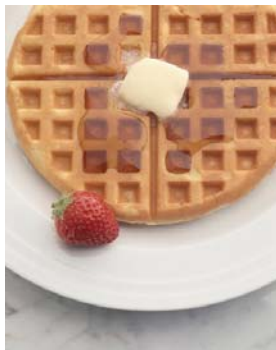
United States
Department
of Agriculture

Center for
Nutrition
Policy and
Promotion

October 2006

Strategic Plan FY 2005-2010

Center for Nutrition Policy and Promotion



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Message from the Executive Director

The Nation continues to face significant public health issues related to the choices individuals make in their diets. Recent data indicate that 65 percent of U.S. adults are either overweight or obese, and 16 percent of children and adolescents 6 to 19 years old are overweight. The USDA's Healthy Eating Index has consistently shown that the American diet needs to improve. Clearly, Americans need to make positive changes to their diets and lifestyles.



Working from its mission to improve the health of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers, the Center for Nutrition Policy and Promotion (CNPP) has a critical role in how the USDA meets its strategic goal to "Improve the Nation's Nutrition and Health."

CNPP's 2005-2010 Strategic Plan serves as a blueprint for our outcome-based efforts to promote more healthful eating behaviors and lifestyles. Through our priorities, goals, objectives, and strategies, CNPP continues to be committed to developing and implementing nutrition policy that Americans can use to take "Steps to a Healthier You."

This Strategic Plan reflects the commitment of CNPP to fulfilling the nutrition and physical activity initiatives of the President's HealthierUS initiative. It represents CNPP's commitment to the Food, Nutrition, and Consumer Services' goal to produce "Real Results for Real People." Our Strategic Plan represents CNPP's desire to reach more and more Americans by embracing a goal of the President's Management Agenda to expand electronic government.

CNPP's Strategic Plan reflects in more detail its contribution to the USDA's 2005-2010 Strategic Plan. In particular, CNPP is committed to informing and motivating Americans to use science-based nutrition information to improve their dietary status so that it is consistent with the Dietary Guidelines for Americans and the MyPyramid Food Guidance System.

A handwritten signature in black ink, which appears to read "Eric J. Hentges".

Eric J. Hentges, PhD



Strategic Planning Framework

The Center for Nutrition Policy and Promotion (CNPP), an agency within the Food, Nutrition, and Consumer Services (FNCS), is committed to producing “Real Results for Real People.” For FNCS and CNPP, producing “Real Results for Real People” means “Promoting the 2005 *Dietary Guidelines* and Reengineering Federal Nutrition Guidance.” To accomplish these goals, we need to promote consumer messages that assist the American public and promote the use of the food guidance system that can be personalized for individuals to reach their dietary goals. Together, these key actions will improve the population’s nutritional status and health: Real Results. CNPP’s mission, vision, goals, priorities, and values exemplify its commitment to performance that meets the needs of the American Public: Real People.

Mission Statement

To improve the health of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers

Vision Statement

Improved nutrition and well-being of Americans

Goals

Advance and promote food and nutrition guidance for all Americans

Assess diet quality, as well as advance consumer, nutrition, and food economic knowledge

Priority Areas

- *Efficiency and Administration*—promoting commitment to our mission and vision, as well as ensuring measurable performance outcomes.
- *HealthierUS Initiative*—improving the health of all Americans by encouraging them to be physically active every day and to eat a nutritious diet.
- *Dietary Guidelines for Americans*—providing science-based guidance so that Americans use the most current dietary recommendations to improve their diets.
- *MyPyramid Food Guidance System*—making consumer tools available that inform the public of a healthful diet based on current science and American consumption patterns.
- *Improved Access to Nutrition Education*—ensuring consumer access to nutrition information that is provided in innovative and consumer-friendly ways.
- *Current nutrition and consumer economic information that informs policy and meets the needs of Americans*—using policy-focused analyses that advance consumer, nutrition, and food economic well-being and analyses that provide updated assessments of the quality of Americans’ diets.
- *An established and sustainable promotion program with national audiences*—partnering with others to multiply delivery of messages about healthful dietary behaviors and physical activity patterns.



Key Strategic Results

- Food and nutrition guidance materials that meet the nutrition needs of consumers
- Applied consumer, nutrition, and food economic research that enhances dietary quality and economic well-being

Introduction

CNPP develops integrated nutrition research, education, and promotion programs and is a recognized authority for providing science-based dietary guidance for the American public. CNPP was established in December 1994 pursuant to a Memorandum of Understanding between two mission areas in USDA: (1) Research, Education, and Economics and (2) FNCS. A multidisciplinary organization, CNPP's staff consists of nutritionists, economists, dietitians, and nutrition educators. CNPP leverages its 26 Staff Years by working effectively with policymakers, academic and health professionals, the media, and other information multipliers to improve the diet and health of the American public.

The mission and goals of CNPP are implicitly authorized by several legislative acts. The Organic Act of 1862 established USDA and was amended in 1977 to include "human nutrition." In addition, the National Agricultural Research, Extension, and Teaching Policy Act of 1977 identified USDA as the lead agency in the Federal Government for food and agricultural sciences, including human nutrition. Finally, Title 3 of the National Nutrition Monitoring and Related Research Act (NNMRA) of 1990 requires the Secretaries of USDA and Health and Human Services (HHS) to publish jointly every 5 years the Dietary Guidelines for Americans.

The NNMRA requires that any Federal agency proposing to issue such guidance to the general public must submit it for review by the Secretaries of USDA and HHS to ensure that it is consistent with the Dietary Guidelines for Americans. It is essential that dietary guidance for the American public, which is issued by Federal agencies, be trustworthy and reliable. CNPP has a key role in helping to ensure this consistency. CNPP facilitates the review and release of Federal dietary guidance materials by using the Dietary Guidance Working Group, chaired by CNPP, and in collaboration with HHS's Nutrition Policy Board and Committee on Dietary Guidance.

The Office of Management and Budget publishes information quality guidelines, namely the *Guidelines for Ensuring and Maximizing the Quality, Objectivity, Utility, and Integrity of Information Disseminated by Federal Agencies*. Information quality is integral to every step in its development, including creation, collection, maintenance, and dissemination. CNPP considers evidence-based analysis vital to developing dietary policy and guidance. This process is a thorough, comprehensive examination of the scientific literature that serves as a transparent method of evaluating research and is quickly becoming the gold standard for developing public health guidance.

CNPP furthers USDA's goal to "Improve the Nation's Nutrition and Health" by developing and promoting science-based dietary guidance and economic information to the American public. CNPP strives to improve the American diet through its involvement in issuing the Dietary Guidelines for Americans, the USDA's MyPyramid Food Guidance System, and MyPyramid interactive tools. CNPP's contribution to improving consumer economic well-being is also important. By maintaining the Thrifty Food Plan, the basis for food stamp benefits, CNPP ensures that a nutritious diet is possible for participants of the Food Stamp Program. Another CNPP project, Expenditures on Children, is used to determine child support guidelines and to set foster care payments.



CNPP's initiatives and priorities combined produce several "Real Results for Real People":

- Americans benefit from using sound and scientifically based science to improve their dietary practices and health.
- Millions of Americans, organizations, and other information multipliers have access to print materials and electronic tools that are designed to motivate positive dietary and physical activity behavior change.
- Updated food market baskets that reflect new consumption patterns and new nutritional standards help Americans reduce the likelihood of becoming food-insecure.
- Information about what is available for consumption in the United States informs dietary guidance.
- Children's well-being is enhanced when States use updated expenditure information that answers the basic question "What does it cost to raise a child from birth through age 17."

CNPP contributes directly to achievement of Objective 5.2 of the USDA's Strategic Plan for FY 2005-2010: "Promote Healthier Eating Habits and Lifestyles." CNPP will help to promote America's health through food and nutrition education, guidance, and promotion to the general public and to targeted groups. CNPP helps to inform and motivate Americans to use this information to improve their diets and physical activity patterns. "Eating Habits More Consistent with *Dietary Guidelines for American*" is the key outcome measured by the Healthy Eating Index.

Strategic Goal 1: Advance and Promote Food and Nutrition Guidance for All Americans



Dietary Guidelines
for Americans
2005

U.S. Department of Health and Human Services
U.S. Department of Agriculture
www.dietaryguidelines.gov

Guidelines Encourage Healthful Choices

CNPP supports and promotes the health of all Americans by producing and promoting up-to-date science-based dietary guidance, including the Dietary Guidelines for Americans and the USDA's MyPyramid Food Guidance System. The Dietary Guidelines for Americans are the cornerstone of Federal nutrition policy for the general public, and they provide sound scientific advice for healthy Americans age 2 years and older on food choices that promote health and help prevent disease. CNPP serves as Co-Executive Secretary for developing the Dietary Guidelines. The latest edition of the Dietary Guidelines was released January 2005; the next revision is scheduled for release in 2010.

CNPP and HHS developed the policy document *Dietary Guidelines for Americans 2005* and the consumer bulletin *Finding Your Way to a Healthier You*. Consumers were encouraged to

- Make smart choices from every food group.
- Find your balance between food and physical activity.
- Get the most nutrition out of your calories.



MyPyramid Tools Designed to Motivate American Consumers

USDA also has a rich history, dating back to the early 1900s, of producing food guidance for consumers. The current food guide is graphically depicted by MyPyramid, which was released April 19, 2005. MyPyramid illustrates USDA's research-based food guidance system that translates nutrient recommendations into food intake recommendations and one that provides a framework for selecting the kind and amount of foods to provide a nutritionally adequate diet.

As nutritional standards such as the Dietary Reference Intakes and the Dietary Guidelines are updated, MyPyramid recommendations need to be reassessed and revised to ensure that they continue to be scientifically sound, appropriate, and useful to the public.

In 2005 Secretary Johanns released MyPyramid, which illustrates "Steps to a Healthier You": *Activity, Moderation, Personalization, Proportionality, Variety, and Gradual Improvement.*

CNPP promotes dietary guidance by providing information directly to consumers via publications; www.MyPyramid.gov; customer support and outreach; and by working with intermediary groups, information multipliers, nutrition educators, the media, and others. To encourage other public and private groups to develop and use nutrition guidance materials that are consistent with the Dietary Guidelines, CNPP fosters cooperative agreements. This effort broadens the reach of consistent, reliable nutrition education messages.

Strategic Result: Food and nutrition guidance materials that meet the nutrition needs of consumers

Objectives:

- Promote the 2005 Dietary Guidelines for Americans.
- Develop and promote the 2010 Dietary Guidelines for Americans.
- Promote the personalized nutrition guidance and physical activity messages that enhance positive dietary behavior change.
- Improve access to, and usability of, nutrition education materials.

CNPP has a vested interest in seeing that Americans' eating habits are more consistent with the Dietary Guidelines for Americans. Advancing and promoting food and nutrition guidance is a CNPP corporate priority that evolves with changes in scientific knowledge, nutritional recommendations, food consumption patterns, food composition, and food-marketing techniques. This ongoing priority requires significant customer support and outreach and demands customer evaluation of the usefulness of communication channels. It depends heavily on the availability of resources to conduct consumer research, to design and develop state-of-the-art nutrition education materials, and to use innovative delivery channels; it requires a long-term view of promotion so that dietary guidance tools are dynamic and innovative, not static.



Key Outcomes

- Americans who are provided with the most current dietary recommendations, based on the latest nutritional science, which are used to improve diets
- Nutrition information that is provided in innovative and consumer-friendly ways
- A public that is well informed about a healthful diet based on current science and American consumption patterns
- Improved dietary behavior that results from innovative partnerships and enhanced scientific communications

Performance Measure:

Planning, implementation, and evaluation processes result in the most up-to-date science and innovative communications strategies that will help improve the diet status of the American public.

Baselines 2005

Modified evidence-based approach used to develop the 6th edition of the Dietary Guidelines Advisory Committee report; the Dietary Guidelines policy document and consumer brochure released in January 2005.

Targets 2010

Evidence-based system used to develop 7th edition of the Dietary Guidelines Advisory Committee report; the Dietary Guidelines policy document and consumer brochure released in 2010.

Actionable Strategies

- Promote the 2005 Dietary Guidelines for Americans.
- Ensure that dietary guidance from USDA accurately reflects concepts of the Dietary Guidelines for Americans and that guidance is consistent and supportive across the Federal Government.
- Facilitate USDA's lead administrative role for the development of the 2010 Dietary Guidelines.
 - Schedule administrative planning sessions with HHS and the Agricultural Research Service (ARS) for USDA coordination of the revision process of the 2010 Dietary Guidelines;
 - Develop and sign Memorandum of Understanding between USDA and HHS for preparation of 2010 Dietary Guidelines for Americans;



- Establish charter to be signed by USDA and HHS;
 - Develop system to receive, analyze, and appropriately distribute public comments related to the Dietary Guidelines for Americans;
 - Solicit nominations to establish Dietary Guidelines Advisory Committee and selection of members by USDA and HHS; and
 - Coordinate administrative processes for each meeting of the Dietary Guidelines Advisory Committee.
- Develop USDA Evidence Analysis Library to support the deliberations of the Dietary Guidelines Advisory Committee.
 - Train analysts to develop the USDA Evidence Analysis Library;
 - Develop software database and templates for USDA Evidence Analysis Library and initiate data entries to library;
 - Complete software development of Website to allow public access to Evidence Analysis Library;
 - Perform evidence analysis of specific questions/topics related to the Dietary Guidelines; and
 - Brief the Dietary Guidelines Advisory Committee about the Evidence Analysis Library process and its usefulness to them.
- Communicate the messages of the 2010 Dietary Guidelines for Americans.
 - Prepare policy document, coordinate review, and finalize document;
 - Prepare consumer document, coordinate review, and release;
 - Plan and implement communications strategy to highlight release of, and revisions to, 7th edition of the Dietary Guidelines; and
 - Release the 7th edition of the Dietary Guidelines.

Performance Measure:	Consumer materials, messages, and interactive tools for the MyPyramid Food Guidance System will implement the Dietary Guidelines to help improve the diets of the American public.	
Baseline 2005 Target 2010		
The MyPyramid Food Guidance System developed to implement the 2005 Dietary Guidelines and released April 19, 2005.	The MyPyramid Food Guidance System includes variety of materials and interactive tools widely used by Americans to make positive changes in their eating behaviors.	



Actionable Strategies

- Enhance MyPyramid.gov.
 - Develop and release the MyPyramid Menu Planner;
 - Enhance MyPyramid Tracker to allow users more flexible and user-friendly input and output options, such as the entry of a food recipe and a food-search function;
 - Develop information targeted to specific audiences, such as information on weight loss and pregnancy and lactation; and
 - Evaluate MyPyramid.gov to (1) identify its use and effect in helping consumers make healthful food choices and (2) implement targeted improvements that will improve its effect.

- Update food and nutrient databases.
 - Incorporate updates into MyPyramid interactive tools;
 - Reassess the MyPyramid food intake patterns, propose revisions of the intake patterns in concert with the work of the 2010 Dietary Guidelines Advisory Committee, and release revised food intake patterns.

- Communicate the messages and materials of the MyPyramid Food Guidance System.
 - Initiate cooperative agreements, at no cost to CNPP, to promote MyPyramid messages and materials and solicit new cooperative agreements to expand the reach of the MyPyramid Food Guidance System; and
 - Develop and implement a communications plan to highlight revisions of the MyPyramid Food Guidance System.

Strategic Goal 2: Assess Diet Quality, as Well as Advance Consumer, Nutrition, and Food Economic Knowledge

Food Category	Official USDA Food Plans: Cost of Food at Home at Four Levels, U.S. Average, March 2005			
	Thrifty	Low Cost	Moderate Cost	Liberal
ALL FOODS	100.00	150.00	200.00	300.00
Grains	15.00	20.00	25.00	35.00
Vegetables	10.00	15.00	20.00	30.00
Fruits	5.00	10.00	15.00	25.00
Protein Foods	20.00	30.00	40.00	60.00
Dairy	15.00	20.00	25.00	35.00
Other	10.00	15.00	20.00	30.00

USDA Food Plans Show Quantities of Different Types of Foods Households Can Purchase to Have Nutritious Meals and Snacks

CNPP maintains the four official USDA Food Plans (Thrifty, Low Cost, Moderate Cost, and Liberal). These plans represent nutritious diets at various cost levels. The Thrifty Food Plan serves as the basis for food stamp benefits. Principles that guided the revision to the Thrifty Food Plan included (1) average consumption, (2) costs per grams of food categories and maximum cost allotment, (3) nutrient profiles, (4) dietary standards, (5) MyPyramid serving profiles of food categories, and (6) dietary recommendations for age-gender groups.



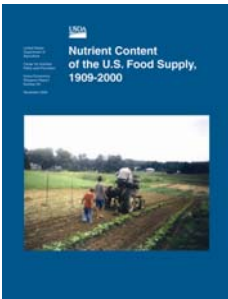
The Low-Cost Food Plan is used by bankruptcy courts in determining the amount of income to be set aside for food expenses of those seeking bankruptcy. The other two food plans are used by the U.S. Department of Defense in setting military food allotments, as well as by courts in setting alimony payments. Analyses are needed to ensure that the USDA Food Plans meet current dietary recommendations and reflect the most current costs. Data used for the Food Plans are from the HHS's National Health and Nutrition Examination Survey (NHANES) and the U.S. Department of Labor's Consumer Price Index (CPI).



Healthy Eating Index Summarizes Americans' Dietary Status

The Healthy Eating Index (HEI), developed by CNPP to assess the nutritional status of Americans, is a summary measure of the quality of the population's overall diet. The most recent updated HEI score was based on data from the 1999-2000 NHANES. The HEI continues to provide nutrition educators and policymakers with information on aspects of the diet needing improvement. It is used to measure the associations among diet quality and health outcomes, nutrient intakes, and health behaviors; and it is used to gauge changes in the diet before and after a nutrition intervention.

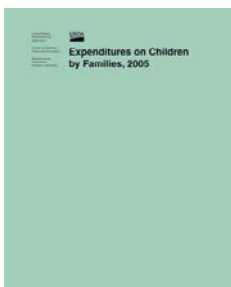
In 2000, CNPP developed the Web-based Interactive Healthy Eating Index (IHEI) that allowed people to assess their diets and to receive nutrition education messages. In 2005, the IHEI was transformed and became the MyPyramid Tracker. CNPP is now working to enhance the Tracker by incorporating the HEI so that users can choose the "small steps" they wish to take to improve their diet.



U.S. Food Supply Series Reports Trends in Food Availability

Since 1909, USDA has published information about the nutrient content of the U.S. food supply. This information consists of estimates on nutrients available for consumption on a per person basis and the potential of the food supply to (1) meet the nutritional needs of the U.S. population and (2) evaluate changes in the American diet over time. Nutrient data are from the USDA's Nutrient Data Base (ARS); per capita consumption estimates by commodity are from USDA's Economic Research Service (ERS).

In 2000, CNPP developed a Web-based Interactive Food Supply. This tool allows users to calculate food supply nutrients and related information, such as nutrient fortification and estimates of food group servings (per person) available for consumption.



Expenditures on Children by Families Report Used by Various Organizations and Agencies

CNPP maintains USDA's Expenditures on Children by Families project and publishes annual estimates of family expenditures on children. States use these estimates to set child support guidelines and foster care payments. Almost half of all children in the United States will spend some part of their childhood living with a single parent; half a million children are in the foster care system.



The annual estimates of expenses on children by families are necessary to ensure the economic well-being of these children. Analyses are needed periodically to make sure that the child-expense estimates are based on current expenditure patterns and reflect the most recent costs. Data used for the estimates are from the Consumer Expenditure Survey (CES) and the CPI.

Strategic Result: Applied consumer, nutrition, and food economic research that enhances dietary quality and economic well-being

Objectives:

- Revise the USDA Food Plans to reflect new dietary standards.
- Report the HEI score of the U.S. population.
- Report trends related to the nutrient content of the U.S. food supply.
- Report up-to-date information on the project Expenditures on Children by Families.

Key Outcomes

- Policy-focused analyses that advance nutrition and consumer economic knowledge
- An updated Healthy Eating Index that reflects current dietary guidance

Performance Measure:	Food Plans based on current nutrition standards illustrate how Americans can develop healthful meals and snacks at a defined cost.	
	Baselines	Target 2010
	The updated Thrifty Food Plan released in 1999 and used to update benefits associated with the Food Stamp Program; the report detailing the Low-Cost, Moderate-Cost, and Liberal Food Plans released in 2003.	Benefits associated with all applicable programs (e.g., Food Stamp Program) based upon food market baskets that reflect current dietary guidance.



Actionable Strategies

- Redesign the Thrifty Food Plan, which is used to determine food stamp benefit levels, to reflect current costs and the 2005 Dietary Guidelines for Americans.
- Redesign the Low-Cost, Moderate-Cost and Liberal Food Plans, which are used by different entities to assist specific audiences or participants.
- Release, each month, the *Official USDA Food Plans for the Cost of Food at Home at Four Levels* (Thrifty, Low Cost, Moderate Cost, and Liberal), based on the U.S. average.
- Report, on a semi-annual basis, the average food-at-home costs for residents of Alaska and Hawaii.
- Begin planning for next updates of USDA Food Plans by examining and developing experimental designs.

Performance Measure:	The HEI reflects current dietary guidance and is used by USDA to determine the percentage of Americans with improved dietary habits.	
Baselines		Targets 2010
The 1999-2000 HEI is based on the 2000 Dietary Guidelines, and the mean HEI score is 63.8 for the U.S. population.		The HEI is based on the 2005 Dietary Guidelines, and the mean HEI score is increased to 65.8 for the U.S. population.

Actionable Strategies

- Update the HEI to reflect the 2005 Dietary Guidelines and the MyPyramid Food Guidance System.
- Promote the use of the HEI to evaluate the effectiveness of nutrition programs and the “small steps” approach to dietary improvements.
- Release HEI “Score Cards” describing the diets of different segments of the U.S. population to guide nutrition education efforts designed to help Americans improve their diet.
- Develop operational plan to revise the HEI to reflect the 2010 Dietary Guidelines and the MyPyramid Food Guidance System.



Performance Measure:	Information about the nutrition content of U.S. food supply addresses national priorities and specific policy issues.	
Baseline		Target 2010
The 1909-2000 report described historical trends in the nutrient content of the U.S. food supply that is available for consumption.	Reports provide up-to-date information from the U.S. food supply series to address specific nutrition-related issues of interest to information multipliers, policymakers, and the general public.	

Actionable Strategies

- Update data on the nutrient content of the U.S. food supply to provide information on dietary trends.
- Enhance usefulness by
 - Revising and promoting the interactive version of the series; and
 - Promoting the results of tailored analyses to key target audiences.

Performance Measure:	Current estimates on child-related expenditures by families can be used by States to establish child support guidelines and foster care payments.	
Baseline		Target 2010
The 2005 estimates on expenditures incurred for major budgetary items by families to raise their children (from birth through age 17) are based on 1990-92 CES data updated to 2005 dollars by using the CPI.	Estimates on expenditures incurred for major budgetary items by families to raise their children are based on more recent CES data and updated annually with data from the CPI.	

Actionable Strategies

- Use the CES to update Expenditures on Children by Families project, which is used by States and others, by using the Consumer Expenditure Survey.
- Update the *Expenditures on Children by Families* report, which provides expenditure estimates that are based on family type (husband-wife and



single-parent families), age of youngest child, income levels, and geographic regions.

- Promote results to information multipliers and to the States.


Linkage to the President’s Management Agenda and USDA’s Performance Plans and Performance Reports

President’s Management Agenda

The President’s Management Agenda focuses on better management that helps Federal employees achieve more efficient program operations, leading to improved customer service and more effective stewardship of taxpayer funds. USDA strives to strengthen its management through vigorous implementation of the President’s Management Agenda, and CNPP supports USDA’s management initiatives, including those associated with (1) improving human capital management, (2) expanding electronic government, and (3) establishing budget and performance integrating.

USDA’s Strategic, Annual, and Quarterly Performance Plans and Reports

The USDA is committed to improving Americans’ nutritional status. Among the targets for USDA are *Five-point increases in the Healthy Eating Index (HEI) scores of children and low-income people and a two-point increase among the general public.* CNPP’s Strategic Plan and Annual Performance Plans support USDA’s Strategic Plan for FY 2005-2010 related to the HEI score for the general population.



Strategic Goal 5

Improve the Nation’s Nutrition and Health

Key Outcome: Eating Habits More Consistent with *Dietary Guidelines for Americans*

5.2.1 Percentage of Americans with improved dietary habits

Baseline 2000
• 63.8 percent HEI (U.S. population, 2 years and older)
Target 2010
• 65.8 percent HEI (U.S. population, 2 years and older)



The HEI score is derived from NHANES data. Starting in fall 2006, the HEI will be calculated every 2 to 3 years (depending upon availability of data). To support the USDA's Quarterly Performance Management Plan and Report, CNPP will use a "trackable output" measure instead of the HEI score. To track movement toward increased HEI scores, CNPP will provide quarterly data on the application by educators and consumer use of nutrition guidance tools to lead Americans to a healthy lifestyle. The guidance tools include MyPyramid.gov, MyPyramid Tracker, MyPyramid for Kids, and MiPirámide.

Civil Rights Plans and Reports

CNPP believes in ensuring that each employee and customer receives fair and equitable treatment. CNPP will continue to include its performance in the FNCS *Agency Civil Rights Performance Plan and Accomplishments Report*. This report consists of the following goals: (1) commitment of agency leadership/strategic plan integration, (2) program delivery: proactive management and legal compliance, (3) EEO program: proactive management and legal compliance, and (4) procurement (equal opportunity for minorities, women-owned, small and disadvantaged, service disabled veterans, American Indians/Alaska Natives, and persons with disabilities in all USDA contracting activities).

Resources and Collaborations

CNPP's ability to improve the health and well-being of Americans depends upon available resources. Accomplishment of objectives is based upon funding that will allow CNPP to meet its mission and strategic goals. To leverage Government resources and provide cost-effective nutrition guidance that promotes a healthful diet for Americans, CNPP maintains strong ties with many Federal agencies, the food industry, academic institutions, professional organizations, and a variety of other groups (including health and public interest organizations).

Within USDA, CNPP works with numerous partner agencies, including the Food and Nutrition Service; Economic Research Service; Agricultural Research Service; Cooperative State Research, Education, and Extension Service; and Food Safety and Inspection Service. CNPP serves uniquely as a liaison between the USDA's research and extension capacity and its nutrition and food assistance policy and program implementation.

Public and private partnerships (such as the Dietary Guidelines Alliance) are, as well, necessary to leverage resources. April 27, 2006, Secretary Johanns announced the establishment of CNPP's Nutrition Education and Promotion Program. He said:

The high healthcare costs resulting from poor dietary practices underscores the importance of nutrition education to encourage the adoption of healthier lifestyles. Over the last year the public has embraced MyPyramid, which provides personalized guidance on how to live longer and healthier lives. Today, I'm pleased to make the first selections under this new and innovative program that builds on the success of MyPyramid.

The new Nutrition Education and Promotion Program (NEPP) public private partnerships are designed to collaboratively educate American consumers in creative, innovative ways on important nutrition messages that help individuals to make better food choices and improve physical activity behaviors.



Key External Factors

Developments in medical and other scientific knowledge regarding diet and health—as well as changes in human nutrition standards, food consumption, food composition, and food marketing—can profoundly affect CNPP’s strategic plan for accomplishing its mission of developing and promoting science-based dietary guidance and economic information. For example, changes in Dietary Reference Intakes (formerly Recommended Dietary Allowances) for macronutrients and essential micronutrients affected the recommendations of the MyPyramid Food Guidance System. Also, because CNPP depends on data collected by national surveys, its work will be affected if the results from these surveys are not available in a timely fashion. These surveys include the following:

- National Health and Nutrition Examination Survey (HHS).
- Consumer Expenditure Survey (BLS).
- Per capita estimates of food available for consumption (ERS).
- Food Prices Database (ERS).
- Food and Nutrient Database for Dietary Studies (ARS).
- Consumer purchasing data (the NPD Group).
- Pyramid Servings Database (ARS).

The surveys that CNPP uses are the best available for the type of research needed to link nutrition to the needs of consumers. Should a survey become unavailable, CNPP will seek other sources, some of which may come from private industry. CNPP will also attempt to ensure that any alternate surveys used have representative samples of the U.S. population.

Data Quality

CNPP uses data from surveys that consist of nationally representative samples. Thus, we are confident in the quality of the data used for our projects. Below are descriptions of some of the major surveys or databases we use.

The National Health and Nutrition Examination Survey, referred to as NHANES, is a program of studies designed to assess the health and nutritional status of adults and children in the United States. The survey is unique in that it combines interviews and physical examinations. The Dietary Data Collection system of the survey is used to collect 24-hour recalls. The survey examines a nationally representative sample of about 5,000 people each year.

The Consumer Expenditure Survey collects information on the buying habits of American consumers. The data are collected in independent quarterly interview and weekly diary surveys of about 5,000 sample households, which are representative of the U.S. population. The Bureau of Labor Statistics estimates that 95 percent of expenditures are covered in its interview survey. (This survey includes global estimates of expenditures for food at home and food away from home.)

The food supply data series calculates the amount of food available in the United States for consumption on a per capita basis. The components of the series—sum of production, beginning inventories, and net imports—are either directly measurable or are estimated by Government agencies (including ERS). Data for this series come from the National Agricultural Statistics Service, the



Census Bureau, the Agricultural Marketing Service, and trade associations. Although the series has some limitations, it is the only source of time-series data on food and nutrient availability in the country.

The Pyramid Servings Database for USDA Food Codes (Version 3.0) provides servings data for use with national food consumption surveys conducted between 1994 and 2002. The servings in this database are based on the MyPyramid Food Guidance System, which uses cups or ounces as the standard portion unit and identifies equivalent amounts of those measures for commonly consumed foods. The Pyramid Servings Database is produced by ARS.

The Food and Nutrient Database for Dietary Studies (FNDDS) is a database of foods, their nutrient values, and weights for typical food portions. The FNDDS, formerly the Survey Nutrient Database, is used to process and calculate nutrient intakes for What We Eat in America/NHANES. Two 24-hour recalls are collected from 5,000 people each year. This database is produced by ARS.



Appendix A: Strategic Consultations

CNPP consults with others regarding overall and project effectiveness. While many of the consultations were not conducted expressly for the development of CNPP’s Strategic Plan, they did affect strategic goals, objectives, strategies, and targets. For example, the work of the Dietary Guidelines Advisory Committee has a significant affect on CNPP’s Nutrition Promotion program area. The benefit levels associated with the Food Stamp Program affect the work of CNPP’s Nutrition Policy and Analysis program area. Additionally, CNPP’s Strategic Plan was developed according to USDA guidance related to the Government Performance and Results Act, known as GPRA.

Strategic Consultations			
Goal	Date	Who	Purpose
Advance and Promote Food and Nutrition Guidance for All Americans	Ongoing	Dietary Guidelines Advisory Committee	Review Dietary Guidelines for Americans in light of current scientific and medical knowledge. Recommend changes.
Use Policy-Focused Analyses to Advance Nutrition and Consumer Economic Knowledge	Ongoing	Thrifty Food Plan Technical Committee	Review food market baskets for each age/ gender groups in light of current Dietary Guidelines. Recommend final food market baskets.



Appendix B: Cross-Cutting Programs

The work of CNPP often requires coordination with other USDA mission areas; other Federal agencies; and with State, local, and private partners. The following table lists the primary partnerships that will enable CNPP to reach the outcomes in this Strategic Plan.

Cross-Cutting Programs		
Strategic Results	Primary USDA Agencies	External Organizations
<p>Food and nutrition guidance materials that meet the nutrition needs of consumers</p> <p>Applied consumer, nutrition, and food economic research that enhances dietary quality and economic well-being</p>	<ul style="list-style-type: none"> • Cooperative State Research, Education, and Extension Service • Economic Research Service • Agricultural Research Service • Food and Nutrition Service • National Agricultural Library 	<ul style="list-style-type: none"> • Department of Health and Human Services • Dietary Guidelines Alliance • National Institutes of Health • Professional Organizations • Health and Public Interest Organizations • Private Voluntary Organizations • Academic Institutions • The Research Community • Private Industry



Appendix C: Evaluations and Other Analyses

CNPP uses program evaluations to help with the development of this Strategic Plan. The following table highlights two of these major evaluations.

Future Program Evaluations and Other Analyses				
Goal	Evaluations/ Analyses	General Scope	Methodology	Timetable
Advance and Promote Food and Nutrition Guidance for All Americans	Review of the scientific nutrition literature	Comprehensive review of the scientific literature that can be used by the Dietary Guidelines Advisory Committee	Trained experts will populate the USDA evidence-based library with scientific literature based on specific questions.	Ongoing
	Assessment of MyPyramid.gov	Evaluation of the usefulness and usability of MyPyramid.gov	Random selection of on-line visitors will be asked about the features, content, and site performance of MyPyramid.gov, as well as asked about future use of the Website.	Ongoing
Use Policy-Focused Analyses to Advance Nutrition and Consumer Economic Knowledge	Revision of the USDA Food Plans	Comprehensive Revision of the USDA Food Plans to meet up-to-date nutrition guidance	CNPP will use an optimization model to produce food market baskets for each of the age/gender groups associated with the food patterns of the Dietary Guidelines for Americans.	Ongoing

Acronymns and Initialisms

ARS	Agricultural Research Service
BLS	Bureau of Labor Statistics
CES	Consumer Expenditure Survey
CNPP	Center for Nutrition Policy and Promotion
CPI	Consumer Price Index
EEO	Equal Employment Opportunity
FNCS	Food, Nutrition, and Consumer Services
FNDDS	Food and Nutrient Database for Dietary Studies
GPRA	Government Performance and Results Act
HEI	Healthy Eating Index
HHS	United States Department of Health and Human Services
IHEI	Interactive Healthy Eating Index
NEPP	Nutrition Education and Promotion Program
NHANES	National Health and Nutrition Examination Survey
NNMRA	National Nutrition Monitoring and Related Research Act
USDA	United States Department of Agriculture

