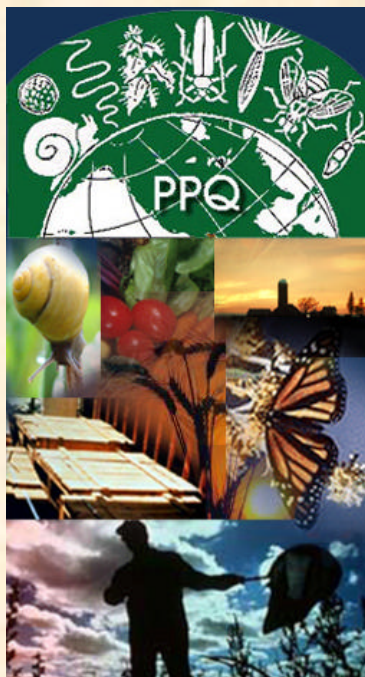




# **Plant Protection and Quarantine Strategic Plan FY 2005-2009**



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### **Availability of PPQ's Strategic Plan for FY 2005-2009:**

The PPQ Strategic Plan for FY 2005-2009 is available for review and download on PPQ's web site, where it is presented in two sections; 1) the PPQ Strategic Plan Core Components and 2) associated Appendices. To obtain copies, access the PPQ website as indicated below.

<http://www.aphis.usda.gov/ppq/strategic-plan.html>

A limited number of paper copies are also available by contacting the following address:

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# PPQ Strategic Plan FY 2005-2009

## A Letter from the PPQ Deputy Administrator

I am pleased to present the PPQ Strategic Plan for Fiscal Years (FYs) 2005-2009. This plan sets forth PPQ's mission and vision, identifies challenges and critical issues, and sets direction by providing long-term goals, and strategies that will guide our activities over the next several years.

### Homeland Security Impacts

The prior PPQ Strategic Plan noted the tragedy of September 11, 2001, and resulting PPQ impacts, plans, and action strategies. This plan is developed in a post-September 11<sup>th</sup> posture where a significant number of PPQ's fleet of inspectors became part of the Department of Homeland Security (DHS), Customs and Border Protection (CBP).

I commend the former PPQ inspectors for their contributions to the APHIS mission and know they will contribute greatly to DHS/CBP protection of our homeland and U.S. agricultural resources. I look forward to a collaborative and productive relationship with DHS/CBP to achieve our mutual goals and critical missions. I am very proud of PPQ's remaining workforce and its capacity to rapidly adapt, succeed, and carve out a new and exciting future for PPQ. PPQ's past few years typify the increasing global changes and world challenges. Effective change management skills, flexibility, and creative thinking are keys to our success today and tomorrow.

I need to clarify the impact DHS formation and the resulting transfer of points of entry Agricultural Quarantine Inspections (AQI) to DHS/CBP has had on PPQ. The transfer of AQI inspectors to DHS/CBP changes PPQ's historical "strategy" of using hands-on inspections as a first line of defense for achieving our Pest Exclusion, Management, and Eradication strategic goal. It is critical to note that PPQ retains responsibility for AQI program exclusion activities in the areas of policy development, pest identification, preclearance operations, training, budget, and quality assurance. The PPQ quality assurance function is the facet of our safeguarding continuum that ensures the ongoing effectiveness of all Federal AQI inspections and related activity.

### Mission Evolution

- Pests
- Agro-terrorism
- Technology
- Trade

Along with changes in PPQ's inspection strategy, our mission is evolving. PPQ continues to address escalating, accidental plant pest introductions. We must now also address intentionally destructive introductions. Today we must also protect agriculture, the environment, and the U.S. economy from agro-terrorism directed against the nation's food supply and agricultural infrastructure. To do so, PPQ must develop and utilize new and creative methods, technologies, and processes to protect vital U.S. agricultural and natural resources. PPQ must also minimize escalating sanitary and phytosanitary trade barriers. These three critical areas of our mission exemplify the growing scope and importance of achieving PPQ success.

**Workforce  
Planning**

In the aftermath of the changes wrought by September 11<sup>th</sup>, PPQ must re-evaluate the deployment of scarce resources, including its most valuable resource; its personnel. PPQ must carefully ascertain how staffing is used in a much more complex matrix of collaboration with partners to ensure coverage in key areas for agricultural safeguarding.

**Information  
Technology**

The creative, efficient, and effective use of Information Technology (IT), coordinated both internally within PPQ, APHIS, and USDA, and externally with our partners and other stakeholders is crucial to the continued advancement and success of PPQ's mission. Additionally, PPQ's IT resources must be secured and "hardened" to ensure its integrity and availability under all circumstances.

**Leadership and  
Communications**

PPQ leadership has long recognized that effective communication drives mission performance and contributes to organizational success. We must streamline and improve internal communications as a key to building our future. Senior management clearly understands that our business risks and challenges are escalating and changing so rapidly that we must communicate effectively and work collaboratively with all of our stakeholders to efficiently achieve mutual goals.

I look forward to proactively working with PPQ employees and stakeholders to meet demands and challenges. In achieving success, we are moving closer to the PPQ vision. This PPQ Strategic Plan sets direction to ensure PPQ will achieve success and protect American agriculture and our critical food supply.

**/s/ Richard L. Dunkle**

Deputy Administrator  
Plant Protection and Quarantine



## PPQ Strategic Plan Executive Summary

Strategic Planning is a critical activity for PPQ. It helps us bring clarity to our vision, allows us to share our understanding of our mission with our employees, stakeholders and the public, and focuses PPQ on key goals and strategies for reaching our vision and carrying out our mission. It also provides us with measures by which we can gauge and further hone our programs.

The PPQ Strategic Plan for FY 2005-2009 addresses significant changes and challenges facing the Agency since our Strategic Plan was last revised in FY 2002 and provides PPQ with a roadmap to address both the issues we face today and are likely to encounter in the future. The events of September 11, 2001 significantly changed the way that our Agency does business. The creation of the Department of Homeland Security (DHS); APHIS' contribution of over 2,600 of its port of entry inspectors and associated staff to DHS' Customs and Border Protection (CBP); a new emphasis on national protection against agroterrorism and bioterrorism; and PPQ's need to develop increased capacity to respond to both emergencies and emerging issues has stretched APHIS' capacity to the limit.

Numerous external factors are influencing our daily decisions or loom prominently on our horizons. A recently conducted PPQ survey of the climate around us was critical in illuminating some our current and future challenges as well as indicating opportunities that we might pursue in our search of excellence in the way we do business.

Agricultural globalization is a key emerging issue of the 21<sup>st</sup> century. PPQ's collaboration with DHS/CBP is crucial in building a seamless agricultural safeguarding continuum to rapidly detect, deter potential threats, prevent, and protect US agriculture and the environment from plant and animal pests. Free trade agreements including expanded non-traditional free trade zones, policies and barriers to agricultural commerce, increased movements in the number and types of commodities, and growing travel and human migration add to increased risk associated with the potential movement of plant pests into the United States (U.S.). New pests of heightened concern; collaboration in biotechnology and the science and regulation of genetically modified organisms; the need to quickly and accurately predict and mitigate risk, emerging regulatory issues and possibilities, and challenges to rapidly detect and respond to agricultural and environmental pests off-shore, at the borders, in emergency situations, domestically, and in a climate of uncertainty are issues that are either already here or rapidly approaching.

Internally, PPQ is equally faced with expanded and emerging challenges coupled, however, with the prospect of new opportunities and possibilities. Building PPQ's infrastructure in times of austere, flat, and short-term budgets is a challenge we all must address. This calls for renewed external and internal processes, methods, cooperation, and partnerships of extraordinary caliber.

New scientific and regulatory methods, technologies, and approaches must be developed, tested, and implemented. PPQ shall strengthen its programs and field operations through an expanded use of new and creative processes designed to provide program managers and our cooperators with the tools needed to assess, interdict, eradicate, control, and manage plant and animal pests including insects, diseases, noxious weeds, and other organisms of concern.

PPQ's workforce is distributed to hundreds of locations throughout the U.S. with added influences abroad; working on scores of long and short-term pest management initiatives. This requires increased reliance on improved information technology (IT) to gather, process, analyze, utilize, share, and archive data quickly, completely, and efficiently. Remote imaging and transmission capabilities are crucial as is the ability to communicate instantly. PPQ's IT processes need to be rapidly developed to meet emerging and ongoing needs; they need to be cost effective, secure, and interlinked. Additionally, heightened emphasis will be placed by PPQ on internal and external strategic communications and public education.

PPQ's staff is its paramount resource. Recruitment and retention of talented scientists, technicians, analysts, administrative personnel, and support staff is crucial. Workforce planning, continued opportunities for staff training and development, and equal opportunity for all are key to PPQ's future and are at the core of its Strategic Plan.

This PPQ Strategic Plan for FY 2005-2009 is divided into two distinct components:

- |                                      |              |
|--------------------------------------|--------------|
| 1. The PPQ "Core" Strategic Plan     | Pages 1-44   |
| 2. The Appendices                    | Pages 45-102 |
| a. PPQ Safeguarding Goals            |              |
| b. PPQ Trade Goals                   |              |
| c. PPQ Management Goals              |              |
| d. PPQ Program Performance Measures  |              |
| e. PPQ Organizational Charts         |              |
| f. Strategic Planning in APHIS       |              |
| g. Selected References and Resources |              |

This PPQ Strategic Plan for FY 2005-2009 outlines PPQ's long-term goals and strategies for the next five years. It is the sense, however, of PPQ's Executive Team (ET) and other Agency managers that strategic planning in PPQ is an ongoing process of improvement requiring regular supplementation and revisions of the current Strategic Plan and periodic replacement to ensure that PPQ remains ahead of issues for which it has a mandated responsibility. Plant and animal pests affect agriculture, the environment, and commerce. PPQ's program activities are important to the continued well-being of the U.S. public, production agriculture, and natural ecosystems.



# Strategic Planning in PPQ

## The PPQ Strategic Plan for FY 2005-2009



### Introduction and Evolving History of PPQ and its Mission

Plant Protection and Quarantine (PPQ) is an integral part of the Animal and Plant Health Inspection Service (APHIS) and ultimately the United States Department of Agriculture (USDA). PPQ employees ensure the health and safety of domestic plant, animal, and other natural resources. PPQ is the Federal plant protection organization of the U.S. The following facts underscore the importance of PPQ's Mission:

- The agricultural sector of the American economy accounts for one sixth of U.S. gross domestic product, which is over \$1 trillion dollars a year; and
- The food and agriculture sector is the nation's largest employer (Parker 2002).

### Mission & Vision **PPQ Mission:**

*APHIS-PPQ safeguards agriculture and natural resources from the risks associated with the entry, establishment, or spread of animal and plant pests and noxious weeds. Fulfillment of its safeguarding role ensures an abundant, high-quality, and varied food supply, strengthens the marketability of U.S. agriculture in domestic and international commerce, and contributes to the preservation of the global environment.*

### **PPQ Vision:**

*PPQ will provide excellence, innovation, and world leadership in safeguarding agriculture and natural resources.*

### **Safeguarding**

PPQ carries out its mission using a system of safeguarding tools and techniques such as pest surveying, the collection and analysis of national pest information, the development of quarantines and regulatory policies pest detection activities, pest management and mitigation efforts, offshore activities, pest risk assessments, SPS trade support, issuing permits, and ongoing analyses.

Without our protection and safeguarding activities, production agriculture and ultimately the nation's affordable food supply would be at risk. For example, if Mediterranean fruit fly, citrus canker, plum pox virus, Asian longhorned beetle, and other exotic plant pests/diseases remain unchecked, annual U.S. production and marketing losses of several billion dollars could result.

Preparedness against both agro and bio-terrorism has become a significant component of PPQ's agricultural and natural resources safeguarding mission.

## **World Changes**

Worldwide external factors beyond PPQ's control have consistently broadened or extended the scope of PPQ's mission. For example:

- Globalization increases the amount of travel, trade/trading partners, immigration, and the movement of products and commodities by different means into the U.S. These factors increase risk associated with the movement of plant resources into the country.
- PPQ's technical expertise in assessing and mitigating the risks associated with agricultural imports into the U.S. resulted in the expansion of the Agency's protection function to ensure safe agricultural trade; expanding market access for U.S. producers and retention of U.S. products in foreign countries. PPQ now responds to other countries' plant health import requirements and negotiates science-based standards that ensure U.S. agricultural exports are protected from unjustified trade restrictions.
- In response to needs expressed by the American public and the U.S. Congress, PPQ's protection role also includes human health and safety issues and the development of invasive pest exclusion techniques for vulnerable ecosystems. Plant and animal pests and diseases and noxious weeds affect all living things, including humans, agricultural products, and natural resources. PPQ must continue its program activities that are important to the continued well-being of the U.S. public, production agriculture, and natural ecosystems.
- There has been a tremendous increase in the importation of plants for planting (e.g. nursery stock) into the U.S., especially with a demographic shift of the American population to urban centers. Though U.S. agricultural production of such crops has decreased, the need for plant protection due to foreign importations has increased.

## **Homeland Security**

When the Department of Homeland Security (DHS) was established in 2003, PPQ transferred many of its inspection operations to DHS' Customs and Border Protection (CBP). PPQ retained many critical pest exclusion functions. PPQ and CBP will work closely to continue the layers of protection that comprise the safeguarding continuum that protects America's plant resources from the border to the U.S. interior. PPQ is committed to quality assurance and continuously improving methods to ensure that these safeguarding mechanisms work well together.

- The post-September 11 world we live in today includes agroterrorism as an active and intentional threat against the safety of the U.S. food supply and agricultural infrastructure. PPQ in collaboration with DHS/CBP must contribute to the protection of these vital national resources.
- PPQ retained statutory responsibility for the development of agricultural regulations, policy, and for the training of inspectors who protect the U.S. at border locations from agricultural pests. DHS/CBP assumed responsibility for border inspection activities, following the regulations, policy, and training provided by PPQ.

These challenges are clear indicators of the growing importance of PPQ's mission, and the diverse contributions the program makes. PPQ must constantly assess its safeguarding role and seize new opportunities and strategies to innovatively achieve success.

## **PPQ Today, Link to APHIS Strategic Priorities, and Strategic Communications**

### **PPQ Today**

Today, PPQ has a smaller workforce with a broader scope of safeguarding and protection mandates. The strategic shift from an emphasis on inspecting passengers, commodities and products entering the U.S., to preventing accidental and intentional introduction of plant pests, diseases, and other risks, increases PPQ's mission scope and complexity. The resulting impact on PPQ is the need for increasingly science-based standardized approaches that can be carried out with speed and precision.

To address such critical challenges, PPQ is expanding its scientific proficiency, advancing information collection and analysis, incorporating risk assessment and forecasting methods in its standard operating procedures, improving pest detection and rapid response capabilities, expediting regulatory reform, enhancing trade responsibilities, responding rapidly to public requests for information, and expanding offshore pest information systems. Along with new and changing direction, we must continue to assess relevance and move forward in implementing PPQ Safeguarding Review Action Plans. PPQ is also devising methods to accomplish the mission in an environment where our regulatory decisions are increasingly challenged in courts of law and where we have to challenge the import and export mandates of other countries.

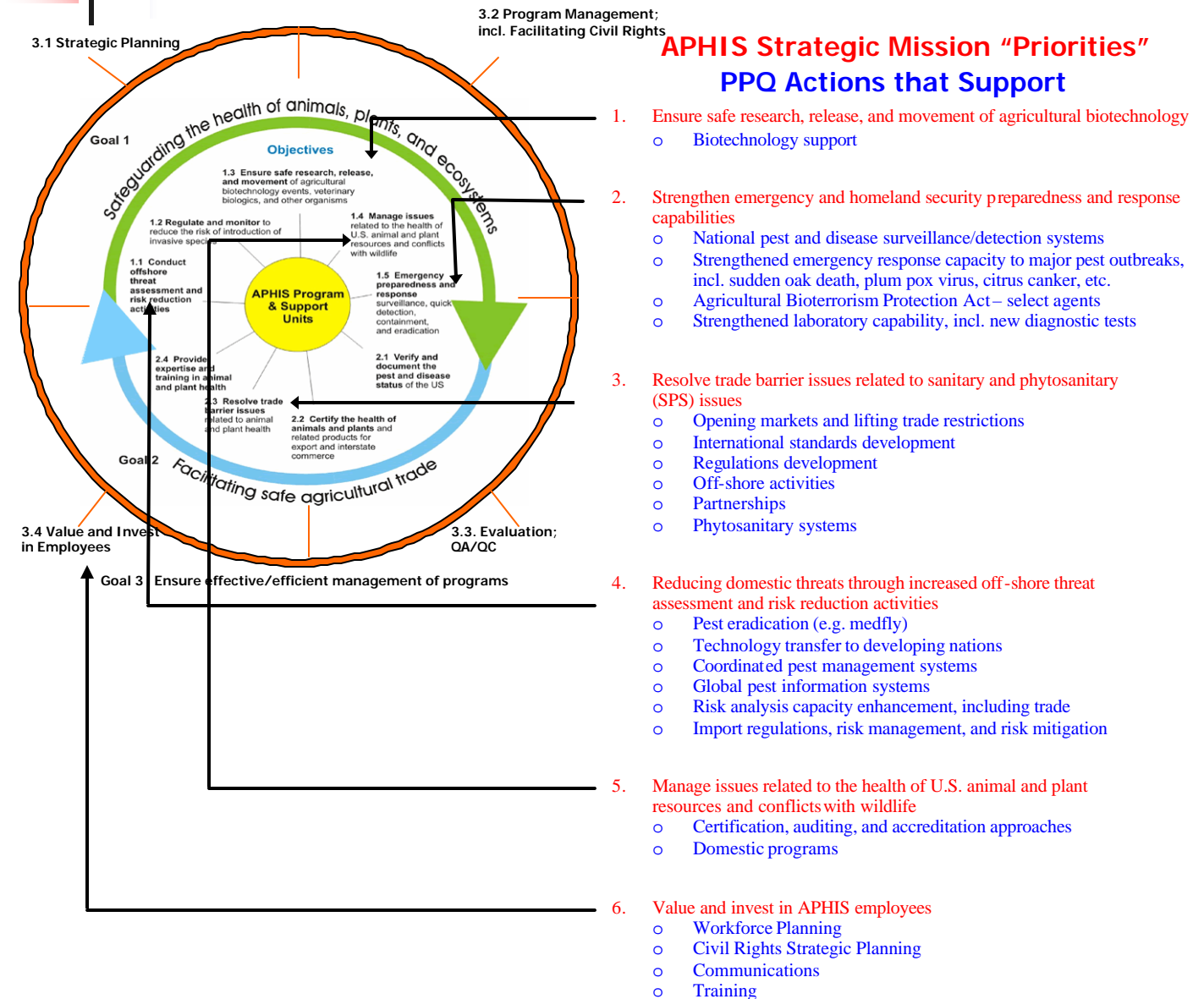
Under the current economy, austere Federal budgets, and other areas of economic uncertainty, it is a reality that Federal budgets for PPQ and other domestic programs will have their limits. These budget limitations and expanding mission demands require widespread collaboration among PPQ's stakeholder community. We must join forces with our stakeholders to build affordable cross-functional networks that can safeguard and accomplish mutual protection goals. The pursuit of a PPQ volunteer staff is underway because American citizens can help propel our mission forward. National and worldwide demands require integration and cooperation among external partners and other Federal Agencies, as well as within APHIS. We must actively network and share strategies at all levels.

### **PPQ Linkage to the APHIS Strategic Plan Priorities**

During the APHIS Management Team's (AMT's) strategic planning meeting held in FY 2003, the AMT changed the historical approach to the annual APHIS Budget Formulation process. The Office of Management and Budget (OMB) mandate for budget and performance integration is one catalyst for the change, along with the AMT's goal to streamline and improve the agency's budget formulation process, the program performance management process, and actual mission results. During the FY 2003 strategic planning meeting, the AMT also established six strategic business priorities in the APHIS Strategic Plan. AMT changes resulted in a top-down approach to planning, budget formulation, and defining/achieving program results. In the top-down process, only those program line items that support the AMT-designated APHIS strategic priorities are considered for budget increase.

Figure 1

# Select PPO Actions that Contribute to APHIS Strategic Priorities



## PPQ Strategic Communications

In today's environment of constant change and increasing threats, PPQ must quickly understand the internal and external impact of change as it relates to employees, functions, stakeholders, and citizens. As in any relationship or organizational entity, this concept of understanding evolving change requires effective internal and external communications. PPQ's leadership has long recognized that effective communication drives mission performance and contributes to organizational success.

In 2001 the PPQ Executive Team (PPQET) obtained expert contractual support to investigate opportunities for improvement in the internal communications arena. In December 2003, the PPQET also held a stakeholders meeting to establish a formal forum for communicating with external customers. Effective communication is common business sense and a key to success. Additionally, the risk of agroterrorism mandates effective communication.

Within PPQ we must strategically review and streamline our communications systems with an eye to improving correspondence, using technology tools (Internet, e-mail, and voicemail), responding to emergencies, sharing information, promoting organizational learning, and other areas of communications. PPQ must embrace new technologies that enable, improve, and expedite internal and external communications. Employees must strive to anticipate new horizons and set their views towards continuously improving communications surrounding PPQ's diverse programs, processes, and response capacity.

The foundation for effective internal communications is organizational structure (See page 41 for the PPQ Organizational Chart and see pages 81-87 in the Appendices for organizational charts of individual PPQ units). PPQ is comprised of the following high-level organizational components that work together to achieve the mission:

- Office of the PPQ Deputy Administrator
- Plant Health Programs (PHP)
- Pest Detection and Management Programs (PDMP)
- Western Region
- Eastern Region
- Center for Plant Health Science and Technology (CPHST).

This strategic plan guides priority setting and the business strategies each PPQ organizational component will follow to achieve the areas that support the PPQ mission. Clearly defined communication methods among these components are critical to PPQ success. The PPQ Executive Team will specify communication methods and link strategic goal accomplishment to each PPQ organizational entity; holding each unit responsible for accomplishing PPQ's strategic goals.

In addition to improving internal communications, PPQ's success is contingent upon improving external communications. PPQ must actively embrace ongoing partnerships and consultations with governments, relevant boards, stakeholders and public citizens. Decreasing budget trends and increasing costs of our mission scope requires PPQ to work collaboratively across Federal, State, and local

governments and corporate and academia entities. Increasing lawsuits demand that we listen to stakeholders needs and communicate regulatory requirements clearly and transparently while understanding and responding to needs, when possible, without compromising PPQ's regulatory mandates. This attitude requires flexibility and thinking outside of traditional boxes. We must also market our programs, increasingly devise educational strategies, and invite partnerships with private citizens. The PPQ mission and its diverse and economic impacts demand PPQ improve and expedite communications.

## PPQ Strategic Analysis and Findings

This section summarizes the key external and internal factors that are likely to have the greatest impact on PPQ's future. PPQ's critical issues and challenges are summarized and analyzed to define long-term goals and strategies.

### External Environment Scan

- Critical Issues
- Concerns

In developing goals and strategies needed to accomplish the Agency's mission, PPQ has taken into account a wide range of external factors. In the spring of 2004, PPQ commissioned a working group of headquarters and field PPQ professionals from various units working under the direction of the Policy, Planning, and Critical Issues staff and in cooperation with the Professional Development Center to conduct an updated external environment scan; looking for those factors "on the horizon and approaching PPQ" that warrant PPQ's consideration. Six focus areas were addressed in the external environment scan; namely:

- a. Ecological;
- b. Social;
- c. Legal;
- d. Economic;
- e. Political; and
- f. Technological

The full report of the group conducting the external environment scan, entitled "Leading in the 21<sup>st</sup> Century (L-21), Team One Action Learning Project, PPQ Strategic Planning External Environment Scan" dated December 9, 2004 is referenced in this Strategic Plan and is available for review.

The following issues need to be addressed to achieve desired mission outcomes. The success of PPQ program activities over the next five years will be impacted by how well the Agency manages the following factors:

### 1. Homeland Security and Agroterrorism

**Enhanced Pest Detection:** A more positive outcome of recent terrorism and the resulting Homeland Security effort is that pest detection, deemed the weakest safeguarding link in the PPQ Safeguarding Review, is viewed as a critical issue that must be enhanced to safeguard our food supply and homeland. PPQ has partnered with states to establish a national pest detection initiative to find pests whether intentionally or unintentionally introduced into the U.S. The goal is to detect and eradicate such introductions before they become established thereby protecting consumers, agricultural production, and natural resources.



**PPQ Collaboration with DHS/CBP:** PPQ and the newly established Department of Homeland Security (DHS) Customs and Border Protection (CBP) are recognizing their organizational distinctions and the difficulty of collaborating across organizational boundaries. The challenge is for the two organizations to build a seamless agricultural safeguarding continuum to rapidly detect, deter potential threats, prevent, and to protect agricultural production and infrastructure from terrorism. The two organizations are forging ahead to also build emergency preparedness in existing programs and field structures, to enhance surveillance, and to design new and improved technologies to detect and rapidly react to pest and diseases interdicted at the border.

**Narcotics Impacts on Agricultural Pests:** Increasing international trafficking in narcotics, in part to fund terrorism, will increasingly strain DHS/CBP. This may require CBP to devote more of its resources to narcotics interdiction while simultaneously providing for possible increased surveillance of cargo and agricultural commodities coming into the U.S. as these are potential pathways for drug smuggling as well as pathways for agricultural pests.

## **2. Globalization will continue to challenge PPQ's capacity to accomplish the following mission areas:**

### **A. Pest Detection, Emergency Preparedness, and Rapid Response**

**Increased Importations:** The global economy's movement toward more open societies and liberalized economies does not just facilitate the movement of products and workers but it also expedites the movement of plant diseases and related risks. Many nations currently exporting agricultural products to the U.S. stand to increase and diversify their exports. Additionally, other nations not currently exporting significant agricultural products to the U.S. are poised to enter the marketplace.

**New Pests and Commodities of Heightened Concern:** New pests are constantly being associated with existing commodities, plants, and importation pathways. Two particular commodities poised for possible increased importations, including having origins in nations not currently exporting such products in great numbers to the U.S., are timber/associated wood products and cut flowers.

**Globalization and Terrorism:** Globalization also increases the likelihood of risks associated with planned terrorist acts against the U.S., including the introduction of agricultural pests and other biological organisms. Globalization forces PPQ to anticipate and focus on a wide variety of plant pests and diseases, their source or origin, mode and pathway of possible introduction, and their economic impacts. Terrorist acts against the U.S. require emergency preparedness and rapid responses to avoid loss of life and compromises to the national food supply, impacts to import/export trade and commerce, and damage to the environment and natural resources.

## B. Sanitary and Phytosanitary (SPS) Trade Barrier Resolution

**Pests in International Trade:** Implementing and complying with new rules of trade (i.e., scientific risk assessments, equivalency, transparency, regionalization, and dispute settlement) create new responsibilities and demands for services that threaten to outstrip PPQ's current resources. As an example, PPQ and USDA are obligated to respond to new requests to facilitate trade and collaborate with additional trading partners; including the acceptance or rejection of a significant number of proposed, new free-trade agreements. This requires increased knowledge of new pests that might impact U.S. agriculture and natural resources, including actions to prevent their incursion into the U.S. Trade barrier resolution support must shift to a risk assessment-based program as well as program analysis and management. In responding to SPS barrier issues there is a greater demand from stakeholders, customers, and trading countries for PPQ program transparency.

**Expanded and Non-Traditional Free Trade Zones:** The development and expansion of free-trade zones is expected to increase and along with them, the complexity of pest management strategies will exponentially become more complex. Trans-Atlantic flow in commodities between Europe and the U.S. is expected to increase with Europe simultaneously increasing membership in the EU. Additionally, the EU may also establish additional free-trade alliances with other parts of the world. These actions will place increased demands on PPQ to keep abreast of world pest issues; protecting American agriculture while simultaneously supporting U.S. commitments to its trading partners.

**Plants for Planting and Propagation:** PPQ is considering risk assessments for scientific review and comment, and will overhaul and harmonize relevant regulations such as Title 7 Code of Federal Regulations (CFR) 319.37 "Nursery Stock, Plants, Roots, Bulbs, Seeds, and other Plant Products (commonly referred to as 'Q-37').

**Export Certification:** As a leader in world food and other agricultural commodity production, the U.S. stands to greatly increase exporting food and other agricultural commodities abroad. Increased demand for PPQ to conduct export certifications is anticipated, potentially complicated by increased world demand for GMO's and the increased complications associated with their certification for export.

## C. Strengthen Pest Exclusion, Quality Assurance, Pest Management, Prevention, and Eradication Programs

**PPQ and Pest Exclusion Policies:** Pest exclusion efforts employ inspections to find and deter the entry of plant pests into the U.S. Success requires AQI Program integration across DHS and PPQ inspection functions. PPQ must establish new pest exclusion policies and procedures and maintain an AQI quality assurance program that ensures inspection results and quality.

**Domestic Programs and Export Support:** Pest management of the invasive species that already exist in the U.S. now competes with new mission areas for funding support. Domestic eradication programs and the maintenance of pest management programs are keys to minimizing economic loss to the U.S. agricultural economy.

Any high interceptions of quarantine pests in U.S. agricultural products intended for export could seriously affect trade in U.S. produced agricultural commodities. PPQ would need to respond with increased domestic program activities and stricter phytosanitary programs.

**Invasive Species – Agricultural Pests, Biodiversity Loss, and Endangered**

**Species:** Additionally, there is a growing, increased global awareness of invasive species problems affecting a wide variety of issue-areas ranging from the introduction of agricultural pests through the loss of biodiversity. PPQ’s programs are expected to come under increased pressure to expand more so into invasive species management and the protection of sensitive natural areas from pests and invasive species; including programs to further mitigate the movement of endangered and threatened species in illicit international trade.

**D. Biotechnology**

**Biotechnology Facility Inspections:** PPQ continues to inspect biotechnology field sites to ensure the safe research, release, and movement of agricultural biotechnology. PPQ’s biotechnology inspections also ensure that biotechnology does not adversely impact domestic commerce.

**GMO’s Moving in Commerce:** Genetically modified organisms (GMO’s), including crops modified to extend shelf life, crops and plants modified to resist pests and diseases, plants modified to require less field management, GMO’s closely related to indigenous organisms and posing the potential for “gene drift”, and even biological organisms modified and themselves proposed as pest controls are increasingly being produced in foreign nations.

**GMO’s and the Developing World:** Increased pressure shall likely be placed on the U.S. to accept GMO’s in commerce and increased PPQ vigilance shall be needed to monitor GMO’s moving in trade and coming towards the U.S. either through intentional means, unintentionally, or as contaminants.

**GMO’s and Europe:** In trading with Europe, pressure will likely be placed on the U.S. to ensure that certain crops being imported from the U.S. are GMO-free. Additionally, the need for Federal and Federally certified facilities to contain and study GMO shall likely increase.

**E. Methods Development and New Technologies**

**Rapid Pest Detection and Treatment Technologies:** PPQ should collaborate with cooperators such as the Agricultural Research Service (ARS) and researchers in States and at universities to capitalize on new technologies being developed, especially new methods for rapid pest detection and pest treatment technologies. PPQ will need to expand capacity to test new technologies and develop appropriate methods for advanced pest management, including technologies to manage pests already established in the U.S. but standing to benefit from new containment strategies.

**Contaminated Products:** PPQ shall need to increase its vigilance against plant and animal pests that threaten to enter the U.S. as contaminants on agricultural products, in cargo, on passengers, in packing material and as hitchhikers on and in conveyances. Creative new technologies shall need to be developed to efficiently and effectively detect and clean contaminants.

## Internal Factors

- Critical Issues
- Concerns

Internal factors are equally important in developing goals and strategies needed to accomplish the Agency's mission. PPQ has taken into account a wide range of internal factors. The following issues need to be addressed to achieve desired mission outcomes. The success of PPQ program activities over the next five years will be impacted by how well the Agency manages the following factors:

### 1. Agroterrorism, Emergency Preparedness, and DHS, including Impacts on Diminishing Resources

**Building PPQ's Infrastructure during Austere Fiscal Times:** Building an agroterrorism component to the U.S. Plant Resource Safeguarding Continuum that ensures emergency preparedness, while simultaneously responding to ever growing risks and business challenges during austere domestic budget time frames is PPQ's most critical issue and a concern. The above concerns are in addition to DHS impacts such as collaboration challenges, human capital impacts and deficits, relative budget challenges, and quality assurance program development. Changes in AQI funding since September 11, 2001 and DHS formation require new PPQ program funding strategies and assessment funding reform.

### 2. Resolving SPS Issues

**Growing Need for Agricultural Trade Staff:** The demands of globalization and increased trade will continue to challenge PPQ decision-making, science, and regulatory policies beyond the capacity of current staffing levels.

### 3. Science-based Methods and Analysis and Technology for Program Delivery

**Scientific Methods:** New methods and technologies to rapidly and effectively detect, eradicate, and control pests and diseases, and to uncover and assess the risk pathways for pest entry must be developed, tested, and implemented. PPQ must develop and use the latest scientific methods and technologies and work closely with scientists around the world to anticipate and understand the nature of emerging health threats to production agriculture and natural ecosystems.

### 4. Establish and maintain risk-management based programs.

**Risk Analysis and Management Capabilities:** PPQ is constantly challenged to consistently and transparently assess, manage, and communicate risk factors to justify regulatory and programmatic decisions. To meet expanding and evolving expectations of various stakeholders, PPQ must continue to strengthen its risk management capacity while streamlining and seeking efficiencies in processes.

**Scientific Outreach and Partnerships:** In addition, outbreaks of plant pests and diseases such as citrus canker, Asian longhorned beetle, fruit flies, and plum pox

virus can only be addressed through a thorough understanding of the underlying biological foundation for each outbreak. New emergency management responsibilities, biosecurity threats, and pressures against use of biotechnology-derived products require new decision models based on assessment of risk. PPQ must develop and use the latest scientific methods and technologies and work closely with scientists around the world to better anticipate and understand the nature of emerging health threats to agriculture and natural ecosystems.

## **5. Strained internal capacity as U.S. public expectations increase regarding the Federal government and PPQ's role.**

**Expanded Mission Demands:** Demands for PPQ services continue to rise. Interest groups are applying increased public pressure for the Agency to become involved in new issues beyond the scope of its traditional mandate. For example, PPQ is now being asked to participate in control and/or eradication programs for both marine and terrestrial noxious weeds. At the same time, U.S. citizens are looking for a balance between pragmatic solutions to problems and protection of the environment and natural resources. PPQ will continue to update strategies and methods to ensure that programs are practical, timely, environmentally sound, and socially acceptable.

**Information Technology:** The Internet and other advanced communication technologies have increased the public's expectations. Everyone demands quick access to information about PPQ's services, technical assistance, and regulations.

**Public Education:** There is a growing distance between the general public and production agriculture; as urban demands change, there is an increased desire for plants and nursery stock, creating new challenges for plant pest, disease, and noxious weed eradication and management services and technologies. As our society continues to move away from its agrarian roots, there is a corresponding decrease in the understanding of, and appreciation for, the basic PPQ mission of protecting and promoting production agriculture. Public education and outreach will become increasingly important as APHIS builds support for its programs.

## **6. Uncertain economic and world affairs.**

**Uncertainty:** Current world uncertainties and the ongoing war on terrorism may further affect our economy, security, risks, and unknowns as we continue our mission over the next four years. These considerations impact Federal domestic budgets and our opportunities to explore new avenues and opportunities.

### **Workforce Planning**

In June 2003, a PPQ Workforce Planning group was formed. Since then, the group has evaluated the functions needed to support PPQ operations in the field since its AQI inspectors were transferred to DHS/CBP. New positions were created and upgraded to meet operational needs. These new positions included Export Certification Specialists and Domestic Program Coordinators.

The PPQ Workforce Planning Group submitted a workforce plan to APHIS for inclusion in the Agency's FY 2004-2009 Workforce Plan. PPQ's plan included the following key components:

- PPQ objectives for each of the APHIS strategic mission priorities and an assessment of the impact of each objective on the volume and type of work PPQ would be doing during the next 5 years.
- Five-year strategic recruitment, staffing, and training plans for closing the human resources gap.
- A human resource needs analysis that includes an assessment of the type and number of positions needed to meet PPQ objectives, the competencies needed, the anticipated losses due to retirement and turnover, and the gaps between the resources needed and the resources that would be available.

Ongoing and future PPQ workforce planning activities include:

- Annual reviews of the PPQ Workforce Plan and the five-year strategic recruitment, staffing, and training plans.
- Continue to implement the tasks in the strategic recruitment, staffing, and training plans.
- Advancing planned activities on PPQ's workforce planning Action Plans covering the areas of staff training and development, personnel recruitment, and staffing and retention needs.

## **Information Technology**

PPQ's workforce is disbursed to hundreds of locations throughout the U.S., working on scores of long and short-term pest management initiatives requiring new technologies, timely data collection and management, information transfer, data analysis, information archiving, remote imaging and transmission capabilities, and the ability to communicate instantly and efficiently.

Additionally, PPQ's data management systems require heightened coordination and compatibility both internally; and externally with stakeholders, partners, and cooperators such as DHS/CBP. In this post September 11<sup>th</sup> environment, increased data security, backups/redundancies, and system "hardening" have become the norm rather than the exception.

To meet current and future information technology needs, PPQ will:

- Establish an Information Technology Management Board to set goals and objectives for assuring that PPQ's information Technology (IT) needs are met; to provide strategic oversight and accountability for PPQ/IT resources; to integrate PPQ's IT strategic direction with the Agency's IT planning process; and to provide advice and assistance as needed.
- Continue to assess information and related technology needs and develop state-of-the-art methods for its own use, and for use by its stakeholders and partners, including DHS/CBP

- Analyze its IT infrastructure and the community it serves to ensure that it has the organization, management, staffing, structure, coordination, cooperation, and linkages needed to efficiently develop products and support increased critical needs for systems, services, and support.
- Continue and improve actions to identify all existing IT systems in headquarters and at field locations; ensure that all continuing “legacy” systems are adequately supported and secured; and that all new systems in development (including PCIT, e-Permits, AQAS, ALBES, and others) are advanced and completed in a timely and cost efficient manner.
- Plan and develop a system of inter-linked databases tied to the most critical needs of the Agency.

**Science and Technology**

PPQ shall strengthen its programs and field operations through an expanded use of new and creative science and technology methods designed to provide program managers with the tools needed to assess, eradicate, control, and manage plant pests, diseases, and noxious weeds.

To accomplish the “sound science” mandates embodied by the Plant Protection Act of 2000, PPQ shall continue to integrate its science, technology, and methods development activities with its program operations, regulatory duties, and policy development activities to ensure that all PPQ units work in tandem to develop tools needed to analyze pest risk, respond to rapidly emerging issues, support ongoing pest management programs, and develop innovative pest mitigation strategies and products.

**PPQ Strategic Plan, Program, and Performance Updates and Evaluations**

**PPQ Strategic Plan Reviews and Revisions**

In the next five years PPQ intends to regularly evaluate each of its strategic goals, with participation and input from external customers and stakeholders and internal staff. It is anticipated that this FY 2005-2009 PPQ Strategic Plan will undergo ongoing reviews centered on APHIS annual program planning and budget cycles as well as regular APHIS Administrative Management Team (AMT), PPQ Executive Team (ET) and National Plant Board (NPB) meetings. It is further anticipated that the FY 2005-2009 PPQ Strategic Plan may undergo formal updating and revision on a regular basis.

Additionally, it is anticipated that a continuous process of both external and internal environment scans shall be undertaken and maintained to ensure that PPQ is always aware of and evaluating such factors against its strategies and goals; making adjustments to respond as appropriate.

## **PPQ Program Plans**

- Completed
- Ongoing
- Anticipated

Various PPQ Programs and Processes have already completed recent plans or are undergoing, or plan to undergo, concept or program planning, management reviews, analyses, evaluations, and revisions. Some of the more noteworthy activities already completed, being conducted, planned, or anticipated include (but is not limited to):

### PPQ Unit Strategic Plans

- Plant Health Programs, Phytosanitary Issues Management (PIM) Strategic Plan
- Center for Plant Health Science and Technology (CPHST) Strategic Plan
  - Agriculture Quarantine Inspection and Port Technology
  - Pathway and Risk Analysis
  - Biotechnology
  - Integrated Pest Management and Eradication
  - Survey Detection and Identification Technology
- PPQ/ODA Professional Development Center (PDC) Strategic Training Plan
- Eastern and Western Regional Plans

### Program “Budget Line” Plans

- Biological Control Program Plan
- Fruit Fly Exclusion and Detection Program Plan (including PPQ Fruit Fly program alignment with APHIS International Services)
- Import/Export (including PCIT and Export Phytosanitary Certification aspects of this program)

### Program Concept Plans

- Quarantine 37 (Q-37) “Plants for Planting and Propagation” Program Plan
- Quality Assurance/Quality Control (QA/QC) Program Plan regarding the relationship between APHIS/PPQ and DHS/CBP
- Safeguarding Intervention and Trade Compliance (SITC) Plan
- Offshore Pest Information System (OPIS) Program Plan
- Information Technology (IT) Plan

### Management Plans and Reviews

- PPQ Civil Rights Strategic Plan
- Cooperative Agricultural Pest Survey (CAPS) Management Review
- Information Technology Management Review

## **PPQ’s Annual Performance Plan**

In its annual performance plan, APHIS will use the performance and efficiency measures listed in the Appendices to this Strategic Plan (see pages 49-80) to define the level of performance for specific PPQ program activities and to establish annual performance target updates. PPQ’s annual performance report is an evaluation of whether the Agency achieved its performance targets.



## Status Update: PPQ Long-Term Strategic Goals

### PPQ's Support of USDA's 3 Main Goals

All of PPQ's long-term strategic goals directly support three of USDA's main goals:

- Enhancement of income stability for U.S. farmers and ranchers;
- Maintenance and enhancement of the Nation's natural resources and environment; and
- Serve the public more effectively and efficiently.

### PPQ's Support of APHIS 3 Goals

All of PPQ's long-term strategic goals support both of APHIS' mission oriented goals and its management goal:

- Safeguard the health of animals, plants, and ecosystems in the United States;
- Facilitate safe agricultural trade; and
- Ensure the effective and efficient management of programs to achieve APHIS mission.

### PPQ's Support of APHIS 14 Objectives

PPQ's long-term strategic goals also support all 14 APHIS objectives encompassed in the Agency's 3 goals:

Goal: Safeguarding

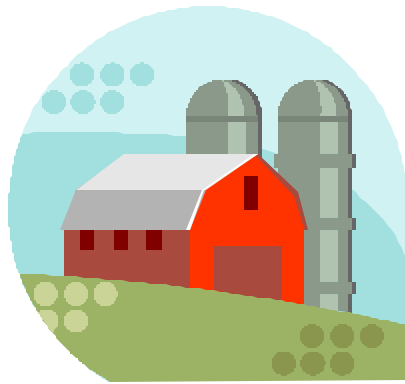
- 1.1 - Conduct offshore threat assessment and risk reduction activities
- 1.2 - Regulate and monitor ...
- 1.3 - Ensure safe research, release, and movement ...
- 1.4 - Manage issues ...
- 1.5 - Respond to emergencies – response planning ...

Goal: Trade

- 2.1 - Verify and document the pest and disease status ...
- 2.2 - Certify the health of animals and plants ...
- 2.3 - Resolve trade barrier issues ...
- 2.4 - Provide expertise and training in animal and plant health

Goal: Management

- 3.1 - Strategic planning
- 3.2 - Program management
- 3.3 - Evaluation; QA/QC
- 3.4 - Value and invest in employees



**PPQ's Alignment with APHIS' Strategic Goals**

PPQ's long-term strategic goals and select programs are compared here and linked up to APHIS strategic goals, mission and management priorities, and objectives.

**Table 1: APHIS Goal >>> Safeguarding**

APHIS Strategic Goals and Objectives	APHIS Priority Status	PPQ Strategic Goals that Support APHIS Goals and Objectives	Select PPQ Program "Lines" in Alignment with APHIS and PPQ Goals and Objectives	Select PPQ Strategies that Support APHIS and PPQ Goals and Objectives
<b>1.1</b> Conduct(reducing threats through increased) <b>offshore</b> threat assessment and risk reduction activities	<b>APHIS Priority</b>	<b>PPQ Strategic Goal:</b> Build <b>Protection for U.S. Homeland</b> from Agroterrorism into the U.S. Plant Resources Safeguarding Continuum	AQI Biological Control Gypsy Moth Pest Detection Plant Methods	<ul style="list-style-type: none"> <li>• Offshore Pest Info System</li> <li>• Offshore Pest Mitigation Programs</li> <li>• Preclearance Programs</li> <li>• Risk Assessments</li> <li>• Collaboration with IS</li> </ul>
<b>1.2</b> Regulate and monitor to reduce the risk of introduction of <b>invasive species</b>		<b>PPQ Strategic Goal:</b> Maintain a <b>Safeguarding Continuum</b> to Protect U.S. Plant Resources from unplanned/accidental introductions	AQI Emerging Plant Pests Gypsy Moth Import/Export Imported Fire Ant Noxious Weeds Pest Detection Plum Pox Virus	<ul style="list-style-type: none"> <li>• Border Inspection Policy</li> <li>• Coop Agric Pest Surveys (CAPS)</li> <li>• Invasive Species Prog Facilitation</li> <li>• SITC</li> </ul>
<b>1.3</b> Ensure safe research, release, and movement of agricultural biotechnology events, veterinary biologics, and other <b>organisms</b>	<b>APHIS Priority</b>	<b>PPQ Strategic Goal:</b> Maintain a <b>Safeguarding Continuum</b> to Protect U.S. Plant Resources from unplanned/accidental introductions  <b>PPQ Strategic Goal:</b> Sanitary and Phytosanitary ( <b>SPS</b> ) Issues Management	Biological Control Fruit Fly Exclusion and Detection Plant Methods Pink Bollworm	<ul style="list-style-type: none"> <li>• Regulations, Permits, Inspections</li> <li>• Pest Identification</li> <li>• Methods Development</li> <li>• Inspect Biotechnology Field Sites</li> <li>• Collaborate with APHIS/BRS</li> </ul>
<b>1.4</b> Manage issues related to the <b>health of U.S. animal and plant resources</b> and conflicts with wildlife	<b>APHIS Priority</b>	<b>PPQ Strategic Goal:</b> Maintain a <b>Safeguarding Continuum</b> to Protect U.S. Plant Resources from unplanned/accidental introductions  <b>PPQ Strategic Goal:</b> Sanitary and Phytosanitary ( <b>SPS</b> ) Issues Management  <b>PPQ Strategic Goal: Science - Based Methods</b> for Analysis and Technology Program Delivery	Biological Control Boll Weevil Emerging Plant Pests Golden Nematode Grasshopper Gypsy Moth Import/Export Import ed Fire Ant Noxious Weeds Pink Bollworm Plant Methods Plum Pox Virus Witchweed	<ul style="list-style-type: none"> <li>• Domestic Programs</li> <li>• Eradication and Control Activities</li> <li>• Surveys and Quarantines</li> <li>• Industry Coalitions</li> </ul>
<b>1.5</b> Respond to <b>emergencies – response planning</b> , surveillance, quick detection, containment, and eradication	<b>APHIS Priority</b>	<b>PPQ Strategic Goal:</b> Build <b>Protection for U.S. Homeland</b> from Agroterrorism into the U.S. Plant Resources Safeguarding Continuum	Emerging Plant Pests Fruit Fly Exclusion and Detection Pest Detection Plant Methods Plum Pox Virus	<ul style="list-style-type: none"> <li>• Emergency Programs</li> <li>• ED/RR Programs</li> <li>• Global Databases</li> <li>• Nat'l Coord. Systems</li> <li>• SITC</li> <li>• State/Local Emergency Response</li> </ul>

**Table 2: APHIS Goal >>> Trade**

APHIS Strategic Goals and Objectives	APHIS Priority Status	PPQ Strategic Goals that Support APHIS Goals and Objectives	Select PPQ Program “Lines” in Alignment with APHIS and PPQ Goals and Objectives	Select PPQ Strategies that Support APHIS and PPQ Goals and Objectives
<p><b>2.1</b> Verify and document the <b>pest and disease status</b> of the U.S.</p>		<p><b>PPQ Strategic Goal:</b> Maintain a <b>Safeguarding Continuum</b> to Protect U.S. Plant Resources from unplanned/accidental introductions</p>	<p>Boll Weevil Golden Nematode Fruit Fly Exclusion and Detection Gypsy Moth Import/Export Noxious Weeds Pest Detection Pink Bollworm Plum Pox Virus Witchweed</p>	<ul style="list-style-type: none"> <li>• Surveys and Quarantines</li> <li>• Pest Identification</li> </ul>
<p><b>2.2</b> <b>Certify</b> the health of animals and plants and related products for <b>export and interstate commerce</b></p>		<p><b>PPQ Strategic Goal:</b> Sanitary and Phytosanitary (SPS) Issues Management</p>	<p>Biological Control Golden Nematode Import/Export Witchweed</p>	<ul style="list-style-type: none"> <li>• Regulations and Permits</li> <li>• Export Certification/Treatment Progs</li> <li>• Quarantines</li> </ul>
<p><b>2.3</b> Resolve <b>trade barrier</b> issues (SPS) related to animal and plant health</p>	<p><b>APHIS Priority</b></p>	<p><b>PPQ Strategic Goal:</b> Sanitary and Phytosanitary (SPS) Issues Management</p>	<p>Boll Weevil Emerging Plant Pests Golden Nematode Import/Export Pest Detection Plant Methods Pink Boll Worm Plum Pox Virus Witchweed</p>	<ul style="list-style-type: none"> <li>• Strengthen PIM System</li> <li>• Develop U.S. Policy Coalitions</li> <li>• Deploy more Resources Offshore</li> </ul>
<p><b>2.4</b> Provide expertise and <b>training</b> in animal and plant health</p>		<p><b>PPQ Strategic Goal:</b> Build <b>Protection for U.S. Homeland</b> from Agroterrorism into the U.S. Plant Resources Safeguarding Continuum</p> <p><b>PPQ Strategic Goal:</b> Maintain a <b>Safeguarding Continuum</b> to Protect U.S. Plant Resources from unplanned/accidental introductions</p> <p><b>PPQ Strategic Goal:</b> Sanitary and Phytosanitary (SPS) Issues Management</p> <p><b>PPQ Strategic Goal:</b> <b>Science-Based Methods</b> for Analysis and Technology Program Delivery</p>	<p>Grasshopper Import/Export Imported Fire Ant Pest Detection Plant Methods</p>	<ul style="list-style-type: none"> <li>• Training to DHS Inspectors</li> <li>• Fed/State/Local Program Collaboration</li> <li>• Technology Transfer</li> <li>• SITC</li> <li>• Biotechnology Inspection Protocols</li> <li>• Phytosanitary Certification</li> </ul>

**Table 3: APHIS Goal >>> Management**

APHIS Strategic Goals and Objectives	APHIS Priority Status	PPQ Strategic Goals that Support APHIS Goals and Objectives	Select PPQ Program “Lines” in Alignment with APHIS and PPQ Goals and Objectives	Select PPQ Strategies that Support APHIS and PPQ Goals and Objectives
3.1 Strategic Planning		PPQ Strategic Goal: Management <u>Improvements</u> and Organizational Performance	All	<ul style="list-style-type: none"> <li>• External/Internal Environment Scan</li> <li>• Continuous Strategic Planning Process; Development, Revision, Implementation, Monitoring</li> <li>• Program/Business/Action Plans</li> <li>• Budget/Performance Integration               <ul style="list-style-type: none"> <li>➢ Performance Measures</li> <li>➢ Efficiency Measures</li> <li>➢ Cost/Benefit Analyses</li> </ul> </li> </ul>
3.2 Program Management; including facilitating Civil Rights		PPQ Strategic Goal: Management <u>Improvements</u> and Organizational Performance	All	<ul style="list-style-type: none"> <li>• Regular Program Reviews</li> <li>• Coordination with States/Industry/etc.</li> <li>• Internal Communication</li> <li>• Integration of CR into Programs               <ul style="list-style-type: none"> <li>➢ HBCU’s &amp; HACU’s</li> <li>➢ African-American Farmers</li> <li>➢ Hispanic Farmers</li> <li>➢ Native American Initiatives</li> <li>➢ Women-Owned Enterprises</li> <li>➢ Environmental Justice</li> </ul> </li> </ul>
3.3 Evaluation; Quality Assurance and Quality Control (QA/QC)	APHIS Priority	PPQ Strategic Goal: Management <u>Improvements</u> and Organizational Performance	All	<ul style="list-style-type: none"> <li>• Establish PPQ QA/QC Office</li> <li>• Develop PPQ/DHS-CPB QA/QC Policies and Protocols</li> <li>• Integrate QA/QC into Programs</li> </ul>
3.4 Value and Invest in Employees	APHIS Priority	PPQ Strategic Goal: Management <u>Improvements</u> and Organizational Performance	All	<ul style="list-style-type: none"> <li>• Program Staffing Assessments</li> <li>• Training</li> <li>• EO CR</li> <li>• EE Recognition</li> </ul>



**PPQ's Long - Term Strategic Goals**

PPQ's long-term strategic goals are summarized in the following table. These long-term goals have a broad focus and are designed to provide general guidance to PPQ program managers in the development of program priorities and strategic goals.

**Table 4: Long-Term PPQ Strategic Goals for FY 2005 - 2009**

PPQ Strategic Goals	Prioritized PPQ Goal Components	Strengthening Elements
<b>Build Protection of the U.S. Homeland from Agroterrorism into U.S. Plant Resources Safeguarding</b>	<b>PPQ Priority</b> Strengthening Pest Exclusion Programs; incl. QA/QC	<b>Homeland Security/Agroterrorism:</b> Work collaboratively with DHS to safeguard the U.S. food supply, plant resources, and agricultural infrastructure from terrorism. <b>Pest Exclusion, Prevention, and Quality Assurance:</b> Proactively reduce risk associated with exotic pest and disease introductions. <b>Information Management:</b> Share information and communicate responsibilities for effective pest exclusions and management.
<b>Maintain a U.S. Safeguarding Continuum to Protect U.S. Plant Resources from Unintentional Introductions</b>	<b>PPQ Priority</b> Pest Detection  <b>PPQ Priority</b> Rapid Response  <b>PPQ Priority</b> Effective Eradication Programs and Maintenance of Pest Management Programs  <b>PPQ Priority</b> Re-engineered Quarantine Regulations	<b>Early Pest Detection and Rapid Response:</b> Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions. <b>Pest Management and Eradication:</b> On a continuum with "Pest Exclusion", proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions. <b>Safeguarding Implementation Plans:</b> Develop or modify program implementation plans to safeguard plant resources from pests and diseases. <b>Develop and Enhance Risk-Based Management Programs/Domestic Programs:</b> Reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs/domestic programs. <b>Partnerships:</b> Develop and maintain partnerships with cooperators sharing a mutual vision and mission, and to synergize resources for maximum impact. <b>Regulatory Reform:</b> Develop or modify regulations to address changing conditions internationally and domestically.
<b>Sanitary and Phytosanitary Trade Issues Management</b>	<b>PPQ Priority</b> Trade Issues Management	<b>Trade Responsibilities:</b> Establish peer reviews and other measures to tap worldwide scientific experts to improve pest risk assessment knowledge to eliminate SPS trade barriers. Deploy more resources overseas to resolve arising issues to minimize the occurrence of trade barriers and conflicts. <b>Exports:</b> Strengthen PPQ's Export program facilitation infrastructure.
<b>Science-Based Methods for Analysis and Technology Program Delivery</b>	<b>PPQ Priority</b> Science-Based Methods for Analysis and Technology Program Delivery	<b>Research and Technology Needs:</b> Increase the efficacy of PPQ programs through the creative development and application of innovative, scientific, and technological approaches.
<b>Management Improvements and Organizational Performance</b>	<b>PPQ Priority</b> Management Objectives; incl. Technology and Training	<b>Value and Invest in Employees:</b> Value staff as partners in the safeguarding mission through continuous training in science, technology, management, and administrative skills. <b>Personnel and Fiscal Resources:</b> Maximize the effectiveness of limited financial and personnel resources. <b>Workforce Planning:</b> Re-evaluate staffing for optimum, efficient utilization and alignment of scarce resources with strategic goals. <b>Information Technology Management:</b> IT products developed rapidly, coordinated among units, and delivered at reasonable costs. <b>Organizational Performance:</b> Enhance program management to focus on strategic goals and stakeholder needs. <b>Facilitate Civil Rights:</b> Facilitate civil rights as an integral part of program activities. This includes working with HBCU-1890 universities, African-American farmers, Native American issues, women owned enterprises, etc.

**Tables 5-9: PPQ Program Implementation Strategies - FY 2005 - 2009**

PPQ has developed a number of strategies or methods that PPQ will undertake to achieve desired goals. Strategies associated with each of PPQ’s strategic goals are summarized in Tables 5 through 9 on the following pages. Congress enables PPQ to implement these strategies by funding program line items in the USDA budget and authorizing the use of trust funds, user fees, and cooperative service agreements. PPQ’s long-term goals and strategies provide Congress with a blueprint for approving the Agency’s annual budget. Congressional staffers monitor PPQ’s strategic plan and adjust annual budget allocations to ensure the availability of adequate funding for both ongoing and new program initiatives.

**Table 5 – PPQ Goal: Build Protection of the U.S. Homeland from Agroterrorism into the U.S. Plant Resources Safeguarding Continuum:** Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.

Select Strategies to Achieve PPQ Goal - <b>Protection of the U.S. Homeland</b>	PPQ Program Activity
<p><b>Homeland Security/Agroterrorism</b></p> <ul style="list-style-type: none"> <li>• <b>Strategic Management</b> - PPQ will be responsible for strategic management linkages and integration with DHS management.</li> <li>• <b>National Emergency Preparedness</b> – Work to implement Homeland Security Presidential Directives and other national security measures.</li> <li>• <b>Recruitment, Staffing and Training</b> - Work with the Department of Homeland Security (DHS) to ensure that it recruits and retains employees with the appropriate level of expertise to support DHS’ biosecurity mission for agricultural inspection activities.</li> <li>• <b>Regulations</b> - Exercise its authority under the Plant Protection Act to develop Regulations and associated policies, protocols, and procedures for use by DHS to ensure against both intentional and unintentional pest introductions. Regulations will cover the movement of international passengers, passenger baggage, cargo, mail, and means of conveyance.</li> <li>• <b>Regulatory Flexibility and Nimbleness</b> - PPQ’s employees must be more nimble and flexible; able to quickly synthesize data into useful information and turn this information into a decision and an action that effectively responds to a new threat.</li> <li>• <b>Port Presence</b> - PPQ will maintain a presence at U.S. ports of entry to meet its statutory mandates in support of its pest exclusion and detection mandate. It will continue to negotiate with and obtain needed access from DHS to allow PPQ to obtain/develop strategic risk information.</li> </ul>	<p>AQI</p> <p>Emerging Plant Pests</p> <p>Fruit Fly Exclusion and Detection</p> <p>Import/Export</p> <p>Pest Detection</p> <p>Plant Methods</p>
<p><b>Pest Exclusion, Detection (Border), and Quality Assurance</b></p> <ul style="list-style-type: none"> <li>• <b>Exclusion Programs</b> - PPQ will develop and facilitate plant and animal pest and disease mitigation, prevention and/or exclusion programs based on pathway and/or risk analysis at point s-of-origin and ports-of-entry.</li> <li>• <b>Pest Detection</b> – Expanded pest, disease, and weed detection systems are needed, including quick detection/rapid response capabilities. The current detection system must be enhanced in cooperation with States.</li> </ul>	



Select Strategies to Achieve PPQ Goal - <b>Protection of the U.S. Homeland</b> (continued)	PPQ Program Activity
<p><b>Pest Exclusion, Detection (Border) , and Quality Assurance</b> (continued)</p> <ul style="list-style-type: none"> <li>• <b>QA/QC</b> - PPQ will work cooperatively with DHS to help manage the agricultural inspection effectiveness of DHS staff through the establishment and review of performance measures and other QA/QC mechanisms. This will be done in cooperation with the National Association of State Departments of Agriculture, the National Plant Board, and the U.S. Animal Health Association. Select activities will include: <ul style="list-style-type: none"> <li>➢ Develop a PPQ QA/QC office Coordinator, staff, and resources;</li> <li>➢ Develop a joint QA/QC program with DHS Customs and Border Protection (CBP) for agricultural activities; and</li> <li>➢ Develop a comprehensive QA program for all PPQ staff, laboratory, and programs.</li> </ul> </li> <li>• <b>Industry Standards</b> - Incorporate Plant Protection Act (PPA) authorities that allow industry quality assurance programs for pest management (Refer to the VS National Poultry Improvement Plan (NPIP) as a potential model).</li> <li>• <b>Accreditation/Certification</b> - Evaluate and expand the use of Accreditation/Certification programs.</li> <li>• <b>Off-Shore</b> - Strengthen participation of host country plant health services in the administration and management of preclearance and other off-shore pest mitigation activities.</li> <li>• <b>Pest Pathways and Risk Mitigation Strategies:</b> PPQ will expand use of information management and electronic surveillance tools to better identify commodities and pathways with the highest pest risk and to devise risk mitigating strategies.</li> <li>• <b>Import Regulations</b> - Increase consistency, transparency, and effectiveness of existing import regulations (i.e. Q-37, Q-56, noxious weeds, etc.) in conformance with the Plant Protection Act (PPA) and international quarantine standards.</li> <li>• <b>Pest Identification</b> - Develop and automate a responsive pest identification capacity that ensures accurate identification within one hour of receipt of specimen.</li> <li>• <b>Partnerships</b> - Partner with APHIS IS to control and eradicate pests and diseases (e.g. fruit flies, pick hibiscus mealybug, etc.) in foreign countries where pests and/or diseases pose a serious threat to U.S. agriculture. Other key PPQ partners shall include DHS, States, universities, and agricultural research entities.</li> <li>• <b>SITC</b> - Advance the Safeguarding Intervention and Trade Compliance (SITC) program activities and realign or expand resources where warranted, with increased focus on high risk pathways.</li> <li>• <b>Risk Analysis</b> – PPQ will devote increased attention to analyzing specific plant pest and disease threats as part of its process improvement for risk analysis effectiveness.</li> </ul>	<p><i>See Column Above</i></p>
<p><b>Information Management</b></p> <ul style="list-style-type: none"> <li>• <b>Information Collection:</b> PPQ shall work cooperatively with DHS to obtain pest interception information and develop mutually useful electronic data systems to help develop risk reduction strategies for pest pathways.</li> <li>• <b>Information Sharing &amp; Communications</b> - PPQ will work closely with DHS to develop and implement strategies and requirements for the sharing of information, establishment of expert and other electronic systems, use of technology, and development and implementation of communication strategies. Data systems and access will be centralized and “hardened” for security.</li> </ul>	
<p><b>Select Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:</b></p> <ul style="list-style-type: none"> <li>✓ Number of new pest or disease outbreaks traced to insufficient monitoring of the AQI program.</li> <li>✓ Number of pest or disease outbreaks/infestations that are not controlled within the detection area.</li> <li>✓ Number of outbreaks of exotic fruit flies on the mainland U.S.</li> <li>✓ Percent of known, significant introductions of plant pests or diseases that are detected before they spread from the original area of colonization and cause severe economic or environmental damage.</li> <li>✓ Number of new/improved regulatory treatments and system approaches for commodities of trade.</li> </ul>	

**Table 6 – PPQ Goal: Maintain a U.S. Safeguarding Continuum to Protect U.S. Plant Resources from Unplanned or Accidental Introductions**

Strategies to Achieve PPQ Goal – <b>Safeguarding Continuum</b>	Program Activity
<p><b>Early Pest Detection (Domestic) and Rapid Response</b></p> <ul style="list-style-type: none"> <li>• <b>Surveys</b> – Significantly increase survey cooperative agreements with the States.</li> <li>• <b>Emergencies</b> – Produce a series of emergency action plans to preempt potential outbreaks whenever possible or rapidly address them.</li> <li>• <b>Networking</b> - Establish an effective network of individuals, organizations, and databases necessary to detect new infestations.</li> <li>• <b>Epidemiological Capacity</b> - Develop the epidemiological capacity/knowledge to determine the origin and likely spread of pests and diseases.</li> <li>• <b>Forecasting</b> - Develop forecasting techniques for anticipating emerging pest threats.</li> <li>• <b>Phytosanitary Issues</b> - Determine presence and/or prevalence of plant pests and diseases of phytosanitary concern, including those at foreign points-of-origin.</li> <li>• <b>Pest ID</b> - Coordinate a national and uniform pest identification program.</li> <li>• <b>Molecular Diagnostics</b> – PPQ shall pursue advances in the development of molecular diagnostics for select agents; and other high priority agents of interest via high throughput diagnostics. PPQ shall also establish a training center for molecular diagnostics. As this program advances, PPQ shall establish a molecular diagnostics QA/QC component. The program shall also explore projects covering transgenic insects.</li> <li>• <b>Outreach</b> - Integrate information, education, and outreach activities into pest detection and emergency response programs.</li> <li>• <b>Internal/External Communications</b> - Evaluate effectiveness of emergency response activities and communicate internally and with stakeholders.</li> </ul>	<p>AQI</p> <p>Biological Control</p> <p>Emerging Plant Pests</p> <p>Fruit Fly Exclusion and Detection</p> <p>Golden Nematode</p> <p>Grasshopper &amp; Mormon Cricket</p> <p>Gypsy Moth</p> <p>Import/Export</p> <p>Imported Fire Ant</p> <p>Noxious Weeds</p> <p>Pest Detection</p>
<p><b>Pest Management and Eradication</b></p> <ul style="list-style-type: none"> <li>• <b>DHS Staff for PPQ Program Use</b> - Develop agreement with DHS covering the use of DHS agriculturally-oriented staff for domestic pest eradication/control programs as provided for under the Homeland Security Act of 2002.</li> <li>• <b>Fruit Flies (Hawaii)</b> - Provide full resources for the Waimanalo Hawaii rearing facility to ensure that the U.S. has control over a viable production level of sterile insects and other organisms required for APHIS programs.</li> <li>• <b>Fruit Flies (California &amp; Florida)</b> – Combat the increasing threat of medfly outbreaks by expanding preventative release programs in both Florida and California.</li> <li>• <b>Fruit Flies (International)</b> – Work with APHIS/IS staff to ensure that progress is made towards eradicating medfly in Mexico and Guatemala.</li> <li>• <b>Emerald Ash Borer</b> – Regulated ash articles moving interstate will have a bar code label. This will allow tracking of the material at all stages. CAPS will also identify emerald ash borer as a national survey component and PPQ will work with APHIS’ Legislative and Public Affairs (LPA) to improve interaction with the public via education about the program.</li> <li>• <b>Asian Longhorned Beetle</b> – PPQ will support extensive survey for Asian longhorned beetle; around localized infestations and nationally, support for tree and soil injections, remove and replace infested trees and eradicate this pest completely from the U.S.</li> <li>• <b>Pink Bollworm Eradication</b> – PPQ will apply control technologies on an area wide basis, patterned after the cooperative model used in boll weevil eradication. Pink Bollworm control activities will include use of Bt cotton varieties; mating disruption through the use of pheromone; extensive trapping to monitor pest population; and the rearing and release of sterile pink bollworm moths. PPQ shall also cooperate with APHIS/IS to coordinate with IS’ pink bollworm program activities in Mexico.</li> </ul>	<p>Pink Bollworm</p> <p>Plant Methods</p> <p>Plum Pox</p> <p>Witchweed</p>

Strategies to Achieve PPQ Goal – <b>Safeguarding Continuum</b> (continued)	Program Activity
<p><b>Pest Management and Eradication</b> (continued)</p> <ul style="list-style-type: none"> <li>• <b>Transgenic Insects</b> – PPQ will develop and maintain the capacity to produce, manage, and in collaboration with BRS regulate transgenic insects and other organisms and in other ways collaborate with BRS in matters involving biotechnology.</li> <li>• <b>Biological Control</b> – PPQ shall support and advance the use of environmentally sound and fiscally efficient biological control programs; well coordinated, using state-of-art methodologies, and effective field delivery programs.</li> <li>• <b>Tropical Soda Apple Control &amp; Eradication</b> – PPQ will conduct advanced survey and detection of tropical soda apple (TSA) populations, and follow-up surveys following detections. PPQ will work with VS and SITC to certify TSA status of livestock and regulate movement of cattle and commodities contaminated with tropical soda apple. Eradication and control of tropical soda apple will be via integrated pest management, including biological control. PPQ shall work with other APHIS units on Tropical Soda Apple education, extension, and public relations.</li> <li>• <b>Noxious Weeds</b> - Develop and implement programs that reduce the impacts of noxious weeds on agriculture and the environment.</li> <li>• <b>Cooperative Programs</b> - Foster development of innovative cooperative programs to strengthen, control or eradicate plant pests and noxious weeds.</li> <li>• <b>Program Prioritization</b> - Establish a decision making process for evaluating and prioritizing emerging plant pests to determine the extent of program involvement.</li> </ul>	<p><i>See Column Above</i></p>
<p><b>Safeguarding Implementation Plans:</b></p> <ul style="list-style-type: none"> <li>• <b>AQI Pre-Departure/Interline</b> – PPQ shall fully resource and staff this program adequately to cover all points of departure from Hawaii and Puerto Rico. PPQ shall implement a program review to ensure maximization of program resources use and shall expand the program in Hawaii to the island of Molokai.</li> <li>• <b>Pest Lists</b> - Develop, maintain, and institutionalize pest lists as a primary target for safeguarding activities.</li> </ul>	
<p><b>Develop/Enhance Risk-Based Mgmt. Programs/Domestic Programs:</b></p> <ul style="list-style-type: none"> <li>• <b>Sound Science</b> - Continual evaluation and incorporation of best available science-based information, methodologies, and technologies to reduce the risk of exotic animal and plant pests and diseases and noxious weeds entering the U.S.</li> <li>• <b>Pest Identification</b> - Apply pest identification resources to risk and pathways analysis (i.e. inventories, surveys, etc.).</li> <li>• <b>Off-Shore Activities</b> - Incorporate off-shore pest data to ensure risk is fully characterized.</li> <li>• <b>Automated Information</b> - Develop an automated information resource (i.e. database resource) for risk information that is readily accessible to all program personnel.</li> <li>• <b>Local Port Assistance</b> - Develop risk and pathway analysis models and guidelines for local (i.e. port level) operational decision making in support of the DHS agricultural mission.</li> </ul>	
<p><b>Partnerships:</b></p> <ul style="list-style-type: none"> <li>• <b>Analytical Support</b> - Enhance collaborative analytical efforts supporting safeguarding with other APHIS program units (i.e., International Services and Veterinary Services) and other Federal, State, international and non-governmental organizations (i.e. DHS, ARS, NPB members, universities, IPPC).</li> </ul>	

Strategies to Achieve PPQ Goal – <b>Safeguarding Continuum</b> (continued)	Program Activity
<p><b>Regulatory Reform:</b></p> <ul style="list-style-type: none"> <li>• <b>Quarantine 37 Initiative (Q -37)</b> – PPQ will pursue and support a systematic review, modernization, and implementation of Q-37 pest management strategies. PPQ will develop accreditation/certification programs to reduce the risk of pests and pathogens entering and establishing in the U.S. through plants imported for planting. Selected activities shall include clean stock programs for exporting countries and best management practices for importers. PPQ shall consider options available to manage plants that may harbor pests until pest risk assessments and mitigation measures are developed for respective taxa. PPQ shall also develop rapid pest risk evaluation technology; appropriate evaluation methods for invasive species; reassess major pathways and prohibited taxa; and incorporate all plants for planting into one regulation for clarity and transparency.</li> </ul>	<p><i>See Column Above</i></p>
<p><b>Permitting:</b></p> <ul style="list-style-type: none"> <li>• <b>Safeguarding and Pest Management Program Support</b> – PPQ shall continue with its efforts to streamline and strengthen its organism and other permitting process to ensure for the safety of U.S. agriculture while simultaneously facilitating the safe and efficient movement and use of permitted organisms and materials.</li> <li>• <b>Biotechnology</b> - Provide innovation, foresight, and support for biotechnology permitting, inspection, and release activities; including coordination/cooperation with APHIS' Biotechnology Regulatory Services (BRS).</li> </ul>	
<p><b>Select Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:</b></p> <ul style="list-style-type: none"> <li>✓ Number of new pest or disease outbreaks traced to insufficient monitoring by the APHIS AQI program.</li> <li>✓ The number of biological control programs reaching self-sustainability in a target specific project area.</li> <li>✓ Percentage of cotton acreage that is boll weevil-free.</li> <li>✓ Number of EPP outbreaks/infestations that are not controlled within the detection area.</li> <li>✓ Infested acres of tropical soda apple detected in AL.</li> <li>✓ Number of outbreaks of exotic fruit flies on the mainland U.S.</li> <li>✓ Reduction in number of areas regulated for golden nematode.</li> <li>✓ Number of States surveyed for grasshopper/Mormon cricket populations.</li> <li>✓ Maximum # of isolated European gypsy moth infestations moving from regulated to unregulated areas.</li> <li>✓ Number of isolated imported fire ant infestations outside regulated areas.</li> <li>✓ Percent of known, significant introductions of plant pests or diseases that are detected before they spread from the original area of colonization and cause severe economic or environmental damage.</li> <li>✓ Number of pink bollworm infestations in selected areas of California and outside regulated areas.</li> <li>✓ Number of new/improved regulatory treatments and systems approaches or commodities of trade.</li> <li>✓ Number of regulated areas with negative plum pox virus readings.</li> <li>✓ Acres infested with witchweed at end of season.</li> </ul>	

**Table 7 – PPQ Goal: Sanitary and Phytosanitary Trade Issues Management**

Strategies to Achieve PPQ Goal – Trade Issues	Program Activity
<p><b>Trade Responsibilities - Import:</b></p> <ul style="list-style-type: none"> <li>• <b>Pest Risk Assessments (Imports)</b> - PPQ will continue to streamline the Pest Risk Assessment process including any associated public and peer review processes.</li> <li>• <b>Electronic Permit Management System</b> - Develop a secure electronic web-based phytosanitary issuance system supported by accurate and current pest information.</li> <li>• <b>Program Negotiations</b> - Serve as USDA’s technical representative in written and oral bilateral and multilateral phytosanitary negotiations.</li> <li>• <b>Risk Mitigation</b> - Standardize and improve the risk mitigation decision making process for imported commodities. Link the CAPS program NAPIS system to facilitate the decision making process.</li> <li>• <b>Preclearance Programs</b> - Review and update policies regarding establishment of new preclearance programs to ensure program activities are established uniformly and are aligned with the magnitude of the need.</li> <li>• <b>Off-Shore</b> - Establish off-shore pest information gathering and analysis programs to ensure that trading partners do not impose measures on U.S. exporters for non-quarantine pests, and link this information to CAPS NAPIS system.</li> <li>• <b>Accreditation/Certification</b> – Develop/implement regulations within PPQ’s authorities that enable the accreditation of private entities to perform phytosanitary activities.</li> <li>• <b>SPS Standards</b> - Provide global leadership in developing international SPS standards, and integrate SPS IPPC Standards into the national CAPS program where applicable.</li> <li>• <b>Public Inquiry and Litigation Planning</b> – PPQ shall prepare well organized records, covering each import program upon initiation of each program, to ensure for complete document access and comprehensive planning in the event of subsequent information requests or challenge through public inquiries or litigation.</li> </ul>	<p>AQI</p> <p>Biological Control</p> <p>Boll Weevil</p> <p>Emerging Plant Pests</p> <p>Golden Nematode</p> <p>Import/Export</p> <p>Pest Detection</p> <p>Plant Methods</p> <p>Pink Bollworm</p> <p>Plum Pox Virus</p>
<p><b>Trade Responsibilities - Exports:</b></p> <ul style="list-style-type: none"> <li>• <b>Pest Risk Assessments (Exports)</b> – Exports stand to benefit from a streamlined, rapidly developed Pest Risk Assessment process. This could include increasing the number of technical and scientific resources for: <ul style="list-style-type: none"> <li>➢ Trade Management; conducting risk assessments for export requests;</li> <li>➢ Resolving SPS issues that prevent export of U.S. products and commodities; and</li> <li>➢ Increasing focus on technologies and methods for export enhancement.</li> </ul> </li> <li>• <b>Organizational Structure</b> – Review current organizational structure and align as needed to ensure a balanced organizational structure to include a field based component for export services. This will include a review of locations and staffing providing export services and assessment of conditions requiring modifications and augmentation. Headquarters staffing will also be assessed.</li> <li>• <b>Export Services Promotion</b> - Promote public awareness and outreach regarding PPQ’s export services. <ul style="list-style-type: none"> <li>➢ Strengthening export certification services to help exporters avoid shipping and off loading delays;</li> </ul> </li> <li>• <b>Export Services User-Fees</b> – Review and revise PPQ’s User-Fees covering the provision of export services.</li> <li>• <b>SPS Pest Management</b> – Incorporate International Standards for Phytosanitary Measures (ISPM) guidelines into the CAPS program to assist in addressing trade issues where applicable.</li> </ul>	<p>Witchweed</p>
<p><b>Select Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:</b></p> <ul style="list-style-type: none"> <li>✓ Plant pest outbreaks associated with imports allowed by regulatory decisions.</li> <li>✓ Export plant health issues resolved to facilitate market access/expansion or retention.</li> </ul>	

**Table 8 – PPQ Goal: Science-Based Methods for Analysis and Technology Program Delivery**

Strategies to Achieve PPQ Goal – Science-Based Methods	Program Activity
<p><b>Research and Technology Needs:</b></p> <ul style="list-style-type: none"> <li>• <b>New Technologies</b> - Identify program needs and develop, transfer, and facilitate the adoption of new tools and technologies that improve the efficacy of plant health safeguarding activities.</li> <li>• <b>Needs Inventory</b> - Inventory critical needs (i.e. develop methods to enhance plants ability to resist exotic plant pests, noninvasive cargo inspection, bio-sensors, etc.) and partner with other Federal agencies, universities, and industry to develop radical approaches to science-based applications for plant health safeguarding activities.</li> <li>• <b>Needs-to-Location Matching</b> - Develop an effective process to technically evaluate and determine how to match tools to locations based on risk and operational needs (i.e. x-ray specifications, infrared detectors, information technology, etc.).</li> <li>• <b>Risk Analysis Methodologies</b> - Develop an integrated PPQ-wide approach to risk analysis methodology and continual improve methodologies.</li> <li>• <b>Methyl Bromide Alternatives</b> - Provide leadership in the development and registration/labeling of specific methyl bromide alternatives for commodity treatments while also ensuring that alternatives are efficacious.</li> <li>• <b>Malathion Alternatives</b> - Ensure malathion alternatives are available for future use in tropical fruit fly and other eradication programs.</li> <li>• <b>Pest ID</b> - Elevate pest identification competencies and provide contemporary tools for the identification of pests at all ports-of-entry and operational programs.</li> <li>• <b>Biological Control</b> - Fully incorporate biological control as a strategy for accomplishment of PPQ’s safeguarding mission.</li> <li>• <b>Information Technology (IT)</b> - Establish and maintain high standards for the management of information technology (IT), by utilizing best practices and innovative solutions; resulting in the timely and cost-efficient development of needed IT systems.</li> <li>• <b>Electronic Networks</b> - Provide reliable, robust, and user-friendly computer networks that enhance communication and program efficiency.</li> <li>• <b>Agency-wide IT Coordination</b> - Develop IT applications that support program requirements using an Agency-wide data management approach.</li> </ul>	<p>AQI</p> <p>Biological Control</p> <p>Emerging Plant Pests</p> <p>Fruit Fly Exclusion and Detection</p> <p>Golden Nematode</p> <p>Grasshopper &amp; Mormon Cricket</p> <p>Gypsy Moth</p> <p>Imported Fire Ant</p> <p>Import/Export</p> <p>Noxious Weeds</p> <p>Pest Detection</p> <p>Pink Bollworm</p> <p>Plant Methods</p> <p>Plum Pox</p> <p>Witchweed</p>
<p><b>Select Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:</b></p> <ul style="list-style-type: none"> <li>✓ Progress toward ISO accreditation.</li> <li>✓ Number of new/improved regulatory treatments and systems approaches or commodities of trade.</li> <li>✓ Number of work plans implemented by CPHST.</li> <li>✓ Efficacy of methyl bromide and malathion alternatives.</li> </ul>	

**Table 9 – PPQ Goal: Management Improvements and Organizational Performance**

Strategies to Achieve PPQ Goal – Management Improvements	Program Activity
<p><b>Value and Invest in Employees:</b></p> <ul style="list-style-type: none"> <li>• <b>People</b> - Promote an organizational culture that values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of plant health program activities.</li> <li>• <b>Training</b> - Establish a culture of continual learning to help employees meet changing competency requirements to continually improve organizational productivity and performance.</li> <li>• <b>Work Environment</b> - Ensure work environments at PPQ facilities are conducive to promoting safe, effective, and efficient work.</li> <li>• <b>Recruitment</b> - Develop recruitment initiatives that result in the hiring of high quality, competent, and committed employees.</li> </ul>	<p>Biological Control</p> <p>Emerging Plant Pests</p> <p>Fruit Fly Exclusion and Detection</p> <p>Golden Nematode</p> <p>Grasshopper &amp; Mormon Cricket</p>
<p><b>Workforce Planning:</b></p> <ul style="list-style-type: none"> <li>• <b>Universities</b> - Establish creative new partnership opportunities with USDA Land Grant universities to share expertise and facilitate the education and recruitment of the next generation of PPQ officers, scientists, and managers.</li> </ul>	<p>Gypsy Moth</p> <p>Imported Fire Ant</p> <p>Import/Export</p>
<p><b>Information Technology Management:</b></p> <ul style="list-style-type: none"> <li>• <b>IT Program Assessment</b> - Assess the PPQ IT environment (both internal and external to PPQ), develop recommendations for advancement, and implement ideas for change.</li> <li>• <b>IT and DHS/CBP</b> - Ensure that the IT needs and challenges posed by the creation of DHS/CBP are met and maintained.</li> <li>• <b>IT Best Management Practices</b> - Foster an IT “Best Management Practices” culture focused on customer service, efficient product development, cost/benefit considerations, and quality controls.</li> <li>• <b>IT Products</b> - Ensure that products meet customer expectations, are linked for maximum efficiencies, and are “hardened” for information security.</li> </ul>	<p>Noxious Weeds</p> <p>Pest Detection</p> <p>Pink Bollworm</p> <p>Plant Methods</p> <p>Plum Pox</p> <p>Witchweed</p>
<p><b>Organizational Performance:</b></p> <ul style="list-style-type: none"> <li>• <b>Customer Satisfaction</b> - Determine customer satisfaction index for selected PPQ program activities (e.g. Export Services).</li> <li>• <b>Public Compliance</b> - Enhance voluntary compliance and public acceptance of program activities by increasing public understanding of PPQ’s mission to safeguard agricultural and natural resources.</li> <li>• <b>Personnel Resources Management</b> - Deploy and manage human resources to optimize PPQ’s capacity to achieve its mission.</li> <li>• <b>Leadership</b> - Provide clear leadership expectations to all levels of the organization to assure accountability and alignment with mission and vision.</li> <li>• <b>Budget Management Systems</b> - Strengthen program operations through development of a uniform financial management system that integrates budgeting and program planning activities.</li> <li>• <b>Ongoing Improvement</b> - Implement systems for continuous evaluation and subsequent improvement of PPQ program activities.</li> <li>• <b>Safeguarding Review</b> - Fully implement principles embodied in PPQ Safeguarding Review.</li> </ul>	

Strategies to Achieve PPQ Goal – <b>Management Improvements</b> (continued)	Program Activity
<p><b>Facilitate Civil Rights:</b></p> <ul style="list-style-type: none"> <li>• <b>Workforce Diversity</b> - Create and foster a diverse workforce and a work environment that is discrimination-free and where discrimination is not tolerated in program delivery; a system where diversity is embraced as a means to enhance the level of PPQ performance and service delivery.</li> <li>• <b>Civil Rights integration into PPQ Programs</b> - Ensure that PPQ programs consider and incorporate the needs of, and opportunities for, select persons or concepts including, but not limited to: <ul style="list-style-type: none"> <li>➢ Historically Black Colleges/Universities (1890 Universities)</li> <li>➢ African-American Farmers</li> <li>➢ Native American Tribes</li> <li>➢ Women-Owned Enterprises</li> <li>➢ Environmental Justice (incl. comply with environmental analysis and reporting requirements and institutionalize a solid environmental ethic in APHIS programs)</li> </ul> </li> </ul>	<p><i>See Column Above</i></p>
<p><b>Strategic and Program Planning:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategic Planning</b> - Continue to use the best methods and models available and modified as needed to ensure for a complete PPQ Strategic Planning process, including regular plan updates and supplemental activities.</li> <li>• <b>Program and Unit Business/Operations Plans</b> - Develop business plans for PPQ programs and units, all tied back into the PPQ Strategic Plan.</li> <li>• <b>External Environment Scanning</b> - Continue with an ongoing “external environment scanning” program including regular analysis and reporting of findings.</li> <li>• <b>Internal Environment Scanning</b> – Initiate an ongoing “internal environment scanning” program including regular analysis and reporting of findings.</li> <li>• <b>Budget and Performance Integration</b> – Continue to update and improve program performance measures, including cost/benefit measures.</li> </ul>	
<p><b>Select Performance Measures: PPQ tracks its performance in achieving this goal by monitoring:</b></p> <ul style="list-style-type: none"> <li>✓ Optimization of PPQ’s organizational and employee performance.</li> <li>✓ Satisfied customers and stakeholders.</li> <li>✓ Facilitation of Civil Rights initiatives, including consolidation of such activities into PPQ’s programs.</li> </ul>	

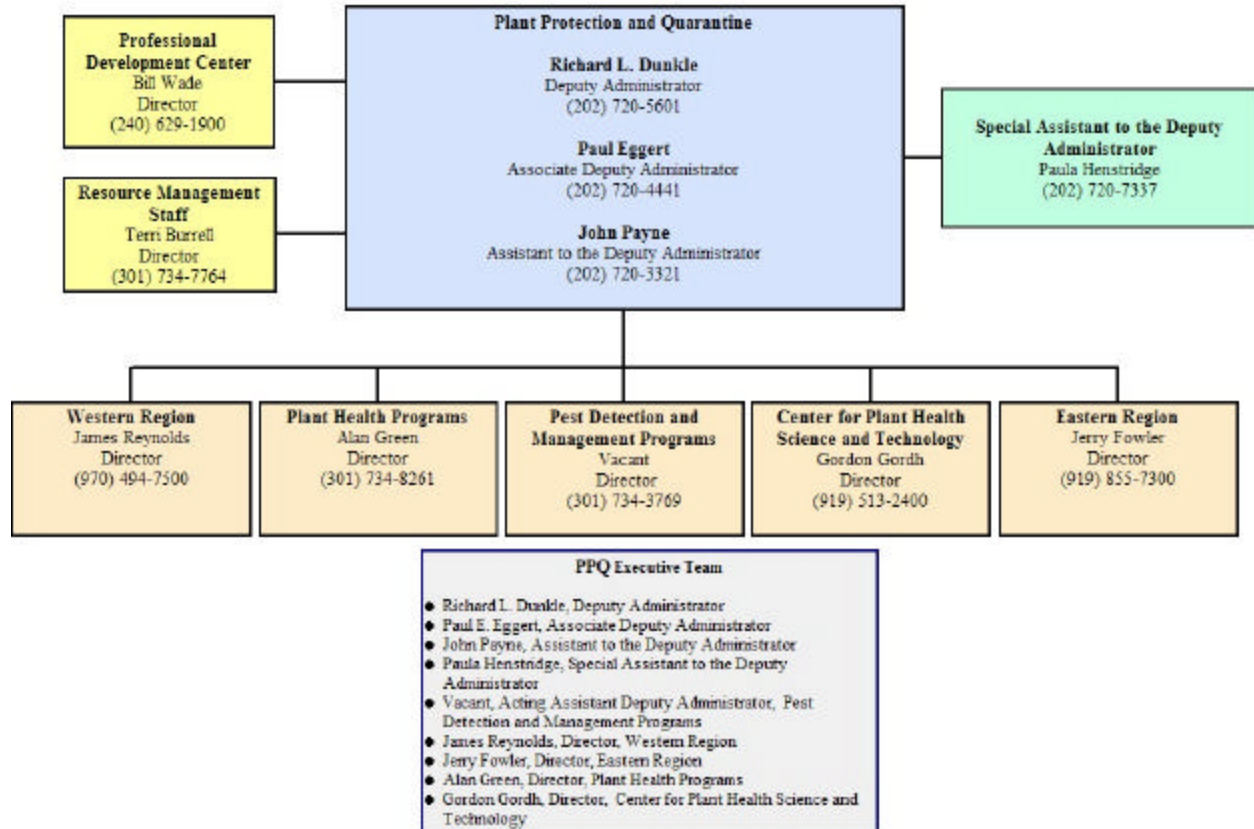
\*Note: The Appendices to PPQ’s Strategic Plan FY 2005-2009 are available generally as a document separate from the core PPQ Strategic Plan above. As with the PPQ Strategic Plan, the Appendices are also available for download from PPQ’s website.





# Plant Protection and Quarantine (PPQ) Organizational Chart

Plant Protection and Quarantine  
Updated: March 2005



**Note:** Organizational Charts for individual PPQ units may be found in the Appendices to the Strategic Plan, specifically Appendices 3-9.

