



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

## **APPENDICES**

**Including**

- ✓ **PPQ Stakeholder Validated Priority Charts**
  - ✓ **Budget/Performance Measures**
  - ✓ **Organizational Charts**
- ✓ **Synopsis of the APHIS Strategic Plan**
- ✓ **PPQ FY 2005-2009 Strategic Planning Methods**
  - ✓ **Resources and References**

### **[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:

USDA, APHIS, PPQ, PHP  
Policy, Planning, and Critical Issues (PPCI)  
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## APPENDIX #1

### PPQ Stakeholder Validated Strategic Priorities for FY 2005-2006-2007-2008- 2009

In February 2004, APHIS units, including PPQ met to establish Stakeholder Validated Strategic Priorities, specifically for FY 2006, keyed back to select APHIS Strategic Objectives. This includes direction on key programs that PPQ would undertake to ensure that its actions coincide with Agency mandates

<b>APHIS Strategic Objectives</b>	<b>Select PPQ Program Activities</b>	<b>Proposed Actions</b>
1.1 Conduct offshore threat assessment and risk reduction activities	<ul style="list-style-type: none"> <li>• Appropriated AQI Activities – Predeparture/Interline</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increased staffing and resources</li> <li>✓ Implement a program review</li> <li>✓ Ensure Hawaii Interline program supported at necessary levels</li> </ul>
1.2 Regulate and monitor to reduce the risk of introduction of invasive species	<ul style="list-style-type: none"> <li>• Quality Assurance/Quality Control Program establishment</li> <li>• Import and Export</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop QA/QC coordinator, staff, and resources</li> <li>✓ Develop joint QA/QC program, with DHS/CBP</li> <li>✓ Develop comprehensive QA/QC program for all PPQ staff, labs, and programs</li> </ul>
1.2 Regulate and monitor to reduce the risk of introduction of invasive species	<ul style="list-style-type: none"> <li>• Quarantine 37 Initiative</li> </ul>	<ul style="list-style-type: none"> <li>✓ Develop comprehensive program action plan</li> <li>✓ Best mgmt. practices – clean stock program</li> <li>✓ Develop rapid pest evaluation methodologies</li> </ul>
1.3 Ensure safe research, release, and movement of agricultural biotechnology events, veterinary biologics, and other organisms	<ul style="list-style-type: none"> <li>• Biotechnology Support</li> </ul>	<ul style="list-style-type: none"> <li>✓ Collaborate with APHIS/BRS</li> </ul>
1.4 Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife	<ul style="list-style-type: none"> <li>• Tropical Soda Apple (TSA) Control and Eradication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Survey and detection for TSA populations</li> <li>✓ Certify TSA status of livestock</li> <li>✓ Eradicate and control TSA using IPM, including biological control</li> <li>✓ Education, extension, and PR</li> </ul>
1.4 Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife	<ul style="list-style-type: none"> <li>• Pink Bollworm Eradication</li> </ul>	<ul style="list-style-type: none"> <li>✓ Apply area-wide integrated controls</li> <li>✓ Techniques might include Bt cotton, mating disruption, trapping and monitoring, and PWB steriles</li> </ul>
1.5 Respond to emergencies – response planning, surveillance, quick detection, containment, and eradication (Strengthen emergency and homeland security preparedness and response)	<ul style="list-style-type: none"> <li>• Pest Detection</li> <li>• Enhanced Plant Health Emergency Response Capability</li> </ul>	<ul style="list-style-type: none"> <li>✓ Collect offshore pest information</li> <li>✓ Conduct pathway risk assessments</li> <li>✓ Implement scientifically valid detection programs</li> <li>✓ Produce emergency action plans</li> <li>✓ Address emergency situations</li> <li>✓ Increase CAPS agreements w/States</li> </ul>
1.5 Respond to emergencies – response planning, surveillance, quick detection, containment, and eradication (Strengthen emergency and homeland security preparedness and response)	<ul style="list-style-type: none"> <li>• Fruit Fly Exclusion and Detection</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fully resource the Waimanalo Hawaii rearing facility</li> <li>✓ Expand preventative release programs in Florida and California</li> </ul>
1.5 Respond to emergencies – response planning, surveillance, quick detection, containment, and eradication (Strengthen emergency and homeland security preparedness and response)	<ul style="list-style-type: none"> <li>• Emerald Ash Borer</li> </ul>	<ul style="list-style-type: none"> <li>✓ Regulate ash articles moving interstate</li> </ul>

**PPQ Stakeholder Validated Strategic Priorities for FY 2005-2006-2007-2008- 2009 (continued)**

<b>APHIS Strategic Objectives</b>	<b>Select PPQ Program Activities</b>	<b>Proposed Actions</b>
1.5 Respond to emergencies – response planning, surveillance, quick detection, containment, and eradication (Strengthen emergency and homeland security preparedness and response)	<ul style="list-style-type: none"> <li>• Asian Longhorned Beetle</li> </ul>	<ul style="list-style-type: none"> <li>✓ Fund extensive surveys</li> <li>✓ Support tree and soil injections</li> <li>✓ Remove and replace infested trees</li> <li>✓ Eradicate ALB from the USA</li> </ul>
1.5 Respond to emergencies – response planning, surveillance, quick detection, containment, and eradication (Strengthen emergency and homeland security preparedness and response)	<ul style="list-style-type: none"> <li>• Develop Molecular Diagnostics for Select Agents</li> </ul>	<ul style="list-style-type: none"> <li>✓ High priority agents of interest; high throughput diagnostics</li> <li>✓ Establish PPQ Molecular Diagnostics Training Center</li> <li>✓ Institute QA/QC program for detection and identification</li> <li>✓ Transgenic insect projects</li> </ul>
2.1 Verify and document the pest and disease status of the U.S.	<ul style="list-style-type: none"> <li>• Cooperative Agricultural Pest Surveys</li> </ul>	<ul style="list-style-type: none"> <li>✓ Cooperative ventures with stakeholders</li> </ul>
2.2 Certify the health of animals and plants and related products for export and interstate commerce	<ul style="list-style-type: none"> <li>• Import and Export</li> </ul>	<ul style="list-style-type: none"> <li>✓ Electronic permit systems</li> </ul>
2.3 Resolve trade barrier issues related to sanitary and phytosanitary – SPS – issues regarding animal and plant health	<ul style="list-style-type: none"> <li>• SPS Trade</li> </ul>	<ul style="list-style-type: none"> <li>✓ Resolve SPS issues that prevent export of U.S. products and commodities</li> <li>✓ Conduct Risk Assessments for both imports and exports</li> <li>✓ Increase focus on technologies and methods for export enhancements</li> <li>✓ Strengthen export certification services</li> <li>✓ Establish offshore pest information gathering and analysis programs</li> <li>✓ Ensure pre-emptory measures taken by APHIS to safeguard American agriculture</li> </ul>
2.4 Provide expertise and training in animal and plant health	<ul style="list-style-type: none"> <li>• Agriculture Quarantine</li> </ul>	<ul style="list-style-type: none"> <li>✓ Collaboration with DHS</li> </ul>
3.1 Strategic Planning	<ul style="list-style-type: none"> <li>• Crosscutting – All Programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multiple</li> </ul>
3.2 Program management; incl. facilitating Civil Rights	<ul style="list-style-type: none"> <li>• Crosscutting – All Programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multiple</li> </ul>
3.3 Evaluation; QA/QC	<ul style="list-style-type: none"> <li>• Crosscutting – All Programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multiple</li> </ul>
3.4 Value and invest in employees	<ul style="list-style-type: none"> <li>• Crosscutting – All Programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Multiple</li> </ul>

**PPQ PROGRAM PERFORMANCE MEASURES (2004-2009)**

**The Budget and Performance Integration (BPI) Process**

**AGRICULTURE QUARANTINE AND INSPECTION**

To prevent the introduction of non-native agricultural pests and diseases into the U.S. by conducting pre-departure inspections of passenger baggage and cargo from Hawaii and Puerto Rico, ensuring that agricultural inspections conducted at ports of entry are effective, and by reducing invasive species risks associated with imported plants for planting. Select processes by which the Agriculture Quarantine Inspection (AQI) program accomplishes its goals include: 1) conducting Preclearance inspection programs at foreign locations; 2) establishing Agricultural Quarantine Regulations and Policies; 3) conducting a robust Permitting program; and 4) ensuring for a state-of-the-art Pest Identification network at U.S. ports of entry and at other locations.

Preclearance inspection programs are designed to provide for an advanced assessment plants and plant products off-shore for freedom from agricultural pests and diseases. They are conducted in cooperation with foreign exporters and host governments. The Homeland Security Act of 2002 mandates that agricultural quarantine regulations and associated policies be promulgated by APHIS, including those regulations required by the Department of Homeland Security to ensure that their heightened network of protection clearly continue to include agriculture as a priority program of protection. PPQ's organism permitting programs have also been strengthened to allow for the continued efficient movement of biological organisms intended for research and other peaceful, intended purposes, while ensuring for increased security and vigilance. The Agency's plant pest identification network of experts located at ports, laboratories, and at other locations has been strengthened with specialists added to support critical needs for emerging, specific taxonomic challenges.

The AQI program as a whole is focused on preventing introductions (whether accidental or intentional) of agricultural pests and diseases through regulation of agricultural imports; pathway analysis; inspection of incoming cargo, mail, and passenger baggage; pre-clearance of certain commodities and military equipment at off-shore locations. By conducting inspections in Hawaii and Puerto Rico and developing new off-shore risk mitigation programs for imported plants, the program seeks to reduce risk before the commodities reach U.S. ports of entry.

The AQI program conducts pre-departure inspections of passenger baggage and cargo destined for the mainland U.S. from Hawaii and Puerto Rico. The program is also implementing new procedures to ensure that imported plants for planting do not pose health risks to U.S. agricultural and environmental resources and working with the Department of Homeland Security to ensure that the AQI program as a whole continues to function effectively.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.1: Conduct offshore threat assessment and risk reduction activities (thereby reducing domestic threats).**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?  
**Objective 1.2: Regulate and monitor to reduce the risk of introduction of invasive species.**

**AGRICULTURE QUARANTINE AND INSPECTION (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall AQI	Long Term	Number of new pest or disease outbreaks traced to insufficient monitoring by the APHIS AQI program	0	0	0	0	0	0	0	0
AQI — Predeparture Inspection	Long Term	Effectiveness of predeparture inspection program (as calculated using approach rate of passengers carrying prohibited items vs. interception rate)	Baseline under dev.							
AQI— Predeparture Inspection	Annual	Number of Mediterranean fruit fly infestations that are traced to Hawaii.	0	0	0	0	0	0	0	0
AQI — Predeparture Inspection	Efficiency	Average cost per passenger inspection <sup>1</sup>	\$2.10 for Hawaii \$.80 for Puerto Rico	\$2.10 for Hawaii \$.80 for Puerto Rico	\$2.10 for Hawaii \$.80 for Puerto Rico	0	0	0	0	0
AQI— Quarantine 37	Annual	Number of plant taxa for which risk assessments have been conducted						N/A	2	10
AQI— Quarantine 37	Annual	Number of clean stock programs						Clean stock standard adopted	1	2

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
AQI—Quarantine 37	Long Term	Percent of commercial plant shipments imported through clean stock or best management programs						0	0	5
AQI Quality Assurance	Annual	Number of port reviews conducted			5	10	15			
AQI Quality Assurance	Annual	Percent of requests for information (by APHIS or CBP) responded to in a timely manner			75%	77%	80%			
	Unit	Passenger inspection								
	Unit Cost	Cost per passenger inspection <sup>1</sup>	\$2.10 for Hawaii \$.80 for Puerto Rico	\$2.10 for Hawaii \$.80 for Puerto Rico	\$2.10 for Hawaii \$.80 for Puerto Rico					

<sup>1</sup>This figure depends on the number of passengers traveling to the mainland from Hawaii and Puerto Rico.

## BIOLOGICAL CONTROL

To safeguard America's agricultural production from economic losses caused by insects, other arthropods, nematodes, weeds, and diseases of regulatory significance, while minimizing adverse environmental impacts.

The Integrated Pest Management and Eradication (IPME) strategy (including biological control) relies on best management practices that maximize pest control, while minimizing adverse effects consumers, producers, and the environment. Eradication is an alternate strategy that may be effective in eliminating pests/diseases that pose significant risk to agriculture, when they have a limited distribution. Biological Control, as a component of the IPM strategy, utilizes natural enemies of pests, diseases, or weeds. This control strategy is effective by reconstituting a balance to the crop/natural resource ecology. Its cost effectiveness is realized by its ability to self replicate once established in the ecosystem with minimal or no further need for intervention; thus freeing resources for other projects.

When available, biological control is the most effective IPM tool because it can be applied proactively to reduce and/or maintain populations/infestations of exotic pests, weeds, and plant and animal diseases below economically significant levels. Therefore, it tends to prevent economic loss rather than reduce or mitigate losses after a problem has already developed.

The critical aspect linking the biological control program objective to all three of the secondary strategic objectives is prevention of significant economic losses to domestic agricultural production. APHIS' biological control program is sometimes involved in the review process of biological control agents that enter interstate commerce, as well as Agency initiatives to ensure for sound biological control agent regulations, permits, and information dissemination.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.1: Conduct offshore threat assessment and risk reduction activities (thereby reducing domestic threats).**

**Objective 1.3: Ensure the safe research, release, and movement of agricultural biotechnology events, veterinary biologics, and other organisms.**

**Objective 2.2: Certify the health of animals and plants and related products for export and interstate commerce.**



## BIOLOGICAL CONTROL (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Biological Control	Long Term	The number of biological control programs reaching self-sustainability <sup>1</sup> in a target specific project area <sup>2</sup>	Baseline year	TBD	TBD	TBD	TBD			
Overall Biological Control	Annual	The percentage of biological control agents developed for general field release <sup>3</sup>	Baseline year	TBD	TBD	TBD	TBD			
Overall Biological Control	Annual	The percentage of biological control agents transferred to cooperators. <sup>4</sup>	Baseline year	TBD	TBD	TBD	TBD			
Overall Biological Control	Long Term	Cumulative number of pests for which biological control programs are developed, implemented, or transferred	23	23	23	23	23			
	Efficiency	Under Development								
	Unit	Under Development								
	Unit Cost	Under Development								

<sup>1</sup> Self-sustainability (long-term): Relates to a single target pest and is defined as having reached a point of control where further Agency effort is generally not needed, either in the form of new agent releases or continued significant releases (or redistribution) of existing natural enemies; except for select minimal cooperative maintenance actions. Cooperator activities, however, may still be ongoing. [Examples would be biological control of leafy spurge in the north-central U.S.]

<sup>2</sup> Target specific project area: Varies with the targeted pest; would likely be a State if the pest is multi-state but could also be a wide geographic area (e.g. the Pacific Northwest) or a limited ecological area such as a local forest, wetland, body of water, or cropping system. Each biological control project would indicate appropriate "area/s" as part of the measurement targets.

<sup>3</sup> A percentage of the total number (all projects combined) of biological control agents (usually a species) developed far enough to now be ready for general field release. [Examples could include *Cyrtobagous salviniae* used against the giant salvinia.]

<sup>4</sup> A percentage of the total number (all projects combined) of biological control agents (usually a species) sufficiently developed by the Agency and transferred to a cooperator (including commercial producers) for their joint use but with continued Agency cooperation. [Examples could include *Galarucella californiensis* used against purple loosestrife in Michigan.]

## BOLL WEEVIL

The overall goal of the program is the eradication of the boll weevil from cotton-growing areas of the U.S. and northern Mexico by 2007 in cooperation with the States, the cotton industry and Mexico.

The Boll Weevil Eradication Program focuses on the eradication of the boll weevil affecting the U.S. cotton industry and the management of U.S. cotton resources. Through the eradication of this pest, the U.S.' cotton resources and the U.S. cotton industry will not be affected by the pest's adverse effects on cotton crops. The overall goal of eradication is shown in the program's performance measure, which details the targeted eradication date of the pest from the U.S.

Success in boll weevil eradication has allowed APHIS to effectively challenge and defeat unnecessary fumigation requirements on U.S. cotton exports to South America and the Middle East. As this trade barrier has been removed, millions of dollars in needless expense to U.S producers have been eliminated. As the Boll Weevil Eradication Program manages and ultimately eliminates this key pest, it protects and ensures a strong future for one of the principal commodities grown in the U.S. As the program moves toward completion, it verifies and documents the weevil-free status of each zone, covering 17 states and 15 million acres of cotton.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

### BOLL WEEVIL (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Boll Weevil	Long Term	Percentage of cotton acreage that is weevil-free	80%	90%	98%	99%	100%			
Overall Boll Weevil	Annual	Percentage of cotton acreage reinfested	1%	< 1 %	< 1%	< .5%	0			
	Efficiency	Under Development								
	Unit	Under Development								
	Unit Cost	Under Development								

## EMERGING PLANT PESTS

To maintain the ability to respond quickly to any emerging plant pest (EPP) problem. This line item includes citrus canker, glassy-winged sharpshooter (GWSS), emerald ash borer (EAB), Asian longhorned beetle (ALB), sudden oak disease (SOD), Karnal bunt (KB), and cactus moth.

With sufficient infrastructure flexibility, we would be able to respond promptly to a new emergency or continue funding an eradication/management effort for pests/diseases which have recently emerged.

By rapidly responding to an EPP, we would be able to verify and document the status of these pests in the US. In addition, uninterrupted funding for an emergency program would improve the chances of a timely and cost-efficient management or eradication program.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

### EMERGING PLANT PESTS (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall	Long Term	Number of EPP outbreaks not controlled within detection area.	4	2	0	0	0	0	0	0
EPP—Asian Long Horned Beetle	Annual	Square miles infested	193	193	163	159	132	163	159	132
EPP—Asian Long Horned Beetle	Annual	Square miles regulated	191	186	159	139	109	143	139	109
EPP—Asian Long Horned Beetle	Annual	Percent treatment completed						100	100	100
EPP—Asian Long Horned Beetle	Annual	Percent survey completed						100	100	100
EPP—Asian Long Horned Beetle	Annual	Number of infested trees						300	100	50
EPP—Glassy - Winged Sharpshooter	Annual	Detections of adult GWSS per tree in program counties	<5	<2	<2	<2	<2			

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
EPP—Glassy - Winged Sharpshooter	Annual	GWSS acres monitored	220,000	285,000	---	285,000	285,000			
EPP—Glassy - Winged Sharpshooter	Annual	GWSS acres treated	30,000 of 64,000	64,000 of 64,000	64,000 of 64,000	10,000	5,000			
EPP—Glassy - Winged Sharpshooter	Annual	Acres where GWSS exists	64,000	50,000	25,000	10,000	5,000			
EPP—Citrus Canker	Annual	Exposed residential trees removed <sup>1</sup>	71,000	100,000	30,000 <sup>2</sup>	N/A	N/A			
EPP—Citrus Canker	Annual	Square miles in quarantine zone	1,185 square miles	1,133 square miles	1,115 square miles <sup>3</sup>	N/A	N/A			
EPP—Citrus Canker	Annual	New citrus canker outbreaks outside existing quarantined area	4	0	0	0	0			
EPP—Emerald Ash Borer	Annual	Counties and townships under quarantine because of EAB (expected to increase as initial surveys continue) <sup>4</sup>	13 counties and 21 townships	14 counties and 32 townships	16 counties and 24 townships	18	18			
EPP—Emerald Ash Borer	Annual	EAB detections outside the regulated area	30	15	7	5	5			
EPP—Karnal Bunt	Annual	Countries that quarantine U.S. wheat due to KB	45	42	40	38	36			
EPP—Sudden Oak Death	Annual	SOD detections outside the regulated area								
EPP—Cactus Moth	Annual	Flies released to control cactus moth								
EPP—Emerald Ash Borer	Annual	Detection sites at which tree removal activities are completed (Survey will take place for two additional years before an isolated infestation can be declared eradicated.)	11	14	9					

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
EPP—Sudden Oak Death	Annual	Number of diagnostic tools available	1	2	4					
EPP—Asian Long Horned Beetle	Efficiency	Percent reduction in average treatment cost per tree in the ALB program <sup>5</sup>	20%	2%	3%					
EPP—Asian Long Horned Beetle	Unit	Number of trees to be treated	80,000	81,600	84,000					
EPP—Asian Long Horned Beetle	Unit Cost	Average treatment cost per tree	\$100	\$98	\$95					

<sup>1</sup>Those within 1,900 feet of an infected tree.

<sup>2</sup>Tree removal will conclude by January 1, 2006.

<sup>3</sup>This area includes only Miami-Dade, Broward, and Palm Beach Counties

<sup>4</sup>Before a county or township can be released from quarantine, survey results must be negative for 2 years to ensure that EAB is not present.

<sup>5</sup>In FY 2000, the ALB program began treating trees with chemical injections. The initial application method used a passive uptake delivery system that required “watchers” to safeguard treated trees for 4 hours to ensure that the treatment was not disturbed during the uptake period. In FY 2002, scientists developed an alternative treatment application where the chemical is delivered to the soil around the host tree. We began using soil injection in FY 2004. The real cost savings can be seen from FY 2003 to FY 2004 when the cost per tree was reduced from \$125.00 to \$100.00.

## FRUIT FLY EXCLUSION AND DETECTION

The goal of APHIS' fruit fly programs is to prevent the establishment of exotic fruit flies in the mainland U.S. and prevent the spread of indigenous fruit flies (mexfly) from regulated areas within the U.S. Domestically APHIS strives to achieve this goal using an integrated system including: 1) early detection, 2) prophylactic measures such as sterile insect technique, 3) proactive emergency preparedness, and, 4) regulatory controls. These domestic efforts are coupled with off-shore preventive measures of eradication and containment to mitigate the pest threat from natural spread of exotic fruit flies. The medfly is the most significant fruit fly, and the program's highest priority is preventing its establishment. If established in the U.S., medfly would cost agricultural producers over \$2 billion annually, in lost export markets, production losses, and lower domestic prices for over 250 different types of fruit and vegetable crops. Past medfly outbreaks in California and Florida have cost States and the Federal government hundreds of millions of dollars to eradicate. There are several other fruit fly species, including Mexfly, melon fly, oriental fruit fly, and Carambola fruit fly that also can cause severe harm to the U.S. food production activities if they became established here or if they expand their areas within the U.S.

The establishment of new or the spread of indigenous exotic fruit flies within the U.S. would create an agricultural emergency. To prevent the establishment of exotic fruit flies or the spread of regulated fruit flies into non-regulated areas, APHIS has developed an integrated system which includes components of outbreak prevention and response. This system includes emergency preparedness by maintaining a nationwide early detection system, and a nationwide emergency response system. This program accomplishes both the early detection system and the emergency response system through cooperation with State Departments of Agriculture. Because medfly attacks so many agricultural crops, a U.S. outbreak can severely disrupt the U.S. economy. By excluding fruit flies from the US, APHIS would be protecting a wide range of commercially important crops. The value of citrus and stone fruits alone exceeds \$6 billion. The consequences of not having a strong system in place have proven to be very significant. In California alone, the nine significant medfly emergency eradication actions since 1989 have cost the US Government, and the State of California over \$157 million (source: *CDFA report to the California legislature*, 2003). The fruit fly outbreak prevention and response system has several components, all of which must be fully functioning at all times to limit the impact on the U.S. economy. The components include:

- + Personnel with the scientific and technical expertise to detect and respond to fruit fly outbreaks
- + Thousands of fruit fly traps serviced regularly to quickly detect any new outbreaks
- + Weekly release of millions of sterile medflies and mexflies to prevent new introductions or small infestations from becoming serious outbreaks that require an emergency response
- + Regulation of travelers and imported commodities that could carry exotic fruit flies into the U.S.
- + Controlling and eradicating high-risk Medfly populations that could most easily spread to the U.S. (from Mexico and Central America).

APHIS' fruit fly programs, including medfly and mexfly programs, reduce the likelihood that exotic fruit flies will become established or spread within the U.S. For 25 years, IS, Mexico, and Guatemala have maintained a medfly low prevalence barrier at the Guatemala-Mexico border and thus prevented Medfly from infesting northern Mexico and threatening the U.S. The IS program in Guatemala also provides about 400 million sterile medflies each week to maintain PPQ's preventive release program (PRP). Also, IS has the infrastructure and expertise to support a large medfly outbreak response in the U.S. This includes maintaining large inventories of the spinosad that could be transferred to U.S. emergency outbreak operations to reduce fruit fly populations to

a level where sterile release is effective. IS also maintains an infrastructure in northern Mexico to release sterile Mexflies and reduce the likelihood of new infestations in California and Texas.

PPQ and IS prevent the establishment of exotic fruit flies in the mainland U.S., and prevent the spread of indigenous fruit flies (mexfly) outside of regulated areas within the U.S. by maintaining an environmentally acceptable integrated fruit fly detection, prevention and eradication system using 1) early detection methods to monitor the entry of exotic fruit flies and verify fruit fly status in the U.S., 2) phytosanitary measures such as sterile insect technique and pesticides to prevent or manage any introduction and/or spread of fruit flies to ensure the health of U.S. plant resources, 4) regulatory controls to facilitate the movement of U. S. plant products for export and interstate commerce in ways that will reduce the risk of dissemination of fruit fly pests.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.2: Certify the health of animals and plants and related products for export and interstate commerce.**

**FRUIT FLY EXCLUSION AND DETECTION (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Fruit Fly	Long Term	Number of outbreaks of exotic fruit flies on the mainland U.S.	0	0	0	0	0	0	0	0
Fruit Fly—Moscamed	Annual	Free area in Mexico and Guatemala	70,000 km <sup>2</sup>	105,000 km <sup>2</sup>	111,500 km <sup>2</sup>	70,000 km <sup>2</sup>	70,000 km <sup>2</sup>	108,000 km <sup>2</sup>	113,000 km <sup>2</sup>	120,000 km <sup>2</sup>
Fruit Fly—Moscamed	Annual	Number of fruit flies produced weekly	2.7 billion	2.7 billion	2.7 billion	2.7 billion	2.7 billion			
Fruit Fly—Preventive Release Program	Annual	Sterile Mexflies released under Preventive Release Program (PRP)	30	30	150	30	30	150	150	150
Fruit Fly—Preventive Release Program	Annual	Sterile Medflies released under PRP	233 million	233 million	233 million	233 million	233 million	233 million	233 million	233 million

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Fruit Fly— Preventive Release Program	Annual	Detection traps deployed	143,893	145,250	145,250	145,250	145,250	146,605	147,955	149,840
Fruit Fly— Preventive Release Program	Annual	Detections under PRP resulting in outbreaks	0	0	0	0	0	0	0	0
Fruit Fly— Preventive Release Program	Annual	Square miles under quarantine within the U.S. as a result of an outbreak	162	162	162	162	162	162	162	162
Fruit Fly— Preventive Release Program	Annual	Area covered by PRP								
	Unit cost	Dollars per million released								
	Efficiency	Reduced flight costs by using dual fly release machine for Medfly	N/A	25%	0%					
	Unit	Medfly flight costs	\$1,000,000	\$750,000	\$750,000					
	Efficiency	Production cost per one million sterile pupae <sup>1</sup>	\$139	\$132	\$125					
	Efficiency	Cost per million sterile Medflies released in Guatemala and Mexico	\$186	\$176	\$167					
	Efficiency	Reduced flight costs by using dual fly release machine for Mexfly	N/A	50%	0%					

<sup>1</sup> Cost in FY 2000 was \$395.00 per million.



## GOLDEN NEMATODE

To maintain a risk-based management system to prevent the spread of golden nematode and new infestations in potatoes, and to facilitate international and interstate agricultural shipments.

The program works in cooperation with States to survey, regulate, and prevent additional outbreaks that threaten potato resources in other states. Control methods currently include the mandated growing of nematode resistant potato varieties on infested land. The state is proposing to have the same requirement on land at risk for GN infestation.

The program conducts annual surveys to establish areas known to be nematode free which enables exports of all agricultural crops and engages in regulatory inspections and enforcement activities to maintain an effective quarantine. Through the annual statewide survey, the golden nematode program provides data that supports the strategic objectives of resolving trade barrier issues.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.2: Certify the health of animals and plants and related products for export and interstate commerce.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

### GOLDEN NEMATODE (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Golden Nematode	Long Term	Reduction in number of areas regulated		Establish Baseline	TBD	TBD	TBD			
Overall and Golden Nematode Initiative	Annual	Number of acres surveyed for GN	7000	7000	7000	7000	7000	8,000	8,000	8,000
Overall and Golden Nematode Initiative	Annual	Increase in the number of samples in exposed acres (2006 forward)	13,000	13,000	13,000	13,000	13,000	15,000	15,000	15,000

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall and Golden Nematode Initiative	Annual	Number of acres planted with GN resistant potato varieties (2006 forward)	N/A	Baseline	TBD	TBD	TBD	TBD	TBD	TBD
	Efficiency									
	Unit									
	Unit Cost									

## GRASSHOPPER AND MORMON CRICKET

To assist Federal, State, and private landowners in 17 western States in managing grasshopper and Mormon cricket damage on rangeland by collecting and providing information each year about population levels, conducting treatments where possible, and providing technical advice and assistance where necessary.

The program conducts surveys each year to determine where grasshopper and Mormon cricket populations may reach outbreak levels and cause economic damage to U.S. agricultural resources. The program may then conduct treatments where resources and our legal authority allow. Program officials also provide technical assistance to Federal and State agencies and private landowners in determining whether treatments are necessary and what type to use.

Program officials provide population survey data and maps to Federal and State officials and private landowners. They also help officials and landowners determine whether they have outbreak-level populations and whether treatments are necessary. When treatments are necessary, APHIS officials provide technical advice and assistance.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 2.4: Provide expertise and training in animal and plant health.**

### GRASSHOPPER AND MORMON CRICKET (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Grasshopper	Long Term	Number of States surveyed for grasshopper/ Mormon cricket populations	17	17	17	17 States surveyed	17 States surveyed			
Overall Grasshopper	Annual	Acres protected from grasshopper and Mormon cricket damage	1,200,000	1,000,000	1,000,000	1,000,000	1,000,000			
	Efficiency	Cost per survey point	\$68.00	\$69.00	\$69.00					
	Unit	Survey point	37,896	38,000	38,000					
	Unit Cost	Cost per survey point	\$68.00	\$69.00	\$69.00					

## GYPSY MOTH

To protect natural forest and landscape resources by controlling the spread of gypsy moths to uninfested areas.

The gypsy moth program works in cooperation with States to prevent this pest’s introduction into new areas, to monitor program effectiveness through survey, and to eradicate outbreaks when necessary. The program provides liaison with survey and regulatory activities of the agency.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.1: Conduct offshore threat assessment and risk reduction activities (thereby reducing domestic threats).**

**Objective 1.2: Regulate and monitor to reduce the risk of introduction of invasive species.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

### GYPSEY MOTH (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Gypsy Moth (European)	Long Term	Maximum number of isolated EGM infestations moving from regulated to unregulated areas	4	4	4	4	4	4	4	4
Overall Gypsy Moth (Asian) and Increase Request	Long Term	Number of AGM introductions into the U.S. from ships that have called at Russian ports	0	1	1	1	1	0	0	0
Overall Gypsy Moth	Annual	Number of counties with detections outside the regulated area and outside the transition zone <sup>1</sup>	<250	<250	<250	<250	<250	<250	<250	<250
Overall Gypsy Moth	Annual	Number of acres in need of eradication	<1000	<1000	<1000	<1000	<1000	<1000	<1000	<1000

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Gypsy Moth (Asian)	Annual	Number of Russian ports surveyed for AGM	7	7	7	7	7	7	7	7
	Efficiency									
	Unit									
	Unit Cost									

**IMPORT/EXPORT**

Resolve plant health trade barriers that threaten, constrain, or block global agricultural trade. By resolving these barriers, PPQ supports the continued growth in agricultural trade - particularly the economic health of the US farm sector - by increasing and expanding access for US commodities. Also, PPQ facilitates the export of US agricultural commodities by maintaining a credible, robust phytosanitary export system. PPQ, Plant Health Programs, Phytosanitary Issues Management (PIM) staff supports the development and adoption of international phytosanitary standards, which are necessary to harmonize phytosanitary measures and promote greater stability and predictability in the global agricultural trade system.

PPQ works to minimize the number and scope of exotic pest outbreaks from the entry of commodities by managing these risks with scientifically-based import regulations. This will increase US public agricultural producer confidence that US food sources are safe from exotic pest and disease risks, and will ensure that US import regulations are consistent with and not prejudicial to US trade (export) objectives. To resolve phytosanitary issues, PPQ manages risks that products present to our trade partners.

Additionally, PPQ provides scientific expertise to stakeholders, States, and trading partners by incorporating stakeholder interest into its approach to bilateral negotiations for market access and the development of risk-based mitigative solutions to phytosanitary issues.

With which APHIS Strategic Objective does this program most closely align?

*The program is diverse and equally services four (4) APHIS Strategic Objectives; namely:*

- Objective 1.2: Regulate and monitor to reduce the risk of introduction of invasive species.**
- Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**
- Objective 2.2: Certify the health of animals and plants & related products for export & interstate commerce.**
- Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

- Objective 2.1: Verify and document the pest and disease status of the U.S.**
- Objective 2.4: Provide expertise and training in animal and plant health.**

**IMPORT/EXPORT (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Import Export	Long Term	Plant pest outbreaks associated with imports allowed by regulatory decisions	0	0	0	0	0	0	0	0

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Import Export	Long Term	Export plant health issues resolved to facilitate market access, expansion, or retention.	352*	352	357	352	352	397	397	397
Import Export—Trade Management	Annual	Number of phytosanitary market access/retention issues resolved (Trade Management)	52*	52	57	52	52	57	57	57
Overall Import Export	Annual	Number of detained export shipments negotiated for release through letter, changes in the export manual, etc.	300	300	340	300	300	340	340	340
Overall Import Export	Annual	Regulatory decisions/ initiatives taken to ensure safe commodity importation**	30	30	33	30	30	33	33	33
Overall Import Export	Annual	Outreach activities undertaken to facilitate trade	10	10	10	10	10	12	12	12
Overall Import Export	Annual	Number of new markets established for export commodities	5	5	5	5	5	5	5	5
	Efficiency	Reduction in time taken to resolve potato export issues	N/A	N/A	10%					
	Unit	Number of potato export issues	20	20	20					
	Unit cost	Average cost to resolve a potato export issue	\$10,000	\$10,000	\$10,000					

**IMPORTED FIRE ANT**

To prevent the artificial spread of IFA infestations which cause an estimated billion dollars of damage to U. S. agriculture and are a human health hazard.

APHIS works to prevent IFA spread by enforcing the Federal quarantine and providing funds to infested States through cooperative agreements to regulate articles capable of spreading the pest, such as nursery stock and soil-moving equipment. Program officials also work with States, industry, and other Federal agencies to develop new chemical control and biocontrol agents to help manage IFA populations.

The program enforces quarantine regulations to prevent artificial spread of IFA. The program also provides biocontrol agents and technical assistance to cooperators in infested States to help manage IFA populations.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.2: Regulate and monitor to reduce the risk of introduction of invasive species.**

**Objective 2.4: Provide expertise and training in animal and plant health.**

**IMPORTED FIRE ANT (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Imported Fire Ant	Long Term	Number of isolated infestations outside regulated areas.	0	0	0	0	0			
	Annual	Number of phorid fly releases (2 species of flies)	20 releases of <i>P. tricuspis</i> and 3 of <i>P. curvatus</i>	20 releases of <i>P. tricuspis</i> and 10 of <i>P. curvatus</i>	20 releases of <i>P. tricuspis</i> and 20 of <i>P. curvatus</i>					
	Efficiency	Cost to rear 1,000 phorid flies	\$135.00	\$85.00	\$85.00					
	Unit	1,000 flies	2,300	3,650	3,650					
	Unit cost	Cost to rear 1,000 phorid flies	\$135.00	\$85.00	\$85.00					



## NOXIOUS WEEDS

Exclude noxious weeds of quarantine significance, detect and evaluate incipient infestations, control, suppress, contain, or eradicate populations detected, develop and communicate policy, provide guidance and information regarding program methods.

The program manages issues regarding management of the national noxious weeds program. The program provides liaison with survey and regulatory enforcement activities of the agency

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.2: Regulate and monitor to reduce the risk of introduction of invasive species.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

### NOXIOUS WEEDS (continued)

Overall or Initiative	Long Term or Annual	Performance Measure <sup>1</sup>	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
FNW— Cogongrass	Long Term	Infested acres of Cogongrass detected in MS	Baseline	1,600	1,600	1,600	1,600			
FNW— Hogweed	Long Term	Infested acres of Giant Hogweed detected in PA	Baseline	1,600	1,500	1,400	1,300			
FNW— Broomrape	Long Term	Infested acres of Common Broomrape detected in GA	Baseline	500	500	450	400			
FNW— Soda Apple	Long Term	Infested acres of Tropical Soda Apple detected in AL	Baseline	18,000	18,000	18,000	18,000	20,000	19,000	18,000
FNW— Spiderwort	Long Term	Infested acres of Tropical Spiderwort detected in NC	Baseline	200	200	50	50			
FNW— Cogongrass	Annual	Acres of Cogongrass Treated in MS	Baseline	600	600	600	600			

Overall or Initiative	Long Term or Annual	Performance Measure <sup>1</sup>	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
FNW—Hogweed	Annual	Acres of Giant Hogweed Treated in PA	Baseline	600	600	600	600			
FNW—Broomrape	Annual	Acres of Common Broomrape Treated in GA	Baseline	400	400	400	400			
FNW—Soda Apple	Annual	Acres of Tropical Soda Apple Treated in AL	Baseline	9,000	9,000	9,000	9,000	20,000	19,000	18,000
FNW—Spiderwort	Annual	Acres of Tropical Spiderwort Treated in NC	Baseline	200	200	50	50			
	Efficiency	Productivity of treated vs. untreated acres (An increase in efficiency is gauged by a decrease in program costs over time.)	N/A	Establish baseline	TBM					
	Unit	Acre (The acreage of the selected weeds will be determined.)	Baseline	TBD	TBD					
	Unit Cost		Baseline	TBD	TBD					

## PEST DETECTION

The goal of the Pest Detection program is to protect America's agricultural and ecological resources by ensuring the early detection of harmful or economically significant plant pests and weeds. It seeks to find newly introduced pests before they become widespread and costly to eradicate.

The goal of the Pest Detection Program, early detection, supports APHIS' emergency preparedness and response efforts by reducing the number and scale of emergencies that take place. Pest outbreaks are much easier to control and eradicate when they are confined to a single, small geographic area because pest and weed growth rates increase exponentially. By discovering newly introduced pests before they have a chance to spread, the Pest Detection program has the potential to prevent small outbreaks from becoming full blown emergencies that may take years to control and eradicate, if at all. Fewer emergency resources would be needed, and the emergency programs would be able to focus their response efforts more effectively.

The program also supports the emergency and homeland security preparedness and response strategic objective through tracking the possession and use of select agents, pathogens that we identified as potential agents of bioterrorism through the process mandated by the Public Health Security and Bioterrorism Response Act.

The program supports the strategic objective, *Resolve trade barrier issues related to Sanitary and Phytosanitary issues*, by demonstrating that the U.S. is free of certain pests and diseases. The Pest Detection program supports APHIS' strategic objective of *Conducting offshore threat assessment and risk reduction activities* by funding surveys in other countries and supporting the new international animal and plant health specialists. The information gathered through these efforts helps determine whether specific pests may have pathways into the U.S. and whether and where domestic surveys are needed for these pests. The program supports the strategic objective, *Verify and document the pest and disease status of the US*, through conducting national surveys for pests of concern and documenting the results in a centralized database. The Pest Detection program supports the goal of *Providing expertise and training in animal and plant health* by providing pest risk evaluation at the national level, national leadership in survey planning and coordination, and training for State and university cooperators and volunteers.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.1: Conduct offshore threat assessment and risk reduction activities (thereby reducing domestic threats).**

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

**Objective 2.4: Provide expertise and training in animal and plant health.**

**PEST DETECTION (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Pest Detection	Long Term	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.	94%	95%	96%	95%	95%	96%	97%	97%
Overall Pest Detection	Long Term	Losses/costs related to new plant pest introductions	N/A	N/A	N/A	N/A	N/A			
Overall and Enhanced Detection Initiative	Annual	Number of exotic pests for which national surveys are conducted.	20	22	25	20	20	25	27	27
Overall Pest Detection	Annual	Percent of potential host material surveyed (for pests on CAPS list)	N/A	N/A	N/A	N/A	N/A			
Overall Pest Detection	Quarterly	Percent of planned survey work proceeding on track. Unit of Workload = [National Target Pest Species + State with Host Material.]	N/A	N/A	N/A	N/A	N/A			

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Pest Detection— Select Agents	Annual	Number of events (theft, loss, or release of biological agents from a regulated entity) involving select agents that can be traced to insufficient regulatory oversight.	0	0	0	0	0			
Pest Detection— Diagnostic Support	Long Term	Testing capacity (Number of laboratory tests that can be conducted in one day during an emergency situation.)	N/A	N/A	N/A	N/A	N/A	100	200	400
Pest Detection— Diagnostic Support	Annual	Number of training sessions	N/A	N/A	N/A	N/A	N/A	6	10	12
Pest Detection— Diagnostic Support	Annual	Number of quality assurance programs (cumulative)	N/A	N/A	N/A	N/A	N/A	0 (program being implemented)	5	10
Pest Detection— Emergency Response	Long Term	Number of known, significant introductions of plant pests or diseases that are not <i>contained</i> before they spread from the original area of colonization and cause severe economic or environmental damage.	4	2				0	0	0
Pest Detection— Emergency Response	Annual	Number of emergency programs manuals produced.								

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
	Annual	Percent of national surveys that follow protocols designed to detect their targets at the 95% confidence level	N/A	Baseline under development	TBD					
	Efficiency	Cost per survey meeting the 95% confidence level	N/A	Baseline under development	TBD					

## PINK BOLLWORM

The overall goal of the program, based on the current funding level, is to prevent infestations of pink bollworm (PBW) in cotton crops in the San Joaquin Valley of California and outside of the regulated areas.

Current pink bollworm program goals linked to the strategic objectives by managing one of the most significant pests of cotton in the U.S.. The PBW program manages the sterile moth rearing facility in Phoenix, Arizona, and the release of sterile moths in the San Joaquin Valley, California. Maintaining PBW suppressed status in San Joaquin Valley results in resolving trade barrier issues by eliminating unnecessary fumigation requirements on U.S. cotton export from central California. Working collaboratively with States, grower organizations and cotton producers, the program also monitors and documents the status of the PBW populations.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.3: Ensure the safe research, release, and movement of agricultural biotechnology events, veterinary biologics, and other organisms.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

### PINK BOLLWORM (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Pink Bollworm (Suppression Goal)	Long Term	Number of infestations in SJV of California and outside regulated areas	0	0	0	0	0			
Overall Pink Bollworm	Annual	Pink bollworm-suppressed acreage	700,000 acres	700,000 acres	700,000 acres	700,000 acres	700,000 acres			
Overall Pink Bollworm	Annual	Emergency response time in event of new infestation in suppressed acreage	4 weeks	4 weeks	4 weeks	4 weeks	4 weeks			
Pink Bollworm — Eradication Initiative	Long Term	Percentage of acres completed eradication (cumulative)						0	13%	30%

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Pink Bollworm — Eradication Initiative	Annual	Number of infestations in SJV of California						0	0	0
Pink Bollworm — Eradication Initiative	Annual	Number of infestations outside regulated areas						0	0	0
Pink Bollworm — Eradication Initiative	Annual	Percentage of acres involved in area-wide <b>eradication</b> program (cumulative)						13%	63%	100%
	Efficiency									
	Unit									
	Unit Cost									



## PLANT METHODS

The program’s goal is to provide advanced technological capabilities to protect U.S. agriculture. By developing new and improved existing treatment for commodities of trade, the program is helping to ensure that imported products will not introduce new pests into the U.S.. The program is also working toward ISO accreditation to provide assurance that its processes are sound and that it provides diagnostic support in the most effective manner.

The program validates/provides and sometimes conducts diagnostic tests that are used to confirm and respond to outbreaks of plant pests and diseases. The program also develops and/or validates treatments or other control methods that are used in responding outbreaks of pests and diseases.

Develop and transfer biologically sound plant pest exclusion, detection, suppression, and control technologies and systems for APHIS and its stakeholders. Development of strong scientific foundations ensures that all APHIS endeavors are carried out in the most effective manner, utilizing technological advances to promote well grounded and designed methods and approaches based on robust developmental testing.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.1: Conduct offshore threat assessment and risk reduction activities (thereby reducing domestic threats).**

**Objective 1.3: Ensure the safe research, release, and movement of agricultural biotechnology events, veterinary biologics, and other organisms.**

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

**Objective 2.4: Provide expertise and training in animal and plant health.**

### PLANT METHODS (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Plant Methods	Annual	Progress toward ISO accreditation	Develop quality control documents	Initiate operations under the quality system	Select certification body to schedule audit	2 labs certified	4 labs certified			
Overall Plant Methods	Long Term	Number of new/improved regulatory treatments for commodities of trade	5	5	5	5 - 7	5 - 7			

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Plant Methods	Annual	Number of work plans finalized by CPHST	4 completed products	6	8	8-10	8-10			
	Efficiency	Ratio of completed workplans to proposed projects	Baseline under development							
	Unit									
	Unit Cost									

## PLUM POX

To survey, detect, and eradicate infestations of the plum pox virus, which severely reduces the fruit production of affected trees. PPV spread would seriously affect the U.S.' \$1.8 billion stone fruit (such as apricots, cherries, peaches, and plums) industry.

Strengthening emergency preparedness and response is supported through developing a staff of trained personnel experienced in emergency response. In addition, strengthening cooperation between State Agricultural Regulatory Officials and Land Grant University Extension personnel in multiple states with USDA enabling quicker response to future emergencies. Resolving trade barrier issues is supported through controlling and eradicating a select agent on the Bio-terrorism list, assures foreign governments that U.S. Prunus stock, from other production areas of the U.S. is safe. Finally, verifying and documenting the pest and disease status of the U.S. is supported through monitoring of samples from across the U.S. using laboratory testing and entering those test results into the National Agricultural Pest Information System (NAPIS) for reference by regulatory and research officials.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

**Objective 1.5: Strengthen emergency and homeland security preparedness and response.**

**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

### PLUM POX (continued)

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Plum Pox	Long Term	Number of regulated areas with negative readings (Regulated areas are those areas where plum pox has been reported.)	Negative readings in 3/4 areas	Negative readings in 3/3 areas	Negative readings in 3/3 areas	Negative readings in 3/3 areas	Negative readings in 3/3 areas	Negative readings in 6/6 areas	Negative readings in 6/6 areas	Negative readings in 6/6 areas
Overall Plum Pox	Annual	Percentage of total samples with positive readings.	< 0.05%	< 0.05%	< 0.05%	< 0.05%	< 0.05%	< 0.05%	< 0.05%	< 0.05%
	Efficiency									
	Unit									
	Unit Cost									

**WITCHWEED**

To continue witchweed eradication efforts and provide survey resources to substantiate that eradication has been accomplished. Suppression without eradication will result in the eventual spread of witchweed, a noxious plant that significantly reduces crop yield and restricts crop rotation choices to non-susceptible crops.

The program works in cooperation with States to survey, control, and regulate a weed that threatens the \$25.8 billion corn and sorghum crop in the U.S.. Treatments include herbicides, soil fumigation, and ethylene gas. The program provides liaison with survey and regulatory enforcement activities of the agency. In addition, the program provides certifications for movement out of the quarantine area and for export purposes.

With which APHIS Strategic Objective does this program most closely align?

**Objective 1.4: Manage issues related to the health of U.S. animal and plant resources and conflicts with wildlife.**

With which APHIS Strategic Objective(s) does this program form secondary alignment(s)?

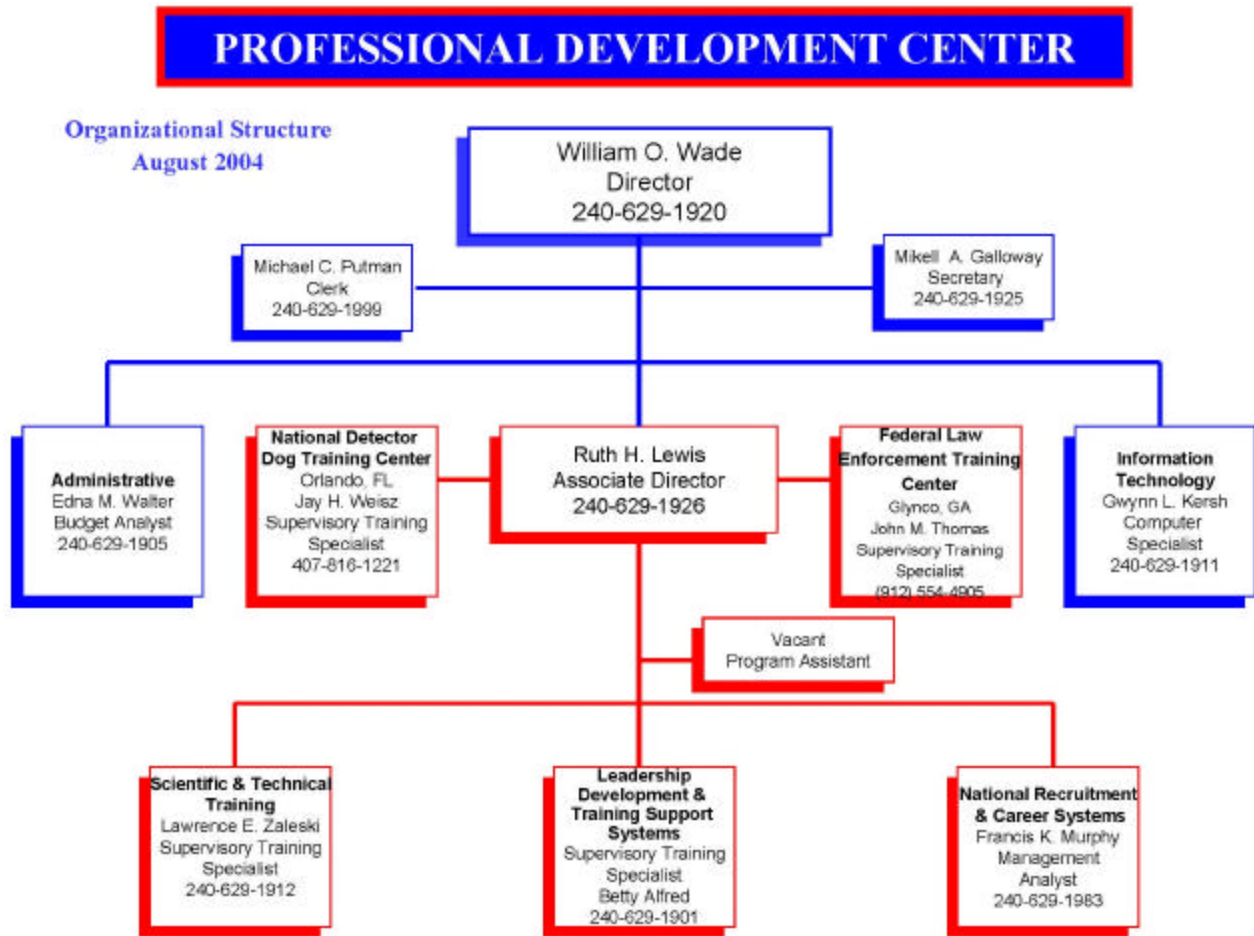
**Objective 2.1: Verify and document the pest and disease status of the U.S.**

**Objective 2.2: Certify the health of animals and plants & related products for export & interstate commerce.**

**Objective 2.3: Resolve trade barrier issues related to Sanitary and Phytosanitary (SPS) issues.**

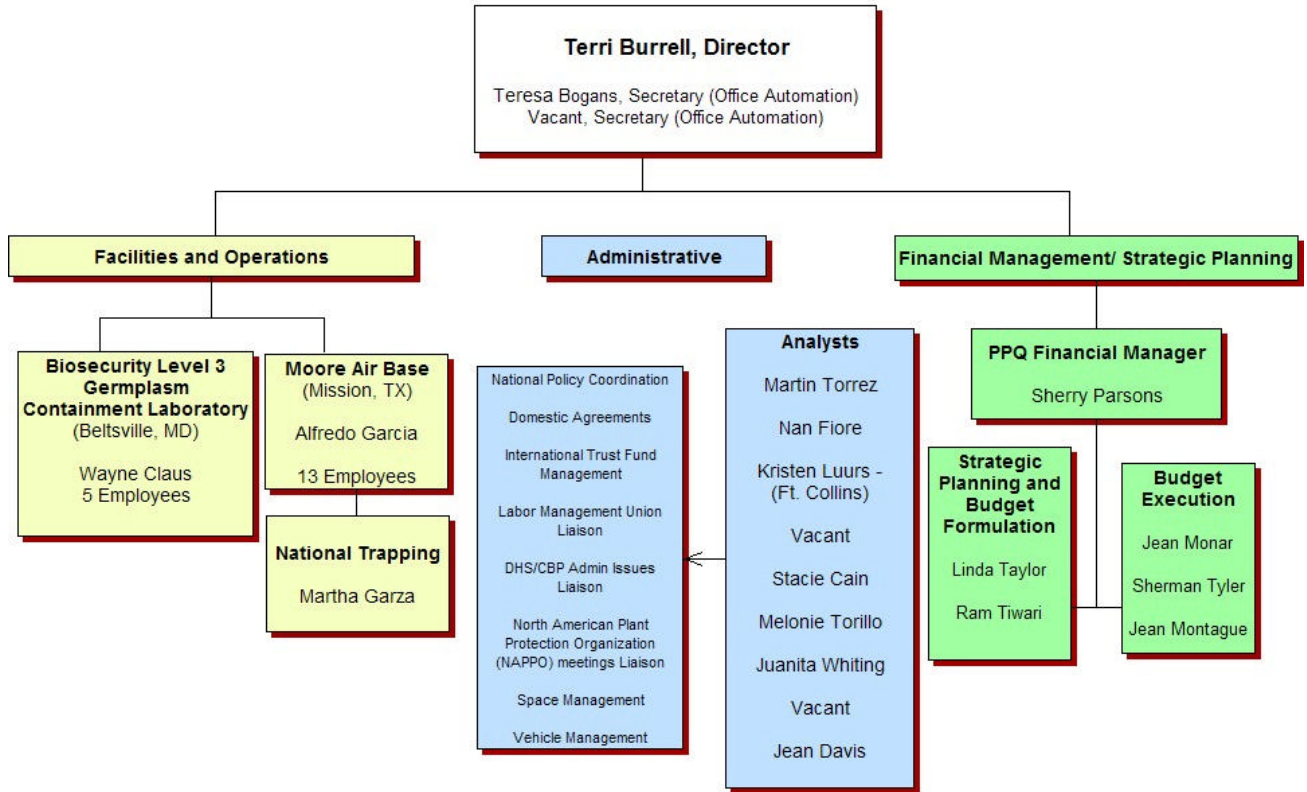
**WITCHWEED (continued)**

Overall or Initiative	Long Term or Annual	Performance Measure	'04 Target	'05 Target	'06 Target	'07 Target	'08 Target	With Increased Funding		
								'06 Target	'07 Target	'08 Target
Overall Witchweed	Long Term	Acres infested with WW at end of season	2,000	1,550	1,350	1,200	1,100	1,300*	1,125*	1,025*
Overall Witchweed	Annual	Acres treated	4,000	3,200	2,700	2,400	2,200	2,700	2,400	2,200
Overall Witchweed	Annual	Acres surveyed <sup>1</sup>	90,000	80,000	70,000	60,000	50,000	70,000	60,000	50,000
Overall Witchweed	Annual	New or reinfested acres	400	400	400	400	400	400	400	400
	Efficiency									
	Cost									
	Unit Cost									



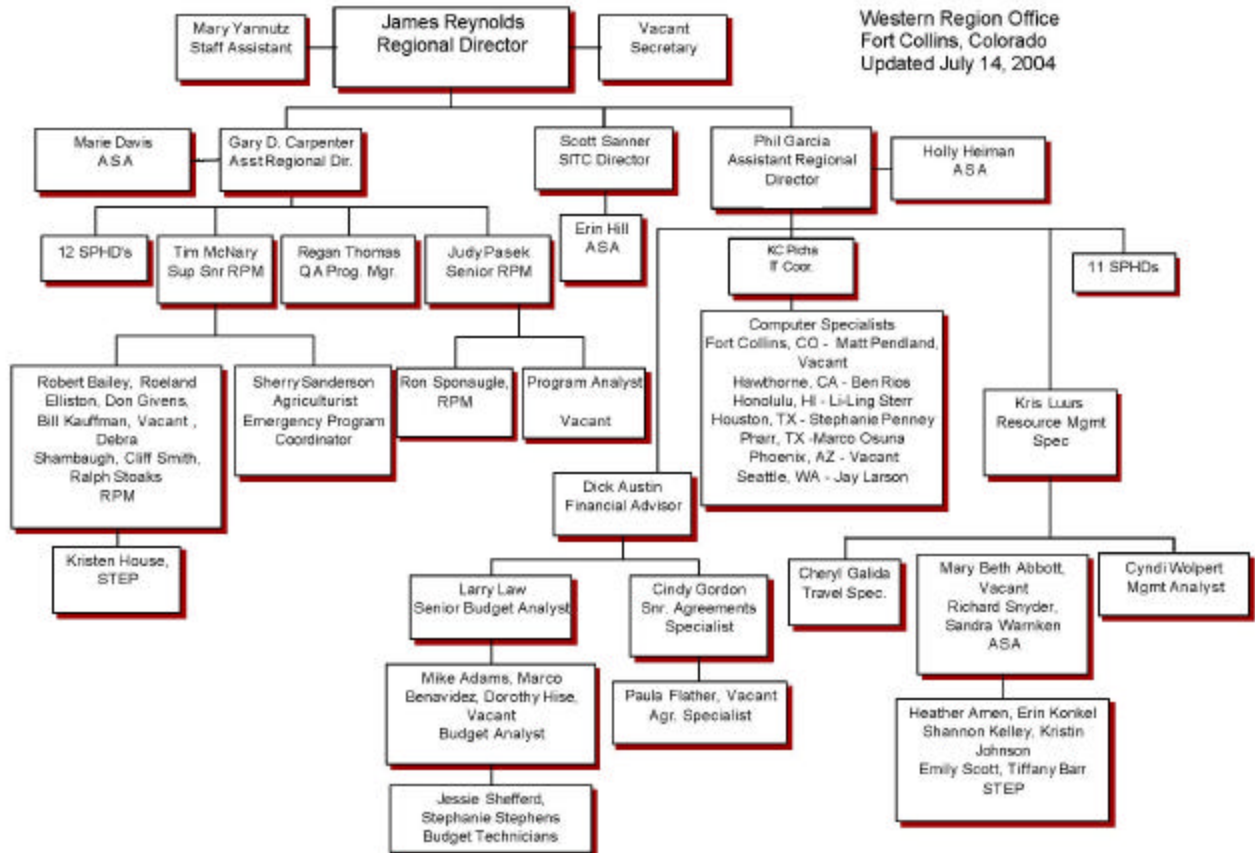
Resource Management Staff  
Updated March 23, 2005

## Resource Management Staff



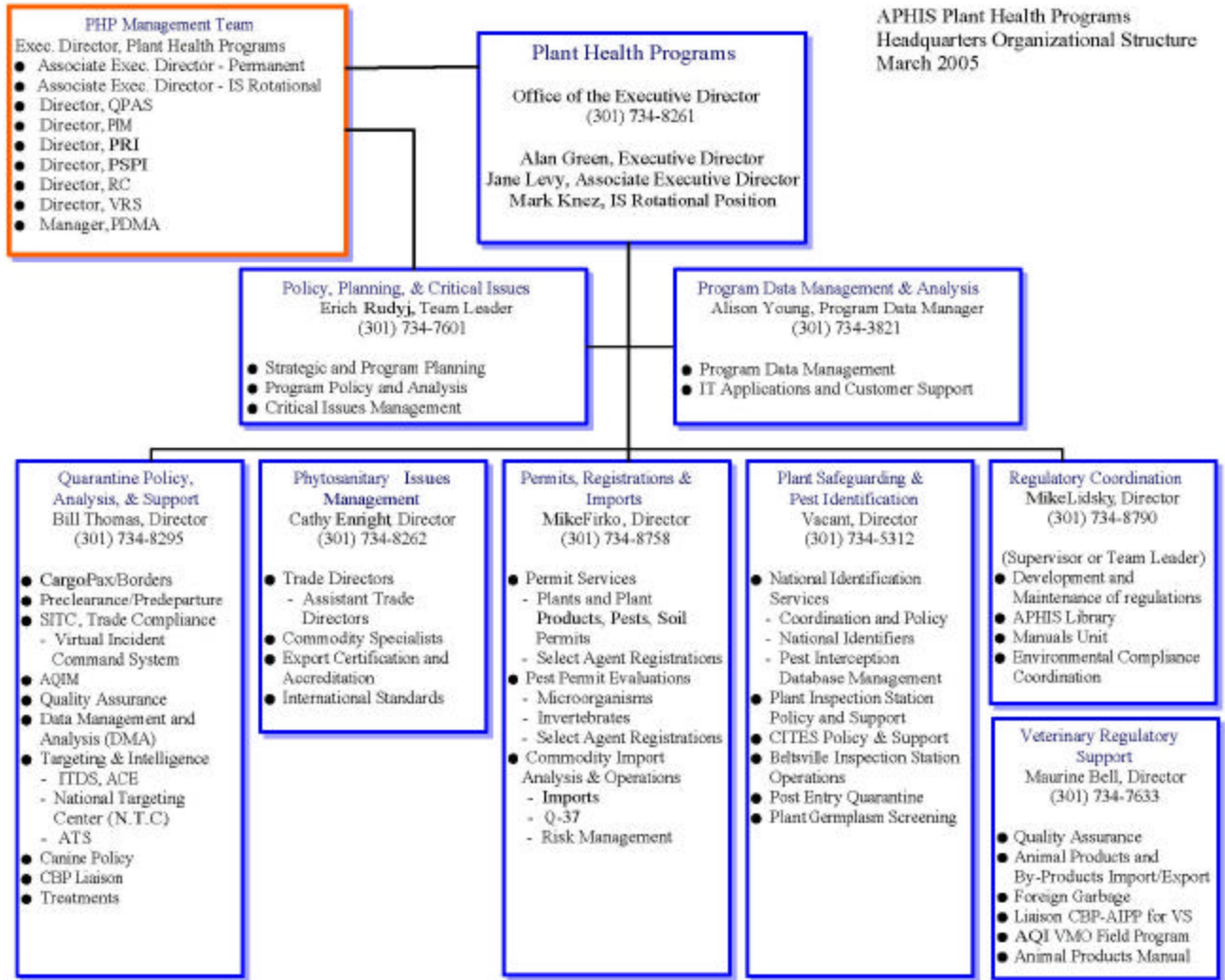
PPQ/WR Organizational Chart

APPENDIX 5



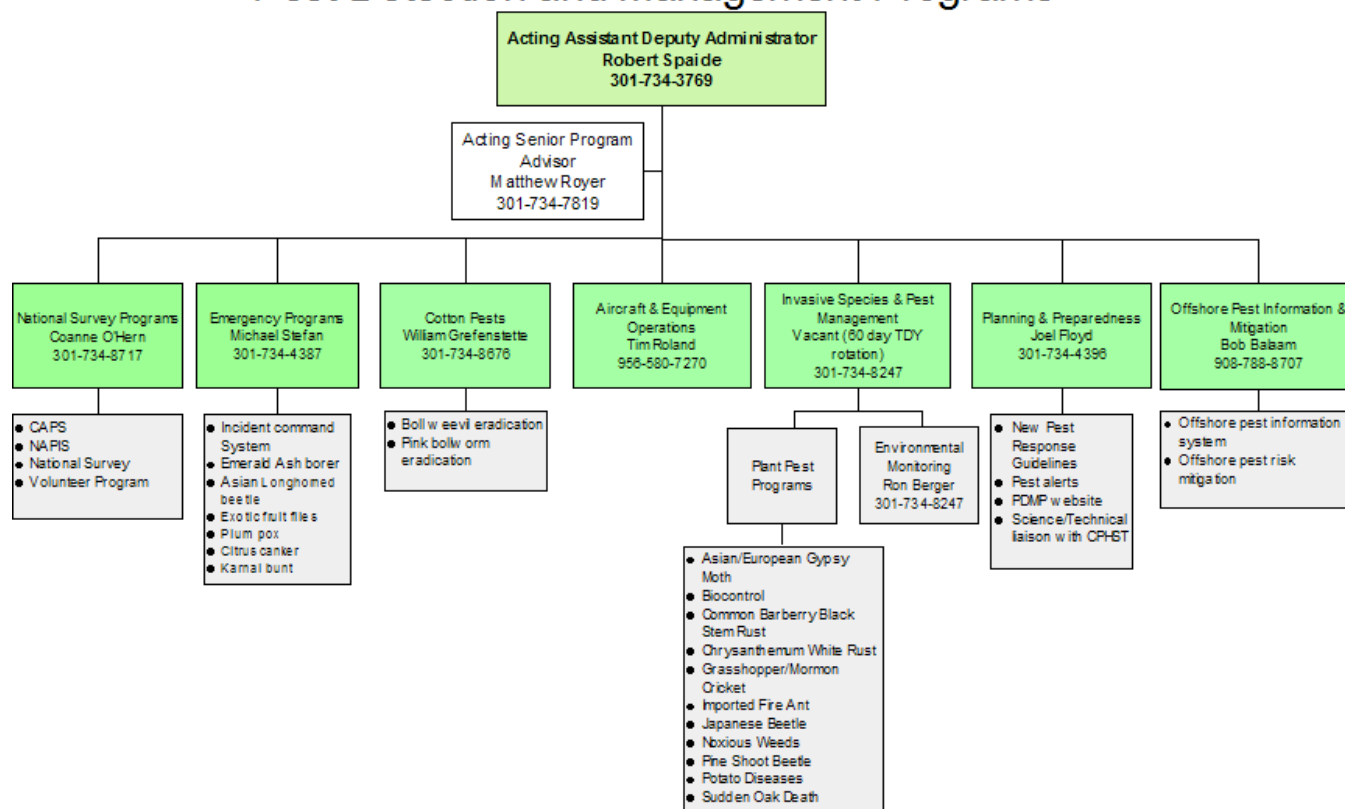
# PPQ/PHP Organizational Chart

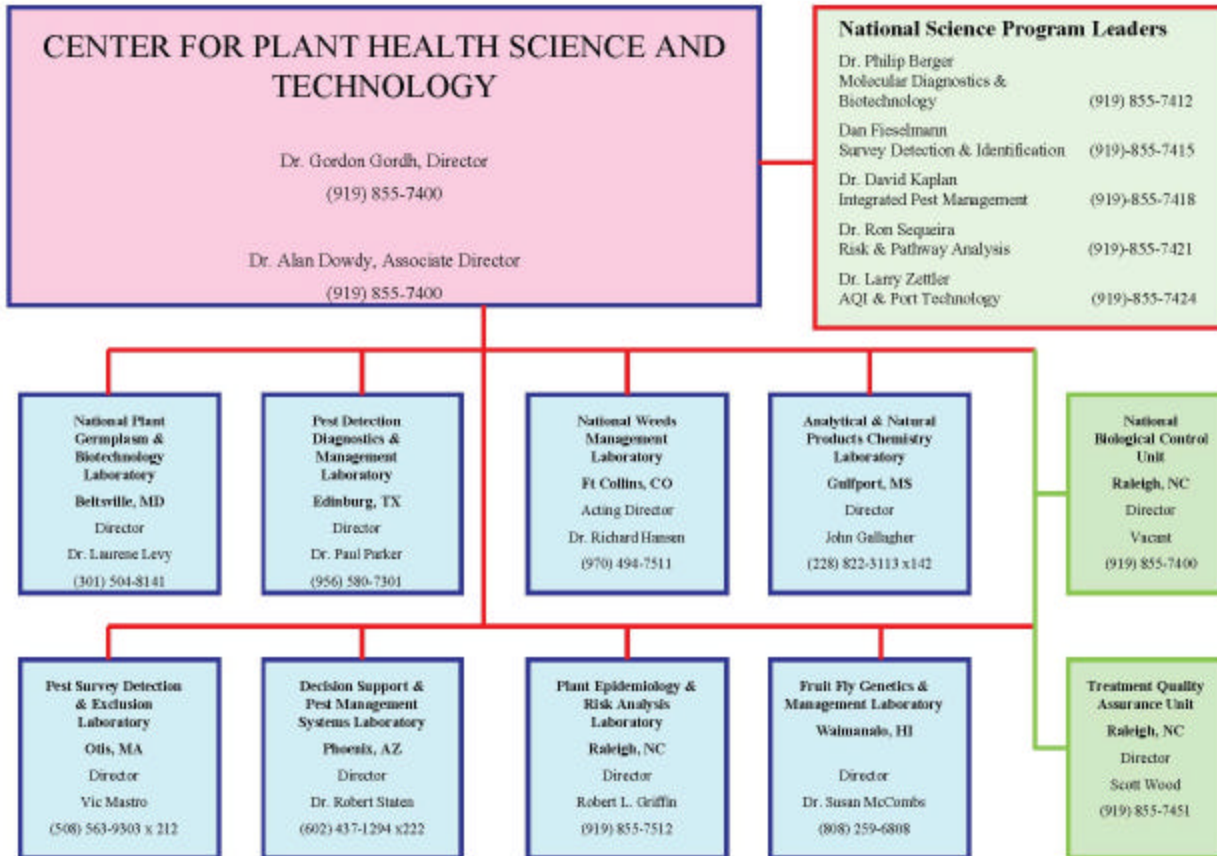
# APPENDIX 6





## Plant Protection and Quarantine Pest Detection and Management Programs

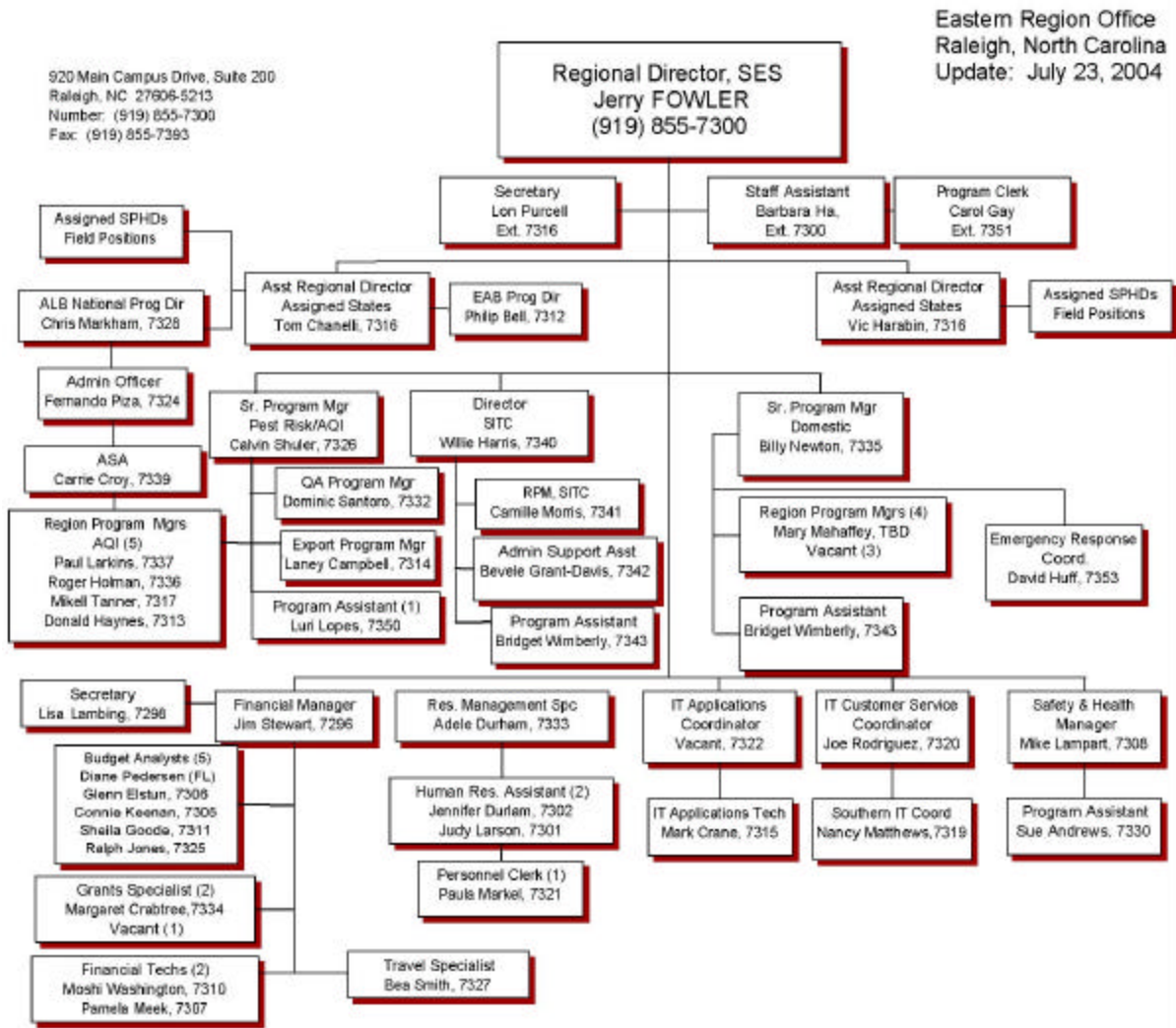


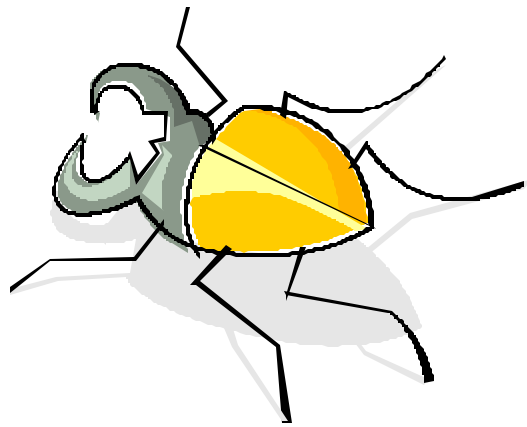


As of: 07/15/2004

# PPQ/ER Organizational Chart

## APPENDIX 9





## Synopsis of Strategic Planning in APHIS

### APHIS' Strategic Plan – An Overview

#### APHIS Mission



USDA's Animal and Plant Health Inspection Service (APHIS) works with other Federal agencies, State and local governments, universities, non-profit organizations, foreign governments, international organizations, industry, other entities with agricultural, environmental, and homeland security interests, and the general public to accomplish its mission:

*To protect the health and value of American agriculture and natural resources.*

#### Umbrella of Protection

APHIS uses an “umbrella of protection” approach (see Figure 2) to assure its customers and stakeholders that it is on guard against the introduction or reemergence of animal and plant pests and diseases that could limit production and damage export markets. At the same time, APHIS also monitors and responds to potential acts of agricultural bioterrorism, invasive species, diseases of livestock, and conflicts between humans and livestock.

#### APHIS' Mission:

**To protect the health and value of American agriculture and natural resources**

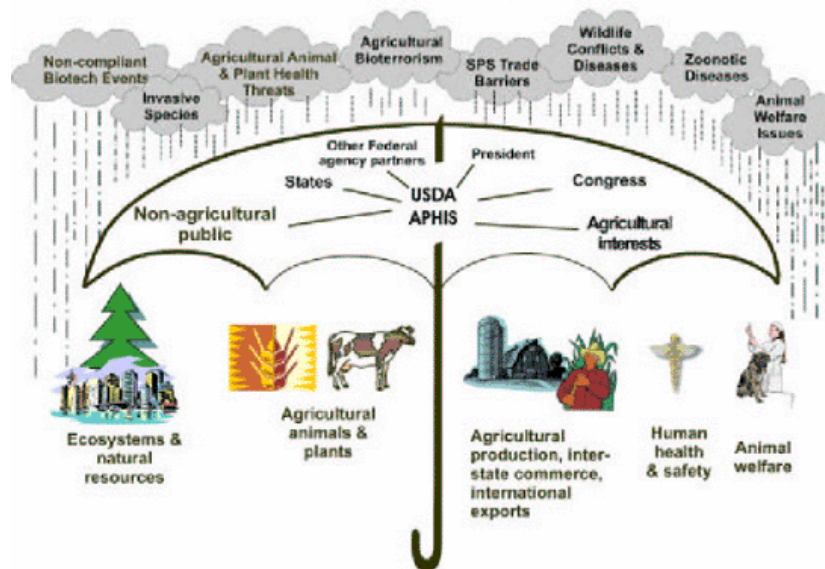


Figure 2

APHIS also addresses sanitary and phytosanitary trade barriers and certain issues related to the humane treatment of animals. APHIS also ensures that biotechnology-derived agricultural products are safe for release into the environment.

## APHIS Organization

APHIS has about 7,000 employees working in all 50 States, the U.S. territories, and in about 25 foreign nations. The Agency has six operational units, including Plant Protection and Quarantine (PPQ). APHIS also has several management support units and the Office of Civil Rights (Figure 3).

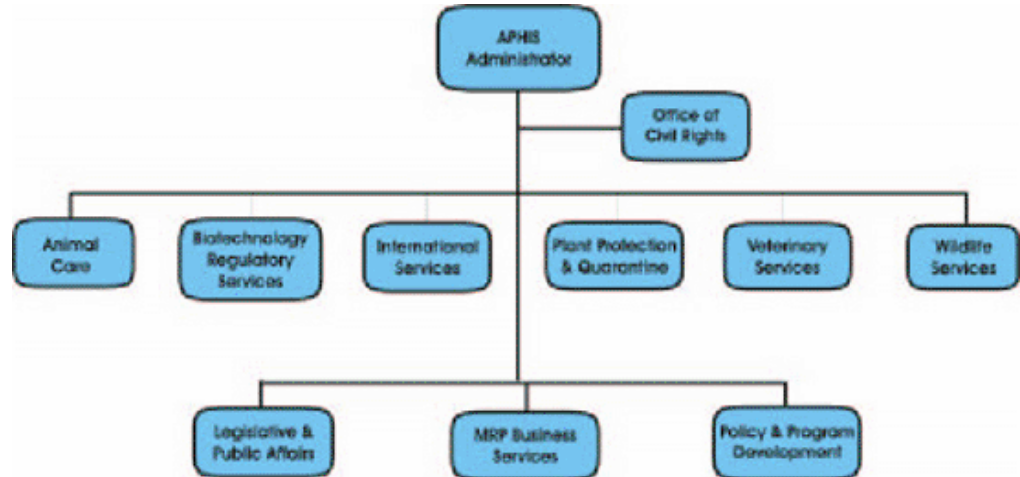


Figure 3

## APHIS Strategic Goals

APHIS' strategy for safeguarding American agriculture and natural resources is built on 3 goals and supporting objectives:

- Goal 1: Safeguard the health of animals, plants, and ecosystems in the U.S.
- Goal 2: Facilitate safe agricultural trade
- Goal 3: Ensure the effective and efficient management of programs to achieve APHIS' mission

## APHIS Program Focus Areas

In order to realize its three Strategic Goals while also supporting USDA's main goals to: 1) safeguarding to expand economic and trade opportunities for U.S. agricultural producers; 2) promote health by providing access to safe, affordable, and nutritious food; 3) maintain and enhance the Nation's natural resources and environment; and 4) operate an efficient, effective and discrimination-free organization; APHIS has established 6 program focus areas:

- Safeguard U.S. animal and plant resources against introductions of exotic invasive pests and diseases, including preparedness against agro-terrorism, while also supporting international trade obligations.
- Minimize agricultural production losses and export market disruptions by quickly detecting and responding to new invasive agricultural pests and diseases or other emerging agricultural health situations.
- Minimize risks to agricultural production, natural resources, and human health and safety by effectively managing existing

agricultural pests and diseases and wildlife damage in the United States.

- Ensure the humane care and treatment of animals covered under the Animal Welfare Act and various laws protecting horses.
- Develop and apply scientific methods that benefit agricultural producers and consumers, protect the health of American animal and plant resources, and sustain agricultural and natural ecosystems.
- Serve the public effectively and efficiently. APHIS will support several USDA management strategies to help achieve the Department-wide goal of improving management operations.

**APHIS  
Strategic  
Mission  
Priorities**

In order to meet its mission objectives, APHIS is strengthening several priority functions:

1. Ensuring the safe research, release, and movement of agricultural biotechnology.
2. Strengthening emergency and homeland security preparedness and response.
3. Resolving trade barrier issues related to sanitary and phytosanitary (SPS) issues
4. Reducing domestic threats through increased offshore threat assessment and risk reduction activities
5. Managing issues related to the health of U.S. animal and plant resources and conflicts with wildlife
6. Value and invest in APHIS employees

**APHIS  
Management  
Priorities**

APHIS has implemented management initiatives to ensure for effective and efficient management of Agency programs:

1. Re-engineer the regulatory approach and process with special emphasis on the use of risk analysis
2. Develop collaborative budget and program initiatives across APHIS programs
3. Improve sharing of information across the Agency to adapt and expand use of field/mission bases technology
4. Implement the President's Management Agenda
  - a. Improve human capital management
  - b. Expand electronic government
  - c. Improve financial management
  - d. Integrate performance and cost/benefit information into budgeting
  - e. Establish strategic sourcing

## **Strategic Planning in PPQ**

### **Developing PPQ's FY2005-2009 Strategic Plan**

#### **Purpose**

The Strategic Plan is intended to ensure that an organization establishes, understands, and communicates its mission and develops processes by which it consistently achieves mission goals with the desired results.

Regular reviews of the Strategic Plan provide an organization with the opportunity to reflect on past performance, review accomplishments, and to set organizational direction and priorities. It is also an opportunity to validate the existing organizational mission, vision, and values.

#### **Strategic Planning**

Key components of the Strategic Planning process; and visa vie the Strategic Plan include:

- Mission: An organization's reason for existence
- Vision: An organization's view of its own standards of excellence
- Values: The ethics and efficiencies that define an organization
- Issues: Those critical factors influencing and molding an organization
- Goals: An organization's primary "work-focus"
- Objectives: Principal activities to ensure goals are met
- Priorities: A ranking of an organization's objectives
- Strategies: Means to achieve the mission, goals, and objectives
- Policies: Broad guidelines for decision making and action

#### **Four Parts to Effective Organization Planning**

There are four (4) "planning and management" processes that define a successful organization. Though Strategic Planning sits at the head of an organization, it is by no means the first process to be undertaken, nor is the development of a Strategic Plan the culmination of organizational planning. The process is always ongoing, though the "cycle of planning" has a defined beginning and end.

The four component processes to successful organizational planning are:

1. The Environment Scan
2. Strategic Planning
3. Strategy Implementation
4. Evaluation and Quality Control



**Wheelen &  
Hunger  
Strategic  
Planning  
Model**

Strategic planning as elucidated by Wheelen and Hunger (2004) provides for a model that PPQ might embrace at this point in its development to ensure that its 2005-2009 Strategic Plan has all the requisite components; has benefit of both external and internal environment scanning; and then encourages a strategy implementation process that generates program business, action, or operating plans, including specific budgets and spending plans; and culminates with the development and utilization of evaluation and quality control processes that generate benchmarks, performance measures, and efficiency measures that tie back to the program mission, goals, objectives, and budgets developed under the Strategic Plan and associated program business plans.

Figure 4 is a schematic of the Wheelen and Hunger (2004) Strategic Planning model flow diagram, modified for relevance to use by PPQ:

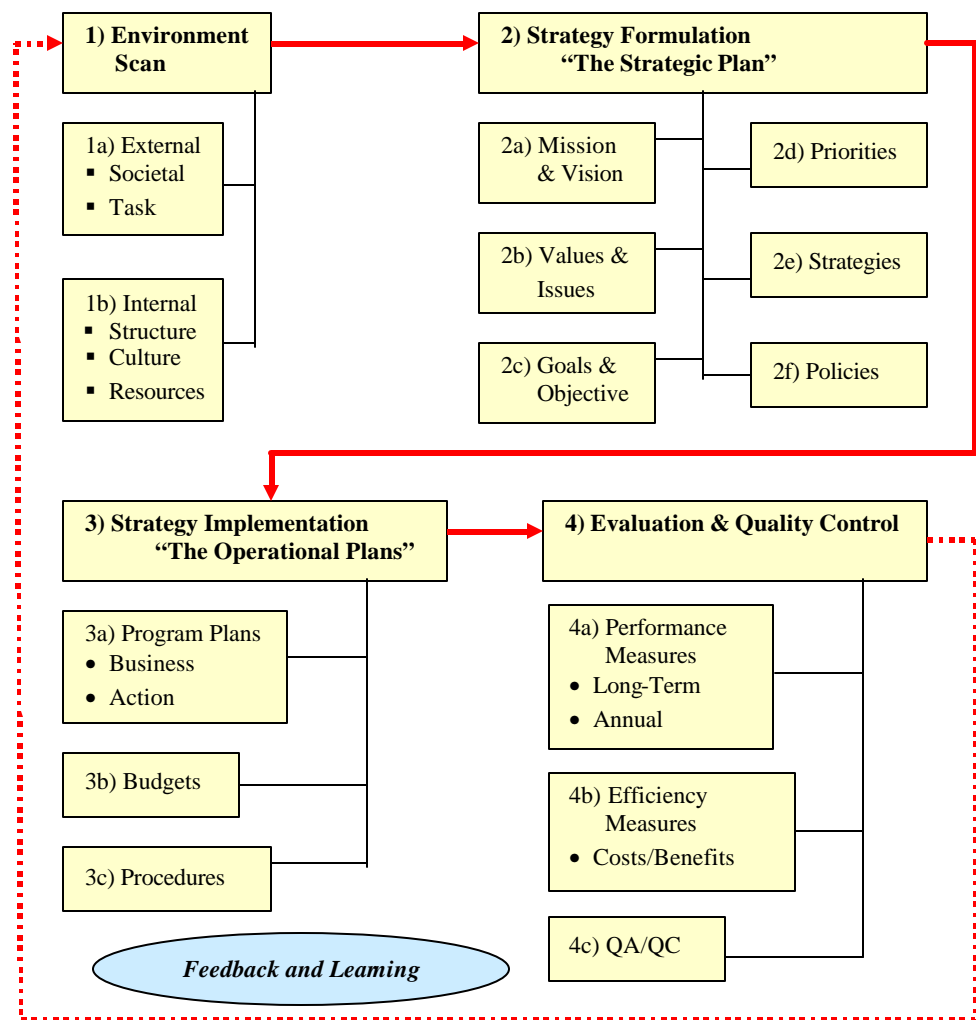


Figure 4

## 1) The Environment Scan

Environment scanning is a process by which an organization assesses both those External and Internal forces variously providing opportunities or applying pressure to an organization and its activities. It is sometimes called the Strategic Analysis.

Ideally, this is the first process that occurs in an organizations planning cycle. It defines key elements of the changing world. It is designed to explore and extend the thinking of a community about the implications of a rapidly changing world and what can be done to make an organization and its programs more effective in the future.

A crucial factor in Strategic Planning is that both the External and Internal Environment Scanning process is an ongoing cycle of scanning; composed of fact-finding, analysis, application, learning, and modification.

The Environment Scan has two components:

**1a) External:** Those forces or factors outside of an organization that affect the organization's operation. These are factors either on the organization's "horizon" or are otherwise rapidly "approaching" the organization.

Figure 5 below illustrates the external forces and factors likely affecting an organization and its mission.

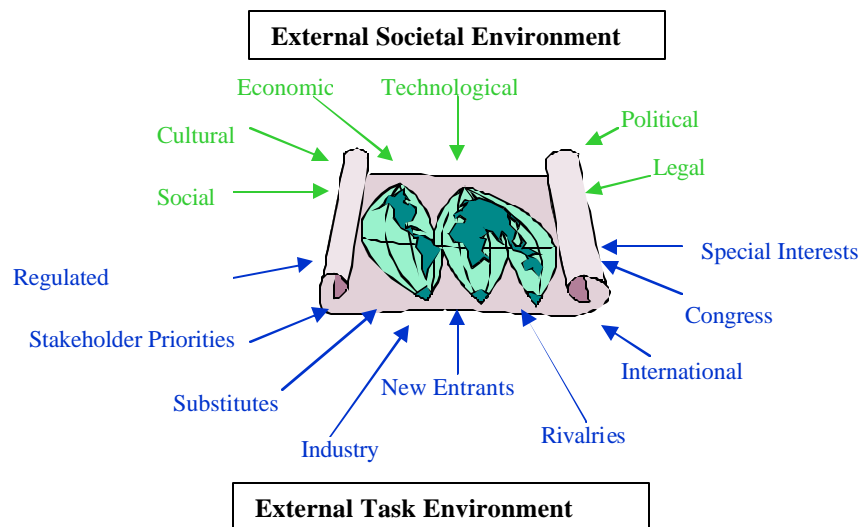


Figure 5

**1b) Internal:** Those factors integral to an organization; its structure, culture, and resources. Select components include:

- An organization's employees; their talents and training
- An organization's structure and growth management
- Effective internal communications
- Information and knowledge management
- Technological innovations
- Budget management

## 2) The Strategic Plan

Strategic Planning and the resulting Strategic Plan comprise the second component to effective organizational planning. It provides an organization with significant and relevant organizational direction and framework. Its importance includes the following:

- Management Tool/Roadmap – Strategic planning clarifies the basic nature of an organization; its overall direction or strategies for carrying out and reaching goals and realizing results.
- Communications – Strategic planning allows managers to convey where an organization is going, so that all organizational efforts move in that direction and support the mission.
- Coordination – Strategic planning facilitates collaboration among executives, managers, staff, and stakeholders. It explains program interrelationships; how the parts all relate.
- Commitment/Ownership – Strategic planning provides for a process to develop and build organization-wide belief and commitment to the Strategic Plan since participants have ownership.
- Consistency – Strategic planning establishes a framework for carrying out strategic thinking, direction, and action that leads to the achievement of consistent and planned results.
- Priorities – Strategic planning specifies top priorities and validates major decisions.
- Opportunities – Strategic planning considers, explores, and exploits new opportunities and directions.

## 3) Implement Strategies

- Business Plans
- Action Plans
- Programs
- Budgets

### Organization Operating Plans

Strategy Implementation, namely the development of individual program business or action plans and associated resource needs and procedures are key elements of organizational planning.

PPQ should develop program operational plans for at least three (3) levels:

#### 3a-1 Organizational Operating Plans:

Operating Plans set the tone for PPQ's Organizational activities. They define divisional duties and responsibilities; link back to PPQ's overall mission, goals, and objectives; and ensure for coordination among PPQ's Divisions and its leadership. Additional unit plans are also encouraged.

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

## Budget “Line” Plans

### 3a-2 Budget “Line” Plans:

Budget “line” plans serve as core action plans for how PPQ resources shall be applied to the management of PPQ’s mission, goals, objectives, and priorities. It is here that performance measures and efficiency measures are also developed and that the relationships among PPQ divisions are most clearly explained.

- Agricultural Quarantine Inspection
- Biological Control
- Boll Weevil
- Emerging Plant Pests
- Federal Noxious Weeds
- Fruit Fly Exclusion and Detection
- Golden Nematode
- Grasshoppers/Mormon Crickets
- Gypsy Moth
- Imported Fire Ant
- Import/Export
- Pest Detection
- Pink Bollworm
- Plant Methods
- Plum Pox Virus
- Witchweed

## Other Pest or Initiative Specific Plans

### 3a-3 Other Pest or Initiative Specific Plans:

Strategic planning recognizes the possibility for multiple levels of plans designed to meet various or unique situations. For PPQ this category could include, but is not limited to, plans covering those issues include:

- Other pest specific plans, such as:
  - Emerald ash borer
  - Karnal bunt
  - Sudden oak death
  - *Others*
- Location specific plans, such as:
  - Off-Shore Initiatives
  - SPHD directed State-Specific Plans
  - *Others*
- Initiative specific plans, such as:
  - Information Technology (IT) Management
  - QA/QC Implementation
  - *Others*

#### 4) Implement Strategies

- Performance
- Efficiency
- QA/QC

Program evaluation and quality control are vital to ensuring that organizational activities and their results align with the organization's mission, goals, objectives, and strategies and do so with the efficient and transparent use of valuable resources provided to that organization. Three select areas of program evaluation and quality control include:

- a. Budget and Performance Integration – “Performance Measures”
- b. Efficiency Measures – “Cost/Benefit Analyses”
- c. Quality Assurance/Quality Control – “QA/QC”

#### Performance

#### 4a Budget and Performance Integration – “Performance Measures”

The Budget and Performance Integration (BPI) process looks at strategic planning from the perspective of the individual program budget “lines”. The objectives of the BPI process include:

- Asking and indicating “why” budgets are needed or are changing.
- Explaining how progress is measured.
- Establishing and following up on performance measures as a keystone for obtaining and maintaining resources.

Within PPQ the BPI process has been established as a significant component of Strategic Planning.

#### *What does BPI do for PPQ?*

Plans, Goals, Objectives, and Targets: Provides clear program plans and budgets that explain the past and provides links to future activities and results.

Plan/Activity Alignment: Plans, programs, budget, and staff activities and resources all support program targets.

Planning Process Coordination and Collaboration: Ensures that PPQ leadership, planning, program, and fiscal staff work together.

Full Cost and Resources Identification and Coordination: All direct and indirect costs and other resource requirements are clearly identified and coordinated.

The BPI process assists in aligning PPQ's Strategic Plan with its various programs by asking significant questions in order to extract valuable program data needed to align activities and further PPQ's mission, goals, objectives, and strategies.

#### *What “planning” questions does the BPI process compel us to ask?*

Strategic Plan: How do PPQ programs link back to the PPQ Strategic Plan; and how does PPQ link back to APHIS' Strategic Plan?

Performance Measures: What are the Long-Term and Annual (or Short-Term) program performance measures?

Program Action Plans: Do PPQ programs have Business/Action Plans?

Cost Accounting: How are program costs going to be tracked?

Automation: What automated/electronic systems are being used?

Partnerships: Are programs and performances being coordinated with additional Federal, State, industry, and other cooperators?

#### **4b Efficiency Measures – Cost/Benefit Analysis**

Part of the process of developing better Performance Measures also involves engaging in program data gathering, monitoring, or assessing activities that result in advanced abilities to:

- Assess program inputs against generated results
- Compare various program performances relative to inputs and outcomes
- Provide quantifiable assessments of how resources might best be allotted over time to achieve greatest pest impact

Such a tool in tandem with other considerations might assist Agency units with demonstrating high levels of efficiency, thus warranting potential consideration for added resources in scarce fiscal times.

#### **QA/QC**

#### **4c Quality Assurance and Quality Control**

Agency Quality Management Programs are divided into both Quality Assurance and Quality Control components.

Quality Assurance Programs:

- Develop Overarching Quality Strategies
- Provide Quality Oversight and Direction
- Develop Program Standards and Measures
- Review and Evaluate Program Results
- Monitor Quality Assurance Continuum

Quality Control Programs:

- Specify criteria for each function
- Defines scope of the evaluation
- Identifies process deficiencies, deviations, and best practices
- Helps identify corrective actions
- Provides consistency in benchmarking common activities

Within PPQ, QA/QC programs can be integrated as part of the Program Action/Business Plan, as part of a Program's Performance Measures, or developed as a separate Plan supporting a Program or Project.

## ***APPENDIX 12***

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Wheelen, Thomas L. and J. David Hunger. 2004. Concepts in Strategic Management and Business Policy. Upper Saddle River, New Jersey: Prentice Hall. 9<sup>th</sup> edition.







