

**FAS Strategic Performance and
Budget Integration Plan
FY 2005
And
Annual Performance Targets
for
FY 2003 through FY 2006**

Values

We are in the business of enhancing international agricultural trade. To succeed, we live by a succinct, but important set of values:

- People:** The greatest strength of FAS is its workforce. We will continue to build a team of highly qualified individuals that reflects the diversity of the U.S. population.
- Quality:** FAS is committed to demonstrating and promoting excellence and continually improving business processes and services to better satisfy customer needs. We will promote results-driven management practices throughout the agency and the network of partners/cooperators with whom we work.
- Perception:** We will enhance the U.S. public's confidence in public service by ensuring FAS' program activities are consistent with national goals, carefully conceived, well executed, and materially beneficial to U.S. agricultural interests.

Vision

Level playing field for international agricultural trade.

Mission

FAS serves U.S. agriculture's international interests by working to expand international market opportunities for U.S. agricultural, fish, and forest products, and supporting international economic development through trade capacity building and sustainable development practices. This mission directly supports Goal 1 and Objectives 1.1 and 1.2 of USDA's strategic plan.

**STRATEGIC GOAL I: EXPAND INTERNATIONAL MARKET OPPORTUNITIES
FOR AGRICULTURAL, FISH, AND FOREST PRODUCTS**

OUTCOME: A more level playing field for U.S. agricultural exporters and producers in the global marketplace.

- **Objective 1.1:** Expand foreign market access for U.S. exporters of agricultural, fish, and forest products.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- C Pursue trade liberalization through bilateral agreements, regional free trade agreements, and the multilateral trade negotiations within the WTO.
- C Monitor and enforce compliance with trade agreements to ensure fair access for U.S. exporters.
- C Encourage use of sound science in addressing sanitary, phytosanitary, and biotech issues and in working with international organizations.
- C Coordinate trade promotion and policy initiatives through partner organizations such as the inter-agency Trade Promotion Coordinating Committee and the Trade Policy Staff Committee.
- C Facilitate free flow of trade through overseas market interventions by field office staffs.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Salaries and Expenses: Appropriated (25% of Total) \$Mil	\$31.0	\$31.8	\$34.8	\$36.6
FTEs -- Appropriated	206	206	206	206
Performance Goals	Baseline	Actual	Target	Target
Value of trade preserved through staff interventions and trade agreement monitoring. (\$Billions)	\$2.70	\$3.95	\$2.50	\$3.00

- **Objective 1.2:** Focus and expand foreign market development, promotion, and outreach activities to U.S. exporters and foreign buyers.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- Strengthen foreign market development and promotion efforts by identifying and targeting priority markets in MAP and FMD planning processes.
- Increase domestic awareness of export opportunities, export programs, and overseas market intelligence, with special emphasis on small and new-to export agribusiness firms.
- Introduce international buyers to U.S. products and exporters through U.S. and overseas training, marketing seminars, and agribusiness opportunity missions.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Program Level Budget				
• Market Development Programs \$Mil	\$190.0	\$224.1	\$255.0	\$330.0
Salaries and Expenses: Appropriated (21% of Total) \$Mil	\$33.9	\$35.9	\$38.4	\$39.9
FTEs – Appropriated	82	173	173	173
Performance Goals	Baseline	Actual	Target	Target
• Estimated exports generated from Market Development Programs (\$Millions)	\$770	\$875	\$875	\$1,400
• Administrative cost per dollar of program funds committed under Market Development Programs	NA	\$0.093	\$0.093	\$0.064

- **Objective 1.3:** Maintain foreign market intelligence services for U.S. agricultural interests.

In order for food prices to reflect demand and supply, the first and most basic economic principal must be met: to ensure that accurate, timely, and unbiased estimates of production, supply, trade and use are widely distributed to both sellers and buyers. FAS' agricultural market intelligence is fundamental to ensuring a reliable, fair, and uncorrupted global pricing system for U.S. agricultural producers.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- Collect, analyze, and disseminate global market intelligence information on agricultural production, trade, use, and U.S. export opportunities, that serves a broad U.S. customer base.
- Support intelligence and analysis needs of USDA program operations, and regulatory and policy making activities related to global, regional, or country trade, agricultural, or economic situations.
- Use global weather data and satellite imagery to monitor droughts and other adverse weather conditions, provide early warning products, and improve crop condition assessments, both domestically and internationally.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Salaries and Expenses: Appropriated (25% of Total) \$Mil FTEs -- Appropriated	\$30.2 193	\$30.4 206	\$33.4 206	\$35.1 206
Performance Goals	Baseline	Actual	Target	Target
<ul style="list-style-type: none"> • Percent of FAS circulars that are complete, meet scheduled release dates, and contain no data errors. • Number of average daily visits on FAS home page over the Internet by non-FAS users for market intelligence. 	96% 14,000	99% 15,500	98% 18,000	98% 19,000

- **Objective 1.4:** Focus financial assistance programs to meet evolving foreign market development needs.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- Improve analytical process to focus appropriate FAS financial assistance program tools on market development needs as identified by overall FAS resource allocation strategy.
- Expand and diversify outreach activities to develop better financial tools which address market failures and changing financial market dynamics.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Program Level Budget				
• CCC Export Credit Guarantee Programs \$Mil	\$3,223.0	\$4,130.0	\$4,556.0	\$4,556.0
• Trade Adjustment Assistance Program \$Mil	\$2.0	\$90.0	\$90.0	\$90.0
Salaries and Expenses: Appropriated (10% of Total) \$Mil	\$10.7	\$10.8	\$11.9	\$12.7
FTEs -- Appropriated	82	82	82	82
Performance Goals	Baseline	Actual	Target	Target
• Estimated trade value resulting from USDA GSM export credit guarantee programs. (\$Billions)	\$3.388	\$4.202	\$4.556	\$4.556
• Long-Term Net Default Rate on GSM export credit guarantees.	NTE +/- 1.5%	NTE +/- 1.5%	NTE +/- 1.5%	NTE +/- 1.5%
• Administrative cost per dollar of program funds committed under the Export Credit Guarantee programs.	\$0.0004	\$0.0004	\$0.0004	\$0.0004
• Administrative cost per dollar of program funds committed under export subsidy programs (DEIP and EEP).	NA	\$0.048	\$0.030	\$0.030
• Administrative cost per dollar of program funds committed under the Trade Adjustment Assistance Program.	NA	\$0.031	\$0.031	\$0.031

STRATEGIC GOAL II: SUPPORT INTERNATIONAL ECONOMIC DEVELOPMENT AND TRADE CAPACITY BUILDING

OUTCOME: Expanded ability to sustain economic growth and trade capacity in developing and transition countries

- **Objective 2.1:** Organize and facilitate long-term market infrastructure development activities and projects that support sustainable economic and rural development, and trade capacity building.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- Provide technical assistance to developing and transition countries to facilitate adoption of international sanitary standards and other rules-based and science-based regulations and policies to strengthen trade.
- Offer technical assistance to help developing and transition economies institute credible processes and systems to collect, analyze, and report statistics needed to monitor agricultural sector performance, formulate agricultural policies, and implement agricultural programs.
- Assist developing and transition countries in building institutions and expertise to help farmers and merchandisers augment sustainable production for local and international markets.
- Strengthen collaborative research and training programs that share vital agricultural knowledge with producers around the world to raise productivity in a sustainable environment, boost food availability and access, and improve nutrition.
- Continue research, training, and technical assistance activities related to building trade and economic capacity via sustainable development principles and sound science and technology, especially biotechnology.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Program Level Budget				
• Cochran Program \$Mil	\$5	\$4	\$4	\$4
Salaries and Expenses				
• Appropriated (6.5% of Total) \$Mil	\$9.5	\$9.9	\$9.9	\$9.9
• Reimbursable \$Mil	\$45.2	\$44.1	\$44.0	\$44.0
FTEs				
• Appropriated	48	48	48	48
• Reimbursable	182	182	182	182
Performance Goal	Baseline	Actual	Target	Target
• Number of research, training, and technical assistance activities and projects implemented in support of economic development and trade capacity building.	927	911	915	935

- **Objective 2.2:** Administer foreign food aid and other assistance programs to meet international food security challenges and U.S. Government commitments.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies:

- Provide targeted foreign food assistance that supports needed agricultural investments and policy reforms that will foster agricultural development and economic growth in developing and transition countries, and reduce dependence on foreign food aid.
- Decrease dependence on food aid assistance by helping developing countries increase their food production capability and self-sufficiency.

Funding and Performance Goals

Funding and FTEs	FY 2003	FY 2004	FY 2005	FY 2006 Request
Program Level Budget \$Mil				
• P.L. 480	\$1,960	\$1,468	\$1,308	\$1,297
• McGovern-Dole Food for Education Program	\$100	\$49.7	\$75.0	\$100
Salaries and Expenses -- Appropriated (12.4% of Total)	\$15.8	\$17.6	\$18.3	\$19.0
FTEs -- Appropriated	88	89	89	89
Performance Goals	Baseline	Actual	Target	Target
McGovern-Dole Food for Education Program:				
• Number of mothers, infants, and schoolchildren receiving daily meals and take-home rations (millions of women and children).	2.00	1.25	1.88	2.50
• Percent annual increase in school enrollment	NA	5.8%	5%	5%
• Administrative cost per dollar of program funds committed under P.L. 480	\$0.0002	\$0.0002	\$0.0002	\$0.0002

STRATEGIC GOAL III: IMPLEMENT PRESIDENT'S MANAGEMENT AGENDA

FAS is committed to improving its organizational efficiency, productivity, and diversity of its workforce in the delivery of services to customers. This commitment is driven by The President's Management Agenda, and recently enacted government-wide reforms. Key benchmarks for success will be criteria contained in The President's "Getting to Green" scoring criteria for The President's Management Agenda. Successful implementation of these initiatives is critical to achieving FAS' strategic goals and objectives since they focus and align agency-wide activities and processes. The 5 critical initiatives identified by The President's Management Agenda are:

1. Strategic Management of Human Capital
2. Competitive Sourcing
3. Improved Financial Management
4. Budget and Performance Integration
5. Expanded Electronic Government

Objective 3.1: Development and implement a human capital management plans that identifies short- and long-run competitive sourcing initiatives.

Forty-four percent of FAS' work force will be eligible to retirement within the next five years. The agency is challenged by a potentially heightened gap in critical occupation skills. FAS will develop a Human Capital Management Plan that will focus on development, recruitment and other components designed to attract and retain a qualified and appropriate workforce to meet these challenges. This plan will identify a strategy for competitive sourcing consistent with a long-term human resource strategy for the types of FAS work conducts that is inherently government due to staff decision authority versus private sector sourcing for human resources. An important part of improving return on human capital, FAS will ensure that its Civil Rights and diversity goals are met and that effective systems to process both program and employment complaints of discrimination are maintained to ensure complaints are processed, to the point of report of investigation, within the target of 180 days.

FAS' Human Capital Plan will contain actionable goals and performance targets that will transform how we assess, plan for, and respond proactively to our human capital challenges. The plan will identify short-and long run goals leading to how the agency will be structured both organizationally and personnel, with the appropriate mix of public employees and private outsourcing.

Time Frame for Completion: Ongoing activities, 2003-2006.

Actionable Strategies under Human Capital Planning:

- Complete a comprehensive corporate Human Capital Plan and Organizational Assessment.
- Develop a Human Capital Accountability System Plan as a companion document to the Human Capital Plan.
- Based on the Human Capital Plan select and implement an initial Competitive Sourcing.
- Conduct workforce analysis for critical occupational series to improve workforce productivity.

Actionable strategies under Civil Rights Plan:

- Promote recruitment and retention of groups under-represented in the workforce.
- Promote Alternative Dispute Resolution (ADR) awareness.
- Provide model conflict management training to FAS personnel.
- Ensure civil rights training is available to all FAS employees.
- Ensure every major regulation is subject to civil rights review.
- Carry out thorough process of civil rights program reviews.
- Implement long-term improvements in systems and processes for complaint processing.

Key Performance Goals

Performance Goals	FY 2003 Baseline	FY 2004 Actual	FY 2005 Target	FY 2006 Target
Complete a human capital plan with short- and long-term goals and performance targets	Assign Executive Group		Complete	Implement Plan
Complete an agency wide organizational assessment with a realignment proposal tied to the human capital plan.		Assign Executive Group	Complete Proposal. Start Implement	Implement 100%
Implement Initial Competitive Sourcing			Select 1 st Group	Select 2 nd Group Initiated 1st
Percent of performance targets Met in FAS Annual Civil Rights Performance Plan		80%	80%	80%

E-Government: Of the five PMA initiatives, FAS has made the most progress in e-Government. FAS' customer interactions are 100% compliant with GPEA (Government Paperwork Elimination Act) mandates. FAS participates in Presidential and Departmental initiatives. Currently, FAS has completed the following e-Gov applications and is actively using them to serve our customers:

- FAS eGovernment Infrastructure
- Knowledge Management
- International Trade Process Streamlining
- eAuthentication
- USDA Crop Explorer
- The U.S. Dairy Import Licensing System - Dairy Accelerated Importer Retrieval and Information Exchange System (DAIRIES)
- GSM-102/103 and Supplier Credit Guarantee Programs
- Food Aid Information System
- Dairy Export Incentive Program and Export Enhancement Program
- Export Sales Reporting Program
- ITP Sugar Users Group Accounting, Reporting, and Scheduling System (SUGARS)
- Buyer Alert
- Unified Export Strategy (UES)
- U.S. Suppliers List
- Production, Supply, and Distribution (PSD)

FAS plans the following e-Gov activities:

- Presidential Initiatives – Enterprise-Wide
- Global Agricultural Trade Enterprise-wide Access (GATEWAY)
- eGrants
- Web Presence
- eDeployment
- Disaster Management
- Online Rulemaking Management (eRuleMaking)
- Global Agricultural Information Network (GAIN)
- Trade Leads
- Trade Show Calendar

Competitive Sourcing: FAS has reported to the department its initial estimate of personnel conducting inherently commercial activities. In an effort to better understand these activities and the personnel resources performing commercial functions versus inherently governmental work, FAS's Human Capital Planning activities will result in a long-term plan that will trigger the initiation of organizational realignment and Competitive Sourcing actions by the end of FY 2005.

Financial Management: Most of FAS' financial management functions are contracted out to a sister agency, the Farm Service Agency. Hence, FAS' success in meeting the goals of this initiative is largely dependent on the success of FSA.

Budget and Performance Integration: FAS is one of five agencies targeted by the Department to submit its budget and annual performance plan as an integrated budget and performance integration package for its FY 2006 budget request.