

Executive Summary

Strategic Plan Overview

Purpose:
The Plan (FY 2020-2024) encourages WS employees to achieve mission results focused on building public trust and delivering public service.

WS Vision:
To improve the coexistence of people and wildlife

WS Mission:
To provide Federal leadership in managing conflicts with wildlife

WS Core Values: WS Code of Ethics

- Ethical and Professional
- Honest
- Accountable
- Respectful
- Safe and Responsible
- Dedicated with a Strong Work Ethic
- Highly Effective
- Innovative
- Continually Learning

WS Guiding Principles: Our Foundation

- **Safety** – Safety of employees and the public is our top priority
- **Valued Employees** – Our most valued asset
- **Ethics** – Employee commitment to core values is cornerstone
- **Public Service Conservation** – The Public Trust Doctrine and North American Model of Wildlife Conservation ensure wildlife is conserved and conflicts are managed
- **Administration** – Programs are run according to accepted business principles, Federal and State regulations, and policies
- **Partnership** – Partnerships are formed and maintained to ensure priorities are aligned with the values and goals of stakeholders and the American public

The Strategic Planning Process

WS Leadership initiated a highly participatory process in August 2018, to draft a comprehensive five-year strategic plan.

- Planning process was documented on SharePoint for all WS employees to review and contribute.
- A six month process of engagement and feedback with employees, partners, and stakeholders was used.
- Hundreds of comments and suggestions from employees and stakeholders built the Plan.

What We Heard

- Commit to furthering employee development.
- Provide service delivery that emphasizes both historic and emerging Program areas.
- In concert with partners, develop and implement a comprehensive and consistent programmatic outreach and education strategy.
- Optimize financial, infrastructure, and personnel management systems.
- Continually improve the WS work environment to enhance communication and collaboration.



Linkage to APHIS and USDA Strategic Plans

USDA Strategic Goals FY 2018-2022 (4 of 7 goals are of primary concern to WS)

Strategic Goal 1. Ensure USDA Programs are delivered efficiently, effectively, with integrity and a focus on customer service.	Strategic Goal 2. Maximize the ability of American agricultural producers to prosper by feeding and clothing the world.	Strategic Goal 5. Strengthen the stewardship of private lands through technology and research.	Strategic Goal 7. Provide all Americans access to a safe, nutritious, and secure food supply.
<ul style="list-style-type: none"> Objective 1.2. Maintain a high performing workforce through employee engagement and empowerment. Objective 1.4. Improve stewardship of resources and utilize data-driven analyses to maximize the return on investment. 	<ul style="list-style-type: none"> Objective 2.3. Protect agricultural health by preventing and mitigating the spread of agricultural pests and diseases. 	<ul style="list-style-type: none"> Objective 5.1. Enhance conservation planning with science-based tools and information. Objective 5.2. Promote productive working lands. Objective 5.3. Enhance productive agricultural landscapes. 	<ul style="list-style-type: none"> Objective 7.1. Prevent foodborne illness and protect public health.

APHIS Strategic Goals FY 2019-2023 (2 of 3 goals are of primary concern to WS)

Goal 1. Deliver efficient, effective, and responsive programs.	Goal 2. Safeguard American Agriculture.
<ul style="list-style-type: none"> Objective 1.2. Maintain a high performing workforce through employee engagement and empowerment, and provide a safe workplace. Objective 1.4. Maximize the return on taxpayer investment through stewardship of resources and focused program evaluations. Objective 1.5. Leverage workforce differences to better serve the Agency's customers. 	<ul style="list-style-type: none"> Objective 2.1. Prevent damaging plant and animal pests and diseases from entering and spreading in the United States to promote plant and animal health. Objective 2.2. Manage plant and animal pests and diseases once established in the United States to promote plant and animal health. Objective 2.4. Manage conflicts caused by wildlife, detect and control wildlife diseases, and protect agricultural and natural resources.

WS Top Strategic Priorities FY 2020-2024

Serve as framework for continuing to improve and expand the WS Program.

- Revitalize and increase the profile of the integrated wildlife damage management approach.
- Improve and increase WS' capabilities related to wildlife disease and emergency response.
- Improve harmonization of WS' research and operational functions.
- Develop and implement an effective communication initiative.
- Improve WS positions' grade consistency.
- Leverage high-impact technology.

WS Strategic Goals FY 2020-2024

Delivering Public Service

1. Providing Wildlife Services

Objectives:

- Deliver effective livestock protection programs through integrated wildlife damage management.
- Protect human health and safety and resources by managing migratory bird conflicts via the integrated wildlife damage management process.
- Expand and solidify WS' role and accomplishments in landscape-scale invasive species control.
- Document WS' strategic approach to WS mission delivery in the international arena.
- Optimize National Environmental Policy Act documents and processes that support operational program delivery.
- Redefine WS' Aviation Training and Operations Center as a "Center of Excellence."
- Enhance WS relationships with government and private sector stakeholders, cooperators, and scientific community.

2. Developing Methods

Objectives:

- Develop methods for integration into wildlife damage management programs implemented by WS operational programs and external stakeholders.
- Increase use of new/improved developed methods.
- Develop economic and sociological metrics to prioritize and evaluate research and management programs.
- Deliver research results that inform WS decision-making.

Building Public Trust

3. Valuing and Investing in People

Objectives:

- Increase internal collaboration with APHIS business services units.
- Enhance connectedness among WS Program units and employees.
- Support WS employees to maximize their contribution to mission delivery.
- Ensure WS employees have access to developmental assignments and training.

4. Enhancing Information and Communication

Objectives:

- Enhance public understanding and support for the WS mission and wildlife damage management field through timely, consistent, and accurate communication.
- Develop and implement strategic messaging to increase public and stakeholder awareness of WS success stories.
- Provide efficient and effective internal and external communication to improve existing collaborations and establish new partnerships.

This Plan provides a public service mission delivery strategy for the next five years. Two overarching themes, Building Public Trust and Delivering Public Service, were identified during months of strategic planning engagement sessions. These themes, which also link back to Department and Agency strategic plans, are supported by WS’ six top strategic priorities and four strategic goals of Providing Wildlife Services, Developing Methods, Valuing and Investing in People, and Enhancing Information and Communication. These goals are the cornerstone of WS’ management philosophy and Program delivery to the public.



Protecting cattle