



CDFA DIVISION
OF INSPECTION SERVICES

STRATEGIC DIRECTION 2019–2022



MESSAGE

FROM THE DIVISION DIRECTOR



What are we working toward? Where is our “true north” that gives long-term direction for CDFA Division of Inspection Services work goals?

Ultimately, our purpose is to serve the public. But in what manner? What core values should we emulate?

These questions have been contemplated and discussed by various CDFA leadership teams. Their answers—laid out in this document—include CDFA core values, CDFA strategic plan goals, and the California State Board of Food and Agriculture’s California Agricultural Vision.

The purpose of this Inspection Services Division (ISD) Strategic Direction is to communicate to every ISD employee how we fit into the overall CDFA purpose, and what mission and vision are unique to us.

As a valued member of the Inspection Services team, I encourage you to read this document in order to keep our deeper purpose in mind while interacting with the public and each other every day. We are privileged to be public servants. As we remember that privilege and contemplate the duty that it brings, let us also think of our guiding principles clarified in this strategic plan.

A handwritten signature in blue ink that reads "Natalie Krout-Greenberg".

Natalie Krout-Greenberg
Director
Division of Inspection Services

WHO WE ARE

We are the California Department of Food and Agriculture's Inspection Services Division (ISD), which comprises three branches and one office:

INSPECTION AND COMPLIANCE BRANCH

- Shipping Point Inspection Program
- Standardization Program
- California Citrus Program
- Avocado Inspection Program
- Direct Marketing Program
- California State Organic Program
- Produce Safety Program
- Technical Assistance Program

CENTER FOR ANALYTICAL CHEMISTRY BRANCH

- Food Safety Laboratory
- Environmental Safety Laboratory
- Quality Assurance Unit

FEED, FERTILIZER AND LIVESTOCK DRUGS REGULATORY SERVICES (FFLDRS) BRANCH

- Commercial Feed Regulatory Program
- Livestock Drug Program
- Safe Animal Feed Education (SAFE)
- Antimicrobial Use and Stewardship Program
- Fertilizing Materials Inspection Program
- Organic Input Materials Program
- Fertilizer Research and Education Program (FREP)

CDFA OFFICE OF FARM TO FORK

- California Farm to School Network
- California Nutrition Incentive Program
- Healthy Stores Refrigeration Grant Program
- California Farmer Marketplace
- California State Employees Food Drive

CDFA CORE VALUES

INTEGRITY

We are truthful and trustworthy, and we operate in a fair and ethical manner.

TRANSPARENCY

We conduct all our operations in an open manner.

ACCOUNTABILITY

We are responsible to ourselves and others for our actions and decisions.

DIVERSITY

We are committed to maintaining a diverse workforce.

THOUGHTFUL COMMUNICATION

We listen and share information openly and honestly with the goal of mutual understanding.

RESPECT

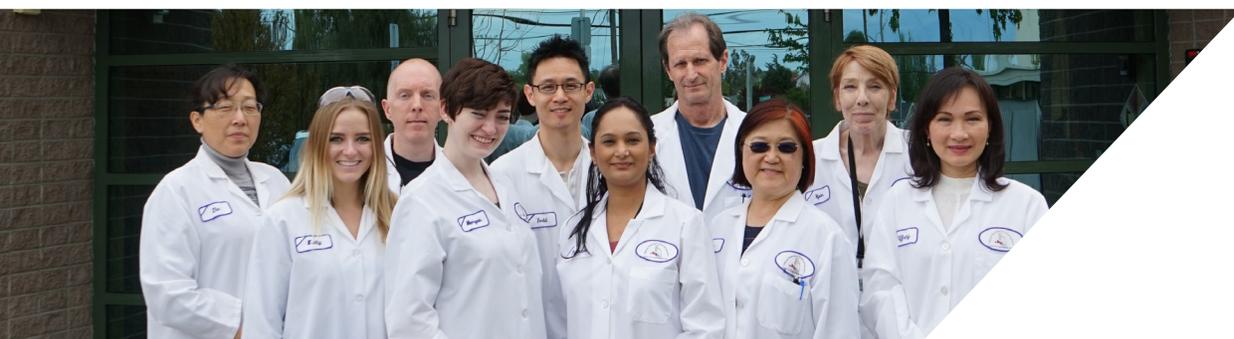
We treat everyone with courtesy, dignity and consideration.

CREATIVITY

We believe in fostering a creative environment.

BALANCE

We strive to maintain effective partnerships so that our decisions are fair to all our stakeholders.



ISD MISSION

To provide professional services that support and contribute to a safe, abundant, quality food supply; environmentally sound agricultural practices; and an equitable marketplace for California agriculture.

ISD VISION

- Create a lasting, thriving division by providing the **workforce** meaningful careers in the delivery of services to our stakeholders
- Pursue state-of-the-art **technology**, equipment, software and training
- Provide open and transparent **communication** with all stakeholders, internal and external



CA AG VISION

PURPOSE STATEMENT

Making California a better place to live because of what we grow and how we grow it.

VISION STATEMENT

Californians take pride in their innovative, thriving California farmers and ranchers for their contributions to a healthy population and planet.

GOALS

- 1 Better Health and Well-Being:** Meeting the nutrition and culinary needs of California's diverse population and consumers across the country and around the world
- 2 A Healthier Planet:** Improving the health of the natural resources upon which California and food production depend
- 3 Thriving Communities:** Food production and processing are drivers of sustainable California economic-growth
- 4 Connection Between Farmers and the Consuming Public:** Citizens are agriculture and food literate, understanding and appreciating what it takes to bring food and fiber to market, and the people behind California agriculture
- 5 A Diverse Set of Agriculture Entities are Thriving:** Ensuring agriculture has the land, water, human capital and access to the resources and legislative support it needs to remain profitable and competitive in the 21st century

~ California Agricultural Vision,
Developed by the California State Board of Food & Agriculture



CDFA GOALS

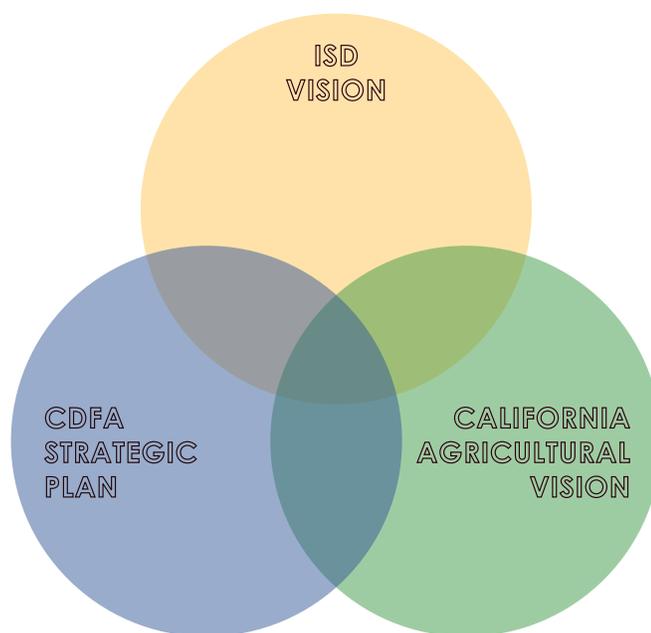
CDFA STRATEGIC PLAN GOALS

- 1 **Promote and Protect:** Promote and protect the diverse local and global marketability of the California agricultural brand which represents superior quality, value and safety
- 2 **Maximize Resources:** Optimize resources through collaboration, innovation and process improvements
- 3 **Engagement and Education:** Connect rural and urban communities by supporting and participating in educational programs that emphasize a mutual appreciation of the value of diverse food and agricultural production systems
- 4 **Customer Service:** Improve regulatory efficiency through proactive coordination with stakeholders
- 5 **Invest in Employee Development:** Invest in employee development and succession planning efforts

ISD "TRUE NORTH"

"Whether performing daily activities or establishing long-term work goals, 'true north' represents the most straightforward direction we should pursue to fulfill our mission."

~ Natalie Krout-Greenberg
ISD Director





CALIFORNIA DEPARTMENT OF
FOOD AND AGRICULTURE

DIVISION OF INSPECTION SERVICES
STRATEGIC DIRECTION • 2019–2022