



CALIFORNIA DEPARTMENT  
OF FOOD & AGRICULTURE  
INSPECTION SERVICES DIVISION



# Inspection Services Strategic Direction







The background of the page is a photograph of a farmers market stall. In the foreground, there are several green wooden crates filled with ripe, red and yellow peaches. A sign on the left side of the crates reads "SWEET ANTA..." (partially visible). Another sign on the right side of the crates reads "YELLOW PEACH \$2.50 a lb". In the background, there is a white sign with blue text that says "PLAZA 555" and "Space Available". There are also some trees and a building in the distance.

## ABOUT INSPECTION SERVICES

At the California Department of Food and Agriculture (CDFA) Inspection Services Division (ISD), we inspect fruits, vegetables and nuts to ensure quality, maturity, size, packaging and labeling meet industry quality expectations; we perform food safety inspections and verification audits to ensure good handling and agricultural practices; we help ensure fertilizer, animal feed and livestock drugs are safe and effective, as well as meet the quality and quantity guaranteed by the manufacturer; we conduct chemical analyses in support of food and environmental safety in a state-of-the-art chemistry laboratory; and we are committed to helping all Californians access healthy and nutritious California-grown food.



# INSPECTION SERVICES INTENTION

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This Inspection Services Division Strategic Direction is reflective of who we are and where we are.

The pace of change is faster than ever, with complexities we didn't anticipate. Yet, we're continuing to meet challenges and build opportunities to grow stronger.

At Inspection Services, we stay nimble and adaptive with situations and responding to those we serve so that we may continue to fulfill our commitments to the best of our abilities.

We understand that if we take care of our people, the rest is easy. We embrace workforce development through such efforts as the Upward Mobility Program, the Inspection Services Coaching Program and working to ensure staff know about opportunities.

Communication is key. Most consumers are removed from the food system. Part of our purpose is to inform stake-

holders what we do to protect the food that they know and love. Food is health that brings people together.

As the world quickly maneuvers to the constant pace of change, we're able to adapt and respond in the field, in the lab and in the office. Through a spirit of innovation in ideas and technology, we're able to achieve greatness at Inspection Services and success in what we do.

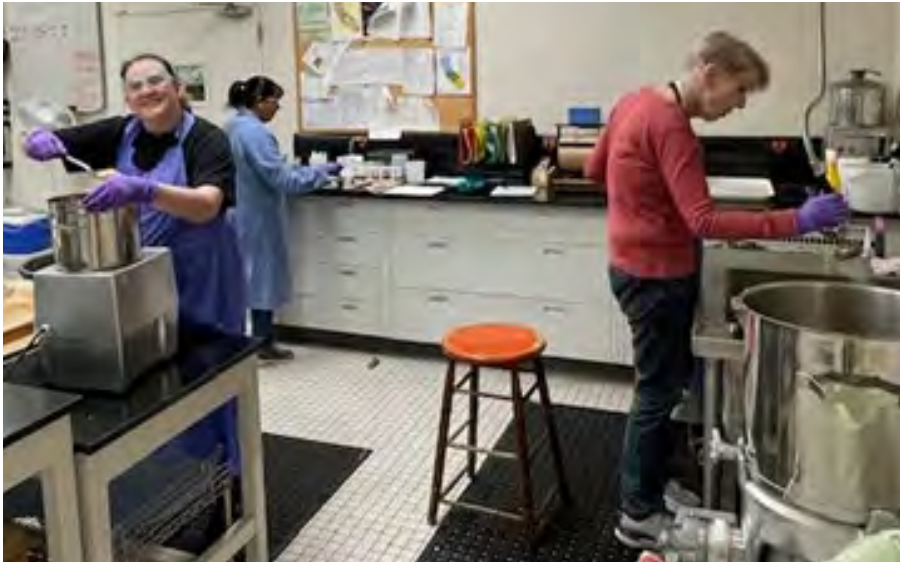
We are in challenging times. But we set our sights on years ahead and move forward, if only an inch at a time. Inspection Services team members, as public servants, recognize the importance of our role to remain resilient in order to face any challenge and stay as strong and ready as we can be.

As we continue our public service, Inspection Services sets this Strategic Direction as our guiding document. For ourselves and our stakeholders, this document lays out our intention.



NATALIE KROUT-GREENBERG  
DIRECTOR,  
INSPECTION SERVICES DIVISION





# INSPECTION SERVICES FRAMEWORK

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## ISD MISSION

To provide professional services that support and contribute to a safe and quality food supply, environmentally sound agricultural practices, an equitable marketplace for California agriculture and increased access to healthy, California-grown food.

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## ISD VISION

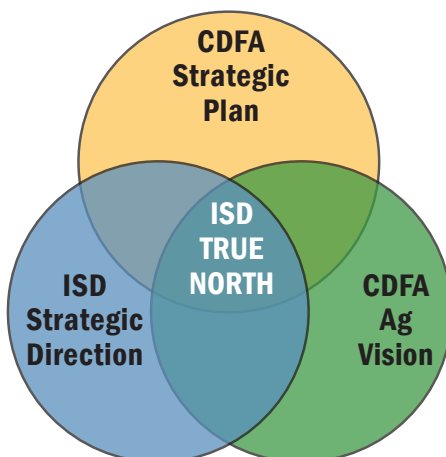
Create a lasting, thriving division by providing **Workforce Development** and meaningful careers in the delivery of services to our stakeholders.

Provide open and transparent **Communication** with all stakeholders, internal and external.

Encourage **Innovation** for the best results, collaboration and process improvements.

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## 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

# ISD STRATEGIC DIRECTION

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## WORKFORCE DEVELOPMENT



**GOAL:** Support individual professional development and personal wellbeing

**STRATEGY:** Foster career development pathways

**STRATEGY:** Foster work/life balance and personal wellbeing

**GOAL:** Invigorate employee onboarding

**STRATEGY:** Develop consistent onboarding for new and existing employees



## COMMUNICATION

**GOAL:** Agricultural systems literacy

**STRATEGY:** Build strong awareness among ISD stakeholders about ISD programs and services that support California agriculture, the food system and consumers who enjoy California's bounty



## INNOVATION

**GOAL:** Leverage technology to discover new ways of doing business

**STRATEGY:** Empowering ISD staff through technological innovations and process improvements to provide excellent customer service



# CDFA CORE VALUES

<b>Integrity</b>	We are truthful and trustworthy, and we operate in a fair and ethical manner.
<b>Transparency</b>	We conduct all our operations in an open manner.
<b>Accountability</b>	We are responsible to ourselves and others for our actions and decisions.
<b>Diversity</b>	We are committed to maintaining a diverse workforce.
<b>Thoughtful Communication</b>	We listen and share information openly and honestly with the goal of mutual understanding.
<b>Respect</b>	We treat everyone with courtesy, dignity and consideration.
<b>Creativity</b>	We believe in fostering a creative environment.
<b>Balance</b>	We strive to maintain effective partnerships so that our decisions are fair to all our stakeholders.

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## CDFA STRATEGIC PLAN

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- Goal 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.
- Goal 2: Maximize Resources:** Optimize resources through collaboration, innovation and process improvements.
- Goal 3: Education and Engagement:** 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.
- Goal 4: Customer Service:** Improve regulatory efficiency through proactive coordination with stakeholders.

View the CDFA Strategic Plan: [https://www.cdfa.ca.gov/exec/public\\_affairs/pdf/CDFA\\_StrategicPlan2019-22.pdf](https://www.cdfa.ca.gov/exec/public_affairs/pdf/CDFA_StrategicPlan2019-22.pdf)

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## AG VISION

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The California Agricultural Vision centers on growing opportunity—for farmers and ranchers, farmworkers, individuals and communities—and is demonstrating leadership on climate action. The plan—which will guide areas of focus for CDFA and serve as a catalyst for action with farmers and ranchers, and other California agencies and partners—is being hailed as not just a plan for agriculture, but a plan to benefit every Californian.

**Ag Vision Purpose Statement:** Making California a better place to live because of what we grow and how we grow it.

Visit <https://www.cdfa.ca.gov/agvision/> to view Ag Vision and its strategic priorities.









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**[WWW.CDFA.CA.GOV/IS](http://WWW.CDFA.CA.GOV/IS)**