

A better place to grow

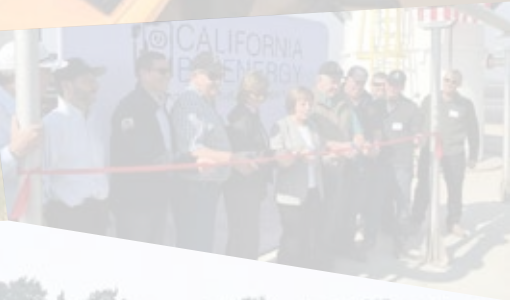
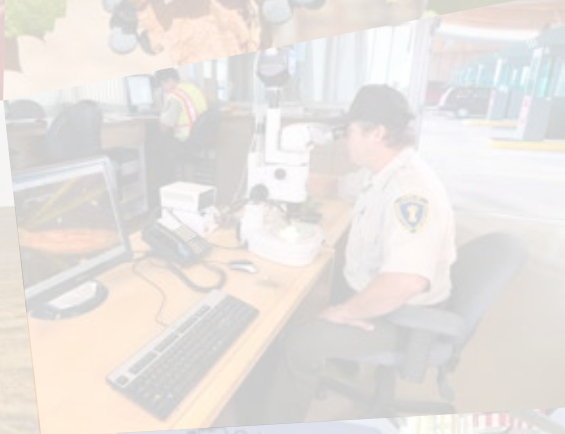
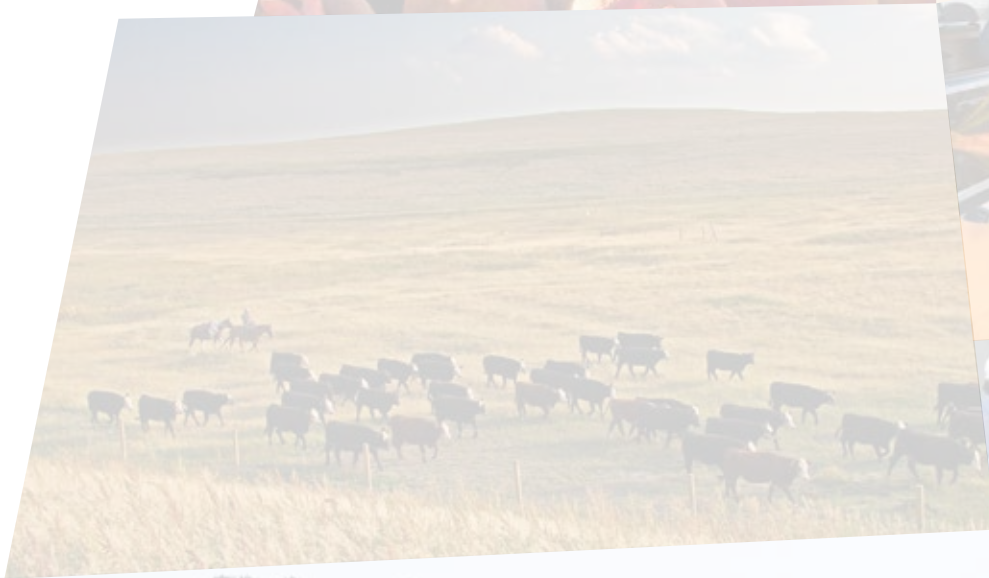
CDFA Strategic Plan 2019 - 2022



**Edmund G. Brown Jr., Governor
State of California**

**Karen Ross, Secretary
California Department
of Food and Agriculture**





A Message from CDFA Secretary Karen Ross

This Strategic Plan comes at an auspicious time for the agency, as we prepare to celebrate our 100-year anniversary in 2019. The advances in agriculture over that period are remarkable. It's the story of a rural and agricultural way of life that has progressed, in the span of a single century, from handheld implements and the earliest internal combustion engines to self-driving harvesters and farmers "planting" smart sensors in the soil alongside the seeds.

The corresponding advancements at CDFA over the past hundred years have contributed to our farmers' and ranchers' advancing ability to grow their crops and raise their livestock. We provide an important framework that protects consumers, maintains an efficient food supply, ensures fairness in the marketplace and in the avenues of commerce, and helps growers continue to innovate, modernize and deliver the fruits of their productivity to the market.

A Strategic Plan serves as the compass of an organization. It helps us keep our focus where it belongs; it informs our decisions and it reminds us of our responsibility to be both creative and resourceful as stewards of an enduring mission: to protect and promote agriculture. In 2013, CDFA updated its strategic plan at a time when agencies at all levels of government were absorbing deep budget cuts and making hard decisions. We've managed through significant changes to be a leaner, more customer-focused agency because we have great people who believe in our mission.

And we haven't been standing still. While responding to a multi-year drought, animal diseases and invasive pest emergencies, we've tracked the demands of a fast-growing market by modernizing regulatory and promotional programs like our State Organic Program; the program for certified farmers' markets; and establishing the Office of Farm to Fork to support more direct-to-consumer opportunities for farmers, especially in schools. Our Division of Measurement Standards is crucial to advancing alternative fuels, the hydrogen highway, and expanding the number of zero-emission vehicles and alternative transportation options such as Lyft and Uber. We created the Office of Environmental Farming and Innovation to efficiently implement Climate Change Investment funds for incentives to assist farmers in adapting to and mitigating climate change. We greatly enhanced the effectiveness of the Fertilizer Research and Education Program and partnered with sister agencies and universities to develop educational curriculum to improve crop nutrient management to improve environmental stewardship. Thanks to the scientific and agronomic expertise of our people, we are seen as an important partner in the development of action plans on bioenergy; water; biodiversity; and climate change.

California farmers and ranchers have come a long way in 100 years. So has CDFA! With this Strategic Plan, our strategy is sound and thoughtful, and it is firmly in place for what comes next.

Karen Ross



Our Mission Statement

To serve the citizens of California by promoting and protecting a safe, healthy food supply, and enhancing local and global agricultural trade, through efficient management, innovation, and sound science, with a commitment to environmental stewardship.

Our Vision Statement

To be recognized as the most highly respected agricultural agency in the world by leading and excelling in the programs and services delivered to meet the needs for the growing local and global food and agricultural system.



Our 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.

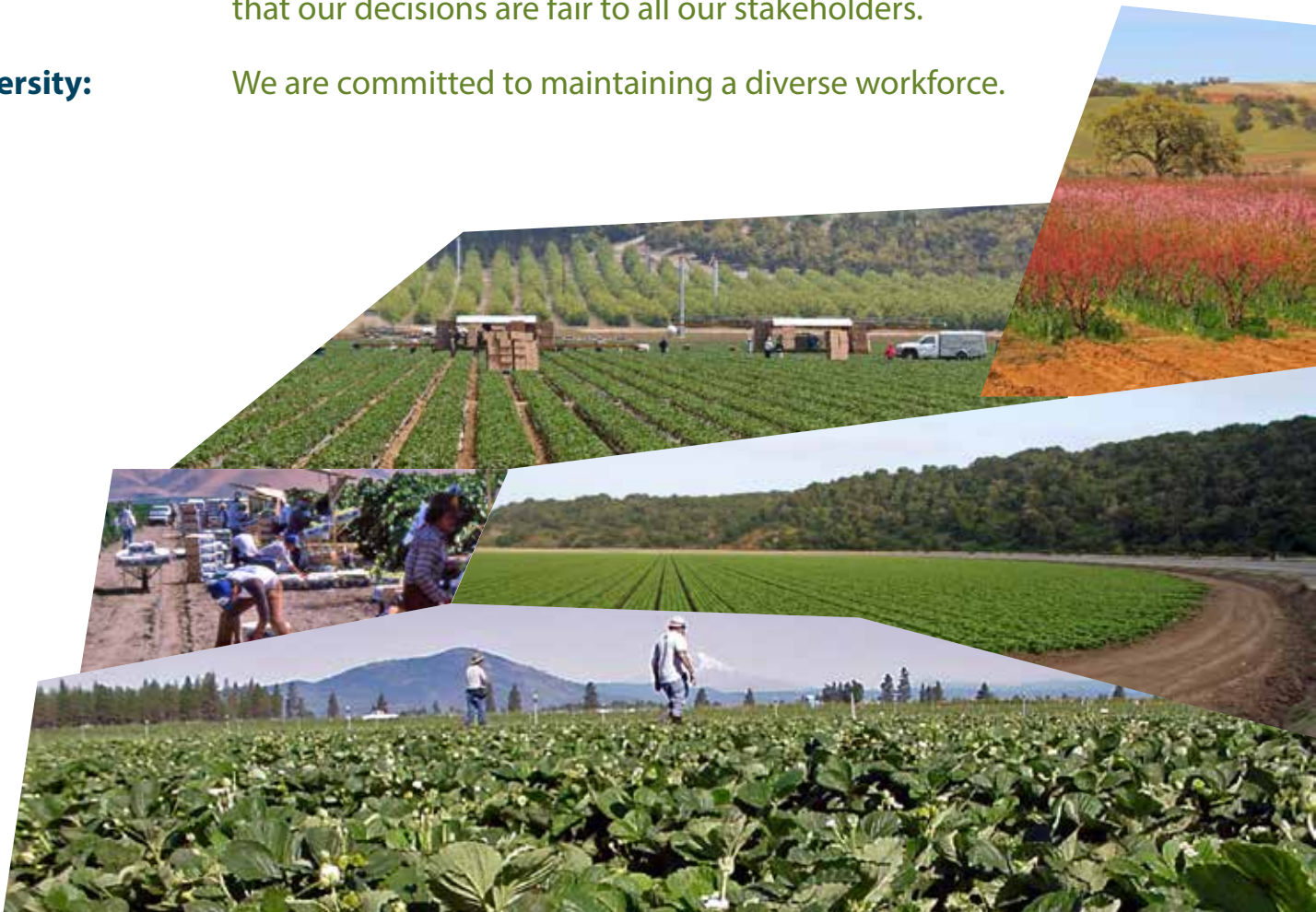
Thoughtful Communication: We listen and share information openly and honestly with the goal of mutual understanding.

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.

Diversity: We are committed to maintaining a diverse workforce.



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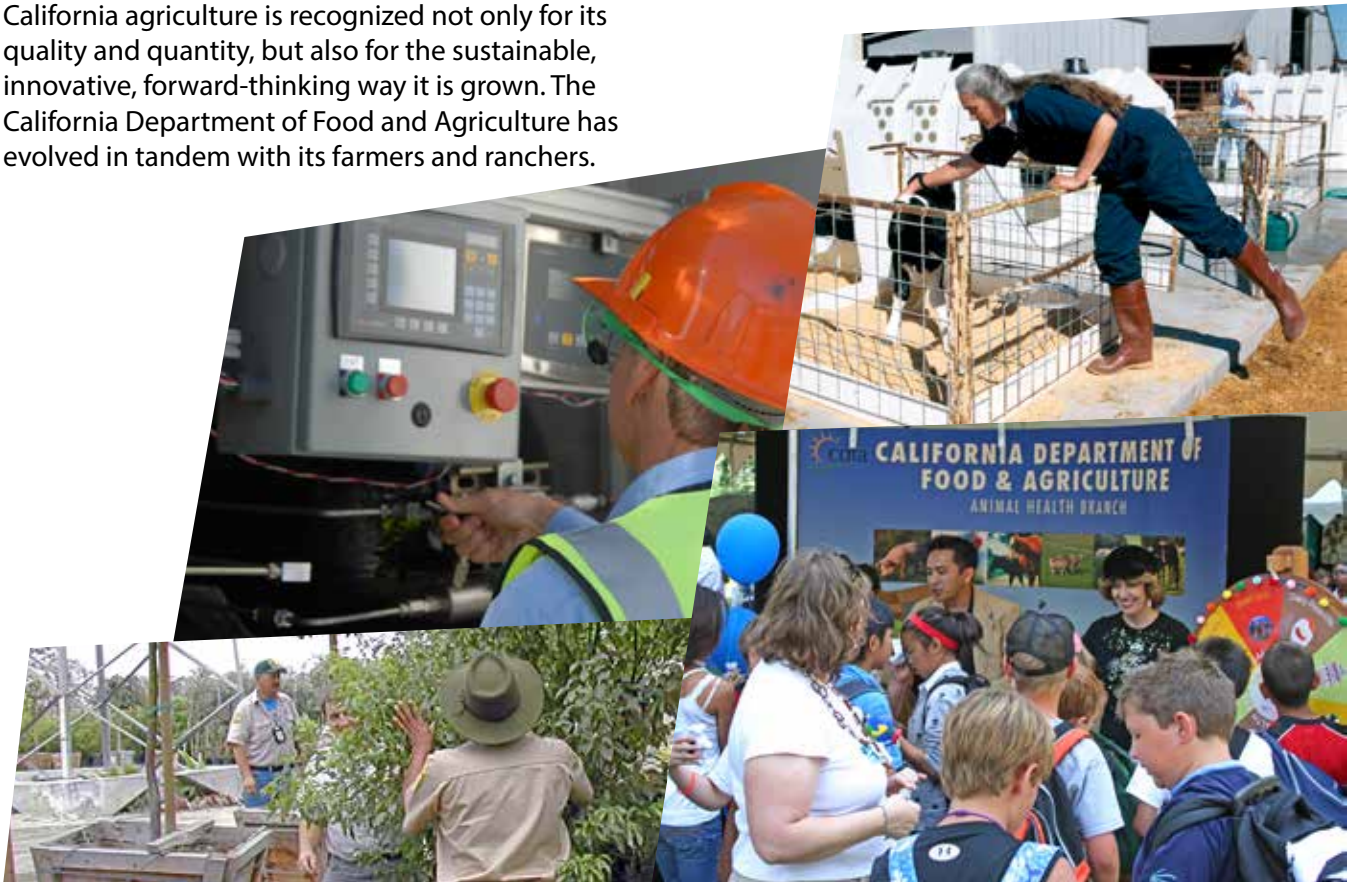


Our Organization

Nearly 100 years ago, in 1919, the California Legislature had the foresight to create the California Department of Food and Agriculture. Over the coming year we will celebrate that anniversary and observe the many innovations, advancements, challenges and accomplishments that have marked California's rise to agricultural leadership. The Department provides oversight for an industry that has steadily developed over that century into a global leader in many respects.

In 2017, California farmers and ranchers grew crops, livestock and other commodities valued at \$50.13 billion. Inside that substantial figure is a remarkable range of fruits and nuts, vegetables and grains, livestock and poultry, leafy greens, flowers, fiber, nursery plants, and the list goes on. California is home to regions nicknamed "Wine Country" and "The Salad Bowl of the Nation." We farm from the high desert to the coast, from the hillside avocados of San Diego County to the alfalfa fields that reach northward to Oregon. Our bounty is sold at markets and farmers' markets around the corner, and at ports and on exchanges halfway around the globe. California agriculture is recognized not only for its quality and quantity, but also for the sustainable, innovative, forward-thinking way it is grown. The California Department of Food and Agriculture has evolved in tandem with its farmers and ranchers.

CDFA's role, to put it simply, is to match the tremendous pace, productivity and variety of California agriculture with a regulatory structure that both protects and promotes these contributions to the food supply and other avenues of commerce. With its nationally recognized scientists, veterinarians, economists, laboratory employees and other administrative and support staff, the Department serves and provides vital programs and services to California's farming families, merchants and citizens. Programs are consistently being reviewed and enhanced to improve critical services including animal health and food safety, pest and disease prevention, and responses to emergencies that threaten domestic and international trade. Currently organized in seven divisions and located at more than 100 offices, labs and other sites throughout the state, the Department's employees work with its federal and county partners in striving to support and advance the success of those that have made California agriculture the recognized leader of food and agricultural products in the world.



Divisions and Services

Animal Health & Food Safety Services Division

The Animal Health and Food Safety Services Division is responsible for the safety and security of meat, poultry, and dairy products, along with other foods of animal origins. The division protects the public and animal health through prevention, detection, and eradication of livestock and poultry diseases and dairy contamination incidents. In addition, the division protects cattle owners against loss of animals by theft, straying or misappropriation through ongoing inspections and investigative services. It is also home to the new and first-of-its-kind Antimicrobial Use and Stewardship program.

CalCannabis Division

The CalCannabis Cultivation Licensing Division (CalCannabis) licenses cannabis cultivators and is responsible for administering the California Cannabis Track and Trace System as mandated by the Medicinal and Adult-Use Cannabis Regulation Act (MAUCRSA). MAUCRSA also provides for a dual-licensing structure in which both the state and local governments participate in the authorization of cannabis activities statewide.

Inspection Services Division

The Inspection Services Division provides professional services that support and contribute to a safe, abundant, and quality food supply; environmentally sound agricultural practices; and an equitable marketplace for California agriculture. The services provided by the division include California's State Organic Program, Farmers' Market Program and Office of Farm to Fork, as well as inspection of fruits, vegetables and nuts to ensure maturity, grade, size, weight, packaging and labeling meet the consumers' quality expectations; chemical analysis services in support of food and environmental safety; verification audits to ensure good handling and agricultural practices are utilized to contribute to a safe food supply; and inspections ensuring fertilizer, animal feed, and livestock drugs are safe effective, and meet the quality and quantity guaranteed by the manufacturer.

Division of Marketing Services

The Division of Marketing Services assists in the promotion and administrative oversight of agricultural marketing programs to promote California agricultural products. Specific services provided by the division include: research and gathering information; disseminating marketing and economic information; identifying and helping resolve marketing problems; providing mediation to resolve problems between producers and handlers; and assuring that producers are paid for their products. As dairy pricing transitions to federal oversight, the division retains limited authority.

The Division of Marketing Services also provides oversight and leadership to the network of California Fairs and builds collaborations among the fairs and industry stakeholders.

Division of Measurement Standards

The Division of Measurement Standards is responsible for the enforcement of California weights and measures laws and regulations that protect both buyer and seller and promote fair competition in the marketplace. The division's activities are designed to ensure the accuracy of commercial weighing and measuring devices, verify the quantity of bulk and packaged commodities, and enforce the quality, advertising and labeling standards for most petroleum products.



Office of Environmental Farming and Innovation

The mission of the Office of Environmental Farming and Innovation (OEFI) is to serve California by supporting agricultural production and incentivizing practices resulting in a net benefit for the environment through innovation, efficient management, and science. OEFI houses five science-based programs that have received over \$370 million since 2014 to further agricultural sustainability and climate change mitigation and adaptation in California. The five programs include the State Water Efficiency and Enhancement Program which provides financial assistance in the form of grants to implement irrigation systems that reduce greenhouse gases and save water on California agricultural operations. It was first implemented during the historic droughts of 2014 to assist farmers with water conservation. The Dairy Digester Research and Development Program provides financial assistance for the installation of dairy digesters to reduce methane greenhouse gases in California. The Alternative Manure Management Program is designed to reduce no-digester methane greenhouse gases in California dairy and livestock operations. OEFI's Healthy Soils Program provides financial assistance for implementation of conservation management practices that improve soil health, sequester carbon, and reduce greenhouse gas emissions on agricultural operations. The Office of Pesticide Consultation and Analysis provides consultative services to the Department of Pesticide Regulation including potential pesticide regulatory and economic impacts and pest management alternatives that may mitigate or prevent such impacts on production agriculture. OEFI also engages in other efforts including funding research and technical assistance.

Climate smart agriculture is an effort to assist the California agriculture sector adapt to climate change and mitigate greenhouse



gases while at the same time ensuring agricultural food production for a growing population.

Pierce's Disease Control Program

The Pierce's Disease Control Program (PDCP) works to minimize the statewide impact of Pierce's disease and the glassy-winged sharpshooter. The PDCP seeks to slow or stop the spread of the glassy-winged sharpshooter while short- and long-term solutions to Pierce's disease are developed. The PDCP is a partnership that includes CDFA, county agricultural commissioners, the United States Department of Agriculture, the University of California and California State Universities, other state and local agencies, industry, and agricultural organizations throughout the state.

Plant Health and Pest Prevention Services Division

The Plant Health and Pest Prevention Services Division is legislatively mandated to protect California from the damage caused by the introduction or spread of harmful plant pests. The division is responsible for conducting pest prevention and management programs that effectively protect California's agriculture, horticulture, natural resources, and urban environments from invasive plant pests. The division also protects the public from pests that pose human health threats and protects California's position in the global economy by helping ensure quality agricultural crop production.

Executive Office

The Executive Office provides guidance, leadership, advice, and support to CDFA's divisions. The Executive Office includes the Office of the Secretary, Legislative Office, Legal Office, Office of Public Affairs, Audits Office, and the Office of Information Technology Services.

Administrative Services Division

The Administrative Services Division provides core services essential to the day-to-day operations of the Department. The division is responsible for directing the complete scope of administrative functions and employee services including: budgetary and fiscal management; contracts development and procurement processes; facilities management and human resources management.

Developing the Strategic Plan

Once again, the development of the CDFA Strategic Plan was a collaborative effort among the Executive Office, Division Directors, and program leads. This team evaluated the goals of the prior strategic plan and concluded that the goals continue to represent what CDFA is striving to achieve and therefore re-adopted those five goals. From there, the team evaluated each objective and associated strategies. Most of the objectives remained relevant and were readopted. The team did discuss and adopt an objective that emphasized the use of science as the basis for statute, regulations, and policies to a greater degree than in the past. The team also added an objective that leveraged recent experiences with Lean Six Sigma© business process improvements to ensure continuous improvement throughout the organization.

The area that the team modified the most related to investing in its employees – Goal Five. Each of the objectives were reviewed and revised to reflect an aging workforce that needs to share its knowledge with a younger generation, and that the younger generation tends to use technology more for learning opportunities.

CDFA's Strategic Plan does not address every activity, project, program or function; instead, the plan focuses on five goals which are keys for vital organizational functions in serving our stakeholders and the public over the next five years.

Our Strategic Plan outlines the potential to make improvements in programs and services that advance the Department's vital role in the success of California agriculture across the nation and throughout the world.



Executive Summary

This goal adopts the word “brand” to represent the image of California agriculture – a hallmark of ingenuity and innovation across food safety, environmental, conservation and production lines. California farm families are world leaders with more than \$50 billion in annual production, more than 400 different commodities, groundbreaking food safety programs, and a strong commitment to environmental stewardship. California’s agricultural products are valued and respected throughout the world because they are known to be healthy, safe and produced responsibly. That’s the California brand.

Performance Measures

- Number of blogs, social media communications and news releases related to promoting and protecting California’s agriculture.
- Number of people surveyed who respond ‘agree’ or ‘strongly agree’ when questioned about CDFA playing an important role in ensuring agricultural products grown in California are of superior quality, value, and safety.

Objectives and Strategies

A. Strengthen CDFA’s public outreach and awareness efforts for programs and activities that assist in the creation of new and the promotion of existing markets.

Strategies:

1. Establish a permanent, ongoing funding source for CDFA’s Office of Farm to Fork for the continued promotion of CDFA’s leadership role in food insecurity, advancing farm to school and continued coordination and communication.
2. Post quarterly and annual reports online summarizing CDFA program updates, accomplishments and pertinent achievements.
3. Maintain collaboration and support of the Buy California Marketing Agreement.

B. Open new markets, retain existing markets, and prevent disruption through data collection.

Strategies:

1. Partner with the California Energy Commission and other stakeholders to develop the standards furthering the integration of alternative fuels, and for zero emission vehicles.
2. Analyze, certify, test and inspect products and commodities that provide safeguards and value comparison for California consumers and businesses.
3. Provide phytosanitary certification, testing and identification services for plant products within 48 hours.

Goal One: 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 One: Promote and Protect

continued

4. Collaborate with the Rendering Industry Advisory Board, Feed Inspection Advisory Board, and other regulatory agencies to promote the utilization of Inedible Kitchen Grease, Rendering outputs, and co-products for their highest and best use, including biofuels.
5. Collaborate and facilitate international trade promotional activities in coordination with the Governor's Office of Business and Economic Development, the Centers for International Trade Development, the Western United State Agricultural Trade Association and other federal/state partners.

C. Optimize local and global partnerships to promote California projects through education and cooperation.

Strategies:

1. Maintain a comprehensive approach to enhancing food safety by engaging small-scale producers.
2. Pursue partnerships with local, state, and federal entities to continuously explore agritourism opportunities for California agriculture through workshops.
3. Continue international collaboration on Climate Smart Agriculture practices and policies through policy missions, webinars, and agreements.

D. Utilize audit and inspection systems to facilitate marketability and prevent market disruptions.

Strategy:

1. Expand guidance and assistance to commodity groups requesting food safety information.

E. Provide a comprehensive prevention, response and surveillance system of adverse events that protects the agricultural, natural, and water conveyance resources.

Strategies:

1. Expand analytical testing capability within CDFA's network of laboratories and develop new foreign animal and plant disease diagnostic tests, antibiotic resistance tests, and pesticide screening methods for ground water protection, animal and plant health, and food safety programs.
2. Perform outreach and partner with a diverse network of small farmers to promote and protect California agriculture by responding to new or emerging threats and managing, controlling, or eradicating those already identified based on disease impact on animal, plant, human and environmental health.

F. Make use of best available science in the development of policies, statutes, and regulations.

Strategy:

1. Monitor and conduct a review of scientific literature and communicate with known academic experts to assure actions are based on science.



Executive Summary

California's fiscal crisis ushered in a new era of austerity, making it imperative that CDFA join other state and local agencies in improving efficiencies by embracing new technologies and reviewing existing processes for efficacy and redundancy. It is essential to keep product moving despite the strain on infrastructure due to budget challenges.

Performance Measures:

- Number of CDFA customers who process licensing, registration, labeling and other transactions online.
- Number of business processes that are documented and analyzed for revision then revised.

Objectives and Strategies

A. Strengthen effectiveness of CDFA's information systems' capabilities and databases.

Strategies:

1. Enhance the management of data to strengthen CDFA's emergency response capabilities.
2. Put into production a hand-held electronic system for documenting and submitting inspection, licensing, and compliance data, as well as animal disease epidemiological trace back.
3. Go live with online databases and accounting systems for all programs.
4. Implement new and revised web pages for CDFA programs that include current events, tutorials for technical education, and links to other agriculture and industry databases or websites.
5. Expand the use of online training courses for CDFA-required licenses, certificates, and renewals.
6. Develop a policy and implementation schedule to replace the department's existing paper file/archive systems with electronic management systems where appropriate.

Goal Two: Maximize Resources

Optimize resources through collaboration, innovation, and process improvements.



B. Expand and incorporate tools and approaches which improve the efficacy and/or efficiency of programs.

Strategies:

1. Develop and implement a data management strategy throughout the department to improve decision-making and better utilize GIS functionality.
2. Perform annual analysis of CDFA systems, protocols and guidelines to improve fiscal and programmatic efficiencies.
3. Work with the County Agricultural Commissioners to complete the conversion of the current local trapping grid systems to a uniform state system.
4. Continuously incorporate laboratory automation equipment for the preparation of chemical reference materials and implement new analytical methods.
5. Replace the paper-based system of recording pest detection trap and survey data by developing an automated, mobile, graphical user interface-based system that facilitates faster and real-time data collection.
6. Review CDFA inspection programs and further incorporate risk-based preventative inspections to optimize resources while protecting public, animal, and plant health.
7. Participate in working groups with the Department of General Services and the State Controller's Office to improve contracting, procurement, and invoicing.
8. Review and implement enhanced rapid-response activities around new pest infestations and animal diseases to prevent permanent establishment.
9. Conduct cooperator training sessions annually to increase awareness of exotic plant pests and foreign animal diseases to leverage our surveillance and response network.
10. Organize and hold periodic symposia and conferences to support research and partnerships, and collaborations related to California agriculture.

C. Leverage process improvement learnings across the Department.

Strategies:

1. Incorporate lean thinking into daily activities to achieve process improvements.
2. Establish a division panel to assess programs with similar process metrics to those that already experienced improvement through Lean Six Sigma processes.
3. Engage staff with presentations on Lean Six Sigma concepts and the Lean Six Sigma methodology to seek their input for ideas on improvement.
4. Annually identify program areas for improvement projects that may utilize Lean Six Sigma methodologies.
5. Measure and report findings and outcomes of Lean Six Sigma improvement projects.
6. Share learnings across the Department to identify successful strategies used to improve program effectiveness, realize cost savings, increase efficiencies, and improve customer experience.

**Goal Two:
Maximize
Resources**

continued



Executive Summary

Interest in the origins of food is greater than ever. People want to know where and how their food is produced. Locally grown food continues to gain interest from the consumer, while the sales of organic products are steadily increasing, along with subscriptions to community supported agriculture operations. On the other hand, projected growth of the world's population means farmers will have to produce twice as much food by 2050, so the need for large-scale production will also be greater than ever. There is room for all models of production in California. We're all better off if they productively co-exist rather than be in conflict among themselves and consumers.

Performance Measures

- Number of planned public and industry outreach and education efforts completed in a year.
- Number of visits and the amount of time spent by people who access and utilize CDFA's website.

Objectives and Strategies

A. Provide outreach and education to industry, stakeholders, academia, and the general public to discuss issues, build partnerships, and take action.

Strategies:

1. Convene periodic meetings and continue to build on strong partnerships with advisory boards to the department, including the State Board of Food and Agriculture, for key issues related to California agriculture.
2. Develop a centralized repository to streamline the delivery of outreach information for the Department's stakeholders during the course of outbreaks and infestations.
3. Provide relevant training to California County Agricultural Commissioner staff administering CDFA programs, ensuring cohesive application of the latest program regulations and policies.
4. Refine CDFA's language services program and provide education to the public regarding language services they may use in accessing CDFA programs or services.
5. Partner with the California County Agricultural Commissioners, institutions of higher learning, growers, industry representatives, and the Industrial Hemp Advisory Board to develop and establish an Industrial Hemp Program.

Goal Three: 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.

B. Ensure that direct marketing statutes and regulations allow for a diversity of access opportunities.

Strategies:

1. Establish a systemic partnership with Advisory Boards and Committees to review and analyze the regulatory landscape.
2. Promulgate and implement regulations to amend CDFA official market milk (Grade A) dairy farm and milk products plant sanitation scorecards to be consistent with those of the U.S. Food and Drug Administration's requirements.
3. Complete the initial round of annual field standardization exercises with all county approved milk inspection programs to ensure uniform interpretation and enforcement of sanitation requirements for dairy farms in accordance with State and Federal requirements.

C. Research and develop best practice efforts to connect rural and urban agricultural communities.

Strategies:

1. Participate in urban/rural partnerships such as the Small Farm Conference and agricultural teacher conference in San Luis Obispo on an annual basis.
2. Establish an enterprise-wide framework for outreach and communication to disseminate the latest news, opportunities, and challenges impacting California farmers and agriculture.
3. Fund at least one research project annually that addresses rural and urban youth education.
4. Partner with public and private organizations to conduct food safety courses related to agricultural production.

**Goal Three:
Education and
Engagement**

continued



Executive Summary

CDFA's day-to-day functions include common practices such as licensing, registering and inspecting farms, ranches and many related businesses. These operations and their many counterparts and consumers are our department's customers. The tremendous amount of information that changes hands in these various functions and transactions makes it imperative that CDFA maintain secure, transparent and efficient systems both to enable the marketplace to operate smoothly and to protect the data entrusted to our care. CDFA is committed to fulfilling its mission and carrying out its duties in a transparent process, in partnership with its customers and stakeholders.

Performance Measures

- Percent of surveyed stakeholders who rate the Department's quality of service as 'good' or 'excellent.'
- Percent of surveyed stakeholders who rate 'agree' or 'strongly agree' to the statement: "CDFA takes a proactive role in improving regulatory efficiencies."

Objectives and Strategies

A. Identify and resolve overlapping inefficiencies in regulatory oversight by CDFA and other state agencies.

Strategies:

1. Collaborate with the State Water Resources Control Board, Cal Recycle, the California Energy Commission, and the California Air Resources Board to identify and resolve overlap and inefficiencies, prepare regulations and encourage recycling of inedible materials, and the use of animal feed co-products and inedible kitchen grease for their best and highest use.
2. Work with the state's control agencies and District Agricultural Associations to streamline statutory code reporting and responsibilities.

B. Integrate statutory and regulatory reviews to ensure uniform interpretation and enforcement within the Department.

Strategies:

1. Attend California Agricultural Commissioners and Sealers Association (CACASA) meetings annually to promote uniform application of laws and regulations.
2. Conduct specialized training for uniformity and foundational knowledge with all contracted California County Agricultural Commissioners for all CDFA Programs.
3. Collaborate with relevant divisions and state and local agencies to seek process improvements and consistency in regulatory efficiency.
4. Participate in national and regional association meetings and work-groups pertaining to national standards which are also adopted in California.

Goal Four: Customer Service

Improve regulatory efficiency through proactive coordination with stakeholders.

Executive Summary

Baby Boomers—many of them senior employees with deep experience — are leaving CDFA and state service in large numbers, creating a brain drain that, without careful planning, could have a profound impact on operations. Additionally, employee compensation benefits are being reduced, possibly for the long-term, which could affect ongoing recruitment and retention of employees. Given these factors, this strategic planning function has never been more critical.

Performance Measures

- Number of CDFA staff not of retirement age who are enrolled in leadership training classes.
- Creation of CDFA's new employee orientation program.
- Number of programs with published succession plans.

Objectives and Strategies

A. Explore innovative training opportunities to further enhance the skills of CDFA employees.

Strategies:

1. Create a workgroup of individuals representing all divisions to periodically evaluate leadership needs and determine the means for developing such a program.
2. Analyze the Department's Equal Employment Opportunity activity for the past few years to highlight leadership-related issues.
3. Mentor and train employees who exhibit interest and potential for leadership and professional development and encourage enrollment in training programs.

B. Promote a knowledge sharing culture.

Strategies:

1. Encourage employees within CDFA divisions to think entrepreneurially and innovatively.
2. Utilize annual staff meetings to establish annual program goals and benchmarks; provide training; foster statewide program uniformity, lean improvement, and cohesiveness to share among employees and managers.
3. Ensure employees receive the skills and competencies necessary by annually maintaining valid certifications and licenses.
4. Update and implement CDFA's new employee orientation program.

Goal Five: Invest in Employee Development

Invest in employee development and succession planning efforts.

Goal Five: Invest in Employee Development

continued

C. Ensure a skilled and sufficient workforce.

Strategies:

1. Develop a comprehensive workforce plan.
2. Analyze the data gathered to determine the steps necessary to fill the workforce gaps.
3. Convene a Department-wide working group to periodically evaluate high-risk classifications and move forward with a Succession Plan to address these areas.
4. Develop and implement the Succession Plan through employee training, technical and soft skills development, and recruitment.
5. Implement a standardized program to ensure continuity and consistency of staff development.
6. Train staff to broaden response capacity and capability during emergency situations.



**A selfie with California
Agriculture Secretary
Karen Ross during an
annual holiday tour of
Sacramento-area offices.**

A better place to grow

CDFA Strategic Plan

2019 - 2022



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