



Strategic Plan 2016-2021

Updated 9/4/2018

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This 2018 update reflects WSDA's commitment to ensuring the ongoing usefulness of our strategic plan. We've incorporated changes to our organizational structure, updated data, adjusted the layout and refined program priorities needed to support our 5-year agency-wide priorities.

– D. Sandison, Director, WSDA

Message from the Director

Washington runs on agriculture. It's the lifeblood of our rural communities and a cornerstone of our state's economy. All across our state, agriculture adds thousands of jobs and billions of dollars to the economy each year—to say nothing of putting food on the table.

Our agricultural industry extends far beyond farms and ranches. It includes food processors and distributors, animal feed mills, livestock markets, seed suppliers and landscape nurseries.

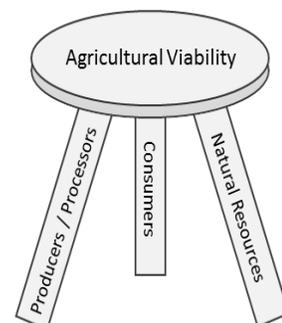
Worldwide, we have a reputation for high-quality agricultural products, and our deep ports make it easy to ship them (as well as products from other states) abroad.

Like a three-legged stool, the viability of agriculture in Washington depends on active agricultural producers and processors, consumers willing to buy their products, and healthy natural resources that support sustainable production.

Through a wide range of activities, the Washington State Department of Agriculture (WSDA) supports each leg of that stool, helping to maintain its overall strength and balance. Some of our activities are regulatory, such as licensing and inspection, but WSDA also provides key services to industry. And we reach out to industry and the public about agricultural issues.

Through this strategic plan, we've set the department's direction for the next few years. As you read it, I hope you'll gain a better understanding of the work we do and how we are working to support Washington's agricultural future.

Derek I. Sandison
Director, Washington State
Department of Agriculture



About WSDA

Our Mission – *How we serve the people of Washington*

Through service, regulation, and advocacy, the Washington State Department of Agriculture (WSDA) supports the viability and vitality of agriculture while protecting consumers, public health, and the environment.

Our Vision – *The future we work to achieve*

Agriculture thrives across Washington, contributing to the health of the state’s people, environment and economy.

What that looks like: People in Washington—on both sides of the Cascade Range—make their living from agriculture. Washington agricultural products are trusted and have customers worldwide. The state’s natural resources (soil, water) continue to be able to support production. Managed properly, agricultural lands can help maintain ecosystem health, functions and values, and meet open space needs.

WSDA is both pro-active and responsive—a model of leadership, expertise and public service.

What that looks like: The agency recognizes future issues and opportunities. We have the willingness, ability and commitment to address them, while balancing them with present needs. Day-to-day issues and work are handled smoothly, and our response to emergencies is timely and effective. WSDA values its relationship as a strong partner with industry and other entities and has a reputation for finding solutions. WSDA is a great place to work. It attracts smart, motivated employees that want to stay and contribute to the agency’s success.

Our Roles – *The nature of what we do*

As our mission indicates, WSDA fills three kinds of roles: **service, regulatory and advocacy.**

Service Roles – WSDA’s expertise and credentials are recognized as a valuable resource and are the basis for services the agency provides, many of which are requested by and paid for by industry.

Typical work: quality inspections, grading, certification, laboratory testing, publications, environmental data collection, technical resources, outreach.

Internal service functions include specialized services (e.g., laboratory testing) that support WSDA’s regulatory and advocacy roles. Administrative and operational support services allow the entire agency to function.

Typical work: recruitment, training, payroll, purchasing, budget, safety, facilities, mapping, technical support, laboratory testing.

GUIDING PRINCIPLES

ESSENTIAL TO OUR WORK and OUR SUCCESS...

- *Serve the customer and the public.*
- *Act with integrity, consistency, transparency and respect.*
- *Pursue practical, reasonable solutions.*
- *Cultivate partnerships.*
- *Use science and data to inform decisions.*
- *Fulfill statutory responsibilities.*
- *Anticipate the future.*

Regulatory Roles – WSDA’s regulatory role involves more than making and enforcing rules. Taking the position that education before and during regulation supports better compliance, WSDA offers guidelines, workshops, and technical assistance. Compliance is approached through progressive corrective action when appropriate, but egregious violations and emergencies prompt WSDA to take immediate action.

Typical work: registration, permits/licensing, inspection, investigation, monitoring/surveillance, sampling, compliance, enforcement, education, technical assistance and emergency response.

Advocacy Roles – Programs that raise the profile of the state’s agricultural products and industry, here and abroad, are a key part of WSDA’s advocacy role. WSDA also has the responsibility to raise concerns regarding issues related to its core work. Though lack of authority and resources limit what WSDA can do to address many of the larger issues impacting Washington agriculture, WSDA supports looking for solutions and can be a voice, a catalyst, a facilitator and a partner in collaborative efforts.

Typical work: policy, planning, partnership, outreach, promotion.

There can be a tension among these roles. However, they need not conflict, and can actually work to support each other. For example, WSDA’s regulatory work not only directly protects public health and environmental quality, but also supports the agricultural industry by ensuring a level playing field and by strengthening the reputation of Washington products, making them more marketable. Also, within the regulatory role, there are opportunities for customer service and advocacy.

Our Scope – *The range and focus of our work*

WSDA carries out a wide range of activities, but the department does not deal with every aspect of agriculture in our state. Rather, WSDA focuses on a few specific (but far-reaching) areas, doing some of what the agricultural industry, cooperative extension and other agencies cannot do. WSDA also performs functions needed to support the agency as a whole. See Figure 1.

The areas WSDA focuses on are connected. The first three areas listed (Fig. 1) relate to agricultural production and also overlap on public health concerns. WSDA’s work in those areas supports *marketable* agricultural products, which supports work in the fourth area, helping to facilitate the movement of those products in foreign and domestic markets. The fifth area provides the framework that allows WSDA to accomplish its work in the other four areas.

A portion of WSDA’s scope of work is defined by its specific statutory assignments and authorities (see next page) and by its general responsibilities as a state agency. This scope is underscored by funding sources dedicated to specific activities.

Figure 1

FOCUS OF WORK
<p>1. Food and Feed Safety, integrity, and availability.</p>
<p>2. Pesticides, Fertilizers, and Nutrients Safe and legal distribution, use, and disposal.</p>
<p>3. Plant and Animal Health Protection from selected plant and animal pests and diseases.</p>
<p>4. Market Support Marketplace equity and access to markets.</p>
<p>5. Internal Agency Support Organizational resources, planning, and management.</p>

WSDA's Roots

1854 First Washington Territorial Assembly passes laws related to livestock brands and weights and measures.

1889 Washington becomes a state.

1890 The Secretary of State is designated as the Sealer of Weights & Measures (first state law related to WSDA's duties today).

1891 The State Board of Horticulture is created.

1893 The Washington State Fair is organized.

1895 The offices of the state grain inspector, the state veterinarian and the state dairy commissioner are created; and the Bureau of Statistics, Agriculture and Irrigation is established.

1913 The Department of Agriculture is created, consolidating eight areas of responsibility:

- State Veterinarian,
- Dairy and Food Commissioner,
- Commissioner of Horticulture,
- State Oil Inspector,
- Bakery Inspector,
- State Fair Commission,
- Licensing and registering jacks and stallions (formerly done by Washington State College), and
- Duties related to feed and fertilizer (formerly handled by Washington Agricultural Experiment Station).

Statutory Authorities

WSDA administers or is responsible for significant activities under more than 70 different chapters of the Revised Code of Washington (RCW) in the following portions of the code:

- Title 15 - Agriculture and Marketing
- Title 16 - Animals and Livestock
- Title 19 - Business Regulations – Miscellaneous
- Title 20 - Commission Merchants – Agricultural Products
- Title 22 - Warehousing and Deposits
- Title 43 - State Government - Executive
- Title 69 - Food, Drugs, Cosmetics, and Poisons
- Title 70 – Public Health and Safety
- Title 90 - Water Rights – Environment

The Department is established in RCW 43.17.010, and its general powers and duties are established by Chapter 43.23 RCW.

Organizational Structure

The Director of the Department of Agriculture is a cabinet-level position appointed by and reporting to the Governor. Currently, WSDA is organized into five divisions plus the Director's Office and 3 administrative and operational support programs.

Closely related activities are grouped together, but most divisions support more than one of the five areas WSDA focuses on—sometimes through a single action. For example, by inspecting feed mills for compliance with Bovine Spongiform Encephalopathy (BSE) regulations, the Food Safety and Consumer Services Division supports a safe food supply, protects animals and humans from animal disease, and helps create the credibility needed for product marketability. Such connections echo the way agriculture itself connects land, consumers and the agricultural community.

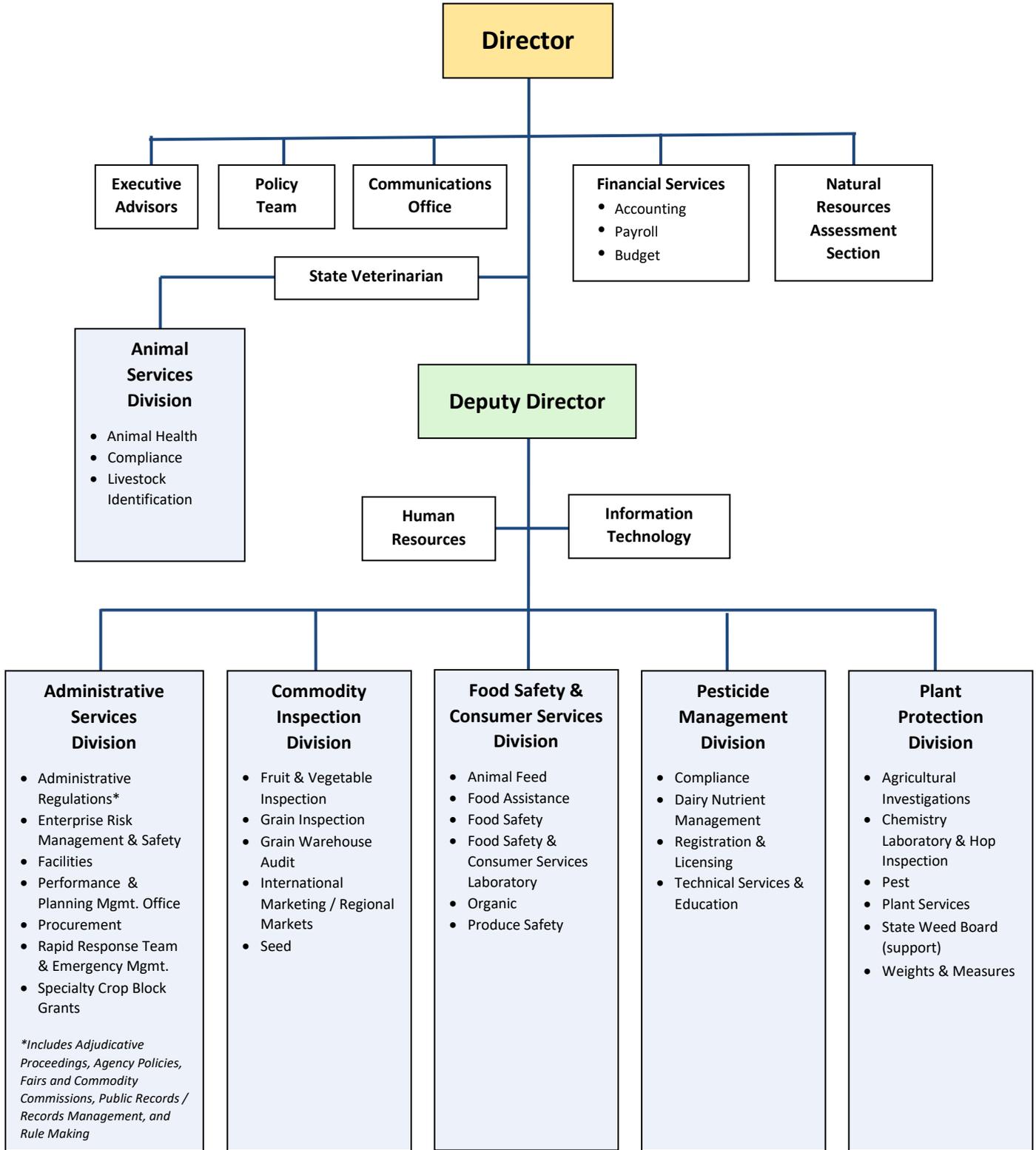
The work of one division often directly supports the work of another. For example, the Chemistry Laboratory in the Plant Protection Division not only supports the division's Hop Inspection program, it also supports investigations and monitoring for the Food Safety and Consumer Services and Pesticide Management Divisions.

WSDA is headquartered in Olympia, but department employees work in every county of the state. Their work takes them to farms, ranches, processing plants, warehouses, and ports. They inspect animals, commodities, nurseries, dairies and trucks. They process permit applications in offices and process samples in laboratories. About 75 percent of WSDA's roughly 700 regular employees work from field offices and satellite locations across the state. WSDA also employs about 200 seasonal employees, mostly for gypsy moth trapping and seasonal inspection.

Figure 2

WSDA Organizational Chart

As of 8/22/18.



The Landscape

In the landscape of our work, WSDA faces both challenges and opportunities that are shaped in part by the factors listed below.

External Factors

Availability of Resources for Agriculture

About 7 million people live in Washington State. The Office of Financial Management estimates our population will grow to 8 million by 2027 and will be nearly 9 million by 2040. A growing population requires more food and other agricultural products, but also requires more land, water and energy, putting pressure on resources currently used for agriculture. Washington agriculture is already dealing with the impacts of recent drought, and the increasing competition for limited resources only adds to the challenge.

Changing Regulatory Landscape

Agricultural organizations as well as individual producers often express concerns over their difficulties in operating within a complex, multi-level regulatory system. Farming practices must conform to a variety of federal, state, and local rules and regulations concerning water quality, air quality, water use, habitat protection, pesticide use, public health and food safety. WSDA promotes the coordination and streamlining of regulatory processes in what is often a dynamic environment in which rules and regulations change frequently.

These changes can range from a reinterpretation of an existing agency rule to a statutory change passed by the Legislature and signed by the Governor. The fast-paced world of policy and regulation requires the agency to effectively communicate changes through outreach and education to our state's agricultural industry. Through WSDA's legislative and communications teams, and our technical experts throughout the agency, we are committed to updating and informing the agricultural industry about regulatory modifications that affect how farmers do business in Washington State.

New regulations or changes to existing regulation can be expensive and complex, and can come with little or no notice. The agency is frequently required to convey this information to industry members to help farmers understand or adjust to these changes. WSDA places a high priority on this function. Without outreach, industry can be caught flat-footed and left unable to react to new requirements. It is critical that the agency work to identify these potential changes early in the process and engage with industry to ensure their voices are heard by those making the regulatory decisions.

Some regulatory changes at state and federal levels directly affect WSDA's work and working relationships. For example, the status of cannabis is changing in Washington State and across the nation. The legalization of marijuana in Washington has already resulted in WSDA working with the state Liquor and Cannabis Board (LCB) on food safety in marijuana-infused edibles and pesticide testing. Also, the impacts of the federal Food Safety Modernization Act (FSMA) are expected to be far-reaching, not just for the agricultural industry, but for WSDA as well. For example, WSDA will be working with partners to help Washington farmers successfully comply with the new federal Produce Safety Rule, initially through education and technical assistance. Compliance is important not only for public health but also for marketability of Washington produce. Sufficient authority and resources will be needed to ensure the rule is uniformly and consistently applied.

Increased Pressure on Industry

The agricultural industry is under increased pressure and scrutiny from consumers, farm labor advocates, tribal governments, animal welfare advocates, and environmental groups—each with a different perspective on perceived harm caused by farming and ranching. While scrutiny can help bring issues to light, those who fail to understand the science and technology of modern agricultural practices can end up disseminating misinformation and having an enormous negative impact on working farmers throughout Washington. WSDA believes in working collaboratively with a wide range of interests to identify a middle ground and to create a factual basis for evaluating issues associated with agricultural activities. Solutions to these issues are complex and require a pragmatic approach. The goal should be bringing people together to identify solutions, not to throw stones or mislead the public. Misleading or negative campaigns damage relationships between producers and consumers and further aggravate an already challenging situation.

Unfortunately, anti-farmer campaigns have become common practice. The pace of social media and electronic communication means misinformation moves fast. It's ever important that the agency continue to monitor and set the record straight when misinformation is spread about our state's agricultural industry. WSDA supports facilitating, when necessary, honest, transparent dialog to identify "win-win" solutions that maintain the viability of our state's agricultural industry while also preserving the environmental quality of our state's landscape.

Different Players, Different Game

Washington agriculture competes in a global market system that is constantly evolving and driven by social, economic and political forces. Consumer expectations change, sometimes rapidly, such as the increased demand for alternative or "niche" products (organic, local, etc.). Increased interest can mean increased markets, and also increased competition for some of the services WSDA provides, such as organic certification or warehouse audits. It can mean new training needed for inspectors or new technical assistance needed for industry.

Washington's farmers are aging. New farmers are needed to take their place for agriculture to continue to thrive. New connections will need to be made, and new relationships will need to be built. New priorities and technology will change how many aspects of agriculture—production, processing, distribution and marketing—will be handled. Trends such as urban agriculture and community supported agriculture (CSAs) may expand.

PRIMARY CONSTITUENTS, PARTNERS, and INTERESTED PARTIES

Agricultural Community

- Agricultural producers and processors: farmers, ranchers, food and dairy processors, packing sheds, animal food manufacturers
- Associated industry: warehouses, distributors, shipping companies, pest control companies
- Agricultural industry-related groups
- Irrigation entities
- Labor
- Veterinarians

Government

- Federal: USDA, FDA, Commerce, EPA, Homeland Security, Bureau of Reclamation, Natural Resources Conservation Service
- Washington Tribes
- Foreign governments of key export markets
- State: Health, Ecology, Fish and Wildlife, Natural Resources, Noxious Weed Control Board, Commerce, Conservation Commission, Commodity Commissions, Liquor and Cannabis Board
- Local: Counties, Cities, Weed control boards, Public and Environmental Health departments, Ports

Other

- Individual consumers.
- Commercial/ industrial users of agricultural products
- WSU Extension Service
- Environmental groups

Threats and Emergencies

In recent years, WSDA has dealt with a variety of incidents threatening agriculture, including animal disease outbreak, pest infestation, industry labor disputes, and multiple natural disasters impacting crops, livestock, and agriculture infrastructure. Currently, Washington State is threatened with permanent establishment of Asian gypsy moth, a pest that, if established, would significantly damage our state's forests and horticultural crops. Food security is an emerging issue, and climate change is anticipated to increase the danger and impact of droughts, fires and pests to agricultural areas. WSDA needs to be able to effectively respond to such threats.

Internal Factors

Funding sources and stability

More than 80% of WSDA's funding is from sources that limit how the funds can be spent, including local funds from fees paid by WSDA customers (60%), grants and cooperative agreements (16%), and other state accounts (7%). The restrictions of such dedicated funding sources leave limited resources available for addressing emerging issues.

Increasing demands for WSDA services don't necessarily come with the resources to provide them, and federal funding for some functions is being discontinued. Unstable or inadequate funding makes it challenging to plan, build and maintain a stable framework. It can leave WSDA unable to provide adequate service to the public in general and to the agricultural industry in particular.

Workforce changes

Retaining experienced workers and recruiting have become more difficult for some WSDA positions because better-paying jobs are available in the private sector or with federal agencies. With about 16% of its workforce age 60 and older, WSDA is also vulnerable to the impacts knowledgeable, experienced personnel retiring. Succession planning, particularly for key positions, is becoming more and more important, while recruiting new employees offers the opportunity to increase diversity and acquire new skills and perspectives across the agency.

Infrastructure – tools and facilities

Technology continues to change, especially in the area of digital information and communication. Keeping the agency up-to-date technologically creates challenges, opportunities and options for how work is accomplished. Also, WSDA's laboratory facilities are aging, and limited workspace is presenting challenges across the agency. Both conditions put performance and safety at risk.

Agency 5-Year Direction – strategic priorities for 2016-2021

WSDA’s strategic plan for 2016-2021 centers on shared, **agency-wide** priorities. WSDA is emphasizing good government, strategic partnerships and good working relationships with other natural resource agencies. These elements are essential to carrying out the specific work of each WSDA program and also to supporting our overall mission of supporting the vitality and long-term viability of agriculture in Washington—a multi-billion-dollar sector of our state’s economy.

To do this, we’ve identified four priority goals that every WSDA program can share. By sharing common goals, individual program missions and assignments are approached through a shared perspective, and every program action plan builds on common ground. This both creates a solid foundation and opens the door to integrated efforts, understanding and efficiencies. The four priority goals are:

- A. The capability and commitment to carry out our mission effectively, efficiently and safely.
- B. Consistent customer focus and satisfaction.
- C. Consistent, effective and transparent regulation.
- D. Effective partnerships and relationships.

A brief description of each priority and our approach to it (*strategies*) are outlined below.

A. The capability and commitment to carry out our mission effectively, efficiently and safely.

What that looks like

We have the competent, professional staff and systems, equipment and facilities we need to do our job well, including dealing with unexpected issues and events. We meet our obligations and continuously work to improve.

Ongoing strategies

- *Develop and retain high-quality and diverse workforce.*
- *Develop employees to increase level of professionalism, accountability, leadership.*
- *Provide internal consistency and direction.*
- *Use Lean or other Quality Management tools for continuous improvement of systems and processes.*
- *Assess and address risk. Use Enterprise Risk Management tools as appropriate.*
- *Assess and address tools, staff, safety, and work environment needs.*
- *Use employee engagement survey to identify needs and opportunities.*
- *Improve IT functions, lab facilities.*
- *Invest in succession planning.*

B. Consistent customer focus and satisfaction.

What that looks like:

Customers know what they can expect, and we meet those expectations consistently. Customers would say that we provide good service—appropriate, timely, reliable, responsive, attentive, competent, trustworthy, cost-effective. We do not compromise our responsibilities to the public to make customers happy, but we do treat them fairly and with respect.

Ongoing strategies

- *Assess customer needs, expectations and satisfaction. Improve service as needed.*
- *Improve communication with customers. E.g., stay connected, use most effective language or form, such as website or social media.*
- *Proactively engage stakeholders through outreach.*
- *Make doing business clear, simple, efficient, easy.*

C. Consistent, effective and transparent regulation.

What that looks like

Internally and externally, within a single program and across the agency, policies, laws and rules are applied regularly and appropriately and bring about the results they were intended to.

Ongoing strategies

- *Clearly establish and articulate our regulatory approach/philosophy and expectations.*
- *Review and update regulations.*
- *Identify regulatory program needs.*
- *Audit regulatory performance.*
- *Create cross-program regulatory tools, forum, platform.*
- *Provide scientifically sound regulation and policy.*

D. Effective partnerships and relationships.

What that looks like

We have partners, systems and networks that help us do our work and that accomplish things we cannot do but that are necessary to see agriculture thrive in Washington for the long term. Other people understand our vision and want to help make it come true.

Ongoing strategies

- *Improve and emphasize communication about WSDA and the agricultural industry through all available media, including social media.*
- *Build and maintain partnerships and systems, especially for key agricultural issues beyond our scope of authority or control. E.g., water/drought, agricultural land conversion, emergencies.*
- *Raise profile of challenges to statewide agriculture. E.g., Western Washington land conversion.*
- *Raise profile of agricultural opportunities.*
- *Build bridges between all sectors of agriculture.*
- *Support pathways for getting into agriculture – encourage and support next generation of farmers.*
- *Increase access to foreign markets for small agricultural businesses.*

Program Priority Goals

Each WSDA program has developed a program-level strategic action plan that aligns with the agency strategic priorities. From its action plan, each program has also identified which goals it considers to be priority. The matrix below shows these program-priority goals. It is important to remember that these goals and/or their priority status may change over time as programs update their action plans. Agency Activity numbers are from the OFM Agency Activity Inventory.

Figure 3

WSDA Org.	Agency Activity #	PROGRAM	TOP PROGRAM PRIORITIES from July 2018 Program Strategic Action Plans
Director's Office and Admin. Services Division	A001	Administrative Regulations	
		<i>Adjudicative Proceedings</i>	<ul style="list-style-type: none"> • Ensure compliance with the Administrative Procedures Act (APA).
		<i>Administrative Policies</i>	<ul style="list-style-type: none"> • Review and update, as necessary, agency policies on a four-year cycle to ensure policies are current and accurate.
		<i>Public Records & Records Mgmt.</i>	<ul style="list-style-type: none"> • Establish an Enterprise Content Management System (ECM). • Establish the GovQA public records tracking system.
		<i>Rule Making</i>	<ul style="list-style-type: none"> • Ensure compliance with the Administrative Procedure Act (APA). • Ensure compliance with the Regulatory Fairness Act.
	A002 A007	<i>Agricultural Fairs and Commodity Commissions</i>	<ul style="list-style-type: none"> • Create long-term stability of the Fairs Program. • Create long-term stability for the Commodity Commissions program.
	A001	Communications Office	<ul style="list-style-type: none"> • Raise the level of professionalism and centralized coordination of WSDA communications services.
	A001	Enterprise Risk Management and Safety	<ul style="list-style-type: none"> • Prevent safety and occupational hazards. • Maintain a safe and healthful workplace by complying with laws and regulations.
	A001	Financial Services, Facilities and Procurement	<ul style="list-style-type: none"> • Advance a culture of compliance and accountability, ensuring efficiency and stewardship of state resources.
	A001	Human Resources	<ul style="list-style-type: none"> • Improve data integrity of employee records and position description information. • Creating and enhancing strategic partnerships

WSDA Org.	Agency Activity #	PROGRAM	TOP PROGRAM PRIORITIES from July 2018 Program Strategic Action Plans
Director's Office and Admin. Services Division (continued)	A001	Information Technology	<ul style="list-style-type: none"> Establish a Project Management Office (PMO). Build and support software solutions (custom, COTS, MOTS, legacy) that meet/exceed the needs of the divisions/programs in a cost-effective manner. Plan and Manage an Application Portfolio. Develop and Implement an IT Governance Process. Increase FTEs within IT for more Service Desk staff, Programmers, Business Analyst & Network/Security staff.
	A001	Performance and Planning Mgmt. Office	<ul style="list-style-type: none"> Help strengthen the agency's performance and planning management. Employees have the information and tools they need to comply with regulations applicable to their work, programs and projects.
	A001	Policy Team	<ul style="list-style-type: none"> Advance agency's legislative and budget agenda.
		Rapid Response /Emergency Management	<ul style="list-style-type: none"> Effectively maintain a stable and diversified budget in order to provide consistent response services to stakeholders. Proactively plan and efficiently coordinate/respond to multi-partner emergency responses.
	A003	Specialty Crop Block Grant	<ul style="list-style-type: none"> Our commitment to administer a fair and competitive grant program.
	A021	Natural Resources Assessment Section	<ul style="list-style-type: none"> Support the protection of Washington's surface water quality and aquatic species. Evaluate the effects of agricultural practices on endangered species. Assess agricultural land use. Assess pesticide/nutrient use practices throughout Washington. Geographic Information Systems (GIS).
Animal Services Division	A004	Animal Health	<ul style="list-style-type: none"> Protect Washington State's natural resources, agriculture industry, and the public from selected animal pests and diseases.
	A004	Compliance	<ul style="list-style-type: none"> Enhance the Animal Services compliance program to more effectively address non-compliance with animal health, animal disease traceability, and livestock inspection regulations.
	A016	Livestock Inspection	<ul style="list-style-type: none"> Make certain that the Livestock Inspection program becomes and remains financially stable, while meeting the needs of the livestock industry.

WSDA Org.	Agency Activity #	PROGRAM	TOP PROGRAM PRIORITIES from July 2018 Program Strategic Action Plans
Commodity Inspection Division	A011	Fruit & Vegetable Inspection	<ul style="list-style-type: none"> • Maintain staffing levels and resources to meet customer service demands in an accurate, timely, efficient, and safe manner.
	A012	Grain Inspection	<ul style="list-style-type: none"> • Effectively manage and operate the grain Inspection program.
	A013	Grain Warehouse Audit	<ul style="list-style-type: none"> • Ensure compliance with state grain warehouse and dealer requirements. • Ensure positive annual fund reserve balance. • Provide a high quality of service and technical assistance to customers
	A015	International Marketing	<ul style="list-style-type: none"> • Support the health and viability of Washington’s food and agricultural business and deliver services to help position them to export their products efficiently and profitably.
	A026	Regional Markets	<ul style="list-style-type: none"> • Grow producer sales to schools and institutional markets, including state agencies, employee cafeterias and vending, early learning programs, senior meal programs, and others. • Small and direct marketing farms interested in domestic sales understand the marketplace and are successful in meeting market requirements and can get their product to market through right scaled regional value chain infrastructure.
	A025	Seed	<ul style="list-style-type: none"> • Decrease turnaround time for all samples submitted to our lab so customers can review test results as soon as possible • Increase our net promoter score from our customer survey annually.
Food Safety and Consumer Services Division	A008	Animal Feed	<ul style="list-style-type: none"> • Streamline and standardize Program work processes to better protect animal/public health and better serve customers. • Effectively maintain a stable and diversified budget in order to provide consistent services to stakeholders.
	A010	Food Safety	<ul style="list-style-type: none"> • The Food Safety Program maintains and improves the level of consistency, effectiveness, standardization and maintains adequate budgets to better protect the health of the public. Maintain a high level of program management excellence. • The industry and consuming public have the technical advice, education and information needed to comply with the laws and regulations.

WSDA Org.	Agency Activity #	PROGRAM	TOP PROGRAM PRIORITIES from July 2018 Program Strategic Action Plans
Food Safety and Consumer Services Division (continued)	A10	Produce Safety	<ul style="list-style-type: none"> Develop WSDA Produce Safety Program infrastructure and capacity to ensure long-term program sustainability. Provide technical assistance and education to help the Washington State farming community comply with the FDA Produce Safety Rule and meet best food safety practices.
	A018	Food Safety and Consumer Services Laboratory	<ul style="list-style-type: none"> Washington State Food Safety and Consumer Services Laboratory endeavors to boost its capabilities, expand its capacity, enhance its credibility and shrink its turnaround time in its role as WSDA's Central Consumables Regulatory laboratory. The laboratory will continuously perform as the state's Central Reference Dairy Testing Laboratory and provides test results as mandated by RCW 15.36.
	A020	Organic	<ul style="list-style-type: none"> Protect the integrity of the organic label through effective review, inspection, and compliance activities. Facilitate market access. Develop a strong team and organization.
	A028	Food Assistance	<ul style="list-style-type: none"> Ensure emergency food providers have sufficient capacity to provide optimal program services, effective client access, and nutritious foods. Ensure Food Assistance staff have the resources, training and tools necessary for core program services and to provide exemplary service that is responsive to the needs of our customers, clients, and partners in the agricultural and the emergency food system communities.
Pesticide Mgmt. Division	A009 A021	Registration and Licensing	<ul style="list-style-type: none"> Update Technology to Current Industry standards to allow us to support the growth in this industry. Continue to effectively and efficiently inspect fertilizer establishments and sample fertilizer products in order to provide data for, and publish, annual fertilizer reports to the legislature and website each year. Update Pesticide Licensing Laws and Rules to meet new EPA Certification and Training rules.
	A017	Dairy Nutrient Management	<ul style="list-style-type: none"> Develop and retain a team with expertise in water quality, natural resource or agricultural science, environmental regulation, and customer service-based skills. Provide clear guidance, education and technical assistance to dairy producers and maintain good communication within the agricultural industry, partner agencies and stakeholders. Maintain equitable enforcement of state and federal water quality laws for dairy operations and permitted CAFOs.

WSDA Org.	Agency Activity #	PROGRAM	TOP PROGRAM PRIORITIES from July 2018 Program Strategic Action Plans
Pesticide Mgmt. Division (continued)	A021	Technical Services and Education	<ul style="list-style-type: none"> Collect and properly dispose of canceled, suspended and unusable pesticides within budget and staff constraints while maximizing resources. Partner with public and private organizations to conduct a variety of content relevant pesticide safety workshops in English and Spanish at all levels of agricultural operations.
	A021	Pesticide Compliance	<ul style="list-style-type: none"> Conducting quality, timely and fair enforcement of pesticide laws and rules. Promote and support employee development and training.
Plant Protection Division	A005 A014	Chemistry Laboratory and Hop Inspection	<ul style="list-style-type: none"> Perform chemical analysis at the request of our clients. Inspect, Sample, and Grade hops in a timely manner under USDA/GIPSA regulations.
	A006	Agricultural Investigations	<ul style="list-style-type: none"> Enforce regulatory requirements and investigate complaints in a timely and effective manner. Continuously improve a healthy, vigorous organization with well supported employees, adequate funding, effective data systems and efficient processes.
	A019 A023	Plant Services	<ul style="list-style-type: none"> Protect Washington’s agriculture industry and natural resources from plant pest introduction through an effective nursery inspection program. In cooperation with USDA, facilitate interstate and international trade by providing timely and accurate export certification services
	A022	Pest	<ul style="list-style-type: none"> Identify a select group of invasive species that represent the greatest threat to the agriculture, environment and natural resources of Washington State, and maintain or create early detection systems and rapid response programs that prevent their permanent establishment in Washington State.
	A022	State Weed Board (Support)	<ul style="list-style-type: none"> Work on agency-requested or board-requested legislation to clarify and improve Chapter 17.10 RCW.
	A027	Weights and Measures	<ul style="list-style-type: none"> Assure compliance with Weights and Measures laws and regulations. Assure compliance with Motor Fuel Quality laws and regulations. Continuously improve a healthy, vigorous organization with well supported employees, adequate funding, effective data systems and efficient processes.

Alignment with Results Washington

WSDA directly supports four of the five statewide Results Washington goals. The matrix on the next page (Figure 5) shows how WSDA’s Activities align with those goals and the focus of WSDA’s work. Activities are identified in the OFM Agency Activity Index. Note that many Activity names are similar to program names. See Figure 3 (pp. 11-15) for activity/program connection. WSDA focus of work is outlined in Figure 1 (p.3).

Results Washington Measures

WSDA is the lead on several specific Results Washington (RW) measures. Work toward these targets is reflected in goals from program strategic action plans, as shown below. *(Note: WSDA is also co-lead on Goal 2 Leading Indicator 3.1.c, but the work is accomplished through the Department of Ecology.)*

Figure 4

RW Goal	RW Outcome Measure - Leading Indicator	Program Strategic Action Plan Goal (Program – Agency activity no.)
 <p>Goal 3. Sustainable Energy & a Clean Environment</p>	<p>4.1 Increase the net statewide acreage dedicated to working farms (cropland) from 7.237 million to 7.347 million by 2020.</p> <p>4.1.a Maintain current level of statewide acreage dedicated to working farms of 7.312 million acres in 2015 with no net loss through 2018.</p>	<ul style="list-style-type: none"> Assess agricultural land use. <i>(Natural Resources Assessment Section – A021)</i>
 <p>Goal 4. Healthy & Safe Communities</p>	<p>1.2.Y.c – Increase number of schools serving nutritious, Washington grown foods to children by 15 % (from 1,734 to 1,994) by 2017.</p>	<ul style="list-style-type: none"> Grow producer sales to schools and institutional markets, including state agencies, employee cafeterias and vending, early learning programs, senior meal programs, emergency food programs, and others. <i>(Food Assistance and Regional Markets – A026 & A028)</i>
	<p>1.2.A.f – Increase percentage of healthier food options being offered to low-income children and families through food pantries, farmers markets and meal programs by 5% from 2014 baseline by 2017.</p>	<ul style="list-style-type: none"> Increase access to Healthier food options available through emergency food providers for clients. <i>(Food Assistance and Regional Markets – A026 & A028)</i>
	<p>2.2.a – Increase percent of animal health trace events completed within 24 hours from 73% in 2012 to 100% by 2017.</p>	<ul style="list-style-type: none"> Improve the retrieval time of cattle movement and identification information. Promote and offer electronic health certificates. <i>(Animal Disease Traceability – A004)</i>
	<p>2.2.b: Increase percentage of high risk food processing facilities successfully completing risk-based inspections from 92% to 95% by 2020.</p>	<ul style="list-style-type: none"> Ensure that the Food Safety Program maintains and improves the level of consistency effectiveness, standardization and maintains adequate budgets to better protect the health of the public. Develop and provide technical advisement, education and information to the industry and consuming public to inform them about the Food Safety Program and assist them to comply with laws and regulations. <i>(Food Safety – A010)</i>

NOTE: As this 2018 update was being prepared, changes were being made to Results Washington. However, those changes were not yet fully resolved and thus are not reflected here. Future plan updates will include revisions as needed.

Figure 5. Agency Activity Alignment - Focus of Work and Results WA Goals

KEY Focus of Work

- X** - has direct role or responsibility
- o** - provides secondary support

Alignment with Results Washington Goals

- RW** - Reports on Results WA measure
- - Identified in Agency Activity Inventory w/performance measures
- - Additional alignment
- *** - Indirect support via nutritious, Washington-grown food in schools

WSDA STRUCTURE/ DIVISIONS	AGENCY ACTIVITIES		FOCUS OF WORK					RESULTS WA GOALS				
	#	Activity	1. Food & Feed	2. Pesticides, Fertilizers & Nutrients	3. Plant & Animal Health	4. Market Support	5. Internal Agency Support	1. World-class Education	2. Prosperous Economy	3. Sustainable Energy & a Clean Environment	4. Healthy & Safe Communities	5. Efficient, Effective, Acctbl. Government
Director's Office and Administrative Services Division	A001	Agency Administration				X	X		RW ●			RW ○
	A002	Agricultural Fairs				X			●			○
	A003	Agriculture Promotion & Protection				X			●			○
	A007	Commodity Commissions				X			●			○
	A021	Pesticide Regulation (NRAS portion)		X			X			RW		○
Animal Services Division	A004	Animal Health	X		X	o			○		RW ●	○
	A016	Livestock Brand Inspection	X			X			●		○	○
Commodity Inspection Division	A011	Fruit & Veg. Inspection	X		o	X			●		○	○
	A012	Grain Inspection	X		o	X			●		○	○
	A013	Grain Warehouse Audit				X			●			○
	A015	International Marketing	o			X			●			○
	A025	Seed Inspection / Certification	o			X			●			○
	A026	Small Farm and Direct Marketing Assistance	o			X		*	●		RW	○
Food Safety and Consumer Services (FSCS) Division	A008	Feed Regulation	X		X	X			●		○	○
	A010	Food Safety	X			X			○		RW ●	○
	A018	FSCS Laboratory	X		X	X					●	○
	A020	Organic Food Certification	X	o		X			●			○
	A028	Food Assistance and Distribution	X			o			○		RW ●	○
Pesticide Management Division	A009	Fertilizer Regulation		X		X			●	○		○
	A017	Dairy Nutrient Mgmt. Program		X						●		○
	A021	Pesticide Regulation	o	X		X			○	○	●	○
Plant Protection Division	A005	Chemistry Laboratory	X	X		X			○		●	○
	A006	Commission Merchants				X			●			○
	A014	Hop Inspection				X			●			○
	A019	Nursery Inspection			X	X			●	○		○
	A022	Plant Protection			X	X			○	●		○
	A023	Planting Stock Certification			X	X			●			○
	A027	Weights and Measures Inspection				X			●			○



2016-2021 Strategic Plan *at a Glance*

P U R P O S E					
Mission <i>HOW WE SERVE THE PEOPLE OF WASHINGTON...</i>	Through service, regulation, and advocacy, the Washington State Department of Agriculture (WSDA) supports the viability and vitality of agriculture while protecting consumers, public health and the environment.				
F O C U S					
Scope <i>THE RANGE AND FOCUS OF OUR WORK...</i>	1. FOOD and FEED – Safety, integrity and availability.				
	2. PESTICIDES, FERTILIZERS and NUTRIENTS – Safe and legal distribution, use, and disposal.				
	3. PLANT and ANIMAL HEALTH – Protection from selected pests and diseases.				
	4. MARKET SUPPORT – Marketplace equity and market access.				
	5. INTERNAL AGENCY SUPPORT – Organizational resources, planning, management.				
S H A R E D I N T E N T					
Vision <i>THE FUTURE WE WORK TO ACHIEVE...</i>	<ul style="list-style-type: none"> • Agriculture thrives across Washington, contributing to the health of the state’s people, environment and economy. • WSDA is both pro-active and responsive—a model of leadership, expertise and public service. 				
Agency Goals <i>OUR STRATEGIC PRIORITIES...</i>	<ul style="list-style-type: none"> A. The capability and commitment to carry out our mission effectively, efficiently and safely. B. Consistent customer focus and satisfaction. C. Consistent, effective and transparent regulation. D. Effective partnerships and relationships. 				
S U P P O R T O F S T A T E W I D E G O A L S					
	<i>Results Washington Goals</i>				
	 1. World Class Education	 2. Prosperous Economy	 3. Sustainable Energy & Clean Environment	 4. Healthy & Safe Communities	 5. Efficient, Effective and Accountable Government
Focus of Work					
1. Food and Feed	*	●		●	●
2. Pesticides, Fertilizers and Nutrients			●	●	●
3. Plant and Animal Health		●	●	●	●
4. Market Support	*	●			●
5. Internal Agency Support					●
* Indirect support of Goal 1 via nutritious, Washington-grown food in schools – good nutrition supporting better learning					