

Strategic planning

DPR has broad authority to regulate pesticides in California and a responsibility to regulate in a manner that is fair, effective, efficient, and responsive to our various constituencies. This mandate requires practical and productive planning. Realizing this, DPR has created a blueprint to build a dynamic organization committed to environmental protection and with the capacity to anticipate and react to a changing world. Strategic planning gives us that blueprint.

DPR, working in concert with the county agricultural commissioners (CACs), began work on its first strategic plan in the fall of 1993, in response to the passage of legislation (Chapter 418, SB 1082, Statutes of 1993) that among other things required CalEPA and all its departments, boards, and offices to “institute quality government programs to achieve increased levels of environmental protection and the public’s satisfaction through improving the quality, efficiency, and cost-effectiveness of the state programs which implement and enforce state and federal environmental protection statutes.”

The legislation stated that the quality government programs must include:

- *A process for obtaining the views of employees, the regulated community, the public, environmental organizations, and governmental officials with regard to the performance, vision, and needs of the agency implementing the quality government program.*
- *A process for developing measurable performance objectives using the views of the persons and organizations specified in the first paragraph.*
- *Processes for continually improving quality and for training agency personnel, using the information obtained from implementing the first two paragraphs.*

Strategic planning was given a further boost in 1994, with the passage of the State Government Strategic Planning and Performance and Review Act (Chapter 779, AB 2711). It required that “in developing its strategic plan, each agency, department, office, or commission shall consult with at least the following affected parties: employee organizations, the Legislature, client groups served, suppliers, and contractors.” Strategic plans were also to “identify the steps being taken to develop performance measures that could be used for a performance budgeting system or a performance review.”

The legislation also required the State Department of Finance (DOF) to annually survey agencies to obtain specified information concerning strategic plans and to recom-

mend which agencies should develop or update a strategic plan. It also required DOF to develop a plan for conducting performance reviews of those state agencies which DOF recommended have strategic plans. In 1996, in a report to the Legislature on strategic planning, DOF recommended that all agencies have a strategic plan and, later that year, issued a strategic planning directive. It mandated that all agencies have strategic plans in place by July 1, 1997, and stated that future budgetary requests would only be approved if consistent with an approved strategic plan.

DPR’s 2013 strategic plan lays out six goals with several accompanying objectives which include:

- *Protecting people and the environment by assuring California’s environment is not adversely affected by pesticides and that all people are protected from unacceptable pesticide risks.*
- *Advancing reduced-risk pest management systems by advancing the research, development and adoption of effective pest management systems that reduce risks to people and the environment.*
- *Enforcing and achieving compliance by maintaining and continuously improving strong and equitable compliance and enforcement programs to ensure people and the environment are not exposed to unacceptable pesticide risks.*
- *Ensuring environmental justice—protecting all people in California, regardless of race, age, culture, income, or geographic location, from adverse environmental and health effects of pesticides.*
- *Continuously improving performance, accountability and organizational effectiveness by attracting and retaining a competent workforce, implementing effective business processes, and using current technology.*
- *Using communication and outreach to promote an understanding and awareness of DPR programs, priorities, initiatives and accomplishments through effective external communications, outreach and public education.*

More information on DPR’s strategic planning process can be found online at www.cdpr.ca.gov/docs/dept/planning/stratmenu.htm