

**REPORT OF THE
VIRGINIA DEPARTMENT OF AGRICULTURE AND
CONSUMER SERVICES**

Performance Goals and Strategies

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



HOUSE DOCUMENT NO. 55

**COMMONWEALTH OF VIRGINIA
RICHMOND
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AUTHORITY

Item 97 of the 2004 Appropriation Act requires that the Virginia Department of Agriculture and Consumer Services (VDACS) “work with the Secretary of Agriculture and Forestry to develop performance goals and strategies to measure the impact of the department’s activities in these areas: (1) marketing and product promotion; (2) food safety and inspection services; (3) animal industry veterinary services and diagnostic laboratory services; and (4) plant pest and disease control services. The department shall submit these goals and measures by December 1, 2004, to the Chairmen of the Senate Finance and House Appropriations Committees. . . .”

PERFORMANCE GOALS AND OBJECTIVES

The Department utilizes a strategic plan to establish and implement agency goals and objectives and to support agency priorities in delivering services to its clients. Working with the Secretary of Commerce and Trade and the guidelines prepared by the Department of Planning and Budget, the Department has developed a strategic plan for the 2004-06 biennium. In the plan the department’s performance goals are as follows:

1. Enhance opportunities for the growth and profitability of the Virginia agriculture industry.
2. Ensure a safe and wholesome food supply.
3. Provide agricultural and consumer protection services which support economic growth, encourage environmental stewardship and meet consumer needs.
4. Increase Agency services and productivity through new technology, e-government applications, work processes and procedures, and training
5. Provide services which prevent or minimize the impact of emergency agricultural infestations, animal disease outbreaks, foodborne illness outbreaks, and natural and manmade disasters.

The department has developed objectives and strategies for achieving each of these goals. Provided below are the primary objectives in the Agency Strategic Plan that are required by this report. These objectives and strategies were developed to guide service delivery and set the priorities of the various program areas in the department. A complete copy of the Agency Strategic Plan is attached as Appendix A. Attached also is Appendix B which lists additional VDACS Performance and Planning measures that appear on the *Virginia Results* website.

(1) Agribusiness Development

To increase the level of capital investment in agribusiness by \$10 million each year for the period 2005-2008, through the efforts of VDACS's Agribusiness Development Services. (Objective 1.1 in Agency Strategic Plan)

Strategies

Market and promote Virginia as an exceptional site for development of agricultural business so as to support 20 companies in their decisions to locate, expand, or remain in the state each biennium.

Target for special development efforts three (3) specific sectors of Virginia agriculture, which show the best prospects for investment and employment growth over the next biennium.

Target the tobacco producing areas as a priority for agribusiness development initiatives through the referral of three (3) leads over the next biennium.

Target two (2) specific commodity based sectors, which are competitively challenged, as a priority for value-added or high-value added initiatives over the next biennium.

(2) Marketing and Product Promotion

To increase by two percent, based on a five-year average value, the value of Virginia food, agricultural and forestry products marketed with assistance and collaboration from VDACS (Division of Marketing) by June 30, 2005. (Objective 1.6 in Agency Strategic Plan)

Strategies

Create a management structure and programs to better serve the divergent demographics between large and small producers in Virginia agriculture to include marketing tools, decision making tools and risk management strategies.

Increase marketing activity and exposure in the aggressive growth markets of China and Southeast Asia for Virginia exports.

Create and implement a comprehensive marketing program in Canada to include Virginia seafood, wood, produce and nursery stock.

Engage Canadian and U.S. authorities on trade policy issues affecting Virginia exports.

Increase market share in Europe for Virginia wood products.

Improve and expand marketing presence and sales in Latin America, in particular, Mexico.

Continue and expand promotions under the “Virginia Grown” and “Virginia’s Finest” trademarks, and “Savor Virginia” theme to include local tie-ins, and expanded consumer-oriented promotions.

Create a Virginia Retail Farmers’ Market organization.

Maintain customer contacts with cattle feedlot operators and buyers in Midwestern and northern states and Canada to assure their continued level of participation in Virginia livestock auctions.

Exploit Virginia’s proximity advantage with Washington, D.C., to include a legislator reception and foreign embassy outreach program.

Expand and enhance the growth and development of Virginia’s agri-tourism/ agri-tainment enterprises and initiatives.

Implement a Virginia/Carolinas joint peanut promotion marketing program.

Conduct trade calls and production area tours with prospective buyers, wholesalers, brokers and grocery chains, as well as respond to requests for marketing assistance from Virginia producers of food, agricultural and forestry products.

Increase awareness of the quality and diversity of Virginia agricultural products through promotional activities, publicity, trade show participation and special events.

Develop and expand livestock marketing opportunities such as Internet and tel-o-auctions.

Provide oversight on the policy and operation of shipping point markets in the Virginia Farmers’ Market System.

Monitor federal and private sources of business risk management programs and expertise that are available to Virginia agricultural producers and ensure that VDACS staff is conversant in these programs.

Continue and strengthen cooperation with Virginia Tech, Virginia State University, Virginia Farm Bureau Federation and the Farm Service Agency/Virginia to expand the array and outreach of risk management education programs.

(3) Food Safety and Inspection Services

To enhance food safety and security programs for citizens of the Commonwealth by increasing by three percent (from 38,351 to 39,502) the number of food safety and security inspectional activities of regulated food establishments by June 30, 2005 to ensure a safe and wholesome food supply for Virginia. (Objective 2.1 in Agency Strategic Plan)

Strategies

Monitor productivity of food, dairy and meat/poultry field personnel to insure that inspection and sampling requirements are met through June 30, 2005.

Maintain numbers of filled field staff positions at maximum levels based on financial support and authorized MEL through June 30, 2006.

Expedite the investigation of consumer complaints alleging tampering or foodborne illness to ascertain if intentional contamination or acts of terrorism may have occurred through June 30, 2006.

Implement activities designed to locate and remove from sale unsafe dietary supplements which pose a risk to the consumer through June 30, 2006.

Participate with the State Food Safety Task Force to develop vulnerability assessment tools to assist in determining vulnerability of foods within the farm-to-table continuum and to reduce the level of vulnerability to acts of terrorism against the food supply through June 30, 2006.

Facilitate the implementation of two new dairy regulations by providing training and education to dairy inspectors and the dairy industry relative to the requirements of the regulations through September 30, 2005.

(4) Animal Industry Veterinary Services

To protect and promote Virginia's animal and poultry industries by conducting livestock market and sales inspections, reviewing and issuing animal health certificates, conducting investigations and tracebacks, issuing quarantines and eradication notices, maintaining Virginia's Tuberculosis, Brucellosis and Pseudorabies free status, enforcing

livestock and poultry regulations and entry requirements on a continuous basis, and implementing five new disease and response capabilities through June 30, 2006. (Objective 5.1 in Agency Strategic Plan)

Strategies

Implement an animal premises identification system in Virginia by June 30, 2005.

Publish a Foreign Animal Disease Plan by June 30, 2005.

Develop agreements and notification system for Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM) staff and veterinary practitioners willing to participate in an emergency response by June 30, 2005.

Conduct joint VDACS, VMRCMV staff and veterinary practitioner training and an exercise by December 31, 2005.

The Office of Veterinary Services will seek enrollment of staff veterinarians in USDA training and certifications for Foreign Animal Disease Diagnostics, Brucellosis Epidemiology, Tuberculosis Epidemiology, Johne's Disease Coordinator training, Animal Identification Coordinators Workshop, Pseudorabies Epidemiology, and Generic Data Base entry and report writing through June 30, 2006.

All Office of Veterinary Services staff veterinarians will complete in residence training on the USDA Incident Command System Levels 100 and 200 by December 31, 2004.

Livestock inspectors for the Office of Veterinary Services will be briefed by staff veterinarians in the regions on the Incident Command System by January 31, 2005.

The Office of Veterinary Services will expand training and information exchange for regional veterinary supervisors and selected staff by conducting regional meetings in April 2005 and October 2005.

Livestock inspectors for the Office of Veterinary Services will be equipped with notebook computers and trained in their use to research Virginia regulations and requirements for interstate transportation, complete and file official documents, and record information for premises registration at livestock markets by February 28, 2005.

The Office of Veterinary Services will work with USDA and Virginia Cooperative Extension to educate beef and dairy producers on the benefits

and needs for participation in the Virginia Johne's Control Program through June 30, 2006.

(5) Animal Industry Diagnostic Laboratory Services

To protect and promote Virginia's livestock and poultry industries and protect domestic animals by conducting 598,464 diagnostic laboratory tests each year to aid in the prevention and control of animal diseases through June 30, 2006. (Objective 5.3 in Agency Strategic Plan)

Strategies

Oversee construction, outfitting and certification of the Agency's first bio-security level 3 Suite in the new Harrisonburg Regional Animal Health Laboratory by December 31, 2005.

Aid in the prevention and control of livestock and poultry diseases for Virginia's animal industries by enhancing testing services and attaining AAVLD Laboratory Accreditation through June 30, 2006.

Operate five Regional Animal Health Laboratories.

Establish a full-time Quality Manager position for the Office of Laboratory Services with responsibility for writing and implementing a system-wide Quality Control Program, in accordance with the AAVLD's Essential Requirements for an Accredited Laboratory Guidelines by March 31, 2005.

Implement a state-wide Quality Control Program for the regional animal health laboratory system in accordance with the AAVLD's Essential Requirements for an Accredited Laboratory Guidelines by June 30, 2006.

Coordinate with the Virginia Department of Health on animal diseases with human health implications.

(6) Plant Pest and Disease Control Services

To Increase by 5% the number of inspections, certifications and compliance monitoring conducted to protect Virginia's agricultural and horticultural resources from injurious plant pests and diseases and to support the sale and export of agricultural commodities through June 30, 2006. (Objective 3.11 in Agency Strategic Plan)

Strategies

Provide detection /certification /control /eradication services designed to prevent the introduction and slow the spread of designated invasive pest species within the Commonwealth.

Upgrade communications and computer infrastructure to enhance export inspections and issuance of phytosanitary certificates for Virginia agricultural commodities to meet pest free requirements of importing countries.

Inspect and register all Virginia nursery growers and provide insect and disease diagnosis, detection, and control recommendations to the nursery industry to facilitate the sale and shipment of healthy plants and plant products by Virginia growers.

Conduct surveys and assist with recovery and conservation projects for listed endangered or threatened plant and insect species in Virginia and provide inspections and certifications to allow for sale and export of Virginia grown ginseng.

(Appendix A)



*VIRGINIA DEPARTMENT
OF AGRICULTURE AND
CONSUMER SERVICES*

Agency Strategic Plan

2004-2006 Biennium



*VIRGINIA DEPARTMENT
OF AGRICULTURE AND
CONSUMER SERVICES*

Mission Statement

We promote the economic growth and development of Virginia agriculture, encourage environmental stewardship and provide consumer protection.

Goals

- Goal #1: Enhance opportunities for the growth and profitability of the Virginia agriculture industry.
- Goal #2: Ensure a safe and wholesome food supply.
- Goal #3: Provide agricultural and consumer protection services which support economic growth, encourage environmental stewardship and meet consumer needs.
- Goal #4: Increase Agency services and productivity through new technology, e-government applications, work processes and procedures, and training.
- Goal #5: Provide services which prevent or minimize the impact of emergency agricultural infestations, animal disease outbreaks, foodborne illness outbreaks, and natural and manmade disasters.

Objectives	Strategies
1. Enhance opportunities for the growth and profitability of the Virginia agriculture industry.	
<p>1.1 To increase the level of capital investment in agribusiness by \$10M each year for the period 2005-2008, through the efforts of VDACS's Agribusiness Development Services.</p> <p>Responsible Area: Agribusiness Development Services</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Agribusiness Development Services and Farmland Preservation</p>	<p>1.1.1 Market and promote Virginia as an exceptional site for development of agricultural business so as to support 20 companies in their decisions to locate, expand, or remain in the state each biennium.</p>
	<p>1.1.2 Target for special development efforts three (3) specific sectors of Virginia agriculture, which show the best prospects for investment and employment growth over the next biennium.</p>
	<p>1.1.3 Target the tobacco producing areas as a priority for agribusiness development initiatives through the referral of three (3) leads over the next biennium.</p>
	<p>1.1.4 Target two (2) specific commodity based sectors, which are competitively challenged, as a priority for value-added or high-value added initiatives over the next biennium.</p>

Objectives	Strategies
<p>1.2 To increase by two the number of farmland preservation programs adopted by localities with the assistance of VDACS' Agricultural Vitality Program each year of the biennium.</p> <p>Responsible Area: Agribusiness Development Services</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Agribusiness Development Services and Farmland Preservation</p>	<p>1.2.1 Provide technical assistance to localities in the implementation of farmland preservation strategies.</p>
	<p>1.2.2 Request resources to implement a state funding match for local farmland preservation programs.</p>
<p>1.3 To increase by 25% the number of existing farmers participating in the Farm Business Transition database through 2008.</p> <p>Responsible Area: Agribusiness Development Services</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Agribusiness Development Services and Farmland Preservation</p>	<p>1.3.1 Enlist the assistance of allied organizations (such as Virginia Farm Bureau and Virginia Cooperative Extension) in the recruitment of potential farmers/land owners to the Farm Business Transition Database.</p>
	<p>1.3.2 Request resources to provide technical assistance to facilitate farm business transition and succession.</p>

Objectives	Strategies
<p>1.4 To increase by two percent, based on a five year average value, the value of Virginia food, agricultural and forestry products marketed with assistance and collaboration from VDACS (Division of Marketing) by June 30, 2005.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Grading and Certification of Virginia Products</p>	<p>1.4.1 For each graded commodity, conduct an annual review of current fee structures to analyze both the fiscal health of commodity grading programs as well as the impact of current fees on the competitiveness of the graded commodities.</p>
	<p>1.4.2 Maintain consistent involvement with the four wholesale shipping point farmers’ markets and monitor infrastructure in preparation for GAP/GHP (Good Agricultural Practices/Good Handling Practices).</p>
	<p>1.4.3 Maintain management and certified technical staff in four comprehensive commodity inspection programs (Poultry and Egg; Grain; Fruit, Vegetable, and Peanut; Livestock) to meet inspection/grading needs of agency customers.</p>
	<p>1.4.4 Engage, create, and support initiatives for Virginia agriculture for traceability and product identification programs.</p>

Objectives	Strategies
<p>1.5 To maintain consistent market research programs in order to obtain current agricultural production statistics, price information, market trends and assess new market opportunities by June 30, 2005.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Marketing Research</p>	<p>1.5.1 Create and implement market development strategies for longer term marketing opportunities to include India, Russia, the Middle East and Africa.</p>
	<p>1.5.2 Expand marketing penetration into the Northern Virginia market.</p>
	<p>1.5.3 Monitor, search and apply for additional grant funding primarily through USDA programs, e.g. FSMIP, FAS, SARE, RMA and others as announced.</p>
	<p>1.5.4 Sustain and expand marketing information services through Virginia Agricultural Statistics Service and Virginia Market News and assess the practicality, use, and reliability of including lumber prices.</p>

Objectives	Strategies
	<p>1.5.5 Coordinate and integrate with neighboring states (DE, MD, NC, WV) an expanded Mid-Atlantic regional marketing initiative by combining staff and financial resources in addition to applying for appropriate federal funding to support a regional marketing initiative to improve the competitiveness of Virginia products through enhanced supply capability and marketing presence.</p>
	<p>1.5.6 Expand the availability of marketing information on the agency's website for wholesale buyers of food and other agricultural products.</p>
	<p>1.5.7 Monitor the development of a new rotational agricultural statistics survey program through a public/private partnership, utilizing the National Agricultural Statistics Service and state and industry resources to address new emerging agricultural industries in Virginia which will provide new information on the size and economic importance of nursery products, turf, equine, fruit, vegetables, and other specialty commodities to enhance marketing, promotion, and research.</p>
	<p>1.5.8 Collect, analyze, and disseminate marketing information on livestock, grain, poultry, fruit, vegetables, peanuts, cotton, oilseeds, tobacco, hay and aquaculture using network reporting systems.</p>

Objectives	Strategies
	1.5.9 Conduct surveys using statistically defensible methods to obtain information needed by commodity groups and specialists.
<p>1.6 To increase by two percent, based on a five-year average value, the value of Virginia food, agricultural and forestry products marketed with assistance and collaboration from VDACS (Division of Marketing) by June 30, 2005.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Market Virginia Agricultural and Forestry Products nationally and internationally</p>	1.6.1 Create a management structure and programs to better serve the divergent demographics between large and small producers in Virginia agriculture to include marketing tools, decision making tools and risk management strategies.
	1.6.2 Increase marketing activity and exposure in the aggressive growth markets of China and Southeast Asia for Virginia exports.
	1.6.3 Create and implement a comprehensive marketing program in Canada to include Virginia seafood, wood, produce and nursery stock.
	1.6.4 Engage Canadian and U.S. authorities on trade policy issues affecting Virginia exports.
	1.6.5 Increase market share in Europe for Virginia wood products.

Objectives	Strategies
	1.6.6 Improve and expand marketing presence and sales in Latin America, in particular, Mexico.
	1.6.7 Continue and expand promotions under the “Virginia Grown” and “Virginia’s Finest” trademarks and “Savor Virginia” theme to include local tie-ins, and expanded consumer-oriented promotions.
	1.6.8 Create a Virginia Retail Farmers’ Market organization.
	1.6.9 Maintain customer contacts with cattle feedlot operators and buyers in Midwestern and Northern states and Canada to assure their continued level of participation in Virginia livestock auctions.
	1.6.10 Exploit Virginia’s proximity advantage with Washington, D.C., to include a legislator reception and foreign embassy outreach program.
	1.6.11 Expand and enhance the growth and development of Virginia’s agri-tourism/agri-tainment enterprises and initiatives.
	1.6.12 Implement a Virginia/Carolinas joint peanut promotion marketing program.

Objectives	Strategies
	1.6.13 Conduct trade calls and production area tours with prospective buyers, wholesalers, brokers and grocery chains, as well as respond to requests for marketing assistance from Virginia producers of food, agricultural and forestry products.
	1.6.14 Increase awareness of the quality and diversity of Virginia agricultural products through promotional activities, publicity, trade show participation and special events.
	1.6.15 Develop and expand livestock marketing opportunities such as Internet and tel-o-auctions.
	1.6.16 Provide oversight on the policy and operation of shipping point markets in the Virginia Farmers' Market System.
	1.6.17 Monitor federal and private sources of business risk management programs and expertise that are available to Virginia agricultural producers and ensure that VDACS staff is conversant in these programs.
	1.6.18 Continue and strengthen cooperation with Virginia Tech, Virginia State University, Virginia Farm Bureau Federation and the Farm Service Agency/Virginia to expand the array and outreach of risk management education programs.

Objectives	Strategies
<p>1.7 To improve the operations of individual commodity boards and expand integrated, multi-commodity marketing programs by June 30, 2005.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Agricultural Commodity Boards</p>	<p>1.7.1 Maintain and enhance working relationships with Virginia commodity boards to include multi-commodity promotions, expanded interactions, and, where appropriate, engagement with national commodity organizations.</p>
	<p>1.7.2 Provide consistent support for expanded market presence for Virginia wine domestically and internationally.</p>
	<p>1.7.3 Support and expand the equine industry in Virginia through the completion of the Horse Industry Study (SJR 57) and engage industry leaders to implement recommendations.</p>
	<p>1.7.4 Continue support for transition within the Virginia tobacco industry.</p>
	<p>1.7.5 Provide marketing and administrative support to 16 agricultural commodity boards to assist in accomplishing their legislated mandates of marketing, education and research.</p>
	<p>1.7.6 Through coordination with USDA’s Risk Management Agency, institute an “AGR-Lite” Crop insurance program by January 1, 2006 to assist commodity producers in managing their operations and risks.</p>

Objectives	Strategies
<p>1.8 To increase by two percent the volume and/or value of USDA donated food and nutritional programs distributed to eligible recipient agencies in order to maximize the nutritional and economic benefits for Virginia citizens by June 30, 2005.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Nutritional Services – Distribution of USDA donated food</p>	<p>1.8.1 Select, procure, allocate and distribute USDA-donated foods to eligible recipient agencies in order to enhance sales of Virginia products.</p>
	<p>1.8.2 Make trade calls to schools and institutions to increase the use of Virginia food products.</p>
	<p>1.8.3 Partner with appropriate state agencies (Department for the Aging and Department of Health) to expand federal food aid programs with retail farmers markets, i.e. the Senior Farmers' Market Nutrition program and the Women Infant and Children Farmers' Market Nutrition programs.</p>
	<p>1.8.4 Expand marketing activity with institutional buyers in Virginia, increase Virginia market share.</p>

Objectives	Strategies
<p>1.9 To increase support of the interstate and international movement of agricultural products through June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Plant Pest and Disease Control – Plant pest and disease prevention and control services</p>	<p>1.9.1 Increase the use of laptop computers and cell phones by field personnel to 100% to support the interstate and international movement of agricultural products through June 30, 2006.</p>
	<p>1.9.2 The Office of Plant and Pest Services will pursue federal grant funding to upgrade communications and computer infrastructure to support export inspections and issuance of phytosanitary certificates to meet pest free requirements of importing countries.</p>

Objectives	Strategies
2. Ensure a safe and wholesome food supply.	
<p>2.1 To enhance food safety and security programs for citizens of the Commonwealth by increasing by three percent (from 38,351 to 39,502) the number of food safety and security inspectional activities of regulated food establishments by June 30, 2005 to ensure a safe and wholesome food supply for Virginia.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Food Safety and Security - Regulation of food establishments and processors and Regulation of milk and dairy industry</p>	<p>2.1.1 Monitor productivity of food, dairy and meat/poultry field personnel to insure that inspection and sampling requirements are met through June 30, 2005.</p>
	<p>2.1.2 Maintain numbers of filled field staff positions at maximum levels based on financial support and authorized MEL through June 30, 2006.</p>
	<p>2.1.3 Expedite the investigation of consumer complaints alleging tampering or foodborne illness to ascertain if intentional contamination or acts of terrorism may have occurred through June 30, 2006.</p>
	<p>2.1.4 Implement activities designed to locate and remove from sale unsafe dietary supplements which pose a risk to the consumer through June 30, 2006.</p>

Objectives	Strategies
	<p>2.1.5 Participate with the State Food Safety Task Force to develop vulnerability assessment tools to assist in determining vulnerability of foods within the farm-to-table continuum and to reduce the level of vulnerability to acts of terrorism against the food supply through June 30, 2006.</p>
	<p>2.1.6 Facilitate the implementation of two new dairy regulations by providing training and education to dairy inspectors and the dairy industry relative to the requirements of the regulations through September 30, 2005.</p>

Objectives	Strategies
<p>2.2 To strengthen food safety and security programs for citizens of the Commonwealth and promote uniformity with nationwide retail food regulatory programs by implementing six of the nine components of the FDA Voluntary National Retail Food Regulatory Program Standards (regulatory foundation; trained regulatory staff; inspection program based on HACCP principles; uniform inspection program; foodborne illness investigation and response; compliance and enforcement; industry and community relations; program support and resources; and program assessment) into the agency's regulatory food safety program by June 30, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Food Safety and Security – Regulation of food establishments and processors</p>	<p>2.2.1 Complete the process to adopt the 2001 FDA Food Code by June 30, 2005.</p>
	<p>2.2.2 Train all Food Safety Specialists in standardized methods of retail inspection by March 31, 2006.</p>
	<p>2.2.3 Develop an official food recall policy that meets the requirements of Title 21, Part 7 of the Code of Federal Regulations by December 31, 2004.</p>

Objectives	Strategies
	2.2.4 Modify food safety inspection reporting forms to appropriately document food borne illness risk factors and the interventions to control those risk factors by March 31, 2006.
<p>2.3 To ensure the continued supply of safe, wholesome, unadulterated and properly labeled meat and poultry products for Virginia consumers by inspecting and providing technical expertise and advice to Virginia's 39 Talmadge- Aiken plants 20 state inspected plants and 114 custom exempt plants to maintain Virginia's "equal to" inspection program through June 20, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Food Safety and Security – Regulation of meat products</p>	2.3.1 Fully implement a quality control program to assess the effectiveness of Meat and Poultry Inspection Programs by December 31, 2004.
	2.3.2 Prepare instruction documents and computer reporting formats by December 30, 2004.
	2.3.3 Train supervisors on all aspects of the program by March 31, 2005.
	2.3.4 Monitor supervisory personnel application of the program by June 30, 2005.
	2.3.5 Implement total system by September 30, 2005.

Objectives	Strategies
	2.3.6 Collect and analyze data and provide feedback to supervisors by December 31, 2005.
	2.3.7 Evaluate humane handling practices and provide assistance in meeting the standards in all Talmadge-Aiken, state and custom exempt slaughter facilities through June 30, 2006.
	2.3.8 Provide information on BSE and other foreign animal diseases to 114 custom exempt establishments in Virginia through June 30, 2006.
<p>3. Provide agricultural and consumer protection services which support economic growth, encourage environmental stewardship and meet consumer needs.</p>	
<p>3.1 To protect the integrity and competitiveness of the Virginia grain industry through 100% compliance with Virginia Grain Laws by June 30, 2006.</p> <p>Responsible Area: Division of Marketing</p> <p>Budget Service Category: Regulation of Business Practices – Regulation of grain commodity sales</p>	<p>3.1.1 Visit all Virginia grain handlers and dealers annually and review their receipting and grading practices and procedures. Inspect grain testing equipment for accuracy. Condemn equipment out of tolerance and seal approved equipment within tolerance. Check grade grain samples retained by dealers/handlers for tolerance and accuracy and mail results to the producers selling the grain.</p>
	<p>3.1.2 Initiate all investigations within twenty-four hours on complaints from injured producers of nonpayment, fraud, deceit and negligence of a grain dealer or handler.</p>

Objectives	Strategies
	3.1.3 Provide marketing and technical assistance to grain producers on an ongoing basis, provide information on current grain market quality demands.
	3.1.4 Plan and conduct grain grading workshops annually for growers, producers and processors.
	3.1.5 Review license applications of grain dealers to ensure their license renewal by December 31 of each year.
	3.1.6 Develop exhibit materials and participate in trade shows, conferences and field days.
<p>3.2 To maintain a system that supports an orderly state milk market to promote the production of a supply of competitively priced fluid milk that satisfies 100% of Virginia consumer demand.</p> <p>Responsible Area: Milk Commission</p> <p>Budget Service Category: Agricultural Industry Marketing, Development, Promotion, and Improvement – Milk Commission</p>	3.2.1 Enhance staff skill levels through formal and in-house training which support and maintain the Commission’s operational activities that provide for an orderly milk market.
	3.2.2 Create and test a system for announcing prices and related information when access to office is restricted.
	3.2.3 Increase the efficiency of informational flow between customers and the Commission by encouraging the use of technology.

Objectives	Strategies
	3.2.4 Provide continuous assistance and training to customers on regulatory requirements to improve compliance.
<p>3.3 To strengthen compliance with Virginia’s Comprehensive Animal Laws, prevent cruelty to animals and promote humane care and treatment of animals by conducting at least one inspection of each of the 134 animal pounds and shelters and provide animal control officer training standards by June 30, 2005.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Animal and Poultry Disease Control and Agricultural Security – Animal Welfare</p>	3.3.1 The Office of Veterinary Services will contract with a private veterinarian to develop animal control officer training standards.
	3.3.2 Coordinate review of the training standards with affected constituents.
	3.3.3 Provide technical veterinary medical advice and expertise to Animal Control Officers on an as needed basis.
	3.3.4 The Office of Veterinary Services will recruit, employ, and train an inspector to conduct pound and shelter inspections, monitor remediation of deficiencies, and enforce compliance with Virginia’s Comprehensive Animal Laws by working with local officials and by assessing civil penalties when appropriate by March 31, 2005.

Objectives	Strategies
	3.3.5 The Office of Veterinary Services will develop or contract for a system for recording the training histories of Animal Control Officers in the Commonwealth by June 30, 2005.
	3.3.6 The Office of Veterinary Services will cooperate with police academies in the Commonwealth to provide training for Animal Control Officers by June 30, 2005.
	3.3.7 The Office of Veterinary Services will work with the Office of Communications and Promotions to establish a link on the agency website to the Virginia Association of Animal Control Officer's website listing approved Animal Control Officer continuing education courses by June 30, 2005.
	3.3.8 The State Veterinarian will provide localities with guidance on the use of carbon monoxide chambers for euthanasia to improve operator safety and decrease animal anxiety by June 30, 2005.

Objectives	Strategies
<p>3.4 To increase consumer protection by reducing by 10 percent the average number of days for resolution of consumer affairs services complaints by FY 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Consumer Affairs Services</p>	<p>3.4.1 The Office of Consumer Affairs will identify and pursue training opportunities that will enhance the capabilities of our investigative staff to handle complaints involving Internet fraud.</p>
	<p>3.4.2 The Office of Consumer Affairs will identify and pursue funding and training opportunities that will enhance the capabilities of regulatory compliance staff to detect and investigate the fundraising activities of organizations that may threaten Homeland Security.</p>
	<p>3.4.3 In conjunction with the Office of Pesticide Services, the Office of Consumer Affairs will implement a procedure to facilitate the systematic evaluation, data exchange, and investigation of complaints alleging the fraudulent application of termiticides.</p>
	<p>3.4.4 The Office of Consumer Affairs will maintain at not more than three the average number of working days required to process acknowledgment of receipt of 100% of consumer complaints.</p>

Objectives	Strategies
	3.4.5 The Office of Consumer Affairs will maintain at not more than three the average number of working days required to process notifications of complaints to affected businesses.
	3.4.6 The Office of Consumer Affairs will increase the use of alternative dispute resolution as a means of resolving consumer complaints.
	3.4.7 The Office of Consumer Affairs will continue to leverage its complaint resolution capabilities through the referral of cases, when appropriate, to local community mediation centers in the geographic area where the complaint originated.
<p>3.5 To enhance the protection of human health and the environment by reducing non-compliance with Virginia pesticide laws and regulations by 10% through June, 2006. (All calculations to be conducted on an individual investigator basis.)</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Products – Pesticide Regulation and Applicator Certification</p>	3.5.1 The Office of Pesticide Services will increase, by 20%, the number of pesticide products inspected that are offered for sale in Virginia; through the use of hand-held computers equipped with product registration software, current product registration database information, and UPC barcode readers (PDA's).

Objectives	Strategies
	3.5.2 The Office of Pesticide Services will reduce by 10% the number of non-compliance discoveries of unregistered pesticide products for sale in the Commonwealth.
	3.5.3 The Office of Pesticide Services will collaborate with the Office of Consumer Affairs to investigate 100% of cases alleging the fraudulent application of termiticides.
	3.5.4 The Office of Pesticide Services will reduce by 10% the number of uncertified pesticide applicators providing commercial pesticide services in the Commonwealth.
	3.5.5 The Office of Pesticide Services will reduce by 10% the number of non-compliance cases of businesses providing commercial pesticide services in the Commonwealth without a valid pesticide business license.
	3.5.6 The Office of Pesticide Services will work closely with Virginia Cooperative Extension to revise and update at least three pesticide applicator training manuals and certification examinations annually.

Objectives	Strategies
<p>3.6 To increase the number of Virginia manufacturers (new clients) using the services of the metrology laboratory by 25-percent by June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Products – Regulate weights and measures and motor fuels</p>	<p>3.6.1 The Office of Product and Industry Standards will advance accreditation with the National Voluntary Laboratory Accreditation Program (NVLAP) from Echelon II to Echelon I by June 30, 2006.</p>
	<p>3.6.2 The Office of Product and Industry Standards will maintain accreditation with the National Voluntary Laboratory Accreditation Program (NVLAP) in support of weights and measures field activities.</p>
	<p>3.6.3 The Office of Product and Industry Standards will reduce response time to manufacturers' requests for calibration services from an average of 14 days to an average of 10 days.</p>
	<p>3.6.4 The Office of Product and Industry Standards will provide manufacturers with guidance related to quality measurement and its impact on sustained quality control in manufacturing.</p>
	<p>3.6.5 The Office of Product and Industry Standards will expand awareness of metrological services to Virginia manufacturers.</p>

Objectives	Strategies
<p>3.7 To provide consumer protection and support for Virginia businesses by completing inspections of 67,500 weighing and measuring devices each year through June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Business Practices – Regulate weights and measures and motor fuels</p>	<p>3.7.1 The Office of Product and Industry Standards will implement inspection strategies to inspect all devices within a region prior to addressing any request for additional testing or beginning the subsequent inspection cycle of devices within the region.</p>
	<p>3.7.2 The Office of Product and Industry Standards will provide guidance to manufacturers, service companies and end users regarding laws, regulations and other technical requirements.</p>
	<p>3.7.3 The Office of Product and Industry Standards will prioritize inspections with a focus on businesses having a history of non-compliance.</p>
	<p>3.7.4 The Office of Product and Industry Standards will increase enforcement actions against service companies having a history of unacceptable performance.</p>
	<p>3.7.5 The Office of Product and Industry Standards will continue priority response to consumer complaints in an effort to retrieve relative samples of questionable products, or to duplicate occurrences specified by complainants prior to corrective actions.</p>

Objectives	Strategies
<p>3.8 The Office of Consumer Affairs will seek to reduce by 5% the incidence of fraud in the categories of complaints identified by the Consumer Affairs Advisory Committee as priorities for consumer education and public outreach efforts.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Consumer Affairs Services</p>	<p>3.8.1 The Office of Consumer Affairs will continue to evaluate trends in the nature of complaints filed by consumers, as well as the subject matter of calls received on the Consumer Protection Hotline, and will share those findings with members of the Consumer Affairs Advisory Committee.</p>
	<p>3.8.2 The Consumer Affairs Advisory Committee will meet at least semi-annually and will report its recommendations in writing in matters related to consumer education and fraud prevention programs to the Director of Consumer Protection.</p>
<p>3.9 To increase inspection activities for agricultural based inputs (seed, feed, fertilizer, animal remedies and liming materials) to achieve 10,000 test results each year through June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Products – Regulate feed, seed, and fertilizer products</p>	<p>3.9.1 The Office of Product and Industry Standards will provide guidance to manufacturers regarding laws, regulations and registration requirements.</p>

Objectives	Strategies
	3.9.2 The Office of Product and Industry Standards will prioritize inspections with a focus on businesses having a history of non-compliance.
	3.9.3 The Office of Product and Industry Standards will assist businesses in creating opportunities for the distribution and use of industrial and agricultural co-products (waste products).
	3.9.4 The Office of Product and Industry Standards will continue priority sampling of large-unbroken-lots (LUL) of seed to maximize effectiveness of resources in reducing the introduction of non-compliant seed inputs.
	3.9.5 The Office of Product and Industry Standards will conduct inspections of Virginia feed manufacturers to assure the production of feed used for food producing animals that does not contain residues of drugs or other materials injurious to human health.
	3.9.6 The Office of Product and Industry Standards will conduct surveillance inspections in cooperation with the FDA to complete BSE inspections in Virginia feed manufacturing operations to ensure that feeds for ruminant livestock are free of prohibited mammalian tissue.

Objectives	Strategies
	<p>3.9.7 The Office of Product and Industry Standards will continue priority response to consumer complaints in an effort to retrieve representative samples of products or observe alleged violations prior to corrective actions.</p>
	<p>3.9.8 The Office of Product and Industry Standards will increase surveillance and collection of applicable licensing and registration fees of commercial feed manufacturers utilizing e-commerce marketing.</p>
<p>3.10 To provide adequate pesticide “tools” for increasing production of existing crops or to facilitate the introduction of new crops, and to assist Virginia’s agricultural producers to use crop protection chemicals safely.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Products – Pesticide regulation and applicator certification</p>	<p>3.10.1 The Office of Pesticide Services will review and submit registrant applications (upon completion) for Special Local Need Registrations under § 24(c) FIFRA to the Pesticide Control Board’s ad hoc Review Committee within 10 working days of receipt from registrants.</p>
	<p>3.10.2 The Office of Pesticide Services will submit applications for exemptions from registration under §18 FIFRA to the Pesticide Control Board ad hoc Review Committee within 10 working days of receipt of completed documentation from Virginia Tech. Extension Services.</p>

Objectives	Strategies
	3.10.3 The Office of Pesticide Services will issue Experimental Use Permits (EUP's), when required conditions have been fulfilled, within 10 days of registrant submission.
	3.10.4 The Office of Pesticide Services will improve automation process for § 3 registrations by using Kelly Registration Services and will reduce departmental personnel support time by 10%.
<p>3.11 Increase by 5% the number of inspections, certifications and compliance monitoring conducted to protect Virginia's agricultural and horticultural resources from injurious plant pests and diseases and to support the sale and export of agricultural commodities through June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Plant Pest and Disease Control – Plant pest and disease prevention and control services</p>	<p>3.11.1 Provide detection /certification /control /eradication services designed to prevent the introduction and slow the spread of designated invasive pest species within the Commonwealth.</p>
	3.11.2 Upgrade communications and computer infrastructure to enhance export inspections and issuance of phytosanitary certificates for Virginia agricultural commodities to meet pest free requirements of importing countries.

Objectives	Strategies
	3.11.3 Inspect and register all Virginia nursery growers and provide insect and disease diagnosis, detection, and control recommendations to the nursery industry to facilitate the sale and shipment of healthy plants and plant products by Virginia growers.
	3.11.4 Conduct surveys and assist with recovery and conservation projects for listed endangered or threatened plant and insect species in Virginia and provide inspections and certifications to allow for sale and export of Virginia grown ginseng.
<p>3.12 To increase the number of industry clients utilizing the seed laboratory for DNA tests and tests for herbicide resistance by 25 percent by June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Regulation of Products – Regulate feed, seed, and fertilizer products</p>	3.12.1 The Office of Product and Industry Standards will ensure quality standards through certification and continuous updating of training to reflect current trends and technology.
	3.12.2 The Office of Product and Industry Standards will maintain response time to client's request for testing services at an average of 3 days.
	3.12.3 The Office of Product and Industry Standards will increase testing and enforcement ability regarding genetically-engineered seeds.

Objectives	Strategies
	3.12.4 The Office of Product and Industry Standards will continue priority testing of large-unbroken-lots (LUL) of seed to maximize effectiveness of resources in reducing the introduction of non-compliant seed inputs.
	3.12.5 The Office of Product and Industry Standards will increase the number of industry clients utilizing the seed laboratory for DNA tests and tests for herbicide resistance by 25 percent by June 30, 2006.
<p>3.13 To provide policy, planning and research services that support the Department's major performance objectives through June 30, 2006.</p> <p>Responsible Area: Office of Policy, Planning and Research</p> <p>Budget Service Category: Administrative and Support Services</p>	3.13.1 By June 30, 2005, revise agency policy on regulation-making.
	3.13.2 By June 30, 2005, complete work with the Commissioner's Office and the divisions that administer state regulations in developing a priority list of potential new regulations as well as those existing state regulations that need to be presented to the appropriate regulation making bodies in the agency during FY 05-06 and FY 06-07 to initiate regulatory action to create, amend or repeal them.

Objectives	Strategies
	<p>3.13.3 By December 31, 2004, meet with Farm Service Agency (USDA) staff in Richmond to begin developing a draft agreement for improving the current process and procedure for handling requests from local government for federal/Secretarial disaster designation of agriculture-related production losses.</p>
	<p>3.13.4 By June 30, 2005, submit a draft agreement for improving the process and procedure for handling local government disaster designation requests to the Commissioner and to the State FSA Director for review, additional input and final buy-in.</p>
	<p>3.13.5 Through June 30, 2006, and upon the approval of the Commissioner's Office, assist the Commissioner's Office and agency staff in preparing/processing legislative packages that will be submitted to the Cabinet Secretary, ensuring that agency and state guidance on legislative proposals is met and that deadlines established by the Commissioner, the Secretary and the Governor are satisfied.</p>

Objectives	Strategies
	3.13.6 Through June 30, 2006, ensure that the directions of the Governor, the Cabinet Secretary and the Commissioner's Office are met as to the agency's review, assessment/analysis, tracking and coverage of bills introduced during General Assembly sessions.
	3.13.7 Through June 30, 2006, give the Commissioner's Office accurate and timely information required to process Agricultural Stewardship Act complaints received and ensure that these complaints are handled in an expeditious and efficient manner and that requirements of state law are satisfied.
<p>4. Increase Agency services and productivity through new technology, e-government applications, work processes and procedures, and training.</p>	
<p>4.1 To provide administrative and financial services that support the agency's performance objectives each year for the period 2004-2008.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Budget Service Category: Administrative and Support Services</p>	4.1.1 Monitor legislation and take necessary actions to implement legislation through June 30, 2006.
	4.1.2 Implement the agency's SWAM Plan through June 30, 2006.

Objectives	Strategies
	4.1.3 Meet or exceed DOA's e-commerce performance measures (Prompt Pay, Employee EDI, Direct Deposit, AMEX Travel Card) quarterly through June 30, 2006.
	4.1.4 Revise and test Continuity of Operations Plan by June 1, 2005.
	4.1.5 Develop and implement a corrective action plan to respond to APA Audit Report by due date.
	4.1.6 Develop and implement a corrective action plan to respond to the DGS/DPS Review by November 1, 2004.
<p>4.2 To provide new and maintain existing office and lab facilities to support agency programs and objectives through June 30, 2006.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Budget Service Category: Administrative and Support Services</p>	4.2.1 Complete planning and site acquisition and initiate construction of the new Harrisonburg Regional Laboratory and Office by August 1, 2005.
	4.2.2 Complete five (5) maintenance and repair projects at agency owned farmer's markets, laboratory and office facilities through June 30, 2006.

Objectives	Strategies
<p>4.3 To comply with VITA transition and transformation requirements through 6/30/06.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Budget Service Category: Administrative and Support Services</p>	<p>4.3.1 Implement requirements, provide deliverables and transition into VITA by October 25, 2004.</p>
	<p>4.3.2 Work with VITA Capitol Square Server Move Team to determine requirements, plan and implement plan to move VDACS IT infrastructure from Washington Building to 7th Street Plaza Building by May 31, 2005.</p>
	<p>4.3.3 Perform transformation requirements as defined by VITA through June 30, 2006.</p>
<p>4.4 To expand use of eVA to meet DGS usage requirements by January 1, 2005.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Service Area: Administrative and Support Services</p>	<p>4.4.1 Procurement office will provide training in all aspects of eVA usage to respective end users by August 31, 2004.</p>
	<p>4.4.2 Implement an operational study of procurement functions in relation to eVA by March 31, 2005.</p>

Objectives	Strategies
	4.4.3 Implement plan to ensure 100% of all agency purchases, except those exempted by DGS/DPS, are made from vendors enrolled in the eVA purchasing system or, if not enrolled, orders are placed through the Ad Hoc method by January 1, 2005.
	4.4.4 Implement plan to ensure that 90% of all eVA purchases, except those exempted by DGS/DPS, are with eVA registered vendors (not ad hoc).
<p>4.5 To complete re-engineering/ conversion of ten legacy applications by June 30, 2006.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Service Area: Administrative and Support Services</p>	4.5.1 Investigate the feasibility of implementing a third-party solution for certification, registration and licensing program.
	4.5.2 If practical and affordable, the Agency will develop and implement a consolidated certification, registration and licensing process.
	4.5.3 Complete conversion of FINSYS to Oracle 9i three-tier environment by June 1, 2005.
	4.5.4 Complete movement of FINSYS, Consolidated Commodities, Revenue Management, Permits and Dairy Services from Oracle 7.3.3 database on 9221 to Oracle 9i database by October 1, 2005.

Objectives	Strategies
<p>4.6 To communicate to the Agency changes related to VITA, eVA and the Move.</p> <p>Responsible Area: Administrative and Financial Services</p> <p>Budget Service Category: Administrative and Support Services</p>	<p>4.6.1 Develop a communications plan to educate employees about changes related to eVA, VITA, and the Move by September 1, 2004 and implement throughout the biennium.</p>
<p>4.7 To relocate agency central office staff to new office space in the Finance building at Capitol Square by October 31, 2005.</p>	<p>4.7.1 Coordinate office space planning with the Department of General Services, project architects and designated agency staff through June 30, 2005.</p>
	<p>4.7.2 Work with the Department of General Services and project architects and engineers to plan the location of building electrical, mechanical and plumbing systems through June 30, 2005.</p>
	<p>4.7.3 Work with the Department of General Services and VITA to plan and implement a new central office telecommunications system through October 31, 2005.</p>
	<p>4.7.4 Develop and coordinate moving and relocation plans and schedules with the Department of General Services, project move team and agency staff through October 31, 2005.</p>

Objectives	Strategies
	4.7.5 Coordinate procurement of new business cards and stationary through October 31, 2005.
<p>4.8 To provide Human Resource services that support the agency's performance objectives each year for the period 2004-2006.</p> <p>Responsible Area: Human Resource Office</p> <p>Budget Service Category: Administrative and Support Services</p>	4.8.1 Implement a Workforce Plan that insures VDACS will have a qualified workforce to carry out agency goals and objectives with 50% implementation of the Plan by June 30, 2008.
	4.8.2 Assist the agency's work units in identifying technical, communication and management training opportunities to prepare employees with the necessary skills to enhance performance and career development – with particular attention to forecasting future skills needed for the changing work environment by June 30, 2006.
	4.8.3 Prepare employees to meet agency workforce challenges by providing training and development opportunities, building leadership skills through formal training programs, documenting trends and changes in organizational requirements and work force requirements through work force planning by June 30, 2008.

Objectives	Strategies
	4.8.4 Provide opportunities for employees to evaluate their current qualifications against qualifications for specific occupational categories in the workforce of the future by June 30, 2008.
	4.8.5 Use creative outreach recruitment and retention initiatives such as human resource management flexibility, pay practices and benefits by June 30, 2006.
	4.8.6 Target key recruitment resources to attract qualified candidates especially in those areas of under representation in the workforce by June 30, 2006.
	4.8.7 Enhance quality of work life by implementing initiatives that make us more competitive with other organizations by June 30, 2006.
<p>4.9 To administer DHRM and Agency Human Resource policies and procedures fairly and consistently through June 30, 2006.</p> <p>Responsible Area: Human Resource Office</p> <p>Budget Service Category: Administrative and Support Services</p>	4.9.1 Review, evaluate and administer the agency salary plan to ensure human resource management flexibility, pay practices and benefits are used appropriately to recruit and retain a qualified and diverse workforce.

Objectives	Strategies
	4.9.2 Administer the agency performance management plan to ensure plans are submitted according to schedule, exceptional performance is recognized, unacceptable performance is addressed, and all EWP's include developmental goals to include technical, computer or management training.
	4.9.3 Assess the Agency's progress towards addressing under-representation of identified groups on a biannual basis. Utilize EEO statistics to identify and address deficiencies.
	4.9.4 Review recruitment and selection processes and procedures and use technology to streamline workflow and reduce processing time.
<p>4.10 To decrease the potential risks of workplace injuries and occupational illnesses by 2% through the promotion of safe work environments and up to date safety programs through June 30, 2008.</p> <p>Responsible Area: Human Resource Office</p> <p>Budget Service Category: Administrative and Support Services</p>	4.10.1 Communicate safe work habits and practices and related safety requirements to agency employees to prevent accidental injury/illness through quarterly program level safety briefings. Identify potential safety hazards and appropriate corrective actions.
	4.10.2 Develop and implement safety training record-keeping and reporting processes for all program areas by June 30, 2006.

Objectives	Strategies
	4.10.3 Provide CPR/First Aid and AED training for selected staff in the Richmond area offices. Encourage field labs/offices to send at least 2 individuals for similar training through local community sources through June 30, 2006.
	4.10.4 Promote emergency readiness for injury/illness through facility evacuation drills through June 30, 2006.
	4.10.5 Promote safe and proper use of state vehicles by posting policy reviews and relevant safe-driving tips on Intranet, Employee Newsletter, and through quarterly program level staff meetings.
<p>4.11 To provide communication, promotion, and Web-based services that support the Department's major performance objectives each year for the period 2005-2008</p> <p>Responsible Area: Office of Communication and Promotions</p> <p>Budget Service Category: Administrative and Support Services</p>	4.11.1 Develop and issue 40 news releases for statewide, national or trade media on agricultural products and promotional events, including at least five releases on positive aspects of agriculture, its products, and its economic benefits to the citizens of Virginia, annually through June 30, 2008.
	4.11.2 Develop and implement a minimum of three major promotional events (Virginia Grown Campaign, trade shows, Food and Beverage Expo, etc.) annually through June 30, 2008.

Objectives	Strategies
	4.11.3 Maintain and enhance the agency’s media relations program by responding to media accurately and within 24 hours, by creating a plan for crisis communications and implementation, and by developing relationships with at least three new media outlets or reporters annually through June 30, 2008.
	4.11.4 Write and distribute a minimum of three releases on agency services annually through June 30, 2008.
	4.11.5 Continue to manage the agency Web site and update Web pages at least weekly based on Agency priorities through June 30, 2008.
	4.11.6 Provide consumer education as outlined in the Consumer Protection Act to reduce the total number of complaints to OCA, including writing and/or producing a minimum of five releases or educational publications to educate consumers about protecting themselves from food-borne illnesses, scams and other challenges.
	4.11.7 Administer the Century Farm program, processing all applications within 10 working days, responding to questions and inquiries within two working days, posting new designees on the agency Web site within 24 hours of sending out packets, and filing applications and related materials in the archives within six weeks of processing applications.

Objectives	Strategies
<p>4.12 To provide Internal Audit services that support the Agency's major performance objectives each year for the period 2005-2008.</p> <p>Responsible Area: Internal Audit</p> <p>Budget Service Category: Administrative and Support Services</p>	<p>4.12.1 Revise and implement an Agency Audit Plan.</p>
	<p>4.12.2 Provide Internal Audit consulting services as needed.</p>
	<p>4.12.3 Investigate and make recommendations on any Hot Line calls as required.</p>

Objectives	Strategies
<p>5. Provide services which prevent or minimize the impact of emergency agricultural infestations, animal disease outbreaks, foodborne illnesses, and natural and manmade disasters.</p>	
<p>5.1 To protect and promote Virginia’s animal and poultry industries by conducting livestock market and sales inspections, reviewing and issuing animal health certificates, conducting investigations and tracebacks, issuing quarantines and eradication notices, maintaining Virginia’s Tuberculosis, Brucellosis and Pseudorabies free status, enforcing livestock and poultry regulations and entry requirements on a continuous basis, and implementing five new disease and response capabilities through June 30, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Animal and Poultry Disease Control and Agriculture Security – Agriculture security</p>	<p>5.1.1 Implement an animal premises identification system in Virginia by June 30, 2005.</p>
	<p>5.1.2 Publish a Foreign Animal Disease Plan by June 30, 2005.</p>
	<p>5.1.3 Develop agreements and notification system for Virginia-Maryland Regional College of Veterinary Medicine (VMRCVM) staff and veterinary practitioners willing to participate in an emergency response by June 30, 2005.</p>

Objectives	Strategies
	5.1.4 Conduct joint VDACS, VMRCMV staff and veterinary practitioner training and an exercise by December 31, 2005.
	5.1.5 The Office of Veterinary Services will seek enrollment of staff veterinarians in USDA training and certifications for Foreign Animal Disease Diagnostics, Brucellosis Epidemiology, Tuberculosis Epidemiology, Johne's Disease Coordinator training, Animal Identification Coordinators Workshop, Pseudorabies Epidemiology, and Generic Data Base entry and report writing through June 30, 2006.
	5.1.6 All Office of Veterinary Services staff veterinarians will complete in residence training on the USDA Incident Command System Levels 100 and 200 by December 31, 2004.
	5.1.7 Livestock inspectors for the Office of Veterinary Services will be briefed by staff veterinarians in the regions on the Incident Command System by January 31, 2005.
	5.1.8 The Office of Veterinary Services will expand training and information exchange for regional veterinary supervisors and selected staff by conducting regional meetings in April 2005 and October 2005.

Objectives	Strategies
	<p>5.1.9 Livestock inspectors for the Office of Veterinary Services will be equipped with notebook computers and trained in their use to research Virginia regulations and requirements for interstate transportation, complete and file official documents, and record information for premises registration at livestock markets by February 28, 2005.</p>
	<p>5.1.10 The Office of Veterinary Services will work with USDA and Virginia Cooperative Extension to educate beef and dairy producers on the benefits and needs for participation in the Virginia Johne's Control Program through June 30, 2006.</p>
<p>5.2 To prevent the rapid spread of transmissible disease in Virginia's livestock and poultry populations by enhancing disease surveillance capabilities through the implementation of a private veterinary practitioner disease reporting system by June 30, 2005.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Animal and Poultry Disease Control and Agriculture Security – Animal disease prevention and control</p>	<p>5.2.1 Work with a private contractor and veterinary practitioners to implement the reporting system by June 30, 2005.</p>

Objectives	Strategies
<p>5.3 To protect and promote Virginia’s livestock and poultry industries and protect domestic animals by conducting 598,464 diagnostic laboratory tests each year to aid in the prevention and control of animal diseases through June 30, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Animal and Poultry Disease Control and Agriculture Security – Diagnostic services</p>	<p>5.3.1 Oversee construction, outfitting and certification of the Agency’s first bio-security level 3 Suite in the new Harrisonburg Regional Animal Health Laboratory by December 31, 2005.</p>
	<p>5.3.2 Aid in the prevention and control of livestock and poultry diseases for Virginia’s animal industries by enhancing testing services and attaining AAVLD Laboratory Accreditation through June 30, 2006.</p>
	<p>5.3.3 Operate five Regional Animal Health Laboratories.</p>
	<p>5.3.4 Establish a full-time Quality Manager position for the Office of Laboratory Services with responsibility for writing and implementing a system-wide Quality Control Program, in accordance with the AAVLD’s Essential Requirements for an Accredited Laboratory Guidelines by March 31, 2005.</p>

Objectives	Strategies
	5.3.5 Implement a state-wide Quality Control Program for the regional animal health laboratory system in accordance with the AAVLD's Essential Requirements for an Accredited Laboratory Guidelines by June 30, 2006.
	5.3.6 Coordinate with the Virginia Department of Health on animal diseases with human health implications.
<p>5.4 To minimize the threat of terrorism on Virginia's food supply and increase the level of domestic preparedness by conducting at least one "table top" exercise for Food Safety and Security Specialists by June 30, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Food Safety and Security – Agriculture security</p>	5.4.1 Research the availability and appropriateness of existing food security table-top exercises to determine the most suitable exercise for Food Safety and Security Specialists by June 30, 2005.
	5.4.2 Determine the level of participation by other stakeholders in a table-top exercise necessary to maximize the effectiveness of that exercise and to increase the level of domestic preparedness within Virginia to the greatest degree by September 30, 2005.
	5.4.3 Secure the sources of funding that will be necessary to conduct a food security table-top exercise by December 31, 2005.

Objectives	Strategies
	5.4.4 Conduct a food security table-top exercise by June 30, 2006.
<p>5.5 To ensure Food Safety and Security personnel are adequately equipped to respond to incidents where food may have been exposed to a biological, physical, nuclear or chemical agent by increasing the level of preparedness by procuring 100% of the equipment necessary to protect Food Safety and Security Specialists from chemical/biological hazards by June 30, 2006.</p> <p>Responsible Area: Division of Animal and Food Industry Services</p> <p>Budget Service Category: Food Safety and Security – Agriculture security</p>	<p>5.5.1 Research and identify the types of equipment that are necessary for proper protection of Food Safety and Security personnel when dealing with situations where intentional chemical, radiological or microbiological contamination of foods or food establishments is suspected by June 30, 2005.</p>
	5.5.2 Secure necessary funding to purchase Food Safety and Security personnel protection equipment by December 31, 2005.
	5.5.3 Procure the equipment necessary to protect Food Safety and Security personnel by June 30, 2006.

Objectives	Strategies
<p>5.6 To maintain the Office of Plant & Pest Services' emergency plant pest detection and response capabilities to prevent or minimize potential plant health crises through June 30, 2006.</p> <p>Responsible Area: Division of Consumer Protection</p> <p>Budget Service Category: Plant and Pest Disease Control – Plant and pest disease prevention and control services</p>	<p>5.6.1 The Office of Plant & Pest Services will develop and implement an Emergency Plant Pest Action Plan to include mechanisms for surveillance and early detection, rapid response, safe disposal, training, public education, and effective communication to address exotic plant pest threats and infestations.</p> <p>-Initial Draft by September 30, 2004 -Final Plan by December 30, 2004</p>
	<p>5.6.2 The Office of Plant & Pest Services will increase its Homeland Security preparedness by pursuing federal grants that will enhance its ability to monitor and control plant pests of potential bio-terrorism concern.</p>
	<p>5.6.3 The Office of Plant & Pest Services will enhance VDACS' plant pathology laboratory's ability to provide effective diagnostic testing for plant diseases, including those listed on the Homeland Security list of select agents of bio-terrorism concern, by continuing to upgrade laboratory testing capabilities, providing necessary staff training, and ensuring adequate laboratory staffing.</p>

(Appendix B)

Virginia Results Planning and Performance Report

November 16, 2004

Department of Agriculture & Consumer Services (301)

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Mission Statement

We promote the economic growth and development of Virginia agriculture, encourage environmental stewardship and provide consumer protection.

Activities

- 1. Marketing and Promoting of Agricultural and Forestry Products:** Efforts to increase marketing opportunities for the sale of Virginia agricultural, forest, and seafood products through promotional activities, commodity grading and certification, the commodity boards, and food distribution.
- 2. Food Safety and Inspection Services:** Efforts to ensure that Virginia citizens will have a safe and wholesome food supply.
- 3. Animal Industry Veterinary Services and Diagnostic Laboratory Services:** Efforts to ensure that animal diseases are detected, diagnosed and managed in a timely manner thereby reducing the economic loss to agricultural producers.
- 4. Regulation of Weights and Measures, Motor Fuels, and Agricultural-Related**

Products: Efforts to promote equitable market conditions through inspections and certifications that will establish a level playing field, foster fair competition among regulated entities, and protect consumers and agricultural producers.

5. **Plant Pest and Disease Control Services and Gypsy Moth Suppression Services:** Efforts to protect and enhance the economic value of agriculture products by controlling plant pests and disease.
6. **Pesticide Certification and Regulation Services:** Efforts to protect the health and welfare of Virginia’s citizens and environment by ensuring that pest control operators comply with certification requirements and use pesticides properly, and that pesticides sold for use in Virginia are properly registered.
7. **Agribusiness Development Services:** Efforts to create, expand, and retain agribusinesses in Virginia thereby creating new jobs and retaining existing jobs in the agribusiness sector.
8. **Consumer Affairs Services:** Efforts to resolve consumer complaints concerning fraudulent, deceptive, or illegal practices.
9. **Milk Commission:** Efforts to assure Virginians of a constant, available, and reasonably priced supply of milk.
10. **Agency Operations:** Efforts to manage agency resources to provide the best service to customers for the least cost.

Customers	Growth Trend
Government agencies (Va., other states, local, federal, foreign, public schools & institutions)	Same
Media Groups	Same
Producers, growers and processors of agricultural commodities and the support industries	Same
Special Interest Groups (consumer, environmental & animal care interests)	Same
Businesses	Same
Taxpayers and consumers	Same

Governor's and Other Initiatives	Status
<i>No Initiatives have been entered for this agency.</i>	

Performance Measures

Measure #1

Number of food safety inspections per full-time-equivalent

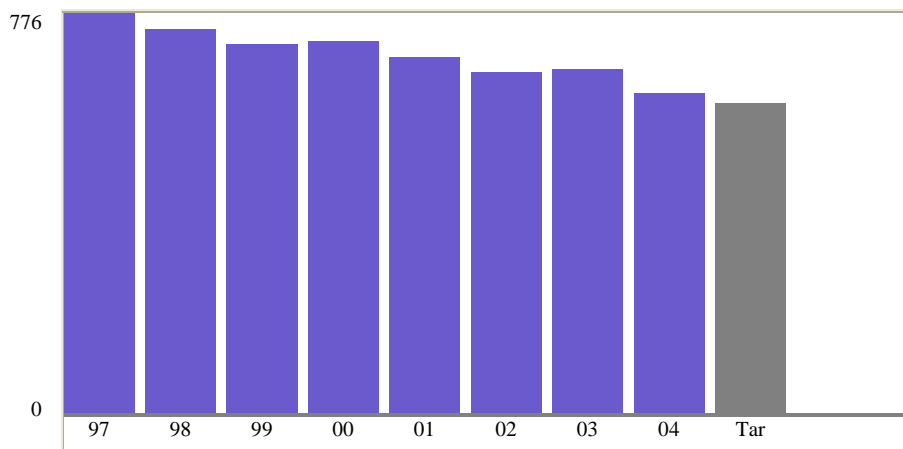
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
1997	775.0
1998	746.0
1999	712.0
2000	723.0
2001	692.0
2002	659.0
2003	669.0
2004	622.0



Explanatory Note

none

Title or brief description of the primary data source(s)

Oracle databases maintained by Office of Dairy & Foods and the Human Resource Office on VDACS' mainframe computer.

Describe how the measure is calculated

Inspections performed, consumer complaints investigated and laboratory samples collected are totaled and divided by the number of filled FTEs assigned to the Office of Dairy & Foods.

Describe how the target is calculated

By increasing the retention of food safety specialists, and streamlining inspection and reporting processes, the target of 600 was determined to be reasonable.

Measure #2

Number of jobs retained and jobs attributable to new or expanded agribusinesses in Virginia as a result of departmental assistance

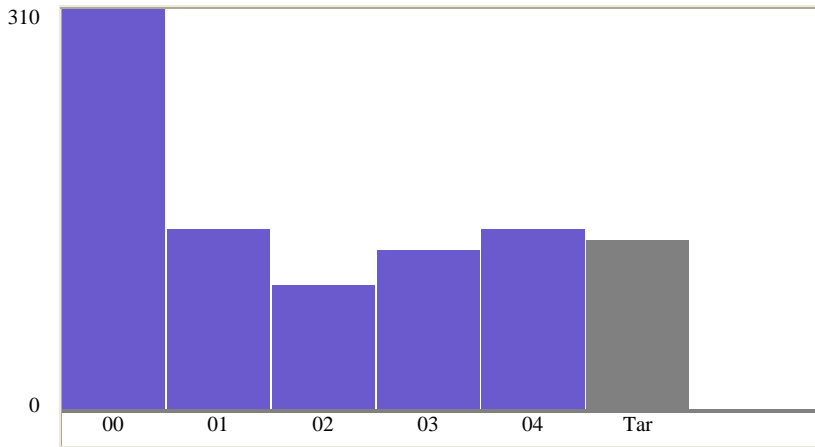
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement	
2000	310.0	
2001	139.0	
2002	96.0	
2003	123.0	
2004	139.0	



Explanatory Note

none

Title or brief description of the primary data source(s)

Clientele announcements of new jobs created or jobs retained.

Describe how the measure is calculated

Measure is a summation of job announcements from new and existing agribusinesses.

Describe how the target is calculated

Target is the baseline figure adjusted by current economic projections.

Measure #3

Number of marketing assistance contacts to promote sales of Virginia agricultural products (in thousands)

Is this measure a number or percent

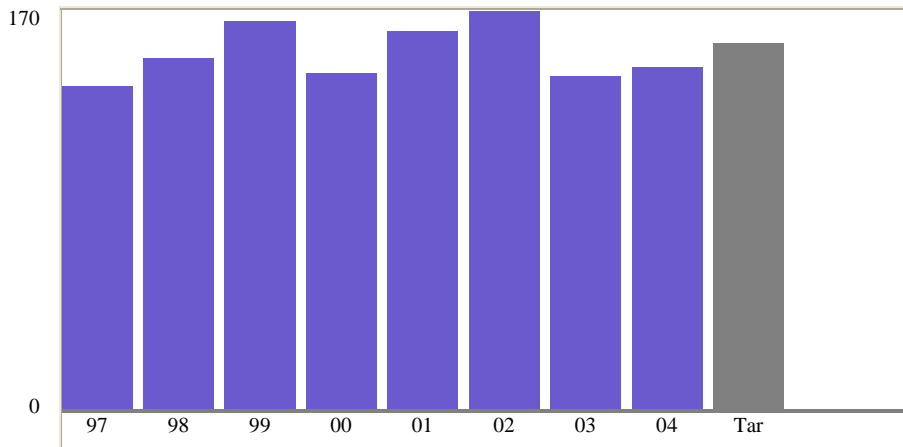
The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
1997	137.7
1998	149.3
1999	165.3

2000	142.7	
2001	161.0	
2002	168.8	
2003	141.7	
2004	145.6	



Explanatory Note

Budget reductions in FY 03 included significant reductions in the travel budget for staff & in participation at trade shows. These reductions resulted in fewer contacts being made.

Title or brief description of the primary data source(s)

Tracking reports maintained by the Marketing staff.

Describe how the measure is calculated

Add the data on the Marketing staff reports.

Describe how the target is calculated

Average the most recent five years. (Target is to maintain the 5 year rolling average.)

Measure #4

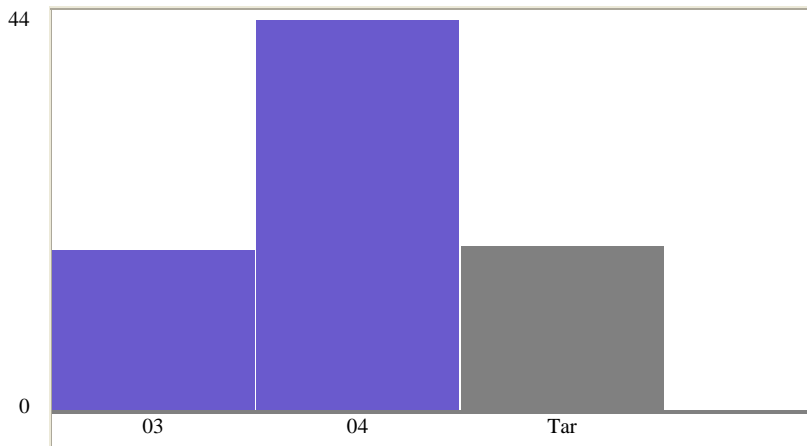
Number (in millions) of potential consumers reached through the Virginia Grown promotion will be maintained.

Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins	2003	Collection Frequency	Annual
Year	Measurement		
2003	17.7		
2004	42.9		



Explanatory Note

New measure as of FY 2003.

Title or brief description of the primary data source(s)

Advertising agency on contract to the agency.

Describe how the measure is calculated

Circulation and impression data supplied by advertising sources-billboards, radio and television, newspapers, etc.

Describe how the target is calculated

The target is to maintain current #. FY 2003 figure is high due to additional promotional resources supplied by USDA block grant to expand market presence & outreach to consumers. The grant funding is exhausted. State ag promotion resources also reduced.

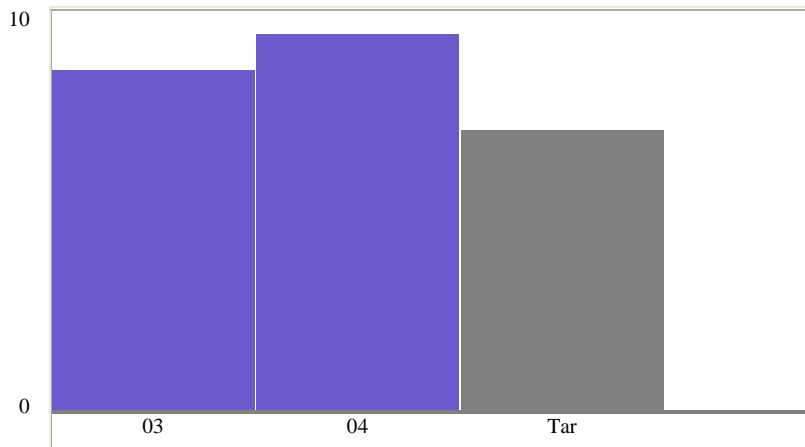
Measure #5

Amount of new capital investment in Virginia's agriculture sector

Is this measure a number or percent

The preferred direction of the trend

Target Value	7.0	Target Date	2005
Data Begins	2003	Collection Frequency	Annual
Year	Measurement		
2003	8.5		
2004	9.4		



Explanatory Note

Data recorded annually. (Reported in millions of dollars) Names of companies are not included for Q3 and Q4 2004 because, although expansions/new locations have been completed, a number of them are awaiting announcement. Due to one rather large announcement, we are ahead in new investment for the Q1 2003 period. The following announcements were made for that time period: Willow Run (Culpeper): \$1 M investment for expansion Medowcroft Farm (Augusta): \$25,000 investment Knaus Foods (Henry): \$5.7 M in investment No agribusiness development announcements were made during the second quarter of FY 2003. This can be attributed to the general slow-down in the economy; the time/quarter of the year; redirection of staff time and focus to special assignments (such as the Governor's Wine Study and the Governor's Economic Development plan) and travel/marketing restrictions required to meet budget reductions. One agribusiness development project was announced during the third quarter of FY 2003. The limited number of announcements can be attributed to the general slow-down in the economy; extensive redirection of staff time and focus to special assignments (such as the Governor's Wine Study, Net Ag Receipts Work Group and the Farmland Preservation Task Force) and travel/marketing restrictions required to meet budget reductions. Two agribusiness development projects were completed during the Q4 of FY 2003. The limited number of announcements can be attributed to the general slow-down in the economy; extensive redirection of staff time and focus to special assignments (such as the Governor's Wine Study, Ag Net Receipts Work Group, the Meat and Poultry Program study, and the Farmland Preservation Taskforce) and travel/marketing restrictions required to meet budget reductions.

Title or brief description of the primary data source(s)

Clientele announcements of business expansion or new location and amount of investment.

Describe how the measure is calculated

Measure is a summation of agribusiness announcements and investment from new and existing agribusinesses.

Describe how the target is calculated

Target is the baseline figure adjusted by current economic projections.

Measure #6

Number of new jobs created--or existing jobs retained--through the attraction of new agribusinesses to the state, expansion of existing agribusinesses, or assistance to companies threatened with job losses

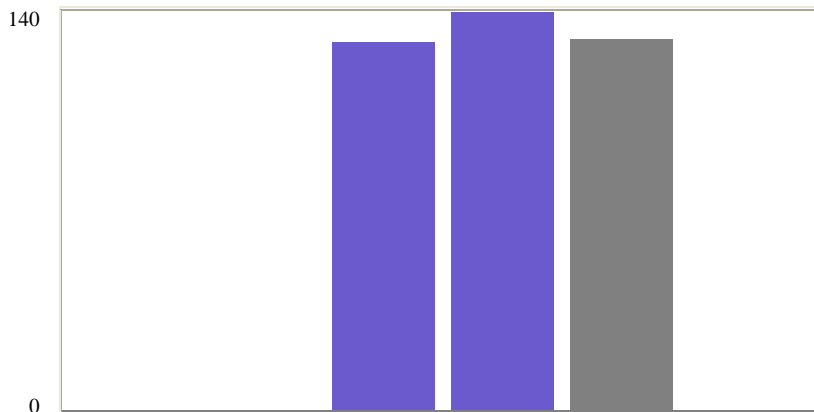
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	0.0
2003	129.0
2004	139.0



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Explanatory Note

Data recorded annually. Names of companies are not included for Q3 and Q4 2004 because, although expansions/new locations have been completed, a number of them are awaiting announcement. Due to one rather large announcement, we are ahead in new investment for the Q1 2003 period. The following announcements were made for that time period: Willow Run (Culpeper): \$1 M investment for expansion Medowcroft Farm (Augusta): \$25,000 investment Knaus Foods (Henry): \$5.7 M in investment No agribusiness development announcements were made during the second quarter of FY '03. This can be attributed to the general slow-down in the economy; the time/quarter of the year; redirection of staff time and focus to special assignments (such as the Governor's Wine Study and the Governor's Economic Development plan) and travel/marketing restrictions required to meet budget reductions. One agribusiness development project was announced during the third quarter of FY '02/'03. The limited number of announcements can be attributed to the general slow-down in the economy; extensive redirection of staff time and focus to special assignments (such as the Governor's Wine Study, Net Ag Receipts Work Group and the Farmland Preservation Task Force) and travel/marketing restrictions required to meet budget reductions. Two agribusiness development projects were completed during the fourth quarter of FY '02/'03. The limited number of announcements can be attributed to the general slow-down in the economy; extensive redirection of staff time and focus to special assignments (such as the Governor's Wine Study, Ag Net Receipts Work Group, the Meat and Poultry Program study, and the Farmland Preservation Taskforce) and travel/marketing restrictions required to meet budget reductions.

Title or brief description of the primary data source(s)

Clientele announcements of new jobs created or jobs retained.

Describe how the measure is calculated

Measure is a summation of agribusiness announcements and investment from new and existing agribusinesses.

Describe how the target is calculated

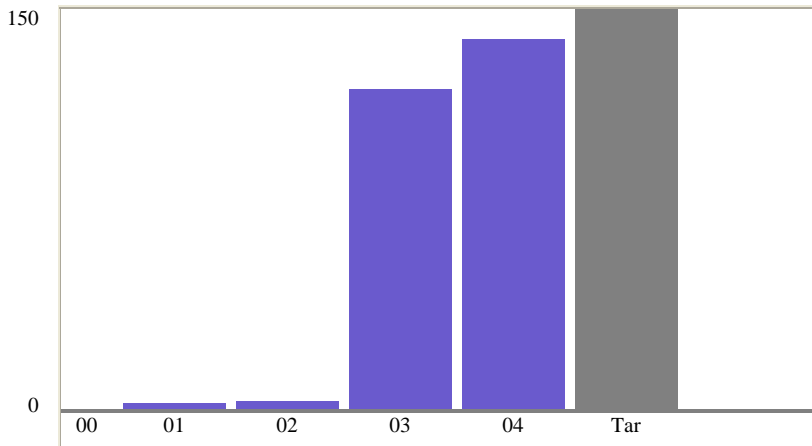
Target is the baseline figure adjusted by current economic projections.

Measure #7

Number of sales leads for Virginia agricultural products in Latin America

Is this measure a number or percent	Number
The preferred direction of the trend	Increase
Target Value	150
Target Date	2005
Data Begins	2000
Collection Frequency	Annual

Year	Measurement	
2000	0.0	
2001	2.0	
2002	3.0	
2003	120.0	
2004	139.0	



Explanatory Note

Data recorded annually. New buyer contacts were made in South America, Cuba and other countries of the Caribbean during Q3 and Q4. Participation in trade shows, missions and video conferences in Q4 facilitated these new contacts. Travel cutbacks for Caribbean basin processed food markets in Q2 kept from meeting overall goal. In Q1 FY 04, the number of trade leads increased during the last quarter due to buyer contacts made at a Mexico trade show and efforts to sell apples through the Export Trading Company. In Q1 15 sales leads were developed and contact was made with ten potential buyers in Latin America. In Q2 as a result of implementing recommendations from the Latin American Strategic Plan, the number of sales inquiries (tenders) for Virginia products from countries in Latin America increased from 2 to more than 20. New contacts were made in Brazil, Panama, Ecuador, Mexico and other countries for products such as milk powder, honey, peanuts, processed foods and dairy cattle. Most of our efforts during Q2 were spent following up with the new leads from Cuba and Mexico as a result of earlier programs. During Q3 a Latin American marketing specialist, working for the Office of International Marketing, established thirty potential sales leads for wood products, processed foods, grain and feed in Mexico. Future trade missions to Mexico will follow up with many of these potential buyers. During Q4, a Virginia mission to Mexico, led by the VDACS Commissioner, met with new contacts and buyers of feed ingredients, wood products, dairy cattle and processed foods. In addition, VDACS participated in a furniture exhibition in Guadalajara to promote hardwood exports where many new trade leads were developed. Another mission traveled to Cuba to promote long-term exports of soybean meal and other feedstuffs, in addition to discussing exports to processed food. During the quarter, contact was also made with Cuban buyers of dairy cattle.

Title or brief description of the primary data source(s)

Direct buyer contact at trade shows, buyer missions and consultant work on Latin American Strategic Plan

Describe how the measure is calculated

Actual number of trade leads and contacts identified and shared with industry

Describe how the target is calculated

The 2003 baseline of 120 sales leads is increased by 25%.

Measure #8

Value of Virginia exports of agricultural products to Latin America

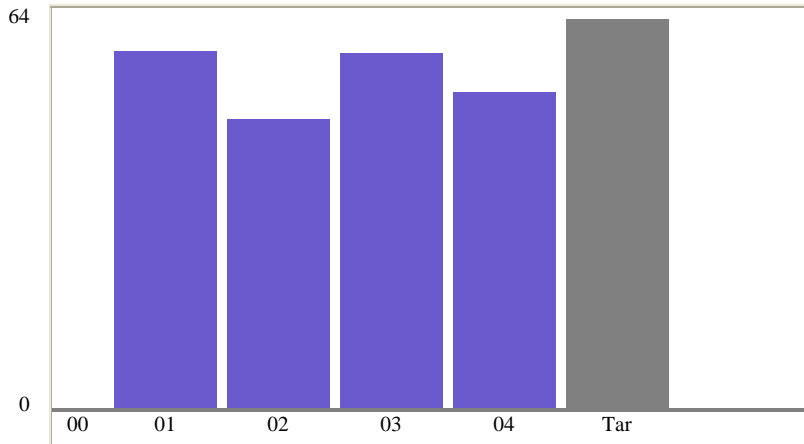
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	57.0
2002	46.0
2003	56.5
2004	50.7



Explanatory Note

Data recorded annually. (Reported in millions of dollars) Data availability is delayed by one quarter. The two-fold increase in sales from Q2 to Q3 was due to sales of corn and soy flour to Jamaica and soybean oil to Peru and Mexico. Additional sales of hardwood and apples to Mexico, as a result of the Governor's mission, also contributed to this increase. With strong Q4 performance, goal remains in reach. Continued fruit and wood products sales will help, along with new soy products sales are expected to add to strong Q4 performance. In Q4 FY 03, overall exports declined due to a drop in fats/oils and meat, but were offset some by an increase in wood products. For 2003, the value of exports increased from the baseline of \$49 million in 2001, to \$56.42 million in 2003. Exports were up in Q1 2003 primarily due to additional wheat exports to Brazil and increased soybean oil and fat to various countries in Latin America. Exports were down in Q2 2003 as compared with Q1 but still ahead of the same period in 2002. Soybean oil exports had fallen a bit but were more than covered by other soy-based animal feed products to Venezuela. Exports were down in Q3 2003 as compared with Q2 but still ahead of the same period in 2002. Soybean oil exports to Mexico remain steady and exports of wood products to Mexico more than doubled in Q4 as compared to the previous quarter. New customers of animal fats during Q3 were Colombia, Chile and Costa Rica.

Title or brief description of the primary data source(s)

U.S. Census Bureau, Department of Commerce statistics from export documentation

Describe how the measure is calculated

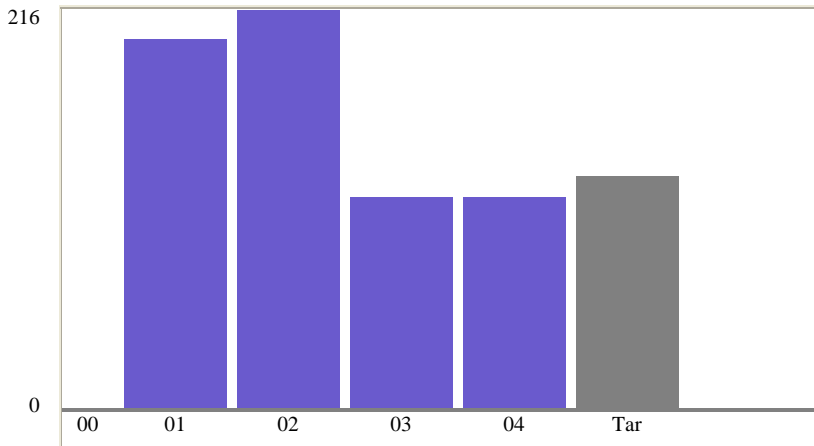
Measure is calculated using export data gathered by the US Census Bureau from all ports including air, vessel and other.

Describe how the target is calculated

The 2003 baseline of \$56.5 million is increased by 10%.

Measure #9		
Number of sales leads for Virginia agricultural products generated in Asia		
Is this measure a number or percent	Number	
The preferred direction of the trend	Increase	
Target Value	125	Target Date 2005
Data Begins	2000	Collection Frequency Annual
Year	Measurement	
2000	0.0	

2001	200.0	
2002	215.0	
2003	114.0	
2004	115.0	



Explanatory Note

Data recorded annually. Budget reductions in FY 03 eliminated participation in food trade shows. Trade show funding has been partially restored for FY 04. During Q1 FY 04, leads were generated at a food show in Shanghai, China. In Q1 the Asian-Pacific Director participated in a food show in Shanghai and gathered trade leads on behalf of Virginia companies. Numbers in 2001 and 2002 were achieved through a more aggressive trade show presence. In FY 2003, reduced funding has limited travel and our participation in trade shows, thus fewer opportunities to generate new sales leads as marketing efforts rely on more indirect contacts (e.g. telephone) that are not as effective. VDACS will be participating in one Asian trade show in Q3, which will likely generate significant numbers of sales leads that will be more in line with the previous years. In Q3 VDACS participated in two Asian trade shows that generated a significant number of sales leads. At a wood products show in Shanghai, staff made 195 buyer contacts from which 79 sales leads were generated and sent to Virginia exporters. During a food show in Beijing, 15 leads were made during a video conference with a Virginia exporter. Overall in FY 2003, reduced funding and the SARS outbreak during the last quarter greatly limited our travel and participation in trade shows, thus fewer opportunities to generate new sales leads. One large food exhibition planned for Hong Kong was postponed until next year. Our travel to China to promote dairy cattle genetics was also canceled due to the ban on travel by USDA.

Title or brief description of the primary data source(s)

All sales leads from both the Richmond and Hong Kong office. Contacts developed at trade shows in Asia and organizations met through trade mission. Q2, Q3, and Q4 include all sales leads from both

Describe how the measure is calculated

Actual number of solid sales leads distributed to the industry

Describe how the target is calculated

The 2003 baseline of 114 sales leads is increased by 10%.

Measure #10

Value of Virginia forest products exports to China

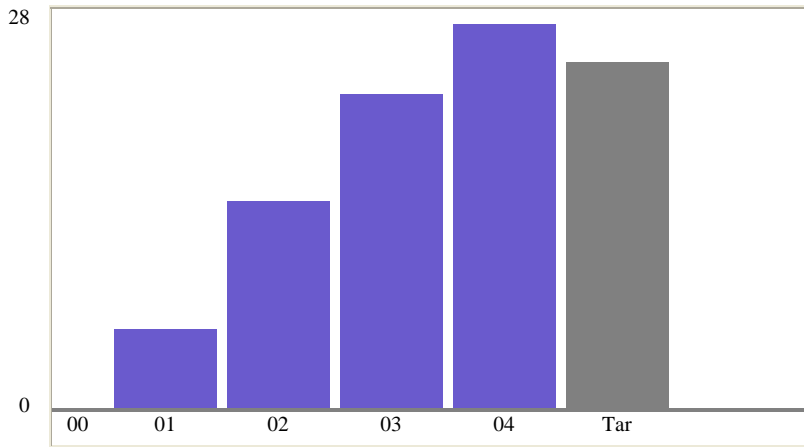
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	5.4
2002	14.5
2003	22.0
2004	26.9



Explanatory Note

Data recorded annually. (Reported in millions of dollars) Data availability is delayed by one quarter. Growth in forest products exports to China was slowed due to the SARS crisis. We expect sales to pick up in the remaining quarters of FY 04, barring any further widespread outbreak. In Q4 FY 03, Virginia forest products continued to enjoy aggressive growth prospects in China. VDACS continues to promote forest product exports to China through assisting buyer

missions to Virginia and participating in trade shows. Year-to-date through June 2002, the value of all wood products from Virginia to China exceeds \$9 million, as compared with \$2.8 million during the same period on 2001. Virginia exporters will participate in a forest products exhibition in February 2003 in Shanghai. In only the first and second quarters of FY 2003, Virginia forest product exports to China exceeded \$11.5 million as compared to \$14.4 million for all of fiscal year 2002. Several Virginia forest product exporters participated in an exhibition in February 2003 in Shanghai, China. By the end of March 2003, one Virginia exporter had reached an agreement for over \$1 million per year of new business. Many other companies are following up on other viable leads. Exports of Virginia hardwood to China remain strong during the third quarter, although the pace of growth was likely slowed due to the SARS outbreak. We expect improvements in the upcoming quarters and are now making plans to participate in upcoming wood product exhibitions in China.

Title or brief description of the primary data source(s)

U.S. Census Bureau, Department of Commerce statistics from export documentation

Describe how the measure is calculated

Measure is calculated using export data gathered by the US Census Bureau from all ports including air, vessel and other.

Describe how the target is calculated

The 2003 baseline of \$22 million is increased by 10%.

Measure # 11

Number of new Virginia agricultural products introduced into country markets in the Pacific Rim

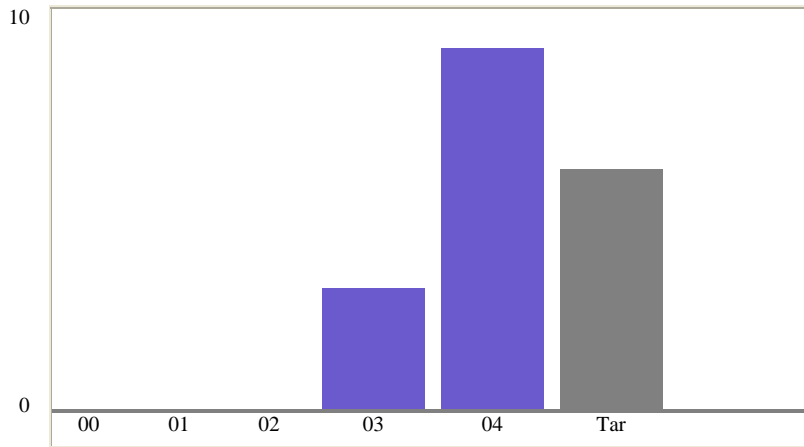
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	0.0
2003	3.0
2004	9.0



Explanatory Note

Data recorded annually. Various new seafood products were introduced in Hong Kong-China during Q1 and Q2. A carbonated drink was also promoted and in Vietnam, Virginia wood products and dairy cattle were introduced to new buyers. During Q4, a feed enzyme product was introduced in Asia through video conferencing. In Q1 FY 04, samples of cheesecake were sent to Singapore. Budget reductions in FY 03 eliminated participation in food trade shows. Trade show funding has been partially restored for FY 04. Two new products were introduced during Q1: cheesecake to a Southeast Asian buyer and peanut butter from a specialty food show in Singapore. No new products were introduced during Q2. Asian marketing activities were focused on traditional export products including wood products and processed foods. During Q3 one processed food item (cheesecake) was introduced to Chinese buyers in Beijing at a food exhibition. The Virginia producer shipped the cheesecake to China and with the assistance of VDACS' Asian Director and video conferencing technology, Chinese buyers were able to sample the product and provide direct feedback to the supplier in Richmond. Due to the SARS outbreak in Asia, all travel was postponed by the Richmond and Hong Kong staff and, therefore, greatly limited our ability to introduce new products and make new buyer contact during the previous quarter.

Title or brief description of the primary data source(s)

Direct contact with Virginia vendors

Describe how the measure is calculated

Measure is a summation of new Virginia agricultural products introduced into country markets in the Pacific Rim based on information collected from successful Virginia exporters.

Describe how the target is calculated

The 2003 baseline is increased by 100%.

Measure #12

Number of stores/direct marketers participating in the Virginia Grown program

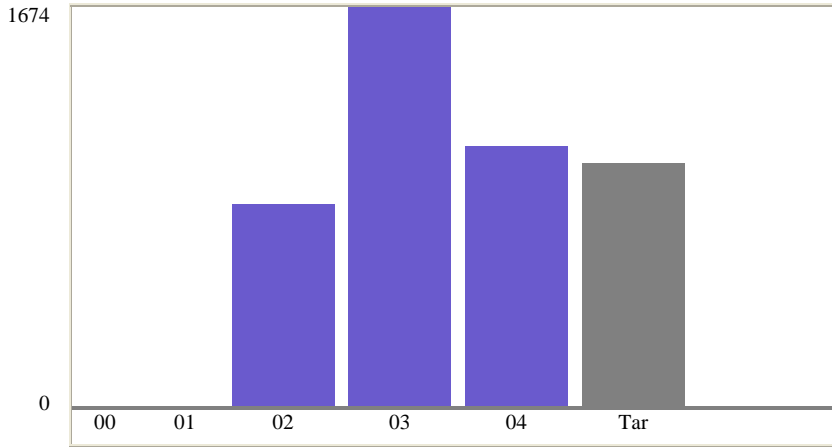
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	848.0
2003	1,673.0
2004	1,086.0



Explanatory Note

Data recorded annually. The majority of Q1 FY 04 results is from participation by direct marketers, but limited marketing initiatives were implemented with this group during this timeframe. Q2 results are from Point of Purchase materials ordered as well as co-op ads placed by direct marketers. A trend worth monitoring, however, is that many stores are now moving to their own store "locally grown" campaigns, versus participation in the "Virginia Grown" program. Usage of the program is expected to slow in Q3 and peak in Q4. Q3 and Q4 results are from direct marketers that were contacted for advertising co-op programs as well as those ordering Point of Purchase materials. The 20% increase was almost achieved in the first quarter due to activities funded through the USDA block grant funds. In Q2 staff provided marketing assistance involving Virginia grown products to 114 direct marketers. In Q3 staff provided

marketing assistance or point-of-sale materials to direct marketers/producers. In Q4 staff answered requests for marketing assistance and provided point-of-sale materials to direct marketers/producers as well as retailers.

Title or brief description of the primary data source(s)

Records maintained by the Division of Marketing on stores/marketers requesting point-of-sale materials and requests for marketing assistance.

Describe how the measure is calculated

Actual count of stores/direct marketers participating in the Virginia Grown promotional programs and related activities.

Describe how the target is calculated

The 2002 baseline of 848 is increased by 20%.

Measure #13

Number of potential consumers reached through the Virginia Grown program

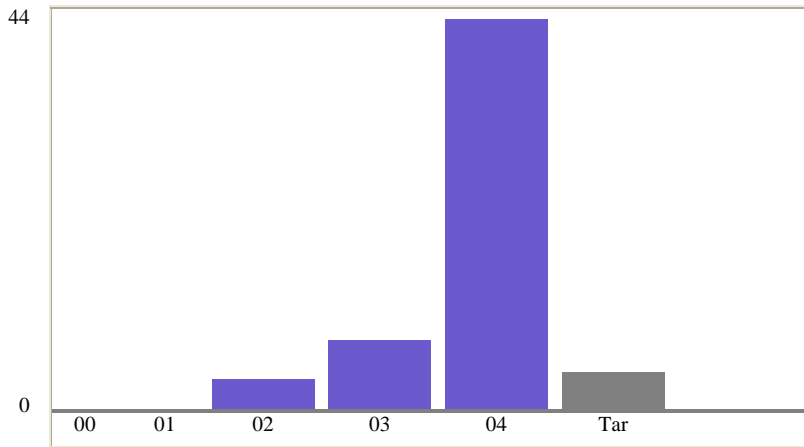
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement	
2000	0.0	
2001	0.0	
2002	3.2	
2003	7.4	
2004	42.9	



Explanatory Note

Data recorded annually. (Reported in millions) Q3 and Q4 results are from Farm Bureau's Down Home on the Farm TV segment featuring VA Grown products with Chef Maxwell as well as visitors to our Website, and news releases. Results are also from strawberry, peanut, and farmer's market newspaper ads featuring the VA Grown trademark and products. During Q1 FY 04, with a limited budget, managed to reach more consumers than in the past due to new initiatives involving billboards, Farm Bureau's "Down Home on the Farm" TV segments, and newspaper/radio. The annual increase was achieved in the first quarter due to USDA grant funds. During the July Virginia Grown promotion, VDACS reached an estimated 7,000,000 consumers. Billboard advertising reached 450,000; TV advertising reached 3,719,980; newspaper advertising by VDACS and retailers reached 2,692,174; and in-store flyers/point-of-sale materials reached 500,000. In total, 7,362,154 potential consumers were reached. During Q2, there were no consumer-oriented Virginia Grown promotional programs. Follow-up activities will be developed in time for the 2003 harvest season. During the latter part of Q3, a consumer-oriented Virginia Grown promotional program was initiated. Implementation will take place, in various stages, from May through October. During Q4, the consumer oriented Virginia Grown promotional program continued to be coordinated with major retailers, producers, broadcast media, and direct marketers. Major thrust involving billboards, TV, and radio will take place in July and early August.

Title or brief description of the primary data source(s)

Estimated audience of media coverage based on reach and frequency

Describe how the measure is calculated

The measure is a summation of consumers reached through all advertising methods used during the promotion.

Describe how the target is calculated

The 2002 baseline of 3.2 million is increased by 25%.

Measure #14

Number of buyers exposed to the Virginia Grown program

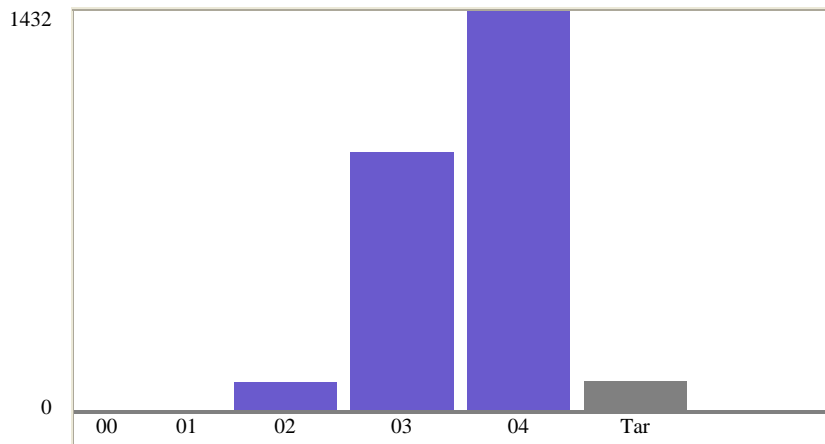
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	100.0
2003	922.0
2004	1,432.0



Explanatory Note

Data recorded annually. The focus of Q3 and Q4 was on buyers and merchandisers with the seafood, vegetable, nursery, and fruit industries. During Q1 FY 04, focus was on new sales opportunities for harvested crops, promotional initiatives, and assisting several Commodity Boards with their marketing strategies. The annual increase of 10% has already been achieved this fiscal year due to activities funded through the USDA block grant funds. VDACS promoted "Virginia Grown" to 150 potential food service buyers at a "Savor Virginia" event held at the National Press Club in Washington, D.C. in July. Q2 data includes visits by VDACS staff to retail and wholesale food establishments. Q3 data includes contacts by VDACS staff involving retail and wholesale buyers as well as merchandisers. Q4 data resulting from buyer and merchandiser contacts at the wholesale, retail, and distributor levels.

Title or brief description of the primary data source(s)

Registration and contact reports maintained by the Division of Marketing

Describe how the measure is calculated

The measure is a count of actual buyer contracts.

Describe how the target is calculated

The 2002 baseline of 100 buyers is increased by 10%.

Measure #15

Average number of working days required by the Office of Consumer Affairs to process acknowledgment of receipt of 100% of consumer complaints

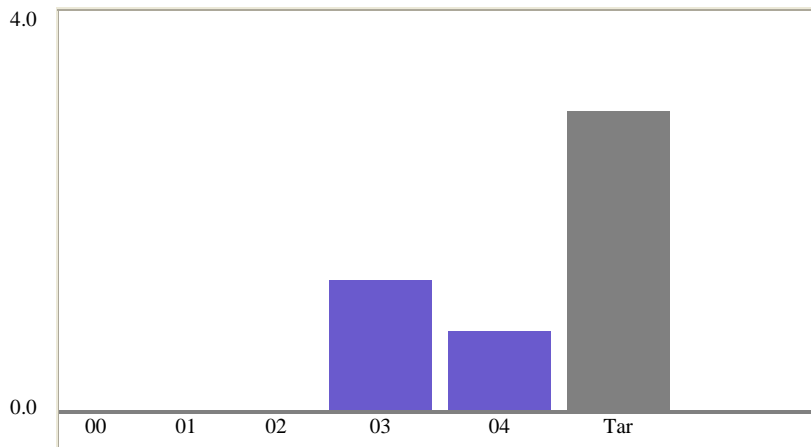
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	0.0
2003	1.3
2004	0.8



Explanatory Note

Data recorded annually. During Q1 and Q2 2003, VDACS maintained at two the average number of working days to process acknowledgment of receipt of 100% of the consumer complaints. During the period of January through March 2003 VDACS maintained at 0.6 the average number of working days to process acknowledgment of receipt of 100% of the consumer complaints. Of the 23 case files reviewed for Q3, 13 showed that acknowledgment letters were sent less than one day after the complaint was received, eight files showed at least one day, one file showed two days, and one file showed four days. Thus the average time from receipt of complaint to the time acknowledgment letters were sent out was 0.6 days. During the period of April through June 2003, VDACS maintained at 0.7 the average number of working days to process acknowledgment of receipt of 100% of the consumer complaints.

Title or brief description of the primary data source(s)

Database maintained by Office of Consumer Affairs on VDACS mainframe computer.

Describe how the measure is calculated

A random sample of complaints filed during each quarter are reviewed to determine the average number of working days required to acknowledge receipt of consumers' complaints.

Describe how the target is calculated

The target is to maintain or improve the current rate of acknowledgement of receipt of consumer complaints.

Measure #16

Average number of working days required by the Office of Consumer Affairs to process notification of complaints to affected businesses

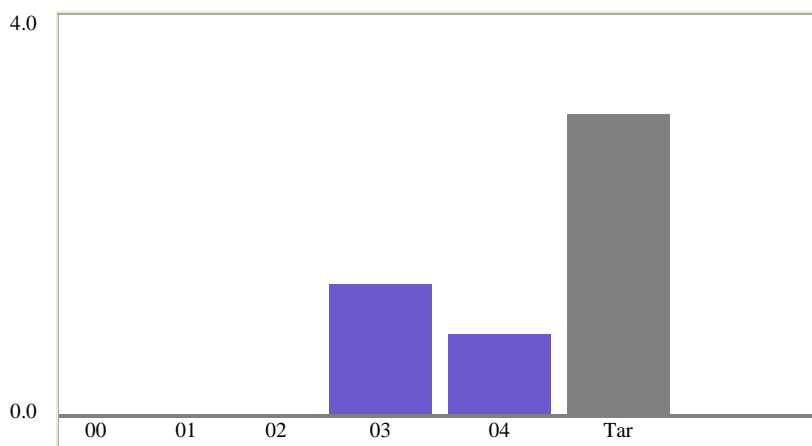
Is this measure a number or percent

The preferred direction of the trend

Target Value Target Date

Data Begins Collection Frequency

Year	Measurement
2000	0.0
2001	0.0
2002	0.0
2003	1.3
2004	0.8



Explanatory Note

Data recorded annually. During Q1 and Q2 2003, VDACS maintained at two the average number of working days required to process notifications of complaints to affected businesses. During the period of January through March 2003 VDACS maintained at 0.6 the average number of working days to process acknowledgment of receipt of 100% of the consumer complaints. OF the 23 case files reviewed for Q3, 13 showed that acknowledgment letters were sent less than one day after the complaint was received, eight files showed at least one day, one file showed two days, and one file showed four days. Thus the average time from receipt of complaint to the time acknowledgment letters were sent out was 0.6 days. During the period of April through June 2003, VDACS maintained at 0.7 the average number of working days required to process notifications of complaints to affected businesses.

Title or brief description of the primary data source(s)

Database maintained by Office of Consumer Affairs on VDACS mainframe computer.

Describe how the measure is calculated

A random sample of complaints filed during each quarter are reviewed to determine the average number of working days required to process notification of complaints to affected businesses

Describe how the target is calculated

The target is to maintain or improve the current rate of processing of notification of complaints to affected businesses.

