

# Division of Regulatory Services

# Strategic Plan for

# 2005-2007

## Our Mission

---

Regulatory Services is committed to service and consumer protection of Kentucky citizens, businesses, and industries. Our programs monitor and analyze feed, fertilizer, milk, seed, and soil and are administered using a cooperative, science-based approach.

## Our Vision

---

Regulatory Services will be a model of excellence. Our vision is to:

- set high standards of leadership excellence in each of our programs.
- apply effective principles and philosophies that promote collaboration with our clientele at the local, state, and national levels.
- focus on opportunities to improve service to all Kentuckians.
- operate model programs that readily achieve voluntary compliance.

## Who We Are

---

The Division of Regulatory Services administers four state laws that regulate the distribution of feed, fertilizer, and seed and the marketing of raw milk, and it operates two service programs for testing seed and soil. Through these programs, we afford consumer protection, fair markets, and services for all Kentuckians.

We accomplish our responsibilities of consumer protection and service by:

- operating statewide agricultural monitoring programs in the areas of livestock feed and pet food; agricultural and home-use fertilizer; and crop, vegetable, and lawn/turf seed, as well as the raw milk marketing system.
- providing analytical support based on scientific principles for each regulatory and service program in modern laboratories to analyze in an unbiased manner feed, fertilizer, milk, seed, and soil samples and provide impartial recommendations.
- administering effective programs and support functions that promote a fair market for sale and distribution of monitored products.
- achieving compliance through leadership, outreach, and enforcement to ensure that agricultural and urban market consumers are purchasing accurately labeled products.

Regulatory Services holds a unique position within the College of Agriculture and contributes to the land-grant values of learning, discovery, and engagement.

# Goal I: Reach for National Prominence

---

The Division of Regulatory Services has a reputation for excellence in its feed, fertilizer, seed, and milk regulatory programs and in its soil and seed testing services. This excellence was achieved through the commitment of program coordinators, inspectors, and support personnel to enlightened service to its clientele. Common to each program is the philosophy to provide educational opportunities for clients and to work cooperatively with them.

Reach for prominence requires:

1. Effective leadership.
2. Qualified and well-trained personnel.
3. A willingness to work effectively and cooperatively with industry and other related entities.
4. Appropriate facilities with up-to-date laboratories and technology providing accurate and timely analysis of samples.

## Objectives

The Division will:

1. Maintain and improve its state, regional, and national prominence and the impact of its regulatory and service programs on Kentucky agriculture.
2. Acquire highly qualified personnel at all levels.
3. Enhance its outreach and service to its clients.
4. Keep abreast of the new technologies and innovations adopted by its clients.
5. Encourage continued strong financial support for its activities.
6. Promote an integrated inspectional plan for its regulatory programs.

## Strategies

1. Encourage personnel to actively participate in state, regional, and national associations and seek leadership roles that influence national policies and promote recognition of the Division's reputation for excellence. Encouragement will include flexible work schedules.
2. Aggressively recruit and retain highly qualified personnel; maintain excellence through required continuing education in subject matter area and prompt recognition of achievements.
3. Promote the Division's role in all program areas through public relations activities, such as publications, seminars, and participation in trade shows; agricultural extension activities; and interactions of inspectors and other Division personnel with manufacturers, retailers, producers, and other Kentucky consumers.

4. Encourage participation in workshops, trade shows, seminars, and other continuing education activities where new technology and innovations are taught and exhibited.
5. Engage clients and other constituents for support in maintaining adequate funding for Division programs based on program excellence through fee structure adjustment, increased state funding, and fiscal responsibility.
6. Integrate the goals of each regulatory program, looking for ways to improve efficiency.

## Key Indicators

1. Maintain the number of personnel serving on state and national committees and boards of directors, training seminars conducted or participated in, judging contests held, publications distributed, laboratory methods developed and published, and other contributions.
2. Seek strong positive support from the regulated industries as evidenced by general feedback from advisory boards, regulatory committees, trade associations, and other entities.
3. Participate in promotional activities that will include staffing the Division's booth at the Kentucky State Fair, industry trade shows, and other similar meetings; providing support for agricultural extension programs; conducting training seminars for the regulated industries; distributing educational and informative publications via Regulatory Service News, College, and University news releases, and Web site; contacts with clients by inspectors and other regulatory personnel; representation on advisory boards and committees; and attendance at meetings conducted by the Division's clientele.
4. Adopt new laboratory test methods required to support regulatory and service programs and have these methods adopted by standards organizations such as AOAC International and published in refereed journals.
5. Gather support for legislative initiatives by industry and consumer groups.
6. Implement an inspection plan that is efficient in use of inspector time and equipment as well as laboratory facilities.

## Annex A: Key Program Statements on Reach for National Prominence

- **Milk**—The milk program will be recognized at the national level by exhibiting leadership through education and outreach programs.
- **Seed**—The seed program will be recognized for a balanced program that encompasses traditional testing, embraces new testing technologies, encourages participation

and leadership in national professional organizations, and promotes communication and cooperation among public and private interests involved in the American seed industry.

- **Soil Testing**—The University of Kentucky soil testing laboratories will become a leader among public-operated soil test laboratories with personnel who deliver quality service, serve on national committees, and excel in research and development
- **Fertilizer**—The fertilizer regulatory program will continue to promote national uniformity in labeling, inspection, sampling, analysis, and fertilizer definitions, thus allowing

national companies to sell in any state with a minimum of differences. This results in lower regulatory costs, which benefits the user of fertilizers.

- **Feed Program**—Increase the level of protection of the health of humans and animals through a proactive feed inspection, monitoring, and education program.
- **Laboratory**—The laboratory will implement a Q/A Operational Plan to enhance the program support provided to customers.
- **Inspection Staff**—The inspection program will promote national inspection and sampling techniques and involvement in national organizations and training seminars.

## Goal II: Support Educational Opportunities for Kentuckians

---

The Division promotes outreach educational programs and activities for students, University of Kentucky Cooperative Extension personnel, the regulated industries, and others who utilize or benefit from service and regulatory functions. Educational efforts increase voluntary compliance with the laws administered, facilitate a cooperative working relationship with the regulated industry, train and familiarize students with regulatory service laboratories and regulatory programs and principles, and increase public awareness of the essential roles performed.

### Objectives

The Division will:

1. Provide educational opportunities for the state's feed, fertilizer, seed, and milk entities regulated by the Division.
2. Provide training for county Cooperative Extension personnel and others who utilize the soil and seed service testing programs and regulatory programs.
3. Enhance the consumer's ability to utilize label information and knowledge of regulatory programs and services.
4. Support research programs through laboratory analyses and provide educational opportunities for students.

### Strategies

1. Perform informal training and assistance to regulated industry by regulatory specialists, including the area inspection staff.
2. Conduct workshops on regulatory requirements for industry personnel that will assist them in their efforts to comply.
3. Conduct workshops for county Cooperative Extension personnel to enhance cooperation and understanding of seed and soil services laboratories and regulatory programs.

4. Provide educational materials on labeling of feed, fertilizer, and seed products; milk regulation training; and seed and soil testing services.
5. Enhance relationships with faculty and support research based on feasibility and expertise in laboratory analysis and other areas.
6. Interact with students about Regulatory Services programs through guest lectures, teaching, tour of facilities, employment, and other avenues that provide educational opportunities.

### Key Indicators

1. Develop a training video for milk haulers in proper procedures for sampling and weighing milk.
2. Conduct seed training seminars for Cooperative Extension and industry personnel.
3. Conduct fertilizer blender workshops for fertilizer manufacturers.
4. Develop and conduct feed manufacturing short course for commercial feed mills and on-farm operations.
5. Provide a short-course every two years to county Cooperative Extension office staff on soil services.
6. Provide guest lectures, teach courses, and conduct tours for students.
7. Document the benefits of our laboratory analyses to College of Agriculture research programs by compiling research papers we contribute to and acknowledgments of our efforts in the published papers.
8. Participate in new and continuing Cooperative Extension agent training opportunities (e.g., fact sheets, news releases, etc.)
9. Actively promote Division activities by publishing regulatory bulletins, summaries, and Regulatory Services newsletters.
10. Display the Regulatory Services booth at producer, consumer, and industry activities.

# Goal III: Attract, Develop, and Retain Outstanding Staff

---

The Division will be recognized for its outstanding staff working in partnership with College and University faculty and Kentucky agencies. Additionally, the Division will cooperate with other state and federal agencies and organizations to develop and maintain modern regulatory requirements and to meet our clientele's needs. The successful achievement of our mission depends upon commitment to quality, appropriate compensation, recognition of excellence, and the enhancement of support for our staff and the programs in which they work.

## Objectives

The Division will:

1. Recruit and develop an outstanding and diverse staff.
2. Work with the College to allocate resources to identify, recruit, and support experienced professionals and to promote qualified and exemplary staff who bring positive recognition and leadership to all Divisional programs.
3. Aggressively seek support from the College to recognize and reward superior achievement, leadership, and service by staff.
4. Advocate and improve the recruitment, retention, and compensation of technical, clerical, and professional staff to ensure the highest quality of support for all programs.

## Strategies

1. Advocate staff recognition and inclusion in the College's institutional initiatives with the goal of providing incentives that help retain and recruit staff.
2. Strongly encourage professional and personal development of all staff. Establish a fair and flexible policy regarding work scheduling to facilitate attendance at classes or training sessions. Develop a training plan for new employees and target newer employees for accelerated training opportunities related to their work area. Develop a divisional orientation program for new hires.
3. Fully communicate and support work-life policies including flextime and alternative work schedules with thoughtful consideration given to employee requests.

## Key Indicators

1. Document employees taking advantage of formal and informal training. Each staff member will participate in at least one type of training per year. Implement a new employee orientation and training program specifically related to departmental functions, overall departmental goals, introduction to overall College activities, and opportunities for personal/professional development.
2. Have employees actively and ambitiously involved in state and national organizations and College/University activities; e.g., College of Agriculture Staff Liaison Committee (CASLC), Gamma Sigma Delta, Staff Senate, United Way, and blood drive.
3. Have a broad range of employees represented on intra-divisional committees and involved in divisional activities.
4. Initiate the scheduling of an annual departmental meeting that includes participation by the Princeton and Inspection staff to provide updates/reports regarding various segments of the Division. Use the meeting as an opportunity to emphasize goals and objectives for the Division and to provide an avenue for personal/professional development.
5. Take every opportunity to meaningfully recognize outstanding employee achievement (e.g., Division-Poundstone, College-Outstanding Staff Award, University awards as appropriate).
6. Institute a policy to have all supervisors attend and complete the SuperVision training course offered by UK Human Resources.

## Priorities for Future Development

- Target key/pertinent employees to maintain knowledge base on HR matters (i.e., travel regulations, training opportunities).
- Develop a handbook on departmental and university recruitment and hiring policy and procedure.
- Develop a set of guidelines/handbooks for supervisors to use for new employee orientation.
- Schedule departmental seminars on topics of interest (i.e., campus safety, retirement, and investing).
- Establish specified responsibilities for key areas of need (i.e., specialized human resource and legislative matters).

## Goal IV: Discover, Share, and Apply New Knowledge

---

The Division's responsibility in regulatory inspection and laboratory service testing involves routine operation of various tasks. We take pride in conducting our activities with a science-based approach that is facilitated by our presence within the College of Agriculture at a preeminent research university. Our processes are built on past discovery, sharing, and application of new knowledge in our operations. We continually strive for improvement in efficiency and quality of our work through new discoveries.

### Objectives

The Division will:

1. Provide state-of-the-art facilities and equipment to increase our capacity to discover and apply new ways of conducting our activities.
2. Maintain an environment that fosters new discoveries by recognizing and rewarding problem-solving, curiosity, inventiveness, and innovation of personnel.
3. Identify research needs and support projects that enhance the programs or expand the understanding of products and materials.
4. Implement practical use of new discoveries in regulatory functions, field inspection, laboratory analysis, and state-wide communications.

### Strategies

1. Keep abreast of current equipment used in inspection and laboratory operations and strive to provide funding for new equipment.
2. Allot time for personnel to collaborate with professional organizations, industry, the scientific community, and the College of Agriculture to develop and improve the Division's business functions.
3. Use resources to perform and support research and development efforts that improve program impact and service support. Examples can include collaborating with others outside the Division, offering laboratory space, providing funding for a graduate student, or adjusting employee assignments to accomplish a research project.
4. Keep abreast of latest information, techniques, and procedures and evaluate appropriateness for incorporation into the Division's business functions.

### Key Indicators

1. Provide funding for new equipment.
2. Identify research needs and support at least one research project.
3. Develop at least three publications that summarize new discoveries that can include extension publications, Internet publications, instructional pamphlets, or scientific journal articles.
4. Introduce two new applications in regulation, inspection, laboratory analysis, or data management to routine functions in the Division.

## Goal V: Nurture Diversity of Thought, Culture, Gender, and Ethnicity

---

The Division has an obligation to support the underlying commitment of the University and College to establish an environment that embraces diversity and allows individuals to perform at their highest level. Employees respecting co-workers, clientele, and regulated firms in diversity of thought, culture, gender, and ethnicity will produce a unit-wide synergistic improvement in activity. The Division will promote diversity, fairness, and equity in all internal and external operational activities.

### Objectives

The Division will:

1. Promote diversity in the workplace and derive the benefits that a diverse workforce presents.
2. Respect every person and provide each individual a workplace environment that promotes achievement and growth.
3. Regard clientele and regulated firms in a professional manner to develop a cooperative working relationship.

## Strategies

1. Request a divisional representative on the College of Agriculture Diversity Review and Planning Task Force.
2. Establish an internal committee to review diversity issues, plan programs, and make recommendations for improvement to divisional administration.
3. Establish a relationship with personnel at Kentucky State University as well as other institutions and organizations to enhance effective regulation and service.
4. Promote sensitivity to individual beliefs and implement a fair and flexible policy to modify routine work schedules to observe holidays in accordance with UK Policies and Procedures.

## Key Indicators

1. All personnel will attend at least one training per year organized by the Division's diversity committee, an Equal Employment Opportunity office (College or University), or UK Human Resources.
2. All supervisors will attend at least one discrimination or harassment prevention class offered by UK Human Resources. All employees will complete the online Sexual Harassment Prevention Training recommended by President Lee Todd.
3. All supervisors will be knowledgeable of procedures in hiring situations and daily operations in accordance with the employment goals of the University Affirmative Action Plan.

---

# Goal VI: Elevate the Quality of Life for Kentuckians

---

The Division began its existence and its role of consumer protection in 1886 when the administration of the Kentucky fertilizer law was assigned to the director of the newly formed Kentucky Agricultural Experimental Station. The subsequent adoption of consumer protection laws for feed, seed, and milk and the establishment of soil and seed testing services have continued to strengthen the Division's contributions to sustaining agricultural production and product quality for all Kentucky consumers. These laws ensure clear product labeling and quality, promote confidence in the marketplace through fair and equitable competition, and contribute to environmental protection and food safety, thereby elevating the quality of life for all Kentuckians.

## Objectives

The Division will:

1. Provide consumer protection for purchasers of feed, fertilizer, and seed.
2. Assure that raw farm milk is bought and sold using accurate weights and tests.
3. Enhance the environment through appropriate use of fertilizer, genetically engineered organisms, and application of animal waste.
4. Increase the public awareness and enhancement of food safety activities through increased feed inspection and testing.
5. Provide protection for the legitimate industry from unscrupulous competition.
6. Enhance consumer confidence in regulated products and thereby facilitate marketing, trade, and efficient animal and plant production.
7. Enhance utilization of soil testing services.

## Strategies

1. Educate and inform the regulated industries about regulatory requirements and provide assistance to achieve voluntary compliance.
2. Promote the activities and accomplishments of the Division to (a) enhance the industry's knowledge that effective regulation is provided and (b) inform the general public to increase awareness and consumer confidence.
3. Maintain a highly qualified professional staff that promotes a positive public image of the Division to its clientele through excellence in inspection, testing, and administrative activities.
4. Participate in programs that have national implications in food and environmental safety, such as medicated feed and bovine spongiform encephalopathy (BSE) inspections, heavy metal testing of fertilizer materials, animal waste testing, soil testing, and surveillance of seed for labeling and quality.
5. Conduct routine surveillance of the marketplace and regulated entities with a highly visible, professional, and technically skilled inspection staff.
6. Work closely with county Cooperative Extension office personnel throughout the state to enhance and effectively service soil test needs of producers and homeowners.

## Key Indicators

1. Improve services of delivering soil test information by modernizing laboratory computer software and instrumentation, adapting reports to client needs, and providing Web-based access to data and nutrient calculators.
2. Continue to monitor fertilizer materials for heavy metal content.

3. Establish a proactive inspection program that fully integrates the inspection needs of the four regulatory programs and provides an enlightened presence in the marketplace.
4. Provide accurate seed testing services and timely monitoring of seed products for all segments of the Kentucky seed trade, from production through processing to the end user.
5. Diversify the feed inspection program to reach nontraditional clientele, such as salvage operations and transportation.

## **Annex A. Key Program Statements on Impact on Kentucky Agriculture**

- **Feed Program**
  1. Through proactive education and inspection activities, the feed program supports and promotes a uniform and level playing field for all manufacturers, animal producers, and consumers of feed products.
  2. Increase the presence of the Division in food safety-related activities through education and training programs that boost consumers' confidence in their food and feed supply.
- **Fertilizer Program**
  1. Assure Kentucky users of fertilizer of receiving the guaranteed value.
  2. Minimize regulatory costs by implementing uniform national standards of labeling, inspection, sampling, analysis, and definitions.
- **Analytical Laboratories**—The principal function of the laboratories is to provide accurate and timely analytical results. These laboratories support the feed, fertilizer, milk, seed, and soil programs by performing analytical testing of materials submitted for analysis.
- **Inspection Staff**
  1. The inspection program assures Kentucky producers and urban consumers quality feed, fertilizer, and seed products while promoting fair and equitable competition. Compliance is sought through education, facility inspections, and sampling of products offered for sale.
  2. Samples are targeted to ensure that the producers of Kentucky are receiving the guarantees outlined by product labeling and advertising. Analyses are reported to the end user, whenever possible, and published yearly.
- **Milk Program**
  1. Ensure that dairy producers are paid accurately for the milk they produce and that processors actually receive the milk (and the applicable components) for which they are billed.
  2. Serve as mediator between producers, haulers, suppliers, and processors and serve as a liaison between Kentucky's dairy industry and the College of Agriculture and other state and federal agencies.
- **Seed Regulatory Program**
  1. Provide timely seed testing services that embrace new technologies yet continue to recognize and service traditional testing needs.
  2. Provide technical assistance and educational information to consumers and the seed industry through training programs, publications, and individual contact.
- **Seed Testing Program**
  1. The collaborative effort between the testing and regulatory programs is integral to achieving voluntary compliance with provisions of the state seed law. The laboratory receives regulatory samples from the inspection staff, and these samples (about 25% of samples tested) are subjected to routine purity and germination testing for comparison with label guarantees. In this capacity, the laboratory supports the regulatory program in providing accurate and dependable results to evaluate seed lots being sold or distributed across Kentucky.
  2. The remaining 75% of testing activities relates to seedsmen, producers, conditioners, homeowners, researchers, and others interested in seed lot quality characteristics. The laboratory's customer base includes more than 300 individuals and firms across Kentucky. Samples are received year-round, and the laboratory conducts approximately 20,000 individual tests on all seed kinds, from traditional agronomic crops to vegetables and flowers to lawn grasses.
- **Soil Testing**
  1. We impact about 20% of agricultural farmland in Kentucky by testing soils to help producers determine how much fertilizer and lime should be applied to optimize crop yield.
  2. Our testing results in about \$60 million spent annually for fertilizer and lime and about \$280 million realized from the sale of crops grown.

**UK**  
UNIVERSITY  
OF KENTUCKY  
College of Agriculture

Issued July 2005

*The College of Agriculture is an Equal Opportunity Organization.*