

MISSISSIPPI DEPARTMENT OF
AGRICULTURE AND COMMERCE
SUPPORT BUDGET

5 YEAR STRATEGIC PLAN
FOR FY 2019 THROUGH FY 2023
401-00

Mississippi Department of Agriculture & Commerce

1. Comprehensive Mission Statement

The Legislature created the Department of Agriculture and Commerce in 1906 to be under the direction of the Commissioner of Agriculture & Commerce. Miss. Code Ann. §69-1-1 to -13 (Rev. 2012). The mission is to help protect, promote, and regulate agricultural businesses, related industries, and their products within both the local and global market. The Department strives to insure the utmost consumer confidence in food protection, fairness in the marketplace, and validation of product quality while practicing efficiency in government for the citizens of the State of Mississippi.

2. Philosophy

The Mississippi Department of Agriculture and Commerce is dedicated to the oversight, protection, and promotion of Mississippi's agricultural industry and associated businesses. The Department's core values include efficiency in the workplace, reliance on cross-trained, educated staff, and a philosophy of unbiased fairness to both industry and its consumers in the field of agriculture and commerce.

3. Relevant Statewide Goals and Benchmarks

The Mississippi Department of Agriculture and Commerce is a broad and multifaceted agency that has oversight and multiple responsibilities to both industry and the consuming public. These policy areas that are listed below are considered by the Department to have equal importance in relation to the duties assigned by the Mississippi Legislature. These goals are tied to the success of the state's economic development, public safety, natural resources, and education.

Statewide Goal: To protect the public's safety, provide assurance of product quality, and ensure fairness in the marketplace. This includes the areas of food safety and inspection, food establishment sanitation, price verification, product effectiveness, security of agricultural commodities, and truth-in-labeling.

Statewide Benchmark:

- Percentage compliance for meat inspection, retail food establishments, petroleum establishments, the measurement of scales used in commerce, the protection of agricultural commodities from theft, and the marketplace inspection of seed, fertilizer, lime, pesticides, feed, and plant amendments.

Statewide Goal: To prevent the establishment and spread of invasive and/or destructive diseases, insects, and plants that would be a danger and risk to our natural resources, cropping systems, related industry, and native ecosystem.

Statewide Benchmark:

- Percentage of surveys and inspections that help eradicate, control, maintain, or prevent the establishment, spread, or introduction of species that would be a detriment to our agricultural producers, the surrounding ecosystems, and related industries that we serve and protect.

Statewide Goal: To make available quality education, technical service, and outreach programs to Mississippi's agricultural producers, agribusinesses, product consumers, and overall general public.

Statewide Benchmark:

- Measurements and percentage collection of outreach and awareness programs that target the education, preservation, technical service, assistance, implementation, and demonstration of agriculture programs targeted for the agricultural community, as well as, the general public.

4. Overview of the Agency 5-Year Strategic Plan

The duties assigned under law to the Mississippi Department of Agriculture and Commerce (MDAC) are very broad and comprehensive with an emphasis on the protection, assistance, and regulation of agricultural related producers and businesses within the state, while promoting Mississippi's agricultural producers and products in the marketplace. In an effort to carry out its mandated duties in a diligent and efficient manner, MDAC has established several goals and priorities for the next five years.

The areas of foreseeable strategic planning for the Mississippi Department of Agriculture and Commerce for the upcoming five fiscal years are as follows:

The Food Safety Modernization Act (FSMA) was enacted in October (FY2016) and individual states will be asked to partner with FDA for implementation of on-farm, food safety inspections. This could potentially require the hiring of new staff (approximately 5 employees) that will cost an estimated \$35,000 per employee (additional support cost would be needed).

The Regulatory Bureau also anticipates that, in light of the state budget reductions, extra training and course work will be required for inspectors to accomplish additional cross-training. The Department anticipates an increase in funding requests for travel to attend mandatory training sessions.

The Bureau of Plant Industry anticipates that additional personnel funding will be needed to fully align the Entomologist field inspector series to remain competitive with private industry, insure retention of employees, and provide career ladder opportunities. (This request would cost an estimated \$110,000 plus additional support cost) The Department is in the process of implementing a field automation system for the Bureau of Plant Industry. This tool will allow for more efficient tracking of data and ensure additional compliance of agricultural related businesses by the 18 field inspectors. To implement this system, it is estimated that \$150,000 would be needed.

Over the next five years, the Department estimates that other needs and support will be forthcoming due to the multiple cooperative agreements that both the Regulatory Bureau and the Bureau of Plant Industry have with the federal government to implement multiple inspection, monitoring, and eradication programs on a cost sharing basis.

As the economy of the state continues to grow and new businesses locate in Mississippi, the need for adequate funding for additional manpower, employee compensation, and the expansion of services within the Department's scope, as well as, additional training and certification is evident.

5. Agency's External/ Internal Assessment

Some of the more significant factors that may affect agency performance are as follows:

- 1) Changes in policy at the federal government level and the resulting loss or gain of federal grant funds necessary to operate cooperative programs.
- 2) Changes in the economic business environment that directly affect the retail establishments regulated by MDAC.
- 3) The impact of the economic environment in the State of Mississippi.
- 4) Changes in state and federal statutes and regulations.
- 5) The rise and fall of supply and demand in relation to agricultural imports and the resulting safety factors.
- 6) Technological changes and advances.
- 7) Natural disasters and other environmental factors that may affect businesses, crops, or both.
- 8) Fluctuations in fuel and petroleum product costs.
- 9) Outsourcing of jobs to foreign countries or private businesses.

The Mississippi Department of Agriculture and Commerce uses an internal management system to evaluate its performance that consists of a Commissioner who is elected by a statewide vote and who sets the direction and policies for the agency. In turn, the Commissioner utilizes senior bureau directors to closely monitor performance and make suggestions for improvements and correction of deficiencies. Also, a branch director position handles the establishment of a comprehensive system to collect data on performance, analyze that data, and compare it to agency goals and objectives.

MDAC uses various information management systems to track inspections and compile permitting information for the review of performance measures, as well as for state and federal reporting purposes. These systems provide MDAC management with a tracking tool for progress, efficiency, cross-training opportunities, and management of staff and resources, thus providing management with the information necessary to formulate performance measurements. In addition, this data is provided to other agencies and groups which MDAC interacts and works in cooperation with, such as the United States Department of Agriculture (USDA), the Environmental Protection Agency (EPA), the Food and Drug Administration (FDA), the Department of Commerce, and various state agencies both in Mississippi and throughout the country.

This data is then used to further enhance and maintain the utmost efficiency within the agency. The data is utilized by directors and management staff during MDAC's internal review process in which each division is responsible for reporting mid-year and yearly goals to the Commissioner and Deputy Commissioner. Strategic planning and future short-term and long-term goals are then tied to the division's output and to employee performance appraisals which allow for appropriate employee and task evaluation for better performance.

6. Agency Goals, Strategies, and Measures by Program for FY2016 through FY2020: *(Programs are listed in accordance to established Legislative budgeting purposes and not a reflection on rank of importance within the Mississippi Department of Agriculture and Commerce)*

Program 1: Bureau of Plant Industry

Goal A: Pesticide Program - Enforce and regulate the registration, distribution and application of pesticides. *(Mississippi Pesticide Law of 1975, Sections 69-23-1 through 69-23-29, Mississippi Pesticide Application Act of 1975, Sections 69-23-101 through 69-23-135, Regulation of Professional Services Law of 1938, Sections 69-19-1 through 69-19-15, and Agricultural Aviation Licensing Law of 2009, Sections 69-21-101 through 69-21-128)*

Objective A.1 Reduce the risk of chemical exposure to human health and the environment from misuse and unlawful sale, distribution, or use of pesticides.

Outcome: Percent of marketplace inspection in full compliance.

Outcome: Percent of dealer inspections in full compliance.

Outcome: Percent of agricultural and non-agricultural pesticide application inspections in full compliance.

Outcome: Percent of agricultural and non-agricultural record inspections in full compliance.

A.1.1. Strategy: Conduct inspections under the EPA through the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA). In addition to FIFRA, the BPI works with Mississippi State University Extension Service (MSUES) when special needs arise.

Output: Number of pesticide related inspections.

Output: Number of dealer inspections in full compliance.

Output: Number of agricultural and non-agricultural pesticide application ~~violations~~ inspections in full compliance.

Output: Number of agricultural and non-agricultural record inspections in full compliance.

Output: Number of marketplace inspections in full compliance.

Efficiency: Percent of inspections resulting in non-compliance.

Explanatory: Federal budget cuts, unfunded federal mandates, and employee retention all impact efficiency and productivity.

Goal B: Plant Pest Programs - Prevent the spread of destructive insects, diseases, and other pests endangering Mississippi's agricultural, horticultural, and apiary industries and environment. *(Mississippi Plant Act of 1918, Sections 69-25-1 through 69-25-47, Mississippi Boll Weevil Management Act of 1993, Sections 69-37-1 through 69-37-41, Mississippi Bee Disease Act of 1920, Sections 69-25-101 through 69-25-109)*

Objective B.1 Monitor for and provide for the prevention, control, and eradication of plant pests and

diseases that threaten Mississippi's agricultural, horticultural, and apiary industries and environment.

Outcome: Percent of nurseries/nursery dealer inspections free of pests and/or diseases.

Outcome: Percent of agricultural commodities pest free for export to other states and countries.

Outcome: Percent of surveys free of plant pests that are currently not known to exist in Mississippi and eradicate or manage any that may be detected.

Outcome: Percent of inspections and certifications free of honeybee pests and/or diseases for interstate movement.

B.1.1. Strategy: Conduct plant protection and quarantine programs and activities, including honeybee inspections to ensure materials are free from injurious pests and diseases. Additionally, the BPI partners with the USDA and MSUES for many of its quarantine and regulated pest diseases.

Output: Number of nursery/nursery dealers licensed.

Output: Number of phytosanitary certificates issued.

Output: Number of acres and traps inspected or surveyed for the presence of pests and diseases.

Output: Number of colonies inspected and/or certified for the presence of pests and diseases

Efficiency: Percent of inspections resulting in non-compliance.

Explanatory: Federal budget cuts, unfunded federal mandates, and employee retention all impact efficiency and productivity.

Goal C: Feed, Fertilizer, Lime, and Plant Amendments - Enforce and regulate the sale and use of feeds, fertilizers, agricultural liming materials, and plant amendments. (*Mississippi Commercial Feed Law of 1972, Sections 75-45-151 through 75-45-195, Mississippi Fertilizer Law of 1972, Sections 75-47-1 through 75-47-39, Mississippi Agricultural Liming Materials Act of 1993, Sections 69-39-1 through 69-39-19, Mississippi Soil And Plant Amendment Law of 1978, Sections 69-24-1 through 69-24-27*)

Objective C.1 Ensure through sampling and inspections that feed, fertilizer, agricultural liming materials, and plant amendments meet requirements set by federal and state laws, rules and regulations.

Outcome: Percent of feed, fertilizer, agricultural liming materials, and plant amendment inspections in compliance.

C.1.1. Strategy: Inspect and sample the manufacturing sites and retail outlets where these products are produced or distributed to ensure label guarantees.

Output: Number of feed, fertilizer, agricultural liming materials, and plant amendments products inspected.

Efficiency: Percent of inspections resulting in non-compliance.

Explanatory: Unfunded federal mandates and employee retention all impact efficiency and productivity.

Program 2: Museum

Goal A: To serve as an interpretation center for the promotion of agriculture. (*"Duties of the Commissioner," Miss. Code Ann. §69-1-13 (Rev. 2012).*)

Objective A.1. To ensure that the visitor to the Museum has an experience that is pleasing to view, enjoyable to participate in, and one that adds to the quality of life to all of those who visit.

Outcome: Percent change in revenue from private functions.

Outcome: Percent change in number of private revenue generating functions.

Outcome: Percent increase in attendance from prior year.

Outcome: Percent increase of school students in attendance from prior year.

A.1.1. Strategy: Develop media to convey the Museum message including wayside graphics,

exhibits, brochures, programming, special events, and campus way finding system.

Output: Number of private revenue generating functions.

Output: Total number of attendance.

Output: Number of students in school groups.

Efficiency: Revenue generated from functions.

Program 3: Regulatory

Goal A: Consumer Protection Division - Maintain a high inspection rate in retail food establishments.

Objective A.1. Effectively and routinely inspect small capacity scales in grocery stores, convenience stores, and other retail stores to ensure they are accurate at the end of each fiscal year.

Outcome: Annually inspect for accuracy all small capacity scales in inventory.

A.1.1. Strategy: Using Winwam software, recognize and locate all scales in the state inspected by the Division.

Output: Percent of scales inspected.

Efficiency: Average cost per inspection.

Explanatory: Utilize best management practices for efficient use of time and funds expended for annual scale inspections. The number of scales inspected may fluctuate based on the opening and closing of retail establishments and/or whether businesses remove scales from service. Inspection numbers may fluctuate from the previous year based on whether the Department is at full staff.

Objective A.2. Enforce rules and regulations regarding the sanitation of retail food establishments

Outcome: Percent of total retail food sanitation inspections.

Outcome: Percent of consumer complaints answered within 48 hours.

A.2.1. Strategy: Conduct routine sanitation inspections in all retail food establishments.

Output: Number of retail food establishments licensed.

Output: Number of food sanitation inspections.

Output: Number of consumer complaints.

Efficiency: Average cost per inspection.

Explanatory: Safer foods and shopping environments for consumers. The number of sanitation inspections depends on the number of retail establishments that are licensed. These could increase or decrease depending on whether stores close and new ones open.

Objective A.3. Ensure the proper net weights of certain foods

Outcome: Percent of food products placed off-sale due to non-compliance with labeled net weight.

A.3.1. Strategy: Monitor and assess the net weights and prices of store-packaged meat products via annual and seasonal inspections.

Output: Number of food products inspected for net weight.

Efficiency: Average cost per inspection.

Objective A.4. Effectively monitor catfish truth-in-labeling in restaurants

Outcome: Annually inspect all restaurants selling catfish or catfish-like products for compliance with catfish labeling laws.

A.4.1. Strategy: Conduct inspections to discern country-of-origin and method-of-production labeling of catfish and catfish-like fish in restaurants.

Output: Percent of restaurants inspected.

Efficiency: Average cost of inspection.

Explanatory: Protect consumers' right to choose their foods and to prevent food fraud. These numbers could fluctuate based on whether a restaurant discontinues sales of these

products.

Goal B: Weights and Measures Division - Conduct inspections and testing pursuant to the Mississippi Code of 1972 and MS Department of Agriculture and Commerce Regulations in support thereof.

Objective B.1. Annually inspect and test all scales of heavy capacity (equal to and greater than 10,000 pounds) and small and intermediate capacity (less than 10,000 pounds), that are being used in commerce and assigned to the division, to ensure equity in the marketplace.

Outcome: Percent of all scales in inventory inspected.

B.1.1 Strategy: Maintain an accurate database using WinWam Software to locate all heavy, small, and intermediate capacity scales in order to allow for efficient annual inspection and testing.

Output: Number of scales in inventory.

Efficiency: Average cost per inspection.

Explanatory: The output varies based on external factors such as weather conditions, whether a business is still in existence, as well as, whether scales are removed from service and staffing numbers. Scales are not required to be registered so the output may increase where new ones are located.

Objective B.2. Annually inspect and measure all grain moisture meters, mass flow meters, and dairy tanks, which are being used in commerce, to ensure equity in the marketplace.

Outcome: Percent of grain moisture meters, mass flow meters and dairy tanks inspected.

B.2.1 Strategy: Maintain accurate measuring devices and ascertain the moisture content of agricultural products.

Output: Number of meters inspected.

Efficiency: Average cost per inspection.

Explanatory: The output varies based on external factors such as whether a business is still in existence, as well as, whether meters are removed from service and staffing numbers.

Objective B.3. Annually inspect pulpwood receiving facilities, timber receiving facilities, livestock facilities, and weighmaster facilities to ensure compliance with Title 75, Chapter 29, Pulpwood Scaling and Practices law.

Outcome: Percent of pulpwood receiving facilities, timber receiving facilities, livestock facilities, and weighmaster facilities inspected.

Outcome: Percent of livestock barns inspected for proper licensure.

B.3.1 Strategy: Maintain a list of all pulpwood/timber dealers, livestock permit holders, and weighmasters engaging in public weighing in the State. Ensure that they are licensed and bonded and that any scales they are using to weigh are accurate and meet all applicable requirements.

Output: Number of scales and facilities inspected.

Output: Number of livestock barns licensed.

Efficiency: Average cost per inspection.

Explanatory: The output varies based on external factors such as whether a business is still in existence, as well as, whether scales are removed from service and staffing numbers.

Goal C: Petroleum Products Inspection Division – Insure the quality and quantity of fuel purchased by the consumer in the State of Mississippi (Miss. Code Ann. §75-55-3)

Objective C.1. Provide the consumer with the confidence that he/she is receiving full value for payment and assure equity in the marketplace.

Outcome: Percent of consumer complaints answered within 48 hours.

Outcome: Percent of retail motor fuel devices inspected.

C1.1. Strategy: Inspect each site within the state annually to insure quantity.

Output: Number of retail motor fuel devices inspected.

Efficiency: Average cost per inspection.

Explanatory: The output varies based on staffing numbers, and whether new businesses are opened and others close.

C1.2. Strategy: Provide technical assistance through the use of a computer software program allowing instantaneous reporting from the field to the office.

Output: Number of inspection reports provided to the public.

Efficiency: Cost savings to the consumer when documentation is necessary for legal action.

Goal D: To protect the health and welfare of consumers by assuring that meat and poultry are safe, wholesome, unadulterated, and properly marked, labeled, and packaged (Miss Code Ann 75-35-5)

Objective D.1. The Meat Inspection Division shall develop and administer a meat inspection program that is at least equal to the USDA meat inspection program.

Outcome: The Meat Inspection Division is at least equal to the USDA program per legal agreement.

Outcome: An accredited state program.

D.1.1. Strategy: Maintain a well trained staff.

Output: 100% new hire attendance of inspection methods training and 100% completion of yearly required USDA training by all employees.

Efficiency: Maintains experts in the field.

Explanatory: Promotes consumer confidence; depends on federal funds.

Objective D.2. Enforce rules and regulations regarding the inspection of all meat plants.

Outcome: Protect the health and welfare of consumers.

D.2.1. Strategy: Provide daily inspection services to every operating meat plant.

Output: Inspector performs 100% of applicable inspection tasks for each meat plant shift daily.

Efficiency: Meets the criteria of the USDA.

Explanatory: Provides safer foods for consumers; depends on federal funds.

D.2.2. Strategy: Provide ante mortem and postmortem inspection to every animal presented for inspection

Output: 100% inspection before and after slaughter.

Efficiency: Meets the criteria of the USDA.

Explanatory: Provides safer foods for consumers; depends on federal funds.

Objective D.3. Ensure meat handlers are in compliance with the law.

Outcome: Protect the health and welfare of consumers.

D.3.1. Strategy: Inspect every meat handler to ensure compliance with meat laws.

Output: Completion of Notices of Warning for each violation.

Efficiency: 100% of Notices of Warning shall be completed and closed monthly.

Explanatory: Provides safer foods for consumers.

Objective D.4. Ensure rendering vehicles meet standards set forth in The Animal and Poultry By-Products Disposal Law of 1964.

Outcome: Percent of rendering vehicles inspected.

- D.4.1. Strategy:** Inspect every rendering vehicle for leakage and proper covering.
Output: Number of rendering vehicles inspected.
Efficiencies: Collection of annual registration fee for 100% of rendering vehicles.

Program 4: Marketing

Goal A: Market Development – Encourage and create economic development opportunities for Mississippi’s agricultural industry. (Miss. Code Ann. Section 69-45-3)

- Objective A.1.** To coordinate well-balanced and innovative programs and activities that will expand and explore new domestic and export markets for Mississippi agricultural products and enterprises.
Outcome: Percent of agricultural community assisted through marketing initiatives based on funding availability (both state and federal).
Outcome: Percent increase of value-added companies of agricultural commodities assisted.

- A.1.1 Strategy:** Implement an array of programs that provide technical assistance, financial assistance, educational opportunities, and/or promotional opportunities to agricultural producers and businesses.
Output: Number of agricultural enterprises assisted.
Efficiency: Cost per agricultural enterprise assisted.
Explanatory: MDAC relies on both state and federal funding to develop promotional and educational materials. Although MDAC will continue to request marketing funds, the amount of funding will affect the number of materials created and distributed which can impact the number of people reached through agricultural awareness, education, programs, and promotion.

- A.1.2 Strategy:** Provide outreach to agricultural producers and agricultural enterprises to create awareness of program availability.
Output: Number of tradeshows/conventions/workshops/events that the Division participates in and/or implements.
Efficiency: Cost of tradeshows/workshops/events/conventions that the Division participates in and/or implements.
Explanatory: MDAC relies on both state and federal funding to develop promotional and educational materials. Although MDAC will continue to request marketing funds, the amount of funding will affect the number of materials created and distributed which can impact the number of people reached through agricultural awareness, education, programs, and promotion.

- Objective A.2.** Increase consumer awareness of agriculture and agricultural products grown, raised, and produced in Mississippi.
Outcome: Percentage increase of people reached by marketing means.

- A.2.1 Strategy:** Implement programs and activities to familiarize the consumer public with Mississippi’s agriculture products.
Output: Number of people reached by marketing means.
Efficiency: Cost per person reached through awareness.
Explanatory: MDAC relies on both state and federal funding to develop promotional and educational materials. Although MDAC will continue to request marketing funds, the amount of funding will affect the number of materials created and distributed which can impact the number of people reached through agricultural awareness, education, programs, and promotion.

- A.2.2 Strategy:** Promote and advertise Mississippi’s agricultural industry, products, and enterprises.

Output: Number reached through agricultural awareness.

Output: Number of tradeshow/conventions/workshops/events that the Division participates in.

Efficiency: Cost of tradeshow/workshops/events/conventions that the Division participates in and/or implements.

Explanatory: MDAC relies on both state and federal funding to develop promotional and educational materials. Although MDAC will continue to request marketing funds, the amount of funding will affect the number of materials created and distributed which can impact the number of people reached through agricultural awareness, education, programs, and promotion.

A.2.3 Strategy: Create and distribute promotional and educational materials and items to be made readily available to the public through necessary means.

Output: Number reached through agricultural awareness.

Efficiency: Cost per person reached through awareness.

Explanatory: MDAC relies on both state and federal funding to develop promotional and educational materials. Although MDAC will continue to request marketing funds, the amount of funding will affect the number of materials created and distributed which can impact the number of people reached through agricultural awareness, education, programs, and promotion.

Program 5. Administration

Goal A: Maintain administration costs at 18% of the total budget

Objective A.1: Implement and provide the most cost efficient methods of maintaining overall agency administrative costs.

Outcome: Maintain Administration cost at 18% of total budget.

Efficiency: Good stewardship of taxpayer dollars.

A.1 Strategy: Utilize the most current technology for providing services while taking advantage of contract pricing when applicable.

Output: Provide administrative services for all employees and the general public.

Efficiency: Utilize the most cost effective methods for providing services.

Program 6. Livestock Theft

Goal A: To protect the investments of the agricultural community in the State of Mississippi while upholding the laws set forth. (Miss Code Ann. 69-29-1, et al.)

Objective A.1: To employ nine (9) investigators, one for each of the nine districts of the Mississippi Agricultural and Livestock Theft Bureau, to respond efficiently when related cases are established, and to put forth the utmost effort to resolve open cases.

Outcome: Number of cases cleared.

Outcome: Percentage of cases prosecuted.

A1.1 Strategy: To provide the necessary training and equipment to each of the nine investigators to assist them in their duties.

Output: Number of cases investigated.

Efficiency: Utilize support and resources from other local law enforcement to assist in case outcomes.

Program 7: Farmers Market

Goal A: The goal of Farmers Central Market is to provide facilities for the efficient handling of farm products in the interest of the farmers, the consumer, the general public, and the State of Mississippi. (Miss.

Code 69-7-101)

Objective A.1 To obtain and retain full time occupancy of farmers stalls (retail spaces) and other rental space (wholesale spaces).

Outcome: Percent of retail spaces based on seasonal availability of produce.

Outcome: Percent of wholesale spaces rented.

A.1.1 Strategy: Promote the Farmers Market through advertising, social media, outreach, and events to consumers and farmers to create a greater awareness of the Market and its offerings.

Output: Number of retail spaces rented (booth) (average per week).

Output: Number of wholesale spaces rented (booths).

Output: Number of certified growers.

Output: Amount of revenue generated through rental space rented.

Efficiency: Average revenue per retail space rented (per day).

Efficiency: Average revenue per wholesale space rented (month).

Explanatory: An external factor that could have an impact on the number of farmers selling at the Market during a given year is the potential for crop failure due to weather conditions. Weather conditions (rain, drought, freezes) could hurt crops regionally, which could determine the number of farmers participating, as well as the number of crops that are available for purchase.

Program 8: Seed Testing Lab

Goal A: Ensure seed sold for planting purposes meets seed label guarantees and quality standards.

(Mississippi Pure Seed Law of 1968, Sections 69-3-1 through 69-3-29)

Objective A.1 Protect and support seed companies and consumers by providing unbiased and reliable seed testing to determine truth-in-labeling.

Outcome: Percent of seed tested in compliance.

A.1.1 Strategy: Inspect and sample the manufacturing sites and retail outlets where products are produced or distributed to ensure label guarantees.

Output: Number of tests performed.

Output: Number of official samples collected.

Efficiency: Number of days to run cool test.

Efficiency: Number of days for Germination test (average depending on type of seed).

Efficiency: Number of hours to evaluate TZ test.

Explanatory: Employee retention impacts efficiency and productivity.

Objective A.2 Administer the Mississippi Certified Seed Program for the Mississippi Crop Improvement Association (MCIA) to provide unbiased seed testing.

Outcome: Percent of seed submitted that meet MCIA's standards.

A.2.1 Strategy: Sample seed submitted by MCIA.

Output: Number of seed samples tested for MCIA.

Efficiency: Average time to evaluate official samples.

Explanatory: Employee retention impacts efficiency and productivity.

Program 9: Egg Marketing Board

Goal A: Increase the consumption of Mississippi eggs and public awareness for the egg industry (*Egg*

Marketing Board: Sections 69-7-251 through 69-7-277)

Objective A.1 Promote eggs through advertisements on the radio, television, print media, point of sale demonstrations, brochures, and other promotional activities.

Outcome: Number of people reached.

A.1.1 Strategy: Research and sample media outlets and outreach avenues in which to reach targeted audience for maximum awareness.

Output: Percent increase in the number of eggs purchased.

Efficiency: Cost of outreach in relation to consumers reached.

Efficiency: Percentage of budget dedicated to advertising.