

DEPARTMENT OF AGRICULTURE GOALS

1. A statement of goals, including what the department or agency hopes to accomplish both short and long term.

The mission of the Department of Agriculture (DOA) is to promote the conservation, development and utilization of agricultural resources in the State. More specifically, it is the Department's goal to develop an industry in which prime agricultural lands are fully utilized in profitable diversified crop and livestock production; opportunities for export competition and import substitution are maximized; and agribusinesses involved in the production, processing, distribution and marketing of agricultural commodities are competitive in a changing global market.

The mission of supporting an expanding agricultural sector is essential to the overall viability of the State's economy. Agriculture in Hawaii currently generates one-half billion dollars in farm-gate revenues annually and provides thousands of jobs statewide. Recent findings indicate that when the economic value of other agriculture-related industries is considered, the total value of agriculture jumps to nearly three billion dollars a year and provides approximately forty-two thousand jobs statewide. In addition, Hawaii agriculture contributes to a desired physical environment for both residents and visitors and promotes economic as well as social well-being in rural districts across the State.

2. Objectives and policies, specifically setting forth how each goal can and will be accomplished.

The objectives of the department are as follows:

1. To facilitate the growth of existing & new agricultural products & by-products for local & export sales.
2. To help increase the availability of the resources required for agriculture.
3. To promote beneficial effects of agriculture on the environment & prevent or minimize its adverse impacts.
4. To improve compliance with laws & rules & provision of certification services.

The department embraces the following policies to achieve its objectives:

1. The department will serve as an advocate and leader for agriculture.
2. The department will coordinate and facilitate public and private sector alliances.
3. The department will provide services essential to industry growth.
4. The department will emphasize problem identification to narrow departmental focus to critical industry issues.
5. The department will promote an integrated approach to problem solving to take full advantage of the diversity of in-house expertise and to maximize departmental impact.
6. The department will develop new initiatives designed to stimulate agricultural development.

The department has established "Hawaii Farm Value Targets for Selected Diversified Commodities for the Year 2005" that contains commodity value targets and focuses on taking advantage of opportunities and identifying and resolving the roadblocks impeding expansion of each commodity group. This effort is a continuation of the department's "Agriculture 2000 Goals".

3. An action plan with a timetable indicating how the established objectives and policies will be implemented in one, two, and five years.

Programs have updated their five year plans identifying priority goals and objectives, explaining how they intend to meet their goals and objectives, and establishing baseline data, future targets, a timetable to meet these targets, and a means to evaluate progress in meeting targets through benchmarking.

Attached are their updated five-year action plans to meet the department's overall mission, goals and objectives.

4. The process that the department or agency will use to measure the performance of its programs and services in meeting the stated goals, objectives, and policies.

The department will evaluate how well the programs meet their priority goals and objectives by reviewing their success in meeting their targets by the planned timetable. Evaluating Agriculture 2005 benchmark outcomes is another tool that will be used to determine departmental effectiveness. For example, if a certain commodity group reaches its benchmark goals, it would indicate that the total effort, including DOA assistance, was successful. Conversely, if a particular commodity group fails to achieve its stated goals, the industry's situation would need to be reassessed and the Department's efforts reevaluated. It should be pointed out, however, that the attainment of benchmark goals is a collective effort that includes the Department's assistance as only one of many variables.

Department of Agriculture Goals

The department's "Agricultural 2000 Goals" ended in December 2000. In the final evaluation, Hawaii's agricultural industry attained 99.7% or \$102.8 million of the \$104.3 million increase in crop values targeted for by this final year. This is an annual growth rate of 4.33%. Five crops (fresh pineapple, coffee, seed crops, flowers, nursery and aquaculture) exceeded 100% of their respective target values while four others (vegetables/melons, other fruits, taro, and other crops) exceeded 90% of their respective target values. Despite the fact that most of the 14 selected crops experienced ups and downs during the five-year period, the attainment of the Year 2000 Goals is testament to the overall strength of Hawaii's agricultural industry. While modest in comparison to the visitor industry's \$11 billion in economic activity, the \$458.8 million generated by diversified agriculture (including fresh pineapple) is solid, steadily increasing, and more than offsets the continuing decline in sugar production.