

ADDL STRATEGIC PLAN FRAMEWORK

JANUARY
2024

Mission

Provide reliable, innovative, and vigilant services to veterinarians, animal producers, and regulatory agencies.

Vision

To be Indiana's "go-to lab" for diagnostics and surveillance testing for all production animal, companion animal, and wildlife species.

Values: Integrity, Trust, and Collaboration

With a skilled and dedicated workforce delivering services that meet all current standards, the ADDL plays an integral role in animal health by coordinating diagnostic strategies and delivering timely test results to partners in multiple sectors of veterinary medicine.

Strategic Deliverables

- Ensure food security for all Indiana citizens by protecting the state's \$4 billion-plus animal-ag sector.
- Engage and support the growing equine and companion animal sectors of Indiana.
- Enhance the retention of current animal agriculture and animal health businesses while attracting new animal-sector employers to Indiana.

Strategic Priorities

- 1. Foster a world-class service culture.**
Prioritize test quality, speed (responsiveness and turnaround), and value to the client when delivering all ADDL operations and diagnostic processes.
- 2. Deliver species/client-centric service strategies.**
Develop and provide the full spectrum of diagnostic tests, customized for each primary animal sector: Aquatic, Companion Animal, Equine, Poultry, Ruminant, Swine, and Wildlife.
- 3. Provide accurate and prompt Foreign Animal Disease (FAD) surveillance and response.**
Implement an effective and efficient ADDL FAD plan and collaborate with state and national leadership in FAD response planning.
- 4. Be a trusted animal-health resource.**
Create a science-based knowledge hub for animal professionals in Indiana, and provide practical training to veterinarians and Purdue Veterinary Medicine students.
- 5. Implement agile and innovative management strategies.**
Implement a phased transition to in-house management of expenses to an agreed annual budget while optimizing investments, expenses, operations, digital technologies, marketing, and personnel policies to deliver the laboratory's mission and vision.
- 6. Invest in a highly-skilled workforce and provide a stimulating and rewarding work environment.**
Attract, develop, retain, and create promotion opportunities for the laboratory's skilled and dedicated employees.
- 7. Invest in state-of-the-art equipment and facilities.**
Formulate capital budget plans to upgrade facilities and operate as a NAHLN Level-1 laboratory (including Biosafety Level 3 confinement areas) and play a prominent role in national programs.