

**Vision:** To be recognized as a global leader in enhancing and protecting agricultural commerce, championing consumer awareness and protection while fostering and promoting an understanding of Arizona agricultural products and producers.

**Mission:** To support and promote Arizona agriculture in a way that encourages farming, ranching and agribusiness, protects the well-being of people, plants, animals and the environment while safeguarding commerce, consumers and natural resources.

**Agency Description:** AZDA facilitates commerce and safeguards market access both domestically and internationally. AZDA conducts food quality and safety inspections of meat, dairy, vegetable, citrus, fruit and egg products; licenses and samples feed, fertilizer, seed and pesticide use; trains and certifies pesticide applicators; protects native plants; guards against the risks associated with the entry and spread of plant pests and diseases; licenses produce dealers and shippers; provides education on pesticide safety and air quality; provides forensic agricultural laboratory analysis, identification, certification and training services; inspects, tests and licenses commercial weighing and measuring devices; and regulates pest management services.

**Executive Summary:** The Arizona Department of Agriculture (AZDA) identified four strategic priorities to reach our vision:  
**Attract, Develop and Retain Talented Employees** - Crucial to providing exceptional customer service and succession planning.  
**Modernize Processes, Services, Information Technology, Equipment and Administrative Rules** - AZDA will modernize administrative rules and information technology.  
**Safeguard Agricultural Products While Expanding and Creating New Markets** - AZDA will continue to maintain phytosanitary/sanitary status for Arizona commodities (plant and animal), safeguard agricultural products through the implementation of the Food Safety Modernization Act (FSMA) and implement the Industrial Hemp Program which began May 31, 2019.  
**Achieve Awareness of the Importance of Agriculture to Society** - AZDA will begin quarterly meetings in participation with the Western United States Agricultural Trade Association (WUSATA) to educate Arizona agricultural companies on the benefits of participating in WUSATA and U.S. Department of Agriculture trade promotion and market development activities.

### Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Attract, Develop and Retain Talented Employees	2018	AZDA's engagement score average continues to increase over the 2.9 in 2016. Additional General Funds of \$200,000 were appropriated for salary increases for Livestock Officers and Inspectors in FY 2019, and \$29,900 for Livestock Officer salary increases and \$137,000 for an additional Dairy Inspector and Dairy Inspector salary increases in FY 2020.
2	Modernize Processes, Services, Information Technology, Equipment and Administrative Rules	2018	In response to stakeholder input, 150 licenses and renewals were put online. In FY 2020, \$200,000 is appropriated to the Arizona Department of Administration (ADOA) to conduct a feasibility study to replace or upgrade computer systems at AZDA.
3	Safeguard Agricultural Products While Expanding and Creating New Markets	2018	AZDA is in the process of implementing the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR). The Industrial Hemp Program began May 31, 2019. The State Agricultural Laboratory was relocated to the Chandler facility to allow for the demolition of the 1520 W. Adams location.
4	Achieve Awareness of the Importance of Agriculture to Society	2018	AZDA increased its social media presence. The Director began recording and posting on the website podcasts highlighting the agricultural industry. An effort was made to invite agricultural companies to participate in Western United States Agricultural Trade Association (WUSATA) and U.S. Department of Agriculture trade promotion and market development activities.

Strategy #	FY20 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase staff retention	Average years of staff service Regrettable attrition	Explore retention efforts to include: succession planning, training, flex schedules, career path, progressive salary schedule, reinstatement of tuition reimbursement, spot incentive program and strategic stipends
2	Modernize administrative rules	Number of rules eliminated or improved	Conduct rulemakings related to plant and animal industries and public protection
2	Modernize information technology (IT)	IT security score  Complete IT assessment of AZDA by March 2020	Achieve and maintain acceptable IT security score  Coordinate with the Arizona Department of Administration (ADOA) on feasibility study to replace or update computer systems at AZDA
2	Replace equipment at the State Agricultural Laboratory	Average age of instrumentation	Develop five year plan to fund replacement of equipment at the State Agricultural Laboratory, beginning with instrumentation used to conduct tests of industrial hemp
3	Update the State's farm inventory by 109 to be in compliance with FSMA PSR	Number of verified farms subject to FSMA PSR training, enforcement and compliance requirements	Verify farms under Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR) through questionnaires, registry, presentations, training, social media and in-person visits
3	Implement and operate successful Industrial Hemp Program	Percent of complete applications approved within 15 days	Implement plan for regulatory oversight of industrial hemp growers, harvesters, transporters and processors to include: processing applications, issuing licenses and compliance testing.
4	Promote awareness of Arizona agricultural products domestically and internationally	Number of meetings held  Number of companies represented at meetings	Hold quarterly meetings with agricultural producers and companies to explain the benefits of participation in Western United States Agricultural Trade Association (WUSATA) and U.S. Department of Agriculture trade promotion and market development activities