

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, promotes equity in the Arizona marketplace, and safeguards market access both domestically and internationally through a variety of inspection and certification programs involving plants, livestock, meat, dairy, vegetables, citrus, fruit, eggs, feed, fertilizer, seed, agricultural and non-agricultural pesticides, packaged consumer goods, retail pricing and commercial weighing and measuring devices. AZDA protects and guards against the risks associated with the entry and spread of plant and livestock pests and diseases. AZDA conserves native plants. AZDA implements education and training programs in regards to pesticide use, air quality and gasoline vapor recovery. AZDA provides agricultural and metrological laboratory services.

Executive Summary: The Arizona Department of Agriculture (AZDA) identified three strategic priorities to reach our vision:

Attract, Support, Develop and Retain Talented Employees - This is AZDA's number one priority because it is crucial to providing exceptional customer service. AZDA will identify process and equipment efficiency cost saving opportunities. AZDA will develop plan to increase employee salaries per Arizona Department of Administration (ADOA) review.

Reengineer and Integrate the Enterprise, including Information Technology, Processes, Services and Equipment - AZDA will enhance capabilities at the State Agricultural Laboratory by implementing an equipment modernization plan and reaching ISO accreditation. AZDA will develop and implement a project management plan to continue the process of IT modernization.

Safeguard Agricultural and Consumer Services/ Products AZDA will continue to maintain phytosanitary/sanitary status for Arizona commodities (plant and animal) and safeguard agricultural products. AZDA will develop and implement a process for centrally monitoring division inspection activity and results. AZDA will develop project plan to address the remaining Sunset Review audit recommendations.

Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Attract, Support, Develop and Retain Talented Employees	2018	Divisional succession plans were developed. Flex and telecommuting schedules were approved and implemented where appropriate. Progressive salary schedules were created where possible. 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. Strategy to increase and sustain telework for employees and virtual services for customers was developed and implemented in FY 2021, including surveying employees; addressing technological barriers where financially feasible; and improving leadership communications among team members and staff.
2	Reengineer and Integrate the Enterprise, including Information Technology, Processes, Services and Equipment	2018	Almost 200 rulemakings were completed in FY 2020. Information Technology (IT) security score increased to an acceptable level. The IT feasibility study was completed in December 2019. \$385,000 of the General Fund appropriation for the hemp program was used to replace equipment at the State Agricultural Laboratory in FY 2020. Salt River Horse Management Plan was completed in FY 2021.
3	Safeguard Agricultural and Consumer Services/ Products	2018	State remains free-from the highest profile agricultural pests and diseases. AZDA continues to implement the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR). The Industrial Hemp Program, which began May 31, 2019, is fully operational. Nogales baseline data collected in FY 2021 to improve efficiency of inspection process.

Strategy #	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase staff retention	Regrettable attrition - Rolling 12 month regrettable Turnover rate with < 4 YOS % of supervisors that have completed supervisory training % of inspection types standard work completed	Develop plan to increase employee salaries per ADOA review Conduct supervisory cultural skill set development training (based on analysis of employee engagement, exit and cultural surveys; and customer survey) Implement leader standard work for supervisory job classifications Develop inspector training matrix/certifications Document standard work for all core inspection processes
1	Identify agency process and equipment efficiency cost saving opportunities	# of sustained General Fund dollars saved	Identify agency process and equipment efficiency cost saving opportunities
2	Enhance capabilities of the State Agricultural Laboratory (SAL)	% of lab equipment uptime # of ISO accreditation successful benchmarks	Implement SAL equipment modernization plan Reach ISO accreditation
2	IT modernize, reengineer and integrate	% of milestones completed on time % of applications transitioned to the cloud	Develop and implement project management plan to continue the process of IT modernization
3	Ensure AZDA programs are delivered efficiently, effectively, and with a focus on customer service	# of quarantines established % of quarantines contained within the area of establishment % of inspections/inspectors meeting goals # of divisions meeting inspection frequency demand	Develop and implement a process for centrally monitoring division inspection activity and results and hold divisions accountable against established expectations, inspection goals and performance metrics
3	Implement and close out Auditor General's Sunset Review audit recommendations	# of remaining Auditor General recommendations that have been implemented and closed out	Develop project plan to address the remaining audit recommendations in process or not implemented Develop process to self audit follow-up to ensure sustainment