

**Vision:** To serve as a leader in ensuring consumer protection, advancing Arizona agriculture, and safeguarding agricultural commerce.

**Mission:** To protect the health and safety of Arizona consumers, advance and support Arizona agriculture, and safeguard commerce.

**Agency Description:** To protect the health and safety of Arizona consumers, the Arizona Department of Agriculture (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 implements education and training programs in regards to pesticide use and on-farm food safety, and ensures that air quality standards are met. AZDA provides agricultural and metrological laboratory services.

**Executive Summary:** The Arizona Department of Agriculture (AZDA) identified four strategic priorities to reach our vision:  
**Attract, Support, Develop and Retain Talented Employees:** This is AZDA's first priority because our people are our most valuable resource, and by having an engaged, talented workforce, we can provide exceptional service & quality to our customers.  
**Modernize How AZDA Conducts Business:** AZDA is committed to improving the way we work and modernizing the systems we use to get our work done. This year we will focus on upgrading our IT infrastructure and creating a strong program of alternative work options to help our staff work how, where, and when they work best.  
**Safeguard agricultural and consumer services & products:** This year, our focus is on standardizing our core processes, identifying specific resources needed to fulfill our mission, beginning work on a fresh produce voluntary rapid response team, and completing the recommendations provided to us by the Auditor General's office.  
**Expand Public Awareness of Arizona Agriculture:** AZDA is working to expand awareness both of the broad range of public services AZDA provides and the quality of agricultural products grown & produced in the State of Arizona.

### Summary of Multi-Year Strategic Priorities

#	Five Year Strategy	Start Year	Progress / Successes
1	Attract, Support, Develop and Retain Talented Employees	2018	Salary increases are included in the Governor's budget request and are awaiting legislative approval. Director-led supervisory cultural skill set development training was conducted for all agency supervisors. One-on-One coaching standard work was drafted, managers were trained, and a tracking system for 1:1s has been implemented. As a result of our increased focus on employees, our agency engagement score improved by 3% since last year.
2	Modernize How AZDA Conducts Business (Agriculture in the 21st century)	2022	Much of the equipment in the State Agricultural Laboratory (SAL) has been replaced with new, more efficient & capable equipment, decreasing the average age of lab equipment from 16.4 years in July to 4.6 years in April, and increasing the average uptime of lab equipment from 60% in July to 82% in April. Future focus will be on modernizing our IT systems, providing more options for how customers interact with the agency, and modernizing how our workforce operates.
3	Safeguard Agricultural and Consumer Services and Products	2018	14 recommendations from the Auditor General Sunset Review Audits were implemented, enhancing our ability to operate efficiently & provide high quality service. Several inspection divisions are reporting performance goals to the director's office and are working on establishing risk-based approaches to their inspections.
4	Expand Public Awareness of Arizona Agriculture	2022	The focus for the upcoming fiscal year will be on working to expand awareness both of the broad range of public services AZDA provides and the quality of agricultural products grown & produced in the State of Arizona.

Strategy #	FY23 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase staff retention	% of employee turnover	<ul style="list-style-type: none"> <li>- Revamp the employee recognition program &amp; create a standardized, equitable system for administering variable incentives (breakthrough)</li> <li>- Conduct a series of cross-divisional employee trainings</li> </ul>
#1	Increase staff readiness to fill key roles	% of key roles with 2 or more ready candidates	<ul style="list-style-type: none"> <li>- Expand &amp; refine the leadership training program</li> <li>- Conduct succession planning for all key agency roles</li> </ul>
#2	Increase participation in alternative work options	% employees participating in alternative work options	<ul style="list-style-type: none"> <li>- Draft agency alternative work options policy &amp; deploy program to agency</li> </ul>
#2	Develop & implement a project plan for IT modernization	% of project milestones completed	<ul style="list-style-type: none"> <li>- Allocate dedicated resources to facilitate project management of an IT modernization plan</li> <li>- Develop &amp; implement a system for managing IT work orders</li> </ul>
#3	Increase standardization of core processes in the agency	% of core processes with documented standard work	<ul style="list-style-type: none"> <li>- Draft &amp; implement standard work for core processes throughout the agency, to include inspections, licensing, and our operational processes.</li> </ul>
#3	Identify people resources needed to fulfill mission objectives	% of functional teams/programs with completed mission resources analysis	<ul style="list-style-type: none"> <li>- Refine &amp; expand the agency organizational &amp; resource assessment to include analysis of all key agency processes (breakthrough)</li> </ul>
#3	Implement and close out Auditor General's Sunset Review audit recommendations	% of audit recommendations implemented	<ul style="list-style-type: none"> <li>- Complete the project plan to address the remaining audit recommendations in process or not implemented</li> </ul>
#3	Create the infrastructure for a fresh produce voluntary rapid response team	% of project milestones completed	<ul style="list-style-type: none"> <li>- Develop and implement a project plan to create the infrastructure for a fresh produce voluntary rapid response team, to include program scoping, defining roles &amp; responsibilities, and process mapping</li> </ul>
#4	Increase outreach to Arizona suppliers for Western United States Agricultural Trade Association (WUSATA) programs	# of export outreach activities % of project milestones completed	<ul style="list-style-type: none"> <li>- Develop and implement a plan for targeted export markets &amp; products</li> </ul>
#4	Increase targeted agricultural outreach	# of targeted outreach events	<ul style="list-style-type: none"> <li>- Develop and implement a plan to host and participate in educational/informational events for legislators and the public on AZDA &amp; Arizona agriculture</li> </ul>