

**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 four strategic priorities to reach our vision:  
**Attract, Develop and Retain Talented Employees** - This is AZDA's number one priority because it is crucial to providing exceptional customer service. AZDA will develop and implement a strategy to increase and sustain telework for employees and virtual services for customers.  
**Modernize Processes, Services, Information Technology, Equipment and Administrative Rules** - AZDA will identify and analyze current agency functions which are not required by statute for possible elimination. AZDA will maintain information technology security score. AZDA will complete Salt River Horse Management Plan.  
**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. AZDA will conduct food safety inspections in compliance with the Food Safety Modernization Act (FSMA). AZDA will work with GTO to complete the Nogales inspection project.  
**Achieve Awareness of the Importance of Agriculture to Society** - AZDA will increase awareness of Arizona agriculture through social media, earned media and personal and virtual interactions.

### Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Attract, 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 increases in FY 2020.
2	Modernize Processes, Services, Information Technology, Equipment and Administrative Rules	2018	Almost 200 rulemakings were completed in FY 2020. Information Technology (IT) security score increased from 727 to 749, which is 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.
3	Safeguard Agricultural Products While Expanding and Creating New Markets	2018	State remains free-from the highest profile agricultural pests and diseases. AZDA continued to implement the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR) with the verification of 94 new farms. The Industrial Hemp Program, which began May 31, 2019, is fully operational.
4	Achieve Awareness of the Importance of Agriculture to Society	2018	The Director of the Western United States Agricultural Trade Association (WUSATA) made a presentation at the Arizona Agribusiness Roundtable in December. WUSATA/AZDA held 4 webinars with individual agricultural companies.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase staff retention  Workable telework program	12-month rolling average attrition  Telework hours	Develop and implement a strategy to increase and sustain telework for employees and virtual services for customers to include: surveying employees; addressing technological barriers where financially feasible; and improving leadership team communications among team members and staff
2	Identify agency functions which are not required by statute	Number of current agency functions identified and analyzed	Identify and analyze current agency functions which are not required by statute and may be considered for elimination
2	Maintain information technology (IT) security score	IT security score	Maintain acceptable IT security score by modernizing software and equipment
2	Replace equipment at the State Agricultural Laboratory	Average age of instrumentation	Modify five year plan to fund replacement of equipment at the State Agricultural Laboratory dependent on funding
2	Complete Salt River Horse Management Plan	Percent of plan milestones completed on time	Develop and adopt Salt River Horse Management Plan
3	Safeguard plant and animal industries and the public from hazardous pests of concern through early detection via targeted inspections, surveys and pest trapping	Number of quarantines established  Percent of quarantines contained within the area of establishment  Free-from status for Federal pests	Maintain, at 2019 levels, the number of high-risk, non-nursery locations surveyed for imported fire ants  Maintain, at 2019 levels, the number of non-certified nursery locations inspected for hazardous pests
3	Conduct food safety inspections in compliance with FSMA PSR	Number of FSMA PSR food safety inspections	Conduct food safety inspections in compliance with the Food Safety Modernization Act (FSMA) Produce Safety Rule (PSR)
3	Increase the efficiency of the Nogales inspection process	Percent of plan milestones completed on time	Work with GTO to develop baseline data and process improvements as part of the Nogales inspection project
4	Increase promotion and education of AZ agriculture	Number of public engagements (social media and appearances)	Increase utilization of social media, earned media and personal and virtual interactions with the public and industry