

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, advance and support Arizona agriculture, and safeguard commerce, 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 assists in attaining air quality standards. 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: AZDA will focus on working with stakeholders & industry to address staffing gaps. As many of our senior leaders are eligible to retire, we will also focus on increasing the readiness of future leaders and the retention of institutional knowledge.

Modernize How AZDA Conducts Business: AZDA is committed to improving the way we work and modernizing the way we get our work done. This year we will focus on updating our central licensing systems and developing an agency tool for centralized data reporting that allows enhanced responsiveness.

Safeguard agricultural and consumer services & products: This year's focus is on initiating collaboration for interjurisdictional incident response, which will increase our ability to respond quickly to incidents that threaten our food supply and ensure continued access to safe, local food products.

Expand Public Awareness of Arizona Agriculture: AZDA is working to expand awareness both of the broad range of public services AZDA provides and the importance of agricultural products grown and 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	2024	AZDA revamped and implemented our employee recognition program. We are piloting collaboration with the Arizona Department of Transportation (ADOT) on leadership training, and several of our employees are enrolled in this training. We developed a framework for succession planning and have begun rolling it out by division. As a result of our increased focus on employees, our agency engagement score improved by 5% since last year.
2	Modernize How AZDA Conducts Business (Agriculture in the 21st century)	2022	In preparation for the FY24 central licensing system upgrade, AZDA defined the licensing system requirements and developed a draft task order/scope of work for implementation. AZDA is also going live with a ServiceNow ticketing solution to manage our IT work orders and we have migrated our Linux servers to the Azure Cloud. We also developed an agency alternative work options policy to align with the state remote work policy and address the needs of our modern workforce.
3	Safeguard Agricultural and Consumer Services and Products	2024	Per the Auditor General's recommendations, we began development of a risk-based inspections approach in some of our key programs. We conducted an agency organizational and resource analysis and identified resource gaps and priority need areas. We also submitted for Food & Drug Administration (FDA) funding to support development of a fresh produce voluntary rapid response team.
4	Expand Public Awareness of Arizona Agriculture	2022	During FY23, AZDA participated in agricultural trade missions to Mexico and South Korea, and increased our collaboration with other agricultural trade organizations. We also held a Weights & Measures week to increase awareness of the work we perform.

Strategy #	FY24 Annual Objectives	Objective Metrics	Annual Initiatives
#1	Increase readiness of future leaders	% of leadership training project milestones completed	<ul style="list-style-type: none"> Identify and roll out leadership training resources & expectations for staff throughout the agency to better prepare our next generation of leadership
#1	Increase retention of institutional knowledge	% of core processes with documented standard work	<ul style="list-style-type: none"> Draft & implement standard work for core processes throughout the agency to clarify processes and increase operating consistency
#1	Increase capacity for fulfilling mission objectives	% of staffing project milestones completed	<ul style="list-style-type: none"> Work with internal & external stakeholders in addressing identified staffing gaps to increase our ability to fulfill mission objectives
#2	Develop & implement a project plan for IT modernization	% of licensing project milestones completed % of centralized reporting tool project milestones completed	<ul style="list-style-type: none"> Develop & implement a system for managing customer license applications to reduce processing times & provide more timely customer service (breakthrough) Develop & implement a centralized performance dashboard to improve data-driven decision-making capabilities
#3	Initiate collaboration for interjurisdictional incident response	% of interjurisdictional incident response project milestones completed	<ul style="list-style-type: none"> Conduct project activities to initiate collaboration for enhanced interjurisdictional incident response
#4	Increase public outreach & positive media coverage	# of department engagements with the public	<ul style="list-style-type: none"> Develop & implement an agency-wide plan for public outreach and positive media coverage to expand awareness of AZDA services and the importance of Arizona agricultural products