

**Statewide Vision:** An Arizona for everyone.

**Agency Vision:** Arizona is a leader in providing a safe and abundant food supply in a fair and equitable marketplace that supports a thriving economy and resilient environment.

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

**Agency Description:** The Arizona Department of Agriculture (AZDA) protects consumer safety, facilitates commerce, promotes equity in the Arizona marketplace, and safeguards market access both domestically and internationally through a variety of inspection, licensing, 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 protects environmental resiliency through education and training programs to assure safe pesticide use and on-farm food safety, and assists in attaining air quality standards. AZDA maintains a state lab for testing agricultural samples and a lab for ensuring the accuracy of weights and measurement tools.

**Resource Assumptions:** Enter Full-Time Employees (FTEs) and funding data by type (General fund (GF), other appropriated funds (AF), non-appropriated funds (NAF), and federal funds (FED). *Includes three years with actuals reflected for first year and approved for second and third year.*

<u>FY</u>	<u>FTEs</u>	<u>Funding:</u>	<u>GF</u>	<u>AF</u>	<u>NAF</u>	<u>FED</u>	<u>Total</u>
23	348.8		\$24,339,800	\$1,866,800	\$19,347,200	\$6,029,700	\$51,583,500
24	347.3		\$16,911,000	\$1,904,600	\$28,644,500	\$5,755,400	\$53,215,500
25	360.3		\$14,933,600	\$1,891,900	\$28,644,500	\$5,755,400	\$51,255,400

\*Total reflects GF + AF + NAF. FED funding shown is broken out from NAF.

**Executive Summary:**

The AZDA has identified four multi-year strategic outcomes to reach our vision:

**Increase participation in grant programs supporting food system resiliency, water-conscious agricultural practices, and market strength by 50% by June 30, 2029:** AZDA is committed to initiatives that drive a thriving economy and resilient environment. This year, the agency will focus on identifying grant programs that support agricultural resiliency, incorporating selective preference criteria that favors practices that help scale water-conscious agricultural practices, and conducting targeted outreach to small and mid-size producers to encourage increased diversity and success in the agricultural community.

**Achieve and maintain an employee engagement score of 83% by June 30, 2029:** Our AZDA team members continue to be a top priority. This year, AZDA will focus on increasing engagement through improving internal communication channels throughout the agency, providing a framework and leadership support for soliciting and implementing employee-generated ideas and projects, and developing a diversity, equity, inclusion, and accessibility (DEIA) plan that values and supports the diverse needs and contributions of our team members throughout the state.

**Improve AZDA's consumer protection score by 20% by June 30, 2029:** Protecting Arizona consumers is a core part of our agency's mission and AZDA continuously strives to strengthen our ability to safeguard food and environmental safety and fair commerce. The AZDA's focus for this year will be on increasing the knowledge and competency of the industries and communities who provide critical agricultural and consumer services in the state of Arizona. To accomplish this, AZDA plans to collaborate with external partners to identify, develop, and administer educational and training programs to practitioners and consumers.

**Modernize AZDA's operations (e.g. technology and processes) to improve workflow across all divisions by June 30, 2028:** To better fulfill our agency mission, serve our customers, and remain good stewards of our resources, AZDA is committed to implementing modernized systems and procedures for the way we conduct and monitor our work. This year, AZDA will focus on establishing the foundation for modernization and improvement throughout the agency. These efforts will begin by identifying outdated systems and processes that are holding us back from being as effective as we can, identifying critical data gaps, and improving the problem solving competency of staff at all levels of the agency.

# Arizona Department of Agriculture

## FY2025-FY2029 Strategic Plan

### Summary of 5-Year Agency Outcomes

#	Agency Five-Year Outcomes	Start Year	Linked to Gov. Priority Outcome?	Progress / Status
1	Increase participation in grant programs supporting food system resiliency by 50% by June 30, 2029.	FY 2025	Resilience, Water, and the Environment Water Security & Sustainability	The AZDA is promoting grant programs that support food system resiliency, including those that facilitate the implementation of water-conscious agricultural practices and increase market strength. Examples of these grants are the Resilient Food Systems Infrastructure (RFSI) Grant and the Regional Food Business Centers (RFBC) Grant. The agency is also reactivating the Food & Agriculture Policy Advisory Committee (FAPAC) and recruiting for a Food Systems Resiliency Coordinator position to help develop and implement activities that support food system resiliency and water-conscious agricultural practices.
2	Achieve and maintain an employee engagement score of 83% by June 30, 2029.	FY 2025		The AZDA currently partners with the Arizona Department of Transportation to offer leadership training to current and aspiring managers. Priority staffing needs have been identified and succession planning activities are in progress. AZDA is currently using the employee engagement survey results to inform actions and initiatives targeted at key engagement gaps.
3	Improve AZDA's consumer protection score by 20% by June 30, 2029.	FY 2025	Resilience, Water, and the Environment Water Security & Sustainability	The AZDA is developing an internal metric to measure our core responsibility of supporting consumer protection. This metric will incorporate elements such as training, inspections, compliance, and emergency response capabilities. AZDA is building a rapid response team and is working to implement risk-based inspection processes and expanded coverage.
4	Modernize AZDA's operations (e.g. technology and processes) to improve workflow across all divisions by June 30, 2029.	FY2024		Last year, AZDA reviewed vendor proposals to modernize the central licensing systems. Core processes were identified in each section of the agency and standard work development is in progress. The AZDA Nogales office is transitioning to electronic tablets for inspections to increase efficiency and accuracy. The livestock inspectors are upgrading to Toughbooks with new software to improve their inspection capabilities. The Animal Services Division is procuring USAHerds software to streamline data submittal and management.

Outcome #	FY25 Annual Objectives	Objective Metrics	Annual Initiatives
1	Increase awareness of grant opportunities that support food system resiliency through increasing targeted outreach on grant opportunities by 20% by June 2025. <b>(Breakthrough)</b>	% (percent) increase of targeted outreach on grant opportunities	<ul style="list-style-type: none"> <li>A. Incorporate selective preference criteria for projects that support water-conscious agricultural practices and/or diversity, equity, inclusion, and accessibility in our SCBGP, RFSI, &amp; RFBC grant offerings.</li> <li>B. Conduct targeted outreach to small &amp; mid-size producers to encourage a diverse and successful agricultural community.</li> <li>C. Identify &amp; apply for federal grant opportunities that support Arizona agricultural resiliency.</li> <li>D. Reactivate FAPAC under guidance of a Food Systems Resiliency Coordinator.</li> </ul>
2	Improve employee engagement through implementing at least 6 employee-generated ideas across the agency by June 2025	# (number) of employee-generated ideas implemented across the agency	<ul style="list-style-type: none"> <li>A. Create and implement a schedule of regular communication activities between AZDA leadership and other team members.</li> <li>B. Develop a structured framework for identifying &amp; supporting employee-generated initiatives.</li> <li>C. Follow ADOA guidance to create an agency diversity, equity, inclusion, and accessibility (DEIA) action plan.</li> </ul>
3	Increase participation in AZDA-sponsored technical training by 20% by June 2025.	% (percent) increase of community participation in AZDA-sponsored technical training	<ul style="list-style-type: none"> <li>A. Develop an internal composite metric for consumer protection.</li> <li>B. Create and publish a master list of educational opportunities offered by all AZDA divisions.</li> <li>C. Collaborate with external partners in identifying training needs, developing training materials, communicating training opportunities, and providing training resources.</li> </ul>
4	Conduct modernization and data gap analysis for all AZDA divisions and programs by June 2025.	% (percent) of programs with a completed analysis	<ul style="list-style-type: none"> <li>A. Roll out problem solving &amp; experimentation training and resources to whole agency.</li> <li>B. Successfully implement modernization efforts already identified and in progress.</li> </ul>

## Stakeholder Engagement Plan (Summary):

**Internal:** To gain internal input on the agency strategic plan, AZDA hosted an employee strategic input session, administered an employee strategic input survey, and reviewed the results and comments from recent employee engagement surveys. Throughout the year, AZDA will continue to encourage internal engagement through inviting employees to participate in strategic projects, soliciting and supporting employee-initiated ideas and initiatives, and leveraging leadership and resources from all agency divisions and administrative offices. As many of our agency's strategies impact the whole agency and require participation from all divisions and programs, the AZDA strategic planning team will host informational and training sessions to help teams understand the agency's strategic priorities and expectations and provide training and resources to help teams be successful. Several of the agency's strategic metrics will also require input from all divisions and teams which will necessitate regular communication throughout all tiers of the agency.

**External:** During the strategic planning process, AZDA hosted a stakeholder input session to solicit ideas and priorities from our statewide external partners, including industry representatives, community organizations, and educational institutions. AZDA also receives regular feedback from regular meetings of agency and program advisory committees. Throughout the year, AZDA plans to travel to various parts of the state to conduct regional collaboration and problem solving activities with our external partners. Further, AZDA plans to meet virtually with our partners to identify additional opportunities for knowledge sharing and collaboration.

## Communication Plan (Summary):

**Internal:** Internal communication with agency leaders will formally occur at least twice a month through AZDA's monthly leadership meetings and monthly operational reviews. Leaders who attend these meetings are expected to cascade information from these meetings to their divisions and teams. Additionally, executive leadership will hold both in-person and virtual town hall meetings and employee feedback sessions to facilitate two-way communication on agency strategies and priorities. Periodic strategic updates from the director's office will also occur via email and video communication.

**External:** AZDA plans to leverage our existing communication channels to share the details of our strategic plan with our external partners, customers, and the public. These include posting the strategic plan on our website, sharing our priorities through the agency's social media accounts, communicating with stakeholders via direct email from the director's office, and discussing our strategic plan during our agency and program advisory committees. Additionally, the AZDA executive leadership team plans to travel to various parts of the state to communicate our strategies to stakeholders and work with them on implementation plans.

