

2024

UTAH DEPARTMENT OF
AGRICULTURE AND FOOD

STRATEGIC PLAN

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About UDAF

With roots dating to 1921, the Utah Department of Agriculture and Food (UDAF) is one of the state's oldest agencies. UDAF oversees dozens of legislatively mandated programs that strengthen the economic wellbeing of the state's agriculture and food producers, improve the health of our rangelands and watersheds, and protect consumers. With responsibilities encompassing animal health, food and animal feed safety, monitoring for reliable weights and measures and label compliance, invasive species mitigation, laboratory analysis, conservation efforts, and the promotion of local food and agriculture businesses via the Utah's Own program — the work of the Utah Department of Agriculture and Food impacts nearly every aspect of daily life.



Our Vision

To lead Utah towards self-reliance by preserving, promoting, and protecting all forms of agricultural production and processing to ensure a safe and abundant supply of locally-produced food.



Our Mission and Values

To support the development of Utah's agriculture and food industries, serve as a steward of our natural resources, safeguard public health, protect consumers, and ensure a quality food supply.

- Accountability
- Customer Service
- Guardianship
- Leadership
- Professionalism
- Relationships
- Stewardship

UDAF Divisions

Office of the Commissioner: Ensures all divisions work to meet statutory responsibilities. Includes the Agricultural Mediation Program, and the Office of Internal Audit.

Administrative Services: Provides support to all divisions within the Department to ensure state policies and procedures are implemented to meet both internal and external audit standards.

Animal Industry: Ensures the health and productivity of Utah livestock, poultry, and aquaculture, preserves industry commerce, and protects human health. Includes the Animal Health, Aquaculture, Brand Inspection, Domestic Elk, Meat and Poultry Inspection, and Predator Control programs.



Conservation: Preserves and protects Utah's soil and water resources and ensures proper development and utilization through grant and loan programs which help the agriculture community achieve goals for productivity, efficiency, and environmental stewardship. Includes the Agriculture Resource Development (ARDL) Program, Agricultural Voluntary Incentives Program (AgVIP), LeRay McAllister Working Farm and Ranch Fund, Soil Health Program, Utah Pollinator Program, and Agricultural Water Optimization Program.

Grazing Improvement Program: Improves the productivity, health, and sustainability of rangelands and watersheds by assisting producers with livestock grazing management practices.

UDAF Divisions

Laboratory Services: Provides analytical services to the other divisions within the Department and provides chemical, physical, and microbiological analyses for a wide variety of products to protect the state's consumers and agricultural industries.

Marketing and Economic Development: Provides communications support to all divisions and economic development support to Utah's agriculture and food businesses. Includes Farm to School, International Trade Program, Resilient Food Systems Infrastructure Program, Specialty Crop Block Grant Program, Southwest Regional Food Business Center Partner, Utah Food Security Processing Grant, Utah's Own program, and UDAF Communications.

Medical Cannabis and Industrial Hemp: Ensures safety, compliance, and equity to the medical cannabis and industrial hemp industries by monitoring Utah's processors and retail establishments.

Plant Industry: Ensures disease and pest-free plants, grains, and seeds; properly labeled agricultural commodities, the safe application of pesticides and farm chemicals, and assists farmers and ranchers in caring for and enhancing Utah's natural resources.

Regulatory Services: Protects public health and promotes fair and equitable trade of commodities through food, product, weights and measures oversight. Includes the Bedding, Upholstered Furniture, and Quilted Clothing; Dairy Compliance; Cottage, Manufactured, and Retail Foods; Kratom, Utah Produce Safety, and Weights and Measures Programs.



UDAF Strategic Goals

In response to the challenges and opportunities identified through the strategic planning process, the following goals for the Utah Department of Agriculture and Food were developed. To achieve these goals, each UDAF division will develop short and long-term plans.



1. AGRISTRUCTURE
2. WORKFORCE
3. LAND USE
4. SUPPLY CHAIN
5. EDUCATION
6. CUSTOMER SERVICE

AGRISTRUCTURE

Goal 1: Advocate for agricultural infrastructure development.



Objectives

1.1 Increase funding for the Agricultural Water Optimization Program.

1.2 Advocate for investments in agricultural water infrastructure development.

1.3 Work with state and federal partners to expand funding for agricultural infrastructure development.

1.4 Support the development of innovative food processing and distribution systems.

Agristructure Strategies

1.1.1 Work with state and federal agencies to identify potential funding sources.
1.1.2 Inform producers of funding available through workshops and training sessions.
1.1.3 Create a standard procedure for communicating availability of funding.

1.2.1 Support research that will guide agricultural water users.
1.2.2 Create new partnerships and strengthen existing partnerships.
1.2.3 Highlight the importance of agricultural water infrastructure development.

1.3.1 Support the development of the Central Utah Agri-park.
1.3.2 Serve on the Central Utah Agri-Park Board.
1.3.3 Organize or support events to show the impact of Department programs that support local food production and processing.
1.3.4 Continue to administer the Utah Food Security Grant Program.

1.4.1 Conduct a feasibility study to identify gaps in the Utah food supply chain.
1.4.2 Study food hubs to identify what makes a food hub successful.
1.4.3 Research how school districts and other institutional buyers could support food processing and distribution centers.



WORKFORCE

Goal 2: Engage next generation of workers to attract agriculture and food sectors.



Objectives

2.1 Increase the public's understanding that agriculture is a viable industry and career path.

2.2 Collaborate with workforce development organizations so that agriculture and food businesses have a broader pool of qualified workers available.

2.3 Work with state and federal partners to help agricultural employers access the workforce.

Workforce Strategies

2.1.1 Educate the general public about the diversity of jobs available in agriculture.
2.1.2 Create and publish “Day in the Life Videos” of agricultural jobs across the state.
2.1.3 Increase UDAF participation in educational agricultural and food programs.

2.2.1 Meet with the FFA to discuss opportunities for UDAF to support their efforts.
2.2.2 Collaborate with USU Extension and educational institutions to develop and implement educational and training programs. Utilize grant funding and UDAF employees to support activities with high educational and outreach potential.

2.3.1 Work with stakeholders to advocate for federal changes to increase the availability of H2A workers.
2.3.2 Construct, house, and manage an agricultural jobs board.
2.3.3 Monitor legislation that may impact agricultural employers' access to the workforce and advocate for legislation that increases access.



LAND USE

Goal 3: Protect and enhance land used for the agricultural industry.



Objectives

3.1 Preserve Utah's agricultural lands.

3.2 Protect Utah's public grazing land.

3.3 Enhance Utah's lands used for agricultural production.

Land Use Strategies

3.1.1 Define critical farmland and identify critical agricultural lands in need of preservation.
3.1.2 Work with partners to secure funding for programs that support the preservation of critical agricultural lands.
3.1.3 Share information and resources on farm transition and succession planning to producers at local conferences, UDAF board meetings, and online.
3.1.4 Collaborate with local governments to preserve agricultural lands in high growth areas.

3.2.1 Purchase grazing allotments that are at risk of being retired.
3.2.2 Aid permittees in maintaining their allotments.
3.2.3 Support no net loss of AUMs on public land.

3.3.1 Work with partners to develop and support conservation initiatives that enhance agricultural land.
3.3.2 Implement projects to control invasive species and rehabilitate rangeland.
3.3.3 Use Invasive Species Mitigation (ISM) funding to support high-value projects with strong agricultural production components.



SUPPLY CHAIN

Goal 4: Support a safe and robust food supply chain.



Objectives

4.1 Encourage local production and processing of agricultural products.

4.2 Increase purchasing of locally grown and processed agricultural and food products.

4.3 Protect and secure the Utah food supply chain.

Supply Chain Strategies

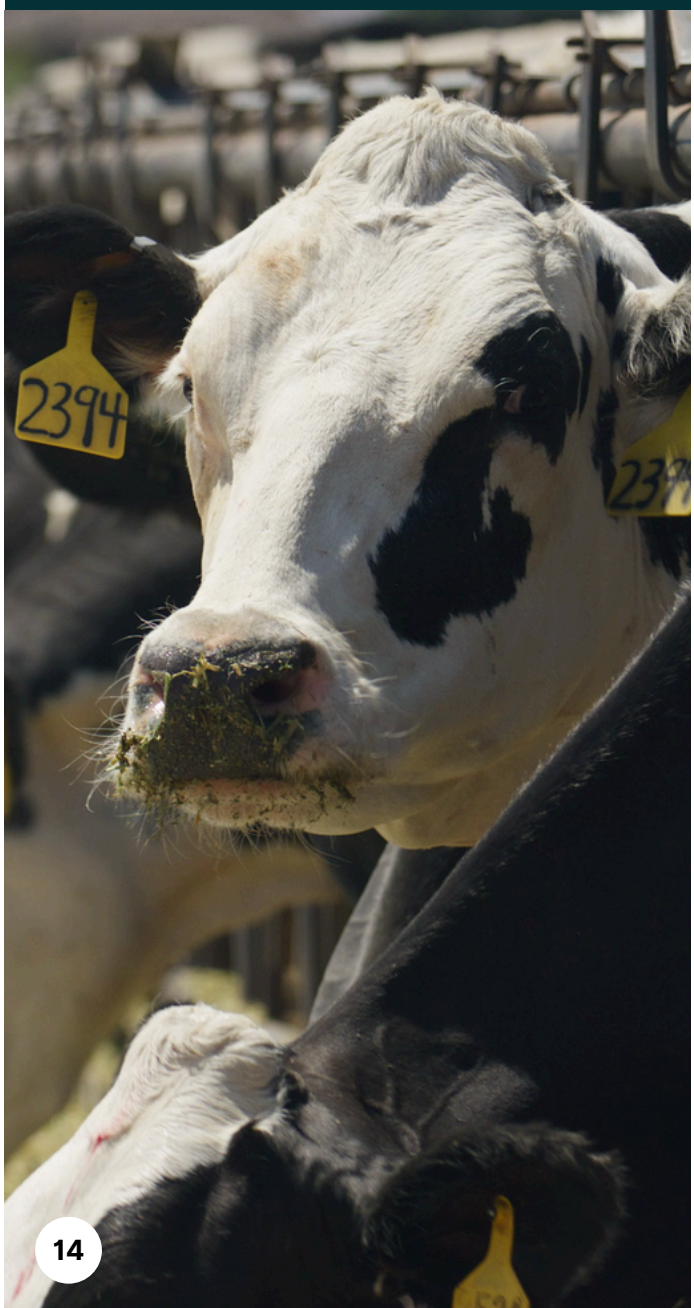
4.1.1 Increase the number of Utah's Own members by demonstrating program value, building consumer engagement, and providing more market opportunities.
4.1.2 Create business guides for resources such as lists of co-packing facilities, shared-use manufacturing facilities, regulatory requirements, cold storage facilities, and distributor, broker, and retail buyer directories.
4.1.3 Connect local food businesses with local agricultural producers.

4.2.1 Collaborate with partners to promote the purchase of locally grown and processed food and other agricultural products.
4.2.2 Increase the amount and types of local food available in schools through the Farm to Fork program.
4.2.3 Create local promotion campaigns as a focus of the Utah's Own program.
4.2.4 Prioritize legislative funding requests and promote federal funding opportunities that encourage the production, processing, and sales of local food.

4.3.1 Advocate for sufficient resources to fulfill the Department's regulatory responsibilities.
4.3.2 Share information demonstrating how UDAF's regulatory programs keep consumers safe.
4.3.3 Present annually at the Utah Food Safety Conference regarding UDAF's roles and responsibilities.



EDUCATION



Goal 5: Educate the public on the importance of a strong local agriculture and food industry.

Objectives

5.1 Improve the public's understanding of and improve public perception of agriculture and food production.

5.2 Educate the public on the contribution of agriculture and food production to the state's economy.

5.3 Deepen the public's understanding of the ancillary benefits of agricultural production.

5.4 Promote and clarify UDAF's role in driving the agriculture and food industries forward.

5.5 Increase the public's awareness of the importance of agricultural land preservation.

Education Strategies

5.1.1 Develop positive stories of agricultural practices and benefits.
5.1.2 Expand the reach of UDAF social media.
5.1.3 Work with Utah Water Ways to educate the public on agricultural water use.

5.2.1 Run campaigns that highlight the value of agriculture to the Utah economy**.**
5.2.2 Work with USDA NASS to acquire and publicize data highlighting the economic impact of agriculture.

5.3.1 Attend and present to UAC and ULCT conferences to educate community leaders on the benefits of agriculture production.
5.3.2 Use social and traditional media to show the ancillary benefits of agriculture.
5.3.3 Work with the Ag in the Classroom program to support the development of educational materials that teach the importance of local agriculture.

5.4.1 Improve collaboration between UDAF and USU Extension.
5.4.2 Partner with economic development organizations to relay information and to direct agriculture and food businesses to UDAF.

5.5.1 Leverage communication channels to enhance public awareness and education on agricultural land preservation.
5.5. 2 Promote UDAF's grant activities statewide.



CUSTOMER SERVICE

Goal 6: Improve UDAF's customer service and efficiency.



Objectives

6.1 Support new and existing agriculture and food businesses regulated by UDAF.

6.2 Implement innovative processes to improve UDAF's programs and services.

6.3 Improve the experience of UDAF customers.

Customer Service Strategies

6.1.1 Develop a regulatory mapping system on the UDAF website to clarify regulatory requirements for businesses.
6.1.2 Create an easy to understand business guide outlining legal requirements for operating different food businesses regulated by UDAF.

6.2.1 Streamline UDAF licensing processes to be more cohesive.
6.2.2 Increase training and cross-training to ensure consistent UDAF enforcement.
6.2.3 Identify unobligated funds that could be used to fund small projects to enhance efficiencies of UDAF programs and services.

6.3.1 Produce and maintain user-friendly websites, accessible print materials, and engaging videos to improve customer experience.
6.3.2 Review division web pages on a monthly basis for accuracy.
6.3.3 Improve the customer experience by implementing the Agriculture Information Management System (AIMS).
6.3.4 Make changes based on feedback gathered through the Customer Experience Dashboard.



Appendix - Performance Measures

The next section of this strategic plan features an appendix detailing the performance measures for the outlined objectives, encompassing both line item and funding item metrics for FY 2025.



1 AGRISTRUCTURE

2 WORKFORCE

3 LAND USE

4 SUPPLY CHAIN

5 EDUCATION

6 CUSTOMER SERVICE

Appendix A - Agristructure

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objectives - Agristructure and Workforce.

1.1 Increase funding for the Agricultural Water Optimization program.

Line Item Performance Measures:

1. **Conservation:** Change in irrigation efficiency through water optimization projects (25%).

1.3 Work with state and federal partners to expand funding for agricultural infrastructure development.

Line Item Performance Measures:

1. **Conservation- ARDL:**
   a. Number of applications received (60);
   b. Number of loans approved (40);
   c. Dollar amount of loans approved ($8 million);
   d. Loan applications in process (50).
2. **Conservation:** UCC projects completed (125).

Appendix B - Workforce

2.1 Increase the public's understanding that agriculture is a viable industry and career path.

Line Item Performance Measures:

1. **Conservation:** Change in irrigation efficiency through water optimization projects (25%).

2.2 Collaborate with workforce development organizations so that agriculture and food businesses have a broader pool of qualified workers available.

Funding Item Performance Measures:

FFA: Percentage increase of FFA student members with supervised agriculture experience (SAE) records (10%).

Appendix C - Land Use

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objective - Land Use.

3.1 Preserve Utah's agricultural lands.

Funding Item Performance Measures:

1. LeRay McAllister Working Farm and Ranch Fund: Acres Protected (10,000).

3.2 Protect Utah's public grazing land.

Line Item Performance Measures:

1. **GIP:**
   a. AUMs affected by GIP projects (250k);
   b. GIP projects that improve grazing operations (15 a year);
   c. Water system improvements (150).

Funding Item Performance Measures:

1. **GIP:** Hours of Aerial Hunting for GIP Predator Control (100 per year).

3.3 Enhance Utah's lands used for agricultural production.

Line Item Performance Measures:

1. **Conservation:** Number of people attending soil health workshops (650).
2. **ISM line item performance measures:**
   a. EDRR points treated (40% increase);
   b. Growth of projects focused on EDRR (25% increase);
   c. Monitoring results for 1 and 5 years after treatment (100%).

Funding Item Performance Measures:

1. **AgVIP:** Acres Enrolled (20,000).

Appendix D - Supply Chain

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objective - Supply Chain.

4.1 Encourage local production and processing of agricultural products.

Line Item Performance Measures:

1. **Marketing Line Item Performance Measure:**
   a. Utah's Own retention rate (80% renewal rate);
   b. Utah's Own business profile page views (145k).

Funding Item Performance Measures:

1. **Food Security Processing Grant:** Increased processing and storage capacity of Utah agricultural products (10%).

4.3 Protect and secure the Utah food supply chain.

Line Item Performance Measures:

Regulatory:

a. Critical violations observed reduction- dairy (25%);
b. Retail fuel inspection compliance (85%);
c. Retail food inspections without risk factors (50%);
d. Increased retail inspections in rural areas (350).

Medical Cannabis:

a. Medical cannabis establishments inspected twice quarterly (100%);
b. Percent of inspected products violating safety standards (5%);
c. Support the Medical Cannabis industry in distributing products to pharmacies by responding to Licensed Cannabis Facility and Agent requests within 5 business days (90%).

Appendix D - Supply Chain Cont.

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objective - Supply Chain.

4.3 Protect and secure the Utah food supply chain.

Line Item Performance Measures:

Industrial Hemp:

a. Ensure that registered hemp products introduced into the Utah marketplace are registered, as measured by retail inspections resulting in a non-registered product rate of less than 15 percent, annually (50%);
b. Conduct product potency inspections throughout the calendar year to measure accuracy in marketing (6%);
c. Conduct inspections of licensed industrial hemp processors to validate compliance of processors and safety of hemp products (80%).

Plant Industry:

a. EDRR Points treated (65%);
b. Growth of projects focused on EDRR weeds (15%);
c. Treatment monitoring results (1 and 5 years- 100%);
d. Fertilizer compliance violation rate (5%);
e. Pesticide compound enforcement action rate (30%);
f. Seed compliance violation rate (10%).

Animal Industry:

a. Percent of Animal Traces Completed in 1 Hour (100%).
b. Meat Inspection - Ensure 70% of all sanitation tasks are performed (70%).

Appendix E - Education

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objective - Education.

5.1 Improve the public's understanding and improve public perception of agriculture and food production.

Line Item Performance Measures:

1. **Marketing Line Item Performance Measures:**
   a. Website bounce rate (70%);
   b. Social media follower increase (5%).
2. **Animal Industry:** Increase education to industry and public on correct practices to verify and record changes of ownership when selling or buying livestock in the State of Utah (40).

5.4 Promote and clarify UDAF's role in driving the agriculture and food industries forward.

Line Item Performance Measures:

1. **Predator Control:** Rate of Cougar-caused Mortality of Deer (8%).
2. **Predator Control:** Reduction in the number of documented kills of livestock by mountain lions and bears (930).
3. **Animal Industry:** Animal Health Outreach Events (30).

Appendix F - Customer Service

Below are the UDAF FY 2025 Line Item and Funding Item Performance Measures for Strategic Plan Objective - Customer Service.

6.1 Support new and existing agriculture and food businesses regulated by UDAF.

Line Item Performance Measures:

1. **Lab:**
   a. Laboratory Equipment Replacement (0% needing replacement);
   b. Laboratory Test Results Completed within 10 days (100%);
   c. Obtain ISO 17025:2017 laboratory certification;
   d. Total number of tests conducted (excluding Medical Cannabis)(10,000);
   e. Total number of samples collected (excluding Medical Cannabis)(3700);
   f. Medical Cannabis Sample Collection within 7 days of request (100%).

6.2 Implement innovative processes to improve UDAF's programs and services.

Line Item Performance Measures:

1. **Medical Cannabis:** Percent of licensee requests responded to within 5 business days (90%).
2. **Admin:** Increase accuracy of reporting fee information in the annual fee reporting exercise (90% of fees with accurate revenues and costs).
3. **Admin:** Successful completion of an agency-wide continuous improvement project in the last fiscal year. (100%).

6.3 Improve the experience of UDAF customers.

Line Item Performance Measures:

1. **Predator Control:** Percentage of Incidents and Predator Reports Responded to (80%).

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