

**Department of Agriculture**  
FY 2010-11 Strategic Plan

**Executive Letter**

August, 2009

Dear Director Saliman:

The failure of the New Frontier Bank (NFB) in Weld County brings into focus the precarious nature of agriculture in these current circumstances.

Much of Colorado's agriculture's livestock sector, which comprises 70 percent of the state's total farm gate sales, is experiencing record losses. Milk, finished beef cattle, hogs and poultry prices are all well below break-even. This sector of the ag economy needs access to large amounts of capital, and the failure of the New Frontier Bank is, at least partly the result of this dismal economic picture. Few of NFB's livestock-oriented loans were purchased by other lenders because the prospects for debt service in the near future are so dim.

While crop prices remain somewhat positive, they are nowhere near the levels seen in 2006 and 2007. Thankfully, some of the very high input costs have moderated, making it possible to show at least some black ink in the ag economy.

With this background, I would like to draw attention to three examples where the Colorado Department of Agriculture (CDA) is helping strengthen and advance Colorado agriculture.

**Japanese Beetle Management**

CDA has been working cooperatively with the nursery and golf course industries, the United States Department of Agriculture, Colorado State University Extension and local governments to manage Japanese beetle populations that have become established in our state. While the insect, introduced into the U.S. in 1919, can cause damage to many ornamental plants, it poses an economic threat to fruit and vegetable crops and restricts trade in the nursery stock industry, a valuable component to Colorado agriculture.

In 2002, a population of Japanese beetles was discovered in the town of Palisade, home to much of the state's orchard and grape production. An aggressive program of trapping, insecticide treatments and landscape plant management has proven to have successfully impacted the nascent population. In 2009, the trapping program failed to capture even one beetle. While it is too early to claim victory, the management program is clearly successful.

More work remains elsewhere in Colorado where the Japanese beetle has established. Those areas are in the Denver area and are suspected to be the result of trees and other plant material imported from infested areas outside Colorado's borders. This year, CDA, in close cooperation with the Colorado Nursery and Greenhouse Association, will implement a quarantine program that will target imported nursery stock from infested states. That nursery stock will be required to meet strict inspection standards and treatments before it will be allowed into Colorado.

### **Colorado Proud**

*Colorado Proud* was developed by the Colorado Department of Agriculture in 1999 to promote food and agricultural products that are grown, raised or processed in the state. Since the program's inception, membership has grown to more than 1,100 Colorado companies, including farmers, ranchers, manufacturers, nurseries/greenhouses, restaurants and retailers. The program has increased membership in the past two years alone by nearly 300.

The Colorado Proud logo has appeared in advertising and in-store signage for all the major food retailers in Colorado-- Safeway, King Soopers, Wal-Mart, Sprouts, Sunflower Markets, and Albertsons. A 2008 survey of Colorado Proud members showed that 90.8 percent believed the program is valuable or extremely valuable.

Consumer desire to purchase Colorado products has remained strong. Surveys have found that nearly 92 percent of Coloradans would buy more Colorado grown and produced products if they were available and identified as such. According to a 2008 survey, 59 percent of respondents are very or somewhat familiar with the Colorado Proud logo, 77 percent purchase at least some Colorado food products, and 51 percent look for the logo more now than they did in the past. Compare these numbers to back in 2002, when only 16 percent of respondents to a similar survey understood the purpose of Colorado Proud.

The term "locavore" refers to people who make a point of purchasing food grown locally because it is fresher, and it is perceived as healthier and better for the environment (little carbon footprint). Consumer preference for locally grown food is a national trend, and Colorado is well poised to serve consumers and those who make locally grown food available.

### **Livestock Disease Management**

Trichomoniasis, commonly referred to as "trich" is a venereal disease of cattle caused by a protozoan parasite. Trich causes infertility, abortions and occasionally, chronic uterine infection in dairy and beef cattle. Losses include reduced milk production, reduced calf crop and delayed breeding. It is an insidious and economically significant cattle disease.

The Department has developed rules pertaining to trich management and promoted educational efforts which have shown positive outcomes. These results are partially demonstrated by the drop in the number of quarantined premises. In 2008, there were 43 cattle facilities quarantined in 18 counties. That number dropped in 2009 to just 13 facilities in only eight counties.

CDA convened a Trichomoniasis Scientific Committee in March of 2009 to further study the disease and present potential changes to the trich rule. Additionally, an advisory committee was created to review the proposals and to develop consensus concerning rule changes. CDA will continue this effort by partnering with CSU, CSU Extension, the Colorado Veterinary Medical Association, and industry groups to develop educational programming to promote best management practices to control and prevent trich.

### **Emerging Issues Affecting Agricultural Profitability**

Grain prices remain volatile making income projections for Colorado's field crop producers difficult. Equally difficult is estimating production expenses for livestock producers who utilize feed grains to produce beef, lamb, and milk.

CDA continues to explore mechanisms to protect grain and bean producers from warehouse financial failures. Volatility in markets creates the potential for warehouse managers to face margin calls that could force the warehouse into insolvency. Currently, CDA requires these warehouses to file a bond with the Department in the event of such a circumstance. However, the face amount of the bond would never fully compensate all producers in the event of broad failure. CDA has developed a concept whereby producers would contribute a small amount of the sale proceeds to an account that would build to a level that could reimburse losses incurred as a result of a warehouse failure at a level much higher than would the bond alone. This indemnity fund concept is now being analyzed by economists at CSU to further explore the concept.

Livestock disease remains the Department's most significant programmatic priority. Tuberculosis is rather common in beef herds in Mexico, and Colorado livestock producers frequently buy heavy calves from Mexico for finishing in feedlots. However, in spite of rules requiring these Mexican steers to be shipped directly to feedlots, CDA suspects some producers are commingling them with herd cattle, thus potentially exposing commercial herds to the disease.

Tuberculosis (TB) outbreaks in New Mexico and California dairy herds has precipitated extensive TB monitoring in Colorado herds that have received replacement cows from infected herds. One such event caused testing of 4,000 head of dairy cows in one dairy herd alone. Michigan, Minnesota and Nebraska also have known TB herds.

Brucellosis is a disease that causes low birth rates in infected beef herds. A portion of Wyoming now requires that animals be tested before ranchers can ship animals outside the boundary of the infected area. Colorado is a common destination for Wyoming cattle.

Without significant disease monitoring, livestock producers in Colorado could be burdened with expensive, time consuming testing making commerce in livestock more difficult and costly.

Colorado agriculture is a significant source of economic activity and generates over \$16 billion annually in gross sales and derived income. CDA remains committed to protecting this important sector of our state's economic picture.

Sincerely,

John R. Stulp  
Commissioner

## **Introduction**

Colorado agriculture contributes roughly \$18 billion to the state's economy accounting for nearly eight percent of Colorado's gross state product. The Department of Agriculture supports the industry and Colorado consumers in a variety of regulatory and service related activities, outlined below.

The **Animal Industry Division** provides livestock disease prevention and control, as well as lab services; rodent and predator control services; pet animal facility inspection and licensing; licenses all of the state's aquaculture facilities and animal cruelty investigations.

The **Brands Division** inspects and verifies ownership on more than 3.8 million livestock; investigates livestock theft; records more than 35,000 livestock brands and licenses livestock sale barns, packing plants and alternative livestock farms.

The **Colorado State Fair** highlights agriculture, crops, livestock, canning, baking, needlework, flowers, art, science, and education. The highlight of the fairgrounds is the 11-day fair but is also open year-around for many activities.

The **Commissioner's Office** oversees all CDA divisions. It includes the Commissioner's staff, Administrative Services, Homeland Security, Human Resources and Information Technology.

The **Conservation Services Division** provides administrative and financial assistance to Colorado's 76 conservation districts. It also coordinates various programs with state and federal agencies on natural resource issues; provides guidance on stream bank erosion and riparian concerns and assists districts on various water and energy programs; noxious weed management, groundwater protection regulation and biological pest control.

The **Inspection & Consumer Services Division** provides inspection of animal feed, fertilizer, anhydrous ammonia tanks, eggs, grain warehouses, agricultural commodity handlers and dealers, custom meat and wild game processors, door to door food sales companies, weighing and measuring devices, and packages for correct weight and pricing. It also provides metrology and other regulatory laboratory services, such as feed, fertilizer, groundwater and pesticide testing.

The **Markets Division** assists Colorado food and agricultural companies to sell their products in local (Colorado Proud), regional, national and international markets. It collects livestock and produce market news from around the state, oversees nine market orders, grades and inspects fruits and vegetables and helps promote Colorado wines through the Colorado Wine Board.

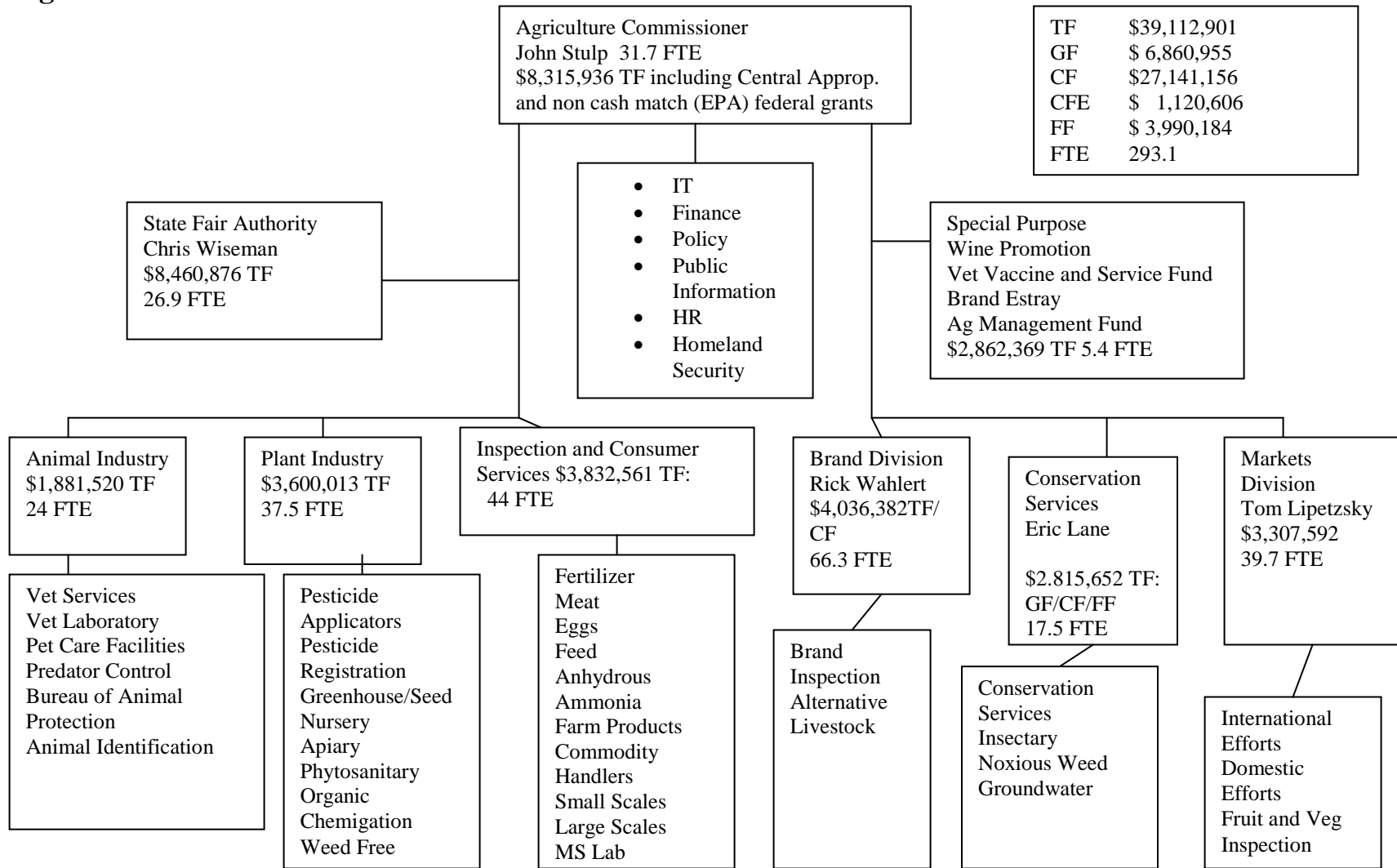
The **Plant Industry Division** provides organic certification, nursery stock inspection, produce, plant and seed export certificates, seed inspection and certification, weed free forage certification, bee inspection and investigations, chemigation (backflow prevention equipment permits and inspections), commercial & private pesticide applicator testing, licensing and investigations, pesticide product record inspections and label registration.

The Department supports the agriculture industry and the consuming public through the utilization 293.1 FTE and a \$38M budget made up of \$6.8M GF, \$4M FF and the balance from revenues generated for services provided.. These are FY 2009-10 numbers prior to any budget reductions.

### **Statutory Authority:**

The statutory authority for the Colorado Department of Agriculture is found at Title 35, Colorado Revised Statutes (2009), Title 18, Section 9-201 and Title 18, Section 9-204.5 Colorado Revised Statutes (2009), and Title 12 section 16, Articles 101 and 201, and Section 11, Colorado Revised Statutes (2009)

# Organization Chart:



## **Mission Statement:**

The mission of the Department of Agriculture is to strengthen and advance Colorado's agriculture industry, ensure a safe, high quality, and sustainable food supply, and protect consumers, the environment, and natural resources.

## **Vision Statement:**

Colorado's agriculture industry is facing many challenges, some of which include the potential loss of water for irrigation on our eastern plains and the containment of infectious animal diseases such as Bovine Trichomoniasis. Opportunities also abound to position the industry to contribute to the development of Colorado's new energy economy and to foster improved conservation practices to protect our natural resources. Consequently, the Department must continually find ways to improve the delivery of agriculture services, taking proactive and systematic steps to mitigate risk to the public and agriculture industry; and be able to adapt and respond quickly to the changing landscape and requirements of the agriculture industry.

The Department protects and regulates agriculture and minimizes risk to consumers and the agriculture industry through its many programs and services. Specifically, the Department: protects the food supply, animal and plant health, and natural resources; conducts regulatory and on-request inspections, investigations, and surveillance; licenses and registers regulated clients; issues or provides permits and certifications; and prepares to respond to emergencies and natural disasters., and provides marketing and promotion activities for Colorado products and agribusinesses.

In addition to regulating the many facets of the agriculture industry, Department must enhance its ability to protect access to the marketplace and respond effectively to a variety of changes and requirements in agriculture. To be a leader in the industry, it must be on the cutting edge of emerging issues and trends, and must be able to respond quickly and responsibly to impending changes, and potential threats and emergencies, to the agricultural industry and marketplace.

To better serve the industry and address the challenges and opportunities facing the industry, the Department is continuing resources. These resources are directed at maintaining the Department's overall mission which includes:

- Strengthening and advancing Colorado's agriculture industry;
- Ensuring a safe, high quality, and sustainable food supply; and
- Protecting consumers, the environment, and natural resources.

## **Department Objectives:**

The Department's overarching objectives are to:

1. Ensure a safe, high quality, sustainable food supply;

2. Strengthen and advance Colorado agriculture;
3. Protect the environment and the natural resources;
4. Protect the consumer.

**Ensure a safe, high quality, sustainable food supply:** This objective is supported through inspections and other regulatory efforts of the Department as they relate to animal and plant health and the impacts of that on commerce as well as the potential impact on human health.

**Strengthen and advance Colorado agriculture:** This objective is supported by inspections and services of the Department that allow the industry to market within a particular program or protect the industry from theft. Additionally, this objective is supported by the general marketing of agriculture, the ag industry and various commodity products.

**Protect the environment and the natural resources:** This objective is supported by the inspections and services provided by the Department as they relate to water, plant habitat, and pesticide record and applicator compliance.

**Protect the consumer:** This objective is supported by the regulatory inspections conducted by the Department that ensure a fair marketplace

### Department Performance Measures

Objective	Measure	Outcome	FY 08 Actual	FY 09 Actual	FY 10 Approp	FY 11 Request
Ensure a safe, high quality, sustainable food supply	Increase the \$'s of the state's gross state product that is attributable to the agricultural industry to \$20 billion by 2012	Benchmark	\$20B	\$20B	\$20B	\$20B
	This measure is a Department standard	Actual	\$ 18,891,957	\$ 18,183,402	Unknown	Unknown

Strategy: The Department will continue to be vigilant with protecting the state's agriculture portfolio, of which roughly 70% is attributable to livestock. More detail of this effort is addressed in the strategy for the next performance measure. Additionally, the Department will continue to seek to broaden the market of Colorado agriculture products both domestically and internationally.

Evaluation of prior year performance: The agriculture dollars attributable to the state gross product has grown significantly over the last year. The main reason for this is the increasing return on certain commodities and the input costs associated with those costs. The money flowing through the industry has increased, but that does not necessarily mean that the financial position of the agriculture producers has improved due to the increases on both sides of the equation.



Objective	Measure	Outcome	FY 08 Actual	FY 09 Actual	FY 10 Approp	FY 11 Request
Strengthen and advance Colorado agriculture	Maintain Colorado's TB, Brucellosis, and Pseudorabies Free Status on cattle and hogs.	Benchmark	Free	Free	Free	Free
		Actual	Free	Free	Unknown	Unknown

Strategy: The Department continues to maintain its vigilance toward maintaining brucellosis and tuberculosis free status. Currently, six states have lost or may lose their disease-free status for brucellosis or tuberculosis. Colorado cattle feeders rely on ranchers in those states for cattle to feed to harvest weights. The Department has recently adopted a “Colorado Import Approved Feedlot Program”. This program sets entry procedures for cattle being transported from states with downgraded disease status, including feedyard perimeter requirements, on-site feedyard inspections and record keeping requirements. This rule will require cattle to remain in the feedyard, limiting their exposure to other livestock until they are transported directly to slaughter. The primary purpose of the rule is to protect Colorado’s breeding herds and allow cattle feeders to remain competitive with other states.

Additionally, the Department provides weekly updates for Bovine Trichomoniasis cases across Colorado. Trichomoniasis is a cattle venereal disease that causes fertility problems, such as early embryonic death or abortion and is asymptomatic in bulls. Colorado regulations require all non-virgin bulls changing ownership or being transported into Colorado be tested, unless the animal is going to slaughter. Bulls on public land grazing permits or with grazing associations must also be tested prior to turn-out. These updates provide producers with updated information on the number of Trich quarantines and where these quarantines are in place. This information allows producers to make better decisions with regard to the care and treatment of their animals.

The Colorado Department of Agriculture is dedicated to protecting and strengthening this state's agriculture industry and livestock plays a vital role in that effort. Animal health emergencies not only affect Colorado's livestock industry, but could cripple our state's economy.

CDA is developing a system to protect livestock in the event of an emergency. That means whether there's a blizzard, flood, disease, or fire, the Department can be prepared to protect your investment.

The Colorado Livestock Security System (CLSS) is comprised of eight components:

1. Information Assurance Program

With the collection of data comes an increased need to secure, protect, ensure, and deliver confidential information services and technologies related to the agricultural industry.

Information Assurance can be defined as

- a) "the securing and protection of systems and sensitive information in storage, processing, or transit," and
- b) "preventing unauthorized access, handling, release or modifications of information."

## 2. CDA's Animals Division

The Division of Animal Industry is responsible for animal health and disease control activities in Colorado.

## 3. CDA's Brands Division

The primary responsibility of CDA's Brands Division is to protect the livestock industry from loss by theft, illegal butchering or straying of livestock through mandatory inspection in Colorado.

## 4. Laboratory Testing

Diagnostic laboratories provide timely, accurate and pertinent testing services and educational outreach to the agricultural industry.

## 5. Homeland Security Program

The National Response Framework/Plan establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents.

## 6. National Animal Identification System (NAIS)

Today's global market and the mobility of livestock in-state and out-of-state dictate a critical need for quick and accurate traceability of livestock movements.

The ultimate long-term goal of NAIS is a nationwide 48-hour traceback, which will limit the scope of any foreign or domestic animal disease concern and ensure it is contained and eradicated as quickly as possible.

## 7. Geographic Information Systems (GIS)

This process utilizes a collection of computer hardware, software, and geographic data that will capture, manage, analyze, and display geographic locations to aid in emergency response.

## 8. Mobile Computing Technologies

Electronic information collection and data-sharing is vital to efficient and timely traceability efforts. First responders must have the ability to communicate electronically with animal health officials.

Evaluation of prior year performance: The Department was successful in maintaining these free from disease statuses. However, other surrounding states have had their status compromised. As such, the Department initiated new rules during FY 2007-08 to address import requirements and responsibilities of animals coming from these areas.

Objective	Measure	Outcome	FY 08 Actual	FY 09 Actual	FY 10 Approp	FY 11 Request
Protect the environment and the natural resources	Industry compliance rate with pesticide, chemigation, and plant quarantine inspections	Benchmark	100%	100%	100%	100%
	This measure is a Department standard	Actual	88.01%	86.68%	Unknown	Unknown

Strategy: The Department will continue to inspect, regulate, and provide guidance to the regulated industries to help them comply with program responsibilities.

Evaluation of Prior Year Performance: The Department recognizes that the goal of 100% is nearly impossible to meet. However, the Department feels it is an appropriate goal to maintain the motivation within the workforce as well as to help motivate the regulated industry compliance.

Objective	Measure	Outcome	FY 08 Actual	FY 09 Actual	FY 10 Approp	FY 11 Request
Protect the consumer	Industry compliance rate with Feed, Fertilizer, Egg, Meat, Measurement Standards, and Warehouse inspections and regulations	Benchmark	100%	100%	100%	100%
	This measure is a Department standard	Actual	79%	87%	Unknown	Unknown

Strategy: The Department is continuing to improve service delivery for the State of Colorado, by developing risk-based analysis and applying these data to daily inspections. The Department is pursuing Risk-Based Management System (RBMS) procedures as a way to leverage the inspection resources at our disposal to maximize the effectiveness of the inspection process. As reduced resources become commonplace in government, the Department believes that government agencies need to work smarter towards their goals.

For the Department, this means that when an inspector performs their function they should be working in such a way that the greatest good to the public is served by their time. This practice has been conceptualized through the design and implementation of Risk-based Inspection Protocols (RBIP) intended to guide inspection staff towards the most effective and efficient use of their time. For Departmental inspectors this means that they should perform inspections based upon the inherent risk that the business inspected poses to the general public’s safety as the top factor, followed by other factors in descending order of importance (for instance, economic considerations might be the next factor to consider followed by animal welfare etc). The determination of the inherent risk of a business is determined by its prior history of inspection and the regulatory actions that an inspector might have levied previously. Given this scenario, a business that has never had any regulatory actions levied against it (a regulatory action defined as a field issued Stop Order or Warning), would be inspected less frequently than a business that has had regulatory actions levied against it.

Risk assessments of businesses are performed based upon algorithms defined by the program units within each division. A server side program that collates and analyzes inspection data and outputs the Risk Assessment Value (RAV) for that inspection calculates the RAV of an inspection. All inspectors are expected to follow standardized procedures when performing inspections so that when the risk module calculates the RAV based upon inspection data, the inspection data entry is consistent and the RAV is also consistent between inspections where similar regulatory actions were taken. When analyzing the inherent risk for a business, a program manager can look at individual inspections to look for trends, or can average data indices to obtain an overall picture of how the business has complied with regulations from the first inspection to the latest.

Evaluation of Prior Year Performance: The Department recognizes that the goal of 100% is nearly impossible to meet. However, the Department feels it is an appropriate goal to maintain the motivation within the workforce as well as to help motivate the regulated industry compliance.

### Division Performance Measures

Program	Performance Measure	Outcome	FY 08	FY 09	FY 10	FY 11	Program Notes
Animals	Number of livestock entering commerce, which required no testing for tuberculosis and brucellosis, due to Colorado's free-status	<b>Bench Mark</b>	2,200,000	2,200,000	2,200,000	2,200,000	
		<b>Actual</b>	1,769,465.00	1,693,710	NA	NA	

Strategy: To continue vigilance with livestock health inspections and requirements so that disease status is not compromised and additional testing is not required, which is borne by the producers.

Evaluation of Prior Year Performance: Continuing the disease free status minimizes costs to producers and improves marketability of Colorado livestock product.

Program	Performance Measure	Outcome	FY 08	FY 09	FY 10	FY 11	Program Notes
ICS	percent of feed manufacturers inspected for compliance with the FDA BSE regulation	<b>Bench Mark</b>	100percent	100percent	100percent	100percent	Inspections are performed to determine compliance with the FDA regulation that is in place to prevent BSE (“Mad Cow Disease”) in the United States
		<b>Actual</b>	94percent	87percent	NA	NA	

Strategy: To continue to use the ICS multiple inspectors in the most efficient manner so that these inspections are accommodated.

Evaluation of Prior Year Performance: The Department continues to work diligently toward this goal, while accommodating for turnover in inspection staff and while maintaining the current level of staffing and associated operating expenses.

Program	Performance Measure	Outcome	FY 08	FY 09	FY 10	FY 11	Program Notes
Plants	percent of agriculture pesticide misuse case against # agriculture pesticide products registered	<b>Bench Mark</b>	<5percent	<5percent	<5percent	<5percent	Number of agriculture use pesticides registered divided by the number of Documented Misuse Cases Involving Food Crops
		<b>Actual</b>	0.3percent	.06percent	NA	NA	

Strategy: To continue vigilance in label requirements and registration of product as well as the testing and licensing of pesticide applicators so that the appropriate use of each product is adequately conveyed and that the appropriate level of knowledge is in the pesticide applicator workforce, thereby minimizing misapplications.

Evaluation of Prior Year Performance: The Department continues to meet goals established for this program. The Department will continue to work with Colorado State University with the development of test questions that meet industry standards and to utilize the

Plant Division Inspection force to perform in field label reviews and to help identify commercial applicators that have not been tested or licensed.

Program	Performance Measure	Outcome	FY 08	FY 09	FY 10	FY 11	Program Notes
Markets	Number of companies participating in export development programs	<b>Bench Mark</b>	400	400	420	420	
		<b>Actual</b>	355	365	NA	NA	

Strategy: The Department is looking to the Ag Mgt. Fund to help broaden international marketing endeavors, thereby being a knowledge resource for Colorado companies looking to broaden their market.

Evaluation of Prior Year Performance: The number of companies participating in export development programs continues to grow.

Program	Performance Measure	Outcome	FY 08	FY 09	FY 10	FY 11	Program Notes
Conservation	percent of Conservation Districts active and responsive in at least 2 local conservation partnerships that meet identified concerns from locally derived long range programs	<b>Bench Mark</b>	100percent	100percent	100percent	100percent	Partnerships are those districts working with NRCS, Division of Wildlife, or other entities to collectively pool resources and expertise for conservation efforts.
		<b>Actual</b>	88percent	90percent	NA	NA	

Strategy: The Department employees three out-based Conservation Specialists that work in coordination with the local conservation districts and the NRCS to provide the skills necessary for local districts to garner resources and provide solid on-ground conservation efforts.

Evaluation of Prior Year Performance: The number of districts increased by 2.0% over last year. The Department receives funding for the districts to compete for in a matching grant program for on ground projects.

Other Division Performance Measures include:

<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Animals	Cattle and hogs exported from Colorado that need fewer tests whose cost is borne by the producer due to Brucellosis and Pseudorabies free status	<b>Bench Mark</b>	2,300,000	2,300,000	2,300,000	2,300,000	
		<b>Actual</b>	2,104,803	2,405,893	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Animals	Maintain TUBERCULOSIS and Brucellosis Free Status and Class V Pseudorabies Status	<b>Bench Mark</b>	Free	Free	Free	Free	Free and Class V status delegated by USDA. Free status reduces producer testing expenses.
		<b>Actual</b>	Free	Free	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Animals	Number of animal disease tests, diagnosed accurately, which enhanced production and increased values of livestock and products entering commerce	<b>Bench Mark</b>	155,000	145,000	145,000	140,000	
		<b>Actual</b>	149,359	143,758	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Brands	To inspect 100percent of livestock for change of ownership or intrastate/interstate travel	<b>Bench Mark</b>	100percent	100percent	100percent	100percent	Inspection required on change of ownership, movement over 75 miles, interstate movement,
		<b>Actual</b>	100percent	100percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Conservation	percent of all populations of List A species that meet annual elimination standards	<b>Bench Mark</b>	100percent	100percent	100percent	100percent	List A species are those designated for eradication due to new arrival to state and not widespread
		<b>Actual</b>	66percent	70percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>

Conservation	percent of List B species with developed statewide noxious weed management plans adopted as rule	<b>Bench Mark</b>	30percent	30percent	45percent	55percent	List B species are those designated for eradication or containment depending on number of acres infested
		<b>Actual</b>	41percent	51percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Conservation	percent of the universe of pesticide and fertilizer bulk storage and mixing/loading facility inspections done at least once every three years	<b>Bench Mark</b>	37percent	37percent	30percent	30percent	Program goal is to inspect each facility within a 3 year time frame to ensure proper separation and containment of pesticides and fertilizers.
		<b>Actual</b>	20 percent	40percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
Conservation	95percent of available biological control agents are released in areas designated for containment and suppression in completed state noxious weed management plans	<b>Bench Mark</b>	95percent	95percent	95percent	95percent	The insectary is one piece of integrated pest management and is a good tool to control and suppress weed populations. This measure looks at the release data to determine the compliance rate with this.
		<b>Actual</b>	85percent	95percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
ICS	percent of feed manufacturers inspected for compliance with the FDA BSE regulation	<b>Bench Mark</b>	100percent	100percent	100percent	100percent	Inspections are performed to determine compliance with the FDA regulation that is in place to prevent BSE ("Mad Cow Disease") in the United States
		<b>Actual</b>	94percent	100percent	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>



Markets	# of companies licensed to participate in the Colorado Proud program	<b>Bench Mark</b>	1000	1,200	1,225	1,325	Survey results provided by telephone survey conducted by Survey USA
		<b>Actual</b>	971	1,134	NA	NA	
<b>Program</b>	<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 08</b>	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>Program Notes</b>
State Fair	Increase State Fair Authority revenues by 3percent each year through fees and services.	<b>Bench Mark</b>	3.0percent	3.0percent	3.0percent	3.0percent	Authority revenue does not include state and local grants, controlled maintenance contributions, or other non service revenue
		<b>Actual</b>	12.7percent	9.5 percent	NA	NA	