

Colorado Department of Agriculture

Department Description and Strategic Plan

Department Description

Colorado's agriculture industry contributes significantly to the state's overall economy, creates employment for more than 100,000 Coloradans, and generates an estimated \$18-\$20 billion in economic activity annually, ranking agriculture among the state's top economic sectors. CDA supports the industry and all of Colorado's citizens through a wide range of regulatory and service related activities that are delivered through the Office of the Commissioner and CDA's seven operating divisions. A copy of CDA's organization chart is attached at the end of this strategic plan.

The **Commissioner's Office** oversees all CDA operations, as well as provides leadership necessary to development of strategic direction and serves as the primary point of contact for all fiscal and policy issues. The Commissioner's Office also provides services supporting CDA's business operations (i.e., budget development, accounting, purchasing, contracting, and human resources) and ensures continuity of Department operations, as well as provides for the development and implementation of Homeland Security measures. The Commissioner's Office also coordinates with the Office of Information Technology for the delivery of computer and network services, as well as management of information technology services.

The **Animal Industry Division** provides livestock disease prevention and control, as well as laboratory services through the Rocky Mountain Regional Animal Health Laboratory (RMRAHL); rodent and predator control services; pet animal care facility inspection and licensing; licenses aquaculture facilities; and conducts animal cruelty investigations.

The **Brands Division** inspects and verifies ownership on more than 4 million head of livestock; investigates livestock theft; records more than 35,000 livestock brands; and licenses livestock sale barns, processing plants, and alternative livestock farms.

The **Colorado State Fair** highlights and provides a showcase for the Colorado agriculture industry through the annual 11 day event. Colorado youth enrolled in the 4-H and FFA programs are highlighted and recognized for their efforts in the livestock, crops, and general project areas such as leather crafts and leadership. In addition to the strong youth education, the State Fair provides for competition in a number of general entry categories such as commercial livestock, art, baking, canning, flowers, and needlework. The State Fair accommodates a year-round schedule for a variety of exhibitions and commercial activities with the private sector and local educational institutions.

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

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riparian concerns; and assists districts on various water programs. The division is also engaged in noxious weed management, groundwater protection regulation, and biological pest control.

The **Inspection & Consumer Services (ICS) 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. ICS also provides metrology and other regulatory-related laboratory services such as feed, fertilizer, groundwater, and pesticide analysis.

The **Markets Division** assists Colorado food and agricultural suppliers to increase product marketing opportunities worldwide, as well as to foster the development of value-added and processing business ventures. The Markets Division also collects and disseminates livestock market news, provides size and grade inspection services to fruit and vegetable growers and shippers, provides administrative oversight for nine market order programs, helps promote Colorado wines through the Colorado Wine Industry Development Board, and helps foster the development of ag-based renewable energy projects through administration of the Advancing Colorado Renewable Energy (ACRE) program.

The **Plant Industry Division** provides organic certification; nursery stock inspection; produce, plant, and seed export certification; seed inspection and certification; weed free forage certification; bee inspection and investigations; chemigation permitting and inspections; commercial and private pesticide applicator testing, licensing, and investigations; and pesticide product record inspections and label registration.

Statutory Authority

Authority exists within Colorado Revised Statutes (2010) for the Colorado Department of Agriculture. Specific citations are found in Title 35; Title 18, Article 9, Part 2; and Title 12, Article 11 and Article 16, Parts 1 and 2.

Mission Statement

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.

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Vision Statement

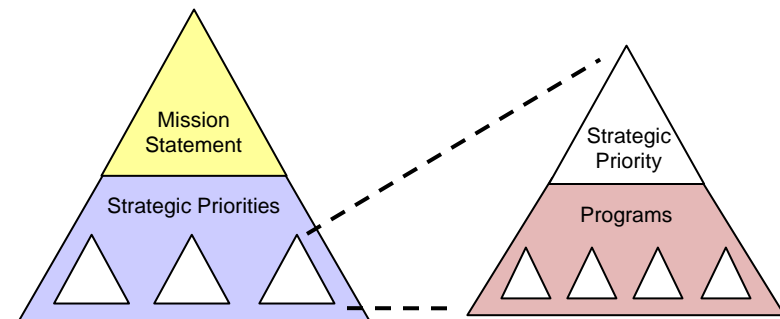
That the business environment for Colorado's agricultural and food industry be profitable, growing and sustainable; and for CDA to be a valuable resource and partner to industry in the development of policy and effective management of regulatory and service programs that serve to strengthen and advance Colorado's agriculture industry such that agriculture is a key driver of the state's economy.

Strategic Priorities

In late 2009 and early 2010, a collaborative process was undertaken by the Commissioner's Office and senior staff to define the strategic priorities that should guide CDA's near-term direction. These priorities were then shared with industry leaders who assisted in assessing the relative importance of each priority, as well as CDA's effectiveness in the performance of each priority. The effectiveness ratings will also serve as baseline against which future performance can be evaluated.

The end product of this process might best be thought of as a series of linked pyramids. The diagram to the right illustrates the relationship between CDA's goals, as expressed in the mission statement, and the programs implemented at the Division level. While the mission statement is general in nature and intended to chart CDA's course well into the future, the programs generally reflect CDA's day-to-day focus.

Bridging the gap between CDA's broad, long-term goals and the programs are the strategic priorities. These are the core areas of concentration around which CDA's strategic plan is developed. They are more specific than is the mission and are intended to set program direction in the nearer term. Every program is directed toward achieving one or more of these strategic priorities and thus, furthering CDA's mission.



Outlined below are the Department's strategic priorities, in order of importance, as ranked through the survey of industry leaders and descriptions of the key programs and initiatives that generally support each of the priorities.

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- 1) Develop and expand marketing, trade, new business opportunities and public awareness supporting Colorado's agriculture industry.**
 - ✓ Colorado Proud, Colorado State Fair, Colorado MarketMaker, Organic Certification, Livestock Market News Reporting, Colorado Wine Industry Development Board, Market Order Programs, Specialty Crops Promotion, Apiary Program, Export Development & Promotion, Advancing Colorado's Renewable Energy (ACRE) Program, Specialty Crops Promotion, Greenhouse Inspection, AgriTourism, AgInsights, Governor's Forum on Colorado Agriculture, Colorado Agriculture Value-Added Development Board, and Educational Outreach and Communications.

- 2) Protect Colorado's animal and plant industries through the prevention and control of diseases and pests, and the care and health promotion of all animals.**
 - ✓ Animal Disease Eradication & Control Programs, Veterinary Inspection for Animal Movements into Colorado, Colorado Livestock Security System, Animal ID Program, Rodent & Predator Control, Alternative Livestock Licensing & Inspection, Stray & Abandoned Livestock, Plant Pest Quarantine Program, Bureau of Animal Protection, Pet Animal Care Facilities Act (PACFA), Biological Pest Control Program (i.e., Palisade Insectary), Feed Inspection, Pest Survey, Public Livestock Markets Veterinary Inspection, Rocky Mountain Regional Animal Health Laboratory, Metrology & Biochemistry Laboratories Calibrations and Testing, and Aquaculture Program.

- 3) Help farmers, ranchers, and other land owners to manage Colorado's natural resources effectively for sustained agricultural production and environmental health.**
 - ✓ State Conservation Board (i.e., Direct Assistance Grants, Matching Grants, and Salinity Control Grants), Noxious Weed Management Program, Chemigation, Weed-Free Hay Certification, Seed Inspection, Nursery Inspection, Agricultural Chemicals and Groundwater Protection Program, and Advancing Colorado's Renewable Energy (ACRE) Program.

- 4) Provide for a safer, more secure food supply and protect Colorado's agriculture industry and the general public.**
 - ✓ Pesticide Applicators Licensing, Pesticide Registration, Chemigation Program, Feed Inspection, Anhydrous Ammonia Safety Program, Homeland Security Programs, Emergency Response, Good Agricultural Practices (GAP) and Good Handling Practices (GHP) Certification, Animal Disease Eradication & Control Programs, Agricultural Chemicals & Groundwater Protection Program, and Metrology & Biochemistry Laboratories Calibrations and Testing.

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5) Ensure that Colorado’s Agricultural Producers and Consumers are Protected in the Marketplace.

- ✓ Measurement Standards Programs, Licensing & Bonding of Commodity Handlers and Farm Products Dealers, Seed Inspection, Nursery Stock Inspection, Livestock Auction Licensing, Livestock Brand Recording and Inspection, Pet Animal Care Facilities Act (PACFA), Feed Inspection, Fertilizer Program, Size and Grade Inspection of Fruits and Vegetables, Egg Inspection and Licensing, Regulation of Home Foodservice Plans, Slaughter Facility Inspection, Meat Plant Inspection, Metrology and Biochemistry Laboratories Calibrations and Testing, and Missing and Stolen Livestock.

Department Performance Measures

Objective	Measure	Outcome	FY09 Actual	FY10 Actual	FY11 Goal	FY12 Goal
To achieve the highest levels of industry satisfaction/approval relating to CDA’s effective administration and delivery of programs and services.	Percent of ag industry leaders surveyed that rate their overall experience with CDA as Excellent or Good.	Benchmark	n/a	n/a	90%	90%
		Actual	n/a	94%	n/a	n/a
To maintain or enhance CDA effectiveness in developing and expanding marketing, trade, new business opportunities and public awareness (Priority #1).	Rating of effectiveness as determined by a survey of ag industry leaders and based on a 1 to 4 rating system with 4 being highly effective.	Benchmark	n/a	n/a	>3.0	tbd
		Actual	n/a	3.0	n/a	n/a
To maintain or enhance CDA effectiveness in protecting Colorado’s animal and plant industries (Priority #2).	Rating of effectiveness as determined by a survey of ag industry leaders and based on a 1 to 4 rating system with 4 being highly effective.	Benchmark	n/a	n/a	>3.37	tbd
		Actual	n/a	3.37	n/a	n/a
To maintain or enhance CDA effectiveness in helping farmers, ranchers and landowners manage Colorado’s natural resources (Priority #3).	Rating of effectiveness as determined by a survey of ag industry leaders and based on a 1 to 4 rating system with 4 being highly effective.	Benchmark	n/a	n/a	>2.97	tbd
		Actual	n/a	2.97	n/a	n/a

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Objective	Measure	Outcome	FY09 Actual	FY10 Actual	FY11 Goal	FY12 Goal
To maintain or enhance CDA effectiveness in providing for a safer, more secure food supply (Priority #4).	Rating of effectiveness as determined by a survey of ag industry leaders and based on a 1 to 4 rating system with 4 being highly effective.	Benchmark	n/a	n/a	>3.33	tbd
		Actual	n/a	3.33	n/a	n/a
To maintain or enhance CDA effectiveness in protecting Colorado's agricultural producers and consumers in the marketplace (Priority #5).	Rating of effectiveness as determined by a survey of ag industry leaders and based on a 1 to 4 rating system with 4 being highly effective.	Benchmark	n/a	n/a	>3.12	tbd
		Actual	n/a	3.12	n/a	n/a
Data source: Survey conducted in December 2009 – January 2010 by Colorado Department of Agriculture of agricultural industry leaders.						

Division Performance Measures

Division	Measure	Outcome	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
Animal Industry	To maintain Tuberculosis and Brucellosis free status and Class V Pseudorabie Status	Benchmark	Free	Free	Free	Free	Free and Class V status delegated by USDA. Free status reduces producer testing expenses.
		Actual	Free	Free	n/a	n/a	
Animal Industry	Number of livestock entering commerce which required no testing for tuberculosis and brucellosis due to Colorado's free status	Benchmark	2,200,000	2,200,000	2,200,000	2,200,000	
		Actual	1,693,710	1,399,055	n/a	n/a	
Brands	Percent of livestock inspected for change of ownership and intrastate/interstate travel	Benchmark	100%	100%	100%	100%	
		Actual	100%	100%	n/a	n/a	
Colorado State Fair	Percent increase in State Fair Authority revenues generated through fees and services	Benchmark	3%	3%	3%	3%	
		Actual	-5.5%	5.2%	n/a	n/a	

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Division	Measure	Outcome	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
Conservation Services	Percent of all populations of List A species that meet annual elimination standards	Benchmark	80%	80%	85%	90%	
		Actual	70%	70%	n/a	n/a	
Conservation Services	Percent of List B species with developed statewide noxious weed management plans adopted as rule	Benchmark	50%	60%	68%	74%	
		Actual	51%	64%	n/a	n/a	
Conservation Services	Percent of available biological control agents released in areas designated for containment and suppression in completed state noxious weed management plans	Benchmark	90%	90%	95%	95%	
		Actual	95%	95%	n/a	n/a	
Conservation Services	Percent of all pesticide/fertilizer containment and loading facilities inspected once every three years	Benchmark	35%	35%	35%	35%	
		Actual	40%	25%	n/a	n/a	
Conservation Services	Tons of salt saved through the Basin States Salinity Control Program	Benchmark	n/a	15,000	17,250	17,250	
		Actual	n/a	25,651	n/a	n/a	
Conservation Services	Percent of Conservation Districts meeting or exceeding statutory requirements within established timeframes	Benchmark	100%	100%	100%	100%	
		Actual	97%	90%	n/a	n/a	
Conservation Services	Percent of Conservation Districts active and responsive in at least two local conservation partnerships that met identified concerns from locally derived long range plans	Benchmark	100%	100%	100%	100%	
		Actual	90%	90%	n/a	n/a	
Conservation Services	Percent of facilities in compliance	Benchmark	>90%	>90%	>92%	>95%	
		Actual	100%	100%	n/a	n/a	
Conservation Services	Number of pesticide exceedences	Benchmark	0	0	0	0	
		Actual	0	1	n/a	n/a	

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Division	Measure	Outcome	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
Inspection & Consumer Services	Industry compliance rate with Feed, Fertilizer, Egg, Meat, Measurement Standards, and Warehouse inspections and regulations	Benchmark	100%	100%	100%	100%	
		Actual	87%	88%	n/a	n/a	
Markets	Percent of targeted consumers aware of the Colorado Proud logo	Benchmark	>60%	>60%	>60%	>60%	Based on annual survey results.
		Actual	59%	67%	n/a	n/a	
Markets	Percent of targeted consumers reporting purchases of Colorado products	Benchmark	>75%	>75%	>75%	>75%	Based on annual survey results
		Actual	77%	84%	n/a	n/a	
Markets	Percent of commercial shipments of potatoes and other fruits and vegetables inspected as requested	Benchmark	100%	100%	100%	100%	
		Actual	100%	100%	n/a	n/a	
Markets	Requests for inspections responded to within two hours	Benchmark	100%	100%	100%	100%	
		Actual	100%	100%	n/a	n/a	
Markets	Total number of shipment inspections reversed due to permanent defects	Benchmark	≤5	≤5	≤5	≤5	
		Actual	0	2	n/a	n/a	
Markets	Total weight (cwt.) of all shipment inspections reversed due to permanent defects	Benchmark	<2,000 cwt.	<2,000 cwt.	<2,000 cwt.	<2,000 cwt.	
		Actual	0	151	n/a	n/a	
Markets	Percent increase in wine produced in Colorado	Benchmark	10%	10%	10%	10%	Based on tax revenues collected by the Department of Revenue
		Actual	-0.06%	-2.99%	n/a	n/a	
Plant Industry	Percent of agriculture pesticide misuse cases relative to the number of agriculture pesticide products registered	Benchmark	<5%	<5%	<2%	<2%	
		Actual	0.06%	0.45%	n/a	n/a	

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Division Workload Measures

Division	Measure	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
Animal Industry	Number of Grade A Dairy's	139	138	130	128	
Animal Industry	Colorado Livestock Exported	2,456,001	1,793,141	1,950,000	2,500,000	
Animal Industry	Cattle Inspected at Market	569,024	560,370	560,000	569,000	
Animal Industry	Sheep Inspected at Market	96,174	102,464	98,000	99,000	
Animal Industry	Swine Inspected at Market	10,880	9,437	10,800	11,000	
Animal Industry	Horses Inspected at Market	7,418	7,401	7,500	7,200	
Animal Industry	Number of Rendering Plants	21	21	21	20	
Animal Industry	Lab Samples Received	116,070		110,000	105,000	
Animal Industry	Brucellosis Card Tested at Livestock Market		5,539	5,000	4,000	
Animal Industry	Lab Tests Performed	143,758		140,000	135,000	
Animal Industry	Lab Samples Tested		98,922	100,000	100,000	
Animal Industry	Lab Packages Shipped	1,230	1,440	1,500	1,500	
Animal Industry	Number of Investigations of neglect, mistreatment or abandonment	9,400	12,345	11,000	10,500	
Brands	Head of livestock inspected	4,183,804	4,307,083	4,200,000	4,200,000	
Brands	Horse permits issued	5,253	4,839	5,000	5,000	
Brands	Lost or stolen (number of head)	527	184	175	175	
Brands	Animals returned to proper owner	80,902	69,048	70,000	70,000	
Brands	Public livestock market licenses issued	34	36	34	34	
Brands	Alternative livestock licenses issued	84	73	73	73	
Brands	Butcher/slaughter facility licenses issued	64	NA	NA	NA	
Brands	Total brands recorded	37,963	33,746	34,000	34,000	
Brands	New brands issued/new brand applications received	513	507	400	400	
Brands	Brands transferred	551	554	450	300	
Colorado State Fair	Paid attendance	490,000	497,000	517,000	527,500	
Conservation Services	Groundwater samples taken	825	680	350	350	
Conservation Services	Analytical Determinations	23,779	7,864	24,000	24,000	
Conservation Services	Inspections performed	167	124	150	149	

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Division	Measure	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
ICS	Number of warehouses licensed	39	35	35	35	
ICS	Number of commodity handlers licensed	226	227	250	250	
ICS	Number of grain warehouse exams	43	31	35	35	
ICS	Number of Farm Products dealers licensed	559	599	600	600	
ICS	Anhydrous Ammonia Tanks Inspected	1,404	1,401	1,500	1,500	
ICS	Egg Inspections	1,838	1,585	2,000	2,000	
ICS	Doz. Inspected	261,959	131,176	220,000	220,000	
ICS	Meat inspections	244	221	250	250	
ICS	Feed samples analyzed	955	986	900	1,100	
ICS	Feed determinations	5,054	5,078	4,000	4,160	
ICS	Fertilizer samples analyzed	398	382	400	425	
ICS	Fertilizer determinations	1,433	1,375	1,200	1,275	
ICS	Pesticide residue/formulation samples analyzed	271	149	175	250	
ICS	Pesticide determinations	438	487	475	480	
ICS	Groundwater samples analyzed	612	140	275	300	
ICS*	Groundwater determinations	27,874	7,864	28,875	31,500	
ICS	PDP (pesticide) samples analyzed	1328	744	720	750	
ICS	PDP (pesticides) determinations	21,344	6,696	6,480	7,500	
ICS	MDP (produce) samples analyzed	1,404	1,512	1,776	176	
ICS	MDP (bacteria) determinations	4,207	5,256	5,064	5,064	
ICS	FERN samples analyzed	N/A	180	170	175	
ICS	FERN determinations	N/A	180	170	175	
ICS	Mass Standards Tested	6,540	6,589	6,800	7,000	
ICS**	Other Standards Tested	200	152	250	250	
ICS	Tuning Forks Tested	2,575	2,868	2,900	2,900	
ICS	Laser Speed Guns Tested	515	663	550	550	
ICS***	Small Devices Tested	21,634	19,828	21,000	21,000	
ICS	Large Devices Tested	3,989	4,027	4,000	4,000	
ICS	Grain Moisture Meters Tested	215	220	200	200	
ICS***	Packaged Items Tested	30,267	29,947	30,000	30,000	
ICS***	Scanned Items Tested	86,358	57,971	65,000	65,000	

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Division	Measure	FY09 Actual	FY10 Actual	FY11 (Est.)	FY12 (Est.)	Notes
Markets	Potato inspections (cwt.)	16,670,718	17,660,290	17,500,000	17,500,000	
Markets	Other fruit & vegetable inspections (cwt.)	1,279,523	1,630,286	2,500,000	2,500,000	
Markets	Number of inspection certificates issued	22,675	26,850	27,500	27,500	
Markets	Number of companies licensed to participate in the Colorado Proud program	1,134	1,374	1,511	1,662	
Markets	Number of market order programs under administrative oversight as prescribed in CRS 35-28	9	9	9	9	
Markets	Number of companies participating in export development programs	365	397	415	430	
Markets	Number of active grant contracts requiring oversight and management	59	55	60	60	
Plants - Apiary	Inspections Performed	1	0	25	25	
Plants - Apiary	Colonies Inspected	6	0	200	200	
Plants - Apiary	Import Permits Issued	0	0	1	1	
Plants - Apiary	Bee Diseases Found	0	0	10	10	
Plants - Chemigation	Number of permits issued	4,059	4,031	4,032	4,032	
Plants - Chemigation	Number of inspections	2,076	1,798	2,016	2,016	
Plants - Chemigation	Number of work repair orders issued Number of cease and desist orders issued	195	140	200	200	
Plants - Chemigation	Number of systems properly installed and maintained	1,881	1,658	1,816	1,816	
Plants -Nursery	Number of Nursery Registrations issued (includes landscape contractors).	1,597	1,724	1,775	1,775	
Plants -Nursery	Number of Inspections Performed	525	724	800	800	
Plants - Nursery	Number of JB records inspections	0	210	300	300	
Plants - Nursery	Number of P ramorum TF inspections	13	23	25	25	

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Plants - Nursery	Volume of Nursery Stock Inspected	790,244	549,806	650,000	650,000	
Plants - Nursery	Number of Stop-Sales issued	9,486	21,301	10,000	10,000	
Plants - Nursery	Percentage of Stop-Sales.	1.2	3.8	2	2	
Plants - Nursery	Number of Complaints received and resolved.	1	1	2 of 2	2 of 2	
Plants - Organic	Number of Licenses	201	208	215	225	
Plants - Organic	Number of Inspections	201	208	215	225	
Plants - Organic	Number of Residue Samples	0	3	5	5	
Plants - Phyto	Fields Inspected	103	104	100	100	
Plants - Phyto	Acres Inspected	1,871	1,979	1,900	1,900	
Plants - Phyto	Storage Inspections	115	164	150	150	
Plants - Phyto	JB site certification	0	67	70	70	
Plants -Phyto	Export Phytosanitary Certificates Issued	3,112	4,258	4,300	4,300	
Plants - Seed/Greenhouse	Seed Registrations	1,109	1,098	1,050	1,050	
Plants - Seed/Greenhouse	Seed Inspections	344	545	700	700	
Plants - Seed/Greenhouse	Seed Samples	301	301	301	301	
Plants - Seed/Greenhouse	Number of lbs. of seed sampled	1,819,885	988,741	1,000,000	1,000,000	
Plants - Seed/Greenhouse	Number of sampled Seed Cease and Desist orders	28	12	30	30	
Plants - Seed/Greenhouse	Number of lbs. of sampled seed under Cease and Desist Order	245,781	251,953	225,000	225,000	
Plants - Seed/Greenhouse	Percent of Sampled Seed under Cease and Desist Order	13.50%	2.60%	8.80%	8.80%	
Plants - Seed/Greenhouse	Total Seed Cease and Desist Orders	211	207	300	300	
Plants - Seed/Greenhouse	Greenhouse Inspections	101	101	101	101	
Plants - Seed/Greenhouse	Quarantines	3	4	4	4	
Plants - Seed/Greenhouse	Quarantine Enforcement Actions	3	2	1	1	
Plants - Weed Free	Number of Fields Inspected	636	625	650	650	
Plants - Weed Free	Number of Acres Inspected	31,732	29,352	30,000	30,000	
Plants - Pesticide Registration	New Applications for registration	1,282	1,223	1,400	1,400	
Plants - Pesticide Registration	Products Renewed	10,447	10,422	9,000	9,000	
Plants - Pesticide Registration	Total Products processed	11,729	11,645	10,400	10,400	
Plants - Pesticide Registration	Pesticide retail/wholesale	295	291	600	600	

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	inspections					
Plants - Pesticide Registration	Total number of pesticide product Cease and Desist Orders (CDO's) Issued	279	47	400	400	
Plants - Pesticide Registration	Issued CDO's for unregistered pesticide products	191	31	200	200	
Plants - Pesticide Registration	Registration applications resulting from CDO for "unregistered pesticide"	20	0	40	40	
Plants - Pesticide Registration	New 24C requests approved	6	5	5	5	

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