

Strategic Policy Initiatives

This annual performance evaluation reports on the Department of Agriculture’s progress toward achieving the Strategic Policy Initiatives (SPIs) as identified in its FY19 Performance Plan. These initiatives reflected the Department’s strategic and operational priorities, and the overall direction that had been identified by leadership for FY16 – FY19. The updates included in this report are as of October 15, 2019. Additional detail for these SPIs is available in the Department’s Performance Plan, which may be accessed [here](#).

SPI 1 – Enhance Coloradans’ Understanding of Agriculture

As Americans have become further removed from farming and ranching, it has been increasingly important for agriculture to “tell its story.” This is especially true here in Colorado where significant population growth has occurred across all generations and there is an increasing desire among consumers to shape today’s broader conversation about food. Fostering public attitudes and policy favorable to the long-term sustainability of Colorado’s food and agriculture value chain hinges on creating broader public awareness and understanding of agriculture. Strategies implemented by the Department have included:

- 1) Communicating information about Colorado agriculture and Department programs to the public and media;
- 2) Informing Coloradans about food and agricultural products grown, raised, or processed in Colorado; and
- 3) Showcasing Colorado agriculture to attendees of the annual Colorado State Fair.

SPI 2 – Improve the Customer Service Experience for the Department’s Stakeholders

Colorado’s farmers, ranchers and others that conduct business with the Department expect top-level customer service and their business transactions to be handled efficiently and effectively. Several key strategies have been implemented to enhance customer service and drive operational efficiencies. These have included:

- 1) Developing AgLicense to enable our customers to apply or renew and pay for their licenses, registrations, and inspections through an online application;
- 2) Completing consolidation of staff and operations from five Denver metro locations into a single complex located in Broomfield; and
- 3) Conducting LEAN analyses to drive operational efficiencies.

SPI 3 – Increase Marketing and Sales Opportunities, as well as Profitability, throughout Colorado’s Food and Agriculture Value Chain

Colorado’s food and agriculture value chain generates an estimated \$50 billion of direct economic activity annually and is one of the state’s most important economic drivers. Helping Colorado’s food and agricultural suppliers to increase marketing and sales opportunities, which in turn, promotes incremental growth in economic activity, has been accomplished through strategies including:

- 1) Connecting Colorado food and agricultural suppliers with international buyers;
- 2) Promoting animal health throughout Colorado’s livestock herd; and
- 3) Providing inspections, promotions, verifications, and other resources to help food and agricultural suppliers support marketing claims and enhance marketing opportunities.



SPI 1 – Enhance Coloradans’ Understanding of Agriculture

The desired future outcome is that Coloradans’, as measured by the Department’s survey of *Public Attitudes about Agriculture in Colorado*, remain supportive of Colorado agriculture. Analysis of findings from core questions suggests Coloradans’ remain highly supportive of agriculture. 95% believed it’s important to maintain land and water in agricultural production with 68% indicating water for agricultural production should be a priority in a dry year; 90% of respondents reported agriculture contributes to the quality of life in Colorado; and 83% believed the foods produced by Colorado farmers and ranchers are safe. As this survey is conducted every five years, with the most recent being in the fall of 2016, the Department also tracks several Leading Indicators directly relating to its outreach and communications strategies.

| Key Strategies & Major Program Area | Leading Indicators | | | | | | | |
|--|--|-------------|-------------|-------------|-------------|-------------|-------------|-----------|
| | Measure | FY15 Actual | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Actual | FY19 Goal | FY21 Goal |
| Public outreach and communications (Commissioner’s Office) | # (million) of media impressions | NA | NA | NA | NA | 47.6 | See Note #1 | NA |
| | # (million) of website page views | NA | NA | NA | NA | 2.6 | | NA |
| | # of Department Facebook followers | 3,115 | 3,953 | 5,106 | 6,251 | 7,387 | 7,036 | 9,146 |
| State and local marketing programs (Markets Division) | % of targeted consumers aware of the Colorado Proud logo ² | 85% | 86% | 83% | 72% | 70% | ≥80% | ≥80% |
| | % of targeted consumers reporting the purchase of Colorado food and agricultural products ³ | 89% | 86% | 83% | 79% | 83% | ≥80% | ≥80% |
| | # of Colorado Proud Facebook “likes” | 2,942 | 3,198 | 3,861 | 5,358 | 5,613 | 6,000 | 7,500 |
| Educational exhibits and youth programs (State Fair) | % of attendees who learned something new about agriculture | NA | 41% | -- | 50% | -- | -- | ≥50% |

- 1) Methodologies used for media tracking and website analytics were revised at the beginning of FY19 making previously collected data non-comparable. Data for FY19 will become the baseline for setting goals for FY20 and beyond.
- 2) Earlier surveys reported awareness at 59% for FY09, 67% for FY10, 68% for FY11, 76% for FY12, 81% for FY13, and 78% for FY14. Consumer advertising was not a significant element of the FY18 and FY19 Colorado Proud promotional mix and is believed to have contributed to the lower awareness levels. The most recent survey reflecting the summer and fall 2019 (FY20) promotional campaign reported an increase in awareness to 75%.
- 3) Earlier surveys reported the percent of consumers purchasing Colorado food and agriculture products at 77% for FY09, 84% for FY10, 84% for FY11, 84% for FY12, 81% for FY13, and 85% for FY14.



SPI 2 – Improve the Customer Service Experience for the Department’s Stakeholders

The desired longer-term outcome is for the Department’s customer satisfaction rating, as measured by a survey of stakeholders, to always exceed 90%. A January 2018 survey reported 95% of stakeholders describing their experience with the Department as either excellent or good. This 95% satisfaction rating marked a significant increase over previously recorded benchmarks of 86% in January 2016 and 84% in February 2014. This survey has generally been conducted every two years making it important that the Department more regularly track Leading Indicators of progress toward key customer service strategies as outlined below.

| Key Strategies & Major Program Area | Leading Indicators | | | | | | | |
|--|--|-------------|-------------|-------------|-------------|-------------|-----------|-----------|
| | Measure | FY15 Actual | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Actual | FY19 Goal | FY21 Goal |
| AgLicense (Commissioner’s Office) | Cumulative # of programs successfully completing renewal applications and/or inspections online using AgLicense ¹ | 9 | 15 | 19 | 19 | 19 | 23 | 23 |
| Office consolidation (Commissioner’s Office) | Progress toward completion of two-stage office consolidation project (stage completed) ² | 1 | 1 | 1 | 1.5 | 2 | 2 | NA |
| LEAN analysis of processes (Commissioner’s Office and Major Program Areas) | Cumulative # of LEAN analyses implemented resulting in process improvements ³ | 1 | 4 | 11 | 18 | 32 | 21 | 35 |

- 1) See Appendix A for a complete listing of the programs using AgLicense. No new programs have been added to the AgLicense platform since FY17. Rather, the Department has focused on increasing functionality, including adding inspection and enforcement capabilities, for the programs utilizing the AgLicense platform. More recently, risks relating to the AgLicense vendor and licensing were introduced to the project stopping further development. Those issues have since been resolved and the Department is back on a path toward full implementation by FY21.
- 2) Construction of the new laboratory was fully completed in Q4 of FY19.
- 3) See Appendix B for a complete listing of completed process improvement projects.



SPI 3 – Increase Marketing and Sales Opportunities, as well as Profitability, throughout Colorado’s Food and Agriculture Value Chain

The longer-term desired outcome was to affect annual cash receipts to Colorado farmers and ranchers from agricultural production such that Colorado outperforms the broader U.S. benchmark. The most current data (as of August 2019) from USDA’s Economic Research Service reports cash receipts to Colorado’s farmers and ranchers increased from \$6.9 billion in 2017 to \$7.1 billion for 2018 – an increase of 3% as compared to a 1% increase at the national level. Some of the increase in cash receipts is the result of sales from Colorado’s 2017 record corn crop carrying over into 2018. Aside from 2016, Colorado has outperformed the national benchmark every year since 2014.

| Key Strategies & Major Program Area | Leading Indicators | | | | | | | |
|--|---|----------------------|---------------------|-----------------------|-----------------------|-----------------------|--------------|--------------|
| | Measure | FY15 Actual | FY16 Actual | FY17 Actual | FY18 Actual | FY19 Actual | FY19 Goal | FY21 Goal |
| Export promotions (Markets Division) | % of suppliers reporting an increase in existing business or believe they will develop new business as a result of participating in the promotion(s) ¹ | NA | 81% | 82% | 84% | 87% | ≥80% | ≥80% |
| Disease surveillance and traceability and Livestock disease testing (Animal Health Division) | Colorado’s regulatory status relating to animal health | Disease-free | Disease-free | Disease-free | Disease-free | Disease-free | Disease-free | Disease-free |
| Inspection, promotion, verification, and other programs that help food and agricultural suppliers to enhance marketing opportunities and support marketing claims ² | # of operational processes that are meeting performance targets | 2 of 2 -- 100% | 5 of 6 -- 83% | 11 of 12 -- 92% | 10 of 13 -- 77% | 10 of 14 -- 71% | ≥10 | ≥10 |

- 1) FY16 data reflects post-activity reports from 90 of 124 suppliers that participated in 14 export promotions conducted by the Department in FY16. FY17 data reflects reports from 74 of 92 suppliers that participated in eight promotions. For FY18, 104 companies participated in eleven promotions implemented by the Department with 76 responding and 64 indicating an increase in existing sales or the expectation of developing new business. For FY19, 76 companies have participated in 10 CDA activities. 63 have responded to follow up surveys and 55 indicated either new or increased sales.
- 2) See Appendix C for a complete listing of the 14 programs that roll-up to support this strategy. While the Department met its aggregate goal, General Entry, Livestock Competition, Organic Certification, and Local & Statewide Marketing programs did not meet performance targets for FY19.



Ambitious Customer Service Goal – AgLicense

New to the Department’s FY19 Performance Plan was the introduction of an Ambitious Customer Service (ACS) goal relating to AgLicense. When fully developed, AgLicense will enable customers of 23 programs from across multiple divisions of the Department to apply or renew and pay for their licenses, registrations and inspections through an online application intended to improve operational efficiencies and enhance customer service.

The longer-term desired outcomes are to improve Department operational efficiencies and enhance customer service. As measured through a customer service survey, the Department’s goal was to attain a favorable rating of 80% or higher relating to AgLicense. Compared to the benchmark survey conducted in early 2018, this rating for 2019 declined from 78% to 72%. Although this key rating declined, usage of the site remained around 80% but more importantly, customers reported taking less time to complete their business on AgLicense and calls to the AgLicense Help Desk decreased significantly.

| Key Strategies | Leading Indicators | | | |
|--|--|---------------|--------------------------------------|-----------------|
| | Measure | FY18 Actual | FY19 Actual | FY19 Goal |
| Expanding user feedback channels and incorporating recommended improvements | Average time spent online by users renewing their license(s) during the annual renewal period of November to April | 15-30 minutes | 13-25 minutes (a decrease of 14%) | Decrease of 20% |
| Communicating renewal information to users earlier, extending renewal periods, providing more and clearer guidance, and sending of frequent electronic reminders to users throughout the renewal process | # of calls to the AgLicense Help Desk during the annual renewal period of November to April | 1,800 | 296 (a decrease of 84%) | Decrease of 25% |

FY19-20 Performance Plan

Strategic Policy Initiatives

Reflecting priorities of the Polis Administration, the Department has adopted new strategic policy initiatives for FY20 and beyond. These SPIs (or Wildly Important Goals – WIGs) will chart the Department’s path over the next 12-36 months. The Department’s newly-identified WIGs evolve around: 1) Supporting the next generation of farmers and ranchers; 2) Scaling-up high-value agriculture and diversifying market opportunities; and 3) Promoting and incentivizing soil, water, and climate stewardship. Enhancing Coloradans’ understanding of agriculture and improving customer service remain integral to the work of the Department. The new WIGs capture the key areas of focus of the Department’s leadership team and offer compelling goals to stakeholders and the Department’s employees.

Strategies and Operational Measures

Specific strategies and tactics have been developed to support each of the WIGs and leading indicators identified to measure progress toward goals. These strategies, tactics, and measurable goals are fully outlined in the Department’s FY20 Performance Plan.



Appendix A – Programs Utilizing AgLicense

| | | | | |
|------------------------------|---------------------------------|------------------------------|--------------------------------|-------------------------|
| Anhydrous Ammonia | Aquaculture | Certified Weigher | Commercial Feed | Commodity Handler |
| Custom Meat Processor | Device Service Provider | Egg Dealer | Farm Products | Fertilizer Manufacturer |
| Home Food Service Plan | Nursery Registration | Organic Certification | Pet Animal Care Facilities Act | Pesticide Products |
| Pesticide Sensitive Registry | Restricted Use Pesticide Dealer | Scales and Measuring Devices | Seed Registration | |

Appendix B – Completed Process Improvement Projects

| | | | | |
|---|---|--|---|---|
| Changing Bureau of Animal Protection processes to make it easier to track all agents and their agency, their training, their renewal applications, and photos | Evaluation of contracting and procurement processes in CORE, grants management, and accounts receivables in the Business Operations unit (<i>counts as 3</i>) | Enhanced customer service for brand inspection including Electronic Permanent Travel Cards for Horses, Microchip reading service and electronic payments | Streamlining of regulatory programs and rebalancing of inspector workloads in the Inspection & Consumer Services (ICS) division | Evaluation of processes within the Business Operations unit and ICS for making customer refunds and tracking of refunds |
| Evaluation of processes for making Rocky Mountain Regional Animal Health Laboratory (RMRAHL) lab test results available online | Evaluation of continuing education recordkeeping for the Pesticide Applicator program in the Plant Industry division | An evaluation and mapping of the process for assignment of noxious weeds in the Conservation Services division | Evaluation and mapping of fruit and vegetable inspection processes in the Markets division | Executing the Feed and Fertilizer sampling plan by Inspection and Consumer Services field programs. |
| Streamlining of State Conservation Board direct assistance programs in the Conservation Services division | Evaluation of 5S activities for pesticide sample receiving by the ICS biochemistry laboratory | Streamline the Dangerous Dog process to make it easier to report and begin investigations | Business Operations process improvement involving the Grant Receiving Report | Conservation Services effort to revamp the “Request a Bug” program |
| Biochemistry Lab ordering and inventory system | BioChemistry Laboratory Inventory Management System | SOP Development and Management for Inspection and Licensing | Metrology Relocation and Customer Support | Metrology Records Management System |
| Electronic Livestock Inspection Certificate Project | Moving Alternative Livestock to USAHerds | PACFA Advisory Committee Appointment Process | PACFA Review Process for New Applications | Program-based budgeting (w/ Business Ops) |
| PACFA Enforcement Action Review | Sample Collection and Tracking | Industrial Hemp Workload Report | PACFA renewal process | AgLicense Customer Service |

Appendix C – Programs which Support the Strategy aimed at Enhancing Marketing Opportunities and Supporting Marketing Claims

| | | | | |
|---|--|--|--------------------------------------|---|
| Fruit and Vegetable Inspection/Markets (FY15) | Export Certification/Plant Industry (FY15) | Audit Verification of Food Safety Practices/Markets (FY16) | Market News Reporting/Markets (FY16) | Weed Free Forage/Conservation Services (FY16) |
| Market Order Programs/Markets (FY16) | Business Development/Markets (FY17) | Local and State Marketing Programs/Markets (FY17) | Trade Development/Markets (FY17) | Wine Promotion/Markets (FY17) |
| Organic Certification/Plant Industry (FY17) | Livestock Competitions/State Fair (FY17) | Specialty Crop Block Grant Program/Markets (FY18) | General Entry/State Fair (FY19) | |