



**COLORADO**  
**Department of Agriculture**  
2019-2020 Performance Plan

**CDA**

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## Message from the Commissioner

Colorado is powered by agriculture. It is the connective tissue of our communities and a cornerstone of our state.

The challenges facing agricultural producers are deeply complex. Farmers and ranchers, young and old are up against low commodity prices, impacts of ongoing trade disputes, persistent water-related stress, labor shortages, years of falling net farm income, a changing climate, and high rates of suicide. It is critical to galvanize our support in order for agriculture to remain among the top economic drivers in the state and for farmers and ranchers, no matter their background, to sustain a life on the land.

As Commissioner, it is my responsibility to direct the service, regulatory and advocacy resources of the Colorado Department of Agriculture and steer us in a direction that builds on our strengths, supports our resolve, and champions all who we serve. In the following pages, our team has outlined the department's path over the next 12-36 months. This plan does not encompass everything we do at the department, nor does it preclude our other important work. It does center on shared, agency-wide priorities and presents goals that we can affect, measure and report on over a short period of time.

Emphasizing efficient government, strategic partnerships and excellent working relationships with our partners are priorities across all of our work at the department. As you read this, I hope you'll gain a better understanding of the energy and resources we'll give to both new and existing efforts in the coming year, and how we are working strategically to support Colorado agriculture.

**Kate Greenberg**

**Colorado Commissioner of Agriculture**

# Department Description

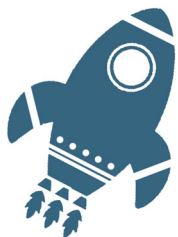
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When thinking about colorful Colorado, outdoor adventure and the Rocky Mountains usually spring to mind. However, nearly half of the state's 66 million acres are dedicated to farms and ranches. From the plains to the high country, Colorado has some of the most productive and abundant agricultural land in the nation.

Colorado is as diverse in agricultural production as in geography. Cattle and calves, corn, wheat, hay, and dairy dominate as the Centennial State's leading agricultural commodities. We also grow traditional row crops, melons and peaches, hemp, sunflowers, grapes and mushrooms; we raise bison, sheep and poultry; and we support a thriving green industry. The Colorado Department of Agriculture (CDA) supports all of Colorado's producers and protects consumers by performing a variety of different functions.



Our services including: Regulation and certification of the livestock industry, including brand inspection; certification of organic crop and livestock production; regulation of the use of pesticides and pesticide applicators; administration of inspection and consumer services programs; protection of animals and pet care facilities; provision of conservation stewardship services across the state; regulation of industrial hemp; promotion of Colorado's agricultural industries; and administration of the State Fair and fairgrounds.



## Mission

The mission of the Department of Agriculture is to strengthen and advance Colorado agriculture; promote a safe and high-quality food supply; protect consumers; and foster responsible stewardship of the environment and natural resources.



## Vision

Our vision is that Colorado agriculture be strong and vibrant, a key driver of the state's economy, and recognized worldwide for its safe and abundant supply of high-quality food and agriculture products.

# Environment

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Colorado has abundant fertile lands, precious natural resources, and dedicated and hardworking farmers and ranchers. Agriculture is one of the top drivers of our economy and is essential to who we are as a state.

## **Supporting the next generation of farmers and ranchers.**

The population and demographics of our state continue to change. These changes affect Colorado's agricultural industry in two significant ways. The first dynamic is that more people are choosing to call Colorado home. Population growth is an opportunity for Colorado. Surveys show consumers are interested in buying locally grown or raised products. Programs like Colorado Proud help consumers identify food and agriculture products that are grown, raised or processed in Colorado and help create markets for Colorado's farmers, ranchers and food companies. At the same time, population growth and the development that comes with it can threaten agricultural production. The amount of high quality, arable land available is under pressure. The second dynamic arises from shifts in the make-up of farming communities themselves. The average age of farmers continues to rise, and fewer young people are entering agriculture.

## **Scale-Up High-Value Agriculture and Diverse Market Opportunities**

Following record high commodity prices and farm income early in the decade, Colorado farmers and ranchers have experienced a prolonged period of significantly lower prices. Projected net farm income for 2019 is about half of what it was in 2012, creating increased stress and decreasing key farm financial ratios. Exports, while topping \$2 billion in 2017, have faced some uncertainty due to ongoing trade disputes and negotiations with key customers such as Canada, China, Japan, and Mexico. So far, in the 2019 growing season, grass conditions for cattle have improved, and spring rains and good weather have shown Colorado's grain crops, fruits and vegetables to be progressing well. Colorado is completely free of drought for the first time in years, but farmers and ranchers are aware the situation can shift rapidly.

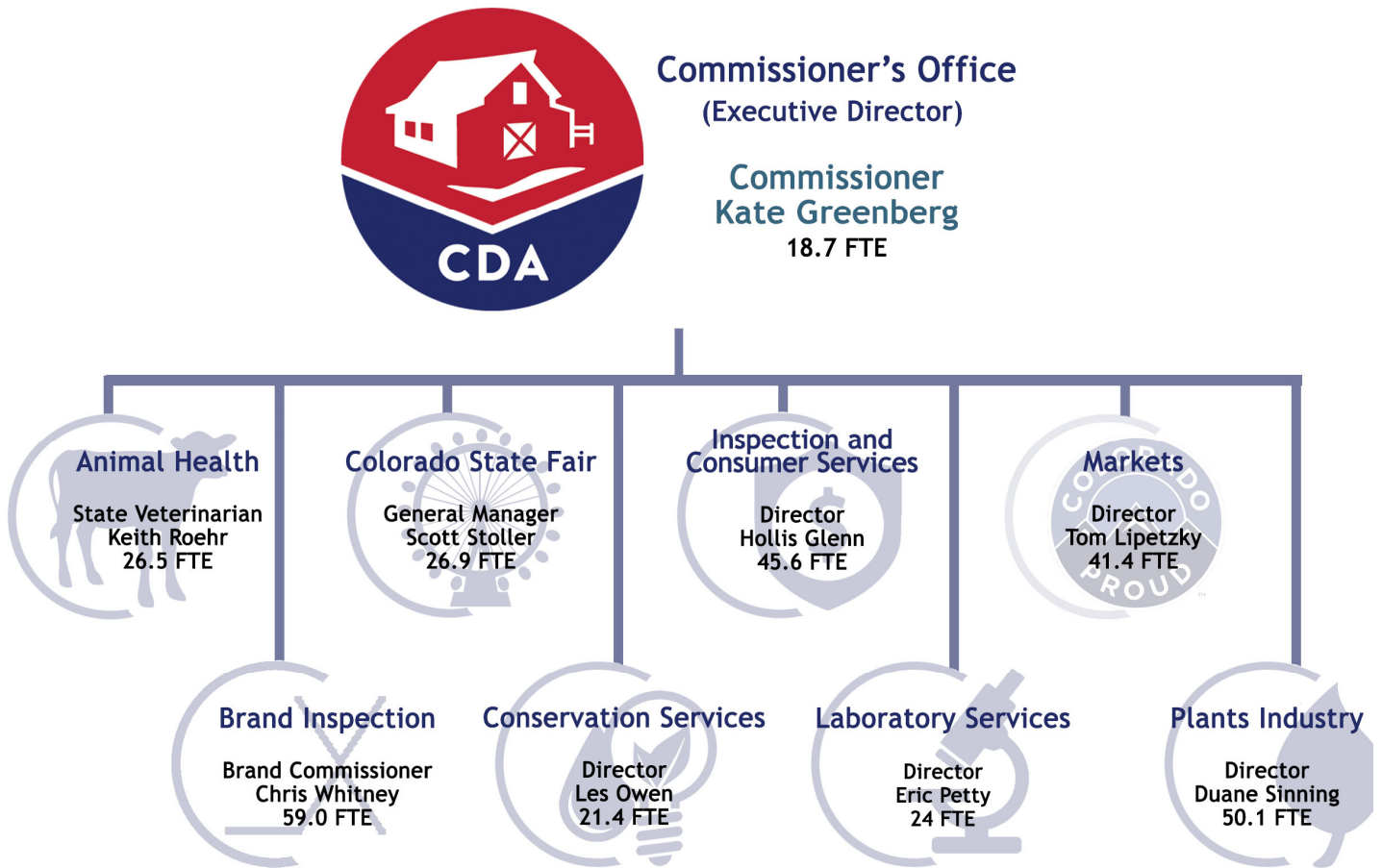
Additional factors could hurt global economic growth and slow Colorado's economy. To offset this, Colorado continues to invest and develop high-value agriculture markets, including industrial hemp and organic agriculture. In 2015, Colorado established a state-licensed industrial hemp pilot program and promotes hemp as an agricultural commodity. A wide range of products, including fiber, textiles, paper, construction, insulation materials, cosmetic products, food, and beverages can be produced from hemp. Colorado was the first to implement a certified industrial hemp seed program and one of a few states to begin a commercial hemp program.

The 2018 Farm Bill legalized hemp and now allows states to have regulatory programs for growing industrial hemp. Governor Polis has made it a priority for Colorado to remain an innovating force in the promotion of this high-value agricultural commodity. In response, CDA is collaborating with leading state, local, and tribal agencies, as well as industry experts in cultivation, testing, research, processing, finance and economics to establish a statewide initiative known as the Colorado Hemp Advancement and Management Plan (CHAMP). This is a unique opportunity to establish a comprehensive blueprint for how the state will not only manage but also advance this emerging industry by examining the entire supply chain from cultivation to market, and the steps in between.

## **Promoting and incentivizing soil, water, and climate stewardship.**

Farmers and ranchers are among the best stewards of the environment. At CDA, we are excited to continue supporting farmers and ranchers in their leadership while also doing more as an industry. Climate change poses a significant threat to agriculture. We face warming temperatures, erratic weather events, and increased water scarcity. To adapt, producers are embracing innovation and sustainability through enhanced soil health, improved water conservation and efficiency, and new technology. These climate-smart solutions not only help producers adapt, they also help situate farmers and ranchers as leaders in climate change mitigation.

# Organizational Chart

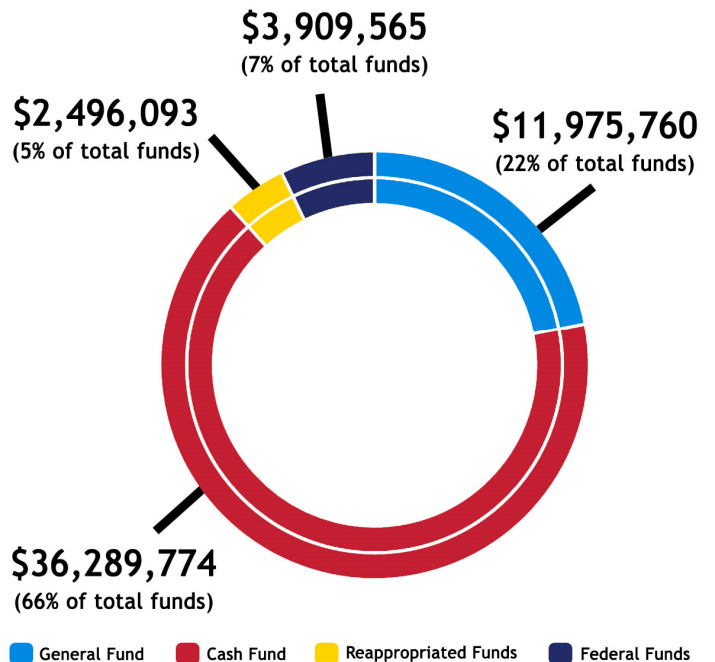


## Appropriation

In recent years, the regulation of pesticide use on marijuana and hemp production and the growth of hemp registrants in Colorado has had an impact on CDA. We also realized an increase in appropriations to support the Colorado State Fair, and the promotional programs of the Markets division.

Cash funds support the majority of expenditures for the Department and these appropriations respond to changes in workload for products or services associated with specific cash funds. The Department's three largest cash funds are the State Fair Cash Fund, Brand Inspection Cash Fund, and Plant Health, Pest Control, and Environmental Protection Cash Fund.

Total Department FTE and budget breakdown (based on FY 2019-20 appropriations)	
294.9	Total FTEs
\$54,671,192	Total Funds
\$11,975,760	General Fund
\$36,289,774	Cash Fund
\$2,496,093	Reappropriated Funds
\$3,909,565	Federal Funds



# Commissioner's Office



The Commissioner's Office is home to the agency's financial management, legislative, human resources, communications, process excellence, continuity of operations plan, and information technology teams. We work together to provide leadership and operational support to CDA's divisions of Animal Health, Brand Inspection, Inspection and Consumer Services, Colorado State Fair, Conservation Services, Laboratory Services, Markets, and Plant Industry.

Our office supports Colorado's entire agriculture industry by working with local, state and federal agencies and providing assistance, support, and information to and about the agricultural community. A large portion of our day-to-day work is advocating for CDA stakeholders on a multitude of diverse issues including federal farm legislation, water policy, food safety, animal welfare, and environmental rules and regulations.

We lead CDA's rural mental health awareness and support initiative through a partnership with Colorado Crisis Services and we work with schools and youth ag education and outreach organizations in support of their ag-related activities. Our staff pro-

## Who we serve daily

- Agriculture community
- Department divisions
- Industry stakeholders
- Local, state and federal agencies
- Media
- Public

motes public awareness through CDA's website, newsletter, printed materials, events, sponsorships and collaboration with diverse media across all regions of the state. Our team members research and implement the latest software and hardware technologies for the Department, manage our crisis plan, improve efficiencies, provide policy education, manage the budget and oversee human resources for nearly 300 employees.



## Process Highlight- Completing our Office Consolidation Project

Phase one of CDA's Office Consolidation Project, completed in May 2014, merged the Animal Health, Brands, Commissioner's Office, Conservation Services, Markets, and Plant Industry divisions into one location. Phase two of construction, completed in April 2019, created a state-of-the-art facility for the Inspection and Consumer Services division, Biochemistry Laboratory, Metrology Laboratory, and the Rocky Mountain Regional Animal Health Laboratory. The project met the Department's goal of consolidating staff from five Denver metro offices into a single property in Broomfield's Interlocken Business Park. Benefits of the consolidation are many and far-reaching, including the elimination of employee travel between offices, a single delivery location, efficient meetings, enhanced employee interaction, and much more.



## Division Descriptions

Under the direction of the Commissioner of Agriculture, the employees of the Colorado Department of Agriculture are proud to serve you through the following divisions.



# Animal Health Division



The Animal Health Division works in close cooperation with livestock producers and veterinary medical organizations, as well as other state and federal agencies, to promote the health, welfare, and marketability of Colorado livestock. We provide livestock disease prevention and control, animal disease traceability, coordination of livestock emergency incident preparedness and response, disease surveillance, collaboration toward predator control services, licensing of aquaculture facilities, and oversee the Bureau of Animal Protection.



## Who we serve daily

- Companion animal owners
- Livestock
- Livestock producers
- Veterinarians

## Process Highlight– Animal Disease Traceability

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of animal disease traceability performance measures conducted that meet USDA traceability standards	100%	100%	100%	100%	100%	100%
% of disease traceability investigations determining the ownership of the diseased animal(s) within one business day	90%	95%	94%	100%	100%	100%
% of disease traceability investigations determining the movement of diseased animals within seven business days	100%	100%	94%	100%	100%	100%
Average hours to determine in what state an imported animal was officially identified	10	1	<1	<1	2	2
Average hours to determine the location in the state at which the animal was officially identified	15.9	5	1	1	2	1
Average hours to determine from what state an animal was shipped	12.6	3	<1	1	3	2
Average hours to determine from what location within the exporting state an animal was shipped	15.1	3	<1	1	4	2

## Process Improvement Efforts

- In 2018 we evaluated our Bureau of Animal Protection program and made changes that resulted in more efficient and effective data retrieval. This new process makes it easier to track all agents, training, applications, and photos, which allows us to print and issue their identification cards more quickly.

# Brand Inspection Division



The Brand Inspection Division inspects and verifies ownership of approximately four million head of livestock annually, investigates cases of stolen or missing livestock and assists in their recovery and return, and assists in criminal prosecutions as necessary.

We have been part of Colorado's history in one form or another since 1865. Brand inspection serves several important purposes, including deterring theft, facilitating commerce, protecting livestock producers and lenders, providing accurate tracking of livestock movements for use in disease traceability, facilitating the return of stolen or stray livestock, and helping keep the livestock industry healthy and viable. Our job is to protect Colorado's more than \$4 billion livestock industry from loss by theft or straying.

We also record and administer approximately 32,000 livestock brands, license public livestock markets and certified feedlots, inspect and verify ownership of alternative livestock (i.e., domestic elk and fallow deer), and inspect and license approximately 55 alternative livestock facilities.

## Who we serve daily

- Livestock (bovine, equine, sheep) owners, buyers, and transporters
- Law enforcement agencies
- Feedlot operators
- Alternative livestock owners and buyers



## Process Highlight– Brand Inspection

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of inspections conducted in compliance with statute and regulations	99%	99%	99%	99%	100%	100%
Maximum acceptable # of inspections that result in a disputed legal action	1	2	1	0	<5	<5

## Process Improvement Efforts

- In 2018 we enhanced customer service for brand inspection through the creation of permanent electronic travel cards for horses, micro-chip reading service, and electronic payments.

# Colorado State Fair



The Colorado State Fair (CSF) began in 1869 as a horse exhibition before Colorado was officially a state. We are a Colorado-owned resource located in Pueblo that provides a year-round, multi-use facility to serve local, regional, and state needs.



The grounds are booked year-round for a variety of exhibitions and activities such as consumer shows, conventions, conferences, live stage and arena shows, livestock expositions, sports tournaments, and private celebrations. These events help the Colorado State Fair Board Authority operate these historic grounds in a fiscally effective and efficient manner.

The CSF has canceled only once during its entire history, in 1917, during World War I when the Fairgrounds' horse stables and space offered an ideal training facility for the Army National Guard.

## Who we serve daily

- Colorado State Fair attendees and volunteers
- Competitive exhibits participants
- Affiliated non-profits such as the Fiesta Committee and Fair Foundation
- Facility renters

Since then, the Colorado State Fair has become the largest summer event in the state offering families a taste of the state's vibrant and diverse agriculture, industry, and culture. The annual 11-day event in late summer attracts, on average, more than 475,000 people who come to have fun, be entertained, and learn about all things agriculture.

Driven primarily by Colorado youth enrolled in 4-H and Future Farmers of America (FFA) programs, the fair highlights the best of the best in livestock, equine, horticulture, and general project areas like leather crafts and leadership, shooting sports, STEM projects, and many more. In addition to the youth education projects, the CSF entertains attendees with rodeos and concerts, livestock shows, horse shows, and carnival.



## Process Highlight– Increasing non-fair related facility rentals

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
Effective utilization rate of the State Fair facilities using a revenue-based analysis	54%	58%	72%	40%	65%	65%
Annual revenues generated from non-fair rentals (\$1,000's)	\$687	\$699	\$602	\$328	\$625	\$650

# Conservation Services Division

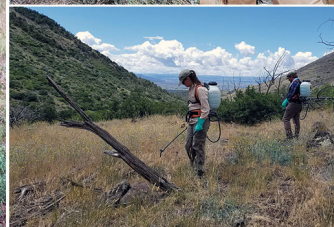


The Conservation Services division provides leadership relating to land and resource management issues, including federal lands.

We're comprised of seven programs - Agricultural Chemicals and Water Quality Protection, Agricultural Energy, Biological Pest Control located in Palisade, Chemigation, the Colorado State Conservation Board (CSCB), Noxious Weed Management, and Weed Free Forage. Together, these programs provide technical and financial support, leadership and coordination, and regulatory oversight to public/private landowners and agricultural businesses statewide on an array of natural resource management challenges.

## Who we serve daily

- Agricultural producers and processors
- USDA NRCS-Colorado
- Colorado Energy Office
- Conservation districts
- Farmers, ranchers, and other private landowners
- Local, state and federal land management agencies
- Pesticide and fertilizer dealers
- Pesticide applicators
- Landowners
- Local governmental subdivisions



## Process Highlight– Colorado State Conservation Board

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of conservation districts participating in the Matching Grants and District Conservation Technician programs that meet all contractual obligations	95%	95%	100%	100%	95%	95%
% of conservation district audits, reports, budgets submitted and meetings/elections conducted in compliance with state laws	90%	91%	96%	97%	90%	90%

## Process Improvement Efforts

- We evaluated our State Conservation direct assistance program to improve customer service through our direct grant process to Conservation Districts, the CSCB, and the legislature. This project included leading a sub-committee, working with the CSCB and partner representatives to evaluate our statutory requirements for Conservation Districts and investigating customer pain points within our grant application procedure (application, review and allocation). The improved process provides districts with a document that has multiple uses without requiring more time and red tape while adequately allocating the grant.
- We used several process improvement events in our Noxious Weed Program, including a stakeholder workshop, to map our current process and develop a framework for decisions to place plant species on either the A, B, or C list, move to another classification, or de-list.

# Inspection and Consumer Services Division



The Division of Inspection and Consumer Services (ICS) provides economic protection to agricultural producers and ensures that Colorado consumers receive products that are safe, properly labeled, and sold with integrity.

We regulate animal feed, fertilizer, anhydrous ammonia, compost, farm products dealers, commodity handlers/grain warehouses, pet animal care facilities, scales and other measuring devices, pricing and package weight accuracy, eggs, custom meat plants, and wild game processors. Additionally, we serve as the lead for implementation of the Produce Safety Rule of the Food Safety Modernization Act.

Our primary goals are consumer protection, promotion of equity in the marketplace, and animal and human health and safety.

## Who we serve daily

- Public
- Feed manufacturers and distributors
- Entities and producers utilizing measurement standard devices in commercial transactions
- Fertilizer manufacturers and distributors
- Pet animal care facility owners and operators
- Meat producers and processors
- National and local egg producers and sellers
- Farm product dealers and agents
- Commodity handlers and warehouses



## Process Highlight– Colorado State Conservation Board

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of facilities inspected annually	92%	95%	78%	57%	90%	90%
% of complaints investigated and closed	88%	80%	87%	75%	85%	90%

## Process Improvement Efforts

- We created and executed the Feed and Fertilizer sampling plan.
- We streamlined regulatory programs and rebalanced inspector workloads to increase compliance and focus staff resources.

# Laboratory Services Division



In early 2019, the Department consolidated staff in the Denver metro area into a single campus in Broomfield. This allowed CDA to create the Division of Laboratory Services, which now consists of the Animal Health, Biochemistry, and Metrology laboratories.

The data we produce serves many agriculture industries, law enforcement, veterinarians, and consumers in addition to supporting the regulatory efforts of the Department’s divisions.

Our mission is to conduct accurate, timely and legally defensible chemical, microbiological and instrumental analysis of animal health samples, pesticides, fertilizer, animal feeds, ground and surface waters, industrial hemp, and marijuana in addition to serving as the primary source of measurement standards for the Department and providing volume and mass calibrations for CDA field inspectors, Department of Labor and Employment and other external customers.

## Who we serve daily

- Pharmaceutical and marijuana companies
- Veterinarians and livestock producers
- Law enforcement agencies
- Device service providers
- Other state agencies
- Private laboratories
- US Department of Agriculture
- US Food and Drug Admin.
- US Environmental Protection Agency
- CDA divisions



## Process Highlight– Laboratory Services

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
Average turnaround time in days from sample receipt to reporting results for serology tests performed by the Animal Health Laboratory	1	1	1	1	1	1
Average turnaround time in days from sample receipt to reporting results for molecular tests performed by the Animal Health Laboratory	2	3	2	2	2	2
% of customers rating the quality of the BCL services provided as satisfactory	78%	89%	95%	96%	100%	100%
% of mass and volume calibrations completed within 15 business days	80%	89%	93%	85%	100%	100%
% frequency of law enforcement calibrations completed within five business days	96%	95%	98%	98%	100%	100%

## Process Improvement Efforts

- To operate the Biochemistry Laboratory (BCL) we must frequently order and maintain an inventory of supplies. Efficient management of consumable inventory is important for controlling operating expenses and avoiding any stoppage of work due to inventory issues. Through a lean project, we implemented an Inventory Management System to improve inventory control, reduce ordering errors, and supply costs. BCL realized a 7.4% reduction in consumables cost per sample and 10% reduction in the consumable shipping costs per sample.

# Markets Division



The Markets Division helps increase marketing opportunities for Colorado's farmers, ranchers, and food companies and fosters the development of value-added and processing business ventures.

Key initiatives for promoting products locally are the Colorado Proud program, business development workshops, Farm Fresh guide, and a wide array of other directories and listings. We assist producers and companies to develop international sales by facilitating business-to-business meetings with buyers and through trade shows and outbound and inbound missions. We also collect and disseminate livestock market news and provide size, grade, and phytosanitary inspection services, and Good Agricultural Practices (GAP) verification audits for fruit and vegetable producers and shippers. This includes the Fruit and Vegetable Inspection Section located at 735 Second Avenue Monte Vista, CO.



## Who we serve daily

- Fresh fruit and vegetable growers and shippers
- Producers and food manufacturers and suppliers
- Food, livestock and agriculture producers
- Colorado schools
- Colorado specialty crop farmers, associations, and researchers
- International buyers, distributors and brokers
- Colorado wineries
- Public

Additionally, we provide administrative oversight for eight market order programs, help businesses hire interns through the Agricultural Workforce Development Program, collaborate with wine grape producers and winemakers to fund viticulture research and promote Colorado wines through the Colorado Wine Industry Development Board, and administer the state's Specialty Crop Block Grant Program for the benefit of Colorado's fruit, vegetable, and green industry producers.



## Process Highlight– Fruit and Vegetable Inspection

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of inspection requests responded to in < 2 hours	100	100	100	100%	100	100
% of inspection requests responded to in < 30 minutes	97	97.6	97.9	97.5%	95	95
Maximum acceptable number of shipments for which the initial shipping point inspection is reversed by an appeal inspection at the destination market due to permanent defects	1	0	2	0	5	5
Maximum acceptable volume (cwt.) of shipments for which inspections are reversed at the receiving point	196	0	800	0	2000	2000

# Division of Plant Industry



The Division of Plant Industry provides a broad range of programs that offer services related to consumer protection, protection of environmental and public health, and protection of Colorado’s plant industry from damaging diseases and insect pests.

Our programs provide certification for the states’ organic industry, export of Colorado’s agricultural commodities, registration and administration of industrial hemp, seed, and nursery programs, testing and licensing of commercial and private pesticide applicators, licensing of restricted use pesticide dealers, registration of pesticide products, and the inspections and enforcement necessary to support those programs.

## Who we serve daily

- Pesticide registrants and dealers
- Commercial pesticide applicators
- Individual applicators
- Pesticide sensitive persons
- Nursery and seed registrants
- Plant product exporters
- Organic producers
- Industrial hemp producers

We’re responsible for creating the first certified hemp seed program in the nation and have been instrumental in developing an industry-leading industrial hemp program.



## Process Highlight– Industrial Hemp Registration

The section highlights a key process this division has set as a priority. For information on additional processes [click here](#).

Leading Indicator Measure	FY16 Actual	FY17 Actual	FY18 Actual	FY19 (Q3)	FY20 Goal	FY21 Goal
% of application reviews completed within 30 days of receipt	100%	100%	100%	65%	100%	100%
% of certificates issued and distributed within 30 days of receipt of the application	100%	100%	95%	55%	100%	100%
% of samples selected for compliance testing	55%	45%	35%	60%	50%	40%
% of applications that are non-compliant and are resolved within 30 days	90%	98%	90%	60%	100%	100%

## Process Improvement Efforts

- After the passage of the 2018 Farm Bill the Industrial Hemp program received more than double the number of applications received a year ago. In order to improve efficiency and comply with the rule that requires completing processing within 30 days, the program is developing an online-based application system. The aim of these improvements is to improve customer satisfaction, provide real-time data, and comply with the 2018 Farm Bill.





# **July 2019-June 2020 Goals, Strategies, and Metrics**

# Wildly Important Goals, Strategies and Metrics

Governor Polis is focusing on his Bold Four initiatives that aim to bring down the high cost of living in our state and create a Colorado where everyone has an opportunity to succeed. By working to provide free full-day kindergarten for every Colorado student, reduce the cost of health care, and harness the economic and societal benefits of clean energy, we can ensure our economy works for everyone while preserving Colorado's unique way of life.

## THE BOLD FOUR

**Tax Reform & Economic Development**  
Fiscal reform that serves hard-working Coloradans

**Energy & Renewables**  
Set Colorado on a path to 100% renewable energy by 2040

**Health**  
Reduce the cost of healthcare

**Education & Workforce**  
Implement free full-day kindergarten for all and expand preschool

This section outlines the goals the Governor and the Commissioner have set as wildly important goals (WIG) for CDA. A WIG is a goal that supports the Governor's initiatives, moves the needle for agriculture, and will require special attention from us in the next few years to accomplish.

These department goals reflect only a subset of high priority goals. Day to day, we will continue to engage in our full range of work and operational priorities to support all producers in Colorado. These goals are in no particular order of preference.

## Goal #1- Support the Next Generation of Farmers and Ranchers

Farmers and ranchers are growing older, with fewer young people entering the field. Supporting the next generation of agricultural producers is critical for Colorado's ability to produce food, steward land and water, and maintain agriculture among the top economic drivers of our state. Success for this WIG is more young and beginning farmers from all backgrounds entering careers in agriculture and greater access to resources for farm and ranch families to be able to transition the farm to the next generation.

### THE BOLD FOUR

**Tax Reform & Economic Development**  
Fiscal reform that serves hard-working Coloradans

**Energy & Renewables**  
Set Colorado on a path to 100% renewable energy by 2040

**Health**  
Reduce the cost of healthcare

**Education & Workforce**  
Implement free full-day kindergarten for all and expand preschool



### Wildly Important Goal

**Engage no fewer than 500 young, beginning, veteran, and socially disadvantaged farmers and ranchers through outreach initiatives.**

What follows are the strategies we will use to accomplish our goals and the measurements that define success.

### **Strategy #1**

#### **Expand and educate existing farms in Colorado’s Legacy Programs to ensure next generation involvement in farming and ranching.**

- Developing a network of certified public accountants and attorneys and host CDA’s first Family Farm Transition Summit.
- Creating and publishing Family Farm Transition self-help material at partner offices.
- Hosting succession outreach efforts throughout Colorado and assisting farms and ranches with succession plans.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
Increase the # of succession plans	Inspection and Consumer Services	CAMP Program	N/A	50	60	80

### **Strategy #2**

#### **Substantially increase engagement with young, beginning, veteran and socially disadvantaged farmers and ranchers through education, resources, and outreach initiatives.**

- Create a producer content resource center on the Department's website.
- Partner with organizations such as the National Young Farmers Coalition, FFA, AgrAbility, and USDA's SCORE Mentorship program to equip more young, beginning, veteran, and socially disadvantaged farmers and ranchers with the resources they need to build careers in agriculture.
- Collaborate with the Colorado Agriculture Development Authority (CADA) and market the program that helps increase the total number of dollars administered via CADA loans per year. Hold discussions to address growth, expanding program eligibility, and prioritization of program.
- Grow the Agricultural Workforce Development Program to expand paid agricultural internships in Colorado.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
Increase the # of individuals we’ve connected with services	Animal Health Markets	VMLRP CADA/AWD/others	N/A	500	750	1,000
Increase the # of content areas on newly created website resource center	Commissioner’s Office	Public Outreach	N/A	5	10	15
Increase the # of social media followers	Commissioner’s Office	Public Outreach	6,000	6,500	9,100	10,000
% of interns still in agriculture at the end of the internship	Markets	Agriculture Workforce Development	N/A	Baseline	75%	85%

### **Strategy #3**

**Increase promotional activities in schools and universities to educate students on diverse career opportunities in agriculture and agriculture-related industries, including through our Animal and Laboratory Services Divisions.**

- Participate in Colorado School meal day to disseminate information and provide outreach to schools.
- Educate students about different agriculture career opportunities.
- Build a laboratory outreach program in partnership with FFA, Colorado Foundation for Agriculture, and school districts to introduce middle and high school students to the science of agriculture.
- Increase promotional activities with schools and universities to educate students on career opportunities in agriculture.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
# of participants in laboratory outreach program	Laboratory Services	Biochemistry Laboratory	N/A	25	150	500

# Goal #2- Scale-Up High-Value Agriculture and Diverse Market Opportunities

Colorado is poised to take full advantage of the rapid expansion in consumer demand for hemp and organic production. To help advance the Governor’s goal of economic development we are working to bring greater market access for all of Colorado’s farmers and ranchers to continue driving forward the agricultural economy. Success for this WIG is leading the nation in industrial hemp production, increasing the number of certified organic operations in Colorado, and leveraging the Colorado brand to increase sales opportunities.

## THE BOLD FOUR



### Wildly Important Goal

**Increase outdoor acres devoted to hemp growth from 21,000 to more than 60,000 and increase indoor hemp growing from 7.67 million square feet to 10 million square feet by June 30, 2020. During this period, we will also increase the annual value of Colorado’s organic crop production from \$134 million in sales to \$150 million and increase the number of Certified Organic Operations from 525 to 600 by June 30, 2020.**

What follows are the strategies we will use to accomplish our goals and the measurements that define success.

### Strategy #1

**Establish Colorado as a national leader in industrial hemp research, production, and processing by completing a comprehensive Colorado Hemp Advancement and Management Plan (CHAMP) through extensive stakeholder engagement to finalize the submission of Colorado’s state plan to USDA and build out the hemp supply chain.**

- Create and complete a collaborative effort that includes multiple state agencies, Colorado Commission of Indian Affairs, local governments, stakeholders, and industry experts. Use regulatory and industry subject matter experts to serve as stakeholder champions and help formulate Colorado's blueprint to identify legislative and regulatory development, department resources, industry guidelines and areas for support, research and advancement needs and opportunities, and a possible center of excellence.
- Create a user-friendly online system for processing all hemp applications.
- Reduce process time of industrial hemp applications from 30+ days to five business days.
- Promote excellence in stewardship by connecting hemp producers with CDA’s conservation programs, including the Organic Program and emerging soil health and climate resilience resources.

How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
Facilitate industrial hemp seed and plants exports by increasing issued state phytosanitary certificates	Plant Industry	Industrial Hemp Program	N/A	300	375	425
Increase the # of registered outdoor acres	Plant Industry	Industrial Hemp Program	21,000	60,000	80,000	100,000
Increase the # of registered indoor square feet	Plant Industry	Industrial Hemp Program	7.67 million	10 million	12 million	14 million
Reduce process time, in business days, of industrial hemp applications	Plant Industry	Industrial Hemp Program	>30	24	17	10

## Strategy #2

**Expand organic production in the state by increasing organic certification capacity, promoting best practices, enhancing marketing opportunities and growing CDA’s Organic Program.**

- Develop CDA Organic Business Plan to expand CDA’s role in Colorado organic production.
- Collaborate with CSU Extension and Colorado Proud to educate consumers regarding organically certified products by creating at least four outreach efforts. Increase the educational content addressing organic certification standards and the benefits of organic production on the CDA website.
- Establish a baseline for locally sourced food manufacturers and food services. Support connections between existing Colorado restaurants and food services and Colorado producers.
- Develop an online platform for connecting producers with consumers and buyers.

How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
Increasing organic crop production sales	Plant Industry	Organic	\$134 Million	\$150 Million	\$165 million	\$180 million
Increasing the total # of certified operations in Colorado	Plant Industry	Organic	525	550	600	700
Increasing the # of certified organic operators certified by CDA	Plant Industry	Organic	179	179	199	240

## Strategy #3

**Take advantage of Colorado Proud, organic certification, weed-free certification and international marketing programs to help producers support marketing claims and advance their sales opportunities.**

- Expand the Colorado Proud program to be a year-round and statewide effort, and assist in promoting the greater diversity of Colorado products. Build on Colorado Proud to broaden labeling options that respond to industry and consumers requests.
- Leverage state and local marketing tools including Colorado Proud, Farm Fresh, Colorado MarketMaker, and other directories and listings.
- Inform Coloradans about food and agricultural products grown, raised, or processed in Colorado.

How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
% of suppliers reporting an increase in existing business or believe they will develop new business as a result of participating in the promotion(s)	Markets	Markets	82%	>80%	>80%	>80%
Increase in % of consumers reporting purchases of CO products	Markets	State and Local Marketing	83%	85%	85%	85%
Increase in # of Colorado Proud members	Markets	Colorado Proud	2,705	2,850	3,025	3,200
Increase in the % of consumers familiar with the Colorado Proud logo	Markets	Colorado Proud	70%	80%	82%	85%

# Goal #3- Promote and Incentivize Soil, Water, and Climate Stewardship

Preserving Colorado’s rich natural resources is paramount to protecting our communities, advancing the state’s economy, and improving the health of Coloradans. The Governor is dedicated to moving Colorado's electric grid to 100% renewable sources by 2040.



Many of Colorado’s farmers and ranchers are leaders in this area. They know that protecting natural resources helps not only protect the environment but can also bolster the bottom line and help ensure sufficient food, feed, fiber, and fuel. Success for this WIG is providing greater resources for producers to advance voluntary, incentive-based stewardship and build financial and ecological resilience, increasing our understanding of Colorado agriculture’s contribution to soil carbon sequestration, broadening support to maintain agricultural water resources, and advancing renewable energy opportunities in agricultural communities.



## Wildly Important Goal

**Implement 24 new soil, water, and climate projects.**

What follows are the strategies we will use to accomplish our goals and the measurements that define success.

### Strategy #1

**Create a voluntary Soil Health Program at CDA to encourage and assist farmers, ranchers, and landowners in farmer-led conservation that improves agricultural soil health in order to sequester carbon, conserve water, minimize erosion, and enhance agricultural productivity.**

- Secure funding to establish a Soil Health Program. This program would provide financial resources to producers to promote soil conservation practices and provide strategies to help producers manage risk and cost associated with changing production methods.
- Collaborate with partners, such as the US Climate Alliance "Natural and Working Lands Work Group," to share information across states for more successful program implementation.
- Increase participation in conferences and workshops to build education and awareness.
- Increase the educational content on CDA’s website and social media addressing the importance of soil health and other climate-smart practices

How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
Develop a framework to increase soil health across the state	Conservation	Soil Health Program	N/A	Establish program and partnership agreements, create inventory protocol	Hire additional FTE and connect 3 farmers with incentives in soil health program	Connect 5 additional farmers with incentives in soil health program

## **Strategy #2**

### **Increase energy efficiency and scale renewable energy development on farms and ranches.**

- Develop a legislative proposal to secure additional funding for ACRE3, CDA’s energy efficiency and renewable energy program. Direct additional funding to increase the number of farms implementing on-farm solar, micro-hydro, or energy efficiency projects.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
Increase in the number of farms utilizing on-farm solar, micro-hydro, or energy efficiency	Conservation	ACRE3 program	38	58	78	98

## **Strategy #3**

### **Encourage stewardship by connecting producers with CDA’s conservation programs, including the Organic Program and emerging soil health and climate resilience resources. Support local and regional planning efforts that build greater resilience to weather extremes, protect water resources, enhance biodiversity and promote climate-smart agriculture.**

- Apply for at least one new funding source in the form of grants to develop and distribute educational resources.
- Convene stakeholders and subject matter experts to design an approach to invest in climate-smart agriculture.
- Increase the educational content addressing organic certification standards and the benefits of organic production on the CDA website.
- Create an educator section on CDA’s website that provides access to materials and resources aimed at school-age children.
- Publicize the efforts of farmers and ranchers adopting advanced stewardship practices by using CDA’s social media and partner networks.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
Increase the # of new content areas on the website	Commissioner’s Office	Public Information Office	N/A	5	10	15

## **Strategy #4**

### **Incorporate sustainability into agency programs.**

- Obtain green laboratory status to decrease the waste created by laboratory testing.

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 19-20 Goal</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>
Obtain green laboratory status	Laboratory Services	Biochemistry Laboratory	Not Certified	Certified	Certified	Certified
Decrease in waste produced by the laboratory	Laboratory Services	Biochemistry Laboratory	Establish Baseline	20%	22%	25%



# Ambitious Customer Service Goal

CDA over the next year will begin a department-wide customer service initiative. This will evaluate the service we provide to our customers, at every touchpoint. We aim to provide consistent customer interactions and resolve problems quickly so that Coloradoan’s and their families are confident in the services we provide.

The Department considers this goal ambitious because we support a varied group of customers, making it a challenge to standardize procedures across operating divisions and develop meaningful metrics to drive decision making. The project requires constant innovation to reduce licensing and service times, address new rules/statutes, provide positive customer service interactions, and provide better technology tools for staff. This work remains ambitious and vital and continues until we see positive effects across all programs.



## Ambitious Customer Service Goal

**The Department’s perceived customer satisfaction rating, as measured by stakeholder surveys, will always exceed 90%.**

What follows are the strategies we will use to accomplish our goals and the measurements that define success.

### Strategy #1

**Expand user feedback channels and incorporate recommended improvements identified from these processes. Communicate renewal information earlier, extending renewal periods, providing better guidance, and sending frequent reminders to users throughout the renewal process.**

- Establish a department-wide survey aimed specifically at measuring perceived customer service.
- Conduct and utilize process improvement events to advance programs.
- Develop a communications strategy that all programs utilize during renewals and the application process.

How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
Increase in the % of perceived customer service	All divisions	All major program areas	N/A	90%	>92%	>95%

A night sky filled with stars and the Milky Way galaxy. In the foreground, two large, corrugated metal grain silos are visible. The silo on the left is partially cut off by the edge of the frame. The silo on the right is a tall, cylindrical structure with a conical bottom, supported by a metal frame. The sky is a deep blue with a dense field of stars, and the Milky Way is visible as a bright, hazy band of light stretching across the upper right portion of the image.

# Previous Year's Progress Report

# Previous Year's Performance Plan evaluation

The Department of Agriculture identified several Strategic Policy Initiatives (SPIs) and an Ambitious Customer Service (ACS) goal in its FY19 Performance Plan. For this performance evaluation, the Department has updated progress on these initiatives reflecting the Department's strategic and operational priorities, and the overall direction identified by Department leadership. The updates reflect data as of March 31, 2019.

## FY 18-19 Goal One- Enhance Coloradans' Understanding of Agriculture

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 used in the past year include:

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

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. The survey is conducted every five years, the most recent in 2016. Analysis of findings from core questions suggests Coloradans remain supportive of agriculture. Ninety-five percent believed it is 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.

Key Strategies & Major Program Area	Leading Indicators					Were we successful?
	Measure	FY17 Actual	FY18 Actual	FY19 Goal	FY19 As of Q3	
Public outreach and communications (Commissioner's Office)	# (million) of media impressions	NA	NA	N/A	28.2	N/A. We revised the methods used for media tracking and website analytics at the beginning of FY19 making previously collected data non-comparable.
	# (million) of website page views	NA	NA	N/A	1.7	
	# of CDA Facebook followers	5,106	6,251	7,036	7,348	Yes
State and local marketing programs (Markets Division)	% of targeted consumers aware of the Colorado Proud logo	83%	72%	80%	70%	No, the goal was to reach 80%. Promotions did not concentrate on consumer advertising and this may have contributed to the lower awareness levels.
	% of targeted consumers reporting the purchase of Colorado food and agricultural products	83%	79%	80%	83%	Yes
	# of Colorado Proud Facebook "likes"	3,861	5,358	5,608	5,582	No, not as of Q3, but we are on track to reach our goal of 6,000 'likes' by July 1.
CSF Educational exhibits and youth programs	% of attendees who learned something new about agriculture	--	50%	--	--	N/A The next survey of State Fair attendees will be the 2019 Fair, which is in FY20.

# FY 18-19 Goal Two- 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 are being implemented to enhance customer service and drive operational efficiencies. These include: 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. In doing so, the Department supports the vision of state government being more efficient, effective, and elegant.

**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 marks a significant increase over previously recorded benchmarks of 86% in January 2016 and 84% in February 2014.**

Key Strategies & Major Program Area	Measure	FY17 Actual	FY18 Actual	FY19 Goal	FY19 as of Q3	Were we successful?
AgLicense (Commissioner's Office)	Cumulative # of programs successfully completing renewal applications and/or inspections online using AgLicense <sup>1</sup>	19	19	23	19 <sup>1</sup>	No, risks relating to the AgLicense licensing introduced to the project make it unlikely the Department will meet the FY19 goal of 23 programs.
Office consolidation (Commissioner's Office)	Phase of two-phase office consolidation project completed <sup>2</sup>	1	1.5	2	2	Yes, construction of the new laboratory completed early 2019 and staff began moving into the building April 4.
LEAN analysis of processes (Commissioner's Office and major program areas)	Cumulative # of LEAN analyses implemented resulting in process improvements	11	18	21	32 <sup>2</sup>	Yes

## <sup>1</sup>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	

## <sup>2</sup>Process Improvements

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

## FY 18-19 Goal Three- 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, is accomplished through strategies that include 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.

The longer-term desired outcome is 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 March 2019) from USDA’s Economic Research Service reports cash receipts to Colorado’s farmers and ranchers increased from \$6.2 billion in 2016 to \$6.7 billion for 2017 – an increase of 9% as compared to a 4% increase at the national level. Slightly stronger cattle prices and an increase in the number of fed cattle marketed contributed to the increase in cash receipts. This impact to Colorado is more profound than at the national level as the sale of cattle and calves regularly makes up about half of total Colorado farm and ranch cash receipts. Aside from 2016, Colorado has outperformed the national benchmark every year since 2014.

Key Strategies & Major Program Area	Measure	FY17 Actual	FY18 Actual	FY19 Goal	FY19 Q3	Were we successful?
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) <sup>1</sup>	82%	84%	80%	82%	Yes, 68 companies have participated in nine CDA activities. 46 have responded to the follow up survey and 38 indicated either new or increased sales.
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 <sup>2</sup>	Yes, even though horses infected with Equine Infectious Anemia were identified in Q1 and Q2. Through the Department’s response and mitigation efforts, the spread of this disease is being contained, enabling Colorado to maintain its regulatory disease-free status.
Inspection, promotion, verification, and other programs that help food and agricultural suppliers to enhance marketing opportunities and support marketing claims <sup>3</sup>	# of operational processes that are meeting performance targets	11 of 12 (92%)	10 of 13 (77%)	10 of 14 (71%)	10 of 14 (71%)	Yes, as of the end of Q3, the Department remains on track to meet this aggregate goal.

## FY 18-19 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 is to attain a favorable rating of 80% or higher relating to AgLicense, reflecting an increase over the 78% reported from a benchmark survey conducted in early 2018. This year our customer service score went down to 72% and we will take steps in FY20 to find the root cause of this sudden drop.

Key Strategies	Measure	FY18 Actual	FY19 Goal	FY19 Actual	Were we successful?
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	12-30 minutes	13-25 minutes	No, but we made gains. Our goal was to decrease the time spent by 20%. On average, we were able to decrease the amount of time by 14%.
Communicating renewal information to users earlier, extending renewal periods, providing more and clearer guidance, and sending for 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	Yes, our goal was to decrease the number of calls through the help desk by 25%. We reduced calls to the help desk by 84%. We believe the drastic reduction was affected by these factors; improvements to the online renewal process; better guidance in the forms of instructions, how-to videos; and customers gaining an understanding of the system.

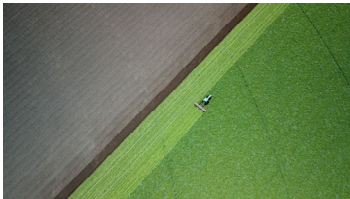
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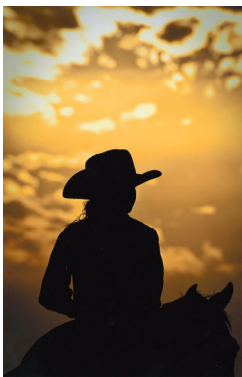
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## Cover

2018 First Place Ag From Above by Daniel Harvey



2009 HM People by Dan Ballard



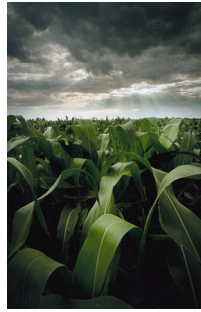
2018 HM People by Sherry Dreher



2017 First Place Open Professional by Leah Hartman



2009 Grand Prize Crops by Dan Ballard



2016 First Place Crops by Travis Harvey



## Page 2

2017 HM Crops by Savannah Schlaufman



## Page 4

2015 HM Livestock by Brigitte Shafer



2015 Grand Prize by Ryan Kanode



2018 HM Crops by Shelby Fisher



## Page 9 Animal Health Montage

2011 First Place Livestock by Tiffany Rieckenberg



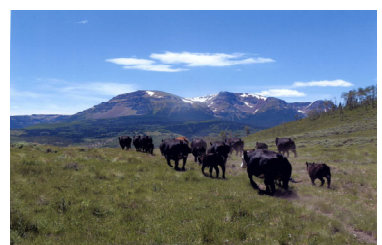
2017 First Place Livestock by Carolyn Keller



2017 HM Livestock by Holly Kaye



2013 First Place Livestock by Samatha Kujala





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2018 First Place Urban Ag by Bridger  
Alan Davis



**Page 23**

2013 #236 First Place Open Professional  
by Ron Harms



**Page 26**

2015 #258 HM Crops by Travis Harvey

