



**COLORADO**  
Department of Agriculture

# FY 2020-2021 PERFORMANCE PLAN



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## Message from the Commissioner

Without a doubt, we are in uncertain times, navigating challenges that will have lasting impacts on our lives. As we move further into the unknown, know that you can count on the Colorado Department of Agriculture to be here for you.

Agriculture is not just critical to Colorado; it's part of who we are. While much of the world slowed down responding to COVID-19, our farmers, ranchers and all agricultural workers went to work, ensuring our nation's food supply remains abundant.

Colorado agriculture is strong and healthy. Our farmers and ranchers are resilient. We've been through tough times before, and as we face tough times now, we remember a few fundamental basics: We stand up to serve others in times of need. We lean on one another. And we will emerge stronger from this moment in time by our hard work, our commitment, and by sharing many meals around the kitchen table.

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. On 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 time.

We are so grateful for all who keep our food system growing and moving, now more than ever. With deep gratitude and sincere appreciation, hats off to Colorado agriculture!

Kate Greenberg

Colorado Commissioner of Agriculture

# Strategic Priorities



# Strategic Priorities

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## Help farmers and ranchers stay in business - and thrive

The economic hardships facing Colorado agriculture have only multiplied through COVID-19. Commodity prices remain depressed while rural economic indices, such as the Rural Mainstreet Index, report a sweeping rural economic downturn. May 2020 forecasts, under certain assumptions, project net farm income to decline by \$3 billion in 2020 and possibly beyond that in 2021. This is on top of ongoing trade uncertainty and massive reoperations of direct-to-consumer markets. Supporting the financial health of Colorado's farmers and ranchers is a priority that runs through all our work and goals below, from new market development to supporting payments for ecosystem services.

## Equity, Diversity and Inclusion

CDA is a government agency created to serve the people and communities of Colorado. As we do our work - whether it is writing rules, building legislation, changing policy, or expanding who has a seat at the table - we have a significant responsibility to ensure that we are as fair, equitable and representative as possible. This includes continuous reflection, learning and action to engage more members of our agricultural community; expanding and strengthening our service to underserved communities; and continuing to build a future for agriculture where anyone with the drive and commitment to build a career in agriculture, regardless of their background or zip code, has the resources and support they need to do so.

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

In addition to providing food and fiber, farmers and ranchers are critical stewards of our natural resources. Farmers and ranchers not only help sustain the natural world; they also have the opportunity to see their stewardship show up on the bottom line. CDA remains committed to supporting voluntary, incentive-based stewardship practices led by farmers and ranchers that improve soil health, advance water conservation, and help mitigate climate change. Other co-benefits of agricultural stewardship include enhancing wildlife habitat, water quality, biodiversity, and positive impacts to the bottom line. CDA is exploring bringing ecosystem marketplaces to Colorado as a potential revenue source for Colorado agriculture's stewardship.

## Strengthen market opportunities

Everyone needs food—and Colorado consumers want, with increasing fervency, to know where their food comes from and how it was produced. Consumers are becoming more interested in local food, which has become increasingly clear through COVID-19 as we've seen demand for local products spike. Advancing agricultural markets, both local and international, not only helps farmers and ranchers build their businesses; it also helps rural economies thrive. We are seeing a huge opportunity to support Colorado agriculture and are helping Colorado agriculture capitalize on this growing demand by advancing local food systems and expanding market opportunities.

## Supporting 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. CDA is dedicated to increasing the number of young and beginning farmers from all backgrounds entering careers in agriculture and agriculture-related industries, and greater access to resources for farm and ranch families to be able to transition the farm to the next generation.



## Support Rural Mental Health

Given everything farmers, ranchers, and agricultural workers face, the stress and emotional toll can be too much to bear. We are committed to destigmatizing the conversation on mental health, expanding services to rural Colorado, and like we do in agriculture, showing up for our family, friends, and neighbors when they need us. CDA continues to strengthen our partnership with Colorado Crisis Services to ensure that every single person in agriculture and in our rural communities knows they have free, confidential access to professional support - and friends in agriculture they can lean on. Whatever you're going through, you don't have to go through it alone.

## Employee Driven Process Improvement

CDA is dedicated to customer satisfaction, a culture of continuous improvement, the search for root causes, and comprehensive employee involvement. As we head further into an uncertain future, we will lean on process improvement to help us use tax dollars efficiently and effectively.

# Environment

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COVID-19 will be the leading story for many industries, agriculture chief among them. A fact we already know: Agriculture is critical business. Our farmers, ranchers, and farmworkers continue to work throughout the pandemic, raising, planting, and harvesting the nation's food supply. We are proud of the work of all in agriculture who continue to keep food safety a top priority. COVID-19 brings with it uncertainty and has left many producers wondering what direct effects this will have on their operations and the ripple effects in the world economy.

CDA stands with you. We are advocating for you at the federal level as well as with our state and local partners to advance recovery efforts. In the early days of the outbreak, we asked our ag producers to share their concerns, challenges and ideas for how to be successful in the face of COVID-19. We continue to welcome your feedback at [info\\_cda@state.co.us](mailto:info_cda@state.co.us) and want to hear from all members of Colorado's agricultural community. Here's what we've heard so far.



## **Allow businesses to open in order to get the economy and agricultural sector moving again.**

CDA has been advocating since the beginning of this crisis for agriculture and related businesses to be designated as critical and be allowed to remain open. The initial stay-at-home order issued by Governor Polis designated agriculture as critical. Hand-in-hand with that is working to ensure that critical workers in food and agriculture have the support and resources to protect their health and safety. We have also been advocating for and ensuring that the voices of restaurants, wineries, and others who sell Colorado agricultural products as well as our other customers have been considered as decisions to reopen are made. Our goal is to return to normal as soon as it is safe to do so, following the advice and guidance of our public health partners.



## **Help ensure the safety of workers in agriculture and the food supply chain.**

The Department has been working with Colorado's federal delegation and advocating with the USDA to provide financial resources to the agriculture sector for the purchase of personal protective equipment and sanitizing supplies as well as ensuring access to the needed supplies. CDA, the Colorado Department of Public Health and Environment (CDPHE), and other agencies have been working with food processors to improve safety and increase access to testing. CDA is also working with CDPHE and other state agencies to develop safety guidance for agricultural field workers.



## **Provide financial assistance to agricultural producers.**

With the over \$3 billion state budget shortfall, CDA has been forced to make significant budget cuts and we do not have an available funding source to provide resources directly to producers. CDA has been very active in advocating for federal resources to help producers. We have been working with the federal delegation to appropriate funds and have been pushing the USDA to make their relief programs work better for Colorado producers. CDA is working with the National Association of State Departments of Agriculture and is advocating for the Farming Support to States Act, which was introduced in the U.S. Senate. The Act would provide block grant funding to the State Departments of Agriculture that could then be used to better align support with the needs of each state.



## **Support new market opportunities for local and small to medium scale operations.**

The Department has engaged in discussions about how to support and increase small and medium-sized meat processing and is committed to exploring ways that would increase processing capacity and positive impacts to the bottom line of our ranchers. Colorado Proud launched a Keep Colorado Strong campaign and a new website to connect consumers with Colorado products. Over the next year, CDA will be focusing on increasing the bottom line of producers and working to bolster local market opportunities. One small step that has been taken is that the Governor proclaimed 2020 the year of local food in Colorado to honor the contribution of local agriculture.

Through COVID-19 and beyond, we are committed to expanding the voices at the table. We will continue to listen and learn how to improve our services and support for Colorado agriculture.



**FY 20-21**  
**Goals, Strategies, and Metrics**

# Wildly Important Goals, Strategies and Metrics

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 and in no way represent the only work the Department and its employees are dedicated to every day.



## WIG #1

The Colorado Department of Agriculture will increase voluntary participation from 44 to 63 Colorado farms and ranches in conservation activities through direct CDA assistance by June 30, 2021.

Conserving Colorado’s rich natural resources and farmland is paramount to protecting our communities, advancing the state’s economy, and improving the health of Coloradans. Many of Colorado’s farmers and ranchers are leaders in this area. They know that proper stewardship of natural resources helps not only protect the environment but can also bolster their 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. We will prioritize services that advance equity, diversity and inclusion. This work is also critical for supporting the next generation of agriculture.



### WIG #1 Measurable Strategies

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

How we measure success	Division	Major Program Area	Baseline	FY 20-21 Goal	FY 21-22 Goal	FY 22-23 Goal
Build voluntary participation in the Saving Tomorrow’s Agricultural Resources (STAR) program or equivalent from 0 to 75 by June 30, 2021.	Conservation	Soil Health Program	N/A	75	150	300
Increase enrollment of Hemp operations participation in the Saving Tomorrow’s Agricultural Resources (STAR) program or equivalent from 0 to 7.	Conservation/ Plant Industry	Soil Health Program and Hemp Program	N/A	7	20	25
Increase soil, water and climate stewardship projects from 31 to 50.	Conservation	ACRE3	31	50	70	90



## WIG #1 Additional Strategies

This section outlines process-building activities that don't have specific measures established yet, but are necessary to accomplish the WIG.

1. Provide financial incentives through a Soil Health Grant Program to increase voluntary implementation of good stewardship practices such as cover crops, no-till, continuous cropping, and rotational grazing.
2. Expand soil health and water quality collaboration among stakeholders, including the scientific community, federal/state agencies, and agricultural producers.
  - 2.1. Share cost of soil health specialists with the USDA Natural Resources Conservation Service (NRCS).
  - 2.2. Apply for NRCS Regional Conservation Partnership Program (RCPP) funding to support broad soil health objectives.
  - 2.3. Partner with state agencies that realize co-benefits from soil health improvements (e.g., CDPHE, DNR) to optimize voluntary adoption by agricultural producers.
  - 2.4. Work with CSU to develop soil testing protocols and practical applications.
3. Develop a soil health mapping data repository system for voluntarily submitting data to CDA's Healthy Soils Program.
4. Explore and support the establishment of ecosystem services/carbon/pollutant trading markets.
  - 4.1. Establish a portfolio of private market options for producers to consider.
  - 4.2. Collaborate with the Ecosystem Services Market Consortium to evaluate the market potential for creating a carbon market in Colorado.
5. Create an initiative to ensure that new conservation resources, programs, and markets are accessible to socially disadvantaged and underserved communities.



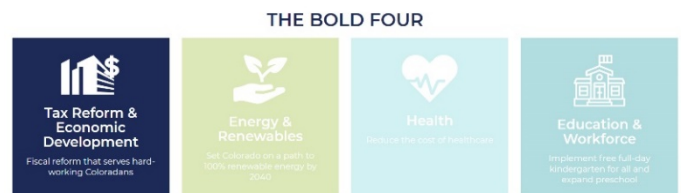
## WIG #2

The Colorado Department of Agriculture will strengthen market opportunities by increasing the percentage of consumers buying Colorado Proud products from 69% to 70% by June 30, 2021.

Everyone needs food—and Colorado consumers want, with increasing fervency, local food. They want to know where their food comes from, how it is produced. They want the transparency that is required to know its source. Coloradans want to know that their food purchases help to create jobs and promote local economies; safeguard the environment, protect groundwater and preserve farmland; and support proper animal treatment.

The result is a huge investment and business opportunity. Colorado is in position to not only garner financial returns but also to create value for other stakeholders, make positive social impacts supporting healthy communities, strong local economies, and environmental resilience.

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



## **WIG #2 Measurable Strategies**

<b>How we measure success</b>	<b>Division</b>	<b>Major Program Area</b>	<b>Baseline</b>	<b>FY 20-21 Goal</b>	<b>FY 21-22 Goal</b>	<b>FY 22-23 Goal</b>
Increase in # of Colorado Proud members from 2871 to 3000 by June 30, 2021.	Markets	Colorado Proud	2871	3,100	3,300	3,500
Increase in Social Media engagement aiming to increase from 9000 followers to 10,995 by June 30, 2021.	Communications	Communication Office, CO Proud, Colorado Wine	9,189	10,995	12,094	13,303
% of wine consumers aware of Colorado wine.	Markets	Colorado Wine Board	75%	75%	76%	77%
Increase Colorado hemp producers commodity market share through increased business partnerships from 0 to 3 by June 30, 2020. (Cannabis Cabinet WIG)	Plants	Hemp	0	3	5	7

## **WIG #2 Additional Strategies**

This section outlines process-building activities that don't have specific measures established yet, but are necessary to accomplish the WIG.

1. Build local food production by promoting food and Ag products grown, raised or processed in Colorado increasing the share of food dollars spent on locally grown, raised or processed foods.
2. Support local and regional meat processors.
3. Improve economic prosperity for CO hemp producers through increased commodity partnerships.
4. Work on establishing tracking metrics for specialty crops such as hemp.
  - 4.1. Potential future measure would be tracking increase in production acreage/sq. ft.
  - 4.2. Quantity and quality of produce.
  - 4.3. Farm income metrics.
5. Create clear processes to businesses for receiving help with growth and export. Possibly by connecting producers with technical financial help, financial advisors etc.
6. Increase international marketing opportunities for Colorado farmers, ranchers, and food companies.
7. Increase percentage of participants of activities that either develop new business or expect to because of participating in the CDA promotion.
8. Increasing local wineries spotlights and promotion on social media.



## WIG #3

The Colorado Department of Agriculture will institutionalize streamlined, effective technologies, policies, and processes by increasing the number of improved systems from 19 to 25 by June 30, 2021.

While some may consider agriculture more traditional, there is no mistaking that agriculture, as an industry has been a principal driver of innovation and adaptation. Whether it be early adoption of mechanized forms of production and harvest, to advances in gene-science and biology to using systems to manage vulnerable resources: technology has always, and will increasingly, play a central role within agriculture.



With this goal, CDA strives to model this dynamic by being an organization that prioritizes data-driven decision-making, creates concrete goals, and measurable results. With these lessons in hand, the Department will be looking to evaluate business processes for opportunities to increase the use of systems to facilitate transactions and prioritize the use of data to inform policy and program recommendations. More efficient systems and processes supporting data-driven decision-making will lead to greater transparency, fiscal accountability, and ultimately improve teamwork and staff engagement.

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

### WIG #3 Measurable Strategies

How we measure success	Division	Major Program Area	Baseline	FY 20-21 Goal	FY 21-22 Goal	FY 22-23 Goal
Increasing the number of process improvement events .	All	All	25	35	45	55
Increasing the number of staff trained in Agile, Process Improvement or Project Management.	All	All	6	10	15	30
Increase renewals completed online an average by 5% across all AgLicense programs.	All	All	75%	80%	85%	90%

### WIG #3 Additional strategies

This section outlines process-building activities that don't have specific measures established yet, but are necessary to accomplish the WIG.

- Develop measures to help define the populations served by CDA with a goal of informing outreach strategies to increase the diversity of populations served.
- Implement processes and technologies to increase CDA's capacity for data driven decision making.
- Create robust feedback loops to measure impact of CDA's programs and policies on the agriculture community.
- Establish department-wide baselines against which customer experience can be monitored for consistency across the department.
- Achieve a high level of consistency and quality of service as demonstrated by customer experience measures.

# 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 exceed 90%.

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

### Ambitious Customer Service Goal Measurable Strategies

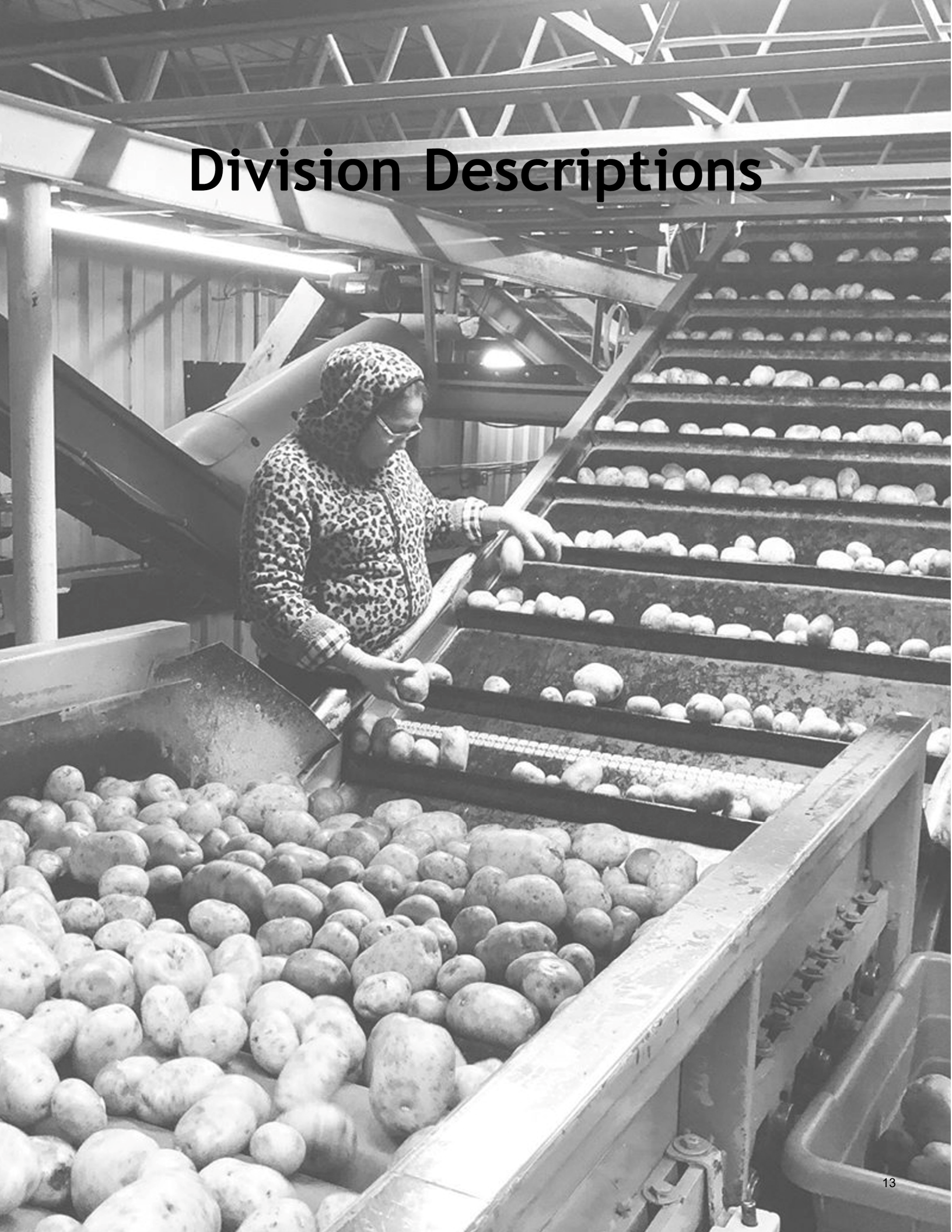
How we measure success	Division	Major Program Area	Baseline	FY 19-20 Goal	FY 20-21 Goal	FY 21-22 Goal
Increase the % of perceived customer service.	All divisions	All major program areas	76%	90%	92%	95%
Increasing the number of Online Business License Renewals from 70% to 80% for at least 3 AgLicense programs by June 30, 2021.	All	Licensing programs	8	11	15	19

### Additional Strategies

This section outlines process-building activities that don’t have specific measures established yet, but are necessary to accomplish the WIG.

- Develop strategies for services and staff training for Equity, Diversity and Inclusion with a constant cycle of listening/learning, integrating new understanding, relationship-building, and ensuring those most affected by our decisions and those underrepresented co-create with us and are represented.
- Develop strategies for hiring recruitment and elevating more leaders of color.
- Establish a department-wide survey aimed specifically at measuring perceived customer service.
- Develop a communications strategy for all programs to utilize during renewals and the application process.
- Provide training for all staff and support ongoing education.
- Develop outreach and engagement strategies for programs, policy input, and rulemaking.

# Division Descriptions



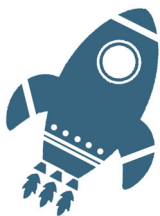
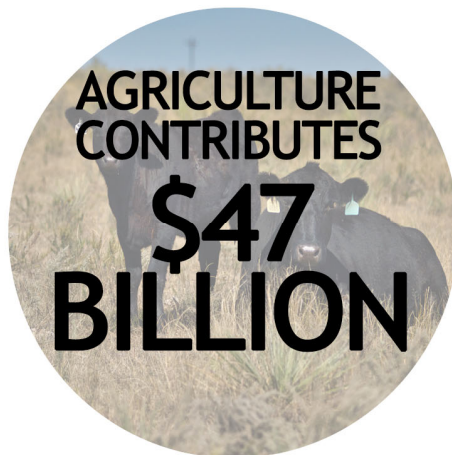
# Department Description

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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

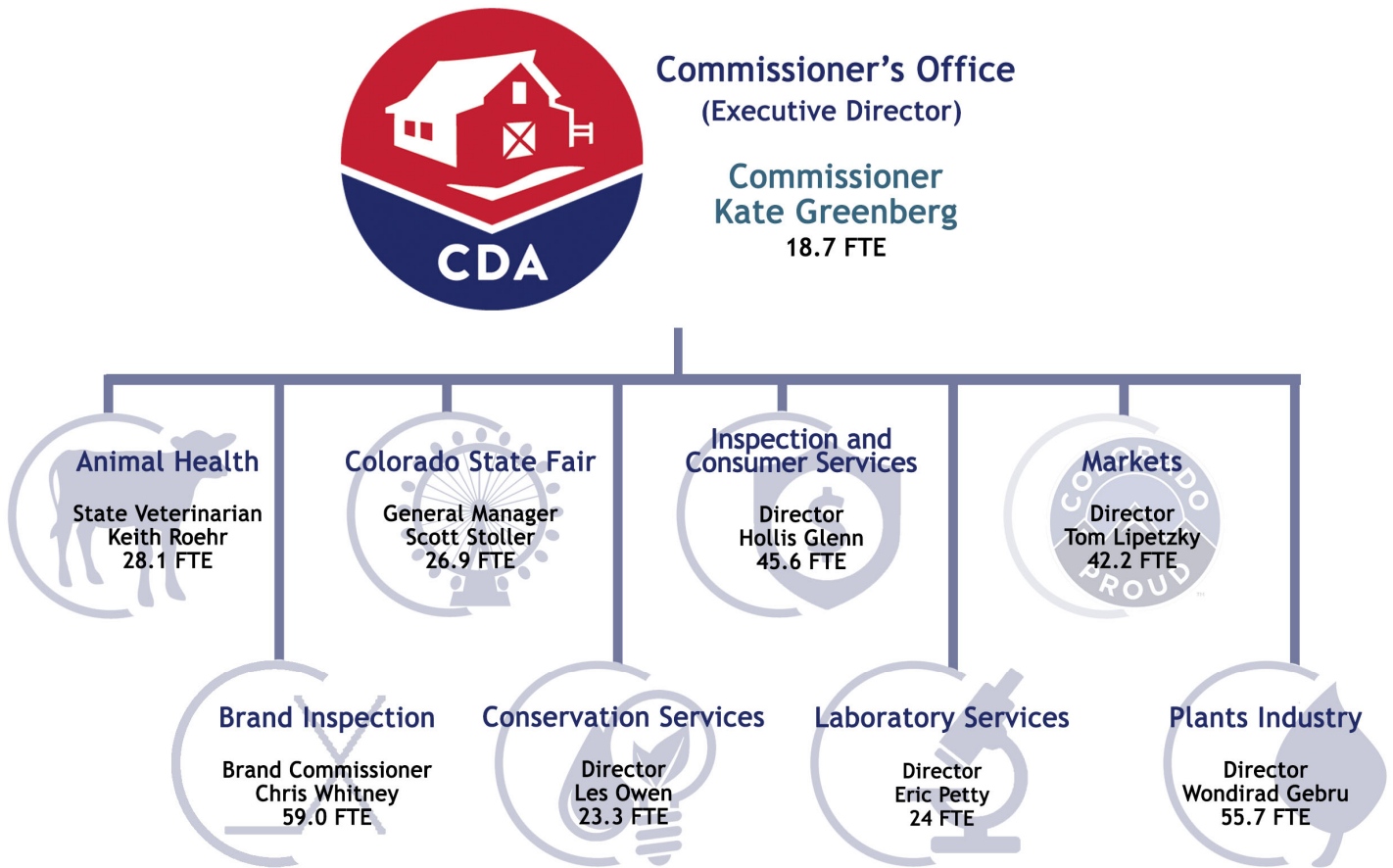
The mission of the Department of Agriculture is to strengthen and advance Colorado agriculture; promote a safe and high-quality food supply; protect consumers; and foster responsible stewardship of the environment and natural resources.



## 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.

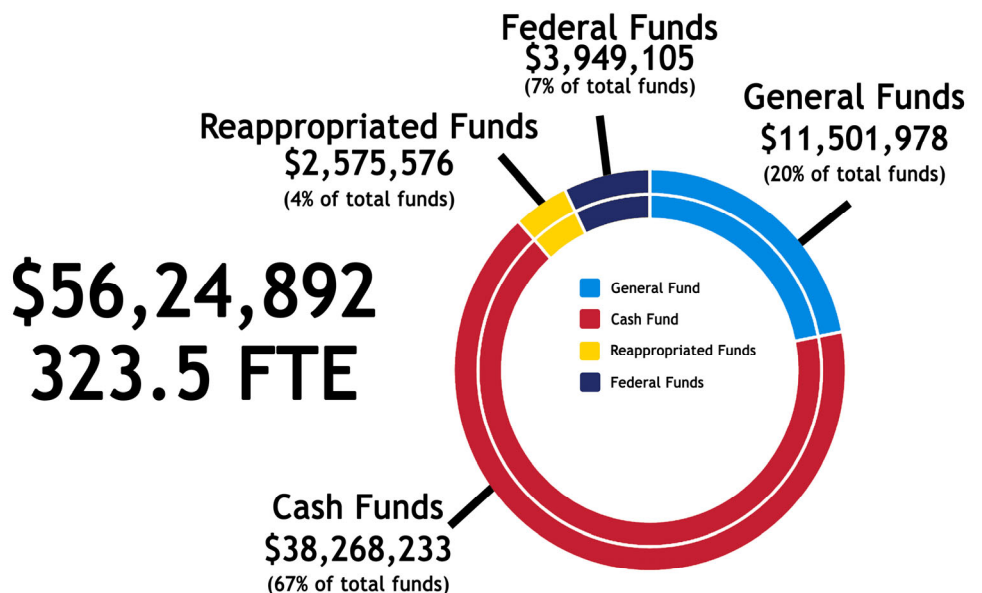
# Organizational Chart



## Appropriation

In recent years, the regulation of hemp production and the growth of hemp registrants in Colorado has had an impact on CDA's financials from inspection services to laboratory testing for which the Department received funding through the FY 2019-20 Supplemental Bill. FY 2019-20 also brought the COVID-19 pandemic which impacted the Department's budget by requiring reversions and cuts to future years' budgets including a 5% reduction to General Fund Personal Services.

Cash funds support the majority of expenditures for the Department, and these appropriations respond to changes in workload for products or services associated with each specific cash fund. 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.



# 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.





# Equity, Diversity and Inclusion

CDA is committed to creating a workplace where all individuals are able to bring their full selves to work. As an equal opportunity employer, we celebrate equity, diversity, and inclusion in all aspects of employment. CDA embraces that when our leaders and employees come from a wide array of backgrounds, they each bring unique perspectives that shape, blend, and influence how to advance our mission and solve problems in potentially more inclusive and innovative ways.

Action speaks louder than words. CDA has established an Equity Committee to provide a forum to listen, act and work to infuse issues of equity and inclusion into policies, practices, programs, services, culture and structures. Throughout this conversation, we will focus on the importance of self-education, building authentic relationships, and getting comfortable with being uncomfortable as we strengthen our work toward racial justice.

This following work is inherent to our mission and essential to our continuous improvement as we serve the people of Colorado. We commit ourselves to

- Constant learning, leaning in, striving for understanding and growth, and lasting transformation.
- Listening and learning from, and elevating voices of Black, Indigenous, and People of Color (BIPOC) community members.
- Providing training for all staff and ongoing support education.
- Developing outreach and engagement strategies for programs, policy input, rulemaking.
- Developing strategies for recruitment to hire and elevate more leaders of color.
- Creating authentic community engagement, e.g. building meaningful relationships, building bridges so that CDA can support larger community initiatives.
- How to keep momentum going in this "new normal," e.g. how to be an EDI ally with our stakeholders and supporting partners.

At CDA, we are continuing to advocate for resources and support for essential ag workers and continue to support ag businesses in accessing the resources they need to also protect the health and safety of all who work in agriculture.

Healthy people and a strong food system go hand-in-hand.



## EQUITY IN POLICY, PRACTICE AND POSITION

Racial equity is achieved when race or immigration status is no longer correlated with one's outcomes; when everyone has what they need to thrive, no matter where they live.



## DIVERSITY OF PEOPLE AND PERSPECTIVES

The representation of "varied identities and differences (race, ethnicity, gender, religion, disability, sexual orientation, gender identity, national origin, tribe, socio-economic status, thinking, and communication styles), collectively and as individuals."



## INCLUSION VIA POWER, VOICE AND CULTURE.

A culture of belonging that actively invites the contribution and participation of all people

# 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	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
Total number of free tags sent to participants	0	14,020	90,000	120,000	100%
Total RFID Tag Readers sent to participants	0	40	40	25	20

## Process Improvement Efforts

Utilizing USDA grant funding, the Animal Health Division is now offering free radio frequency identification tags (RFID) and handheld RFID readers for veterinarians and livestock producers in Colorado. These RFID tags will improve our ability to trace cattle movements and help in preventing the spread of disease within the cattle population.

# 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 30,000 livestock brands, license public livestock markets and certified feedlots, inspect and verify ownership of alternative livestock (i.e., domestic elk and fallow deer),

## Who we serve daily

- Livestock (bovine, equine, sheep) owners, buyers, breeders, transporters and trade organizations
- Public livestock markets
- State and local law enforcement agencies
- Feedlot operators
- Alternative livestock owners, buyers and breeders
- State Board of Stock Inspection Commissioners (Brand Board)



## 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	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
% of inspections conducted in compliance with statutes and regulations	99%	100%	100%	100%	100%
Maximum acceptable # of inspections that result in a disputed legal action	0	<5	<5	<5	<5

## Process Improvement Efforts

In the coming year, to enhance customer service the Division will further develop and refine a recently launched digital livestock brand research program designed to enhance and accelerate the handling of new brand applications.

# 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 prior to 2020. In 1917, during World War I 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– Colorado State Fair Strategic Plan

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

**Goal One- Strategic and Governance Planning.** This work will be complete by October 28, 2020.

**Goal Two- Site Programming and Facility Master Planning.** This work will be complete by March 31, 2021.

**Goal Three- Colorado State Fair Authority Performance Audit.** Many findings are addressed in Goal One and Two.

## Process Improvement Efforts

Performance evaluation criteria and monitoring systems will be clearly established, including a framework for establishing Key Performance Indicators to assess achievement of priority “End” results.

# Conservation Services Division



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

We're comprised of nine programs - Agricultural Water Quality Program, Agricultural Energy, Biological Pest Control, Chemigation, the Colorado State Conservation Board (CSCB), Natural Resource Policy and Planning, Noxious Weed Management, Pesticide Data

Program, 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
- Public
- Pesticide and fertilizer dealers
- Pesticide applicators
- Local governmental subdivisions



## Process Highlight– Colorado State Conservation Board (CSCB)

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

Leading Indicator Measure	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
% of conservation districts participating in the Matching Grants and District Conservation Technician programs that meet all contractual	100%	95%	95%	95%	100%
% of conservation district audits, reports, budgets submitted and meetings/elections conducted in compliance with state laws	97%	90%	90%	90%	90%

## Process Improvement Efforts

- The CSCB Staff Team is transitioning the Conservation District Supervisor Certification Program. The CSCB's District Certification program is designed to provide valuable information for both elected and appointed district supervisors as to their duties, responsibilities, roles, etc. as elected public officials of their local Conservation District. This process has largely been a manual one, with training modules that are delivered in-person or through participant review of a static set of slides, and completion/scoring of per-module tests has been manually tracked by CSCB staff on paper and internal spreadsheets.
- In order to improve the onboarding experience for new District Supervisors, an online Learning Management System (LMS) will be launched this year that will allow users to register/log in, complete training and testing at their own pace, and have their progress tracked automatically. The system will also allow CSCB staff to enter completion details for Supervisors who complete the training during in-person sessions with CSCB Field Staff. The LMS will be very flexible and allow the implementation of other courses and training offerings, and will improve the customer/stakeholder experience by allowing user self-service, improving visibility of progress tracking, and serving as an educational resource that Supervisors can refer back to during their tenure to locate specific information related to their duties. This modernization will also provide a centralized hub for training delivery to other stakeholders, including outside partners and Conservation District employees.

# Inspection and Consumer Services Division



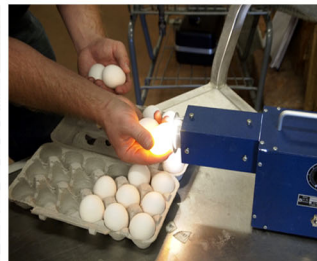
The Division of Inspection and Consumer Services (ICS) provides protection to agricultural producers and ensures that Colorado consumers receive products that are safe, properly labeled, and sold with integrity.

ICS regulates 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, ICS serves 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
- Custom exempt meat processors
- National and local egg producers and sellers
- Farm product dealers and agents
- Commodity handlers and warehouses
- Produce Farmers



## Process Highlight– Pet Animal Care Facilities Act

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

Leading Indicator Measure	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
% of facilities inspected annually	90%	85%	90%	90%	90%
% of complaints investigated and closed	85%	90%	95%	95%	95%

## Process Improvement Efforts

We will be working on improving the flow of samples from ICS to the lab. The goal is to reduce the number of paperwork errors resulting in increased efficiencies in the completion of sample analysis turnaround and significantly decrease the number of sample rejections from the lab.

# Laboratory Services Division



The Colorado Department of Agriculture laboratory facility is located on the CDA campus in Broomfield. The Division of Laboratory Services consists of three laboratory units conducting a variety of analytical testing which helps to support agriculture.

The data we produce serves many agriculture industries, law enforcement, veterinarians, and consumers in addition to supporting the regulatory efforts of the Department's Inspection and Consumer Services, Conservation, Animal Health and Plant Industry divisions.

Our mission is to conduct accurate, timely and legally defensible chemical, microbiological and instrumental analysis of animal health samples, pesticide investigation samples, fertilizer, animal feeds, ground and surface water samples, 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



### Who we serve daily

- CDA Internal Divisions
- Veterinarians and Live-stock Producers
- Device Service Providers
- Law Enforcement Agencies
- US Department of Agriculture
- US Food and Drug Administration
- US Environmental Protection Agency
- Other State Agencies
- Private Industry

## Process Highlight– Laboratory Services

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

As part of CDA goal # 2 the Laboratory Services Division initiated efforts toward Green Laboratory Certification in July, 2019. All laboratory units completed an initial evaluation in the areas of Infrastructure / Energy, Plug Load, Large Equipment, Cold Storage, Water, Green Chemistry, Recycling and Waste Reduction, Purchasing, Resource Management, Travel and Community. Based on the results of the initial assessment operations and processes were modified. Based on the final assessment all three laboratories were certified at the highest "Green" level of the My Green Lab Certification in June, 2020.

In November of 2019 the BioChemistry Laboratory adopted a Kanban system to improve supply tracking and ordering. Significant time savings have been gained by this simple system which provides an updated inventory and accurate visual accounting of supplies to be ordered. In addition, the BCL implemented an electronic data review process. This new electronic process eliminates printing huge amounts of data and allows BCL to review and report data faster and more efficiently.

Efforts to upgrade the laboratory SharePoint 365 software were started in April of 2019. All laboratory units rely on this system for document control associated with the ISO17025 accreditation. A vendor was hired to evaluate the system and solve existing speed and access issues. A software upgrade was installed. In FY20-21 new platforms will be designed utilizing the new software features specific to each laboratory.

## Process Improvement Efforts

For the new FY20-21 The BioChemistry laboratory will initiate a focused LEAN event dedicated to improving sample turnaround time for the complex analyses associated with Plants Division pesticide mis-use investigations.

# 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 Directory, and a wide array of other directories and listings. We assist producers and



companies to develop international and domestic 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 in Monte Vista, CO.

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.

## 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 and grape-growers
- Public



## 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	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
% of inspection requests responded to in < 2 hours	100	100	100	100	
% of inspection requests responded to in < 30 minutes	97.9	97.2	95	95	95
Max number of shipments where the initial shipping point inspection was reversed at the destination market due to defects	0	2	5	5	5
Maximum acceptable volume (cwt.) of shipments for which inspections are reversed at the receiving point	0	850	2,000	2,000	2,000

## Process Improvement Efforts

USDA/AMS has been developing a new online platform that will enable us to move from paper inspection certificates to electronic certificates. USDA is advising us the platform may be ready for launch in early 2021 so between now and then we will have to begin laying the foundation for adoption of the new technology. Electronic certificates will help to streamline processes and improve efficiencies with the customers we serve.



# 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.

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.

## 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



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

## Process Highlight– Industrial Hemp Registration

Leading Indicator Measure	FY19 Actual	FY20 Actual	FY21 Goal	FY22 Goal	FY23 Goal
% of application reviews completed within 30 days of receipt	65%	65%	100	100	100
% of certificates issued and distributed within 30 days of receipt of the application	55%	55%	95	95	95
% of samples selected for compliance testing	60%	60%	100%	100%	100%
% of applications received and processed online	0	0	75%	75%	75%

## Process Improvement Efforts

The DPI plan to lead process improvement events for both the Organic and Industrial Hemp programs to identify areas for improvement and bring efficiency. This will enable both programs to increase efficiency and improve customer service.

# FY 19-20 Performance 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 June 19, 2020.

## FY 19-20 Goal #1 Supporting the Next Generation of Farmers and Ranchers

QUALITATIVE ACTION	Major Program Area	BASELINE	FY 19-20 GOAL	Q1	Q2	Q3	Q4	% DONE	Status
Increase the # of succession plans	CAMP Program	N/A	50	1	3	3	Not Reported	6%	Not likely to meet goal
Increase the # of individuals we've connected with services	All	N/A	500	76	110	1377	Not Reported	275%	Completed
Increase the # of content areas on newly created website resource center	Public Outreach	N/A	5	0	14	16	Not Reported	320%	Completed
Increase the # of social media followers	Public Outreach	6,000	6,500	7,838	8,869	9,189	Not Reported	141%	Completed
% of interns still in agriculture at the end of the internship	Agriculture Workforce Development	N/A	26	13	13	13	Not Reported	50%	Not likely to meet goal
# of participants in laboratory outreach program	Biochemistry Laboratory	N/A	25	0	6	14	Not Reported	52%	Not likely to meet goal

## FY 19-20 Goal #2 Scale-Up High-Value Agriculture and Diverse Market Opportunities

QUALITATIVE ACTION	Major Program Area	BASELINE	FY 19-20 GOAL	Q1	Q2	Q3	Q4	% DONE	Status
Facilitate industrial hemp seed and plants exports by increasing issued state phytosanitary certificates	Phytosanitary/Industrial Hemp Program	N/A	300	80	64	130	Not Reported	43%	Not likely to meet goal
Increase the # of registered outdoor acres	Industrial Hemp Program	21,000	120,000	10,626	13,424	22,738	Not Reported	18%	Not likely to meet goal
Increase the # of registered indoor square feet	Industrial Hemp Program	7,670,000	18,000,000	5,391,852	7,504,206	10,289,280	Not Reported	57%	Not likely to meet goal
Reduce process time, in business days, of industrial hemp applications	Industrial Hemp Program	>30	24	30	16	8	Not Reported	100%	Completed

Increasing organic crop production sales	Organic	\$134,000,000	\$150,000,000	0	0	0	Not Reported	0.00%	Not likely to meet goal
Increasing the total # of certified operations in Colorado	Organic	525	550	526	565	572	Not Reported	104%	Completed
Increasing the # of certified organic operators certified by CDA	Organic	179	179	178	178	177	Not Reported	98%	Near Completion
% of suppliers reporting an increase in existing international business or believe they will develop new business as a result of participating in the promotion(s)	Markets	82%	80%	0	92%	92%	Not Reported	115%	Completed
Increase in % of consumers reporting purchases of CO products	State and Local Marketing	83%	85%	83%	83%	83%	Not Reported	97%	Near Completion
Increase in # of Colorado Proud members	Colorado Proud	2,705	2,850	2,795	2,824	2,871	Not Reported	100%	Completed
Increase in the % of consumers familiar with the Colorado Proud logo	Colorado Proud	70%	80%	75%	75%	75%	Not Reported	93%	Near Completion

## FY 19-20 Goal #3- Promote and Incentivize Soil, Water, and Climate Stewardship

QUALITATIVE ACTION	Major Program Area	BASELINE	FY 19-20 GOAL	Q1	Q2	Q3	Q4	% DONE	Status
Develop a framework to increase soil health across the state	Soil Health Program	N/A	Establish program	0	0	0	Established	Established	Completed
Increase in the number of farms utilizing on-farm solar, micro-hydro, or energy efficiency	ACRE3 program	38	24	8	19	31	Not Reported	129%	Completed
Increase the # of new content areas on the website	Public Information Office	N/A	5	0	5	6	Not Reported	120%	Completed
Obtain green laboratory status	Biochemistry Laboratory	Not Certified	Certified	Not Certified	Not Certified	Not Certified	Certified	Certified	Completed
Decrease in waste produced by the laboratory	Biochemistry Laboratory	Establish Baseline	20%	Not Established	Not Established	Not Established	Established	Established	Completed

# FY 19-20 Ambitious Customer Service Goal - AgLicense

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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.**

QUALITATIVE ACTION	Major Program Area	BASELINE	FY 19-20 GOAL	Q1	Q2	Q3	Q4
Increase in the % of perceived customer service	All major program areas	N/A	90%	76%	76%	73%	73%

# Credits

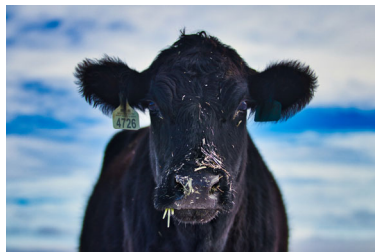
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## Cover

#314 HM Crops Jennifer Nichols



#315 First Place Livestock Michael McCaffrey

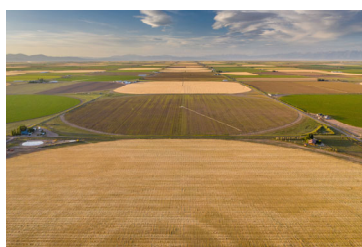


#313 First Place Crops Allison Porter



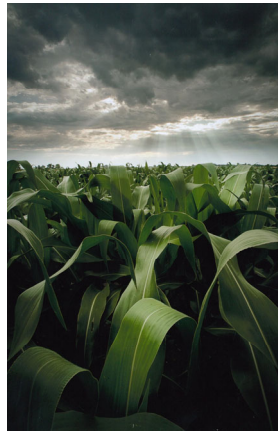
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#311 First Place Ag From Above Travis Harvey



Goals, Strategies and Metrics Page 7

#172GrandPrizeCropsDanBallard



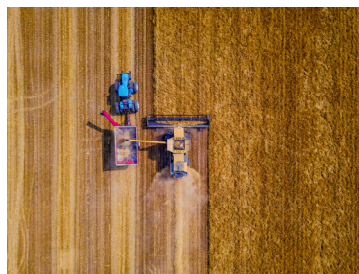
#289 First Place Open Professional Leah Hartman



#308 Grand Prize Caleigh Payne



#306 First Place Open Professional Luke Trautwein

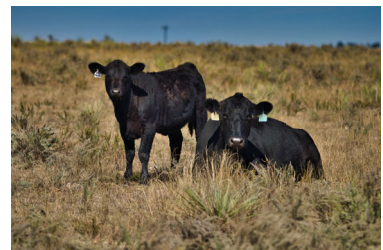


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#312 HM Ag From Above Shelby Chesnut



#317 HM Livestock Michael McCaffrey



#319 HM Open Professional Emily Sier-ra Photography



Animal Health Division Page 18

2017 First Place Livestock by Carolyn Keller



2017 HM Livestock by Holly Kaye



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#198 First Place Agritourism SandyRich

