

COLORADO Department of Agriculture



FY 21-22
Performance
Plan



Message from the Commissioner
COVID-19 Response



Strategic Priorities
Strengthening Supply Chain Resilience
Advancing Farmer & Rancher Led Stewardship
Supporting the Next Generation in Agriculture



Environment
Getting the economy and agriculture sector moving again
Building drought resilience
Supply chain disruptions
COVID-19 implications for ag, food, and rural america.



Goals, Strategies and Metrics
WIG #1 Economic and Supply Chain Resilience
WIG #2 Investing in Agricultural Resilience
WIG #3 Building the Next Generation



Agency and Division Description
Mission and Vision
Organizational Chart
Appropriation
Division Descriptions and Operation Plans



Previous FY Progress Report

MESSAGE FROM THE COMMISSIONER

This past year forced us into uncharted territory. Yet, through the many challenges we faced, the fundamental importance of agriculture shone through.

The bedrock of agriculture is relationships – between people and communities; between humans, animals, and the land; between friends and strangers across a dinner table. As we are getting back to being together again, we are reinvesting in those relationships and elevating agriculture anew.

As we look to the future, the Colorado Department of Agriculture remains focused on our top priorities to advance agriculture. Over the coming years, we will help strengthen economic and supply chain resilience, advance farmer and rancher-led stewardship, and support the next generation in food and agriculture. Together, these strategies help reinforce agriculture as a leading driver of Colorado’s economy, community, and future. And with tens of millions of stimulus dollars behind these initiatives, we can truly help move the needle.

There is much work ahead, but we look forward to doing that work together. Here’s to every person who keeps the food on our plates.

Thank you for supporting Colorado agriculture.

Sincerely,



Kate Greenberg
Colorado Commissioner of Agriculture

COVID-19 Response



**How CDA handled
challenges of the
pandemic**

**A review of the first six
months of response**

The Department of Agriculture is an essential crisis response agency in Colorado.

Since March 2020, our crisis response work and ability to fulfill its mission despite the challenges presented by COVID-19 have provided leadership, support and guidance to the people of Colorado.

The skill and dedication of the Department's nine divisions to provide ongoing, enhanced customer service during the pandemic to our agricultural producers and the state of Colorado speaks to the commitment and skill of our 300+ employees.

The following pages illustrate only a small piece of the work we have delivered in response to the COVID-19 pandemic.

Collaboration

We are stronger and more effective when we work together. Our strategic partnerships further strengthens the work we do on behalf of our agricultural communities.

COLORADO FARM & FOOD SYSTEMS RESPONSE TEAM

Obtained emergency funding for grants to farmers and ranchers through COVID-19 response

DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

Meet daily with CDPHE to ensure awareness of ag-related developments and concerns

STATE EMERGENCY OPERATIONS CENTER

Meet daily with state emergency leadership to keep apprised of COVID-19 impacts

Represent ag and livestock interests

DEPARTMENT OF HUMAN SERVICES

Launched new rural mental health campaign in partnership with Colorado Crisis Services hotline

USDA

Coordinated efforts to identify and mitigate livestock production impacts in processing facilities

Connect stakeholders with federal government support and funding

Service

We exist to serve the producers and people of Colorado. Upholding this purpose, no matter the circumstances, is our priority. We are proud to have not only maintained, but expanded our services across the board.

100%

of CDA's vital state regulatory services have continued during COVID-19

Adapted brand inspector assignments to ensure seamless service

Hosted weekly calls with Conservation Districts to support continued operations

Surveyed custom meat processors to determine ability to increase capacity

Communicated to the grooming industry the impact of Stay at Home Executive Order

Provided service daily to veterinarians, producers, and animal owners while working remotely

Prioritized livestock scale inspections to allow ranchers to bring their cattle to market on time

Hosted three virtual round tables on current experiences, resilience, and cultivating food systems

One of only a few states in the nation to ensure pesticide applicator testing remained available



Photo by Michael McCaffrey

Safety

Attention to safety is an important, long-standing value in the world of agriculture, and it's taken on new meaning in the face of COVID-19. Protecting our industry, and every person along the critically important food supply chain, is as urgent now as it has ever been.

**HELPED SECURE PPE FOR AG WORKERS
(PROMOTORAS)**

**HELPED CREATE COLORADO AG WORKER
GUIDANCE DOCUMENT**

**WARNED COLORADANS OF FALSE COVID-19
CLAIMS FROM PESTICIDE MANUFACTURERS**

**JOINED EPA TO TAKE ACTION ON THOSE VIOLATING
THE PESTICIDE ACT FOR DISTRIBUTION OF SUCH
PRODUCTS**

**CREATED AG INDUSTRY-FOCUSED MESSAGING
ON SOCIAL DISTANCING**

Consistency

2020 gave us enough surprises. Our team has provided the steady leadership needed to maintain regular operations while navigating a massive shift from on-site to virtual workplaces.



Photo by Tiffany Rieckenberg

Developed guide for field inspectors to address COVID-19 concerns

Pesticides Enforcement provided uninterrupted services, implementing investigations virtually

100%

Of Conservation program operations continued with precautionary measures in place

All export inspections and certifications continued to be provided with no interruption

Hemp sampling and inspections continued without interruption

Seed sampling was completed without interruption

Innovation

Out-of-the-box. Creative. Visionary. Whatever the label, the concept is alive and well at the Colorado Department of Agriculture. Our professionals have called upon their skill, resourcefulness, and commitment to their goals since day one of the pandemic.

Developed and implemented guide for brand inspectors to address COVID-19 concerns

Through emergency rule, relaxed requirements in order to approve animal foster homes faster

Adapted laboratory schedules to allow for continuous operations and maximum distancing

Created remote data lab review, approval, and reporting processes

Held on-site State Fair 4-H and FFA events and connected with thousands virtually

Established weekly virtual wine tastings, live-streamed on Facebook

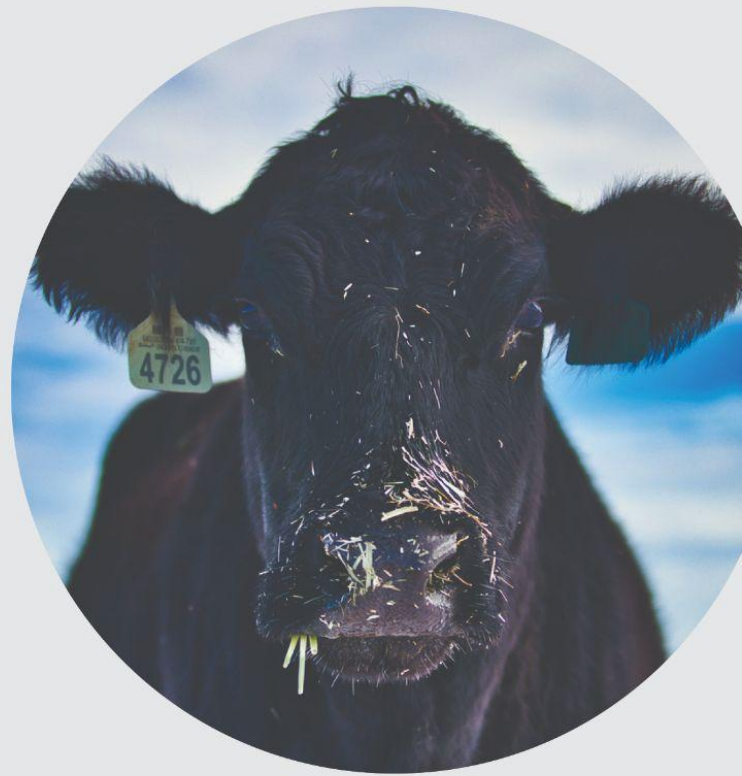
Created "Keep Colorado Strong" logo and promoted Colorado Proud companies

Developed a new e-license portal for easier submission by pesticide applicators

Moved organic certification to a hybrid of online audit and on-site inspection

Support

Supporting Colorado agriculture is core to our mission, and we do it every day. COVID-19 hasn't slowed our drive to support our state's producers. In fact, it further highlighted the support our nine divisions provide to all of Colorado's communities.



Provided technical support to Conservation Districts and Colorado Association of Conservation Districts (CACD) to host virtual meetings

Helped guide and support county fairs across the state

Set up meat processing work group

60,000+

COVID-19 tests and

17,000+

full COVID-19
vaccinations
conducted at the
fairgrounds

Built new Colorado Proud website to promote local producers and connect consumers

Increased listening sessions with ag producers

Built new international marketing website to promote CO food and ag businesses abroad

Support, continued

Helped keep farmers markets open in support of local producers

Developed best practices for wineries, breweries, and distilleries to operate safely

Created COVID-19 information and resource web page targeted to the wine and grape industry

Arranged domestic and international meetings with Colorado companies and buyers

Arranged virtual trade missions to boost sales of Colorado agricultural products

Supported Ute Mountain Ute and Southern Ute tribes in food and business operations

Collaborated with smaller meat processors to support their growth

STRATEGIC PRIORITIES



**Moving Colorado
Agriculture
Forward**

Strategic Priorities

STRENGTHENING ECONOMIC & SUPPLY CHAIN RESILIENCE

The COVID-19 pandemic upended life worldwide this past year. Agriculture was not immune from the shockwaves or from bearing witness to our vulnerabilities. Frontline food and agricultural workers went to work every day to keep our country fed and ag businesses wrangled with disrupted supply chains. When processing facilities shut down, consumers noticed missing cuts of meat on the shelves, but many producers adapted to capitalize on changing consumer demand toward more local food. This put incredible pressure on small- and mid-scale processors to keep up with demand.

The work we were doing before the pandemic to strengthen and diversify markets for Colorado agriculture has only become more important throughout the pandemic. We are more focused than ever on strategic market investments to grow business, diversify supply chains, bring consumers more choice, and open up higher-value markets for producers.

ADVANCING FARMER AND RANCHER LED STEWARDSHIP

In addition to providing food, fuel, and fiber, farmers and ranchers are critical stewards of our natural resources. 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. With this year's creation of the Agriculture and Drought Climate Resilience Office (ADCRO) and associated stimulus funding, CDA will continue to move the needle in building technical and financial support for producers, help producers capitalize on related market opportunities, and help advance the Colorado Greenhouse Gas Pollution Reduction Roadmap.

SUPPORTING THE NEXT GENERATION IN AGRICULTURE

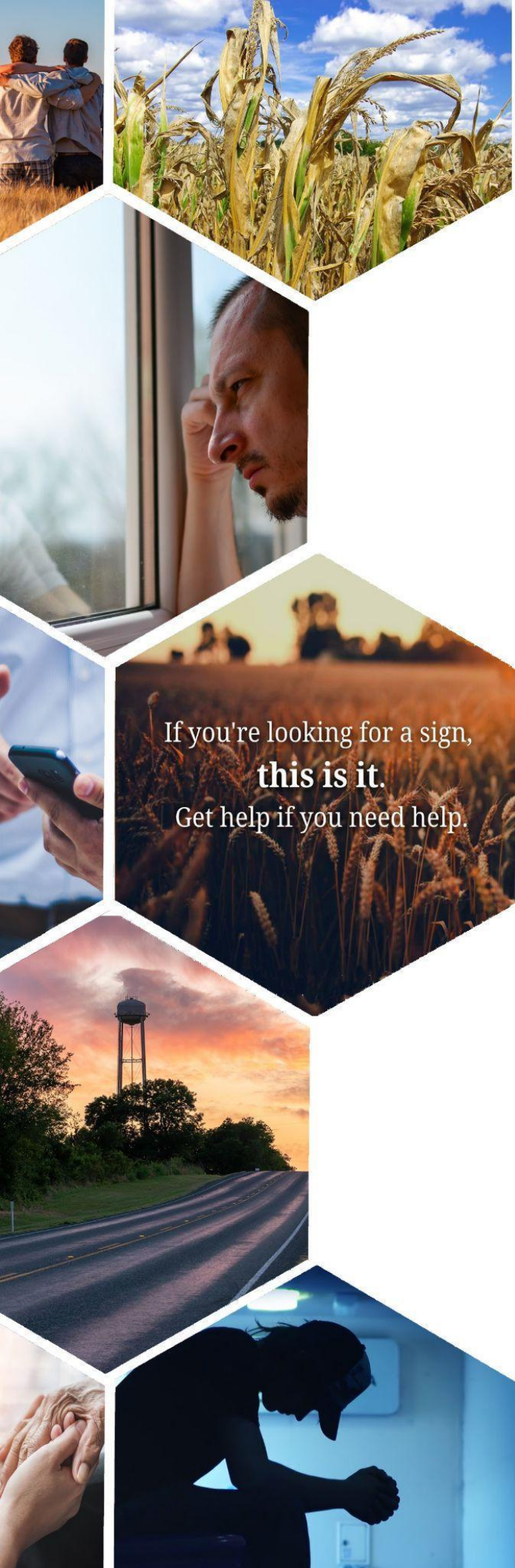
Farmers and ranchers are growing older, with fewer young people entering the field. Supporting the next generation of agricultural producers is critical for Colorado's ability to produce food, steward land and water, and maintain agriculture among the top economic drivers of our state. Therefore, we dedicate ourselves to increasing the number of young people from all backgrounds building successful careers in agriculture. We provide greater access to resources to support family farmers and ranchers, address historical inequities, and assist farm and ranch families in succession planning.



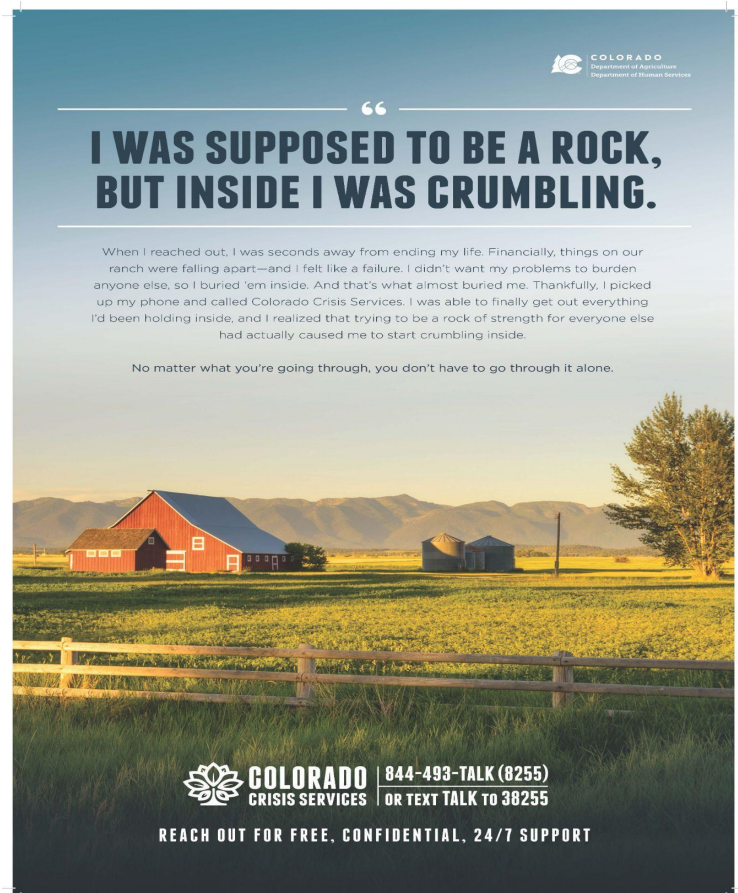
Strategic Priorities

CONNECTING PRODUCERS TO BEHAVIORAL HEALTH SUPPORT

Many people across Colorado struggle with mental health. The same is true in our rural communities, where the stress of things like financial strain or drought can be too much to carry. Through CDA's Rural Mental Health program, we continue to connect rural and agricultural communities to free, confidential mental health resources through the Colorado Crisis Hotline. In 2020, we released a short film called "Rusty's Story" that has reached more than 115,000 people on social media and has been screened across the country. Earlier this year, we teamed up with partners to create the Colorado Agricultural Addiction and Mental Health Program (CAAMHP). This program provides members of our agricultural and rural communities with six free sessions with an ag-friendly, licensed behavioral health professional. It's anonymous and, in many cases, can be accessed remotely.



If you're looking for a sign,
this is it.
Get help if you need help.



COLORADO
Department of Agriculture
Department of Human Services

“
**I WAS SUPPOSED TO BE A ROCK,
BUT INSIDE I WAS CRUMBLING.**
”

When I reached out, I was seconds away from ending my life. Financially, things on our ranch were falling apart—and I felt like a failure. I didn't want my problems to burden anyone else, so I buried 'em inside. And that's what almost buried me. Thankfully, I picked up my phone and called Colorado Crisis Services. I was able to finally get out everything I'd been holding inside, and I realized that trying to be a rock of strength for everyone else had actually caused me to start crumbling inside.

No matter what you're going through, you don't have to go through it alone.

COLORADO
CRISIS SERVICES | 844-493-TALK (8255)
OR TEXT TALK TO 38255

REACH OUT FOR FREE, CONFIDENTIAL, 24/7 SUPPORT

Visit
<https://www.campforhealth.org/>

Download the Toolkit:
ag.colorado.gov/ruralmentalhealth

Strategic Priorities

EQUITY, DIVERSITY, AND INCLUSION IN AGRICULTURE

We recognize the need to prioritize equity, diversity, and inclusion across our agency and industry and to address inequities and discrimination wherever we find it. We finalized the first iteration of our EDI Action Plan and are driving forward implementation. This plan includes reconsidering and, where necessary, rebuilding how we do business, from hiring, recruitment, and retention, to stakeholder engagement and how we administer programs and services. We are also educating ourselves on how to advance this work. We plan to continue this work through various strategies, including investing in the next generation, distributing stimulus dollars focusing on serving historically underserved and underrepresented communities, and building and strengthening new relationships.

DEVELOPING AND SUPPORTING EMERGING MARKETS

Last year, CDA worked with partner state agencies to connect Patagonia Workwear, farmers Wright-Oakes, LLC in the San Luis Valley, soil scientists from Colorado State University, the Governor of Colorado, and our current hemp supplier from China to pilot Colorado-grown hemp fiber for market. [Bring Hemp Home: Colorado](#) follows this partnership as we work toward a common dream: to restore a diversified US hemp industry that promotes soil health and keeps farmers on the land.

INNOVATING GOVERNMENT TO DELIVER THE MOST VALUE TO COLORADANS

As Colorado responds to and recovers from the COVID-19 pandemic, there is an opportunity to reimagine how Colorado state government can become more resilient and agile now and into the future. This effort includes building more resilience in our own agency, harnessing employees' skills, leveraging innovations, eliminating waste, and ensuring safety. Governor Polis has determined six main goals to create a more efficient and effective government. These include:

- Protect those in state custody
- Increase employee engagement
- Accomplish more bold goals
- Reduce our physical footprint
- Increase customer and employee access to virtual services
- Responsibly reduce the state budget

Our team is helping lead the state in these efforts, including within CDA, where we continue to build a more efficient and modernized agency to serve our customers and our state better.



195,000 JOBS

related to the agriculture sector. Even if you don't work in agriculture directly, your job may still be connected, or even reliant, upon it.

Agriculture contributes

\$47 Billion

to Colorado's economy

Colorado is home to

38,900 Farms

32 Million Acres

in Colorado are dedicated to agriculture

Colorado's #1 agricultural commodity is

Cattle and Calves

ENVIRONMENT



**Using today's lessons
for tomorrow's success**

Environment

GETTING THE ECONOMY AND AGRICULTURE SECTOR MOVING AGAIN

The federal relief and stimulus packages passed over the past year have provided financial assistance to help livestock, poultry, dairy, non-specialty, and specialty crop producers recover from COVID-19 disruptions. In addition to the direct support for agriculture, we have seen additional funding dedicated to improving and expanding the Paycheck Protection Program, mandatory livestock reporting, alternative fuels use, and \$7 billion to increase broadband access.

Through the USDA, there are now billions of dollars available to purchase food and agricultural products and distribute them through nonprofit organizations to those who need it most. This support will include fresh dairy, produce, meat, and seafood products. It will also provide grants and loans to small and mid-sized food processors and distributors, processing vessels, farmers markets, producers, and other organizations to respond to COVID-19 and protect their workers.

In addition to the federal stimulus, the State of Colorado approved investing \$800 million in state stimulus funds in the 2021 legislative session. CDA will be moving \$76 million of these dollars through our doors and out to help Colorado's ag and rural communities in the coming months. These funds will support ag events, including the National Western Stock Show and State Fair, marketing through the Colorado Proud program, assistance for drought relief, investments in renewable energy, agrivoltaics, and soil health, support for conservation districts, and a \$30 million revolving loan fund to help finance farm-to-market infrastructure investments for farmers, ranchers, and ag businesses.

BUILDING DROUGHT RESILIENCE

Heading into summer, the U.S. Drought Monitor already shows more than half of Colorado is experiencing some level of drought. While recent rains have pulled much of northeastern Colorado out of drought, almost the entire Western Slope remains in extreme to exceptional drought conditions. Availability of and access to water throughout the growing season are as top-of-mind as ever among Colorado's farmers and ranchers. Producers in places such as the San Luis Valley are wrestling with a continued drawdown of aquifer levels, threatening their ability to irrigate. We must plan for hotter, drier times to ensure Colorado agriculture remains a driving force of the future.

SUPPLY CHAIN DISRUPTIONS

Supply chain disruptions experienced during the COVID-19 pandemic spotlight shortcomings throughout Colorado's - and the nation's - food and agricultural value chain. Most notably, there has been significant interest in developing and expanding smaller to mid-sized meat processing capacity across the state, so any future shutdowns, such as those experienced among Colorado's larger meat processors, cause less disruption to the market.

COVID-19 IMPLICATIONS FOR AG, FOOD, AND RURAL AMERICA

Forecasts from USDA's Economic Research Service suggest Colorado farm income for 2020 will be at a record high. In addition, while prices received by farmers and ranchers fell significantly at the onset of the pandemic in early 2020, most recovered during the fall and into 2021.

For example, corn fell from around \$4/bushel (bu) to as low as \$3/bu. but has since rebounded to nearly \$7/bu, on the strength of increasing exports to China. Similarly, wheat prices that had been between \$5 - \$5.50/bu. a year ago, they are now near \$7/bu. In addition, fat cattle prices have recovered by more than 30% from the lows of June 2020. These higher market prices, coupled with nearly \$400 million of Coronavirus Food Assistance Program funding, will factor significantly into the net farm income figures.

USDA is forecasting U.S. net farm income for 2021 to fall by about 8%. A similar decline might be expected for Colorado-based on less Federal funding available to producers to mitigate market impacts attributed to COVID-19. Producers also continue to be impacted by supply chain disruptions related to inputs imported from other countries; increased feed, fuel, and fertilizer costs; and significantly higher trucking and transportations costs -- all of which are increasing producer costs of production.

Goals, Strategies and Metrics



**Investing in people,
processes, and
products**

Wildly Important Goals, Strategies, and Metrics

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

The goals identified for the FY 21-22 cycle reflect only a subset of high-priority Department goals. Day-to-day, we will continue to engage in our full range of work and operational priorities to support all producers in Colorado.

Building Economic and Supply Chain Resilience

Support economic and supply chain resilience in the agriculture industry, as measured by the creation of 130 jobs by June 30, 2022.

The Colorado Department of Agriculture seeks to strengthen the resilience of the food and agriculture industry in Colorado. The COVID-19 pandemic exposed vulnerabilities in critical segments of Colorado's food and agriculture supply chain and put strain on producers to adapt.

Over the next year, CDA will be investing substantial stimulus resources, through grants and loans, in projects and business opportunities that diversify the food and agricultural supply chain, drive rural economic opportunity, and reduce barriers to financing, in particular for beginning, underserved underrepresented farmers and ranchers. This effort will help strengthen the resilience of Colorado agriculture and invest meaningfully in economic recovery.

<i>Lead Measures</i>	Baseline	FY 21-22 Goal	FY 22-23 Goal	FY 23-24 Goal
INFRASTRUCTURE INVESTMENT Initiate lending of 100% of dollars allocated through the Colorado Agricultural Future Loan Program by June 30, 2022.	0	100%	100%	100%
INTERNATIONAL MARKETING Increase from 85% to 90% the number of companies participating in CDA international marketing program that express developing or already developed business sales due to their participation by June 30, 2022.	85%	90%	91%	92%
COLORADO PROUD AND BUSINESS DEVELOPMENT Increase the number of Colorado Proud businesses using the CO Proud Logo on packaging or marketing materials from 30% to 40% by June 30, 2022.	30%	40%	45%	50%
SECURE FOOD SUPPLY PLANS Support the development of 25 new Secure Food Supply plans, increasing the total from 75 to 100 by June 30, 2022.	75	25	50	75

Strategies

1. Offer creative financing opportunities to agricultural producers and businesses that reduce traditional barriers to entry and drive innovation, adaptation and diversification in the ag sector.
2. Establish strategies and opportunities that drive equity and advance co-benefits in outcomes, such as cultivating marketing and supply chain opportunities for payments for stewardship or ecosystem services.
3. Explore a revitalized Colorado Proud program.

Advancing farmer and rancher led stewardship

Enhance agricultural resilience, productivity, and economic efficiency through increased participation in CDA’s voluntary conservation programs, reducing CO2 emissions by 400 tons per year by June 30, 2022.

In 2020, we saw statewide drought and record-breaking wildfires. These events create immense hardships for agricultural producers, not only in the year of the event but in the years to come. To support agricultural producers in the face of these trends, the Colorado Department of Agriculture seeks to strengthen its Colorado Soil Health Program (CSHP), a voluntary, incentive-based program to help farmers and ranchers build drought resiliency, improve water quality, sequester carbon, reduce erosion through cost-effective and sensible soil management practices, and benefit financially from ecosystem services that become available from emerging markets for carbon sequestration and other outcomes. We plan to do this by launching the STAR pilot program, expanding research, and developing market-driven opportunities that reward advancements in stewardship with increased premiums.

Lead Measures	Baseline	FY 21-22 Goal	FY 22-23 Goal	FY 23-24 Goal
VOLUNTARY STEWARDSHIP PROJECTS Increase soil, water, and climate stewardship projects, completing 25 projects by June 30, 2022.	50	25	50	75
STAR PROGRAM PARTICIPATION Build voluntary participation in the Saving Tomorrow’s Agricultural Resources (STAR) program or equivalent from 28 to 40 by June 30, 2022.	28	40	150	200
INCREASING PRIVATE LANDOWNERS’ CONSERVATION PRACTICES Increase voluntary conservation practices by private landowners by increasing the number of matching conservation district grants from 1294 to 1350 by June 30, 2022.	1294	1350	1410	1470
MAKING SUSTAINABILITY PROFITABLE Identify 3 companies that have committed to purchasing products from Colorado farmers and ranchers participating in CDA’s STAR program to advance regenerative agriculture market opportunities by June 30, 2022.	0	3	6	9

Strategies

1. Establish metrics and monitoring tools to track outcomes, such as carbon sequestration and water conservation.
2. Create a baseline for CO2 emissions reduced for Matching Grants and Soil Health.
3. Increase agricultural land productivity through the use of Noxious Weed removal and bio-control.

Supporting the next generation in agriculture

Provide training, education, and financial assistance to 100 of the next generations agricultural leaders and producers to enhance their skills and provide them the access to farmland, machinery, and equipment they need by June 30, 2022.

Agriculturalists 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 our state's top economic drivers. To diversify our workforces, we need to create broader awareness of agriculture careers, particularly among young people with little or no prior exposure to agriculture. A competitive force is vital to establishing a sustainable agricultural future. As of the 2017 census, there were 69,032 producers in the state, with 6,221 classified as young producers. USDA defines a young producer as any producer 35 years and younger. As innovation in agriculture continues to evolve, CDA will help lay the groundwork for the next generation of agriculturists in entering the field.

Lead Measures	Baseline	FY 21-22 Goal	FY 22-23 Goal	FY 23-24 Goal
AGRICULTURE WORKFORCE DEVELOPMENT Increase number of applications from agriculture businesses looking for internships from 45 to 65 by June 30, 2022.	45	65	85	105
CREATING INTERNSHIP OPPORTUNITIES Increase the number of returning businesses hiring interns from 30% to 50% by June 30, 2022.	30%	50%	55%	60%
INCREASING NEXT GEN IN AGRICULTURE Increase the percent of interns reporting that they want to continue with a career in agriculture from 58% to 65% by June 30, 2022.	58%	65%	68%	71%
IDENTIFYING CHALLENGES FACING COMMUNITIES Shed light on underserved communities' issues and challenges by increasing community engagement through 12 facilitated focus groups.	0	12	24	36
VULNERABLE COMMUNITY DEVELOPMENT OUTREACH Increase to 25% the number of beginning, minority, or women-owned employers participating in Workforce Development programs.	0	25%	28%	30%

Strategies

1. Outreach to underserved communities including priority for those communities in programs.

Agency and Division Descriptions

**The people who do
the work**

About CDA

When thinking about Colorado, outdoor adventure and the Rocky Mountains usually spring to mind. However, farms and ranches make up nearly half of the state's 66 million acres, not to mention the public lands utilized by agriculture. As a result, Colorado has some of the most productive and abundant agricultural lands in the nation, from the plains to the high country.

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. However, we also grow traditional row crops, melons, peaches, hemp, sunflowers, grapes, and mushrooms; diversified operations sell dozens of fruit and vegetable varieties directly to consumers; we raise bison, sheep, and poultry, and support a thriving greenhouse 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 include the 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

Our mission 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

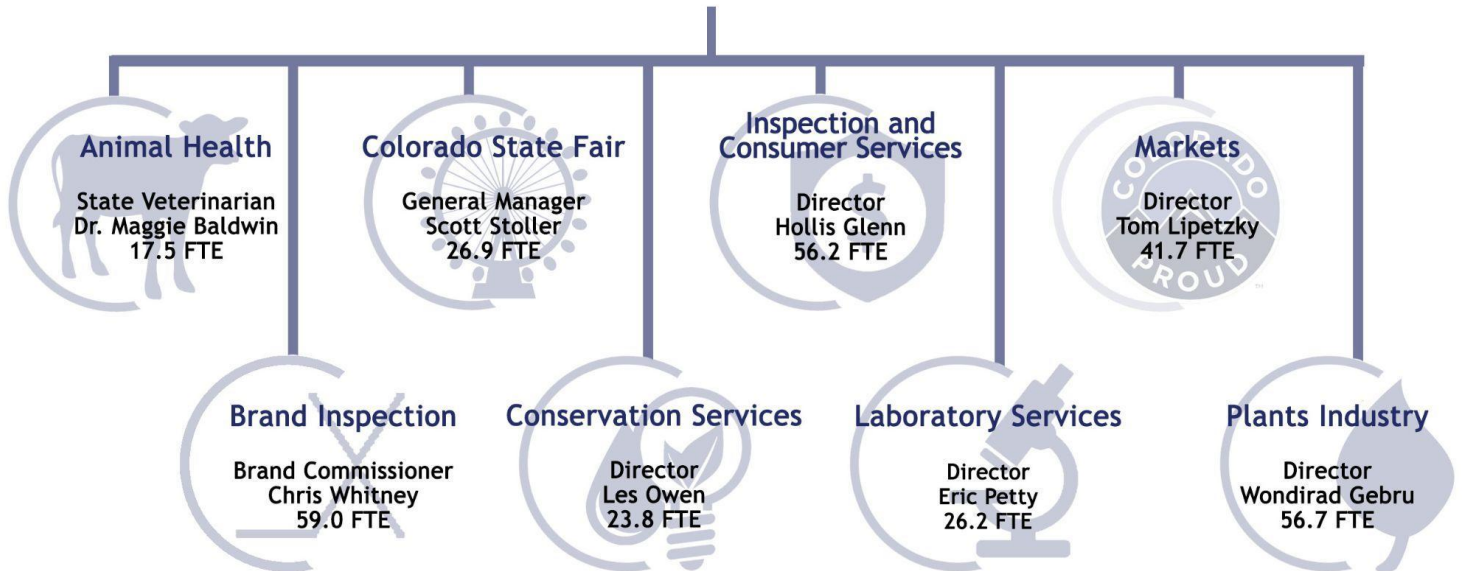
Our vision is that Colorado agriculture be strong and vibrant, a key driver of the state's economy, and recognized worldwide for its safe and abundant supply of high-quality food and agriculture products.

Organizational Chart

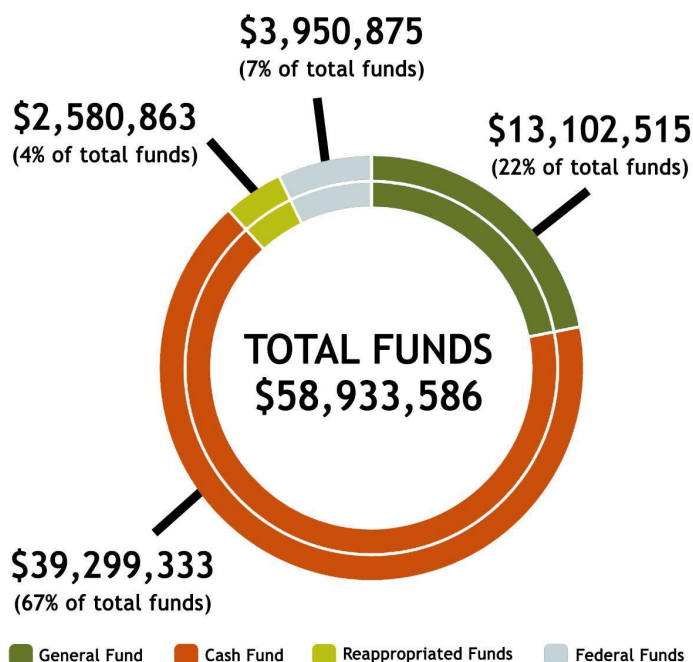


Commissioner's Office
(Executive Director)

Commissioner
Kate Greenberg
18.7 FTE



Appropriation



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.

In FY 2019-20 and FY 2020-21, the COVID-19 pandemic created a lot of uncertainty about the State's financial position. This, in turn, impacted the Department's budget by requiring reversions and cuts to future years' budgets, including a 5% reduction to General Fund Personal Services. At the same time the Department has been working to implement USDA rules on industrial hemp regulation, which has required additional spending authority for the program.

Commissioner's Office

Division FY 21-22 Operation Plan

Division Description

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. In addition, 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.

Commissioner's office supports Colorado's entire agriculture industry by working with local, state, and federal agencies and partners and providing assistance, support, and information to and about the agricultural community. In addition, we lead CDA's Rural Mental Health Initiative, work with schools and youth ag education organizations to support their ag-related activities, and promote public awareness of agriculture through CDA's website, newsletter, events, sponsorships, and collaboration with diverse media across all regions of the state.

COVID & EMERGENCY RESPONSE

Our team actively responded to the COVID-19 pandemic since day one, ensuring critical business status for agriculture, mitigating regulatory barriers during the emergency, advocating for farmers markets to stay open as essential retail, securing \$2 million in 2020 CARES Act funding for ag producers and businesses, managing supply chain disruptions, supporting the rollout of vaccine prioritization for frontline food and ag workers, and much more.

In addition, our team responded to last years' record-breaking wildfires by assisting landowners in evacuating livestock and coordinating with local emergency management. We have since established an Ag Recovery Task Force to assist private landowners in wildfire planning and recovery. All the while, we maintained a continuity of operations across the department.

Who We Serve

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

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

We continue to work on completing work outlined in Governor's Executive Order 2020 175 and implement CDA's EDI action plan, led in coordination with EDI Committee and Senior Management.

Distribute CARES Act relief dollars to the beginning, veteran, Black, Indigenous, and producers of color; and others historically underserved.

Actively supported promotora public health model for ag workers led by young farmers.

Building EDI lens into hiring, recruitment, culture, programs and services, stakeholder outreach, and self-education communities.

INNOVATING TO DELIVER THE MOST VALUE

This year we worked on identifying internal and external customer pain points. An internal process we identified was the approval of credit card statements within the department. The Business Operations section of the Commissioner's office created an online workflow where cardholders can identify, sign, and submit their credit card statement for approval to their supervisor. The automated process sends emails to approvers who can view, comment and approve the statement right through their email. This improvement reduces the number of printed documents and time for approval.

INCREASING ACCESS TO VIRTUAL SERVICES

Facilitated the Governor's Reimagine State Government team dedicated to increasing access to virtual services. As a result, we helped accomplish the Governor's goal of diverting 100K transactions.

Animal Health

Division FY 21-22 Operation Plan

Division Description

The Animal Health Division works in close cooperation with livestock producers, private practicing veterinarians, industry associations, and 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 wildlife damage management services, licensing of aquaculture facilities, and oversee the Bureau of Animal Protection.

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Support the State and Department's efforts for Equity, Diversity, and Inclusion within our daily work in the animal health division.

Ensure our division employees have access to and complete EDI training provided by the State and Department.

INNOVATING TO DELIVER THE MOST VALUE

We constantly monitor and improve our import requirement pages on our website to ensure the most current and up-to-date information for our stakeholders, allowing for the most accurate information 24 hours a day.

The Bureau of Animal Protection (BAP) rule delineates how BAP agents exercise authorities vested in them by the commissioner. A major BAP rule revision not only clarified those processes but also created a streamlined process for transferring a BAP agent commission to a new employer.

We maintained the data on 52,000 premises in our USAHERDS database by verifying addresses, counties, and GPS coordinates for each premises.

USDA has initiated a program for distributing no-cost RFID cattle tags to veterinarians and producers through the individual states. Since early 2020 we have received 170,000 unique tags, which are being distributed and tracked in collaboration with the Animal Health Laboratory. To do this, we developed a process utilizing our USAHERDS database that ensures we can capture the movement of all IDs - from CDA to veterinarian to placement in cattle. This process enhances our traceability program.

Who We Serve

- Animal owners
- Livestock
- Livestock producers
- Veterinarians
- Livestock Auction Markets

INCREASING ACCESS TO VIRTUAL SERVICES

The ability to use electronic signatures for commuter herd application approvals has greatly reduced the amount of time needed to approve the applications. It enables producers to move their cattle to grazing land sooner.

We are pursuing an improved online aquaculture licensing system with enhanced customer service capabilities.

Requirements to acquire and maintain a BAP agent commission include attending CDA's most current Scope and Range of a BAP Agent's Authority training. We created and updated an online training, ensuring all current and aspiring agents will have access to this mandatory training during 2021.

Continued development of the VET-CVI as an online/mobile application that provides veterinarians the ability to complete Certificates of Veterinary Inspections (CVI) through their mobile devices or computers. The goal is to move all veterinarians away from paper CVIs and provide them with a no-cost online option for completing CVIs. We have spent years encouraging electronic CVIs with great success. Still, the percentage of users has plateaued, and we feel providing this tool will get us closer to 100% adoption of electronic submission.



Brand Inspection

Division FY 21-22 Operation Plan

Division Description

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 essential 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 main 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), and inspect and license approximately 50 alternative livestock facilities.

Who We Serve

- 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)

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Continue to emphasize the value and importance of training made available to Division employees both as a means of elevating the subject and providing tools to address it on an ongoing basis.

INNOVATING TO DELIVER THE MOST VALUE

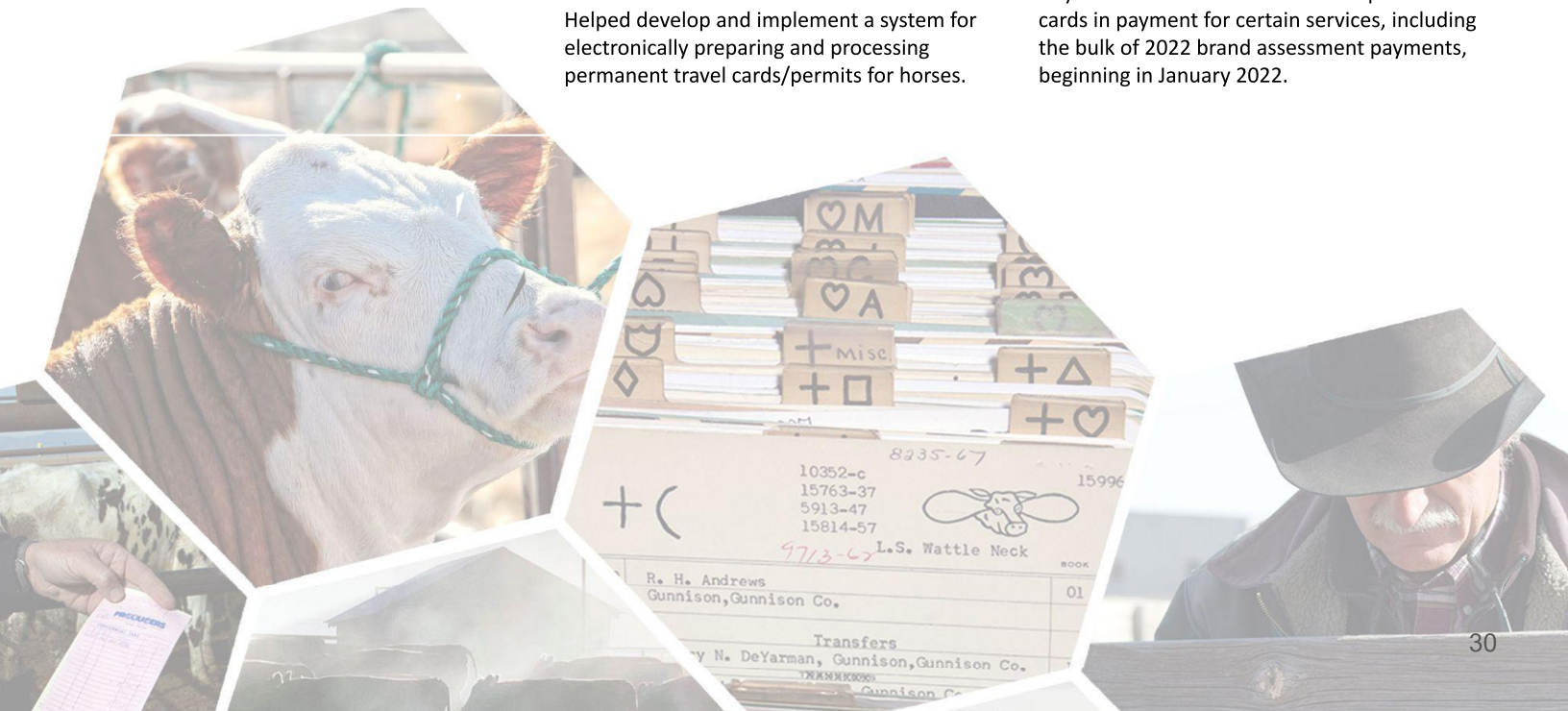
Helped develop and implement a digital program that enables the Brand Recorder to research new brand applications electronically, thus reducing the time necessary to perform the research and respond to the customer.

Helped develop and implement a system for electronically preparing and processing permanent travel cards/permits for horses.

INCREASING ACCESS TO VIRTUAL SERVICES

We made the Colorado Brand Book, with approximately 30,000 brands, available digitally on the Division's website.

In addition to the above, the Division is testing a system that will enable us to accept credit cards in payment for certain services, including the bulk of 2022 brand assessment payments, beginning in January 2022.



Colorado State Fair

Division FY 21-22 Operation Plan

Division Description

The mission of the Colorado State Fair Authority is the celebration of Colorado’s vibrant and diverse industries, with an emphasis on agriculture.

Our three highest priorities are:

1. Coloradans participate in a premier annual celebration of Colorado’s diverse cultures, communities, and traditions. We aim to provide a wholesome, informative family entertainment event that expands knowledge of agriculture, Colorado Proud food products, and Colorado’s industries. This event will engage and connect with other cultures and groups and will be the preferred platform for 4-H/FFA to showcase their achievements.
2. Showcase and celebrate Colorado’s agricultural industry through a year-round/permanent agriculture education exhibit.
3. Create a “Gathering Place” for the Pueblo and Southern Colorado communities through year-round targeted utilization of venues for public and private events. We want to accomplish this by creating an array of different activities/attractions for the enjoyment and education of the Southern Colorado public.

Who We Serve

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

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Our demographic is or should be “everybody.” Our showcase should be broad enough that not everyone will like everything, e.g., our art showcase should, while having some parameters, be a platform for people to express opinions, views, and cultural perspectives.

Fair will continue to have a diversity of cultural elements, with Fiesta Day focused on Hispanic-related activities.

Exposure to other peoples’ creations and activities inspires broadening people’s interests or appreciation for others.

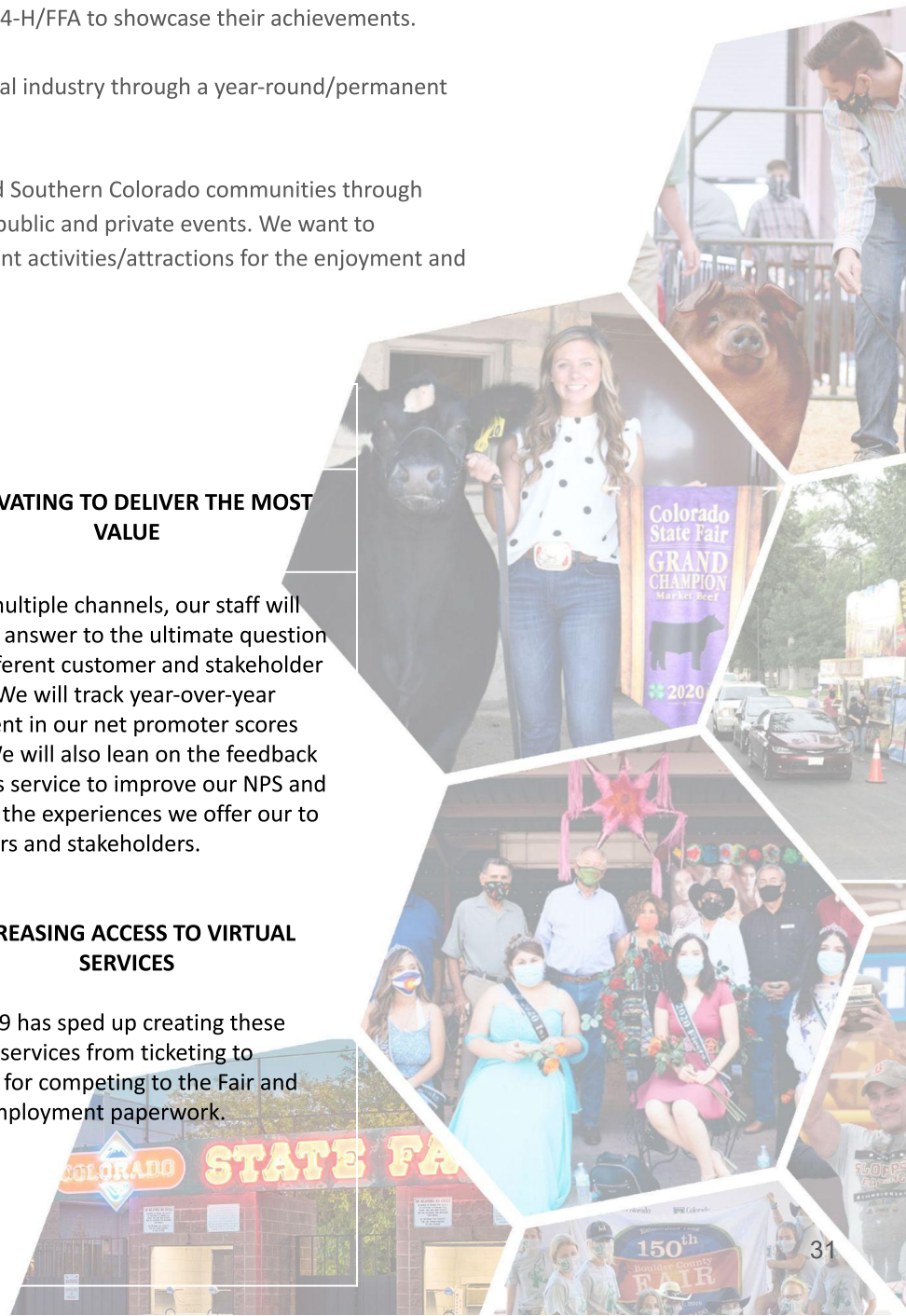
Longer-term – explore options for more partnerships that could replicate successful elements of Fiesta Day, aiming at more diversity and inclusion in our audience.

INNOVATING TO DELIVER THE MOST VALUE

Across multiple channels, our staff will seek the answer to the ultimate question from different customer and stakeholder groups. We will track year-over-year movement in our net promoter scores (NPS). We will also lean on the feedback from this service to improve our NPS and improve the experiences we offer our to customers and stakeholders.

INCREASING ACCESS TO VIRTUAL SERVICES

COVID-19 has sped up creating these types of services from ticketing to entering for competing to the Fair and event employment paperwork.



Conservation

Division FY 21-22 Operation Plan

Division Description

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

We're composed of ten 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, Soil Health Program, and Weed Free Forage.

Together, these programs provide voluntary technical and financial support and incentives, leadership and coordination, and regulatory oversight to public/private landowners and agricultural businesses statewide on various natural resource management challenges.

Who We Serve

- 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

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Continue to ensure that all outreach efforts consider the department's equity, diversity, and inclusion goals.

Support staff in completing available EDI training opportunities.

INNOVATING TO DELIVER THE MOST VALUE

In order to improve the onboarding experience for new Conservation District Supervisors, an online Learning Management System (LMS) was implemented to allow users to register/log in, complete training and testing at their own pace, and have their progress tracked automatically.

Agricultural Water Quality Program staff developed surface water sampling protocols and worked with DLS to develop analysis methodologies and parameters.

INCREASING ACCESS TO VIRTUAL SERVICES

CSCB staff provided online meeting/conference capabilities to local Conservation District meetings, the CACD annual conference, and other stakeholder meetings.

We are pursuing online payment capabilities for the Chemigation Program, which would allow customers to pay for permits and inspections online with a credit card.



Inspection and Consumer Services

Division FY 21-22 Operation Plan

Division Description

The Division of Inspection and Consumer Services (ICS) conducts regulatory inspections, product sampling, and complaint investigations designed to protect agricultural producers and provide confidence to Colorado consumers. ICS's mission is to promote good health and safety by confirming agricultural products and services are safe, fair, and transparent. ICS regulates livestock feed, pet food, commercial fertilizer, anhydrous ammonia tanks, farm products dealers, commodity handlers/grain warehouses, pet animal care facilities, commercial scales and other measuring devices, egg dealers, custom meat processors, and produce farmers.

In any given year, ICS inspectors conduct more than 21,000 inspections across Colorado. This number includes inspecting more than 25,000 commercial scales, ranging from large cattle and truck scales to airport baggage scales and deli scales at your local grocery stores. Our team also collects feed samples tested to confirm accurate nutritional guarantees or identify the presence of harmful pathogens and other adulterants. In addition, ICS's Pet Animal Care Facility Act (PACFA) program routinely inspects pet shelters, rescues, breeders, retail stores, and other pet facility types. When needed, the PACFA program takes the necessary regulatory action to immediately address instances in which Colorado pets' health and safety are at risk.

ICS also provides free mediation and dispute resolution services through the Colorado Agricultural Mediation Program (CAMP) to farmers and ranchers who require resolving certain types of conflict. The CAMP assists a farming or ranching family to develop a transition plan that can be used as an estate planning tool to help pass the operation to other family members. In 2021, the CAMP helped resolve 10 disputes and initiated more than 30 family farm transition plans.

Who We Serve

- Colorado farmers and ranchers
- Colorado consumers
- Livestock feed and pet food manufacturers and distributors
- Commercial fertilizer manufacturers and distributors
- Businesses that use commercial scales and other measuring devices
- Pet animal care facility owners and operators; such as shelters, rescues, and breeders
- Custom exempt meat processors
- Egg producers and dealers
- Farm products dealers, commodity handlers, and warehouses

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Engage one-on-one with rural producers and licensees.

Broadly assist Colorado's farmers and ranchers in making connections and understanding how to navigate government programs, obtain loans, and succeed in getting other forms of assistance.

INNOVATING TO DELIVER THE MOST VALUE

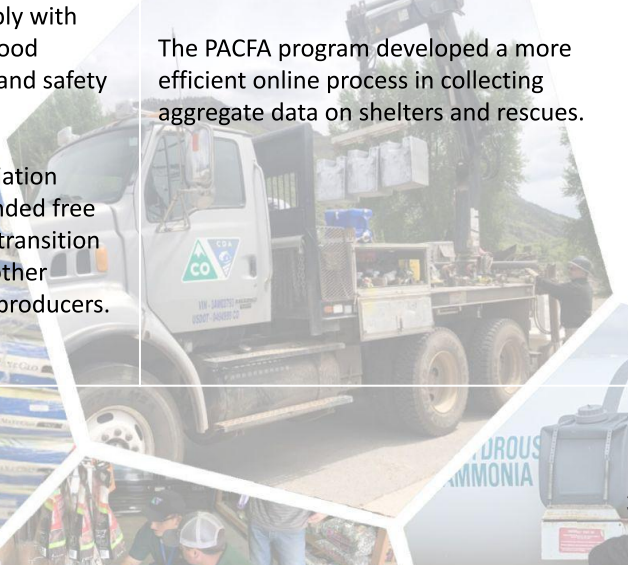
The PACFA program developed free online continuing education courses in conjunction with industry experts to help licensees understand and comply with state regulations and employ good practices related to the health and safety of pet animals.

The Colorado Agricultural Mediation Program has significantly expanded free services, including family farm transition plans, neighbor disputes, and other conflict resolution services for producers.

INCREASING ACCESS TO VIRTUAL SERVICES

The Division was able to conduct virtual financial audits of farm products dealers and commodity handlers licensees.

The PACFA program developed a more efficient online process in collecting aggregate data on shelters and rescues.



Laboratory Services

Division FY 21-22 Operation Plan

Division Description

The Division of Laboratory Services (DLS) supports consumer protection by providing valuable services and consistent, reliable results with integrity, professionalism, and impartiality. The Colorado Department of Agriculture laboratory facility is located on the CDA campus in Broomfield and comprises three laboratory operations: Animal Health (AHL), BioChemistry (BCL), and Metrology (MTL). In addition, the 26 Division staff have scientific education and experience in biology, Microbiology, Epidemiology, and Chemistry.

- All three laboratories maintain a variety of procedures on their individual ISO/IEC 17025:2017 scope of Accreditation.
- DLS was the first government laboratory to achieve green lab certification to recognize the efforts made to reduce the environmental impact of the laboratory space.
- In 2020, DLS was awarded human and animal food safety testing cooperative agreements by the United States Food and Drug Administration and the United States Department of Agriculture.
- Expansion of the CDA Agricultural Water Quality Program in 2020 now includes the additional analysis of surface waters for pesticide residues and incurred nutrient indicators such as phosphates and nitrates.
- The pandemic required hybrid work scheduling arrangements and the development of several new workflows and processes that allowed us to complete remote data compilation, review, and reporting. These changes permitted DLS to be fully operational throughout the pandemic while maintaining safe social distancing.

Who We Serve

- CDA Internal Division Regulatory Programs (ICS, DPI, CONS., AH)
- Veterinarians and Livestock Producers
- Device Service Providers
- Law Enforcement Agencies
- US Department of Agriculture
- US Food and Drug Administration
- US Environmental Protection Agency
- Other State of Colorado Agencies
- Private Industry

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

DLS has historically always embraced Equity, Diversity and Inclusion. With the roll-out of a formal state and department EDI effort, DLS employees have participated actively in individual training and participation on CDA committees.

INNOVATING TO DELIVER THE MOST VALUE

BCL Analytical Work Plans developed for each internal division customer program.

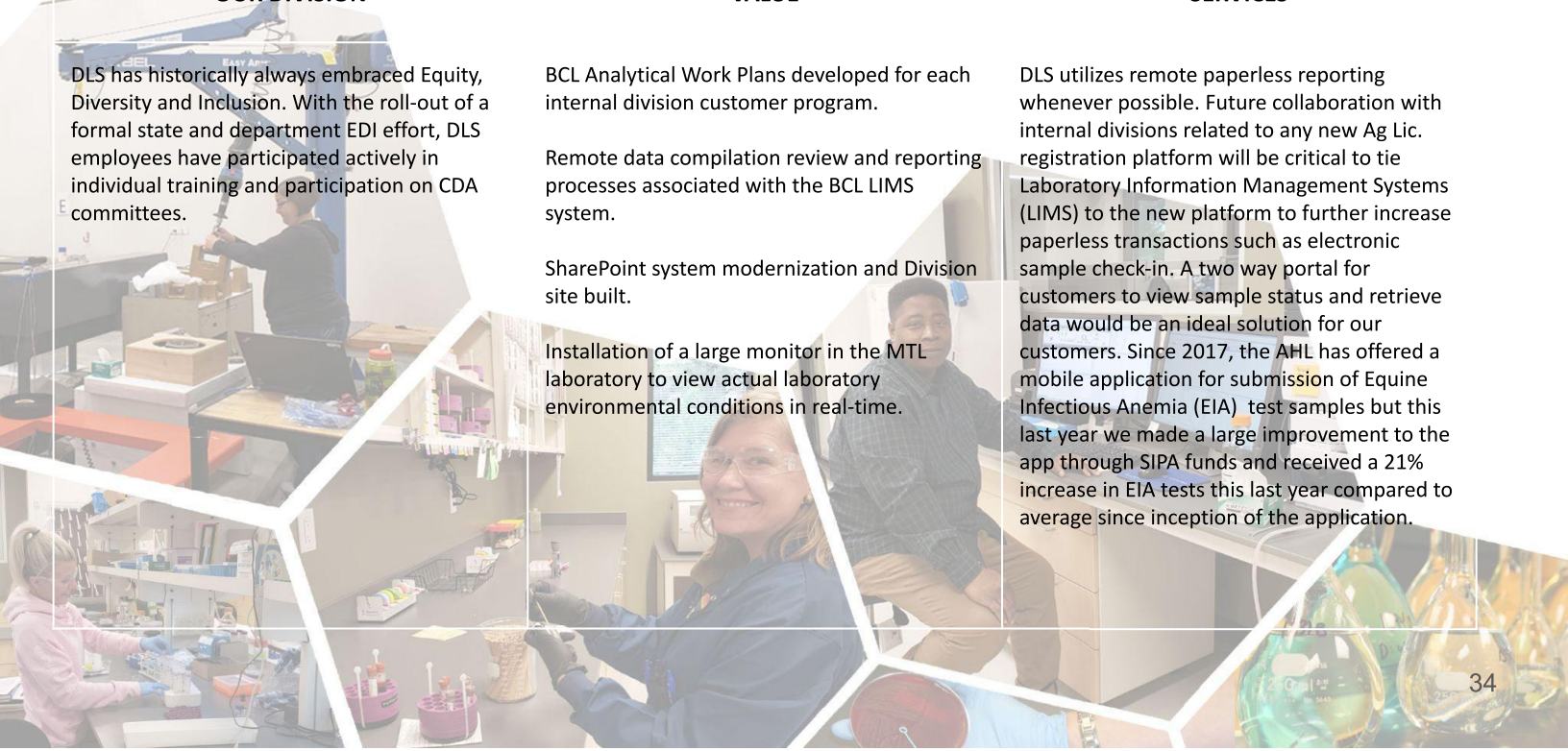
Remote data compilation review and reporting processes associated with the BCL LIMS system.

SharePoint system modernization and Division site built.

Installation of a large monitor in the MTL laboratory to view actual laboratory environmental conditions in real-time.

INCREASING ACCESS TO VIRTUAL SERVICES

DLS utilizes remote paperless reporting whenever possible. Future collaboration with internal divisions related to any new Ag Lic. registration platform will be critical to tie Laboratory Information Management Systems (LIMS) to the new platform to further increase paperless transactions such as electronic sample check-in. A two way portal for customers to view sample status and retrieve data would be an ideal solution for our customers. Since 2017, the AHL has offered a mobile application for submission of Equine Infectious Anemia (EIA) test samples but this last year we made a large improvement to the app through SIPA funds and received a 21% increase in EIA tests this last year compared to average since inception of the application.



Markets

Division FY 21-22 Operation Plan

Division Description

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

To deliver on our mission, Division staff manage nearly a dozen programs. The most public-facing of these being the Colorado Proud program, which helps consumers and other buyers to identify and purchase food, beverage, and agricultural products grown, raised or processed in Colorado. Business development webinars, the Farm Fresh Directory, and a wide array of other directories and listings are also geared toward promoting Colorado's food and agricultural products locally. We also assist producers and companies in developing and finding new markets and sales beyond Colorado, both domestic and globally, by facilitating business-to-business meetings with buyers and through trade shows and outbound and inbound missions. In addition, we also take point on trade matters and agricultural issues advocating for Colorado access or provide input to overcome trade barriers and work with industry partners in this regard such as USDA, FAS, NASDA, WUSATA, foreign governments, and their representatives and State entities.

Markets also have a crucial role and responsibility in developing our hemp industry, setting direction, and creating sales avenues and opportunities for growers and producers. Additionally, we collect and disseminate livestock market news, provide size and grade 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, which also provides phytosanitary, seed potato, and late blight quarantine inspections to support the Department's Plant Industry Division.

Additionally, we provide administrative oversight for eight market order programs, fund viticulture research and promote Colorado wines through the Colorado Wine Industry Development Board, and administer the state's Specialty Crop Block Grant Program to benefit Colorado's fruit, vegetable, and green industry producers. The Markets Division also supports the next generation of agricultural producers in Colorado by providing valuable training opportunities, including helping businesses to hire interns through the Agricultural Workforce Development Program and providing leadership training through partnerships with the Colorado Ag Leadership Program, 4-H, and the Colorado FFA Foundation.

Who We Serve

- Existing and aspiring Food, livestock, and agricultural producers
- Fruit, vegetable, and green industry growers and shippers
- Processed foods and beverage makers
- Food and agricultural product distributors
- Grocery and specialty food retailers
- Restaurants, chefs and the food service industry.
- International buyers, distributors, and brokers
- School lunch, institutional feeding, and food pantry programs
- Colorado's food and agricultural industry/trade organizations and market order programs
- Colorado wineries and grape-growers
- Consumers of Colorado produced meat, produce, processed foods, and wine

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

In support of Department priorities related to EDI, the Division increased outreach efforts around its Specialty Crop Block Grant and Ag Workforce Development programs to include historically underserved communities, including tribal communities and college and university programs serving BIPOC students. Additionally, the CWIDB initiated several programs to reach new consumer groups, including people of color and marginalized constituencies. In the future, the Division intends to continue to enhance outreach and utilize various communications platforms to feature and highlight EDI-related success stories.

INNOVATING TO DELIVER THE MOST VALUE

We gained efficiencies and effectiveness during this past year by shifting what mainly had been in-person business development workshops to online webinars and podcasts. This change allowed more producers and companies to participate in the training and do so when convenient for them without the inconvenience of travel or having to block out time during the workday.

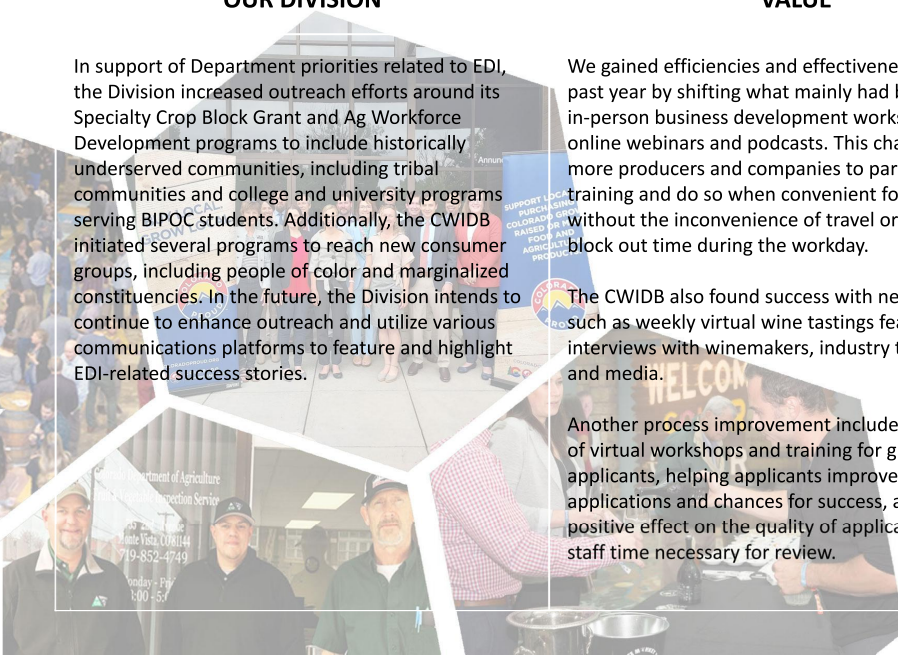
The CWIDB also found success with new initiatives such as weekly virtual wine tastings featuring interviews with winemakers, industry trendsetters, and media.

Another process improvement included the addition of virtual workshops and training for grant program applicants, helping applicants improve their applications and chances for success, and having a positive effect on the quality of applications and the staff time necessary for review.

INCREASING ACCESS TO VIRTUAL SERVICES

As a key example, our international marketing team facilitated virtual meetings and activities with prospective international buyers. While not replacing the need to make product introductions in person, maintaining some virtual elements may help screen buyers better and result in more productive in-person meetings.

Key initiatives in the coming year include the buildout of an online replacement for MarketMaker to help consumers and other buyers identify and purchase Colorado food and agricultural products and the implementation of USDA's SCION platform for the issuance of electronic size and grade inspection certificates.



Plant Industry

Division FY 21-22 Operation Plan

Division Description

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 state's 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 register and regulate the hemp program in the state which is one of the leaders in the nation.

Who We Serve

- Pesticide registrants and dealers
- Commercial pesticide applicators
- Individual applicators
- Pesticide sensitive persons
- Nursery and seed registrants
- Plant product exporters
- Plant produce importers for research, personal and commercial use
- Organic producers and processors
- Hemp producers

Division Highlights

EQUITY, DIVERSITY AND INCLUSION IN OUR DIVISION

Discussed EDI at our management and staff meetings and encouraged to participate at EAC subcommittee working on EDI.

INNOVATING TO DELIVER THE MOST VALUE

We have worked on a Lean Process improvement for the organic program and are committed to implementing recommendations that will reduce certifying time for operations.

We have begun working on Lean Process on Seed and Nursery program and will continue in the coming planning year.

INCREASING ACCESS TO VIRTUAL SERVICES

Pesticides applicator program has launched an online application and payment portal in collaboration with Colorado Interactive.

The hemp program has launched a quarterly newsletter that aims to improve customer outreach and educate our registrants on hemp rules and increase compliance with our rule.





FY 20-21 Performance Report

OUR YEAR IN REVIEW

Performance Plan Summary

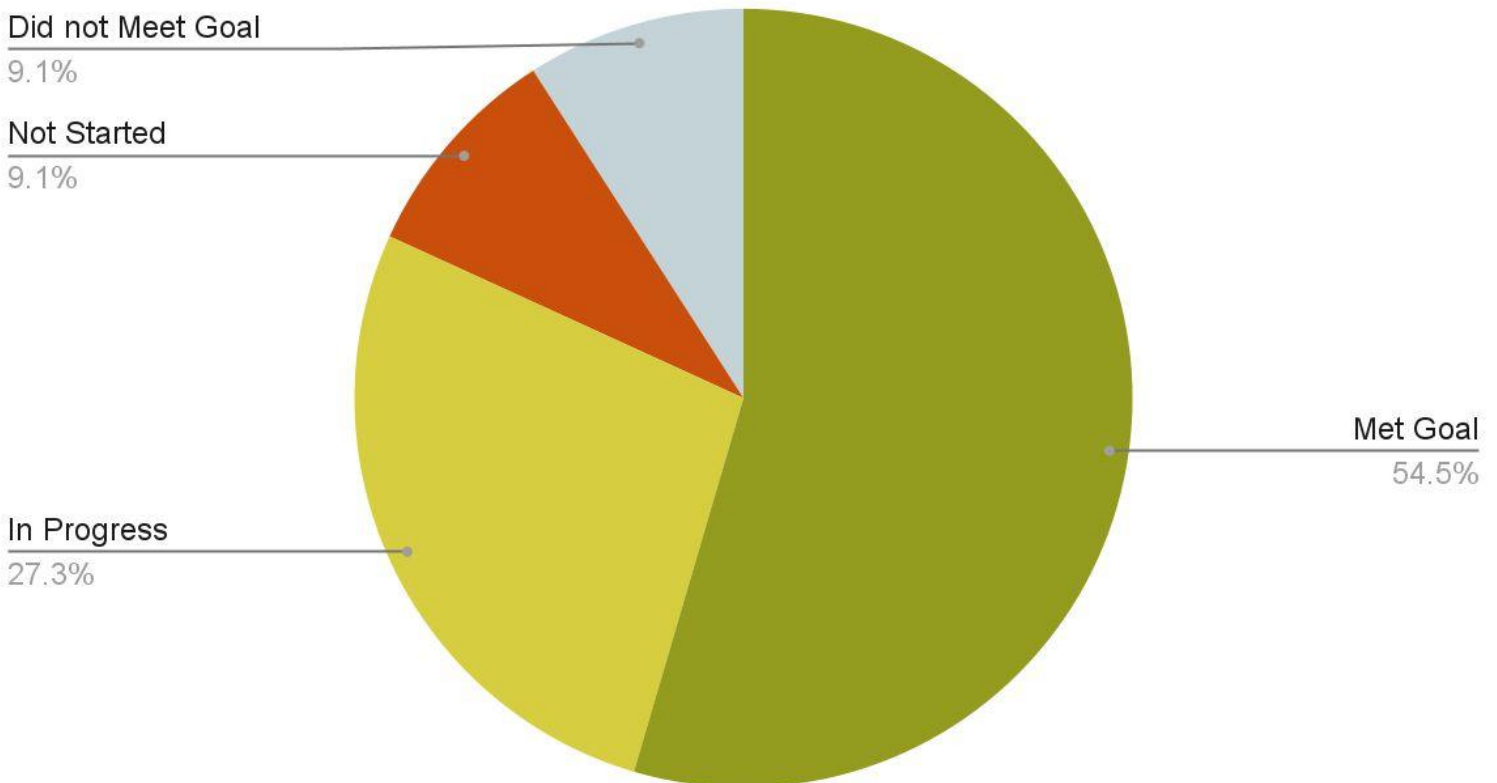
The past year has been like no other in recent history. The ways CDA's workforce has changed outnumber how it has stayed the same, and employees adapted to forward our goals. Thanks to our employees' solid efforts, we were able to meet over 55% of our goals in 2020-2021.

COVID-19 made achieving certain goals difficult as we faced a host of new challenges. We set reach goals for ourselves; as a result, this performance review also reflects a few goals that fell short of our high expectations.

We are proud of our efforts to overcome obstacles and adapt to the challenges that came our way. Through it all, not only did we successfully advocate for agriculture every step of the way through the pandemic, we also recognized the accomplishments, partnerships programs and services, and improved customer experiences we advanced during this historic year.

Please read on and share with us our successes and progress through Q3 of this fiscal year. Final data will be available in September.

Breakdown of Goals



WIG #1: Strengthen Market Opportunities by increasing the percentage of consumers buying Colorado products from 83% to 84%.

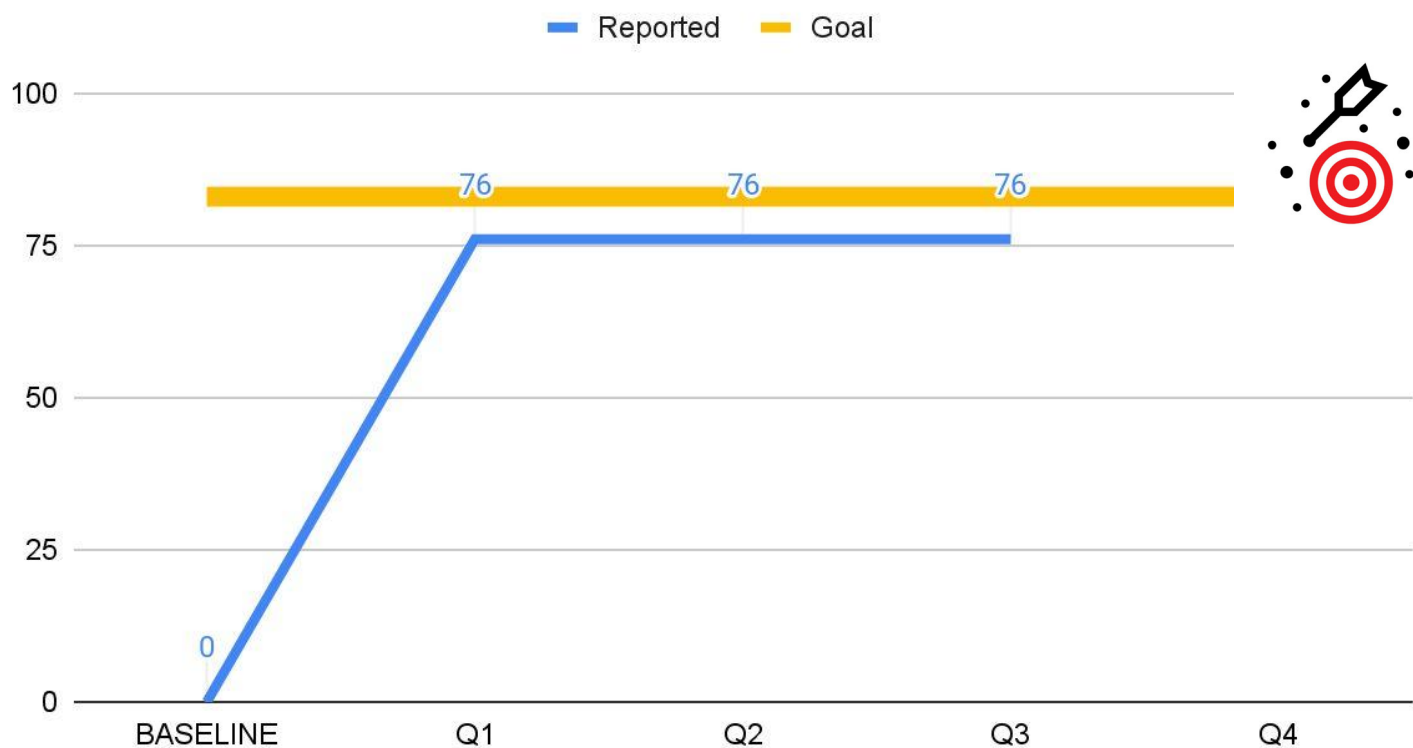
SUPPORTING COLORADO PROUD COMPANIES DURING THE PANDEMIC

As of Quarter 3, we have not met this goal, and we attribute this primarily to consumers altering their shopping behaviors to cope with the realities of COVID-19. Purchasing food in the era of COVID-19 was nuanced and complex. Grocery stores saw periods of "stock up" shopping, usually only seen before snow storms or extreme weather events. Shoppers also had to evaluate the risk to their health, needs, and shopping options available to them. Further exaggerating changes in behavior were interruptions in supply chains and shrinking incomes.

About 85% of shoppers surveyed say they are more likely to buy produce labeled with the Colorado Proud logo. 94% of those surveyed said they did so at the grocery store. So, we know that the desire for buying local products is there and we look forward to helping connect Colorado Proud producers with those consumers.

As we move out of the pandemic, in Q4 we'd like to evaluate if attitudes and opportunities to purchase Colorado Proud products have changed.

Reported and Goal



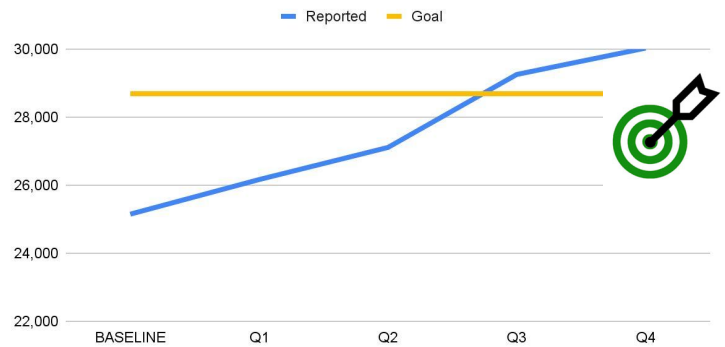
WIG #1: Strengthen Market Opportunities by increasing the percentage of consumers buying Colorado products from 83% to 84%.

Several areas we excelled at this year were the outreach through social media, including popular posts on rural mental health, farmers going above and beyond for animal welfare, and weekly virtual wine tastings featuring interviews with winemakers, industry trendsetters, and media.

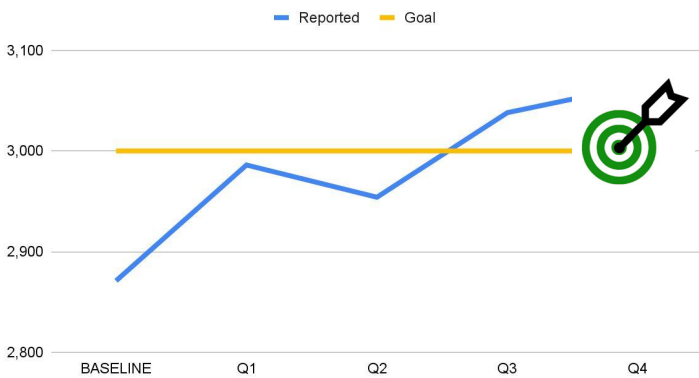
We increased business participation in the Colorado Proud program by 6.75%, with more than 3,065 participating farmers, ranchers, greenhouses, manufacturers, and processors sell locally-grown, raised, and processed food and agricultural products.

Last year, CDA worked with partner state agencies to connect Patagonia Workwear, farmers Wright-Oakes, LLC in the San Luis Valley, soil scientists from Colorado State University, and our current hemp supplier from China to pilot Colorado-grown hemp fiber for market.

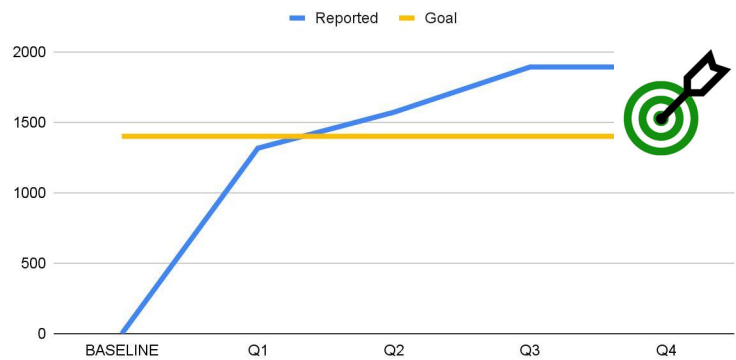
Increase in Social Media engagement, aiming to increase from 25,147 followers to 28,684



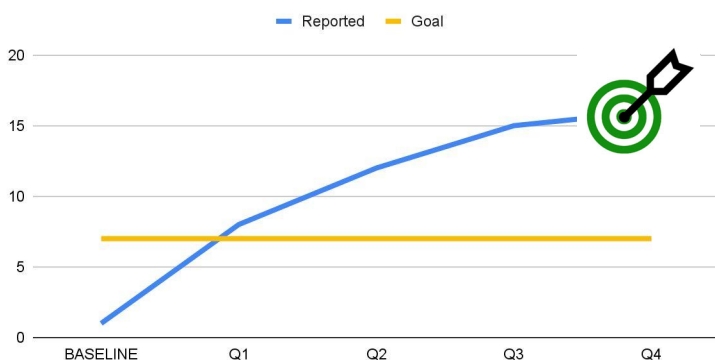
Increase in # of Colorado Proud members from 2871 to 3000.



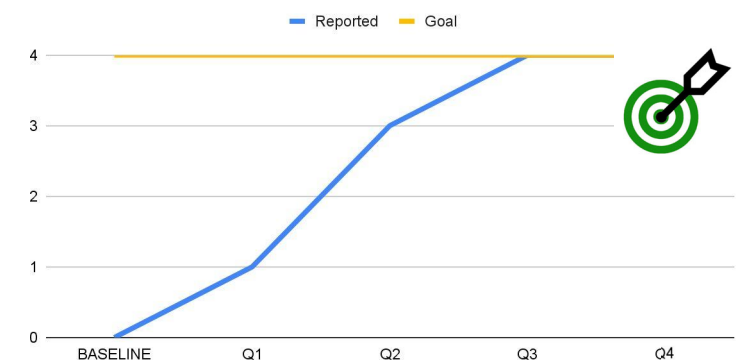
Increase overall outreach to Hemp licensees with a monthly/quarterly newsletter from 0 to more than 1000.



Increase the number of Administration-led strategic relationships from 1 to 7.



Increase Colorado hemp producers commodity market share through increased business partnerships from 0 to 4.



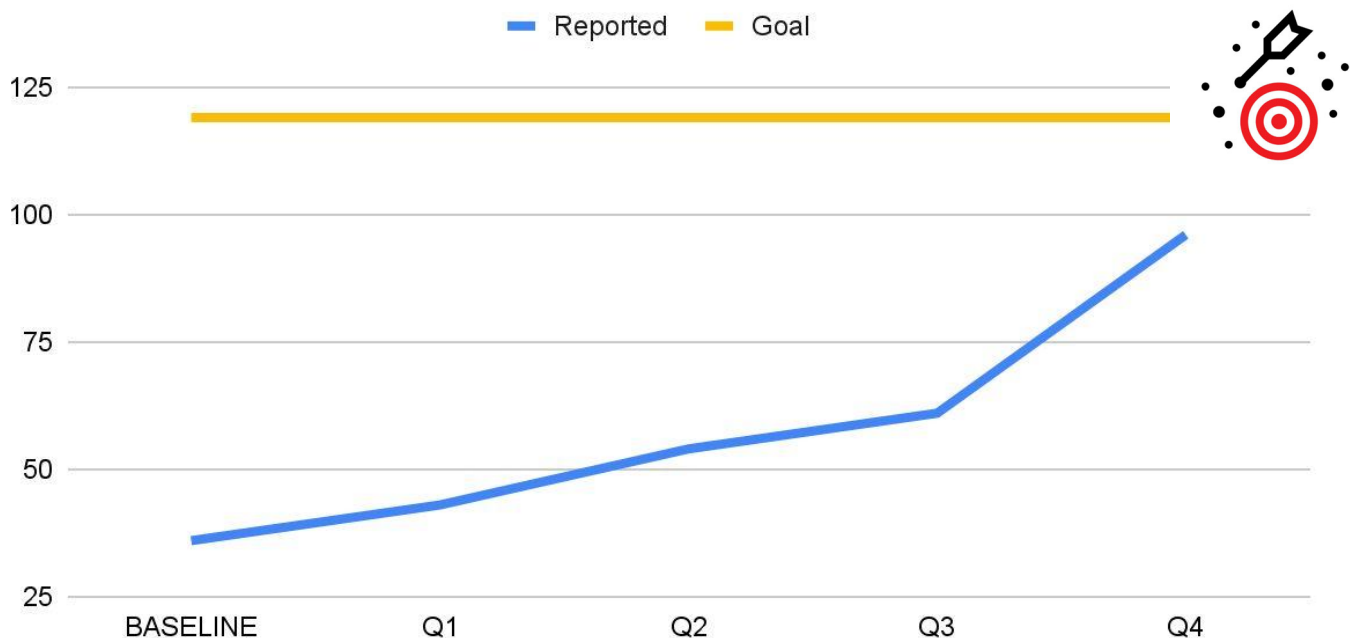
WIG #2: Increase voluntary stewardship by increasing participation from 36 to 119 Colorado farms and ranches in conservation activities through direct CDA assistance.

CONSERVATION AGRICULTURE

Most of the goals CDA set for FY 20-21 relied on the development and kick-off of the Soil Health Program. The Soil Health Program Initiative began as a grassroots resolution from the Conservation Districts. CDA has made the healthy soil vision a leading strategy for the agency's sustainability and climate goal. As of Q3, we were off target on most of the goals established; however, these are not good indicators of the significant progress we've made in this area over the past year.

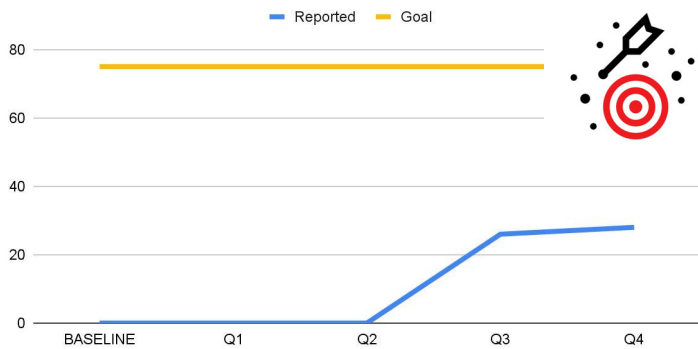
1. CDA has spent more than a year engaging in a robust stakeholder process through the leadership of the Colorado Collaborative for Healthy Soils (CCHS) to gather input from agricultural groups and individual farmers and ranchers from across the state. CCHS Annual Report.
2. Hired a Soil Health Specialist.
3. Created the framework for the Colorado's Saving Tomorrow's Agricultural Resources (STAR) Program. A free and voluntary tool to educate producers, give bragging rights, and structure conversations around soil health. Created by conservation districts for conservation districts, STAR is a practice-based rating system that assigns points based upon a 10-minute form producers fill out about for the following soil health practices: cropping, tillage, nutrient application, and other best management practices. As a result, the farmer or rancher receives a STAR rating from 1-5 stars that helps them understand how well they are promoting soil health and upholding soil health principles.
4. STAR pre-pilot is underway, collaborating with 3 local conservation districts and numerous interested ranchers and farmers who want to review the STAR framework and provide feedback on the STAR forms and scoring system.
5. Secured several funding sources to advance program objectives.

Increase voluntary stewardship by increasing participation from 36 to 119 Colorado farms and ranches in conservation activities

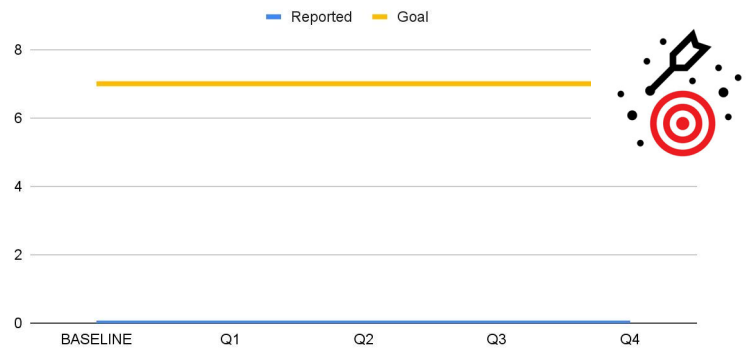


WIG #2: Increase voluntary stewardship by increasing participation from 36 to 119 Colorado farms and ranches in conservation activities through direct CDA assistance.

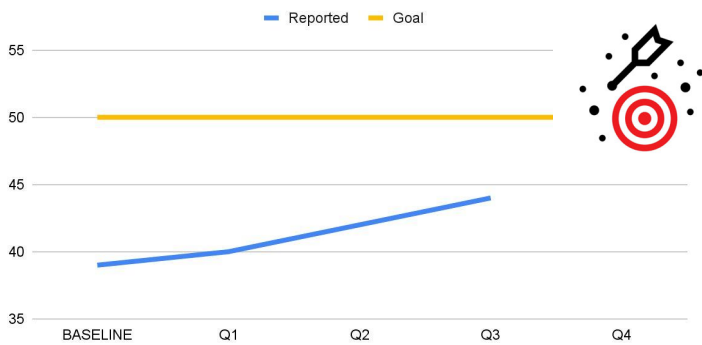
Build voluntary participation in the Saving Tomorrow's Agricultural Resources (STAR) program from 0 to 75.



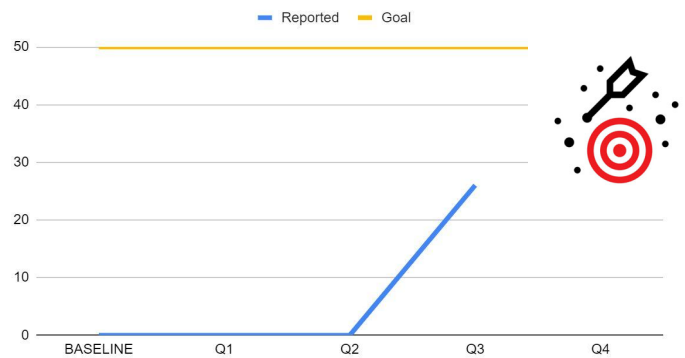
Enrollment of Hemp operations participating in the Saving Tomorrow's Agricultural Resources (STAR) program from 0 to 7.



Increase soil, water and climate stewardship projects from 36 to 50.



Support the stewardship potential of agriculture and natural working lands by increasing the number of producers engaged.



WIG #3: Increase Access to Services by increasing the number of improved systems from 19 to 25.

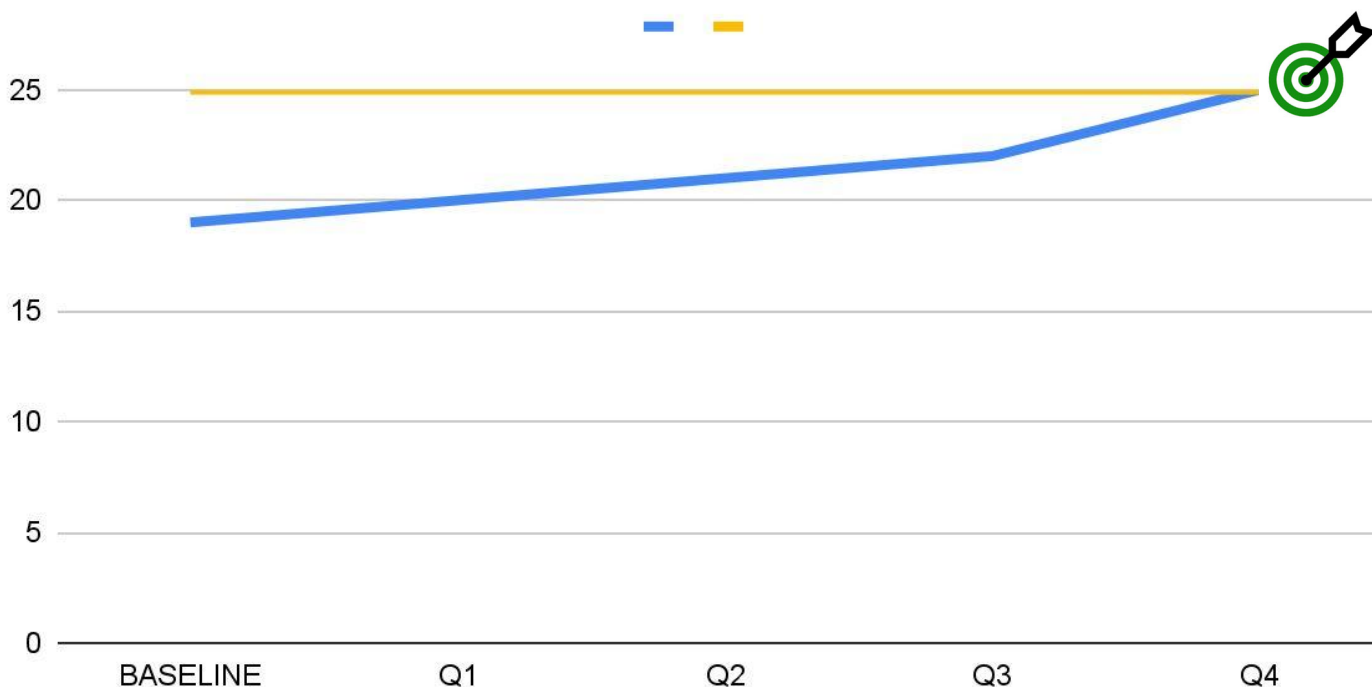
PERFECTING THE PROCESS OF SERVING CUSTOMERS

CDA is working toward streamlining our operations, eliminating waste and duplication, and ensuring that we spend every dollar where it is needed most. Improving quality and efficiency in the delivery of our services is a highly variable and complex process. As CDA matures in its continuous improvement methods and tools, we will begin a broader application to our operations and leadership behaviors and practices. In the next few years, we expect to see a culture of improved quality, increased efficiency, reduced costs, and greater employee engagement and customer satisfaction levels.

We made several improvements this year, including:

1. The implementation of our Pesticide Applicator licensing system, which saw over 3,000 online applications in its first six months.
2. Changes to our internal credit card process eliminated the need for staff to print, wet sign credit card statements. Now staff and supervisors can approve their monthly reports electronically.
3. Our Division of Laboratory Services undertook a deep analysis of the Pesticide Enforcement sample process, eliminating confusion on sample receipt and creating a new chain of custody.
4. The PACFA program developed free online continuing education courses in conjunction with industry experts to help licensees understand and comply with state regulations and employ good practices related to the health and safety of pet animals.
5. Created new guidance and improved signature process for signing hemp stipulations.
6. In anticipation of the 2022 brand assessment, the Brands Division is standing up credit card payments for certain services.
7. The Organic Program went through a process improvement event to reduce the time to certify operations and take online payments in FY 22.

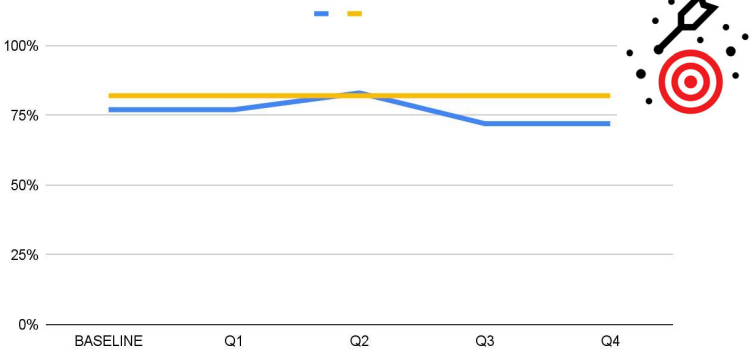
Help institutionalize streamlined and effective processes by increasing the number of improved systems from 19 to 25.



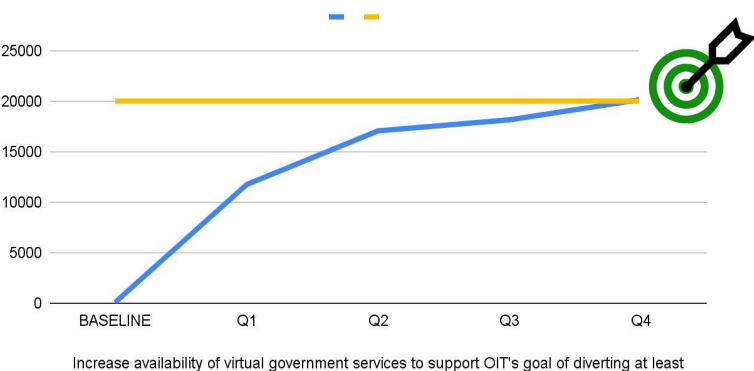
WIG #3: Increase Access to Services by increasing the number of improved systems from 19 to 25.

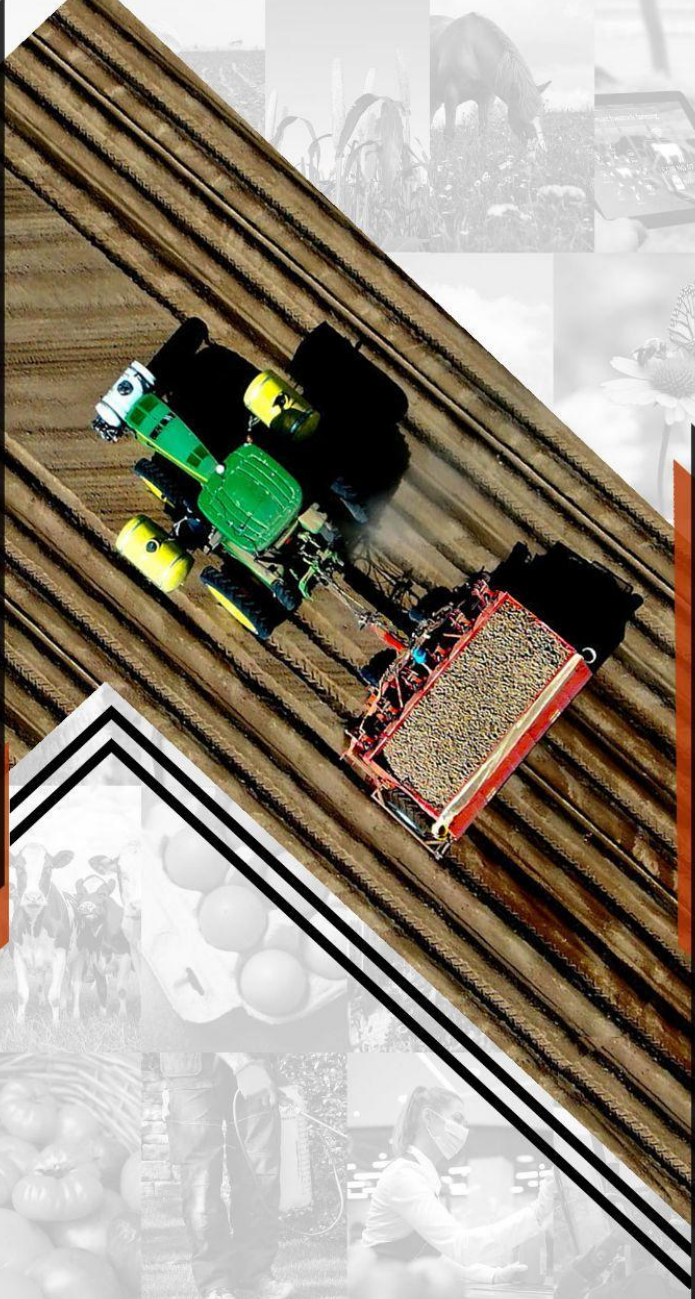
Successful completion of this goal is an organization that prioritizes data-driven decision making, increasing producer access to resources and improving customer service. With these successes in hand the Department will prioritize the use of data to inform policy and program recommendations.

Increase the number of Online Business License Renewals of our licensing programs from 77% to 82%.



Increase availability of government services to support diverting at least 20,000 in-person interactions to virtual services.





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