



# COLORADO

Department of Military  
and Veterans Affairs



**Performance Plan**  
**FY 2019-2020**

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# A Message from The Adjutant General of Colorado



Fellow Coloradans,

The Department of Military and Veterans Affairs touches the lives of almost every Coloradan. Whether we are advocating for veterans or our State's military installations, the work of the Department has an impact. Our largest division, the Colorado National Guard can be seen rescuing stranded hikers from the Continental Divide to the Wet Mountain Valley. The Division of Veterans Affairs trains the County Veterans Service Officers that provide direct support to the over 400,000 veterans that call Colorado home. The junior and senior members of the Colorado Wing of the Civil Air Patrol can be found working together to usher in the next generation of Colorado's aerospace and STEM innovators.

This past year has been one of great successes. We recently cut the ribbon on the Western Region OneSource in Grand Junction. This multi-faceted resource will be a central point for Western Slope veterans, service members, and their families to find assistance. Located a quarter of a mile from the Grand Junction VA Medical Center, it will provide access to complimentary services to those offered by the federal VA.

Your Colorado National Guard team has shown its mettle and competitive spirit at all levels. I want to highlight our Soldiers in the Colorado Army National Guard. They maintain a grueling schedule of training, but also managed to field an outstanding team that took 2nd place at the 2018 International Sniper Competition. Our Air National Guard Security Forces have earned respect from their peers by placing first in the Colorado Army National Guard's Best Warrior competition. From firefighting in Colorado, to developing stronger allies in the Middle East, we remain "Always Ready, Always There."

As you turn the pages of this year's plan, you'll see that Department of Military and Veterans Affairs is poised to continue the standard of excellence of its long and storied history. For one hundred and fifty-nine years, the Department has remained an essential part of the defense of our great state and nation. With each passing year new challenges emerge, but the outstanding men and women of the Department remain ready to meet whatever lies ahead.

Major General Michael A. Loh  
The Adjutant General of Colorado  
Executive Director, Colorado Department of Military and Veterans Affairs



# Mission and Vision

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## MISSION

Colorado's Department of Military and Veterans Affairs supports the Division of the Colorado National Guard (CONG) in delivering land, air, space, and cyber power in support of state and federal operations; enables the Division of Veterans Affairs (DVA) to deliver high quality service to the State's Veterans and their families; and oversees the operations of the Colorado Wing of the Civil Air Patrol (CAP) in delivering aerospace education and emergency services.

## VISION

We aim to earn and maintain the trust and confidence in those we serve at the local, state and federal levels ...  
be recognized for excellence in service to our Veterans, members, and families ...  
and become the state of choice for future force structure gains and infrastructure investment.

## ENDURING PRIORITIES

- Advance and sustain capabilities to meet federal and state mission requirements
  - Provide high-quality response in support of civil authorities
  - Forge local, state, tribal and federal relationships and partnerships
  - Deliver high-quality service to our veterans, members and families
    - Promote the healthy well-being of our members



Our core values of Professionalism, Accountability, Character and Customer Service embody the attributes that all DMVA members strive for in serving and protecting the residents of our state and nation.



## PROFESSIONALISM

Act with professionalism and integrity in every endeavor and discipline in both behavior and performance.



## ACCOUNTABILITY

Accountable to those we serve, with measures of performance, effectiveness, and behavior. Own up to failures and learn from experiences.



## CHARACTER

Culture based on strong character, bound by values of duty, respect, service before self, honor, integrity, personal courage, and excellence in all we do.



## CUSTOMER SERVICE

Effective communications, efficient processes, and positive attitudes serving both internal and external customers.



# Department Description

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## Executive Director's Office

State FTE: 25.4  
General Fund: \$3,956,171  
Cash Fund: \$118,093  
Federal Fund: \$2,164,190  
Reappropriated Funds: \$4,143



## Division of Veterans Affairs

State FTE: 22.1  
General Fund: \$3,698,209  
Cash Fund: \$1,352,336  
Federal Fund: N/A



## Division of the National Guard

State FTE: 132.6  
Service Members: 5,600  
General Fund: \$3,902,489  
Cash Fund: N/A  
Federal Fund: \$116,376,582



## Colorado Wing - Civil Air Patrol

State FTE: 1.0  
Volunteers: 1,800  
General Fund: \$120,918  
Cash Fund: N/A  
Federal Fund: N/A

The Colorado Department of Military and Veterans Affairs is a State Department that delivers land, air, space and cyber power in support of state and federal operations, and serves our state's Veterans and their family members. The Adjutant General of Colorado is both the Chief of Staff of the Colorado National Guard and the Executive Director of the Department. The Adjutant General is a unique position in that the incumbent is not only a state employee, but also a federally recognized general officer.

The Colorado Department of Military and Veterans Affairs has three active divisions. The division of the National Guard that, while in a state status, reports to the Governor of Colorado. The Division of Veterans Affairs provides direct services to Veterans and acts as a statewide training resource for Colorado's network of County Veterans Service Officers. The Division of Veterans Affairs also maintains the Colorado State Veterans Cemetery and Western Region One Source located in Grand Junction. The Colorado Wing of the Civil Air Patrol exists as a division of the department, a volunteer non-profit organization, and as part of the official auxiliary of the United States Air Force.

# Organizational Structure

## Department of Military and Veterans Affairs



The Adjutant General of Colorado  
Maj. Gen. Michael A. Loh



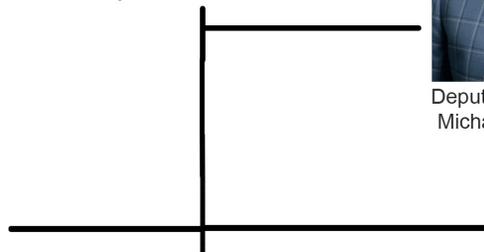
Deputy Executive Director  
Michael T. "Mickey" Hunt



Div. of Veterans Affairs - West  
Director Joanne Iglesias



Div. of Veterans Affairs - East  
Director Richard Tremaine



Division of the National Guard



Wing Commander, Civil Air Patrol  
Col. Celeste Gamache



Assistant Adjutant General, Army  
Brig. Gen. Laura Clellan



Director of the Joint Staff  
Brig. Gen. Gregory T. White



Assistant Adjutant General, Air  
Brig. Gen. Floyd Dunstan

### Department of Military and Veterans Affairs Command Team





# Division of the National Guard

The Colorado National Guard (CONG) is authorized and governed by Article 3, Title 28, of the Colorado Revised Statutes and Article 3, Title 32, of the United States Code. The CONG is constituted as both a State and Federal force by authority of the National Defense Act, approved June 3, 1916, and is an operational force and part of the primary combat reserve of both the United States Army and the United States Air Force.

In times of peace, the National Guard is a state force whose Commander-in-Chief is Governor Jared Polis. The Adjutant General is the principal military advisor and controls the organization, training and equipping of National Guard forces. The Governor has the authority to order the CONG into State Active Duty to respond during domestic emergencies. The National Guard is equipped and funded by the federal and state government and required to meet organizational and training standards to qualify for federal recognition.

When U.S. Congress declares a national emergency, or in times of war, and authorizes the use of armed force requiring troops in excess of those in the active component, the President of the United States may order the National Guard into the active military service of the United States. The division of the National Guard customers include the National Command Authority, combatant command commanders, local, state, tribal and federal first responders, global partners, and the residents of our state and nation.



# Army National Guard



The Colorado Army National Guard consists of nearly 4,000 Citizen-Soldiers serving in a wide variety of units that include: Maneuver (Infantry, Aviation); Maneuver Support (Engineers, Military Police); Special Forces; Fires (Field Artillery, Missile Defense); Effects (Public Affairs); Operations Support (Cyber, Signal, Space); Intelligence, Surveillance, and Reconnaissance (Military Intelligence); Force Sustainment (Logistic Support, Maintenance); Health Services (Medical Service); Education and Training (Regional Training Institute); Chaplains and Judge Advocate Generals Corps.

The COARNG operates from 22 sites and 71 facilities across the state that span along the Front Range and Western Slope, serving in nearly every major city in Colorado. The diversity of the unit locations and missions allows the COARNG to deliver on its commitment to provide timely and critical emergency response to civil authorities; supporting national, tribal, state, and local communities in times of need. Simultaneously, they answer the call of our nation globally in support of the warfight and homeland defense operations.





# Air National Guard

The Colorado Air National Guard has more than 1,600 Citizen-Airmen permanently based at Buckley Air Force Base, Greeley Air National Guard Station, Peterson AFB, and Airburst Range near Fort Carson; they serve in units that provide fighter aircraft and support forces, a 24/7 aerospace control alert, space control and global missile warning and detection of missile launches and nuclear detonation.

The 140th Wing, Colorado Air National Guard has five groups, 11 squadrons, and two geographically separated units (GSUs). The 140th Wing operates three missions that fall under four different commands: the F-16 fighter mission, operating under Air Combat Command; the space warning and control missions, operating under Space Command; and civil engineer mission, operating under Pacific Air Forces.

The Colorado Air National Guard's two GSUs are: the 233rd Space Group located at the Greeley Air National Guard Station, in Greeley, and the 233rd SG's subordinate unit, the 138th Space Control Squadron located at Peterson Air Force Base, in Colorado Springs.

The COANG maintains both a federal and state capability and is prepared to support our national, tribal, state, and local communities in their times of need. The Airmen are also federally funded and trained to answer the call of our nation globally in support of the warfight and homeland defense operations.



# Division of Veterans Affairs



The Colorado Division of Veterans Affairs is the state agency that exists to assist veterans, their family members, and survivors in securing any benefits they have earned or may be eligible to receive. The former DVA has been divided into two regions, generally along the continental divide, with the Division of Veterans Affairs - East office located in Denver and the Division of Veterans Affairs - West office located in Grand Junction. The regional divisions also provide direct services and assistance to Colorado veterans through state and county veteran service officers, administration of the disabled veteran property tax exemption, participation in statewide veterans' initiatives, and through the operation of the Veterans Memorial Cemetery and Western Region OneSource.



Each division is responsible for the training, certification and technical support for the county veterans service officers located in their region. The CVSOs directly assist veterans in their respective counties to obtain benefits they have earned from the U.S. Department of Veterans Affairs. The CVSOs have the responsibility for providing claim support services and assistance to more than 400,000 veterans registered with the U.S. Department of Veterans Affairs as residing in the State of Colorado.

The DVA-East administers two grant programs. An organization may apply for a grant through either the Veterans Trust Fund or the Veterans Assistance Grant depending on the organization's eligibility. By statute, VTF funds are designed to congressionally chartered veterans organizations. Eligible organizations typically have

an IRS designation of 501(c)19 or 23. VAG funds are awarded to nonprofit organizations 501(c)3 and governmental entities. These two grants have historically accounted for \$1.7 million of funding for direct support of veterans across Colorado on an annual basis.

The DVA-West has responsibility for the operation of the Veterans Memorial Cemetery and the Western Region OneSource which are both located in Grand Junction. The Western Region OneSource provides services and assistance to veterans, military members, and their families residing in the western region.

The department successfully advocated for an increase in the state reimbursement to counties for their CVSOs, which has increased both part and full-time CVSOs, and every county is now providing a dedicated officer to assist veterans in securing any benefits they have earned, and the benefits to which their families are eligible.





# Civil Air Patrol



The Civil Air Patrol is an auxiliary of the United States Air Force, performing "Missions for America." In Colorado, CAP is headquartered at Peterson Air Force Base in Colorado Springs and operates 35 squadrons throughout Colorado. The CAP is an all-volunteer organization, made up of everyday people, with a wide variety of skills who support three primary missions: aerospace education, cadet programs, and emergency services. CAP customers include Colorado's youth and civil authorities in support of emergency operations.

The Colorado Wing of the CAP offers a wide variety of opportunities for citizens from all walks of life to serve Colorado and America. With about 1,900 members split equally between adult members and cadets, the CAP is one of the larger volunteer organizations in Colorado.



In addition to aerospace education and cadet leadership training, the COWG squadrons stand ready to assist those in need. Federal, tribal, state and local authorities rely on CAP's volunteer pilots and ground personnel for search-and-rescue of lost hikers or hunters, location of downed aircraft, fire and flood watch, disaster relief and homeland security operations. When there is a disaster in a Colorado community, the state's cadet and adult CAP members respond by conducting aerial and ground damage assessment, supporting shelters, and donation centers.



# Programs and Capabilities

## State Partnership Program

The Colorado National Guard has enduring partnerships with the Republic of Slovenia and the Hashemite Kingdom of Jordan as part of the National Guard State Partnership Program. Through SPP, the National Guard conducts military-to-military engagements in support of defense security goals and leverages whole-of-society relationships and capabilities to facilitate broader interagency and corollary engagements spanning military, government, economic and social spheres.



The partnership with Slovenia began in 1993 and has since supported over 300 successful military-to-military engagements between the Soldiers and Airmen of the Colorado National Guard and their Slovenian Armed Forces counterparts. This relationship has resulted in six codeployments to Afghanistan and additional SPP-leveraged events that were mutually beneficial to the Department of Defense, Colorado National Guard and Slovenian Armed Forces.

The partnership with Jordan began in 2004 and remains one of only five partnerships in the Central Command area of responsibility and the only partnership in the Levant.

Colorado is one of four states to share a strategic partnership with Israel's Home Front Command. Beginning in 2016, Colorado has lead the interagency partnership coordination component of the homeland defense cooperation.



## Arctic Interest Council

The Colorado National Guard is a voting member of the Arctic Interest Council. The council provides a forum of representatives and subject matter experts from states with interests, capabilities, and resources to best support the Soldiers and Airmen serving in the Arctic. 17 states comprise the council along with representation from the National Guard Bureau and NORTHCOM. Formed in 2017, Colorado was one of eight original founding members of the Arctic Interest Council and has since continued its role as a leading contributor to the council's efforts. This year, Colorado will host the 2019 Annual Arctic Interest Council Conference being held in Golden, Colorado. The conference will continue the ongoing efforts of improving our capabilities and supporting our assets in the Arctic.

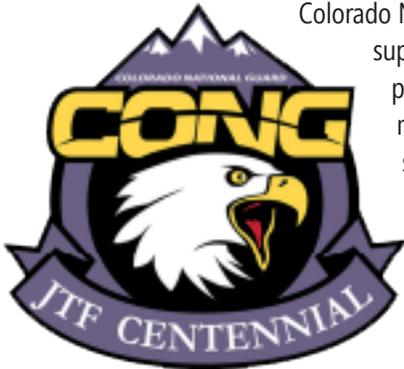
The National Guard shares a rich history of arctic operations and experience possessing unique capabilities in both equipment and personnel in the arctic environment. Colorado offers an exceptional training environment that is unmatched due to the geography of our state with training areas over 10,000 ft. in elevation. Colorado is the only state that offers such a unique training environment; an environment very much like the Arctic. By having the environment coupled with the subject matter expertise, Colorado aspires to become the Center of Excellence for High Altitude Mountain Training and we want to meet the training needs of Soldiers serving in the arctic today and tomorrow.



# Programs and Capabilities

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## Joint Task Force-Centennial



Colorado National Guard Soldiers and Airmen assigned to JTF-C provide command and control of all civil support operations with the purpose of saving lives, reducing human suffering and mitigating great property damage or destruction within Colorado or supported states and territories. Colorado maintains a standing JTF, normally commanded by a general officer, to ensure readiness and support capabilities for the residents of Colorado and supported states and territories during a time of need. National Guardsmen performing civil support missions through the JTF-C are always under the command of the Governor and are assigned to support local civilian incident commanders. Tasking to JTF-C normally flows from the State Emergency Operations Center within the Colorado Division of Homeland Security and Emergency Management, but can also come from National Guard Bureau mission assignments, in support of other states, as was done for the 2017 hurricane response efforts. As a command element, the JTF-C provides civilian

authorities with capabilities along ten essential lines: Aviation; Communications; Transportation; Command and Control; Security; Logistics; Engineering; Medical; Maintenance; and Chemical, Biological, Radiological, and Nuclear (CBRN) detection and remediation. JTF-C routinely provides helicopter rescue at high altitude (26 executed in 2018) with rotary wing assets and maintains many teams capable of responding quickly for specific missions, including the Civil Support Team, the Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package, and the National Guard Response Force.

When the CONG lacks capacity or certain unique capabilities to support civilian authorities, the state can request support from other states through the Emergency Management Assistance Compact. A concept approved by Congress in 1996 (Public Law 104-321), the EMAC is a national mutual-aid partnership agreement that allows state-to-state assistance during governor or federally-declared emergencies. National Guard forces from other states delivered to Colorado under EMAC fall under the command and control of JTF-C. Finally, if the type or scope of an incident in Colorado required the augmentation of active duty military forces, the normalized approach would have the Secretary of Defense and the Governor of Colorado concurrently agree to designate the JTF-C commander a "Dual-Status Commander" to command both National Guard and active duty service members for the specific response operation. Both EMAC and DSC were executed in Colorado in 2012 and 2013 for the state's large wildfires, and separately in 2013 for the catastrophic flooding along the Front Range.

## Civil Support Team (CST)

The Civil Support Team assesses hazards, advises civil authorities, and facilitates military support during emergencies or disasters known or suspected of involving weapons of mass destruction, chemicals, biological, or radiological sources. The CST advises civilian responders on appropriate actions through on-site testing and expert consultation, and facilitates the mission hand-off to follow-on state and federal forces.

The CST has 22 full-time (Title 32) Colorado National Guard Soldiers and Airmen divided into six sections: command, operations, communications, administration and logistics, medical and analytical, and survey. The CST has specialized commercial vehicles that provide a broad spectrum of secure communications capabilities, an analytical laboratory system to support hazard characterization, and general purpose vehicles.



# Programs and Capabilities

## Chemical, Biological, Radiological and Nuclear (CBRN) Enhanced Response Force Package (CERFP)

The CERFP (pronounced "Surf-P") provides immediate response capability to the Governor for incident site search of damaged buildings, rescuing trapped persons in damaged building spaces, providing mass decontamination, medical triage and initial treatment to stabilize patients, and remains recovery. The CERFP has 203 CONG Soldiers and Airmen divided into six elements: Command and Control, Search and Extraction, Decontamination, Medical, Joint Incident Site Communications Capability, and Fatality Search and Recovery Team. The Command and Control team directs the overall lifesaving activities of the CERFP and coordinates mission tasks with the JTF-C and the Incident Commander.



The CERFP is a scalable response element that can self-deploy in their vehicles or be air transported by military aircraft. Colorado is one of seventeen states to have a CERFP. CERFP is self-sustaining for up to five days with on-hand supplies. In addition to their standard military equipment, they are issued state-of-the-art specialized commercial equipment that meets National Institute for Occupational Safety and Health standards. All elements of CERFP are mandated to maintain adherence to be trained in FEMA courses for integration at an incident site.

## National Guard Reaction Force (NGRF)

The NGRF is a trained and ready force able to provide the Governor quick-reaction and rapid response capabilities throughout Colorado. The NGRF is capable of responding and assisting in the protection of critical infrastructure, other state or national assets, and other missions as directed to promote stability and security in the state.



The NGRF is equipped with non-lethal capabilities to enhance their ability to respond to domestic Homeland Defense/ Security missions and provide force protection measures. At the request of the Governor or president, the NGRF provides Colorado, or other states, a ready force capable of delivering an initial force package of 30-50 personnel who can respond rapidly to support law enforcement agencies. A follow-on force of 100 personnel can arrive shortly after the initial package.



# Programs and Capabilities

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## Colorado Joint Counterdrug Task Force

CO-JCDTF is funded through the Deputy Assistant Secretary of Defense for Counter Narcotics and Global Threats. It is comprised of 23 Army and Air National Guard members with a mission to support local law enforcement agencies and other community-based organizations in reducing the effects of drug trafficking and abuse, and making our communities safer for current and future generations. The CO-JCDTF provides military-unique skills and equipment to federal, tribal, state, and local law enforcement agencies to reduce the supply of illegal narcotics in Colorado. Military intelligence analysts are used to provide investigative case and analyst support, linguist support, operational/investigative case support, and counter-threat finance support.

The CO-JCDTF provides support to the Drug Enforcement Administration, Federal Bureau of Investigations, Department of Homeland Security Investigations, U.S. Forest Service, Bureau of Land Management, Denver Police Department, Aurora Police Department, and numerous Colorado county sheriff's departments. The CO-JCDTF provides personnel and equipment for aerial and ground surveillance and reconnaissance.

The CO-JCDTF assists in reducing the demand for illegal drugs by participating, annually, in the DEA "Red Ribbon" campaign that educates youth about making good choices to stay healthy and drug free. In addition, CO-JCDTF provides leaders, mentors, and equipment to the Larimer County Sheriff's Office Laramie River Valley Rendezvous where at-risk youth are nominated to participate in a week-long camp in the Rawah Wilderness Area each July.



## High-Altitude Aviation Training

The Colorado Army National Guard High-Altitude ARNG Aviation Training Site was established in 1985 to provide "graduate-level" training to aircrews operating in mountainous terrain and/or high temperatures. The HAATS training program attracts students from around the world for 1-2 week training sessions at the HAATS facility in Gypsum. The school's methodology enables aircrews to maximize the utility of the aircraft in a power limited and dynamic environment while increasing individual and crew situational awareness. Instructors ensure aircrews understand individual and crew capabilities, capabilities and limitations of the aircraft, and the characteristics and hazards of the environment.



HAATS is the only DOD aviation training site for high altitude power management environmental training. The HAATS trains over 400 aircrews annually from all military branches and components, as well as international military aircrews. HAATS has had a USCG Instructor Pilot on staff since 2010 and is engaged in gaining instructors from all the services. As part of their state mission, HAATS aircrews conduct numerous search and rescue missions and occasional wildland firefighting operations in support of civil authorities, which have resulted in 19 rescues and 39 live hoists in FY18 and more than 450 lives saved since inception.

# Programs and Capabilities

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## Aerospace Control Alert

The 120th Fighter Squadron, 140th Operations Group, 140th Wing, operating out of Buckley Air Force Base, supports the national aerospace control alert mission. Using F-16 Fighting Falcon fighter aircraft, the 140th Wing has provided 24/7 alert capability to counter airborne threats in the central U.S., since moments after the terrorist attacks of 9/11. In addition, the 140th Wing delivers global combat airpower on short notice.



## 100th Missile Defense Brigade

The Colorado Army National Guard's 100th MDB is the U.S. Army's sole Missile Defense Brigade and the only unit tasked with defending the homeland against Intercontinental Ballistic Missile attacks. Utilizing a sophisticated fire control system supported by sea, land, and space-based sensors with a missile-launched exo-atmospheric kill vehicle, the 100th MDB has the ability to track, intercept and destroy a nuclear warhead of multiple incoming ICBM's outside the Earth's atmosphere, while in the mid-course of flight.

Located in Colorado Springs, the 100th MDB is a multi-component unit comprised primarily of Colorado Army National Guard members, but also includes a small contingent of active component Army Soldiers. The 100th MDB falls under three separate chains of command.

Administratively, the unit is part of the Colorado Army National Guard. Operationally, it reports to the U.S. Army Space and Missile Defense Command, and it has a supporting relationship with U.S. Northern Command. Certified missile defense crews operate out of Schriever Air Force Base, CO, with the responsibility of monitoring ballistic missile defense sensors that detect incoming missiles and, on order, fire ground-based interceptors to defeat the threat. The 100th MDB is unique in that it has subordinate units located in four states in support of their Homeland Defense Mission.



# Programs and Capabilities

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## 233rd Space Group

The 233rd Space Group, 140th Wing, is based at Greeley Air National Guard Station. The 233rd Space Group stands on alert 24/7 with the capability to operate the U.S. Air Force's only mobile ground system, providing survivable and enduring missile warning and nuclear detection to the National Command Authority. In addition, the 138th Space Control Squadron delivers global Space Electronic Attack capabilities to rapidly achieve flexible and versatile Electronic Warfare effects in support of global and theater campaigns.



## 117th Space Battalion

Constituted as the Colorado Army National Guard Space Support Battalion in 2001, the 117th Space Battalion, located in Colorado Springs, is a one-of-a-kind organization that enables National Guard Domestic Operations, Homeland Defense, and full spectrum combat operations by planning and integrating the effects of space-based capabilities. Army Space Support Teams comprised of space operations officers, military intelligence specialists, geospatial engineers, satellite communications systems operators, and information technology specialists have deployed more than 20 times since September 11, 2001, to the Middle East. They assist Army and Marine commanders and their staffs to define their reliance on space-based capabilities, assess and mitigate impacts of space systems on combat operations, and to preserve access to space capabilities that enable commanders to shoot, move, and communicate. Their capabilities have also been used to support civil authorities for fires, floods, and other natural emergencies.

## Cyber Operations

The Colorado National Guard has a federal and state capacity for addressing cyber security threats through the Cyber Protection Team and Defensive Cyber Operations Element. The CPT, a federally deployable resource, is capable of evaluating and acting in response to unforeseen and dynamic cybersecurity situations, defending against hostile action and imminent cybersecurity threats, and conducting defensive cyberspace operations to deter, disrupt, and defeat adversaries in cyberspace operations. The primary mission of the DCO-E is to defend the National Guard Network and can be called by the governor to assist in the event of a cybersecurity related incident.



# Wildly Important Goals - Performance Measures

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The Department of Military and Veteran's Affairs is dedicated to supporting state and federal operations, while enhancing the quality of life of our states military members, veterans and their families. A review and assessment of the department's FY 18-19 strategic policy initiatives, coupled with the recent implementation of the Governor's Bold Four initiatives, has resulted in a revision of the department's FY 19-20 performance measures.

The department's continued success with improving the resilience of its service members and their families to face and cope with adversity, change, and setbacks will be increased from 15 to 25 percent by 2022. The performance initiative associated with increasing an understanding of veteran's needs and their customer service experience will be extended with some revisions through 2022. The department experienced success with the recent opening of the Western Region OneSource in Grand Junction, which significantly increases the capacity of the department to assist military members, veterans, and their families in receiving assistance with obtaining benefits and resources under one roof.

The Division of Veterans Affairs will continue to capitalize on its success with veteran outreach efforts by increasing veteran outreach events from 120 to 150 by 2022. Although the Division of Veterans Affairs experienced some challenges with the accreditation of respective county veteran service offices, the division will continue its certification program of County Veteran Service officers. The department has adopted the Qualtrics experience management platform, which will be of value in identifying and understanding veterans needs and assist in developing strategies that will improve the veteran customer service experience.

The department has additionally established a wildly important goal of improving environmental and energy stewardship 27% by 2022, which is in support of the Governor's wildly important goal of moving Colorado's electric grid to 100% renewable sources by 2040 and protecting the environment for future generations. Increasing the number of middle and high schools with Civil Air Patrol cadets 10% by 2022 further supports the governor's efforts of expanding opportunities for fulfilling every student's potential regardless of their zip code.

## **WIG 1 - Reduce the stigma of seeking mental health assistance, which is measured by increasing all types of mental health requests for assistance 25% by June 30, 2022.**

- Reduce stigma of seeking mental health assistance which is reflected by a 25% increase over five years for those seeking mental health assistance. Baseline is 358 (2017) total mental health referrals.
- Conduct quarterly Joint Ready & Resilient Council meetings.

## **WIG 2 - Increase understanding of veterans needs and implement strategies to improve the veteran service experience across all 64 counties by June 30, 2022.**

- Implement and analyze customer service experience feedback across each county.
- Conduct veteran-community outreach events.

## **WIG 3 - Improve environmental and energy stewardship 27% by June 30, 2022.**

- Percentage of facilities that adhere to the guiding principles for sustainable buildings protocol.
- Percentage reduction of energy intensity (kBtu/SF/Yr) combined with percentage increase of renewable energy adoptions.
- Number of sites with trained energy and water monitors.
- Number of state agencies influenced by DMVA's energy management best practices.

## **WIG 4 - Increase the number of middle and high schools with Civil Air Patrol cadets 10% by June 30, 2022.**

- Implement a plan for increasing the number of middle and high schools with CAP cadets.
- Percentage increase in the number of middle and high schools with CAP cadets.
- Inform school districts about the value of having a CAP presence in their schools.
- Expand CAP outreach activities to middle/high schools.
- Provide school science programs with CAP STEM kits to increase awareness and interest in CAP.



# Wildly Important Goal #1

**WIG 1 - Reduce the stigma of seeking mental health assistance, which is reflected by increasing all types of mental health requests for assistance 25% (from 358 to 447) by June 30, 2022.**

## Why is this important?

- Resilience is the mental, physical, emotional, social and behavioral ability to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks.
- Building resilience is essential in combating mental illness and suicide.
- Colorado has the ninth highest suicide rate in the nation.
- Research suggests that five to six percent of the population thinks about suicide within a 12-month period, which equates to approximately 300,000 suicide ideations per year in Colorado and over 300 in the Department of Military and Veterans Affairs.
- A resilient and fit individual is better able to leverage intellectual and emotional skills and behaviors that promote enhanced performance and optimizes their long-term health.
- Seeking mental health assistance is recognized as an initial step in building and strengthening an individual’s resilience and holistic health.

## How do we measure success?

- Reducing the stigma associated with seeking mental health assistance is measured by the number of individuals who seek mental health assistance, as recorded by the department’s mental health providers. Every increase in seeking mental health assistance suggests a reduction in the stigma associated with seeking mental health assistance.
- Number of joint resiliency activities conducted annually.

Status	Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2020	Outcome Target FY2021	Outcome Target FY2022
On Track	Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C)	Number of individuals seeking mental health assistance	358	412	429	447
On Track	Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C)	Number of joint resiliency activities conducted	0	4	4	4

# Wildly Important Goal #1

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## What actions are we taking?

- Mental health providers meet monthly with command support programs to address trends affecting resiliency, to identify gaps in services, and to facilitate coordination of services to support members.
- Mental health providers meet quarterly with leadership to address behavioral health services, promote support of early help seeking behaviors and intervention, identify noted mental health trends within the organization, and assess utilization of services.
- The Colorado Army National Guard (COARNG) has implemented a Command Ready and Resilient Council (CR2C) which synchronizes activities, assesses and monitors high-risk strategies, improves readiness and resilience, and advances health promotion, risk reduction, and suicide prevention efforts.
- The Colorado Air National Guard (COANG) participates in monthly meetings with helping agencies from all military branches to support cohesion, create awareness and access to base services for the military community, and addresses trends that threaten the resiliency of military members, veterans, and their families.
- The Colorado Department of Military and Veterans Affairs is actively engaged with Substance Abuse and Mental Health Services Administration (SAMHSA) efforts in developing strategies, policies, and programs to combat suicide.
- COARNG conducts mental health assessments for service members flagged during annual periodic health assessments (PHAs).
- Department conducts pre-deployment Yellow Ribbon events 90-60-30 days prior to deployments and 30-60-90 day events post-deployment that address and enhance resiliency efforts.
- Department's health care professionals are exploring the implementation of a peer-to-peer support program to further reduce the stigma of seeking mental health assistance.
- Department's health care professionals have established a quarterly working group to enhance collaboration of strategic planning efforts regarding organizational resiliency.



# Wildly Important Goal #2

## WIG 2 - Increase understanding of veterans needs and implement strategies to improve the veteran customer service experience across all 64 counties by June 30, 2022.

### Why is this important?

- Veteran feedback indicates that a positive service experience encourages other veterans to seek assistance, which further facilitates veterans being connected with the benefits, services and compensation they are entitled.
- Having a positive experience with services provided by State and County Veteran Service Officers is essential in gaining the trust and confidence of the more than 400,000 veterans currently residing in Colorado.
- CVSOs are typically the first-line assistance that veterans and their family members use to connect them with federal VA, state services, and other county services.
- CVSOs improve the lives of veterans and their families by connecting them with disability compensation, health care, housing, employment, educational and death benefits.
- Reaching out to Colorado veterans increases their awareness of the services that the Division of Veteran’s Affairs (DVA) provides for the federal and state benefits they have earned.

### How do we measure success?

- Number of counties that are providing customer service feedback.
- Number of veteran outreach events conducted by the Department of Military and Veterans Affairs.

### What actions are we taking?

- DVA has developed and piloted a revised VSO information form in collaboration with the Governor’s Office.
- Collaborating with counties, as defined in Colorado Revised State Statute 28-5-801 through 28-5-804 to provide expertise with Federal VA and Colorado Statute Veteran benefits.
- Veteran Service Officers participate in a wide variety of events throughout the year that expand awareness of veteran needs and services.
- Developing a customer service experience survey to capture and assess veteran feedback regarding the quality and efficiency of services provided.

Status	Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2020	Outcome Target FY2021	Outcome Target FY2022
On Track (with challenges)	DMVA/DVA - State VSOs - County CVSOs - Customer experience surveys	Implement and analyze customer service experience feedback across each county.	0	32	48	64
On Track	DMVA/DVA County VSOs	Number of veteran outreach events conducted.	120	130	140	150

# Wildly Important Goal #3

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## WIG 3 – Improve environmental and energy stewardship 27% by June 30, 2022.

### Why is this important?

- Research indicates that behavioral change by an informed and educated work force can accomplish an 8% to 15% reduction in energy consumption and efficiencies.
- Supports the Energy Independence and Security Act of 2007 (EISA 2007) as well as Presidential Executive Order (EO) 13834: “Efficient Federal Operations” and Colorado State EO D2018-026: “Greening State Government” directives to reduce energy consumption.
- Implementing Sustainable practices that reduce energy and water consumption and increase solid waste diversion at the agency, facility, and user level will conserve resources for future generations.
- Advancing the demonstration and adoption of technologies that enhance the agencies current and future capabilities, readiness, and performance, reduces future resource risk and increases mission assurance.

### How do we measure success?

- Analyze/report on new facility construction and existing facility inventory for compliance with the Federal Guiding Principles for Sustainable Buildings protocol.
- Evaluate and report natural gas and electricity consumption, which is not generated from renewable energy sources, in thousands of BTU (kBtu)/square foot/year when compared to the 2015 baseline.
- Number of trained and deployed site Energy and Water Monitors reported through the COARNG Environmental Quality Control Committee (EQCC).
- Number of state agencies that DMVA directly influences, either through a leading indicator (e.g. energy audits complete) or a lagging indicator (e.g. reduction in energy intensity), in their energy management program.

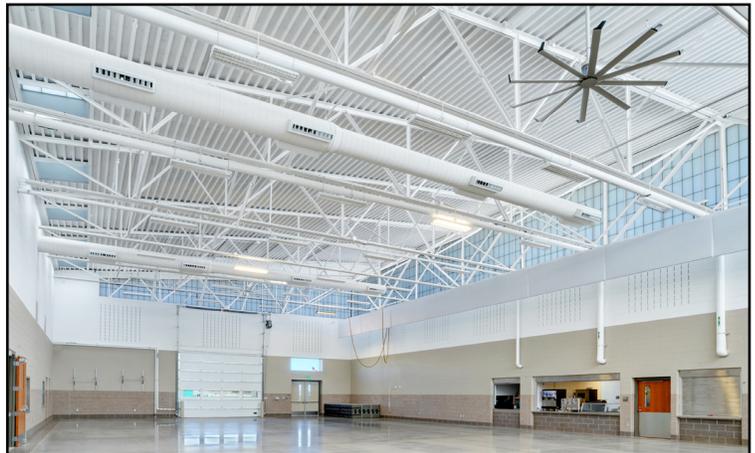
### What actions are we taking?

- Developing an energy and stewardship policy.
- Appointing and training a team of energy and water monitors.
- Collaborating with Army Corps of Engineers on metering projects.
- Installing 45 kW PV at Fort Lupton.
- Reducing petroleum consumption through the fielding of three zero emission vehicles.
- Evaluating lighting retrofit to LED.
- Exploring opportunities for leveraging third party funding through an energy performance contract.



# Wildly Important Goal #3

Status	Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2020	Outcome Target FY2021	Outcome Target FY2022
On Track	CFMO/CE - Guiding principles for sustainable buildings	Percentage of facilities that adhere to The Guiding Principles for Sustainable Buildings Protocol.	0	5%	10%	15%
On Track	DMVA Sustainability Branch Environmental and energy policy	Percentage reduction of energy intensity (kBtu/SF/Yr) combined with percentage increase of renewable energy adoptions.	0	4%	8%	12%
On Track	Administrative Officers Facility Managers DMVA eMS-CFT	Number of sites with trained energy and water monitors.	0	10	20	30
On Track	CFMO/CE DMVA Sustainability Branch office	Number of state agencies influenced by DMVAs energy management best practices.	0	1	2	3



# Wildly Important Goal #4

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## **WIG 4 – Increase the number of middle and high schools with Civil Air Patrol cadets 10% by June 30, 2022.**

### **Why is this important?**

- The value of having Civil Air Patrol cadets in a school’s student population is relatively unknown within the educational community.
- CAP provides another avenue of educational exploration and development for our state’s students.
- Program of instruction emphasizes aviation, space, communications, and cyber education, which further complements and enhances STEM educational outcomes.
- CAP provides experiences and opportunities for further developing leadership skills.
- Cadets are afforded amazing opportunities for education, training, and travel (orientation flights, aircraft maintenance, power school, glider and fixed wing instruction, pararescue orientation, legislative events, and international exchange programs).
- Cadets learn to be productive citizens through service to their community and nation.
- Estimated 2018 Value of CAP members’ service to America is \$187,202,536.
- 82 percent of CAP cadets achieve B’s or better in school.

### **How do we measure success?**

- Success is measured by developing and implementing an action plan (NLT June 30, 2020), that will increase the number of middle and high schools with CAP Cadets 10% by June 30, 2022.
- Number of school districts informed annually of the value of having CAP cadets in their student populations.
- Number of CAP outreach activities conducted annually at middle and high schools.
- Number of STEM kits distributed to school science programs.

### **What actions are we taking?**

- CAP command staff is currently developing an action plan to improve overall CAP cadet recruiting.
- All 28 cadet/composite squadrons are participating in the planning and eventual execution of the action plan.
- Recruitment effort is targeted on the 12-14 age group (middle school/early high school)
- Collaborating with other state educational agencies to maximize impact.
- Developing action plan to increase awareness of the value of having CAP cadets in a school’s student population.
- Enhancing the Colorado CAP Wing website for easy district and school access.
- Identifying resource requirements and funding to support informational production and distribution.



# Wildly Important Goal #4

Status	Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2020	Outcome Target FY2021	Outcome Target FY2022
On Track	Civil Air Patrol Wing - Command Staff - Action Plan development - Cadet/composite squadrons	Implement a plan for increasing the number of middle and high schools with CAP cadets by June 30, 2022.	N/A	NLT 30JUN20	Continue to implement and assess plan progress	Continue to implement and assess plan progress
On Track	Civil Air Patrol Wing - PAO - Recruiting & Retention	Percentage increase in the number of middle and high schools with Civil Air Patrol cadets.	TBD	N/A	5%	10%
On Track	Civil Air Patrol Wing - PAO - Recruiting & Retention	Inform school districts about the value of having a Civil Air Patrol presence in their schools.	0	30	60	90
On Track	Civil Air Patrol Wing - PAO - Recruiting & Retention	Expand Civil Air Patrol outreach activities to middle/high schools.	1	60	120	180
On Track	Civil Air Patrol National & Wing HQ - Cadet/composite squadrons	Provide school science programs with CAP STEM kits to increase awareness and interest in CAP.	0	60	120	180



# Conclusion

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We hope that you found the information provided in this report helpful in understanding the complex and diverse roles of the Colorado Department of Military and Veterans Affairs. Our enduring priorities of advancing and sustaining capabilities to meet federal and state mission requirements; providing quality military response in support of civil authorities; forging local, state, tribal, federal, and international relationships and partnerships; delivering high quality services to our veterans, military members and their families; and promoting the health and well-being of our members remain at the core of our service in delivering, land, air, space, and cyber power.

Designated as a “Growth State” by the National Guard Bureau, the Department remains actively engaged in advancing capabilities and capacity to increase additional force structure gains, most notably the acquisition of a Brigade Combat Team, additional cyber capability, and pursuing the stationing of a next generation fighter at Buckley Air Force Base. Such acquisitions would greatly enhance the capabilities of the Colorado National Guard in supporting both state and federal operations, while also ensuring that Colorado remains on the cutting edge of technological advancements and competitively postured for future opportunities.

In closing, we would like to thank the men and women of the Department - past, present and future - whose efforts have undoubtedly saved countless lives in Colorado and have preserved the freedoms that we all treasure as Americans. This report is dedicated to their selfless service and sacrifice.



