COLORADO

Department of Military and Veterans Affairs

Performance Plan
FY 2020-2021

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A Message from The Adjutant General of Colorado

Team DMVA,

I am truly honored to be serving again in the Department of Military and Veterans Affairs and as your 44th Adjutant General.

We are living in challenging and unprecedented times in which service to our state and nation is more important than ever. I assure you that you and your families are my number one priority, as it is you who are our greatest asset. Our unique programs and capabilities outlined in this performance plan are critical in preserving our National Security and our Colorado way of life. Our people and the partnerships we develop are at the core of our ability to successfully accomplish our missions. We cannot reach our fullest levels of readiness and potential without all members of the DMVA team working together, as each and every individual contributes to the overall success of the DMVA mission.

I truly value all of you and I know the sacrifices that you and your families make on a daily basis to serve our great state and nation. I want to thank our Service Members, federal and state employees, Veterans, volunteers, and families for all they do in serving our fellow Coloradans and communities. Your support of domestic response operations, and when called upon, answering the call of our nation in meeting a myriad of Homeland Defense and Combatant Command missions across multiple domains and around the globe is also greatly appreciated.

Volunteering to serve one's state and nation is a very honorable calling, especially during times of crisis and uncertainty that we are currently experiencing. Together though we will rise up to meet the challenges ahead, enhance our resiliency, and strengthen the relationships and partnerships with those we serve.

I welcome your feedback and ideas on how we can continually improve Team DMVA in being recognized as a trusted and inclusive organization. As we do this, we will ensure that we remain ready and relevant for the future challenges that lie ahead. I look forward to serving with all of you in the years to come.

Always Ready, Always There!

Brigadier General Laura Clellan
The Adjutant General of Colorado
Executive Director, Colorado Department of Military and Veterans Affairs

Mission and Vision

MISSION

Colorado's Department of Military and Veterans Affairs supports the Division of the Colorado National Guard in delivering land, air, space, and cyber power in support of state and federal operations; enables the Division of Veterans Affairs 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 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, equipment modernization, 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

Values

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

Executive Director's Office
State FTE: 36.3
General Fund: $7,719,959
Cash Fund: $113,470
Federal Fund: $394,728

Division of Veterans Affairs
State FTE: 22.0
General Fund: $3,694,992
Cash Fund: $1,143,614
Federal Fund: N/A

Division of the National Guard
State FTE: 114.2
Service Members: 5,600
General Fund: $403,190
Cash Fund: N/A
Federal Fund: $219,972,419

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 Veterans Memorial Cemetery of Western Colorado and Western Region OneSource 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
Brig. Gen. Laura Clellan

Deputy Executive Director
Brey Hopkins

Div. of Veterans Affairs - East
Director Richard Tremaine

Div. of Veterans Affairs - West
Director Joanne Iglesias

Wing Commander, Civil Air Patrol
Col. John Rhodes

Division of the National Guard

Assistant Adjutant General, Army
Brig. Gen. Douglas A. Paul

Director of the Joint Staff
Brig. Gen. Scott M. Sherman

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 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 Gov. 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

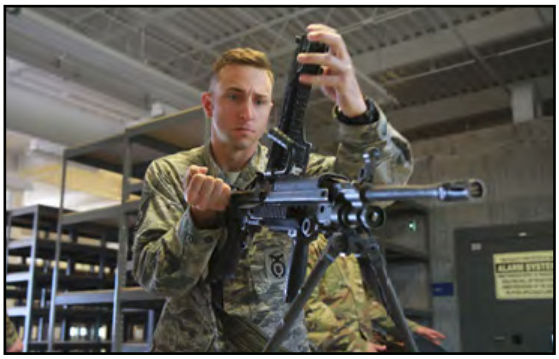
The Colorado Army National Guard consists of nearly 4,000 Citizen-Soldiers serving in a wide variety of units that include: Maneuver (Infantry, Aviation); Maneuver Support (Engineers, Military Police); Special Forces; Fires (Field Artillery, Missile Defense); Effects (Public Affairs); Operations Support (Cyber, Signal, Space); Intelligence, Surveillance, and Reconnaissance (Military Intelligence); Force Sustainment (Logistic Support, Maintenance); Health Services (Medical Service); Education and Training (Regional Training Institute); Musical Support (Band); 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 of 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 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 designated for congressionally charted veterans organizations. Eligible organizations typically have an IRS designation of 501(c)19 or 23. VAG funds are designed for 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.

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 2,000 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, and transporting materials and equipment by ground and air.

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 Bureau 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 hosted the 2019 Annual Arctic Interest Council Conference 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

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 (22 executed in 2019) 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 augmentation by 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

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.

Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package

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

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

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 22 rescues in FY19 and more than 450 lives saved since inception.

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 ICBMs 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

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 endurable 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 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

The DMVA is dedicated to supporting state and federal operations, while enhancing the quality of life for our State/Federal employees, Service Members, Veterans and their families. A review and assessment of the department's FY 19-20 Wildly Important Goals, coupled with the implementation of the Governor's Bold Four initiatives, has resulted in a revision of the department's FY 20-21 performance measures.

The department achieved success with reducing the stigma associated with seeking mental health assistance as reflected by over a 100 percent increase in mental health interactions since 2017. The department additionally exceeded its goal of conducting four joint resilience activities designed to enhance collaboration among the department's mental health providers. Going forward, the department is setting a goal to adopt 100 or more Governor Challenge initiatives among the State's County Veteran Service Offices and company/squadron levels of commands within the Colorado National Guard by June 30, 2023, and to conduct at least three cross department partnerships and collaboration with other state agencies. Success in achieving these goals will better leverage intellectual and emotional skills and behaviors that promote enhanced performance and optimize an individual's long-term health, thus contributing to the Governor's goal of saving Coloradans money on health care.

Progress was achieved in receiving Veteran feedback regarding their customer service experience and by increasing Veteran outreach events across the state. Such successes have increased the situational understanding of Veterans issues and concerns, while also identifying areas of development for CVSOs. Over the next few years the Division of Veterans Affairs will increase their efforts in teaching, coaching, and mentoring County Veteran Service Officers, specifically focusing on increasing the maturity index level to three for 90% of CVSOs by June 30, 2023.

The department is excited to announce a new goal of increasing the percentage of renewable electricity consumed or purchased by DMVA facilities to 5% by June 30, 2023. These goals are aligned with 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 was achieved in its first year. Given such success, the CAP has expanded its goal another 15% by 2023 which supports the governor's efforts of expanding opportunities for fulfilling every student's potential regardless of their zip code.

WIG 1 – Enhance resiliency of Veterans and Service Members to cope with adversity and life challenges as reflected by an adoption of 100 Governor Challenge initiatives by June 30, 2023.

- Number of Governor Challenge initiatives implemented at the county level.
- Number of Governor Challenge initiatives implemented at the company/squadron level.
- Cross department partnerships and collaboration conducted annually.

WIG 2 – Increase CVSO maturity index level to 3 for 90% of CVSOs by June 30, 2023.

- Number of counties providing VSO customer service experience feedback.
- Percentage of CVSO's participating in quarterly virtual coordination and development sessions.
- Percentage of Level 3 maturity index CVSOs.

WIG 3 – Increase the percentage of renewable electricity consumed or purchased by DMVA facilities to 5% by June 30, 2023.

- Percentage of facility square footage that adhere to The Guiding Principles for Sustainable Buildings or LEED (or equivalent) rating system analysis.
- Percentage increase of renewable electricity consumed or purchased by DMVA facilities.
- Number of sites with trained energy and water monitors.
- Number of state agencies influenced by DMVAs energy management best practices.

WIG 4 – Increase the number of middle and high schools with Civil Air Patrol cadets 15% by 2023.

- Increase in the number of middle and high schools with Civil Air Patrol cadets.
- Expand Civil Air Patrol 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 - Enhance resiliency of Veterans and Service Members to cope with adversity and life challenges as reflected by an adoption of 100 Governor Challenge initiatives by June 30, 2023.

Why is this important?

- Building and strengthening an individual's resilience and long-term health is essential to combating mental illness and suicide.
- Colorado has the ninth highest suicide rate in the nation.
- Suicide is the seventh leading cause of death in Colorado.
- Research suggests that five to six percent of the population thinks about suicide within a 12-month period, which equates to approximately 300,000 suicidal 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, which in turn contributes to the governor's goal of saving Coloradans more money on healthcare.

How do we measure success?

- Enhancing resilience is measured by the number of evidence based Governor Challenge initiatives adopted by County Veteran Service offices and company/squadron level organizations of the Colorado National Guard. Such initiatives include Lethal Means Safety Video; Gatekeeper Training; and, Caring Contacts.
- Number of cross department partnerships and collaboration conducted annually.

Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C), Governor's Challenge Initiatives	Number of Governor Challenge initiatives implemented at the county level.	0	30	40	50
Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C)	Number of Governor Challenge Initiatives implemented at the company/squadron level	0	30	40	50
Governor's Challenge, State Office of Suicide Prevention	Cross department partnerships and collaboration	0	1	2	3

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 has implemented a Command Ready and Resilient Council 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 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 the Governor's Challenge and State Office of Suicide Prevention initiatives, strategies, policies, and programs to combat suicide.
- COARNG conducts mental health assessments for service members flagged during annual periodic health assessments.
- 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.

Wildly Important Goal #2

WIG 2 - Increase CVSO maturity index level to 3 for 90% of CVSOs by June 30, 2023.

Why is this important?

- The level of County Veteran Service Officers (CVSO) maturity varies across the state and it's essential that all Veterans receive the highest level of assistance regardless of their county of residence.
- Having a positive experience with services provided by State and CVSOs promotes trust and confidence in the State's ability to provide the highest levels of service and assistance to the more than 400,000 Veterans currently residing in Colorado.
- CVSOs are typically the first-line of assistance that Veterans and their family members use to connect them with federal VA, state, and 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.
- Receiving Veteran feedback from all 64 counties provides trends in Veterans needs across the state and assists in understanding gaps in the Veterans' customer service experience.
- Remaining engaged with CVSOs virtually is critical for sustaining situational awareness of Veterans issues and services and CVSO challenges and concerns in assisting our State's Veterans.

How do we measure success?

- Success is measured by the number of counties that are providing customer service feedback.
- Percentage of CVSOs participating in quarterly virtual coordination and development sessions.
- Percentage of Level 3 Maturity Index rated CVSOs.

What actions are we taking?

- DMVA has invested in the Qualtrics Customer Service Experience platform which provides Veterans multiple methods of providing feedback on their customer service experience with state and county VSOs (F2F hard copy form, call-in, mail in, online submission, or QR Code App).
- Increasing availability of and proficiency using virtual systems among State and County VSOs.
- DVAw implementing a weekly Webinar series that addresses VSO topics of interest.
- DVAe developing VSO virtual library consisting of informational and instructional videos that assist Veterans in navigating VBA/VHA services.
- DVA conducts annual centralized and regional training conferences to obtain and maintain accreditation.

Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
DMVA/DVA - State VSOs - CVSOs - Customer service experience surveys	Number of counties providing VSO customer service experience feedback	30	48	56	64
DVA County VSOs	Percentage of CVSO's participating in quarterly virtual coordination and development sessions	0	60%	75%	90%
DVA County VSO's	Percentage of Level 3 maturity index CVSO's	0	60%	75%	90%

WIG 3 – Increase the percentage of renewable electricity consumed or purchased by DMVA facilities to 5% by June 30, 2023.

Why is this important?

- Setting Colorado on a path to 100% renewable energy for the grid by 2040 and positioning Colorado and DMVA as a leader in the clean energy economy requires not only innovation and technological advances, but also behavioral and efficiencies in energy stewardship.
- Research indicates that behavioral change by an informed and educated work force can accomplish an 8% to 15% reduction in energy consumption.
- 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 D2019-016: "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 agency's current and future capabilities, readiness, and performance; reduce future resource risk and increase mission assurance.

How do we measure success?

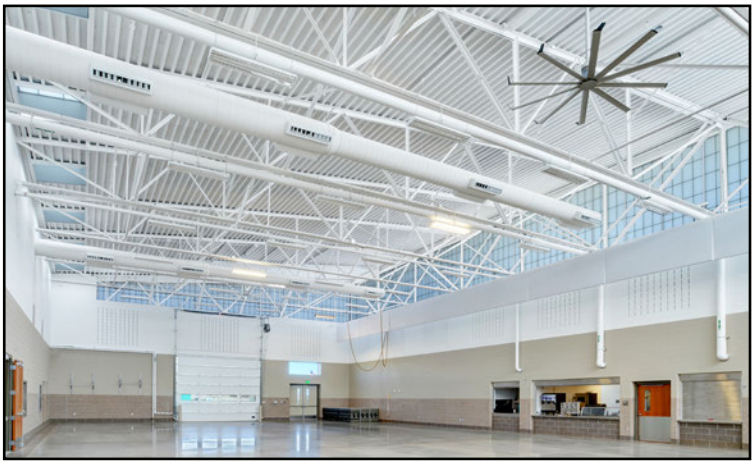
- Analyze/report on new facility construction and existing facility inventory for compliance with the Federal Guiding Principles for Sustainable Buildings protocol and the USGBC's Leadership in Energy and Environmental Design (LEED) rating system.
- Increase in the percentage of renewable electricity that DMVA facilities consume or purchase.
- Number of trained and deployed site Energy and Water Monitors reported through the COARNG Environmental Quality Control Committee.
- Number of state agencies that DMVA directly influences, either through a leading indicator (e.g. energy data audits complete) or a lagging indicator (e.g. reduction in energy intensity), in their energy management program.

What actions are we taking?

- Developed 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 150 kW PV at Fort Lupton, which includes leveraged SEP funding and federal match.
- Reducing petroleum consumption through the fielding of three zero emission vehicles.
- Evaluating lighting retrofit to LED for both interior and exterior fixtures.
- Exploring opportunities for leveraging third party funding through an energy performance contract.

Wildly Important Goal #3

Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
CFMO/CE Sustainable buildings	Percentage of facility square footage that adhere to The Guiding Principles for Sustainable Buildings or LEED (or equivalent) rating system analysis.	0	10%	15%	20%
DMVA Sustainability Branch Environmental and energy policy	Percentage increase of renewable electricity consumed or purchased by DMVA facilities.	2.5%	4.5%	6.5%	7.5%
Administrative Officers Facility Managers DMVA eMS-CFT	Number of sites with trained energy and water monitors.	0	50%	75%	75%
CFMO/CE DMVA Sustainability Branch office	Number of state agencies influenced by DMVAs energy management best practices.	0	2	3	4



Wildly Important Goal #4

WIG 4 – Increase the number of middle and high schools with Civil Air Patrol cadets 15% by 2023.

Why is this important?

- The value of a Civil Air Patrol (CAP) is relatively unknown within the educational community and CAP programs provide 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.
- CAP programs further support the State's Education & Workforce priority of ensuring all Coloradans have access to opportunities for quality, life-long education connected to the future of work.

How do we measure success?

- Success is measured by a 15% increase in the number of middle and high schools with CAP Cadets by June 30, 2023.
- Conducting 60 outreach activities to middle/high schools by June 30, 2023.
- Providing middle/high school science programs with 60 STEM kits by June 30, 2023.

What actions are we taking?

- CAP command staff has developed an action plan to improve overall CAP cadet recruiting.
- All 28 cadet/composite squadrons are participating in the 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.
- Enhancing the Colorado CAP Wing website for easy district and school access.
- Identifying resource requirements and funding to support informational production and distribution.
- Working on providing school science programs with CAP STEM kits to increase awareness and interest in CAP.

Wildly Important Goal #4

Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
Civil Air Patrol Wing - PAO - Recruiting & Retention	Increase in the number of middle and high schools with Civil Air Patrol cadets.	246	258	270	283
Civil Air Patrol Wing - PAO - Recruiting & Retention	Expand Civil Air Patrol outreach activities to middle/high schools.	21	44	55	66
Civil Air Patrol National & Wing HQ - Cadet/composite squadrons	Provide school science programs with CAP STEM kits to increase awareness and interest in CAP.	36	44	55	66

Conclusion

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.

The Department remains actively engaged in exploring opportunities and collaborating with Federal and State agencies in supporting the Governor's Four Bold priorities. The adoption of Governor Challenge initiatives to combat suicide; to increase the percentage of renewable electricity consumed or purchased at its facilities; and, to expand access to quality, life-long education connected to the future of work through expanded participation in the Civil Air Patrol are just a few ways the Colorado Department of Military and Veterans Affairs is making a difference in the lives of Coloradans.

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.