



# COLORADO

Department of Military  
and Veterans Affairs

# Performance Plan

## FY2017-2018



# Table of Contents

---

## Department Overview

|   |    |
|---|----|
| A Message from the Adjutant General of Colorado | 3  |
| Department Mission and Vision                   | 4  |
| Department Values                               | 5  |
| Department Description                          | 6  |
| Organizational Chart                            | 7  |
| Division of the National Guard                  | 8  |
| Division of Veterans Affairs                    | 11 |
| Division of Civil Air Patrol                    | 12 |

## Programs and Capabilities

|   |    |
|---|----|
| State Partnership Program                             | 13 |
| Joint Task Force-Centennial (JTF-C)                   | 14 |
| Civil Support Team (CST)                              | 14 |
| Chemical, Biological, Radiological and Nuclear (CBRN) | 15 |
| National Guard Reaction Force (NGRF)                  | 15 |
| High-Altitude Aviation Training Site (HAATS)          | 16 |
| Colorado Joint Counterdrug Task Force (CO-JCDTF)      | 16 |
| Aerospace Control Alert                               | 17 |
| 100th Missile Defense Brigade                         | 17 |
| 117th Space Battalion                                 | 18 |
| 233rd Space Group                                     | 18 |

## Strategic Policy Initiatives

|   |    |
|---|----|
| SPI 1 - Improve the resilience of our members 30% by 2020                 | 20 |
| SPI 2 - Improve Veteran's customer service experience 10% by 2020         | 22 |
| SPI 3 - Invest \$95 million dollars in infrastructure development by 2020 | 24 |

## Military Value and Economic Impact

|            |    |
|------------|----|
| Conclusion | 26 |
|------------|----|





# A Message from The Adjutant General of Colorado



Fellow Coloradans,

I'm honored to have been named the 43rd Adjutant General of Colorado this past April. Since I first came to Colorado in 1980, I've valued the balance between work and recreation that comes so naturally to those of us fortunate enough to live in the Centennial State.

This balance is evident in the lives of the more than 5,500 men and women who serve as Citizen-Soldiers and Citizen-Airmen in the Colorado National Guard. Everywhere I go, I see members of the Colorado National Guard, Division of Veterans Affairs, Civil Air Patrol and our DMVA employees delivering high quality service to all those we serve here in Colorado and across the globe. In fact, the Colorado National Guard continues to support the global war on terrorism and other worldwide contingency operations, with over 600 service members currently deployed across the globe supporting operations in Afghanistan, Syria, Iraq, Kuwait, United Arab Emirates, and Japan. The Colorado National Guard also conducts homeland defense and civil support missions 24/7.



The Colorado National Guard continues to grow as Colorado grows. We are actively recruiting for a Space Control Squadron at Peterson Air Force Base and a regional Cyber Protection Team. Our domestic response capacity continues to grow as well. As I write this, our Army National Guard aviators are busy training with fire-fighting organizations from across the state on how to best employ helicopters in support of fire-fighting operations.

The Civil Air Patrol continues to grow and engage young Coloradans. From aviation to cyber, the men and women of the Colorado Wing of the Civil Air Patrol excel in serving their fellow Coloradans. I'm happy to report that the Civil Air Patrol's Colorado Springs Cadet Squadron "Wolfpack" recently came home with the national championship title in the All Service Division at the Cyber Patriot IX Competition in Baltimore, Md. This is just one of many examples of how our members, adults and cadets alike take the lead in preparing for the challenges that we face every day.

The Colorado Division of Veterans Affairs continues to see growth in the number of Veterans supported through our hub and spoke partnership with County Veteran Service Officers. Our combined efforts to expand outreach and education are paying off as more of Colorado's Veterans use the resources available to them to secure the benefits they've earned and deserve. The Department of Military and Veterans Affairs will continue to be at the forefront communicating, educating and coordinating the people, policies and partnerships necessary to ensure that we're always ready and always there when Coloradans need our assistance.

Major General Michael A. Loh  
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 (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, 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 citizens of our State and Nation.



## PROFESSIONALISM

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



## ACCOUNTABILITY

Hold ourselves accountable to those we serve, measures of performance, effectiveness, and behavior. Own up to our failures and learn from our 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: 34.3  
 GENERAL FUND : \$5,142,441  
 CASH FUND: \$128,351  
 FEDERAL FUND: \$247,635



## DIVISION OF VETERANS AFFAIRS

STATE FTE: 17.5  
 GENERAL FUND : \$2,649,965  
 CASH FUND: \$1,083,625  
 FEDERAL FUND: \$116,900



## DIVISION OF THE NATIONAL GUARD

STATE FTE: 100.1  
 SERVICE MEMBERS: 5,500  
 GENERAL FUND : \$392,180  
 CASH FUND: N/A  
 FEDERAL FUND: \$210,863,801



## DIVISION OF CIVIL AIR PATROL

STATE FTE: 1.0  
 VOLUNTEERS: 1,637  
 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 Commander-in-Chief, Governor John Hickenlooper. 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 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 Chart

## Department of Military and Veterans Affairs Organization

---



Director of Joint Staff  
Air Force Colonel  
Gregory T. White



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



Deputy Executive Director  
Dept. of Military and Veterans Affairs  
Mickey Hunt



Division of Veterans Affairs  
Director Reuben Mestes



Wing Commander  
Civil Air Patrol  
Colonel Celeste Gamache



Asst. Adjutant General, Army  
Army Brigadier General  
Laura L. Cletlan



Asst. Adjutant General, Space & Cyber  
Army Brigadier General  
Michael Willis



Asst. Adjutant General, Air  
Air Force Brigadier General  
Floyd W. Dunstan





# 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 time of peace, the National Guard is a State force, controlled by the Adjutant General as the principal military representative of the Commander-in-Chief, the Governor. The Governor has the authority to order the CONG into State Active Duty to respond to domestic emergencies. The National Guard is equipped and paid by the Federal Government and must meet organizational and training standards to qualify for Federal recognition.

When U.S. Congress declares a national emergency, or in time of war, and authorizes the use of armed force requiring troops in excess of those in the Active Forces, 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, state and federal first responders, global partners, and the citizens of our State and Nation.





# Army National Guard

---

The Colorado Army National Guard (COARNG) is comprised 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 23 sites and 72 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 across the state and region and to answer the call of our Nation in support of the warfight and homeland defense operations.





# Air National Guard

---

The 140th Wing, Colorado Air National Guard (COANG) has five groups, 11 squadrons, and two geographically separated units (GSUs). The 140th Wing operates four missions that fall under four different commands: the F-16 fighter mission, operating under Air Combat Command; the C-21 airlift mission, operating under Air Mobility Command; the space warning mission, operating under Space Command; and the engineer mission, operating under Pacific Air Forces.

The Colorado Air National Guard's two GSUs are: the 200th Airlift Squadron located at Peterson Air Force Base and the 233rd Space Group located at the Greeley Air National Guard Station. The 240th Civil Engineer Flight is based at Buckley Air Force Base. More than 1,500 Citizen-Airmen are 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, airlift and support forces as well as 24/7 air control alert and global missile warning and detection of space launches and nuclear detonation.

The COANG maintains both a Federal and State capability and is prepared to support our Nation, State, and local Community in times of need.





# Division of Veterans Affairs

---

The Colorado Division of Veterans Affairs (DVA) is the state agency which exists to assist Veterans and their family members and survivors in securing any benefits they may be eligible for. The Division also provides direct service to Colorado's Veterans through the State Veterans Service Officers, administration of the disabled Veteran property tax exemption, participation in statewide Veterans initiatives, and through operation of the Veterans Memorial Cemetery in Grand Junction.



DVA serves as the "hub" of a network of 80 County Veterans Service Officers in 64 counties that make up the Centennial State. The Division's State Veterans Service Officers provide training, certification and technical support for County Veterans Service Officers who then assist Veterans in their respective counties to obtain benefits they have earned from the United States Department of Veterans Affairs. The network has responsibility for providing claim support services to the over 410,000 Veterans registered with the United States Department of Veterans Affairs residing in the State of Colorado.

The Division additionally administers two state grant programs. An organization may apply for a grant through either the Veterans Trust Fund (VTF) or the Veterans Assistance Grant (VAG) depending on the organization's eligibility. By statute, VTF funds are designated to congressionally chartered Veterans organizations. Eligible organizations typically have an IRS designation as a 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 Division successfully advocated for an increase in the state reimbursement to counties for their County Veterans Service Officers, which has increased both part and full-time County Veterans Service Officers, and every county now is providing a dedicated officer to assist Veterans in securing any benefits they may be entitled to.

The Division has also successfully advocated for \$3.5 million dollars in funding to create a Veterans one-stop facility in Grand Junction that will expand services to those Veterans and family members residing on the Western Slope.





# 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 the state of Colorado. CAP is an all-volunteer organization, made up of everyday people with a wide variety of skills that support three primary missions: Aerospace Education, Cadet Programs, and Emergency Services. Division customers include Colorado’s youth and civil authorities in support of emergency operations.



The Colorado Wing (COWG) of CAP offers a wide variety of opportunities for citizens from all walks of life to serve Colorado and America. With about 1,700 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, 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 watch, disaster relief, homeland security and counter-drug 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 and supporting shelters and donation centers. A mission unique to COWG is providing escort aircraft for unmanned aerial vehicles during Army exercises.



# Programs and Capabilities

## State Partnership Program

The Colorado National Guard has an enduring partnership with Slovenia and 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 State Partnership with Slovenia began in 1993 and has since created 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 co-deployments to Afghanistan and “SPP leveraged events” that were mutually beneficial to the Colorado National Guard and Slovenian Armed Forces.

The State Partnership with Jordan began in 2004 and remains one of only five partnerships in the Central Command (CENTCOM) Area of Responsibility (AOR) and the only partnership in the Levant. Colorado National Guard also has a strategic partnership with Israel’s Home Front Command which began in 2016 and is one of only three states which lead National Guard’s partnership in homeland defense cooperation with Israel’s Home Front Command.



# Programs and Capabilities

---

## Joint Task Force-Centennial (JTF-C)

Colorado National Guard Soldiers and Airmen assigned to JTF-C provide command and control of all military civil support operations in Colorado with the purpose of saving lives, reducing human suffering and minimizing large-scale property damage or destruction within the state. To ensure readiness to support the citizens of Colorado during their time of need, Colorado maintains a standing JTF, normally commanded by a general officer. 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 (SEOC) within the Colorado Division of Homeland Security and Emergency Management (CDHSEM). 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. The JTF-C routinely provides helicopter rescue at high altitude with the High Altitude Aviation Training Site (HAATS) assets and maintains many teams capable of responding quickly for specific missions, including the Civil Support Team (CST), the Chemical, Biological, Radiological and Nuclear (CBRN) Enhanced Response Force Package (CERFP, pronounced “Surf-P”), and the National Guard Response Force (NGRF).

When the Colorado National Guard lacks capacity or certain unique capabilities to support civilian authorities, the state can execute the Emergency Management Assistance Compact (EMAC). 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 place the JTF-C commander into a “Dual Status Command” (DSC) role 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 (CST) 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. In addition, the CST advises civilian responders on appropriate actions through on-site testing and expert consultation, and assists facilities in the arrival of follow-on state and federal military forces.

The CST has 22 full-time (Title 32) Colorado Army and Air National Guard personnel 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 provides immediate response capability to the governor for incident site search of damaged buildings, rescuing trapped casualties, providing decontamination, performing medical triage and initial treatment to stabilize patients, and remains recovery. The CERFP has approximately 186 CONG Soldiers and Airmen divided into five elements including search and extraction, decontamination, medical, remains recovery, and command and control. The command and control team directs the overall lifesaving activities of the CERFP and coordinates mission tasks with the Joint Task Force and the Incident Commander. Colorado is one of 17 states that have a CERFP, and 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 (NIOSH) standards.



## 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 in order 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 the state of Colorado a ready force capable of delivering an initial force package of 75-125 personnel who can respond within eight hours. A follow-on force of up to 375 personnel can arrive within 24 hours.



# Programs and Capabilities

---



## Colorado Joint Counterdrug Task Force (CO-JCDTF)

CO-JCDTF is funded through the Deputy Assistant Secretary of Defense for Counter Narcotics and Global Threats (DASD-CN&GT). 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 generation Coloradans. The CO-JCDTF provides military unique skills and equipment to Federal, State, and Local Law Enforcement Agencies (LEA) to reduce the supply of illegal narcotics in Colorado. Military Intelligence Analysts are used to provide Investigate Case and Analyst Support, Linguist Support, Operational/Investigative Case Support, and Counter-Threat Finance Support.

Currently, CO-JCDTF provides support to the Drug Enforcement Administration (DEA), Federal Bureau of Investigations (FBI), Department of Homeland Security Investigations (DHS-HSI), US Forest Service (USFS), Bureau of Land Management (BLM), Denver Police Department (DPD), Aurora Police Department (APD), and numerous Colorado County Sheriff's Departments. CO-JCDTF also 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 (LRVR) where At-risk youth are nominated to participate in a weeklong camp in the Rawah Wilderness Area each July.

## High-Altitude Aviation Training (HAATS)

The Colorado Army National Guard High-Altitude ARNG Aviation Training Site (HAATS) was established in 1985 to provide "graduate level" training to military helicopter pilots flying in mountainous terrain and/or high temperatures. The HAATS training program is unique, and attracts students from around the world for 1-2 week training sessions at the HAATS facility in Gypsum. The school offers a unique training methodology based on aircraft power that is designed to dramatically increase individual and crew situational awareness. Known as Power Management, the training process requires power accountability of the pilots in all flight regimes.

The mountainous training area enhances the Power Management process and also provides the additional benefit of high altitude/rough terrain training. HAATS is the only DoD Aviation Training site for high altitude power management environmental training. HAATS trains over 400 aircrews annually from all military branches and components as well as international military aircrews. Additionally, as part of their state mission, HAATS pilots and crews conduct numerous search and rescue missions and occasional wildland firefighting operations in support of civil authorities, which have resulted in 61 missions and 48 lives saved over the past three years.



# Programs and Capabilities

---



## 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 (ARSSTs) comprised of space operations officers, military intelligence specialists, geospatial engineers, satellite communications systems operators, and information technology specialist have deployed 19 times since September 11, 2001 to Iraq, Afghanistan and Bahrain to 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 utilized to support state civil authorities for fires, floods, and other natural emergencies.

## 233rd Space Group

The 233rd Space Group, 140th Wing, is based at Greeley Air National Guard Station. The 233d 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.



# Programs and Capabilities

---

## Aerospace Control Alert

The 120th Fighter Squadron, 140th Operations Group, 140th Wing, Buckley Air Force Base, supports the national aerospace control alert mission. Using its F-16 Fighting Falcon aircraft the 140th Wing provides 24/7 alert capability to respond to airborne threats in the central U.S. In addition, the 140th Wing delivers global combat airpower on short notice.



## 100th Missile Defense Brigade (MDB)

The Colorado Army National Guard's 100th MDB is the U.S. Army's only Missile Defense Brigade and the only unit tasked with defending the homeland against Intercontinental Ballistic Missile (ICBM) attacks. Utilizing a sophisticated fire control system supported by sea, land, and space-based sensors and a missile-launched exo-atmospheric kill vehicle (EKV), the 100th MDB has the ability to track, intercept and destroy a nuclear warhead of an incoming ICBM outside the Earth's atmosphere while in its 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 falls under three separate chains of command. Administratively the 100th MDB is part of the Colorado Army National Guard, operationally it is part of the U.S. Army Space and Missile Defense Command, and has a supporting relationship to U.S. Northern Command. Certified missile defense crews operate out of Schriever Air Force Base, Colorado Springs with the responsibility of monitoring Ballistic Missile Defense sensors that detect incoming missiles and, on order, fire ground-based interceptors to defeat the threat.



# Strategic Policy Initiatives

---

## Operational Design

DMVA has continued to meet or exceed FY 2016-17 strategic planning initiatives associated with: improving disaster coordination; expanding services to underserved Veterans; and, the number of cadets participating in Science, Technology and Math (STEM) programs. The Civil Air Patrol (CAP) though experienced a decrease in flying hours over the past few years, which were a result of a reduction in available aircraft and a reduction in requests for assistance from domestic first response agencies.

A review and assessment of FY 2016-17 strategic planning initiatives as outlined above, coupled with the intent and guidance of a newly assigned Executive Director, has resulted in a revision of the previous strategic planning initiatives. The DMVA has identified and developed three strategic policy initiatives that are closely aligned with the Governor's vision of providing efficient, effective, and elegant governmental services; improving the impact of mental health on daily life; and infrastructure development. Our Strategic Policy Initiatives are further reflected in our enduring priorities of delivering high quality service to our Veterans, members and families; promoting the well-being of our members; and advancing our capabilities to support civil authorities and meet federal mission requirements.

**SPI 1** - Improve the resilience of our members 30% by 2020 - Improve the resilience of service members and their families to face and cope with adversity, change, and setbacks.

- Enhance resiliency of our members
  - Reduce stigma of seeking mental health assistance
  - Decrease high risk/high interest mental health cases

**SPI 2** - Improve Veteran's customer service experience 10% by 2020 - Provide efficient, effective and timely Veteran services

- Improve Veterans satisfaction with services
  - Increase Veteran's satisfaction with services
  - % of trained and certified CVSOs
  - Veteran outreach events

**SPI 3** - Invest \$95 million dollars in infrastructure development by 2020 - Enhance the department's capacity to support the Colorado National Guard & Division of Veteran's Affairs

- Expand capacity of infrastructure to support National Guard & Division of Veterans Affairs
  - Infrastructure investment



# Strategic Policy Initiative 1

---

## **SPI 1 - Improve the resilience of our members 30% by 2020**

Improve the overall resilience of service members and their families to face and cope with adversity.

### **Goal: Enhance resiliency of our members**

#### **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 seventh-highest suicide rate in the country.
- Research suggests that 5-6% of a population think 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 alone.
- A resilient and fit individual is better able to leverage intellectual and emotional skills and behaviors that promote enhanced performance and optimize their long-term health.
- Seeking mental health assistance is recognized by health care professionals as an initial step in building and strengthening an individual's resilience to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks.

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

- Reducing the stigma associated with seeking mental health assistance is measured by the number of individuals that 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. The goal is to increase those seeking mental health assistance 5% annually from the current baseline of 358, achieving at least a 15% increase (412) in those seeking mental health assistance by 2020.
- Decreasing the number of high risk/high interest mental health cases 5% annually from the current baseline of 106 is also measured by the departments mental health providers with the goal of achieving at least a 15% decrease (90) in high risk/high interest cases by 2020.
- High risk/high interest cases are defined as those involving: hospitalization, suicidal/homicidal ideations, domestic violence, or enrollment in a substance abuse program.
- The percentage increase in requests for seeking mental health assistance is combined with the decrease in high risk/high interest cases to achieve the overall goal of improving resilience of the department's members 30% by 2020.



| Status            | Organization/Program and Key Process(es)  | Outcome Measure   | Outcome Baseline | Outcome Target FY2018 | Outcome Target FY2019 | Outcome Target FY2020 |
|-------------------|---|---|------------------|-----------------------|-----------------------|-----------------------|
| Needs Improvement | Comprehensive Soldier & Family Fitness (CSF2) Program, DPH<br>- Metal health referral process | Reduce stigma of seeking mental health assistance which is reflected by an increase in those seeking mental health assistance | 358              | 376                   | 394                   | 412                   |
| Needs improvement | CSF2 Program, DPH<br>- Mental health referral process   | Decrease number of high risk/high interest mental health cases  | 106              | 101                   | 95                    | 90                    |

### What actions are we taking?

- Mental health providers meet monthly with Chaplains and Sexual Assault Response Coordinators to address trends impacting resiliency observed within the organization, service utilization, gaps in services, and 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.
- Currently exploring the possibility of building collaborative relationships with state entities to implement the Star Behavioral Health Program (SBHP). This program is designed to train willing providers in military competencies and treatment modalities to promote more effective treatment for the Service Member, Veterans, and their Family (SMVF) community. Those providers that take the training and register with the program will be listed in a special registry that allows consumers to identify those with these particular competencies. This initiative would expand behavioral health care options for our members, Veterans, and their families.
- The Colorado Army National Guard (COARNG) has implemented a three day course in the resilience core curriculum and is working with the National Guards Bureau's Psychological Health Program Research and Innovation Workgroup to measure the effectiveness of the course.
- 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 address trends that threaten the resiliency of military members, Veterans, and their families.



# Strategic Policy Initiative 2

---

## **SPI 2 - Improve Veteran's customer service experience 10% by 2020**

Provide efficient, effective and timely Veteran services

Goal: Improve Veterans satisfaction with services

### 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 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 410,000 Veterans currently residing in Colorado.
- County Veterans Service Officers (CVSO) are typically the first-line of assistance that Veterans and their family members utilize to connect them with Federal VA and other State services.
- CVSOs improve the lives of Veterans and their families by connecting them with disability compensation, health care, housing, employment, educational and death benefits.
- Having CVSOs in each county that are trained to effectively and efficiently connect Veterans with the services they are entitled is paramount in serving Veterans and their families across the State.
- Reaching out to Colorado Veterans' increases their awareness of the services that the DVA provides and what Federal and State benefits they may qualify for.

### How do we measure success?

- DVA measures success by initially achieving at least a 70% positive customer experience in 2018 using the newly established customer service survey.
- Success will then be measured by improving the Veteran customer service experience 5% each year thereafter, achieving an 80% or greater satisfaction of Veteran's service by 2020.
- Ensuring that CVSOs remain trained at or above 98% through 2020 is used as a lead metric that contributes to achieving a positive customer experience.
- Success is further measured by ensuring the staff as a whole participates in at least 120 outreach events annually, which also serves as a lead metric that contributes to a positive customer experience.



| Status           | Organization/Program and Key Process(es)             | Outcome Measure   | Outcome Baseline | Outcome Target FY2018 | Outcome Target FY2019 | Outcome Target FY2020 |
|------------------|--|---|------------------|-----------------------|-----------------------|-----------------------|
| Work in progress | Division of Veterans Affairs (DVA)                   | # of Veterans rating their experience with DVA as excellent or good | TBD              | 70%                   | 75%                   | 80%                   |
| On track         | Division of Veterans Affairs - CVSO training program | % of trained and certified CVSO                                     | 98%              | 98%                   | 98%                   | 98%                   |
| On track         | Division of Veterans Affairs - Veteran outreach      | VSO outreach events   | 120              | 120                   | 120                   | 120                   |

### What actions are we taking?

- DVA is partnering with the Lt. Governor’s Office to develop a revised client survey.
- Requesting tablets for each state and county service officer that will enable the collection of real-time survey data for analysis of the customer service experience.
- Currently partnering with counties, as defined in Colorado Revised State Statute 28-5-801 through 25-5-804, to provide expertise with Federal VA and Colorado State Veteran benefits.
- DVA conducts an annual week long training conference for CVSOs each year that meets accreditation from the National Association of County Veterans Service Officers.
- DVA also conducts a two-day semi-annual training on a regional basis across the state for CVSOs each year. The training reinforces essential CVSO functions and addresses specific CVSO needs.
- New service officers hired between the annual state and semi-annual regional training receive a two-day training session at DVA that equips them with the basic competencies to assist Veterans and their families until they can attend annual or semi-annual training.
- VSOs currently participate in a wide variety of events throughout the year that expand awareness of Veteran Services, (medical care, education, employment, compensation, pension, and burial) and connect Veterans’ with those and other services.
- DVA also participates in Veteran stand-downs throughout the state that connects over 800 Veterans with services and other supporting agencies that assist Veterans with their physical, emotional, social, and spiritual needs.



# Strategic Policy Initiative 3

---

## **SPI 3 - Invest \$95 million dollars in infrastructure development by 2020**

Enhance the department's capacity to support the Colorado National Guard and Division of Veteran's Affairs.

**Goal: Enhance capacity of infrastructure to support the National Guard and Division of Veterans Affairs**

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

- Colorado is designated as a "Growth State" by National Guard Bureau. This designation identifies Colorado as a state with growth potential where additional capacity should be applied.
- Establishing a Veteran's one-stop in Grand Junction will expand outreach and services to the Veteran population located on the Western Slope.
- Construction of an Air Support Equipment (ASE) facility, Fuel Cell and Corrosion Control facility, MTC simulator complex, and airfield lighting and pavement additions have been identified as essential capacity improvements to posture Buckley Air Force Base (BAFB) as a basing option for the next generation fighter.
- Supports execution of the Readiness Center Transformation Master Plan (RCTMP) which will expedite future infrastructure initiatives.
- Constructing a Space Control facility at Peterson Air Force Base (PAFB) will support expansion of the Space Control mission.
- Constructing a Readiness Center (RC) for 3/157th Field Artillery at Castle Rock will enhance operational efficiency and supports future stationing plan.
- Constructing readiness centers for the 100th Ground Missile Defense (GMD) Brigade at PAFB and the Space Battalion at Fort Carson will eliminate a \$1,000,000 annual NGB lease.

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

- Investing at least \$57 million dollars in 2018, \$22 million dollars in 2019, and \$16 million dollars in 2020, totaling \$95 million dollars in infrastructure development and improvements by 2020.



| Status           | Organization/Program and Key Process(es)  | Outcome Measure           | Outcome Baseline | Outcome Target FY2018 | Outcome Target FY2019 | Outcome Target FY2020 |
|------------------|---|---------------------------|------------------|-----------------------|-----------------------|-----------------------|
| Work in progress | CFMO/140 <sup>th</sup> CES<br>- Capital construction plan<br>- MILCON<br>- Operations & Maintenance | Infrastructure investment | 0                | \$57 million          | \$79 million          | \$95 million          |

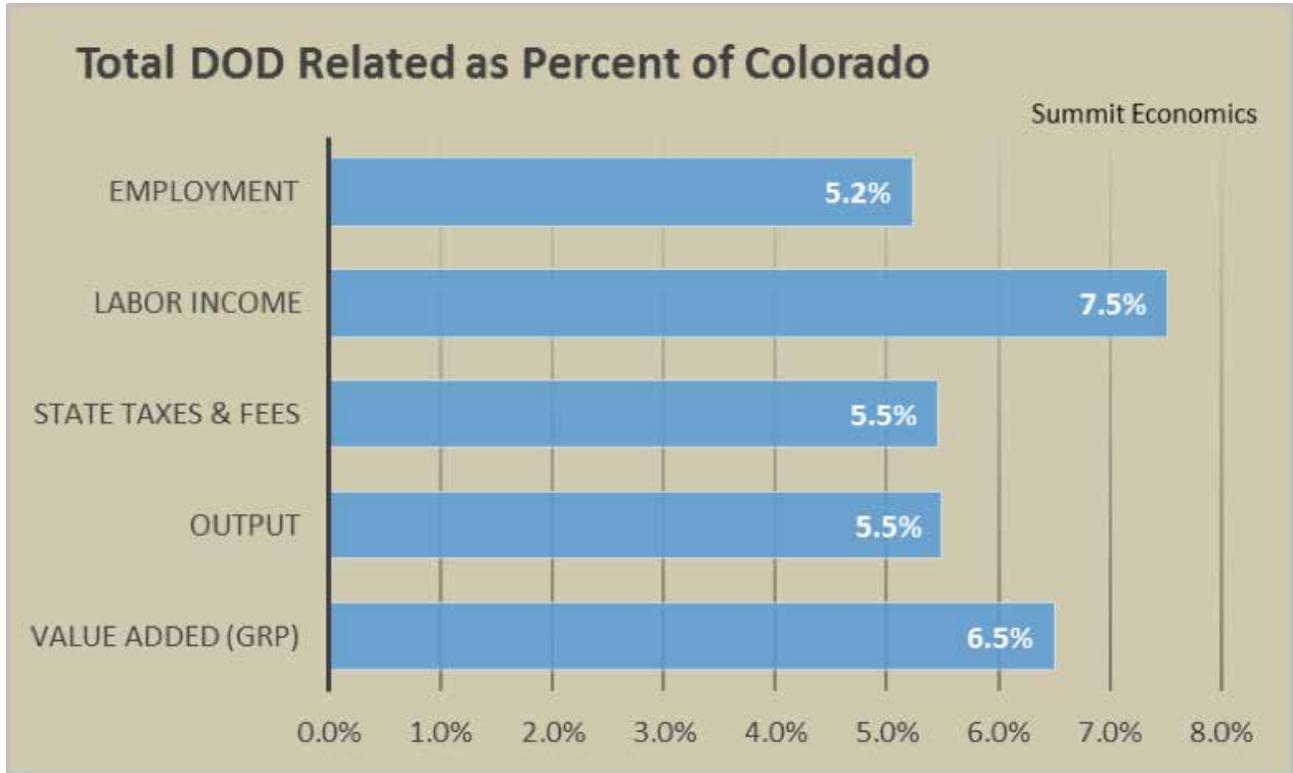
## What actions are we taking?

- Making growth and the acquisition of combat arms and cyber force structure a key component of the National Guard strategic communication plan.
- Actively engaged with P4 initiatives at Buckley Air Force Base (BAFB) to secure encroachment buffer for future stationing of the next generation fighter.
- Following a mature Installation Requirements Plan (IRP) submission process.
- Hired a qualified Master Planner within the Construction and Facilities Management Office.
- Validated the Military Construction component of the Long Range Construction Plan and added a prioritized Operations and Maintenance component.
- Designing a new Parachute Rigging Facility at the Watkins Readiness Center, and a new Readiness Center on Fort Carson for the 117th Space Battalion.
- Designing a Space Control facility at Peterson Air Force Base.
- Designing upgrades to facilities at Greeley Air National Guard Station to support mission conversion.
- Engaging with Pueblo County and the Electrical Utility Service Provider on a Master Cooperative Construction Agreement bringing three phase power with increased capacity to facilitate airburst range development long term goals.
- Pursuing real estate options for growth of the Field Artillery and Joint Force Headquarters-Colorado National Guard.
- Aligning programming and Future Years Defense Planning (FYDP) requests to robust installation development, area development, and sustainability component planning documents.
- Developing a 50-year Real Property Master Plan that enables the National Guard to make deliberate choices in prioritizing investments of exiting funding and to justify future funding requests against established and enduring goals.
- A Master Plan makes Colorado more competitive for Federal funds involving Military Construction (MILCON) and Operations and Maintenance projects for new and existing National Guard facilities across the state.



# Military Value and Economic Impact

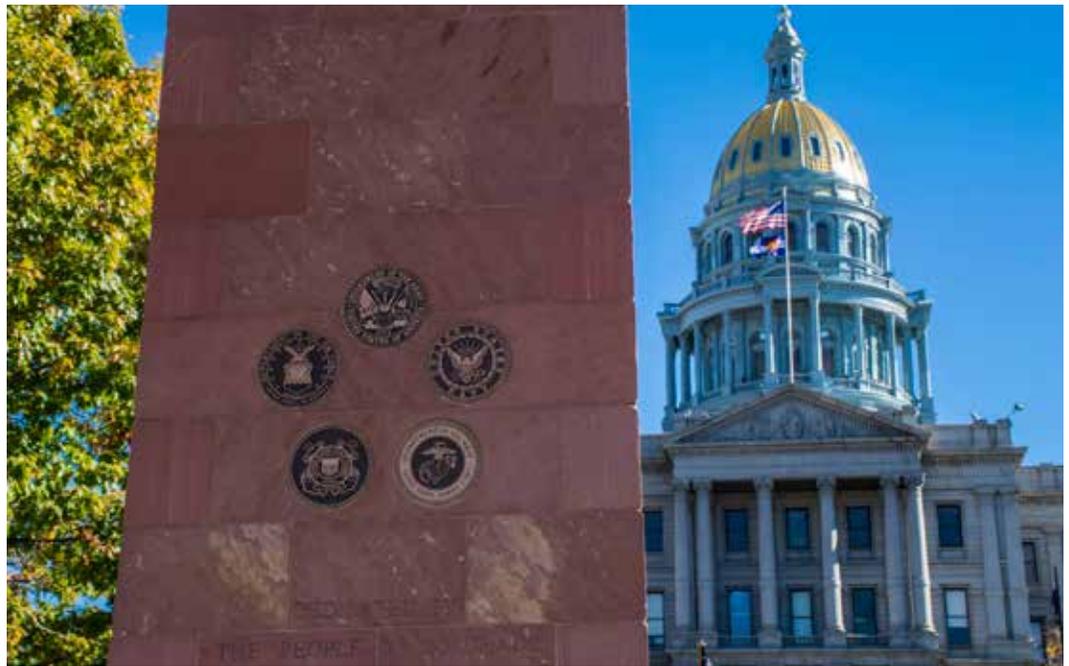
---



- Employment: 5.2% of all Colorado jobs relate to DOD direct, indirect and induced employment
- Labor Income: 7.5% of Colorado labor income is derived from DOD employment
- State Taxes and Fees: 5.5% of Colorado sales taxes, personal income taxes, corporate income taxes, and fees generated from licenses and other taxes are derived from DOD “industry” activities
- Output: 5.5% of Colorado’s statewide output across the entire economy relates to DOD “industry” gross receipts. Output is another word for the value of production before expenses
- Value Added or Gross Regional Product (GRP): 6.5% of Colorado’s GRP relates to DOD “industry” employee compensation, proprietor’s income, income from rents, royalties and dividends, and indirect business taxes

No matter how it is measured, the impact of DOD jobs and related industries on Colorado’s economy is significant.





# 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, and federal relationships and partnerships; delivering high quality service 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 (BCT), 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.



