

STATE OF COLORADO

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS



Department Performance Plan State Fiscal Year 2016-2017

H. MICHAEL EDWARDS
Major General, Colorado Air National Guard
The Adjutant General and Executive Director

1. Mission and Vision

The Department of Military and Veterans Affairs mission, vision, and values statements are:

Mission Statement: *To provide guidance, support, and legislative coordination to the divisions of the Colorado National Guard, Civil Air Patrol, and Veterans Affairs enabling the divisions to assist Colorado's Veteran Community; and to provide ready forces at home or abroad, protecting the citizens and property of Colorado and the United States of America.*

Vision statement: *To enhance Department of Military and Veterans Affairs capabilities and efficiency providing Colorado a high value organization, fully engaged with our communities, staged for the growing needs of our divisions and State through 2030 and beyond.*

Values: *Trust, Teamwork, and Cooperation*

The Department of Military and Veterans Affairs is led by Major General H. Michael Edwards. The Department consists of three functionally related distinct divisions which are shown in Figure 1, Department of Military and Veterans Affairs Organization:

1. The Division of the National Guard, the federally recognized state military force comprised of approximately 4,000 Army National Guard and 1,500 Air National Guard personnel.
2. The Division of the Civil Air Patrol consisting of one state employee to provide support to the nearly 1,700 volunteer members of the Colorado Wing of the Civil Air Patrol.
3. The Division of the Veterans Affairs which consists of State Veterans Service Officers and the Veterans Memorial Cemetery of Western Colorado. The Division supports the Board of Veterans Affairs, a seven-member board appointed by the Governor and reporting to the Governor and General Assembly as a Type II Board through the Adjutant General.

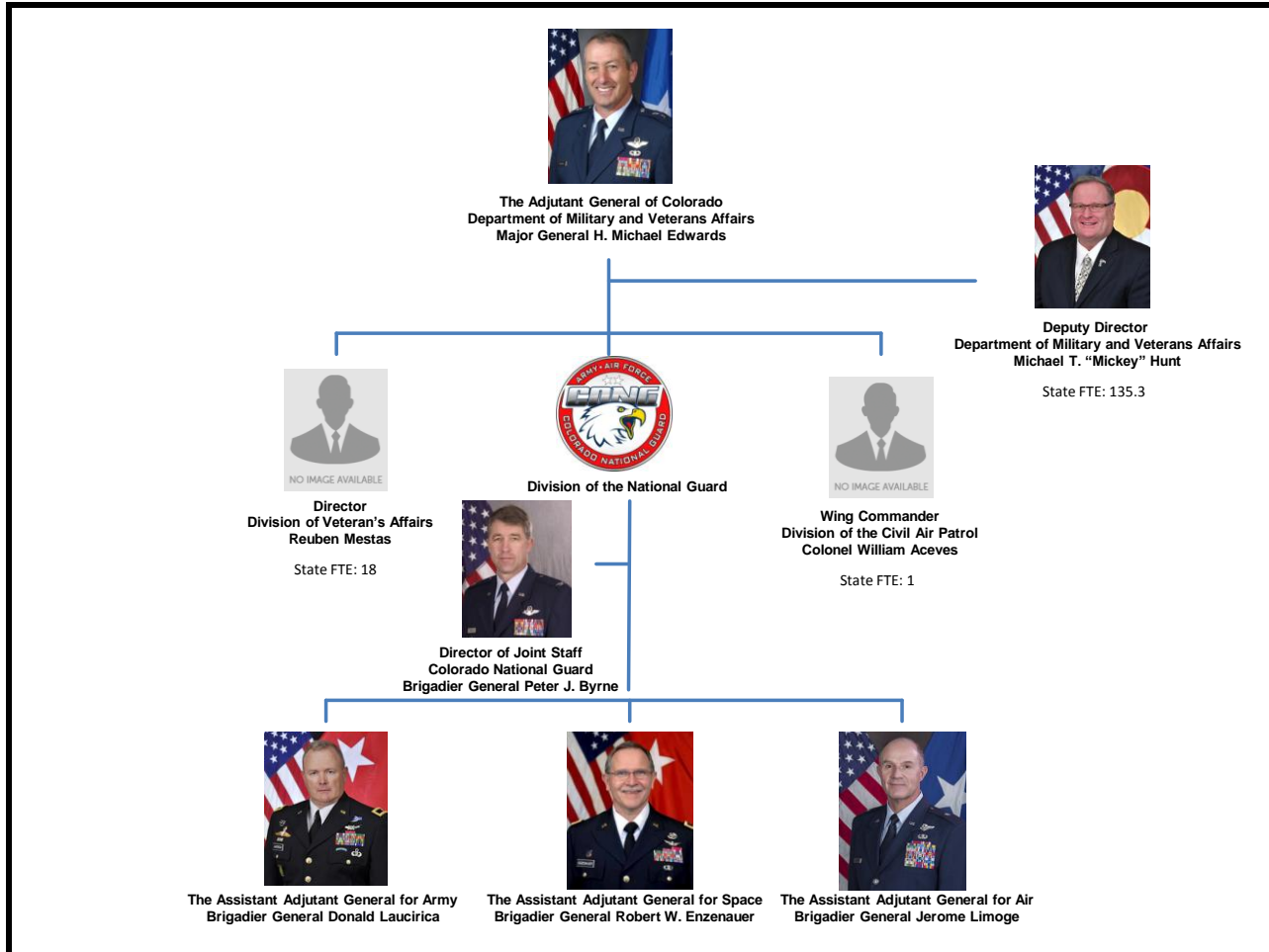


Figure 1: Department of Military and Veterans Affairs Organization

Major General H. Michael Edwards is The Adjutant General for Colorado. He is responsible for the command administration of over 5,500 Colorado Army and Air National Guard members. Major General Edwards also serves as the Executive Director of the Department of Military and Veterans Affairs and is a member of the Governor’s cabinet. He has responsibility for the Colorado National Guard’s primary missions of national defense and state emergency response.

Our values foster a work environment that attracts individuals with personal courage and retains the highest quality people possible. Our values are accomplished by:

- An open set of systems that promote trust performance agreements, promotions, and retention of the highest quality employees
- An operating style that promotes teamwork: Everyone works together to accomplish the mission
- Teams cooperating to satisfy our customers: Metrics driven improvements and results

The Adjutant General's priorities for the Department of Military and Veterans Affairs are the safety and health of our people, strength, readiness, customer focus and environmental stewardship of our Colorado cultural and natural resources.

2. Major Function Description

The 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 Colorado National Guard is constituted as both a State and Federal force by authority of the National Defense Act approved June 3, 1916. The National Guard is a reserve component of the Army of the United States 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 Colorado National Guard into the active service of the State and to cause them to perform duty such as he shall deem proper. 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. Division customers include the National Command Authority, and citizens of our State and Nation.

The Division of Civil Air Patrol

Division of Civil Air Patrol is authorized and governed by Article 1, Title 28 Colorado Revised Statutes. The Division provides support for the operation of the Colorado Wing, Civil Air Patrol. The Wing is comprised of 32 squadrons across Colorado. There are three types of squadrons: Cadet, Composite, and Senior. Cadet squadrons are comprised primarily of youth and young adults ages 12 to 21, with senior members (adults) in supervisory, administrative, and training roles. Composite squadrons, the most common type, conduct both cadet and senior member programs. Senior squadrons are made up exclusively of members age 18 and over. Wing membership is divided almost evenly between cadet and senior members. Division customers include Colorado's youth and first responders who utilize the CAP's expertise and assistance in aiding Colorado citizens in peril.

The Division of Veterans Affairs

The Colorado Division of Veterans Affairs is the state agency that is mandated by state statute to assist veterans and their family members and survivors in securing any benefits they may be entitled to because of service in the military. The Division does this by serving as a central source of information on veterans' benefits, rights and issues; and by training, directing and assisting the County Veterans' Service Officers who are the local veterans' assistance agencies in every county in Colorado.

The Division of Veterans Affairs serves as the "hub" of a network of 78 county Veterans Service Officers in 64 counties and the United States Department of Veterans Affairs who monitor and

support the activities of the County Veterans Service Officers. They provide training, certification and technical support for County Veterans Service Officers who then assist veterans in the counties to obtain benefits they have earned from the United States Department of Veterans Affairs. The network thus has responsibility for providing claim support services to the over 413,000 registered with the United States Department of Veterans Affairs residing in the State of Colorado. Division customers include Veterans and their Family Members.

3. Performance Measures for Major Functions

Strategic Policy Initiative 1 – Improve Disaster Response Coordination

Recent trends indicate a growing reliance on the domestic response capability of the Colorado National Guard within the State. The Department of Military and Veterans Affairs has proven resilient in the face of adversity and capable of meeting the significant challenges posed by natural disasters, to include fires and floods. From dramatic rescues and highly publicized support to devastated communities to unseen efforts like processing hundreds of Guardsmen into the state payroll system and paying them on time, the Department has faced unique and original problems.

It is the goal of the Department to learn from these experiences and constantly update the response provided to the state in such a way that is both proactive and generates greater coordination and cooperation with intra-State agencies as well as local and national partners.

One Year Goal: Validate and tailor Colorado National Guard response packages to likely missions as identified by the Division of Homeland Security and Emergency Management (DPS). This goal will be achieved no later than June 30, 2016

Three Year Goal: Incorporate the lessons learned into a state response manual that covers those disasters most commonly dealt with in Colorado (i.e. fire, flood, and tornado) in coordination with other state response agencies. This goal will be achieved by compiling captured lessons learned into a state response manual that will be available to all partner agencies, ensuring best practices are maintained despite personnel turnover. This goal achieved no later than June 30, 2018.

Strategies to drive achievement of SPI 1: The Joint Staff of the Colorado National Guard will continue to integrate elements of the Colorado National Guard into realistic training exercises partnered with other State and Federal agencies. Planning will include assessing what new and emerging capabilities should be developed to assist in the all-hazards response paradigm.

Programs/Initiatives/Functional Activities: The Joint Staff is the primary functional activity for the execution of intra and inter entity training and response. Programs that operate under the Joint Staff include the 8th Civil Support Team (CST), the Chem/Bio/Rad/Nuc/Env Enhanced Response Force Package (CERFP), and the National Guard Communications Element (NGCE).

Operational Processes: The Emergency Mutual Assistance Compact (EMAC) is a national framework which allows the Colorado National Guard to rapidly expand capacity by bringing in

resources from outside the State. The Air Force Rescue Coordination Center (AFRCC) provides search and rescue coordination between local responders and National Guard forces.

Appropriate Metrics: The metrics for this SPI are the availability of trained and ready forces to respond to state disasters.

Strategic Policy Initiative 2 – Expand Services Provided to Underserved Veterans Through Planning

Serving Colorado’s veterans remains a cornerstone of the Department of Military and Veterans Affairs’ efforts. Rural and student veterans stand out as being underserved within the state. Access to support services and peer-specific community is a problem for both groups. The preponderance of resources, including hospitals, support groups, student veteran chapters and veterans cemeteries are located along the I-25 corridor.

The Department seeks to update and improve those services it provides beyond this corridor. These consist primarily of grants and the Veterans Memorial Cemetery in Grand Junction, CO. By providing grants which support transportation for veterans to appointments and counseling services, both the Veterans Trust Fund and the Veterans Assistance Grant provide support to veterans across the state. The Veterans Memorial Cemetery provides a service that would otherwise be geographically unavailable to veterans who live on the Western Slope.

One Year Goal: The Department seeks to improve awareness amongst recently separated veterans by contacting them at their residence, thus increasing the likelihood of awareness amongst those veterans who reside outside the major metropolitan spheres of marketing influence. This goal will be achieved no later than June 30, 2016.

Three Year Goal: Increase the depth and breadth of outreach to veterans across the state by increasing direct and indirect awareness through attendance at events, stakeholder meetings, and forums, particularly outside of the I-25 corridor. This goal will be achieved no later than June 30, 2018.

Strategies to drive achievement of SPI 2: The Division of Veterans Affairs will send direct-mail information to recently separated military members. The Department’s leadership will travel statewide to participate in veterans events.

Programs/Initiatives/Functional Activities: The Division of Veterans Affairs provides daily coordination and interaction with veterans, particularly through their support of the County Veterans Service Officers. The Department’s leadership participates in a variety of statewide and regional programs to include: Colorado SERVES, Colorado Wants You, Peak Military Care Network, and Mount Carmel.

Operational Processes: The Division receives DD214 forms for separating military members with a home of record in Colorado. This process allows the Division to easily identify inbound veterans and reach out to them via direct mail.

Appropriate Metrics: The metrics for this SPI are outreach events and number of veterans served.

Strategic Policy Initiative 3 – Provide low-cost disaster mitigation services

The Colorado Wing of the Civil Air Patrol provides a low-cost aviation capability that can be utilized by law enforcement, local responders and other entities before, during and after a disaster strikes. This has been demonstrated by the recent missions that the Civil Air Patrol has undertaken such as fire watch, searches for downed aircraft and post-flood damage assessments.

The Department, through the Colorado Wing of the Civil Air Patrol, seeks to provide these services with the same standard of professionalism and dedication that it has in the past, while working to share the message of what it provides to a broader audience.

One Year Goal: The Division of the Civil Air Patrol will seek to improve awareness among civilian response organizations by actively sharing their message across the state. This will be accomplished no later than June 30, 2016

Three Year Goal: Statewide awareness and recognition of the full scope of the Colorado Wing of the Civil Air Patrol's skills and abilities within the first responder community. This will be accomplished no later than June 30, 2018.

Strategies to drive achievement of SPI 3: The Division of the Civil Air Patrol will proactively engage in training missions designed to demonstrate their abilities to law enforcement and first responder agencies who will be the most likely customer for CAP services during an emergency.

Programs/Initiatives/Functional Activities: The Civil Air Patrol maintains a Search and Rescue (SAR) program that consists of both youth cadets and adult members. It incorporates ground-based and aviation-based assets. The Civil Air Patrol's robust flying program dovetails with this SAR mission, ensuring a cadre of proficient pilots readily available to emergency situations.

Operational Processes: The Division of the Civil Air Patrol seamlessly integrates into the incident command structure that is utilized by all domestic first responder agencies. Their active participation in training and the presence of a Wing duty officer allows them to be reached in a timely manner commensurate with emergency operations.

Appropriate Metrics: The metrics for this SPI are total hours flown for training, outreach events conducted, and emergency response.

4. Summary of Department's Most Recent Performance Evaluation

The Department provided ten individual goals under the operational measures provided. Seven of the ten goals were met during FY 2014. The seven goals that were met are as follows:

Percentage of Army National Guard Personnel authorized/assigned – Goal 95% Actual 100%
Percentage of Air National Guard Personnel authorized/assigned – Goal 95% Actual 99.36%
Percentage of Army National Guard Equipment authorized/assigned – Goal 85% Actual 96.03%
Percentage of Air National Guard Equipment authorized/assigned – Classified
Percentage of personnel completing Army National Guard training - Goal 85% Actual 89.68%
Percentage of personnel completing Air National Guard training – Classified
Civil Air Patrol hours flown in a response status – Goal 400 Actual 458.2

The three goals that were not met are as follows:

Percentage of CVSOs trained – Goal 90%, actual 88%. This number reflects the declining budget capacity of individual counties. Several CVSOs claimed that they were unable to attend due to funding shortfalls. The recently approved increase in State reimbursement to County VSO programs will hopefully alleviate some of this shortfall, thus increasing participation in the annual training conference.

Number of veterans receiving service – Goal 10,000, actual 9,132. This number reflects the last full year of data, i.e. FY 2014. The increase in marketing and direct outreach to veterans will increase this number. As of March 31, 2015, the number of veterans receiving service has already increased to 13,725.

Total hours flown – Goal 2,160, actual 1,905. This number reflects the negative impacts of the Budget Control Act on funding for the Civil Air Patrol. The decreased funding for fuel and maintenance had a negative effect on the Wing's ability to conduct training sorties.