



COLORADO

Department of Military
and Veterans Affairs

FY 2021-2022

PERFORMANCE PLAN



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A Message from The Adjutant General of Colorado



Fellow Coloradans,

As we approach 500 continuous days of domestic response operations we are operating in unprecedented times in the history of the Department of Military and Veterans Affairs and the Colorado National Guard. This document is a testament to the fact that we have not diminished our focus on serving our fellow Coloradans on the home front and accomplishing our federal missions world-wide.

The Department remains ready to support the Colorado National Guard in delivering land, air, space, and cyber power in support of state and federal operations; enabling our Division of Veterans Affairs to provide the highest levels of customer service to our State's Veterans and their families; and, overseeing the Colorado Wing of the Civil Air Patrol in delivering aerospace education and emergency services.

The challenges of the pandemic may feel as they are in the past, but the economic and social impacts will remain evident for the foreseeable future. As such, the Department is moving forward with a multitude of initiatives to improve how we serve our customers and make DMVA an employer of choice. Reimagining how we do business through our NEXGEN efforts will further posture DMVA to remain ready and relevant in meeting the needs of our state and nation.

Each year we put significant effort in sharing how we plan to grow and improve...and most importantly how we will measure that improvement. This performance plan encapsulates those wildly important goals and their associated metrics. I appreciate the time you are taking to read this plan and to understand our mission, vision, values, programs and capabilities, and most importantly our commitment to our people and those we serve.

I welcome your feedback and ideas on how we can continually improve our DMVA Team in being recognized as a trusted and inclusive organization, where building a people first culture remains at the heart of our daily activities and actions. Together we can truly make a difference.

Always Ready, Always There!

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

Mission, Vision, and Priorities

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 are an inclusive organization that earns and maintains the trust and confidence in those we serve at the local, state and federal levels; we are recognized for excellence in service to our Veterans, service members, and families; and, we are 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
- Develop and sustain local, state and federal relationships and partnerships
- Foster an environment that builds trust and supports equity, diversity and inclusion among all our Veterans, members, civilians and their families



Values

Our core values of Professionalism, Accountability, Character and Excellence (PACE) 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.



EXCELLENCE

Pursuit in obtaining the highest levels of performance and efficient processes which meets the needs of both our internal and external customers.

Department Description



Executive Director's Office

State FTE: 25.4
General Funds: \$5,014,242
Cash Funds: \$136,182
Federal Funds: \$2,274,194
Reappropriated Funds: \$5,305



Division of Veterans Affairs

State FTE: 22.1
General Funds: \$3,405,471
Cash Funds: \$1,527,470
Reappropriated Funds: \$119,615



Division of the National Guard

State FTE: 125.1
Service Members: 5,600
General Fund: \$3,167,267
Cash Fund: N/A
Federal Fund: \$15,622,675



Colorado Wing - Civil Air Patrol

State FTE: 1.0
Volunteers: 2,100
General Fund: \$148,242
Cash Fund: N/A
Federal Fund: N/A

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



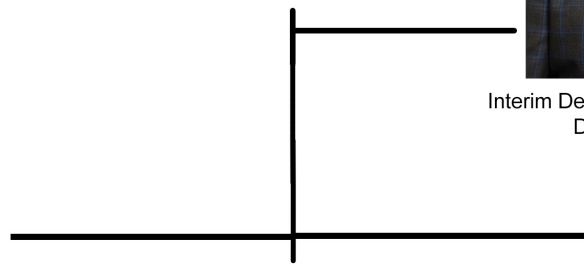
The Adjutant General of Colorado
Brig. Gen. Laura Clellan



Interim Deputy Executive Director
David Callahan



Interim Director, DVA
Director Joanne Iglesias



Division of the National Guard



Wing Commander, Civil Air Patrol
Col. John Rhodes



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



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



Assistant Adjutant General, Air
Col. Shawn Ryan

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 the governor. 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 primarily by the federal 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.

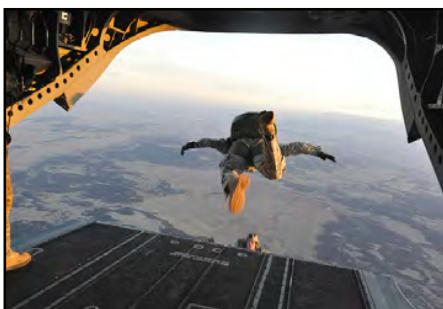




Army National Guard

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

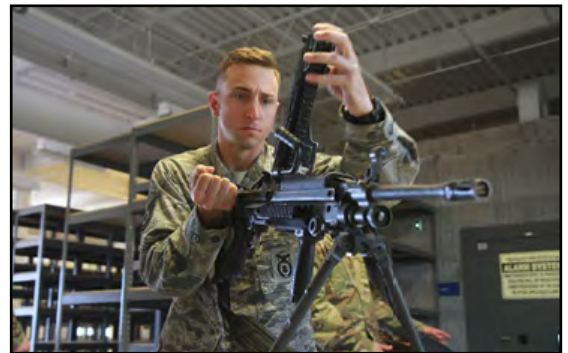


The Colorado Air National Guard has more than 1,600 Citizen-Airmen permanently stationed at Buckley Space Force Base, Greeley Air National Guard Station, Peterson-Schriever Garrison, and Airburst Range near Fort Carson; they serve in units that provide fighter aircraft and support forces, a 24/7 aerospace 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-Schriever Garrison, 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 exists to assist veterans, their family members, and survivors in securing any benefits they have earned or may be eligible to receive. The division is responsible for operating the State Veterans Memorial Cemetery and the Western Region One Source in Grand Junction, administering two grant programs and supporting State and County Veteran Service Officers in providing direct services and assistance to Colorado Veterans throughout the state.

The Division is currently transitioning from a centralized to a regional concept of support and will be expanding services across the state to better serve all Colorado Veterans. State VSO Filed Service Offices will remain in the Denver Metro Area and Grand Junction and will be joined by three additional VSO Field Service Offices in Pueblo, Durango, and a North Eastern location to be identified.

The Division of Veterans Affairs remains ready to assist Veterans and their families via phone, virtual or in person appointments throughout the transition period and beyond. Thank you for your interest and support in ensuring our State Veterans receive only the highest levels of service and assistance. It is our vision to earn and maintain the trust and confidence of all those we serve and make Colorado a state of choice for all Veterans.



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.



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 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 (SEOC) within the Colorado Division of Homeland Security and Emergency Management (DHSEM), but can also come from National Guard Bureau (NGB) mission assignments, in support of other states. As a command element, the JTF-C provides civilian authorities with capabilities and capacities 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 (29 Missions, 22 Lives Saved, 68.6 Flight Hours, 83 Man-Days for FY20) 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 state 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.





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.



National Guard Arctic Interest Council

The Colorado National Guard is a voting member of the National Guard Arctic Interest Council. The council provides a forum of representatives 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, USNORTHCOM, and Alaskan Command. 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. Colorado hosted the 2019 Annual NG- Arctic Interest Council Conference in Golden, Colorado. 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 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

Colorado Joint Counterdrug Task Force

The CO-JCDTF is funded and receives policy guidance through the Deputy Assistant Secretary of Defense for Counter Narcotics and Global Threats. The Colorado Joint Counterdrug Task Force (CO-JCDTF) is comprised of 18 Army and Air National Guard members with a mission to leverage military skills, knowledge, and resources to limit the negative impacts of illicit drugs on Colorado communities. Its members are comprised of military intelligence analysts, communications specialists, Military Police and/or Security Forces to provide linguist support, and communications support. Colorado Army National Guard aviation Soldiers provide personnel and equipment for aerial observation and reconnaissance. The program disrupts the illicit drug supply by providing support to local and state law enforcement agencies, and also works in conjunction with federal law enforcement agencies. JCDTF-CO reduces drug demand through support to community based organizations in coalition development and community engagement.



The CO-JCDTF provides support to 28 Law Enforcement agencies and nine Task forces across Colorado. These organizations include the Colorado Bureau of Investigation, Denver Police Department, Aurora Police Department, the Rocky Mountain High Intensity Drug Trafficking Area, the Drug Enforcement Administration (DEA), U.S. Forest Service, Bureau of Land Management, and numerous Colorado county sheriff's departments.

The CO-JCDTF assists in reducing the demand for illegal drugs by participating annually, in the DEA "Red Ribbon" campaign to educate youth about making good life choices to stay healthy and drug free. Additionally, the CO-JCDTF provides Soldiers and Airmen to support at-risk youth camps, National Night Out, Drug Take-Back, and involved in the Douglas County Healthy Youth and the Aurora Partners for Thriving Youth coalitions.



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; in 2021 a USAF Instructor Pilot and a Special Mission Aviator joined the staff. HAATS 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 on average 25 rescues per year and more than 488 lives saved since inception.

Aerospace Control Alert

The 120th Fighter Squadron, 140th Operations Group, 140th Wing, operating out of Buckley Space 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

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.



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.

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.



Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package

The CERFP (pronounced "Surf-P") provides immediate response capability to FEMA Region 8 for incident site search and extraction, mass decontamination, medical triage and initial treatment to stabilize patients, and remains recovery. The CERFP has 208 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 via organic vehicles or air transport 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 support to local law enforcement agencies; security patrols; fixed site security; traffic control points and civil disturbance operations throughout Colorado.



The NGRF is equipped with lethal and 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 40 personnel who can respond rapidly to support law enforcement agencies. A follow-on force of 60 personnel can arrive within 24 hours after the initial package.



Programs and Capabilities

Operation FireGuard

In 2020, the National Interagency Fire Center (NIFC) and the National Guard embarked on a pilot project to improve wildfire detection and monitoring across the country. The program is called FireGuard. Analysts are provided with a set of wildfire monitoring capabilities from multiple data sources that enable them to identify new fire starts and to monitor ongoing fires. California National Guard, Colorado National Guard, and State and Federal analysts run the new FireGuard program, based on the success of California and Colorado's state programs in previous years.

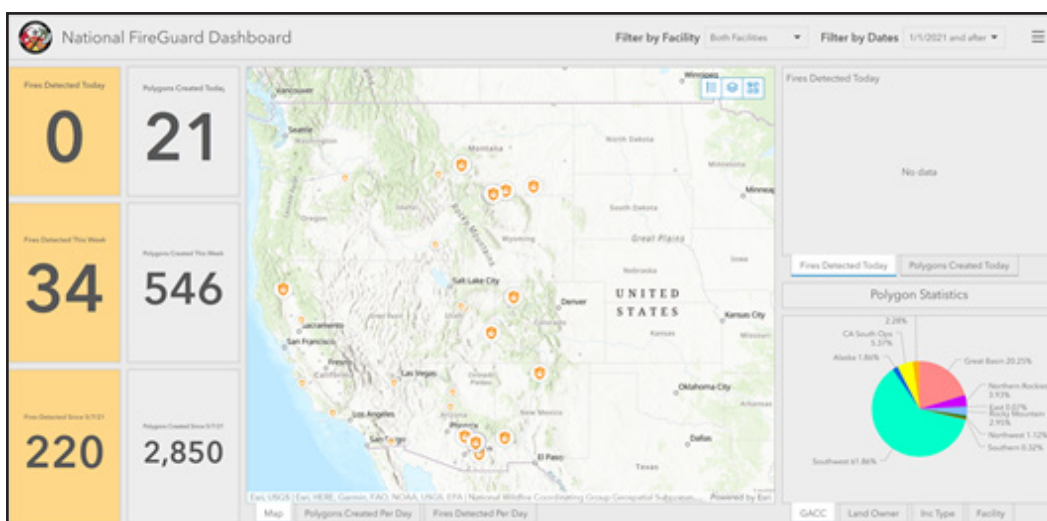
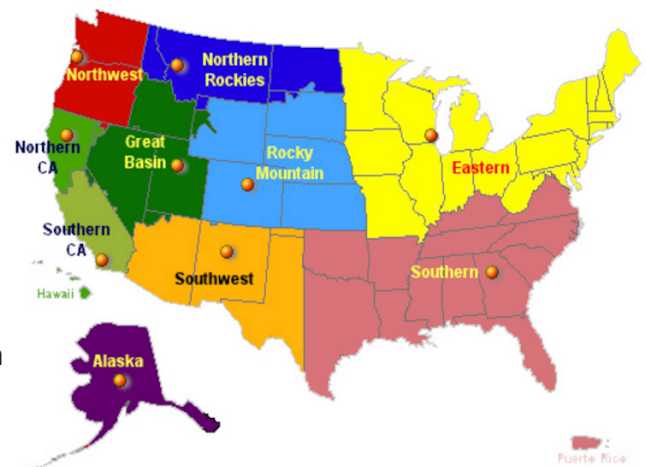
The goal of FireGuard is to provide another reliable layer to fire managers and firefighter tool kits for incident awareness and assessment (IAA), filling in existing capability gaps including persistent monitoring, and providing verification of new starts. The program provides 24/7 coverage of the United States through September 30, 2021 or as conditions warrant; an extension of orders to provide operational capability for FY22 is in progress. The Colorado FireGuard Team is responsible for covering 44 states in five Geographic Area Coordination Centers (GACCs). Analysts will be monitoring systems for the detection of new and emerging fires and providing updates via a NIFC-managed ArcGIS Online Dashboard and the Enterprise Geospatial Portal (EGP).

Possible new fires will be reported to users via a user-customizable alert system and will be available for spatial viewing online. Updates can be provided as often as every 15 minutes. Not all fires can be detected, and variations in accuracy occur, however, valuable data is provided when positive detections or monitoring occurs.

Our CO Team is looking at every state except for California, Oregon, Washington, northern Idaho, Montana, North Dakota, Alaska, and Hawaii. So essentially everything but the west coast and the northern border to ND.

CO GACC coverage: Rocky Mountain Region, Great Basin, Southwest, Eastern and Southern.

CA GACC coverage: North Ops and South Ops (both within California), Northwest, Northern Rockies, and Alaska.



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 20-21 Wildly Important Goals, coupled with the implementation of several employer of choice initiatives and reimagine state government opportunities, has resulted in a revision of the department's FY 21-22 performance measures.

The department achieved success with implementing over 150 Governor Challenge initiatives and two cross-department partnerships during FY 20-21 which enhanced the resiliency of Veterans and Service Members to cope with adversity and life challenges. The department additionally exceeded its goal of increasing CVS0 participation in quarterly training and professional development and increasing CVS0 accreditation across the state by over 35%, while also meeting its goal of increasing the number of counties providing CVS0 customer service feedback from 30 to 48.

Progress was achieved in two of the department's four energy-related goals, percentage of renewable electricity consumed or purchased by DMVA facilities and the number of other state agencies influenced by DMVA's energy management best practices. The department did not meet its goal of increasing the percentage of facility square footage that adhere to the Guiding Principles for Sustainable Buildings Protocol or LEED rating system analysis due to the expiration of the Denver Readiness Center LEED Silver certification. Progress with increasing the number of sites with trained energy and water monitors was also not achieved due to COVID related restrictions during the evaluation period.

Although the Civil Air Patrol experienced a decrease in the number of middle and high schools with CAP cadets from 246 to 200, they did exceed their goal of expanding outreach activities from 22 to 61 and providing school science programs with over 100 CAP STEM kits.

It is anticipated that our management strategies and NEXGEN continuous process improvement activities associated with operationalizing our flexible work arrangements and reimagining state government will reduce travel costs for both our internal and external customers. We also believe that the regional expansion of three additional VSO Field Service Offices targeted for Pueblo, Greeley, and Durango, in addition to Denver and Grand Junction, will enhance the delivery of goods and services to all Veterans across the state.

WIG 1 - Improve DMVAs recognition as an employer of choice 10% by June 30, 2024, as measured by a 5% increase by June 30, 2022, another 3% increase by June 30, 2023, and a final 2% increase by June 30, 2024.

- Increase employee experience feedback score
- Number of EDI activities completed
- Number of employee recognition events conducted
- Institutionalize DMVA onboarding program and the supervisors program

WIG 2 - Improve organizational readiness 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.

- Percentage increase in accredited CVS0s
- Percentage increase in COARG retention
- Percentage increase in COANG retention

WIG 3 - Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 50% in FY22, 30% in FY23, and 20% in FY24.

- Number of NEXGEN initiatives completed
- Institutionalize employee training & professional development program
- Upgrade DMVA website
- Implement Learning Management System
- Mature DMVA EDI program
- Automate state awards program
- Adopt digital timesheet processing
- Expand HR capacity & capabilities
- Reimagine DVA operations
- Operationalize Flexible Working Arrangements
- Upgrade performance plan and evaluation process



Wildly Important Goal #1

WIG #1: Improve DMVAs recognition as an employer of choice 10% by June 30, 2024, as measured by a 5% increase by June 30, 2022, another 3% increase by June 30, 2023, and a final 2% increase by June 30, 2024.

Goal: Become an Employer of Choice

Why is this important?

We understand that an engaged workforce is vital to ensuring state government is bold, consistent, and joyous as it conducts the business of Colorado. Like many employers, the State of Colorado is challenged with attracting and retaining the best and brightest employees and it is essential that our workforce reflects the people we serve. Employee feedback from the DPA listening tour identified Equity, Diversity, and Inclusion as being one of the six strategic areas which employees valued in regard to becoming an employer of choice. The Department does not currently have a system or method in place to assess the EDI status and identify gaps and issues associated with providing a work environment that fosters an inclusive culture while leveraging and valuing diversity. Successful completion of this goal will foster an environment where employees feel welcomed, valued, respected and heard.

How do we measure success?

Overall success will be measured by improving the employee experience 10% over a 3-year period with a 5% increase in year one, 3% increase in year two and 2% increase in year three. Baseline will be established from feedback received during the department’s initial employee experience survey launched in June 2021. Follow-up employee experience surveys will be conducted on an annual baseline each June to determine progress made during each of the following three-years. Lead measures contributing to success include resourcing and conducting four EDI skill building and strengthening activities over each of the next three years for a total of 12 activities by June 30, 2024; conducting four employee recognition events over each of the next three years for a total of 12 activities by June 30, 2024; developing and institutionalizing a department onboarding program by June 30, 2023 per NEXGEN measures of effectiveness; and, developing and institutionalizing a department supervisor certification program by June 30, 2023 per NEXGEN measures of effectiveness.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work in progress	Qualtrics EX Feedback Platform NEXGEN Initiatives	Increase employee EX feedback score	TBD	5%	3%	2%
Needs improvement	EDI Program/DD 2020-175 NEXGEN Initiatives	EDI activities conducted	0	4	8	12
Work in progress	Quarterly DMVA All Team meetings; NEXGEN Initiatives	Employee recognition events conducted	1	4	8	12
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA onboarding program	0%	60%	100%	
Needs improvement	Qualtrics EX Feedback Platform NEXGEN Initiatives	Institutionalize DMVA supervisor program	0%	60%	100%	

What actions are we taking?

The Department has invested in the Qualtrics Employee XM platform to gather continuous feedback from every employee experience to take the right actions to impact engagement, talent planning, productivity, and innovation. Qualtrics XM platform will empower DMVA to take actions that puts its people first. The Department has also resourced NEXGEN teams for developing and institutionalizing an onboarding program and supervisor certification program.

Wildly Important Goal #2

WIG #2: **Improve organizational readiness 21% by June 30, 2024, starting with a 7% improvement by June 30, 2022.**

Goal: **Improve Organizational Readiness**

Why is this important?

Readiness is an essential element which impacts the department’s ability to perform its mission and deliver services. Personnel and training are just two components commonly associated with organizational readiness that can have a significant impact on an organization’s ability to accomplish its mission. Retention is a key personnel challenge for the Division of the Colorado National Guard and if not addressed has the potential to negatively impact the National Guard’s ability to deliver, land, air, space and cyber power in support of state and federal operations. Improving VSO services is essential in serving our state’s Veterans. VSOs must be accredited with the VA Office of General Counsel to even assist a Veteran with preparing a claim so it essential that we get as many VSOs accredited as possible. There are over 20 counties that do not have an accredited Veteran Service Officer.

How do we measure success?

Overall success will be measured by improving the organizational readiness 7% annually over each of the next three years for a cumulative increase of 21% over a three year period. Each annual 7% increase will consist of a 4% increase in VSO accreditation, 2% increase in COARNG retention, and a 1% increase in COANG retention.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work in progress	VSO training & certification program; CC engagements	VSO accreditation	TBD	5%	3%	2%
Work in progress	Service retention program	COARNG retention	72%	74%	76%	78%
Work in progress	Service retention program	COANG retention	95%	96%	97%	98%

What actions are we taking?

Division of Veterans Affairs conducts annual VSO training to certify newly appointed VSOs. Department leadership conducts key leader engagements with county commissioners regarding the value of CVSO accreditation.



Wildly Important Goal #3

WIG #3: Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 50% in FY22, 30% in FY23, and 20% in FY24.

Goal: Improve Organizational Efficiencies

Why is this important?

The Department’s NEXGEN initiatives, coupled with the COVID pandemic, exposed a number of inefficient business practices and processes that impact employee effectiveness and customer service. Current department operations are not agile or responsive in meeting both internal and external demands. The department must reimagine its business processes and adopt innovative, cost saving measures that will harness employee’s skills and efficiently leverage organizational energy in order to remain relevant and ready to meet state and federal missions.

How do we measure success?

Overall success will be measured by the completion of ten NEXGEN initiatives by June 30, 2024 with five initiatives completed in year one, three more initiatives completed in year two, and two more initiatives completed in year three for a cumulative increase of ten NEXGEN initiatives completed by June 30, 2024.

Status	Organizational/Program and Key Processes	Outcome Measure	Baseline	FY 2022 Target	FY 2023 Target	FY 2024 Target
Work in progress	NEXGEN program TAG Strategic Guidance	NEXGEN initiatives completed	0	5	8	10
Needs improvement	NEXGEN program Organization Development program	Institutionalize employee training & professional development program	60%	100%		
Needs improvement	NEXGEN program	Upgrade DMVA website	60%	100%		
Needs improvement	NEXGEN program TAG Strategic Guidance	Implement Learning management system	60%	100%		
Needs improvement	NEXGEN program DD 2020-175 DPA policy/guidance	Mature DMVA EDI program	40%	100%		
Needs improvement	NEXGEN program	Automate state awards program	40%	100%		
Needs improvement	HR & Kronos implementation plan	Adopt digital timesheet processing	20%	60%	100%	
Needs improvement	Employee Feedback HR implementation plan	Expand HR capacity & capabilities	20%	60%	100%	
Needs improvement	DVA SWOT analysis DVA COA Decision Brief	Reimagine DVA operations	20%	60%	100%	
Work in progress	FWA & reimagine state government policy/guidance	Operationalize FWA	20%	40%	80%	100%
Needs improvement	HR implementation plan	Performance plan and evaluation upgrade	0%	20%	60%	100%

What actions are we taking?

The department has developed compelling scorecards for each NEXGEN initiative and has established a quarterly cadence of accountability, assessment and annual evaluation. State tuition assistance program policy revisions resulted in an increase of tuition assistance up to \$5000 per semester, GPA requirement reduced to 2.5; and, allowance of multiple degrees at the same level. Other pending improvements: implementation of an employee suggestion box and DMVA quarterly newsletter; HR is developing a SAD internal SOP; DMVA fitness policy was revised; hiring an HR II and HR III professional to enhance HR capacity and capabilities in serving DMVA employees; restructuring DVA operations to enhance collaboration and partnerships with counties and improve services provided to all state Veterans.



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 becoming an employer of choice and reimagining state government. Improving organizational efficiencies through the department's NEXGEN initiatives will posture the department to meet current operational and business practices today and well into the future.

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.





