



# COLORADO

Department of Military  
and Veterans Affairs



PERFORMANCE  
PLAN ☆ FY22-23

# Table of Contents

## Department Overview

A Message from The Adjutant General of Colorado.....	3	Department Mission, Vision, and Priorities .....	4	Department Values .....	5
Department .....		Description .....			6
Organizational Structure.....					
7	Division	of	the	National	
Guard.....				8	Army
National Guard.....					
9		Air		National	
Guard.....					
10					
Division of Veterans Affairs.....					11
Division of the Civil Air Patrol.....					12

## Programs and Capabilities

Joint Force-Centennial.....				Task	
13		Civil		Support	
Team.....					
13		State		Partnership	
Program.....					
14	Arctic			Interest	
Council.....					
14	Colorado	Joint	Counterdrug	Task	
Force.....			15	High-Altitude	
Aviation Training Site .....					
15	Aerospace		Control	Alert	
100th Brigade.....				16	Defense
233rd Group.....					16
17			117th	Space	
Battalion.....					
17			Cyber	Operations	
17	Chemical, Biological, Radiological, Nuclear Enhanced Response Force .....		National Guard	Force Package Reaction	
Force.....	18				18

**Wildly Important Goals - Performance Measures..... 20**

**WIG 1** – Improve DMVA’s recognition as an employer of choice 8% by June 30, 2024, as measured by a 6% improvement in FY 22-23 and an additional 2% by FY 23-24..... 21

**WIG 2** – Improve personnel availability 3% by June 30, 2024, as measured by a 2% improvement in FY 22-23, and an additional 1% improvement in FY 23-24..... 22

**WIG 3** – Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 80% in FY22-23 and an additional 20% n FY23-24. .... 23

**WIG 4** – Improve veteran’s service engagement experience 3% by June 30, 2024, as measured by a 2% improvement in FY 22-23 and an additional 1% in FY 23-24. .... 24

**Conclusion..... 25**

# A Message from The Adjutant General of Colorado



Fellow Coloradans,

As we approach 800 continuous days of domestic response operations, we continue to operate in unprecedented times in the history of the Department of Military and Veterans Affairs. This document is a testament to the fact that we have not lost our focus on serving our fellow Coloradans on the home front and accomplishing our federal missions world-wide.

The Colorado National Guard is prepared to respond to the many challenges that face our state and nation. We have demonstrated this over the past 2 years through multiple responses to various matters such as COVID, fires, cyber support to elections, while at the same time deploying our units in support of Combatant Commands overseas. We are “Always Ready and Always There!”

The Division of Veterans Affairs is beginning the second year of reorganization. We truly value our employees and our customers as we leverage their feedback to innovate and improve our

service to Veterans across the state.

The Civil Air Patrol continues to make significant impacts on our communities through emergency services, aerospace education and the cadet program. Our volunteers have provided search and rescue support, assisted in the transportation of COVID supplies to Colorado's rural communities, and continue to mentor tomorrow's leaders.

Each year we put significant effort and resources in sharing how we plan to grow and improve...and most importantly how we will hold ourselves accountable to results. This performance plan encompasses our wildly important goals, their metrics, and the way forward to continuously improve.

Thank you for taking the time to read this plan and to understand our mission, vision, values, programs, capabilities, and most importantly our commitment to our people and those we serve.

Always Ready, Always There!

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

### 3

## 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





Department of Military and Veterans Affairs  
FY 2022-2023 Performance Pion

4

## Values



ism, Accountability, Character and Excellence (PACE)  
DMVA members strive for in serving and protecting the  
n.



### **PROFESSIONALISM**

ct 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**



ulture based on strong character, bound by values of duty,  
spect, 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

Department

Description





**Executive Director's Office**

State FTE: 25.4  
General Fund: \$5,110,331  
Cash Fund: \$137,219  
Federal Fund: \$2,507,916  
Reappropriated Fund: \$5,305



**Division of Veterans Affairs Colorado Wing - Civil Air Patrol  
Division of the National Guard**

State FTE: 23.4 State FTE: 1.0  
State FTE: 125.1  
General Fund: \$3,662,497 Volunteers: 2,100  
Service Members: 5,508  
Cash Fund: \$1,435,050 General Fund: \$148,242  
General Fund: \$3,744,602  
Reappropriated Fund: \$75,000 Cash Fund: NA Cash Fund: NA  
Federal Fund: \$15,958,370 Federal Fund: NA

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.

Plan



Veterans Affairs

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FY 2022-2023

Performance

# Organizational Structure Department of Military and

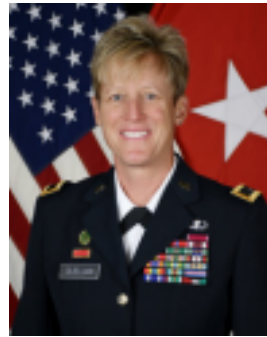
# Veterans Affairs



The Adjutant General of Colorado  
Brig. Gen. Laura Clellan



Deputy Executive Director  
Myk Bruno



The Adjutant General of Colorado



Wing Commander, Civil Air Patrol  
Col. John Rhodes



Division of the National Guard

Brig. Gen. Laura Clellan



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



Assistant Adjutant General, Air  
Brig. Gen. Shawn Ryan

Director, Division of Veterans Affairs  
David Callahan

## Department of Military and Veterans Affairs Command Team

Division of the National Guard



Wing Commander, Civil Air Patrol Col. John Rhodes

Deputy Executive Director

Brig. Gen. Bren D. Rogers  
Director of the Joint Staff  
Brig. Gen. Scott M. Sherman  
Assistant Adjutant General, Air  
Brig. Gen. Shawn Ryan

Assistant Adjutant General, Army

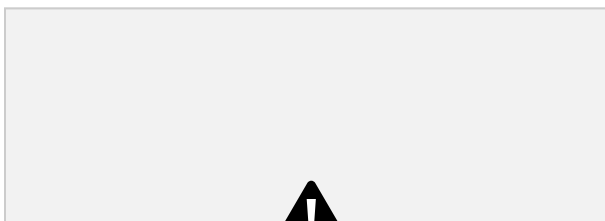
## Department of Military and Veterans Affairs Command Team 7

### Division of the National Guard



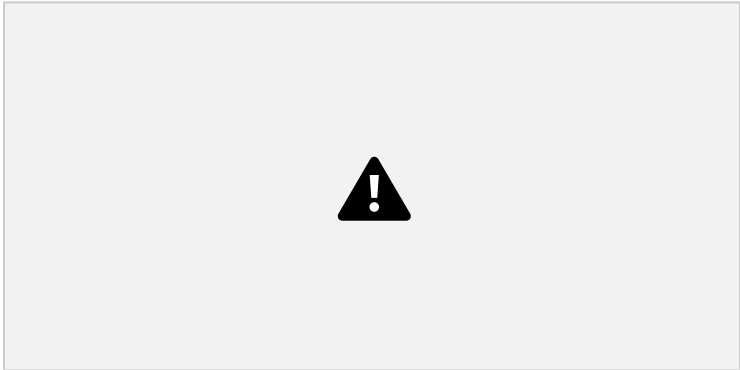
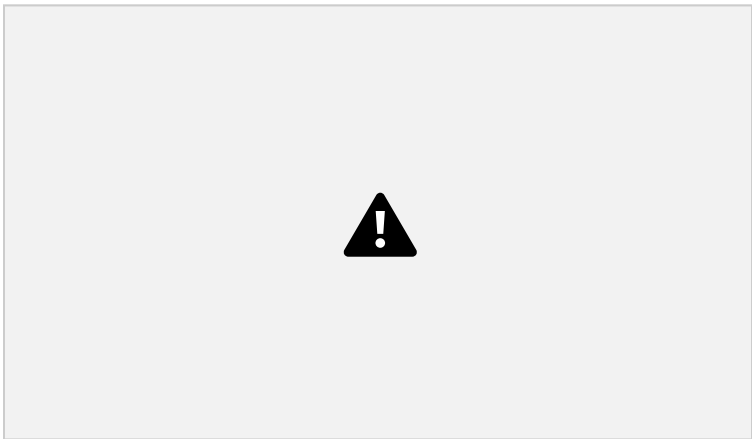
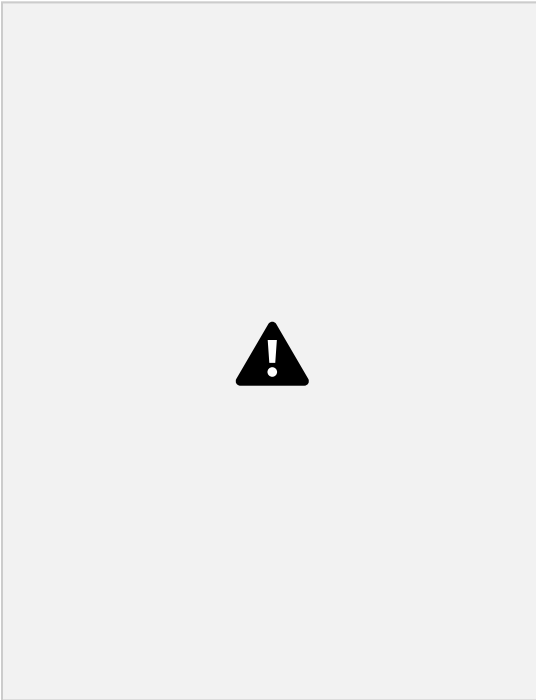
The Colorado National Guard is authorized and governed by Article 3, Title 28, of the

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.

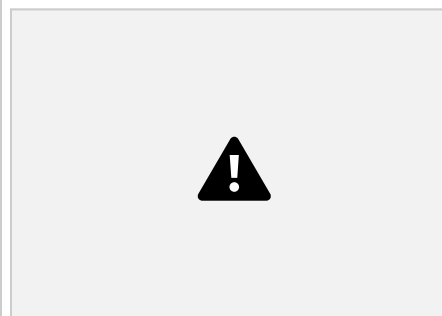
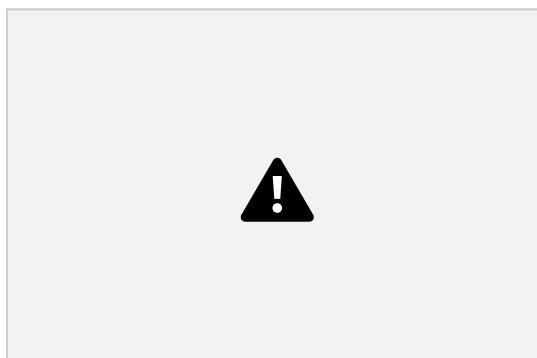
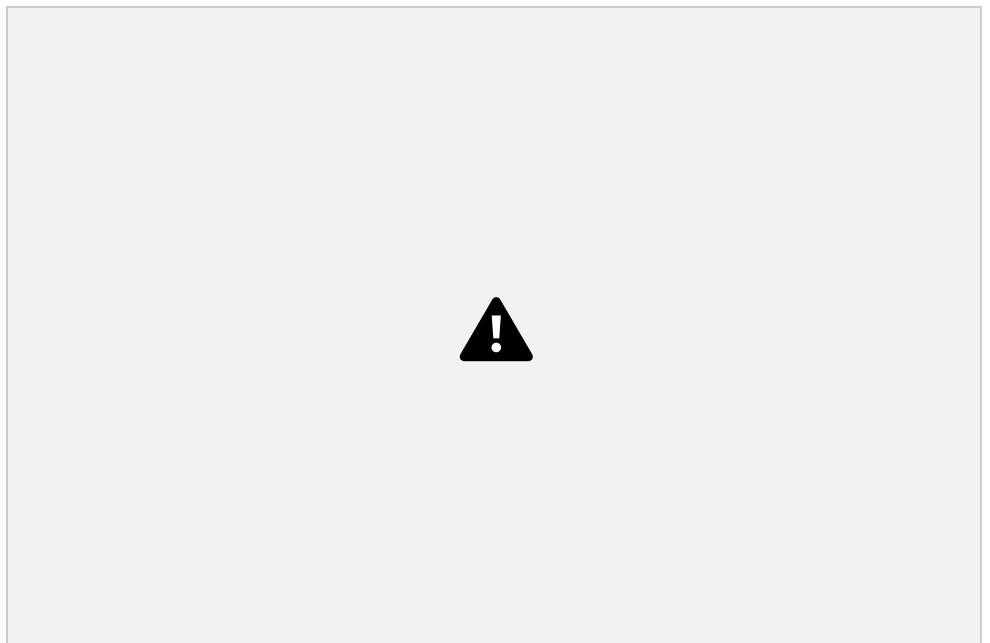
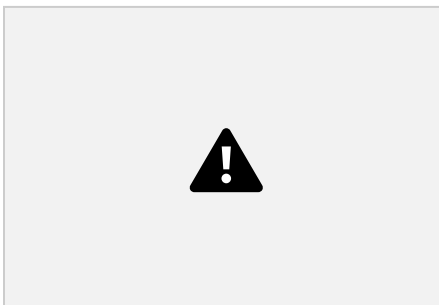
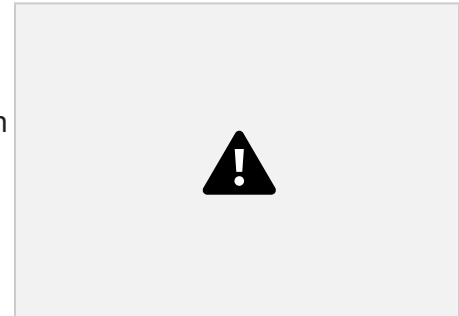


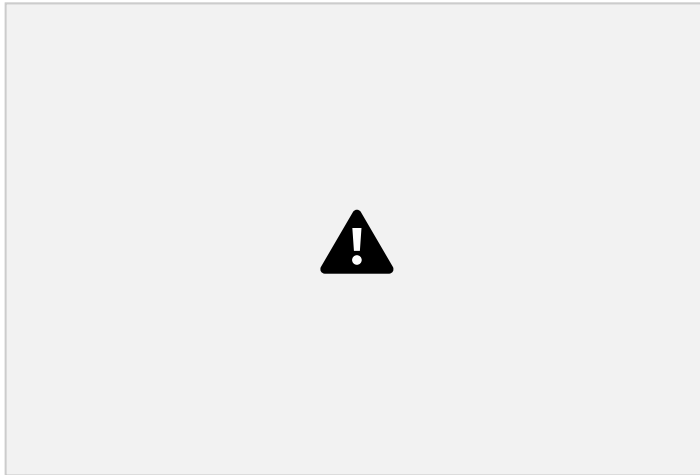
The Colorado Army National Guard consists of nearly 4,000 Citizen-Soldiers serving in a wide variety of units that include: Maneuver (Infantry, Aviation); Maneuver Support (Engineers,



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 79 sites and 76 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.





9

## Air National Guard



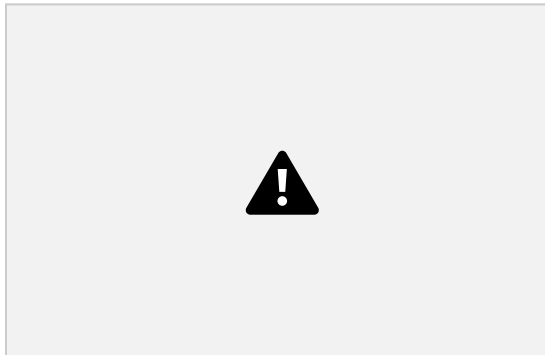
The Colorado Air



National Guard has more than 1,650 Citizen

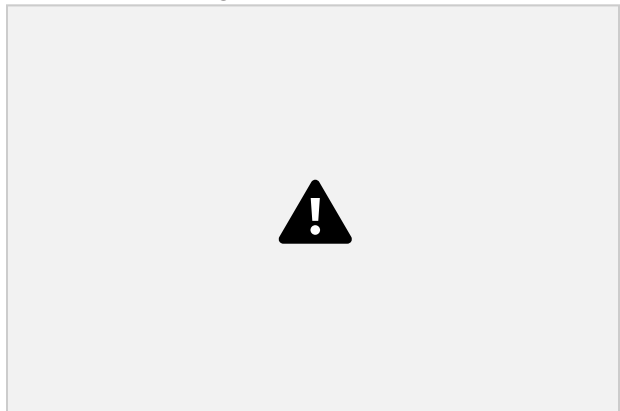
Airmen permanently stationed at Buckley Space Force Base, Greeley Air National Guard Station, Peterson-Schriever Garrison, and Airburst Range near Fort Carson; they serve in units that provide fighter aircraft and support forces, a 24/7

aerospace control alert, electromagnetic warfare and global missile warning.



The 140th Wing, Colorado Air National Guard has five groups, 12 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 electromagnetic warfare missions, operating under U.S. 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 Electromagnetic Warfare 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.





Department of Military **and** Veterans Affairs  
FY 2022-2023 Performance Pion

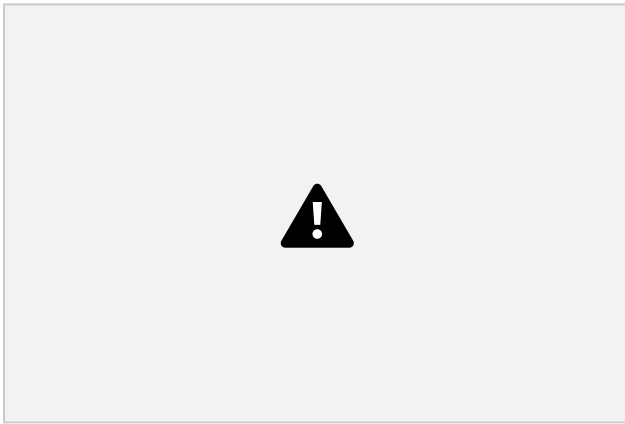
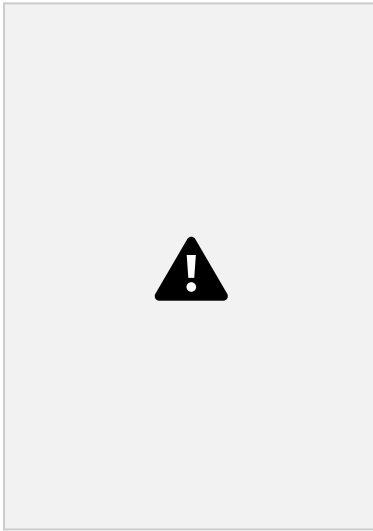
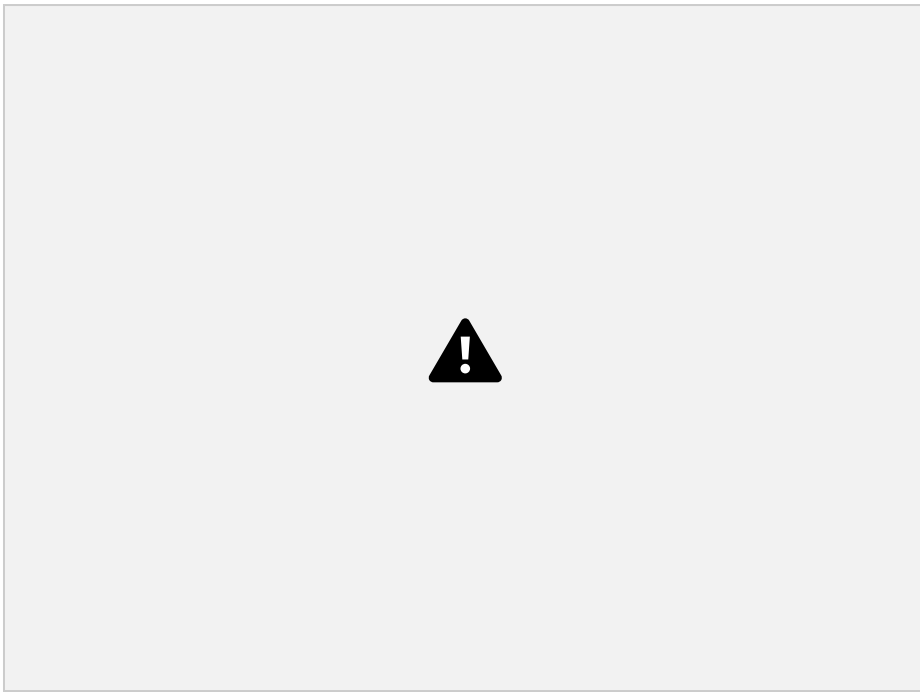
10

## Division of Veterans Affairs



The Colorado Division of Veterans Affairs exists to assist veterans, their family members, and survivors in securing 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; administrating 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 has expanded services and is now providing prompt and efficient services to all Veterans across Colorado on a uniform basis from regional offices located in Aurora (Central Region), Pueblo (Southeast Region), Durango (Southwest Region), Grand Junction (Northwest Region), and Windsor (Northeast Region), along with Administrative Offices located in Lakewood and Grand Junction. The Division of Veterans Affairs, with the support of the state's County Veterans Service Officers, Veteran Service Organizations and their federal VA partners, remains ready to deliver the highest levels of service and assistance to our state's Veterans and their families. It is our vision to earn and maintain the trust and confidence of all those we serve and make Colorado a state of choice where all Veterans feel welcomed, valued, respected, and heard.



11

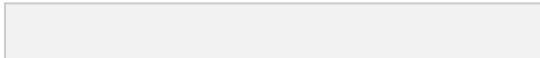


## Civil Air Patrol

The Civil Air Patrol is the 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. 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.

Through CAP's external aerospace education program, the Colorado



Wing provides educators with a K-12 aerospace curriculum, STEM kits and opportunities for teachers to take orientation flights. The cadet program develops the leaders of tomorrow through a challenging leadership and aerospace program. Cadets receive exposure to a number of STEM related activities that help develop skills needed for the high-tech jobs that are so critical to Colorado's growing economy. Colorado Wing squadrons stand ready to assist those in need as federal, tribal, state and local authorities rely on CAP's volunteers for a wide variety of missions including search and rescue, fire watch, aerial reconnaissance and other disaster relief missions. Over the past two years, Colorado Wing has been very involved in COVID relief helping to transport critical supplies to rural parts of the state.



Department of Military and Veterans Affairs  
FY 2022-2023 Performance Pion

## Programs and Capabilities



### CONG Domestic Operations

As of 9 June 2022 the CONG has ~23 Soldiers and Airmen (both traditional and full time) supporting the administrative closeout of COVID response operations. This is a decrease of 53 from last month. The CONG has ceased direct COVID support operations and is completing administrative actions. We are anticipating that 1 July will be the final day for any CONG Service Member to be on COVID orders. Coordination with CDPHE and

and responsibilities has transitioned completely. The CONG will support the Primary elections in June with cyber monitoring in coordination with the Secretary of States office. The CONG is prepared to transition back to steady state domestic operations preparedness. In coordination with the Unified Command Center, the Division of Fire Prevention and Control, the US Forest Service and our civilian leadership CONG continues to serve in the following capacities:

- **Joint Task Force Centennial:** These service members make up the Command and Control for all domestic operations. They are responsible for the operational and administrative taskings that support the Service Members in the field. They operate out of the Joint Operations Center located at the Joint Force Headquarters in Centennial.
- **Task Force Vaccine:** Task Force Vaccine concluded operations on 3 June 2022. All Service Members have transitioned to terminal leave. Tasks and responsibilities have transitioned back to CDPHE.
- **Task Force Cyber:** On 27-28 June 2022 a 4 Service Member Cyber Task Force supports the Secretary of State's office in monitoring the Primary Election. The CONG provides Cybersecurity support and network monitoring assistance to OIT during elections on an enduring basis. This long standing partnership augments the states rigorous election security enterprise.
- **Task Force FireGuard:** TF FireGuard is a 19 Service Member task force funded through a request for DoD support from the US Forest Service. Task Force FireGuard is responsible for early wildland fire detection over 5 Geographic Area Coordination Centers spanning most of the Midwestern and Eastern United States. They are currently stationed at Buckley Air Force Base. This mission is approved through 30 September 2022 with a likely extension through 2026. They remain focused on wildfire detection, refinement of processes and products and preparation for the following season.

## Civil Support Team

By statute, 10 USC Section 12310, the Weapons of Mass Destruction

Civil Support Team (WMD-CST) Program is a federally funded, Governor

controlled capability that provides immediate response support to specified

incidents. This immediate response capability supports Civil Authorities

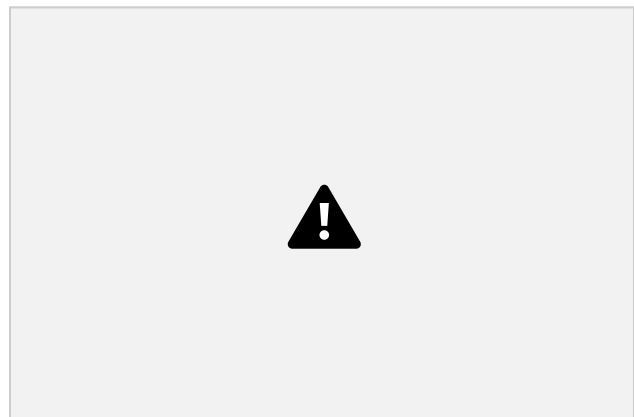
by identifying unknown hazards, assessing current and projected

consequences, advising the Incident Commander on response measures, and assisting with appropriate requests for additional state support.

Those incidents include: use or threatened use of WMD; a terrorist attack or threatened terrorist attack; the intentional or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials; or a natural or man-made disaster, which might occur in the United States and

its Territories that results, or could result, in catastrophic loss of life or property. Civil Support Teams are expected to be ready to execute an immediate response mission in Colorado; to provide mutual support to another State at the request of the Governor; or upon NGB direction, deploy to a national incident without the need for additional funding.

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, a mobile analytical laboratory system to support hazard characterization, and general purpose vehicles. The team can deploy by land, air, or sea.





## 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's (NGB) State Partnership Program (SPP). SPP supports the security cooperation objectives of the United States (U.S.) and the geographic combatant commanders by developing enduring relationships with partner countries and

carrying out activities of building partner capacity, improve interoperability, and enhance U.S. access and influence while increasing the readiness of the U.S. and partner forces to meet emerging challenges.

The partnership with Slovenia began in 1993 and has since supported over 300 military-to-military engagements between the Soldiers and Airmen of the Colorado

National Guard (CONG) and their Slovenian Armed Forces (SAF) counterparts. This relationship has resulted in six co-deployments to Afghanistan and additional SPP leveraged events that were mutually beneficial to the Department of Defense (DoD), CONG and SAF.

The partnership with Jordan began in 2004 and remains one of eight partnerships in the Central Command area of responsibility and was the first partnership in the Levant region. This relationship has resulted in over 300 military-to-military and leveraged engagements conducted between the CONG and Jordanian Armed Forces (JAF) counterparts and is highly beneficial to the DoD, CONG and JAF.

## 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.

Department of Military and Veterans Affairs  
FY 2022-2023 Performance Pion

14

## 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 Counterdrug program 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 predominately of military intelligence analysts, communications

specialists, law enforcement, linguists, communicators, and aviators. Each specialty brings a unique

capability to counter drugs in Colorado. The program embeds analysts, communicators, linguists, and observation and reconnaissance specialties in local, state, and federal organizations, or task forces

across Colorado to disrupt illicit drug supply. The Colorado Army National Guard aviators support law enforcement through transportation, observation, and reconnaissance; providing a capability not

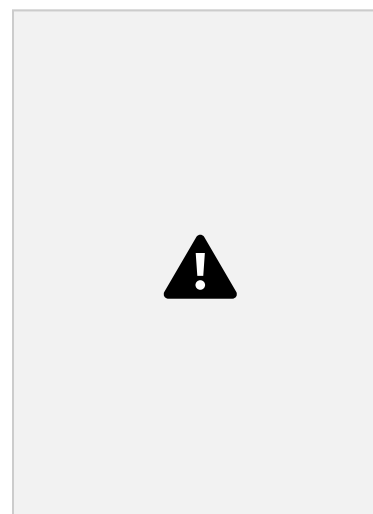
replicated in the majority of law enforcement organizations. Finally, the Counterdrug program reduces demand through Drug Demand Reduction Outreach (DDRO). The CO-JCDTF partners with law

enforcement to support community based organizations across the state. Specifically, the program embeds a DDRO subject matter expert at the Rocky Mountain High Intensity Drug Trafficking Area

(RMHIDTA) Headquarters to work in conjunction with the RHIDTA Drug Intelligence Officer and a Public Health Analyst (PHA) from the Colorado Department of Public Health and Environment (CDPHE) to reduce the demand of drugs in Colorado communities.

The CO-JCDTF provides support to no less than 28 Law Enforcement agencies and nine Task forces across Colorado. These organizations include, but are not limited to the Drug Enforcement Administration, RMHIDTA and associated task forces, the Colorado Bureau of Investigation, Denver Police Department, Aurora Police Department, U.S. Forest Service, Bureau of Land Management, and numerous Colorado county sheriff's departments.

The CO-JCDTF works in conjunction with the DEA to support the "Red Ribbon" campaign to educate youth about making good life choices to stay healthy and drug free. This event has an impact to over 20,000 students annually. The Counterdrug program also provides Soldiers and Airmen to support at-risk youth camps, National Night Out, DEA Drug Take-Back, and support numerous coalitions across Colorado.



## High-Altitude Aviation Training



The High-Altitude Army National Guard (ARNG) Aviation Training Site (HAATS) 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 300 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 an Instructor Pilot and a Special Mission Aviator from the USAF joined the staff. HAATS is engaged in gaining instructors from all the services and has an active relationship with instructors from the U.S. Navy’s “Top Gun” school at the Naval Aviation Warfighting Development Center (NAWDC) and instructors from the Marine Aviation Weapons and Tactics Squadron (MAWTS). In 2021, HAATS formed a partnership with NASA to help prepare astronauts in simulating landings on earth that they will do on the moon with the lunar lander under the Artemis program.

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.

15

## Programs and Capabilities

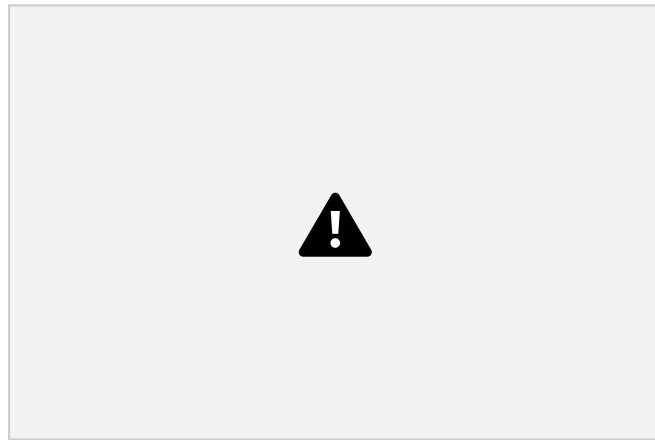
### Aerospace Control Alert

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, which 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.

Department of Military and Veterans Affairs  
FY 2022-2023 Performance Pion

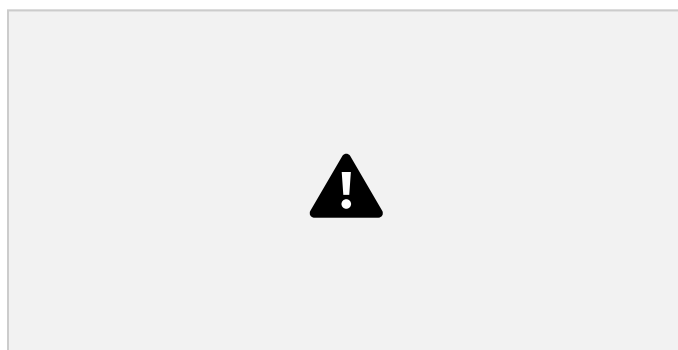
16

## 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





so 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 Department of Defense's only mobile ground system, providing survivable and enduring missile warning and nuclear detection

to the National Command Authority. In addition, the 138th Electromagnetic Warfare Squadron delivers global space electronic attack capabilities to rapidly achieve flexible and versatile electromagnetic warfare effects in support of global and theater campaigns.

## Cyber Operations

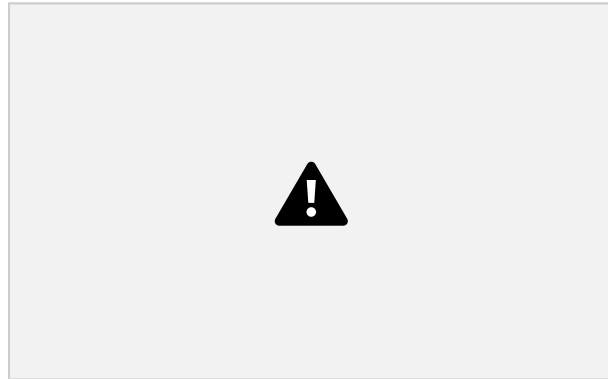
The Colorado National Guard has a federal and state capacity for addressing

cyber security threats through the Cyber Protection Team and Defensive Cyber

Operations Element. CPT174 The Cyber Protection Team is a joint partnership

between the North Dakota, South Dakota, Colorado, and Wyoming National Guards to meet the threats from cyberspace. Soldiers assigned to the Cyber Protection Team train and operate on a traditional part-time basis, in support of state and federal missions. When mobilized for federal active duty, the Cyber Protection Team provides surge support to Army Cyber Command and support to defensive cyberspace operations as assigned. The Cyber Protection Team provides elite, trained, trusted, disciplined and highly skilled

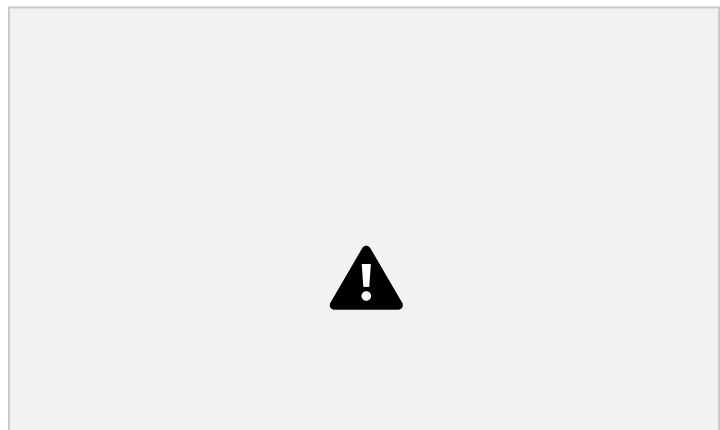
cyber professionals responsive to the needs of the nation while boosting the state and federal cyber defense capabilities. Additionally, the Cyber Protection Team gives Colorado an additional asset, if needed, when it comes to large-scale emergencies and disasters at home. The primary mission of the DCO-E is to defend against local attacks on Department of Defense networks supporting CONG Soldiers and Airmen. The governor can also call upon the 10-person team to assist with defensive cyber operations during an incident affecting the state, when civilian assets are unavailable or exhausted.



## Programs and Capabilities

### Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package

The CERFP (pronounced "Surf-P") provides immediate response capability to FEMA Region 8 for CBRNe (up to Level C PPE)



related incident site search and extraction, mass decontamination, medical triage and initial treatment to stabilize patients, remains recovery, and incident site communications capabilities. The CERFP has 208 CONG Soldiers, Airmen and Guardians divided into six elements: Command and Control, Search and Extraction, Mass Decontamination, Medical, Joint Incident Site Communications Capability, and the 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, all are capable of responding nation-wide. CERFP is self-sustaining for up to five days (12 hour operational periods) 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 multiple FEMA courses (to include the Incident Command System, ICS) partners/agencies and responders.



## 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 within eight hours to support law enforcement agencies. A follow-on force of 60 personnel can arrive within 24 hours after the initial package. The NGRF is self-supporting for up to the first 72 hours.

Department of Military and Veterans Affairs  
FY 2022-2023 Performance Pion

## Programs and Capabilities

### Operation FireGuard

FireGuard is a cutting-edge program pioneered in California in 2018 as a partnership



between the National Interagency Fire Center (NIFC) and the National Guard, with Colorado joining the fight in 2020. FireGuard leverages National Guardsmen's skillsets and near-real time remote sensing technology to alert civilian interagency partners nationwide of potential new wildfires and to conduct follow on assessments of known fires with the goal of improving response times and resource allocation on the ground.

The California National Guard, Colorado National Guard, and State and Federal partners continue to develop the program nationally and 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.

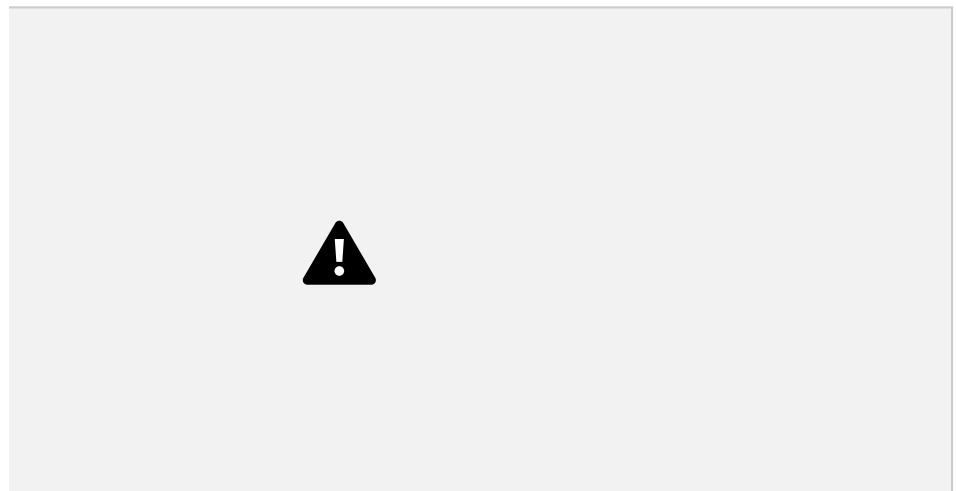
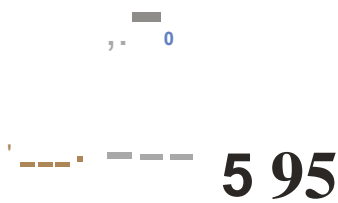
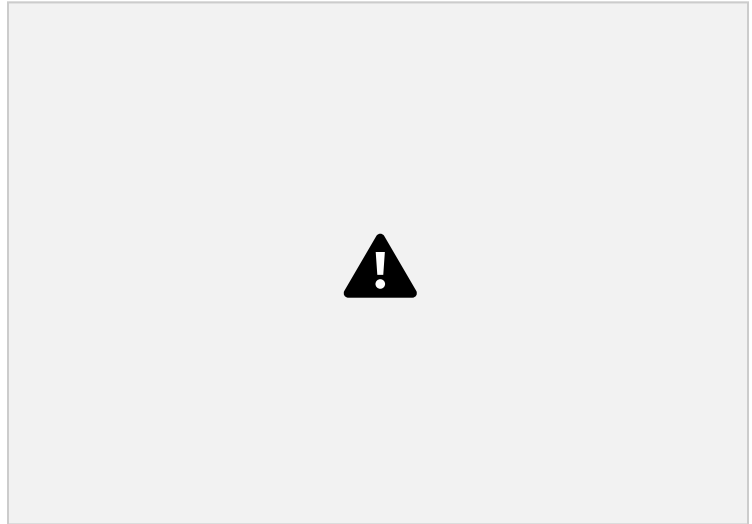
The program provides 24/7 coverage of the United States through September 30, 2026 as directed in the 2022 National Defense Authorization Act (NDAA).

The Colorado FireGuard Team is responsible for covering 44 states in five Geographic Area Coordination Centers (GACCs) and providing updates via a NIFC-managed ArcGIS Online Dashboard and the

Enterprise Geospatial Portal (EGP). Possible new fires are reported to users via a user-customizable subscription alert system with locations of potential wildfire activity available for spatial viewing online.

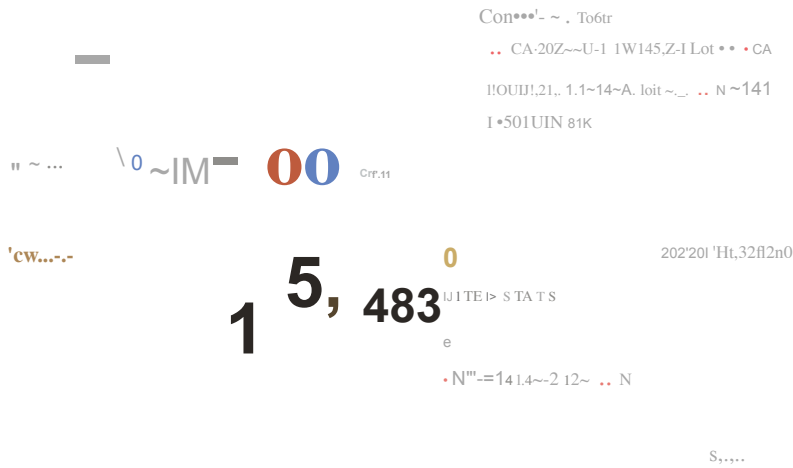
Updates can be provided as often as every 10 minutes. Not all fires can be detected, and variations in accuracy occur, however, valuable data is provided when positive detections or monitoring occurs. The CO Team continues to provide 24/7 overwatch for every state within the Rocky Mountain Region, Great Basin, Southwest, Eastern, and Southern geographic areas; essentially everything but the west coast and the northern border to ND. The California team maintains 24/7 overwatch of all others: North Ops and South Ops (both within California), Northwest, Northern Rockies, and Alaska.

In FY 2022, Colorado's FireGuard program detected 901 new starts and provided 7,661 digitized polygons to fire community customers across the CO AO.



ional FireGuard Dash ...

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## 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 21-22 Wildly Important Goals (WIG's), coupled with the implementation of several employer of choice initiatives and reimagine state government opportunities, has resulted in a continuation of the previous year's performance measures for the department's FY 22-23 performance plan.

The department experienced a reduction in its overall employee engagement score during FY 21-22; however, the department achieved its goals of completing four equity, diversity, and inclusion activities, and four employee recognition events. The department achieved its goals associated with institutionalizing the department's onboarding and supervisor programs. The department additionally exceeded its goal of increasing organizational readiness 7% during FY21-22 and completing 50% of its identified NEXGEN initiatives.

It is anticipated that our management strategies and NEXGEN continuous process improvement activities associated with equity, diversity, and inclusion will improve the department's employee engagement score. We also believe that the inclusion of a recruiting key measure in addition to the retention key measure will better reflect our readiness goal of improving availability. The department will continue to advance identified NEXGEN initiatives aimed at enhancing its organizational efficiencies in support of modernization/innovation efforts.

**WIG 1 - Improve DMVA's recognition as an employer of choice 8% by June 30, 2024, as measured by a 6% improvement in FY 22-23 and an additional 2% improvement by FY 23-24.**

- Employee recognition and EDI events
- Institutionalize DMVA onboarding program
- Institutionalize DMVA supervisor program

**WIG 2 - Improve personnel availability 3% by June 30, 2024, as measured by a 2% improvement in FY 22-23, and an additional 1% improvement in FY 23-24.**

- VSO Training & Accreditation Certification Program
- COARNG and COANG Availability

**WIG 3 - Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 80% in FY22-23 and an additional 20% in FY23-24.**

- Implement digital timesheet processing
- Expand HR capacity & capabilities
- Reimagine DVA operations

- Operationalize flexible work arrangements
- Upgrade performance management system

**WIG 4 - Improve veteran’s service engagement experience 3% by June 30, 2024, as measured by a 2% improvement in FY 22-23 and an additional 1% improvement in FY 23-24.**

- Attending Colorado County Incorporated (CCI) Conferences to enhance county commissioner awareness of Veteran issues, initiatives, and activities to enhance Veterans’ quality of life.
- Division is requesting resources to develop a Veteran Resource Clearinghouse that will provide Veterans with resources and assistance available across the states.
- Coffee Club meets at the Western Region One Source (WROS) every Wednesday providing veterans an opportunity to engage and connect with fellow veterans.
- Standing up a Woman VSO office in order to further provide prompt and efficient service on a uniformed bases to underrepresented and marginalized Veterans.
- Five Regional VSO’s are conducting a myriad of veteran outreach and engagement events across the state. • The state has established five Veterans Engagement Boards (CVEBs) located in Denver, Colorado Springs, Denver/Colorado Springs Metro Area, Alamosa, Montrose. These boards operate as an extension of the VA Veterans Experience Office (VEO) in engaging and assisting veterans in their communities with a myriad of resources to improve their quality of life.

## Wildly Important Goal #1

**WIG #1: Improve DMVA’s recognition as an employer of choice 8% by June 30, 2024, as measured by a 6% improvement in FY 22-23 and an additional 2% improvement by FY 23-24.**

### Goal: Improve Employee Engagement

#### 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. 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 8% over a 2-year period with a 6% increase in year one and 2% increase in year two. Baseline reflects feedback received during the department’s employee experience survey conducted in January 2022. Follow-up employee experience surveys will be conducted on an annual baseline each January to determine progress made during each of the following two-years. Lead measures contributing to success include resourcing and conducting four EDI skill building and strengthening activities over each of the next two years for a total of 8 activities by June 30, 2024; conducting four employee recognition events over each of the next two years for a total of 8 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.

	NEXGEN Initiatives	52%	58%	60%
	Increase employee EX feedback score			
Qualtrics EX Feedback Platform				
	EDI activities conducted	0	4	8
	EDI Program/DD 2020-175 NEXGEN Initiatives			
	NEXGEN Initiatives Employee recognition events conducted			
0 4 8	NEXGEN Initiatives Institutionalize DMVA onboarding program			
60% 100%	NEXGEN Initiatives Institutionalize DMVA supervisor program			
60% 100%				

The Department has invested in the Qualtrics Employee XM platform to gather feedback from selected employee experience questions that measure employee engagement, intent to stay and overall employee well-being. 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 personnel availability 3% by June 30, 2024, as measured by a 2% improvement in FY 22-23, and an additional 1% improvement in FY 23-24.**

### Goal: Improve Organizational Availability

#### Why is this important?

Personnel availability is the key readiness metric that reflects CONG’s ability to generate available forces in support of state and federal mission sets. Recruiting and retention are the key contributing metrics that influence availability of CONG forces. Veteran Service Officer (VSO) Accreditation is an indicator of the Division of Veterans Affairs’ ability and capacity to serve our state’s Veterans in processing claims for benefits.

#### How do we measure success?

Overall success will be measured monthly by targeting improvement in Colorado National Guard personnel availability by 2% in FY 22-23, and an additional 1% in FY 23-24 for a two-year increase of 3% by June 30, 2024. All metrics will be calculated using a 12-month rolling average to account for seasonality of data and unanticipated operational impacts.

Lead metrics: Recruiting Mission Success Rate and Retention Mission Success Rate will be used to measure the progress towards improving availability of the Colorado Army and Air National Guard on a monthly basis.

Veteran Service Officer accreditation will be measured monthly and include all VSOs that meet VA Office of General Counsel eligibility requirements.



## What actions are we taking?

Recruiting and retention offices assess and coordinate efforts to align with and achieve National Guard Bureau monthly recruiting and retention mission success goals.

Regional VSOs are assisting county VSOs in completing VA approved TRIPS training as part of their accreditation requirements and informing county VSOs and commissioners of the VA OGC accreditation requirements.

Department of Military and Veterans Affairs  
FY 2022-2023 Performance Plan

22

## Wildly Important Goal #3

**WIG #3: Complete 100% of identified NEXGEN organizational efficiencies by June 30, 2024, as measured by completing 80% in FY22-23 and an additional 20% in FY23-24.**

**Goal: Improve Employee Engagement**

### 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 100% of identified NEXGEN initiatives by June 30, 2024 with 80% completed in year one and the remaining 20% in year two for a cumulative increase of 100% completed by June 30, 2024. This metric will be measured and assessed on a quarterly basis with an annual evaluation of progress achieved.

Qualtrics EX Feedback;  
NEXGEN Initiatives

Qualtrics EX Feedback;  
NEXGEN Initiatives

DVA Review/Audit;  
NEXGEN Initiatives

Qualtrics EX Feedback;  
NEXGEN Initiatives

Qualtrics EX Feedback;

NEXGEN Initiatives

## What actions are we taking?

Implement digital timesheet processing

Expand HR capacity and capabilities

Reimagine DVA operations

Operationalize flexible work arrangements

Upgrade performance management system  
60% 100%

60% 100%

60% 100%

40% 60% 100% 40% 60% 100%

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 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.

### Innovation & Improvement Strategies

- Enhance current Training and Professional Development Policies
- Promote heightened State Professional Development Program
- Incorporate DMVA onboarding and offboarding processes
- Implement DMVA supervisor program
- Collaborate with Federal Equity, Diversity & Inclusion
- Further develop employee recognition programs and spotlights
- Revamp workplace structure
- Restructuring DVA operations to improve services provided to all state Veterans
- Follow up meetings with supervisors to implement strategies and action plans to address employee's concern

### Human Resources Initiatives:

- Reviewing and updating current policies
- Currently in the building stages of KRONOS to replace the current time tracking system
- Hiring an HR III professional to enhance HR capacity and capabilities in serving DMVA employees
- Implementing Employee Performance Management System

## Goal: Improve Veteran’s Engagement Experience

### Why is this important?

Social isolation and feelings of loneliness are associated with suicidal thoughts. Consequently, the more people feel disconnected from their friends, peers, and colleagues, the more isolated they become. One antidote for social isolation is social connectedness/engagement. That is, people coming together and interacting.

The Community Veterans Engagement Board (CVEB) model enables Veterans, Service members, Military Families, Veteran advocates, community service providers, and stakeholders to have a collective voice in identifying their community goals and work to resolve gaps in service at the local level to improve service delivery for Veterans, Military Families, Caregivers, and Survivors.

VA leaders are committed to actively engage in community-based efforts that maximize the collective impact of local services, stakeholders, and federal/state/municipal agencies working collectively to improve Veteran outcomes where they live, work, and raise their families.

### How do we measure success?

Overall success will be measured by establishing a veteran engagement experience baseline and conducting follow-on annual veteran engagement surveys in June 2023 and June 2024; achieving a 2% improvement in FY 22-23, and an additional 1% in FY 23-24 for a two-year increase of 3% by June 30, 2024. The engagement experience survey will measure the veteran’s engagement experience with respect to promptness, efficiency, and uniformity of assistance. The division will assess outreach events conducted on a quarterly basis and gaps in service resolved on an annual basis.

#### Key Measure Program & Key Processes Outcome Measures Baseline FY2023 Target FY 2024 Target

1 Survey Instrument Survey Data Survey baseline established

2% improvement 1% improvement

2 VA Resource Fair/Town hall Program, DVA Strategic Plan  
DVA  
Outreach Events  
0 20 events conducted 20 events conducted

3 VA Resource Fair/Town hall Program, DVA Strategic Plan

#### taking?

Gaps in service resolved 0 5 gaps in service resolved  
5 gaps in service resolved

### What actions are we

- Attending Colorado County Incorporated (CCI) Conferences to enhance county commissioner awareness of Veteran issues, initiatives, and activities to enhance Veterans’ quality of life.
- Division is requesting resources to develop a Veteran Resource Clearinghouse that will provide Veterans with resources and assistance available across the states.
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We hope that you found the information provided in this report helpful in understanding the complex and diverse roles of the Colorado Department of Military and Veterans Affairs. Our enduring priorities of advancing and sustaining capabilities to meet federal and state mission requirements; providing quality military

response in support of civil authorities; forging local, state, tribal, federal, and international relationships and partnerships; delivering high quality services to our Veterans, military members and their families; and promoting the health and well-being of our members remain at the core of our service in delivering, land, air, space, and cyber power.

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.



