



COLORADO

Department of Military
and Veterans Affairs

Performance Plan FY 2018 - 2019



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A Message from The Adjutant General of Colorado



Fellow Coloradans,

I'm fortunate, through my travels, to visit your Colorado National Guard Citizen-Soldiers and Citizen-Airmen as they work across the globe to further our national security interests. Whether visiting our mountain infantry battalion during an exercise in Slovenia or closer to home responding to a hurricane in Puerto Rico, I'm struck by how far our reach extends and how significant our impact is in the hard work of bringing stability in unsettled times.



My focus in this past year has been on the key elements that allow Colorado National Guard to have such a significant impact: Ready Forces, Partnerships, and People. The motto of the National Guard is "Always Ready, Always There." We are your trusted force in time of war or natural disaster because we are prepared to move our people and equipment to the place of need, at a moment's notice, with the surety that we can complete the mission. As we move into summer, a majority of your Colorado National Guard is in the field conducting extended training to validate and enhance their readiness capacity.

The Department of Military and Veterans Affairs has a plethora of partnerships across the organization. The Colorado National Guard continues to maintain our recognized partnerships with Slovenia, Jordan, and Israel. We've recently added the Arctic Interest Council to our plate as we use our mountain/cold weather knowledge to bring valuable resources to the Department of Defense's efforts in that increasingly important part of the world.

The Division of Veterans Affairs partners with local, federal, and non-profit organizations to bring needed services to our veterans. That spirit is best demonstrated by the establishment of the Western Region OneSource in Grand Junction. We are taking an old armory and turning it into a one stop resource for veterans and their family members on the Western Slope. While we will own the building, the providers located there will be a mix of non-profits and other government agencies allowing us to connect veterans, military members, and their families with service providers and resources in order to enhance their opportunities and quality of life.

At the heart of all this great work is our people. From the cadets of the Civil Air Patrol, to the groundskeepers at the Veterans Memorial Cemetery, we are busy preparing for the new challenges ahead of us. Our newest cyber and space units are beginning operations while our CAP cadets are taking home trophies in nationwide cyber competitions. I'm proud to report that the people of the Colorado Department of Military and Veterans Affairs are demonstrating every day that they are full of the hard work and dedication that defined our pioneer forbearers-the spirit of the West.

The missing part of this equation is you. Whether as a member of the Colorado National Guard, a volunteer with the Civil Air Patrol, or as a patriotic Coloradan who encourages the youth you mentor to be strong American-citizens or to consider military service, you are an essential part of our success. Please consider taking a more active role in the great things we are doing every day.

Major General Michael A. Loh
The Adjutant General of Colorado
Executive Director, Colorado Department
of Military and Veterans Affairs

Department of Military and Veterans Affairs
FY 2018-2019 Performance Plan



Mission and Vision

MISSION

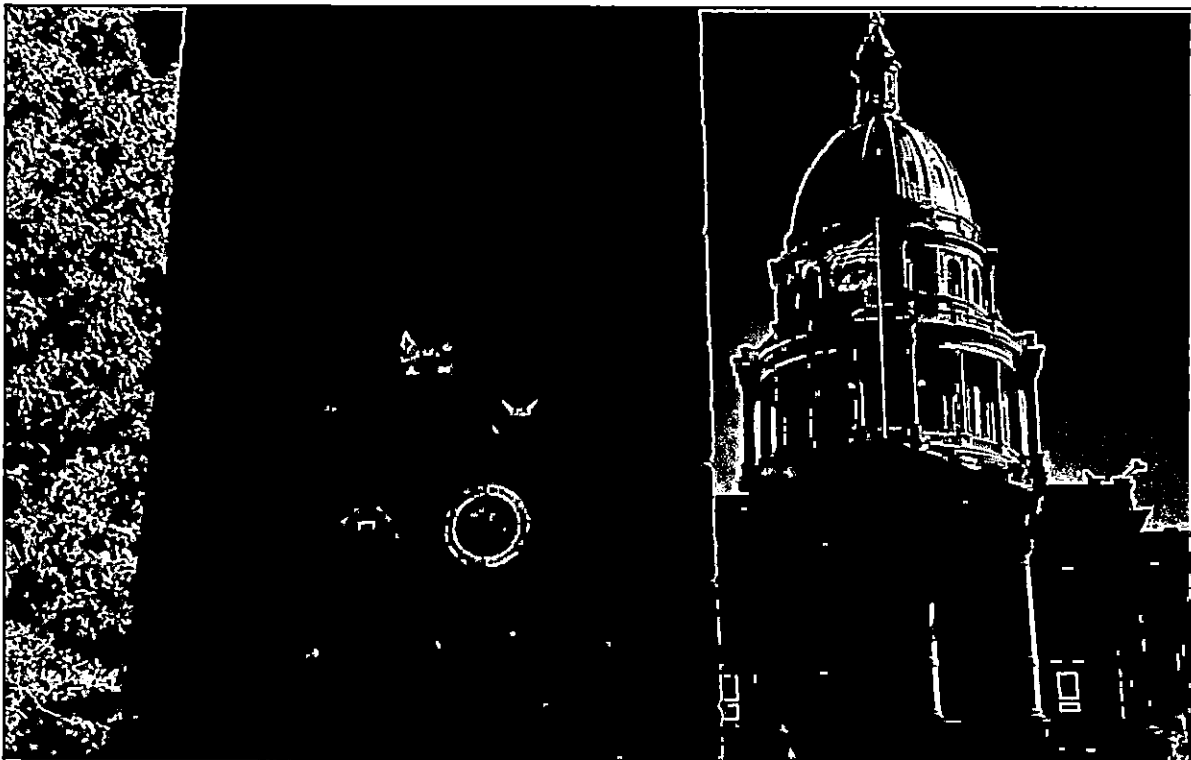
Colorado's Department of Military and Veterans Affairs supports the Division of the Colorado National Guard (CONG) in delivering land, air, space, and cyber power in support of state and federal operations; enables the Division of Veterans Affairs (DVA) to deliver high quality service to the State's Veterans and their families; and oversees the operations of the Colorado Wing of the Civil Air Patrol (CAP) in delivering aerospace education and emergency services.

VISION

We aim to earn and maintain the trust and confidence in those we serve at the local, state and federal levels... be recognized for excellence in service to our Veterans, members, and families ... and become the state of choice for future force structure gains and infrastructure investment.

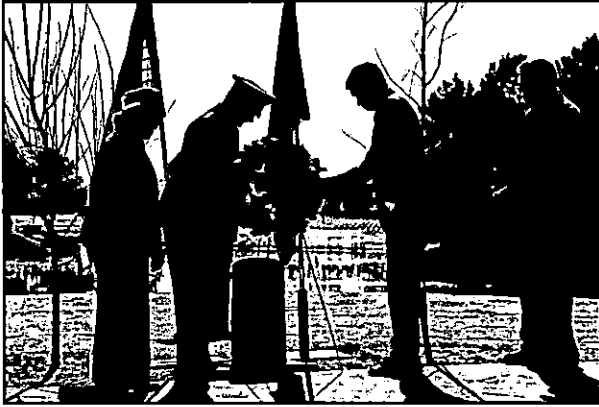
ENDURING PRIORITIES

- Advance and sustain capabilities to meet federal and state mission requirements
- Provide high-quality response in support of civil authorities
- Forge local, state, tribal and federal relationships and partnerships
- Deliver high-quality service to our veterans, members and families
- Promote the healthy well-being of our members



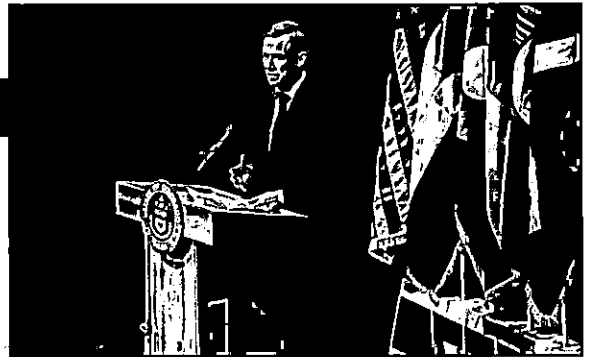
Values

Our core values of Professionalism, Accountability, Character and Customer Service embody the attributes that all DMVA members strive for in serving and protecting the residents of our state and nation.



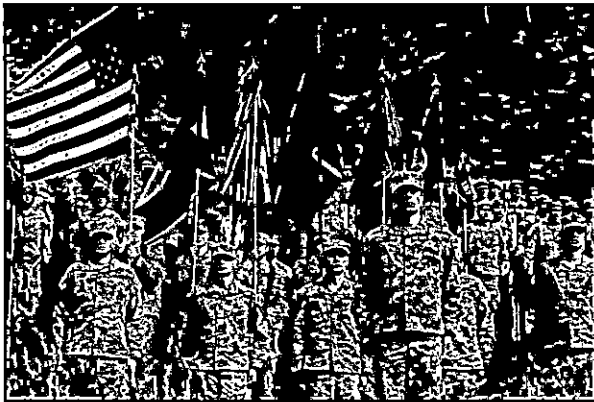
PROFESSIONALISM

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



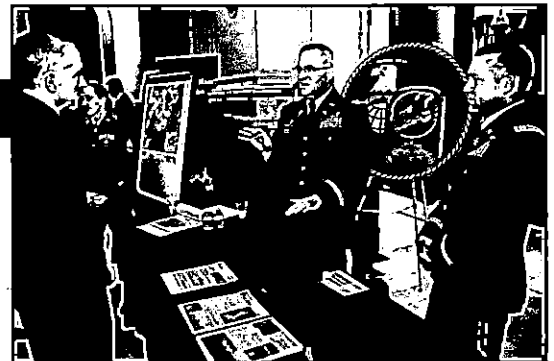
ACCOUNTABILITY

Accountable to those we serve, with measures of performance, effectiveness, and behavior. Own up to failures and learn from experiences.



CHARACTER

Culture based on strong character, bound by values of duty, respect, service before self, honor, integrity, personal courage, and excellence in all we do.

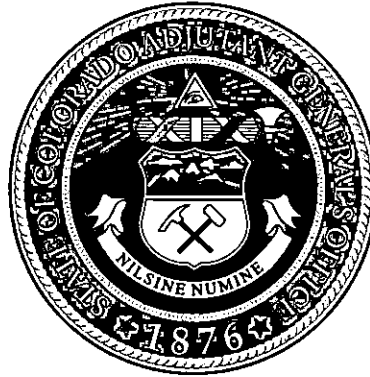


CUSTOMER SERVICE

Effective communications, efficient processes, and positive attitudes serving both internal and external customers.



Department Description



Executive Director's Office
 State FTE: 35.3
 General Fund: \$7,181,949
 Cash Fund: \$99,239
 Federal Fund: \$366,081



Division of Veterans Affairs
 State FTE: 18.0
 General Fund: \$3,280,593
 Cash Fund: \$1,104,291
 Federal Fund: N/A



Division of the National Guard
 State FTE: 112.8
 Service Members: 5,500
 General Fund: \$403,190
 Cash Fund: N/A
 Federal Fund: \$219,343,957



Colorado Wing - Civil Air Patrol
 State FTE: 1.0
 Volunteers: 1,800
 General Fund: \$120,918
 Cash Fund: N/A
 Federal Fund: N/A

The Colorado Department of Military and Veterans Affairs is a State Department that delivers land, air, space and cyber power in support of state and federal operations, and serves our state's Veterans and their family members. The Adjutant General of Colorado is both the Chief of Staff of the Colorado National Guard and the Executive Director of the Department. The Adjutant General is a unique position in that the incumbent is not only a state employee, but also a federally recognized general officer.

The Colorado Department of Military and Veterans

Affairs has three active divisions. The division of the National Guard that, while in a state status, reports to the Governor of Colorado. The Division of Veterans Affairs provides direct services to Veterans and acts as a statewide training resource for Colorado's network of County Veterans Service Officers. The Division of Veterans Affairs also maintains the Colorado State Veterans Cemetery and Western Region One Source 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
Air Force Maj. Gen.
Michael A. Loh



Director of Joint Staff
Air Force Brig. Gen.
Gregory T. White



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



Asst. Adjutant General, Army
Army Brig. Gen.
Laura L. Clellan



Asst. Adjutant General, Air
Air Force Brig. Gen.
Floyd W. Dunstan



Wing Commander
Civil Air Patrol
Colonel Celeste Gamache



Division of Veterans
Affairs-West
Director David Callahan



Division of Veterans
Affairs-East
Director Reuben Mestes



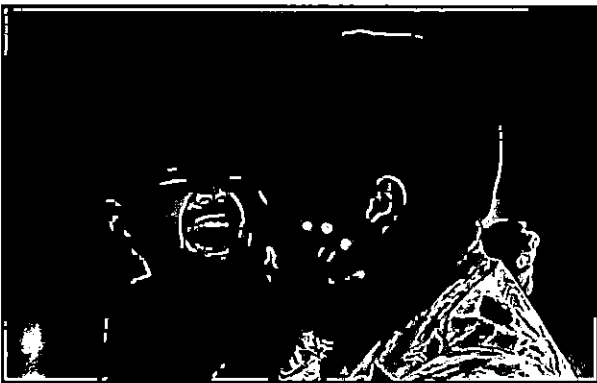
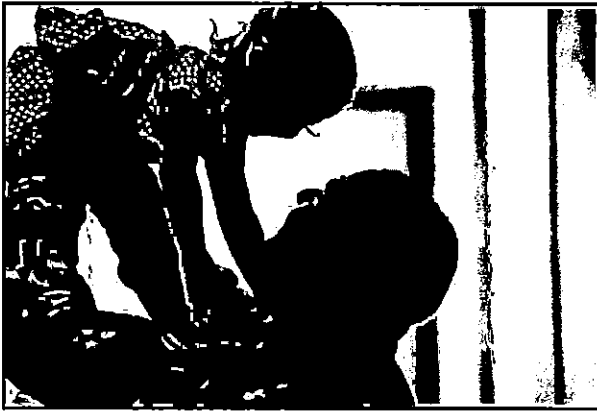


Division of the National Guard

The Colorado National Guard (CONG) is authorized and governed by Article 3, Title 28, of the Colorado Revised Statutes and Article 3, Title 32, of the United States Code. The CONG is constituted as both a State and Federal force by authority of the National Defense Act, approved June 3, 1916, and is an operational force and part of the primary combat reserve of both the United States Army and the United States Air Force.

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

When U.S. Congress declares a national emergency, or in time of war, and authorizes the use of armed force requiring troops in excess of those in the active forces, the President of the United States may order the National Guard into the active military service of the United States. The division of the National Guard customers include the National Command Authority, Combatant Command Commanders, local, state, tribal and federal first responders, global partners, and the residents of our state and nation.

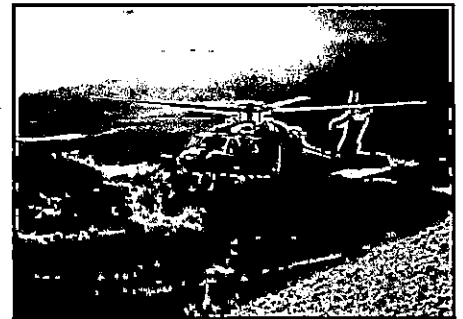


Army National Guard



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); Chaplains and Judge Advocate Generals Corps.

The COARNG operates from 23 sites and 72 facilities across the state that span along the Front Range and Western Slope, serving in nearly every major city in Colorado. The diversity of the unit locations and missions allows the COARNG to deliver on its commitment to provide timely and critical emergency response to civil authorities across the state and region and to answer the call of our nation in support of the warfight and homeland defense operations.



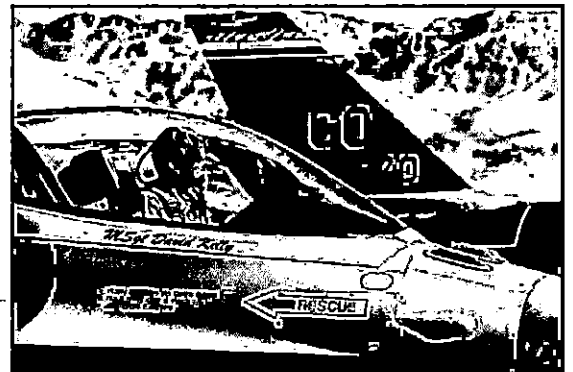
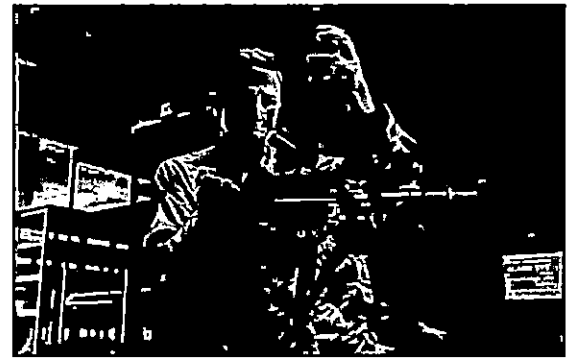
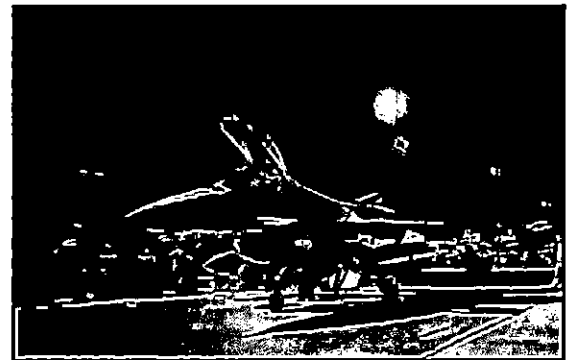


Air National Guard

The 140th Wing, Colorado Air National Guard 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 138th Space Control Squadron located at Peterson Air Force Base and the 233rd Space Group located at the Greeley Air National Guard Station. More than 1,500 Citizen-Airmen are permanently based at Buckley Air Force Base, Greeley Air National Guard Station, Peterson AFB, and Airburst Range near Fort Carson; they serve in units that provide fighter, aircraft and support forces, a 24/7 air control alert, space control global missile warning and detection of space launches and nuclear detonation.

The COANG maintains both a federal and state capability and is prepared to support our national, tribal, state, and local communities in their times of need.



Division of Veterans Affairs



The Colorado Division of Veterans Affairs is the state agency that exists to assist veterans, their family members, and survivors in securing any benefits they have earned or may be eligible to receive. The former DVA has been divided into two regions, generally along the continental divide, with the Division of Veterans Affairs - East office located in Denver and the Division of Veterans Affairs - West office located in Grand Junction. The regional divisions also provide direct services and assistance to Colorado veterans through state and county veteran service officers, administration of the disabled veteran property tax exemption, participation in statewide veterans' initiatives, and through the operation of the Veterans Memorial Cemetery and Western Region OneSource.



Each division is responsible for the training, certification and technical support for the county veterans service officers located in their region. The CVSOs directly assist veterans in their respective counties to obtain benefits they have earned from the U.S. Department of Veterans Affairs. The CVSOs have the responsibility for providing claim support services and assistance to more than 410,000 veterans registered with the U.S. Department of Veterans Affairs as residing in the State of Colorado.

The DVA-East administers two grant programs. An organization may apply for a grant through either the Veterans Trust Fund or the Veterans Assistance Grant depending on the organization's eligibility. By statute,

VTF funds are designed to congressionally chartered veterans organizations. Eligible organizations typically have an IRS designation of 501(c)19 or 23. VAG funds are awarded to nonprofit organizations 501(c)3 and governmental entities. These two grants have historically accounted for \$1.7 million of funding for direct support of veterans across Colorado on an annual basis.

The DVA-West has responsibility for the operation of the Veterans Memorial Cemetery and the Western Region OneSource which are both located in Grand Junction. The Western Region OneSource is scheduled to open in the summer of 2019 and will provide services and assistance to veterans, military members, and their families residing in the western region.

The department successfully advocated for an increase in the state reimbursement to counties for their CVSOs, which has increased both part and full-time CVSOs, and every county is now providing a dedicated officer to assist veterans in securing any benefits they have earned, and the benefits to which their families are eligible.



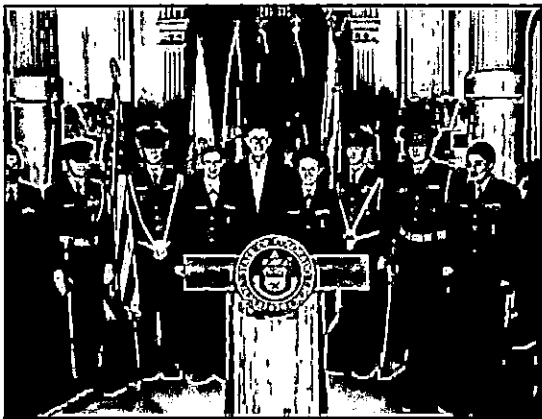


Civil Air Patrol

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 1,700 members split equally between adult members and cadets, the CAP is one of the larger volunteer organizations in Colorado.



In addition to aerospace education and cadet leadership training, the COWG squadrons stand ready to assist those in need. Federal, 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 watch, disaster relief, homeland security and counter-drug operations. When there is a disaster in a Colorado community, the state's cadet and adult CAP members respond by conducting aerial and ground damage assessment, supporting shelters, and donation centers. A mission unique to COWG is providing escort aircraft for unmanned aerial vehicles during Army exercises.



Programs and Capabilities

State Partnership Program

The Colorado National Guard has enduring partnerships with the Republic of Slovenia and the Hashemite Kingdom of Jordan as part of the National Guard State Partnership Program. Through SPP, the National Guard conducts military-to-military engagements in support of defense security goals and leverages whole-of-society relationships and capabilities to facilitate broader interagency and corollary engagements spanning military, government, economic and social spheres.



The partnership with Slovenia began in 1993 and has since supported over 300 successful military-to-military engagements between the Soldiers and Airmen of the Colorado National Guard and their Slovenian Armed Forces counterparts. This relationship has resulted in six codeployments to Afghanistan and additional “SPP-leveraged events” that were mutually beneficial to the Department of Defense, Colorado National Guard and Slovenian Armed Forces.



The partnership with Jordan began in 2004 and remains one of only five partnerships in the Central Command area of responsibility and the only partnership in the Levant.

Colorado is one of four states to share a strategic partnership with Israel’s Home Front Command. Beginning in 2016, Colorado has lead the interagency partnership coordination component of the homeland defense cooperation.



The Colorado National Guard is also a member of the emerging Arctic Interest Council through participation in arctic training exercises and establishment of a cold weather working group to develop and share best practices. The partnership identifies requirements and explores options for an all-terrain vehicle to replace the Small Unit Support Vehicle, among more strategic arctic related mission requirements.



Programs and Capabilities

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Joint Task Force-Centennial

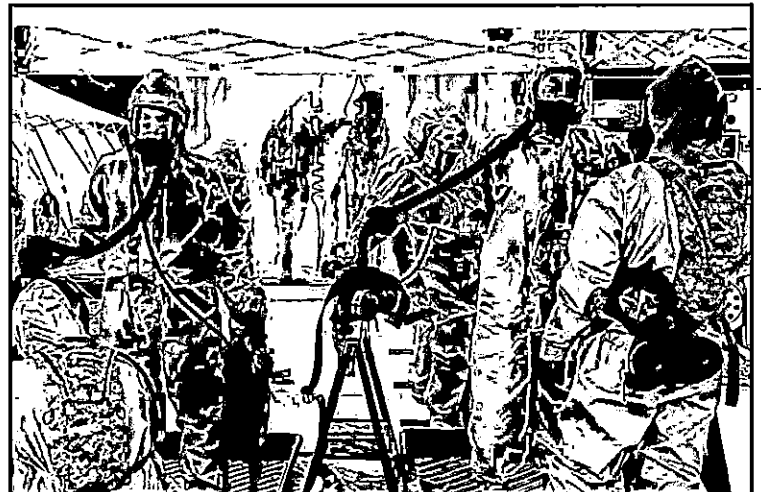
Colorado National Guard Soldiers and Airmen assigned to JTF-C provide command and control of all civil support operations with the purpose of saving lives, reducing human suffering and mitigating great property damage or destruction within Colorado or supported states and territories. Colorado maintains a standing JTF, normally commanded by a general officer, to ensure readiness and support capabilities for the residents of Colorado and supported states and territories during a time of need. National Guardsman performing civil support missions through the JTF-C are always under the command of the Governor and are assigned to support local civilian incident commanders. Tasking to JTF-C normally flows from the State Emergency Operations Center within the Colorado Division of Homeland Security and Emergency Management, but can also come from National Guard Bureau mission assignments, in support of other states, as was done for the 2017 hurricane response efforts. As a command element, the JTF-C provides civilian authorities with capabilities along ten essential lines: Aviation; Communications; Transportation; Command and Control; Security; Logistics; Engineering; Medical; Maintenance; and Chemical, Biological, Radiological, and Nuclear (CBRN) detection and remediation. The JTF-C routinely provides helicopter rescue at high altitude with the High-Altitude Aviation Training Site assets and maintains many teams capable of responding quickly for specific missions, including the Civil Support Team, the Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package, and the National Guard Response Force.

When the CONG lacks capacity or certain unique capabilities to support civilian authorities, the state can request support from other states through the Emergency Management Assistance Compact. A concept approved by Congress in 1996 (Public Law 104-321), the EMAC is a national mutual-aid partnership agreement that allows state-to-state assistance during governor or federally-declared emergencies. National Guard forces from other states delivered to Colorado under EMAC fall under the command and control of JTF-C. Finally, if the type or scope of an incident in Colorado required the augmentation of 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.



Programs and Capabilities

Chemical, Biological, Radiological and Nuclear (CBRN) Enhanced Response Force Package (CERFP)

The CERFP (pronounced “Surf-P”) provides immediate response capability to the governor for incident site search of damaged buildings, rescuing trapped persons, providing mass decontamination, medical triage and initial treatment to stabilize patients, and remains recovery. The CERFP has approximately 186 CONG Soldiers and Airmen divided into five elements: command and control, search and extraction, decontamination, medical, and remains recovery. 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. Colorado is one of 17 states to have a CERFP. 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.



National Guard Reaction Force

The NGRF is a trained and ready force able to provide the governor quick-reaction and rapid response capabilities throughout Colorado. The NGRF is capable of responding and assisting in the protection of critical infrastructure, other state or national assets, and other missions as directed to promote stability and security in the state. The NGRF is equipped with non-lethal capabilities to enhance their ability to respond to domestic Homeland Defense/ Security missions and provide force protection measures. At the request of the governor or president, the NGRF provides Colorado a ready force capable of delivering an initial force package of 75-125 personnel who can respond rapidly to support law enforcement agencies. A follow-on force of up to 375 personnel can arrive shortly after the initial package.



Programs and Capabilities

Colorado Joint Counterdrug Task Force

CO-JCDDTF is funded through the Deputy Assistant Secretary of Defense for Counter Narcotics and Global Threats. It is comprised of 23 Army and Air National Guard members with a mission to support local law enforcement agencies and other community-based organizations in reducing the effects of drug trafficking and abuse, and making our communities safer for current and future generations. The CO-JCDDTF provides military-unique skills and equipment to federal, tribal, state, and local law enforcement agencies to reduce the supply of illegal narcotics in Colorado.



Military intelligence analysts are used to provide investigative case and analyst support, linguist support, operational/investigative case support, and counter-threat finance support.

The CO-JCDDTF provides support to the Drug Enforcement Administration, Federal Bureau of Investigations, Department of Homeland Security Investigations, U.S. Forest Service, Bureau of Land Management, Denver Police Department, Aurora Police Department, and numerous Colorado county sheriff's departments. The CO-JCDDTF provides personnel and equipment for aerial and ground surveillance and reconnaissance. The CO-JCDDTF assists in reducing the demand for illegal drugs by participating, annually, in the DEA "Red Ribbon" campaign that educates youth about making good choices to stay healthy and drug free. In addition, CO-JCDDTF provides leaders, mentors, and equipment to the Larimer County Sheriff's Office Laramie River Valley Rendezvous where at-risk youth are nominated to participate in a week-long camp in the Rawah Wilderness Area each July.

High-Altitude Aviation Training

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



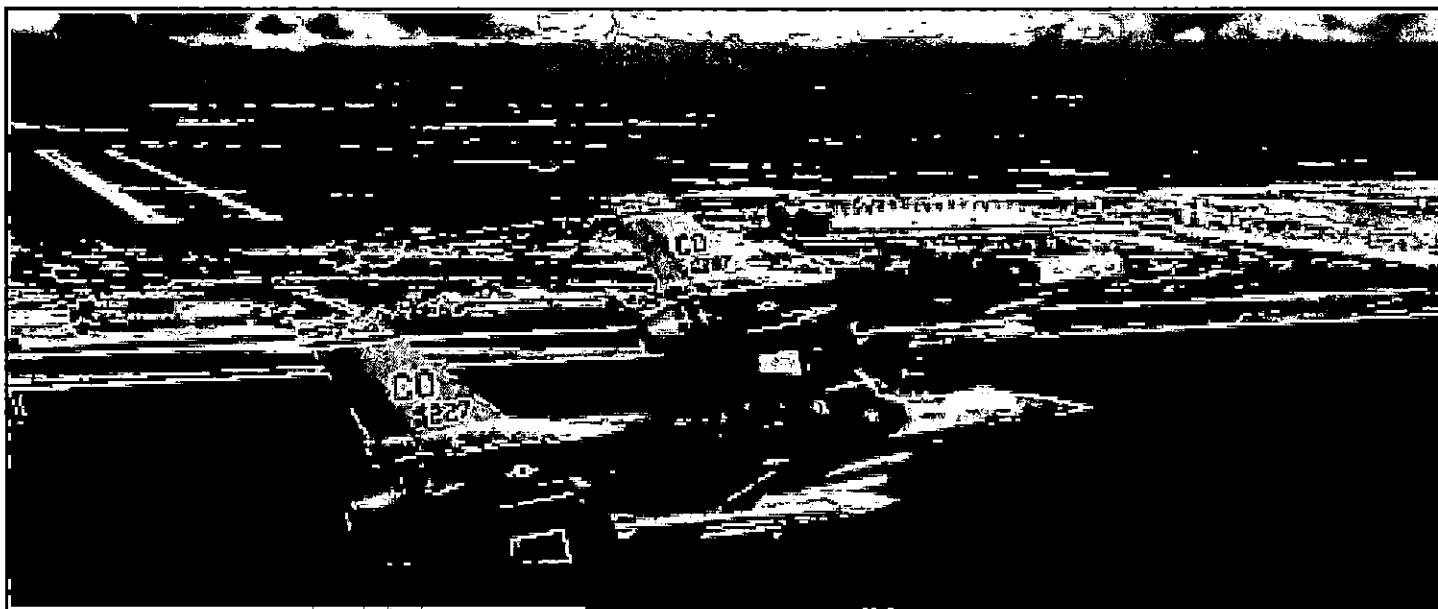
The mountainous training area enhances the power management process and provides the benefit of high altitude, rough terrain training. The HAATS is the only DOD aviation training site for high altitude power management environmental training. The HAATS trains over 400 aircrews annually from all military branches and components, as well as international military aircrews. As part of their state mission, HAATS pilots and crews conduct numerous search and rescue missions and occasional wildland firefighting operations in support of civil authorities, which have resulted in over 80 missions and more than 50 lives saved.



Programs and Capabilities

Aerospace Control Alert

The 120th Fighter Squadron, 140th Operations Group, 140th Wing, operating out of Buckley Air Force Base, supports the national aerospace control alert mission. Using F-16 Fighting Falcon fighter aircraft, the 140th Wing has provided 24/7 alert capability to counter airborne threats in the central U.S., since moments after the terrorist attacks of 9/11. In addition, the 140th Wing delivers global combat airpower on short notice.



100th Missile Defense Brigade

The Colorado Army National Guard's 100th MDB is the U.S. Army's only missile defense brigade and the only unit tasked with defending the homeland against Intercontinental Ballistic Missile attacks. Utilizes 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 an incoming ICBM outside the Earth's atmosphere, while in the mid-course of flight. Located in Colorado Springs, the 100th MDB is a multicomponent 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, Colorado, with the responsibility of monitoring ballistic missile defense sensors that detect incoming missiles and, on order, fire ground-based interceptors to defeat the threat.



Programs and Capabilities

233rd Space Group

The 233rd Space Group, 140th Wing, is based at Greeley Air National Guard Station. The 233rd Space Group stands on alert 24/7 with the capability to operate the U.S. Air Force's only mobile ground system, providing survivable and enduring missile warning and nuclear detection to the National Command Authority.



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 Iraq, Afghanistan and Bahrain. 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 state civil authorities for fires, floods, and other natural emergencies.

Cyber Operations

The Colorado National Guard has a federal and state capacity for addressing cyber security threats through the Cyber Protection Team and Defensive Cyber Operations Element. The CPT, a federally deployable resource, is capable of evaluating and acting in response to unforeseen and dynamic cybersecurity situations, defending against hostile action and imminent cybersecurity threats, and conducting defensive cyberspace operations to deter, disrupt, and defeat adversaries in cyberspace operations. The primary mission of the DCO-E is to defend the National Guard Network and can be called by the governor to assist in the event of a cybersecurity related incident.



Strategic Policy Initiatives

Operational Design

A review and assessment of the FY2017-18 strategic policy initiatives indicates that the department is on track to meet or exceed our 2018 strategic policy objectives associated with Strategic Policy Initiatives 1 and 2. Although SPI 3 did not meet its 2018 outcome target of \$57 million due to adjustments in federal funding, projected infrastructure investments for 2019 and 2020 suggest that the 2020 outcome target of \$95 million remains attainable.

The department is on track to achieve SPI 1 2020 outcome targets of reducing the stigma associated with seeking mental health assistance, as reflected in the increase of those seeking mental health assistance, and decreasing the number of high-risk/high-interest mental health cases in 2018.

Exceeding all expectations of SPI 2 in the first year of implementation led to a review and assessment of the survey and data collection instruments. The assessment determined that a revision of the survey instrument was needed to more effectively measure the veteran's customer service experience. A revised veteran service officer form and survey instrument was created and piloted in collaboration with the lieutenant governor's office, which will be fielded statewide during 2019. SPI 2 was further revised to reflect a more ambitious customer service goal of increasing the understanding of veteran's needs and their customer service experience with veteran service officers across all 64 counties by 2020.

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

- Reduce stigma of seeking mental health assistance which is reflected by a 15% increase over three years for those seeking mental health assistance. Baseline is 358 (2017) total mental health referrals.
- Decrease number of high risk/high interest mental health cases 15% over three years. Baseline is 106 (2017) total mental health cases.
- Conduct quarterly Joint Ready & Resilient Council meetings.

SPI 2 - Increase understanding of veteran's needs and their customer experience with Veteran Service Officers across all 64 counties by 2020.

- Implement and analyze VSO information form data state wide.
- Annual accreditation of county veteran service offices.
- State veteran service office community outreach events.
- Stand up of Western Region One Source in Grand Junction.
- Implement online customer service feedback program and achieve a 50% response rate by June 30, 2019.



SPI 3 - Enhance the department's capacity to support the Colorado National Guard and Division of Veterans Affairs by investing \$95 million in infrastructure development by 2020.

- Increase total annual infrastructure investment. Baseline (2018) is \$5.2 million.
- Align programming and Future Years Defense Planning (FYDP) requests to robust area development and sustainability component planning documents.
- Develop a 50-year Real Property Master Plan that enables the National Guard to make deliberate requests against established and enduring goals.



Strategic Policy Initiative 1

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SPI 1 - Improve the resilience of our members and their families to face and cope with adversity, change and setbacks a net 30 percent by 2020

Goal: Enhance resiliency of our members

Why is this important?

- Resilience is the mental, physical, emotional, social and behavioral ability to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks.
- Building resilience is essential in combating mental illness and suicide.
- Colorado has the seventh highest suicide rate in the country.
- Research suggests that five-six percent of a population thinks about suicide within a 12-month period, which equates to approximately 300,000 suicide ideations per year in Colorado and over 300 in the Department of Military and Veterans Affairs alone.
- A resilient and fit individual is better able to leverage intellectual and emotional skills and behaviors that promote enhanced performance and optimizes their long-term health.
- Seeking mental health assistance is recognized by healthcare professionals as an initial step in building and strengthening an individual's resilience to face and cope with adversity, adapt to change, recover, learn, and grow from setbacks.

How do we measure success?

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



Status	Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2018	Outcome Target FY2019	Outcome Target FY2020
Needs Improvement	Comprehensive Soldier & Family Fitness (CSF2) Program, DPH; Metal health referral process	Reduce stigma of seeking mental health assistance which is reflected by an increase in those seeking mental health assistance	358	376	394	412
Needs Improvement	CSF2 Program, DPH; Mental health referral process	Decrease number of high risk/high interest mental health cases	106	101	95	90
Needs Improvement	R2C2 and CSF2 program, DPH, PHC	Conduct quarterly joint ready and resiliency meetings	0	1	2	4

What actions are we taking?

- Mental health providers meet monthly with chaplains and sexual assault response coordinators to address trends impacting resiliency observed within the organization, service utilization, gaps in services, and coordination of services to support members.
- Mental health providers meet quarterly with leadership to address behavioral health services, promote support of early-help-seeking behaviors and intervention, identify noted mental health trends within the organization, and assess use of services.
- Currently exploring the possibility of building collaborative relationships with state entities to implement the Star Behavioral Health Program. This program trains willing providers in military competencies and treatment modalities to promote more effective treatment for the service member, veterans, and their family. Those providers who take the training and register with the program will be listed in a special registry that allows consumers to identify those with these particular competencies. This initiative would expand behavioral health care options for our members, veterans, and their families.
- The Colorado Army National Guard has implemented a three-day course in the resilience core curriculum and is working with the National Guards Bureau's Psychological Health Program Research and Innovation Workgroup to measure the effectiveness of the course.
- The Colorado Air National Guard participates in monthly meetings with helping agencies from all military branches to support cohesion, create awareness and access to base services for the military community, and address trends that threaten the resiliency of military members, veterans, and their families.



Strategic Policy Initiative 2



SPI 2 - Increase understanding of veteran's needs and their customer service experience with Veteran Service Officers across all 64 counties by 2020.

Goal: Improve veteran's customer service experience

Why is this important?

- Veteran feedback indicates that a positive service experience encourages other veterans to seek assistance, which further facilitates veterans being connected with the benefits, services and compensation they are entitled.
- Having a positive experience with services provided by State and County Veteran Service Officers is essential in gaining the trust and confidence of the more than 410,000 veterans currently residing in Colorado.
- CVSOs are typically the first-line assistance that veterans and their family members use to connect them with federal VA, state services, and other resources.
- CVSOs improve the lives of veterans and their families by connecting them with disability compensation, health care, housing, employment, educational and death benefits.
- Having CVSOs in each county who are trained to effectively and efficiently connect veterans with the benefits and services they are entitled is paramount in serving veterans and their families across the state.
- Reaching out to Colorado veterans increases their awareness of the services that the DVA provides for the federal and state benefits they have earned.

How do we measure success?

- Implement and analyze VSO information form data across all counties by June 2020
- Accreditation of CVSOs to ensure all county offices have a trained and certified VSO, an office for veterans to meet with their respective VSO, and access to VetraSpec
- State VSOs participate in at least 120 community outreach events
- Western Region OneSource is fully operational NLT June 2019
- Implement action of an online customer service feedback program and achieve a 50 percent response rate by June 2020



Status	Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2018	Outcome Target FY2019	Outcome Target FY2020
Work in progress	Division of Veterans Affairs - VSO information form - CVSO implementation	Implement and analyze VSO information form data across all counties	0	N/A	32	64
Work in progress	Division of Veterans Affairs - Accreditation program - CVSO on-site visits	Annual accreditation of county veteran service offices	0	N/A	32	64
On track	Division of Veterans Affairs - Veteran outreach program - Veteran stand-downs	VSO community outreach events	120	120	120	120
Work in progress	Division of Veterans Affairs-West - Western Region OneSource (WROS) advisory group - WROS construction plan - WROS communication plan - WROS marketing plan - Facility staffing plan	Stand up of Western Region OneSource	N/A	N/A	Initial operating capability (IOC)	Full operating capability (FOC)
Work in progress	Division of Veterans Affairs - Survey development - Survey pilot program - Fielding of survey - Data collection and analysis	Implementation of online customer feedback program with 50% response rate	0	N/A	25%	50%

What actions are we taking?

- DVA has developed and piloted a revised VSO information form in collaboration with the Lt. Governor's Officer.
- Partnering with counties, as defined in Colorado Revised State Statute 28-5-801 through 25-5-804 to provide expertise with Federal VA and Colorado Statute Veteran benefits.
- Veteran service officers participating in a wide variety of events throughout the year that expand awareness of veteran services, (medical care, education, employment, compensation, pension, burial) and connect veterans with those and other services.
- DVA participates in veteran stand-downs across the state, which connect over 800 veterans with services and other supporting agencies that assist veterans with their physical, emotional, social and spiritual needs.
- DVA develops a VSO accreditation program to be implemented in 2019.
- Department of Military and Veterans Affairs has increased the capacity of the Colorado Division of Veterans Affairs to serve veterans and their families in the Western region through the establishment of an additional division (Division of Veterans Affairs Services-West) located in Grand Junction.
- Construction of the new Western Region OneSource is on schedule and projected to be fully operational by summer of 2019.
- DVA is partnering with the Lt. Governor's office to develop an online customer service feedback program for implementation in 2019.



Strategic Policy Initiative 3

SPI 3 - Enhance the department's capacity to support the Colorado National Guard and Division of Veterans Affairs by investing \$95 million in infrastructure development by 2020.

Goal: Increase total annual infrastructure investment.

Why is this important?

- Colorado is designated as a "Growth State" by National Guard Bureau. This designation identifies Colorado as a state with growth potential where additional capacity should be applied.
- A Western Region OneSource, in Grand Junction, will expand outreach and services to veterans and family members located on the Western Slope.
- Construction of an Air Support Equipment facility, Fuel Cell and Corrosion Control facility, MTC simulator complex, and airfield lighting and pavement will posture Buckley Air Force Base (BAFB) as a basing option for the F-35 Joint Strike Fighter, light attack aircraft, and next generation fighter aircraft.
- Supports execution of the Readiness Center Transformation Master Plan (RCTMP), which will expedite future infrastructure initiatives
- Constructing a Space Control facility at Peterson Air Force Base (PAFB) will support the expansion of a Space Control mission.
- Constructing a readiness center for the 3rd Battalion. 157th Field Artillery in Castle Rock will enhance operational efficiency and supports future stationing plans.
- Constructing readiness centers for the 100th Ground Missile Defense (GMD) Brigade at PAFB and the 117th Space Battalion at Fort Carson will eliminate \$1,000,000 in annual NGB leases.

How do we measure success?

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



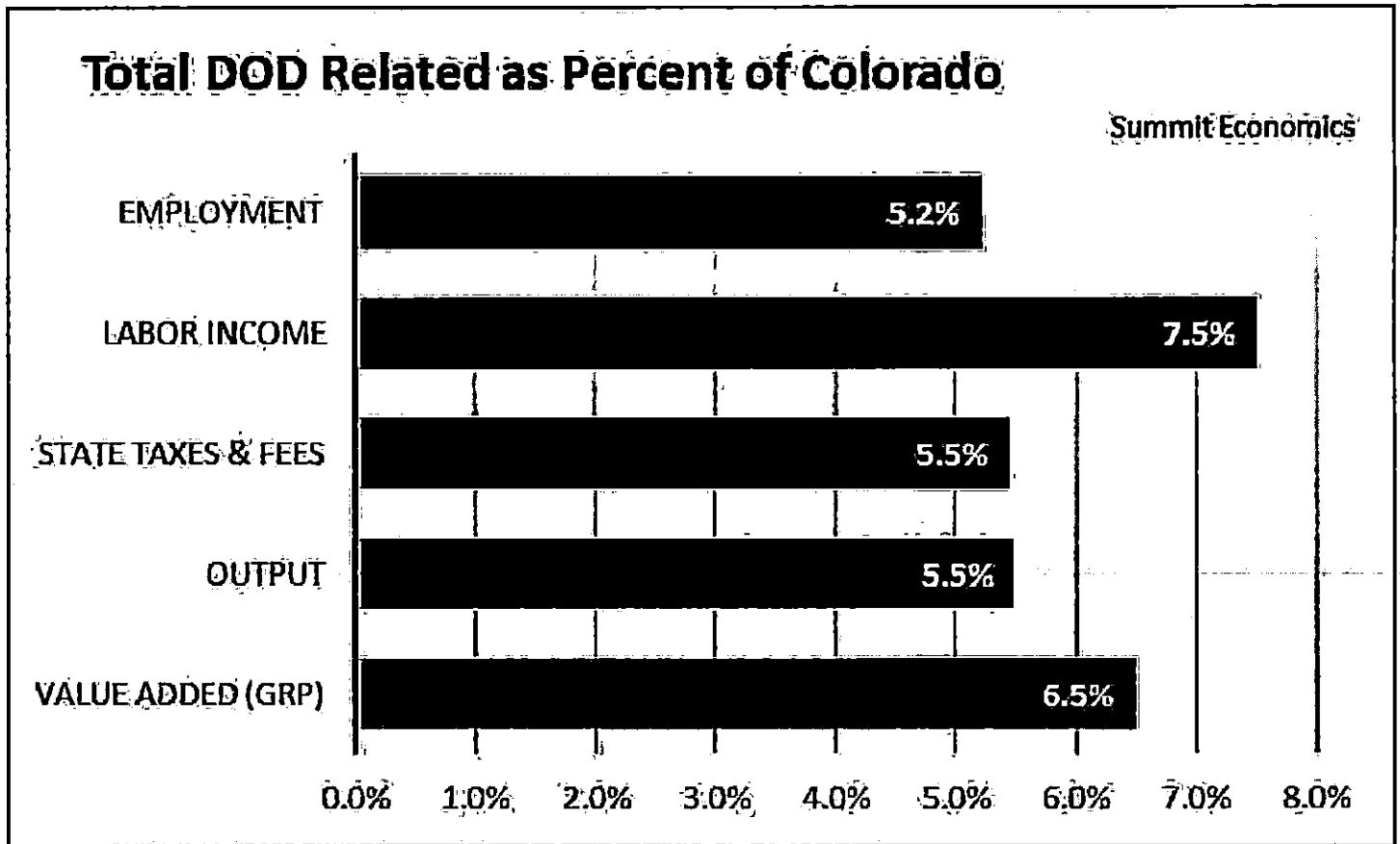
Status	Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2018	Outcome Target FY2019	Outcome Target FY2020
Work In progress	CFMO/140 th CES - Capital construction plan - MILCON - Operations & Maintenance	Infrastructure Investment	0	\$57 million	\$79 million	\$95 million
Needs Improvement	CFMO/140 th CES - Capital Construction plan -MILCON -Operations & Maintenance	Allgn programming and Future Years Defense Spending (FYDP)	0	25%	50%	100%
Needs Improvement	CFMO/140 th CES - Capital Construction plan -MILCON -Operations & Maintenance	Develop 50-year real property master plan	0	25%	50%	100%

What actions are we taking?

- Making growth and the acquisition of combat arms and cyber force structure a key component of the National Guard strategic communication plan
- Actively engaged with P4 initiatives at Buckley Air Force Base (BAFB) to secure an encroachment buffer zone for future stationing of the F-35 Joint Strike Fighter, light attack aircraft, and next generations aircraft
- Following a mature Installation Requirements Plan (IRP) submission process
- Hired a qualified Master Planner within the Construction and Facilities Management Office
- Validated the Military-Construction component of the Long Range Construction Plan and added a prioritized Operations and Maintenance component
- Designing a new parachute rigging facility at the SFC Daniel A. Romero Watkins Readiness Center, and a new Readiness Center on Fort Carson for the 117th Space Battalion
- Designing a space control facility at Peterson Air Force Base
- Designing upgrades to facilities at Greeley Air National Guard Station to support mission conversion
- Engaging with Pueblo County and the Electrical Utility Service Provider on a Master Cooperative Construction Agreement bringing three phase power with increased capacity to facilitate airburst range development long term goals.
- Developing a close-in training range in Montrose for the 947th Engineer Company, to save them countless hours of travel to other military training ranges.
- Pursuing real estate options for growth of the field artillery and Joint Force Headquarters-Colorado.
- Aligning programming and Future Years Defense Planning (FYDP) requests to robust installation development, area development, and sustainability component planning documents.
- Developing a 50-year Real Property Master Plan that enables the National Guard to make deliberate choices in prioritizing investments of exiting funding and to justify future funding requests against established and enduring goals. This will make Colorado more competitive for Federal funds involving Military Construction (MILCON) and Operations and Maintenance projects for new and existing National Guard facilities across the state.



Military Value and Economic Impact



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

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



Conclusion

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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.

Designated as a "Growth State" by the National Guard Bureau, the Department remains actively engaged in advancing capabilities and capacity to increase additional force structure gains, most notably the acquisition of a Brigade Combat Team, additional cyber capability, and pursuing the stationing of a next generation fighter at Buckley Air Force Base. Such acquisitions would greatly enhance the capabilities of the Colorado National Guard in supporting both state and federal operations, while also ensuring that Colorado remains on the cutting edge of technological advancements and competitively postured for future opportunities.

In closing, we would like to thank the men and women of the Department - past, present and future - whose efforts have undoubtedly saved countless lives in Colorado and have preserved the freedoms that we all treasure as Americans. This report is dedicated to their selfless service and sacrifice.

