



COLORADO

Department of Military
and Veterans Affairs



Performance Plan

Fiscal Year 2024-2025

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A Message from The Adjutant General of Colorado



Dear Coloradans,

As we look back on the transformative journey of the Colorado Department of Military and Veterans Affairs in recent years, I am filled with pride for how our organization has risen to meet the needs of our communities. I am excited to share our latest performance plan, which reflects our deep commitment to serving our state and country locally and globally.

The Colorado National Guard has consistently proven its readiness and ability to tackle the challenges facing our state and nation. Our service members remain the primary military responders in domestic emergencies, collaborating with state and local jurisdictions to save lives, alleviate suffering, and prevent property damage. While fulfilling our international duties to Combatant Commands, our resolve remains firm in our promise to be “Always Ready, Always There!”

Our Division of Veterans Affairs is now in its fourth year of significant restructuring, and we have welcomed our new Division Director, Bruce Cowan. We continue to value the feedback from our employees and clients, which is crucial in fostering innovation and enhancing our services for veterans across Colorado. We aim to provide outstanding support and care to those who have bravely served our country with consistent and dedicated efforts statewide.

The Civil Air Patrol has also significantly influenced our communities with its robust emergency response capabilities, aerospace education, and cadet programs. We are excited to welcome Colonel Michael Fay as the new leader of our Wing. DMVA aims to deepen our engagement with Colorado’s youth and enhance our outreach efforts across various military auxiliary programs. We aim to broaden access to community service and educational opportunities throughout the state.

This performance plan declares our commitment to growth, improvement, and accountability. It details our key objectives, the success metrics we aim to achieve, and our strategies for ongoing enhancement. We acknowledge that our success is a collective endeavor rooted in a shared dedication to serving our people and communities.

I extend my deepest thanks to you, the citizens of Colorado, for your steadfast support and confidence in our mission. Your faith in our capabilities motivates us to maintain our values and provide outstanding service to our state and nation. I appreciate your interest in understanding our strategic direction, mission, vision, programs, and relentless commitment to our community and personnel. Together, we remain “Always Ready, Always There!”

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



Mission, Vision, and Priorities

MISSION

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

VISION

We are an inclusive organization that earns and maintains the trust and confidence in those we serve at the local, state and federal levels; we are recognized for excellence in service to our veterans, service members, and families; and, we are the state of choice for future force structure gains, equipment modernization, and infrastructure investment.

ENDURING PRIORITIES

- Advance and sustain capabilities to meet federal and state mission requirements
- Develop and sustain local, state and federal relationships and partnerships
- Foster an environment that builds trust and supports equity, diversity and inclusion among all our veterans, members, civilians and their families



Values

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



PROFESSIONALISM

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



ACCOUNTABILITY

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



CHARACTER

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



EXCELLENCE

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

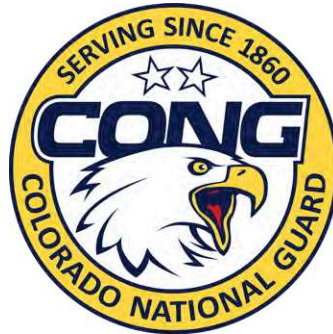


Department Description



Executive Director's Office

State FTE:	28.2
General Fund:	\$7,812,706
Cash Fund:	\$195,371
Federal Fund:	\$3,183,253
Reappropriated Fund:	\$1,198
	\$11,192,528



Division of Veterans Affairs

State FTE:	33.4
General Fund:	\$5,673,937
Cash Fund:	\$2,092,868
Federal Fund:	
Reappropriated Fund:	\$50,000
	\$7,816,805

Division of the National Guard

State FTE:	125.1
Service Members:	5,102
General Fund:	\$4,052,987
Cash Fund:	NA
Federal Fund:	\$16,554,603
	\$20,607,590

Colorado Wing - Civil Air Patrol

State FTE:	1.0
Volunteers:	2,100
General Fund:	\$164,768
Cash Fund:	NA
Federal Fund:	NA
	\$164,768

The Adjutant General of Colorado is both the Chief of Staff of the Colorado National Guard and the Executive Director of the Department. The Adjutant General is a unique position in that the incumbent is not only a state employee, but also a federally recognized general officer. The Colorado Department of Military and Veterans Affairs has three active divisions. The Division of the National Guard that, while in a state status, reports to the Governor of Colorado. The Division of Veterans Affairs provides direct services to veterans and acts as a statewide training resource for Colorado's network of County Veterans Service Officers. The Division of Veterans Affairs also maintains the Veterans Memorial Cemetery of Western Colorado and Western Region OneSource located in Grand Junction. The Colorado Wing of the Civil Air Patrol exists as a division of the department, a volunteer non-profit organization, and as part of the official auxiliary of the United States Air Force.



Organizational Structure

Department of Military and Veterans Affairs



The Adjutant General of Colorado
Maj. Gen. Laura Clellan



Deputy Executive Director
Myk Bruno



Director, Division of Veterans Affairs
Bruce Cowan



Division of the National Guard



Wing Commander, Civil Air Patrol
Col. Michael Fay



Assistant Adjutant General, Army
Brig. Gen. Bren D. Rogers



Director of the Joint Staff
Brig. Gen. Myk Bruno



Assistant Adjutant General, Air
Brig. Gen. D. Micah Fessler

Department of Military and Veterans Affairs Command Team



Division of the National Guard



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



In times of peace, the National Guard is a state force whose Commander-in-Chief is the governor. The Adjutant General is the principal military advisor and controls the organization, training and equipping of National Guard forces. The Governor has the authority to order the CONG into State Active Duty to respond during domestic emergencies. The National Guard is equipped and funded primarily by the federal government and required to meet organizational and training standards to qualify for federal recognition.

When the 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 communities, state and nation.





Army National Guard



The Colorado Army National Guard consists of over 3,800 Citizen-Soldiers serving in a wide variety of units including: 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 (Legal).

The COARNG operates from 34 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 defense of our nation.



Department of Military and Veterans Affairs
FY 2024-2025 Performance Plan



Air National Guard



The Colorado Air National Guard (COANG) has more than 1,650 Citizen- Airmen permanently stationed at Buckley Space Force Base, Greeley Air National Guard Station, Peterson Space Force Base, and the Airburst Range near Fort Carson. COANG members serve in units that provide fighter aircraft and support forces, a 24/7 aerospace control alert, and electromagnetic warfare and global missile warning in response to National Defense and State level requirements.



The 140th Wing, Colorado Air National Guard consists of five groups, twelve squadrons, and two geographically separated units (GSUs). The 140th Wing operates four missions that fall under three different major 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 COANG's two GSUs are: the 233rd Space Group, Greeley Air National Guard Station, Greeley, Colorado, and the 233rd SG's subordinate unit, the 138th Electromagnetic Warfare Squadron, Peterson-Schriever Garrison, Colorado Springs, Colorado.

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 in support of global adversarial threats and homeland defense operations.





Division of Veterans Affairs

The Colorado Division of Veterans Affairs exists to assist veterans, their family members, and survivors in securing 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 to provide direct services and assistance to Veterans throughout the state.

The Division has expanded services to further the prompt and efficient service to all Veterans across Colorado on a uniform basis from six regional offices, located in Aurora (Central East), Lakewood (Central West), Pueblo (Southeast), Durango (Southwest), Grand Junction (Northwest), and Burlington (Northeast), along with Administrative Offices located in Lakewood and Grand Junction.

The Division of Veterans Affairs, with the support of the state's County Veteran 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.



Division of Veterans Affairs

Western Region One Source



The Western Region One Source (WROS) team serves as the frontline for the DMVA west of the Rocky Mountains. The mission statement of the WROS is to connect Veterans, Military Service Members, and their families with service providers and resources in order to enhance their opportunities and quality of life. Since June 2023, our event attendance has increased from 531 per month to as high as 708 during the summer months and with an average of 621 attendees per month. The Weekly Veterans Coffee group, cosponsored with the VFW 3981 and Auxiliary, was seeing 260 veterans per month in June 2023, and now serves an average of 400 veterans per month. Following the DVA

WIG #3, the WROS has attended 18 outreach events within the Western Slope community,

supported 10 community events and has hosted 6 events. Of the events hosted, the Purple Heart Ceremony for SFC William Montgomery had 150 in attendance, we have had three Stand Down & Resource fairs with 121 served in June of 2023, 336 served in September of 2023 and 250 served in April of 2024. The Survivors Benefit Symposium had 70 Veterans and family members in attendance.

During the first months of the fiscal year, the DEERS ID office was closed. During this time, the WROS team took names and procured a list of those needing ID cards, and between October and December we were able to prioritize those on the waiting list and provide them with their ID cards and entitlements. Since the DEERS office re-opened in October, 656 ID cards have been issued, and the office is scheduling two weeks out with capacity for approximately 56 appointments per week.

Following our mission statement, the Western Region One Source collaborates heavily with community partners including the VA Western Colorado Healthcare System, DBA, County VSOs, VFW Posts and Auxiliary posts and several other civic entities to provide resources to Veterans, all in one central location. The WROS is well located near the VA hospital and not far from our Veteran Memorial Cemetery in Grand Junction, a sister facility under the DVA family. Working together with our key partnerships across the state, the Western Region One Source takes pride in providing a safe and neutral space for Veterans of all eras and branches of service to come together for camaraderie and a place to belong.



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 Space Force Base in Colorado Springs and operates 27 squadrons throughout Colorado.



The CAP is an all-volunteer organization, made up of everyday people, with a wide variety of skills. They 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. The CAP is one of the largest volunteer organizations in Colorado with nearly 2,000 members split equally between adult members and cadets.

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 photography, and other disaster relief missions.



Programs and Capabilities



CONG Domestic Operations

Since June 2023, the effort and dedication of the aviation units of the Colorado Army National Guard saved the lives of 21 citizens through the successful completion of 22 Search and Rescue missions supporting numerous Colorado Counties in conjunction with the Colorado Search and Rescue Board and several sub-agencies of the Colorado Department of Public Safety.



In November of 2023, and again in March of 2024, Joint Task Force Centennial activated Task Force Cyber to support the Colorado Secretary of State's Office during primary elections in Colorado. A total of nine service members from both service components provided assistance and advisement services during these election periods to ensure elections were conducted safely and securely.



- **JOINT TASK FORCE CENTENNIAL:** One of the only standing Joint Task Forces in the National Guard comprised of 53 Army and Air Force service members designed to conduct operations alongside state and federal interagency partners to provide timely, safe, responsive and proactive support to the citizens of Colorado with professional, organized assistance that capitalizes on the capabilities of the Colorado National Guard in order to save lives, minimize human suffering, protect property and provide stability in the aftermath of a natural disaster. The Task Force operates out of the Joint Operations Center located at the Joint Force Headquarters in Centennial.

- **TASK FORCE FIREGUARD:** JTF FireGuard Colorado is a 23-servicemember joint task force funded through a request for DoD support from the US Forest Service. Task Force FireGuard is responsible for persistent wildfire detection and monitoring across the entire United States, including Alaska and Hawaii. In 2023, FireGuard was tasked in response to a request from the Canadian government to provide assistance for an unprecedented wildfire season, and created nearly 30k reports across 10 Canadian provinces, in addition to the entire US. The expert products developed by the Task Force received a distinguished letter of praise from the Canadian Minister of Energy and Natural Resources. The team is currently stationed at Buckley Space Force Base and remains focused on wildfire detection, refinement of processes and products, and preparation for the upcoming season.

Programs and Capabilities

Colorado Joint Counterdrug Task Force

Counterdrug was enacted by congress in the 1989 National Defense Authorization Act, Public Law 100-456. The CO-JCDTF is a federally funded, governor employed, program that exists under authorities specified in title 32 USC § 112. The CO-JCDTF mission is to leverage military skills and resources to support Law Enforcement Agencies (LEA) and Community Based Organizations (CBO) in the fight against illicit Drug Trafficking Organizations (DTO) and to enhance Drug Demand Reduction (DDR) efforts across Colorado.

The CO-JCDTF includes Air and Army National Guard members divided into six functional areas including Program management, Resource Management, Drug Demand Reduction Outreach (DDRO), Ground Reconnaissance and Observation, Aviation, and Analysis. The Soldiers and Airmen support over 30 LEAs and CBOs annually with dedicated support across eight to ten Drug Task Forces or law enforcement agencies in Colorado annually.



Its members are comprised of a variety of occupational specialties including: military intelligence analysts, communications specialists, law enforcement, linguists, communicators, and Army aviators. The Counterdrug program disrupts supply through embedding analysts, communicators, linguists, and observation and reconnaissance specialties in local, state, and federal organizations, or task forces. The Colorado Army National Guard aviators support law enforcement through transportation, observation, and reconnaissance, providing a capability not replicated in most law enforcement organizations.

The Counterdrug program reduces demand through DDR Outreach efforts synchronized with LEAs and through CBO partners. Each year the CO-JCDTF works in conjunction with the Drug Enforcement Administration (DEA) to support the “Red Ribbon” campaign, educating youth on healthy life choices and staying drug free. The CO-JCDTF and the DEA influence over 20,000 students annually. Additionally, the Counterdrug program works with coalitions across Colorado including Drug Free Communities support program, and the Overdose Response Strategy to have the greatest effect in Colorado communities.

The Counterdrug program is available upon request directly from LEAs or from CBOs through LEAs that meet the requirement of a valid drug nexus.



Programs and Capabilities

Joint Resiliency Directorate (J9)

The Colorado National Guard's (CONG) Joint Resiliency Directorate (J9) was established 1 December 2022. The J9 is the one stop for Colorado National Guard members, civilians, and their families to access prevention, intervention, response, and readiness services.

The directorate consolidates the CONG Family Program Office, Airman and Family Readiness Program, Sexual Assault Prevention & Response Program, COARNG Substance Abuse, Suicide Prevention, Resilience Support Program, Behavioral Health services, COARNG Drug Testing Program, the Equity, Diversity, and Inclusion Office, the State Equal Employment Office, the Human Resource Advisor and dedicated prevention workforce ready to support Soldiers, Airmen, and their families.

The J9's goal is to bring the Guard Resiliency Integration Team (GRIT) to the CONG. GRIT allows us to persevere in the face of adversity. All J9 services can be reached by dialing 866-333-8844. Visit the J9 website for more information: <https://co.ng.mil/Resources/J9-Joint-Resiliency-Directorate>.



Veterans Memorial Cemetery of Western Colorado



In 1999, the Colorado Legislature authorized the Veterans Memorial Cemetery of Western Colorado to honor Colorado veterans and their families. The United States Veterans Administration provided a grant to build the cemetery. The cemetery is located on 22.5 acres at 2830 Riverside Parkway in Grand Junction.

The cemetery opened in Grand Junction, Colorado, Sept. 5, 2002, with a capacity of 3,337 units: 1,758 units for casketed remains and 1,579 units for cremated remains, of which 861 were columbarium niches. Additionally, 775 memorial garden plots available for veterans whose remains were scattered, not recovered or buried at sea. Since 2011, the cemetery has improved

infrastructure and expanded, adding 14 new columbaria and providing an additional 2,352 niches and 1,979 additional gravesites as well as improvements to the irrigation and retention ponds. Two of the added columbaria are double-sided, designed to reduce footprint and allow for future land space needs. The cemetery's capacity can continue to expand, as necessary, to meet future needs.

The cemetery is intended to be a dignified final resting place for Colorado's veterans of the Armed Forces, their spouses and eligible dependents. It has been designed to provide a place of meditation and quiet contemplation for veterans and their families and friends. There are memorial walks on either side of the creek running northeast to southwest through the cemetery. There are landscaped areas, which are enhanced by thoughtful placement of trees, shrubs, and other plantings. These areas provide additional places for individual reflection.

The Veterans Memorial Cemetery of Western Colorado conveys the appreciation of the people of Colorado to its veterans and their families for answering the call to duty and faithfully and honorably serving the United States of America and the State of Colorado.



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 unique organization that provides planning and integration of space-based capabilities into multi-domain operations.

The 117th Space Battalion's Army Space Support Teams (ARSSTs) and Space Support Elements (SSEs) are comprised of space operations officers, military intelligence specialists, geospatial engineers, satellite communications systems operators, and information technology specialists. These teams advise and enable combatant commanders and their staffs to employ space-based capabilities, assess and mitigate impacts of coalition and adversary space systems on combat operations, and to preserve access to space capabilities that directly support maneuver forces on the battlefield. Since Sept. 11, 2001, these teams have deployed over 40 times to the Middle East and have mobilized on three occasions to assist civil authorities with fire, flood, and other stateside emergencies as part of National Guard Domestic Operations.



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 (MGS), 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 designed to address cyber security threats through the Cyber Protection Team (CPT) and Defensive Cyber Operations Element (DCO-E). CPT174 is a partnership between the North Dakota, South Dakota, Colorado, and Wyoming Army 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 state and federal cyber defense capabilities. 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

Aerospace Control Alert

The 120th Fighter Squadron, 140th Operations Group, and 140th Wing, operating out of Buckley Space Force Base, supports the national aerospace control alert mission. Using F-16 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 to Pacific, European and Central Commands to include Arctic Areas of Operations.



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 two 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, which was realigned as a second Army Service component under U.S. Northern Command. Certified missile defense crews operate out of Schriever Space Force Base, CO, with the responsibility of monitoring ballistic missile defense sensors that detect incoming missiles and, on order, fire ground-based interceptors to defeat the threat. The 100th MDB is unique in that it has subordinate units located in four states in support of their Homeland Defense Mission.

Programs and Capabilities



State Partnership Program

The Colorado National Guard has enduring partnerships with the Republic of Slovenia and the Hashemite Kingdom of Jordan as part of the National Guard Bureau State Partnership Program. Through SPP, the National Guard conducts military-to-military, military-to-civilian, and civilian-to-civilian engagements in support of defense security goals and leverages whole-of-government 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 for more than 30 years has supported over 1000 successful military-to-military engagements between the Soldiers and Airmen of the Colorado National Guard and their Slovenian Armed Forces counterparts. This relationship has resulted in six co-deployments to Afghanistan and additional SPP-leveraged events that were mutually beneficial to the Department of Defense, Colorado National Guard, and Slovenian Armed Forces.

Command area of responsibility. As the first and principal partnership in the Levant region, this relationship has supported over 750 military-to-military and military-to-civilian engagements, along with participation in several large exercises, such as Operation EAGER LION and Jordan Shield.

The partnership with Jordan began in 2004 and after twenty years has continued to be the most active partnership in the Central



National Guard Arctic Interest Council

The Colorado National Guard is an original 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. 19 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. By having a high-altitude environment coupled with subject matter expertise, Colorado aspires to become a premier training location to meet the needs of Soldiers serving in the Arctic today and tomorrow.



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 (Chemical, Biological, Radiological and Nuclear enhanced-response), 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 deploy via their own vehicles or air transport by military aircraft. Colorado is one of seventeen states to have a CERFP and all are capable of responding nation-wide within a 12-hour period. 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 be trained in multiple FEMA courses (to include the Incident Command System, ICS) for integration and assistance at an incident site with non-military partners/agencies and responders.



National Guard Reaction Force

The NGRF is a trained and ready force consisting of members of the Colorado Army and Air National Guard who 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 30 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 and another 30 personnel for surge capabilities, if needed. The NGRF is self-supporting for up to the first 72 hours.



Programs and Capabilities

High-Altitude ARNG Aviation Training Site

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 700 aviation personnel annually from all military branches and components, as well as international military aircrews. HAATS has had a USCG Instructor Pilot on staff since 2010 and, 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 by simulating landings 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 on average resulted in 20-30 rescues per year and more than 513 lives saved since inception.

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.

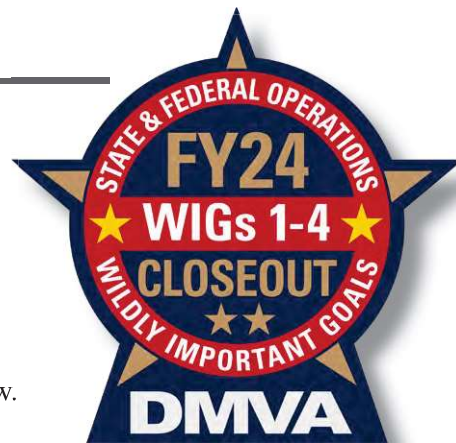


The CST has 22 full-time (Title 32) Colorado National Guard Soldiers and Airmen divided into six sections: command, operations, communications, administration and logistics, medical and analytical, and survey. The CST has specialized commercial vehicles that provide a broad spectrum of secure communications capabilities, a mobile analytical laboratory system to support hazard characterization, and general purpose vehicles. The team can deploy by land, air, or sea.

FY24 Wildly Important Goals - Closeout

The Department of Military and Veterans Affairs (DMVA) is committed to supporting state and federal operations while enhancing the quality of life for our State/Federal employees, Service Members, Veterans, and their families.

Following a thorough review of the Department's needs, an assessment was presented to and approved by the Governor's office. This assessment led to the implementation of the FY24 Wildly Important Goals (WIGs), which have been concluded, achieved, and in some cases, carried through FY25, as outlined below.



WIG #1

Improve Veterans' satisfaction levels with DMVA services through a 5% increase in Net Promoter Scores given on a post-service survey by June 30, 2024.

The Division increased the net promoter score by 6.1%, from 38.83 to 41.20, which exceeds the goal by 1.1%.

1. Lead Measure #1: Accredited Veteran Service Officers (VSO's)

- a. The Division of Veteran Affairs (DVA) exceeded this goal by increasing the number of accredited Veteran Service Officers by 12%. The goal was a 10% increase by June 30, 2024, and an additional 5% increase by June 30, 2025. The baseline was 78%, and DVA achieved 90% as of June 2024, which is 2% higher than FY24 goal.

2. Lead Measure #2: Veterans Benefits Management System (VBMS) Access

- a. The Division of Veteran Affairs (DVA) exceeded this goal by increasing Veterans Benefits Management System (VBMS) access by 26%. The goal was a 20% increase by June 30, 2023, and an additional 10% increase by June 30, 2025. The baseline was 41%, and DVA reached 67% as of June 2024, which is 6% higher than FY24 goal.

3. Lead Measure #3: Community Outreach Events

- a. The Division of Veteran Affairs (DVA) well exceeded this goal by participating in forty-six (46) community outreach events with federal Veterans Administration, state, regional, and county partners. The goal was to complete 20 outreach events by June 30, 2024, and an additional 20 by June 30, 2025. The baseline was zero.

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FY24 Wildly Important Goals - WIG #1 Closeout (continued)

4. Lead Measure #4 is In Progress: Gaps in Service

- a. The Division of Veteran Affairs (DVA) identified and resolved three (3) gaps in service. The goal was to resolve five (5) gaps by June 30, 2024, and an additional five (5) by June 30, 2025. Starting from a baseline of zero, as of June 2024, DVA has not met the FY24 goal, with three (3) gaps in service currently resolved. Efforts will continue through FY25 to achieve the remaining goals.

5. Lead Measure #5 In Progress: Grant Execution

- a. The goal for grant execution is to increase the overall grant program execution rate by 6% by June 30, 2024, and an additional 4% by June 30, 2025, starting from a baseline of 88%. As of June 1, 2024, the projected execution rates are 87% for the Veterans Trust Fund (VTF) and 90% for the Veterans Assistance Grant (VAG), resulting in a combined execution rate of 89%, which is 5 percentage points below the goal. Efforts will continue through FY25 to achieve the desired improvements in grant program execution.

WIG #1 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2024 Target	FY 2025 Target	FY 2026 Target	Total Target
1	Training Certification; OGC accreditation	VSO accreditation	78%	88%	93%	N/A	93%
2	OGC accreditation; PIV Card issue	VBMS access	41%	61%	71%	N/A	71%
3	DMVA Performance Plan; DVA Strategic Plan	Outreach events conducted	0	20	40	N/A	40
4	CBVA Strategic Plan; DVA Strategic Plan	Gaps in service resolved	0	5	10	N/A	10
5	VAG & VTF grant programs	VAG & VTF execution rate	88%	93%	98%	N/A	98%



FY24 Wildly Important Goals - Closeout (continued)



WIG #2

DMVA will improve retention and foster an inclusive and people-first environment and culture by establishing and executing 4 programs and initiatives by June 30, 2024.

Established and executed four (4) programs and initiatives throughout the DMVA. These programs include Equity, Diversity, and Inclusion (EDI) activities, employee recognition events, DMVA's supervisor program, and Senior Executive Staff town hall meetings.

1. Lead Measure #1: Equity, Diversity, and Inclusion (EDI)

- a. The Department of Military and Veterans Affairs (DMVA) exceeded this goal by completing five (5) Equity, Diversity, and Inclusion (EDI) activities throughout All-State Meetings, supervisor meetings, and departmental training. FY24 goal was to complete four (4) EDI activities by June 30, 2024.

2. Lead Measure #2: Employee Recognition

- a. The Department of Military and Veterans Affairs (DMVA) well exceeded this goal by conducting seven (7) employee recognition events, including You Rock Awards, Hail & Farewells, and employee appreciation events. FY24 goal was to complete 4 employee recognition events by June 30, 2024.

3. Lead Measure #3: Supervisor Program

- a. The Department of Military and Veterans Affairs (DMVA) met this goal by institutionalizing 50% of the DMVA's supervisor program for FY24. The goal was measured by completing 50% of identified initiatives by June 30, 2024, and an additional 50% by June 30, 2025. DMVA will continue efforts through FY25 for completion by June 30, 2025.

4. Lead Measure #4: Senior Executive Staff Town Hall Meetings

- a. The Department of Military and Veterans Affairs (DMVA) met this goal by hosting four (4) Senior Executive Staff Town Hall Meetings. The goal was to do 4 meetings in FY24, with an additional four (4) events in FY25.

WIG #2 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2024 Target	FY 2025 Target	Total Target
1	EDI Program/NEXGEN Initiatives	EDI activities conducted	0	4	Ends in 2024	4
2	NEXGEN Initiatives	Employee recognition events conducted	0	4	Ends in 2024	4
3	NEXGEN Initiatives	Institutionalize DMVA supervisor program	0	50%	50%	100%
4	Senior Executive Staff Town Halls	Town hall meetings conducted	0	4	4	8

FY24 Wildly Important Goals - Closeout (continued)

WIG #3

DMVA will increase readiness and/or reduce vacancies in the COARNG, COANG, DMVA, and VSO workforce by 100% of Key Measure goals by June 30, 2024.



The Department of Military and Veterans Affairs (DMVA) did not achieve its Wildly Important Goal (WIG) #3, which aimed to increase readiness and/or reduce vacancies in four specific areas:

1. Lead Measure #1: COARNG (Colorado Army National Guard):

- a. The intent of this goal was to enhance Colorado Army National Guard (COARNG) readiness levels, ensuring that units are fully staffed, well-trained, and equipped to meet operational requirements. Despite efforts, the goal to increase readiness or reduce vacancies was not met, reflecting nationwide trends influenced by competitive labor markets, strict eligibility requirements, and increased operational demands. The FY24 baseline was 92%, with a target of a 2% increase to 94%. Currently, COARNG readiness is at 90%, a slight decrease from the starting baseline. The FY25-FY27 Wildly Important Goals (WIG) will continue to track recruiting and retention goals, emphasizing the use of appropriations to provide Enlistment Referral Incentives to increase enlistments and Retention Bonuses to encourage service members to extend their service by three years. Further details are listed in the FY25 goals.

2. Lead Measure #2: COANG (Colorado Air National Guard):

- a. Similar to the COARNG, the objective for the Colorado Air National Guard (COANG) was to improve readiness and reduce vacancies within its ranks. This includes maintaining a full complement of personnel who are trained and ready for deployment. Although the goal of increasing COANG's end strength from a baseline of 99% to 100% was not met, current readiness stands at 98% and has consistently remained 98% or higher throughout the year.

3. Lead Measure #3: DMVA Workforce:

- a. DMVA has made significant strides despite facing challenges in meeting readiness and vacancy reduction goals. As of June 2024, DMVA has successfully filled 63 positions, including at least 21 internal promotions, highlighting our commitment to providing growth opportunities for state employees and retaining our current workforce. This commitment to developing our existing workforce hindered our ability to meet this goal. Our current end strength is 87%. Additionally, our average retention rate for FY24 is an impressive 98.5%. DMVA continues to implement strategic initiatives to maintain employee retention and streamline the recruitment and selection process.

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FY24 Wildly Important Goals - WIG #3 Closeout (continued)

WIG #3 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2024 Target	FY 2025 Target	Total Target
1	Service Personnel Readiness Program	COARNG (Army) End Strength	92%	94%	96%	96%
2	Service Personnel Readiness Program	COANG (Air) End Strength	99%	100%	101%	101%
3	Service Personnel End Strength	Increase Readiness and Reduce Vacancies	85%	90%	95%	95%

The failure to meet WIG #3 in these areas highlights potential underlying issues that may need to be addressed, such as improving recruitment strategies, enhancing training programs, or better aligning resources with operational demands.



FY24 Wildly Important Goals - Closeout (continued)

WIG #4

Complete modernization initiatives to enhance the Department's business practices that impact employee effectiveness and customer service, as measured by completing 50% of each identified initiative by June 30, 2024.



The DMVA has significantly surpassed its Wildly Important Goal (WIG) #4, which focused on modernizing business practices to enhance employee effectiveness and customer service.

1. Lead Measure #1: Accessibility Compliance

- a. Obligations under House Bill 21-1110 are current and ongoing, ensuring accessibility for all internal and external stakeholders of the Department of Military and Veterans Affairs.
- b. HB24-1454 has been signed and approved into law effective May 24, 2024 for a one-year grace period for digital accessibility.
- c. Accessibility Achievements:
 - i. **Site Improve Accessibility Score:** Achieved 96.9%.
 - ii. **State Agency Ranking:** Ranked #3 out of 21 state agencies on the Accessibility Dashboard, with 92.5% of forms and publications in compliance with WCAG 2.1 standards.
 - iii. **Subject Matter Experts:** Identified 23 SMEs to oversee departmental initiatives.
 - iv. **Action Plans:** Internal action plans have been submitted.
 - v. **Standard Operating Procedures:** Implemented internal policy, SOP's, tracking documentation, training, guidelines and expectations.
 - vi. **Accommodation:** Internal accommodations are in place.
 - vii. **Software:** All software has been identified and replaced to adhere to compliance guidelines.
 - viii. **Undue Burden:** The DMVA is committed to ensuring that all operational requirements are met without imposing an undue burden on any individual or unit. Inline with this commitment, we strive to balance the allocation of resources, the implementation of training programs, and the execution of recruitment strategies in an equitable and sustainable manner. We recognize the importance of addressing challenges proactively and are dedicated to making adjustments that align with our goals and the needs of our personnel, without placing excessive demands on any part of the organization.

Ensuring accessibility is paramount to providing an inclusive and equitable experience for all us. To effectively identify accessibility risks, we must conduct a thorough evaluation of our digital products and services. This process involves:

- ix. **Conducting an Accessibility Audit:** Performing a comprehensive review of our website, application, or digital content using recognized accessibility standards such as WCAG 2.1. This audit will identify barriers that may prevent users with disabilities from accessing information or functionality.
- x. **User Testing with Diverse Participants:** Engaging users with various disabilities to gather firsthand insights into accessibility challenges. This can reveal real-world issues that automated tools may not.

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FY24 Wildly Important Goals - WIG #4 Closeout (continued)

- xi. Evaluating Assistive Technology Compatibility:** Testing our digital products with various technologies to ensure compatibility and usability.
- xii. Reviewing Legal and Regulatory Requirements:** Ensuring compliance with Colorado State relevant laws and regulations.
- xiii. Ongoing Monitoring and Feedback:** Implementing mechanisms for continuous monitoring of accessibility issues and providing users with easy ways to report problems. Regularly updating and improving accessibility features based on user feedback and evolving standards.

By systematically identifying and addressing accessibility risks, we can create a more inclusive environment that enhances the user experience for everyone, regardless of their abilities.

2. Lead Measure #2: DMVA Intranet Implementation

- a. The DMVA has exceeded this goal by successfully implementing the intranet for internal communication, achieving the 100% completion target by June 30, 2024, well ahead of the scheduled milestones (50% by June 30, 2024 and an additional 50% by June 30, 2025).

3. Lead Measure #3: Process Flows Implementation

- a. The DMVA has exceeded this goal by successfully implementing process flows with instructional guides and video tutorials to simplify employee workload, meeting 100% of the goal by June 30, 2024. This was again well ahead of the planned schedule (50% by June 30, 2024 and an additional 50% by June 30, 2025).

4. Lead Measure #4: Communication Improvements

- a. The DMVA has met this goal by implementing 50% completion of initiatives to improve communication lines within the DMVA, including email distribution lists and effective communication methods between DMVA, CONG, DVA, and other departments. The target was to complete 50% of these initiatives by June 30, 2024 and the remaining 50% by June 30, 2025, starting from a zero baseline. Efforts to implement recall rosters are ongoing and will continue into FY25.

WIG #4 Agency Scorecard

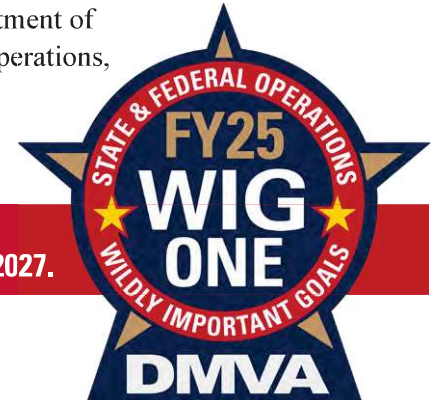
Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2024 Target	FY 2025 Target	Total Target
1	Colorado Americans with Disabilities Act (ADA)	ADA Compliance	0	100%	Ends in 2024	100%
2	DMVA Intranet	Internal Communication	0	50%	50%	100%
3	DMVA Process Flows	Instructional Guides and Video Tutorials	0	50%	50%	100%
4	DMVA, CONG, and DVA Communication	Improve Lines of Communication	0	50%	50%	100%

DMVA FY25 Wildly Important Goals

Following a thorough review of the Department's current needs to advance the Department of Military and Veterans Affairs' (DMVA) commitment to supporting state and federal operations, the following Wildly Important Goals (WIGs) have been implemented for FY25:

WIG #1

Improve Veterans' satisfaction levels with DMVA services through a 15% increase in Net Promoter Scores given on a post-service survey by June 30, 2027.



Goal: Improve Veteran Satisfaction with Services

Why is this important?

Net Promoter Score is the gold standard of customer experience metrics. Understanding the satisfaction levels of our Veterans is foundational to sustaining successful programs and identifying areas in which to further prompt and efficient services to all Veterans across Colorado on a uniform basis. Customer feedback also provides Veterans with a voice to drive improvements in the way the Division of Veteran Affairs can best provide services and assistance. The division has identified five key measures that will impact Veteran satisfaction levels:

1. Veteran Service Officers must be accredited with the VA OGC (Office of General Council) to assist Veterans with the preparation, presentation and prosecution of their claims.
2. Having access to VBMS (Veteran Benefit Management System) is necessary to effectively and efficiently assist Veterans with the submission of their claims.
3. Participating in community outreach events meets Veterans where they are and assists in gaining and maintaining situational awareness of their needs.
4. Identifying and resolving gaps in services is foundational to improving Veteran quality of life
5. Improving grant execution rates maximizes the allocation of resources in assisting and serving Veterans across a wide spectrum of needs.

How do we measure success?

Overall success will be measured by improving Veteran Net Promoter Score satisfaction levels over a three-year period, as measured by a five percent improvement by June 30, 2025, five percent improvement by June 30, 2026, and an additional five percent improvement by June 30, 2027. The division has selected the five lead measures listed above that will contribute to improving the overall satisfaction of Veterans' services and assistance.

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DMVA FY25 Wildly Important Goals - WIG #1 (continued)

What actions are we taking?

The DMVA has invested in Qualtrics Customer engagement, intent to stay and overall employee well-being. Qualtrics XM platform will empower DVA to take actions that puts its people first. The Department has also resourced NEXGEN teams for developing and institutionalizing an on-boarding program and supervisor certification program.

1. Lead Measure #1:

- a. Increase accredited Veteran Service Officers 3% by June 30, 2025.
- b. Baseline is ninety (90).

2. Lead Measure #2:

- a. Increase Veterans Benefits Management System (VBMS) access 10% by June 30, 2025.
- b. Baseline is 67%.

3. Lead Measure #3:

- a. Participate in forty (40) community outreach events with their Federal VA, state, regional, and county partners by June 30, 2025.
- b. Baseline is zero (0).

4. Lead Measure #4:

- a. Identify and resolve five (5) gaps in service by June 30, 2025.
- b. Baseline is zero (0).

5. Lead Measure #5:

- a. Improve the overall grant program execution rate by 5% by June 30, 2025.
- b. Baseline is 89%.

FY 25 WIG #1 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2025 Target	FY 2026 Target	FY 2027 Target	Total Target
1	Training Certification; OGC accreditation	VSO accreditation	90%	93%	96%	99%	99%
2	OGC accreditation; PIV Card issue	VBMS access	67%	77%	87%	97%	97%
3	DMVA Performance Plan; DVA Strategic Plan	Outreach events conducted	0	40	40	40	120
4	CBVA Strategic Plan; DVA Strategic Plan	Gaps in service resolved	0	5	5	5	15
5	VAG & VTF grant programs	VAG & VTF execution rate	89%	94%	99%	N/A	99%



DMVA FY25 Wildly Important Goals (continued)

WIG #2

The Department of Military and Veterans Affairs will increase the Colorado Army National Guard's readiness through increasing the state's recruiting and retention ranking against other small states nationally from 14 to 8 by July 1, 2027.



Why is this important?

This WIG target focuses the COARNG on increasing the state's competition for fungible resources at the national level. Increasing our comparative ranking cushions the state against arguments to reduce force structure and makes us more competitive for additional force structure in the future. Current mission trends indicate that we could improve our rankings, particularly with the recruiting and retention bonus support from the state but is still difficult given conditions in other states we do not control. Successful completion of this goal positions the Colorado Army National Guard to retain or increase its force structure allowance, enhancing Colorado's disaster response capabilities and national defense readiness.

Retaining personnel throughout the Colorado Army National Guard (COARNG) contributes to the goal of sensibly managing the state and federal budgets by averting additional costs associated with hiring and training new personnel. Efforts through Army retention & recruiting offices will assess and coordinate internal initiatives to align with, and achieve, the monthly end strength mission that will lead to the overall departments' success.

How do we measure success?

Success will be measured on three (3) sections.

1. Amount of increased enlistments
2. The amount of increased three-year extension for current Colorado National Guard members.
3. Retention ranking among other small states. This data comes from National Guard Bureau metrics ranking state performance on accessions, retention, and attrition. NGB measures performance based on set mission goals in accessions, retention and attrition, then ranks the states with each category, weighted, against other states with similar authorized force structure amounts.

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DMVA FY25 Wildly Important Goals - WIG #2 (continued)

What actions are we taking?

A \$500,000 funding request has been approved to support the Enlistment Referral Incentive and Reenlistment Incentive programs, supporting recruitment and retention in the Colorado National Guard.

1. Lead Measure #1:

- a. Utilize thirty-five (35) Enlistment Referral Incentives to increase enlistments in the Colorado National Guard by July 1, 2025.

2. Lead Measure #2:

- a. Utilize sixty-three (63) Retention Bonuses to increase three-year extensions in the Colorado Army National Guard by July 1, 2025.

3. Lead Measure #3:

- a. COARNG will improve its retention ranking among other small states from tenth (10th) to eight (8th) by July 1, 2025.

FY 25 WIG #2 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2025 Target	FY 2026 Target	FY 2027 Target	Total Target
1	Enlistment Referral Incentives	Increase Enlistments	0	35	35	35	105
2	Retention Bonuses	Increase 3-year extensions	0	63	63	63	189
3	Retention Ranking	Improve Retention Ranking	10	8	7	6	6



DMVA FY25 Wildly Important Goals (continued)

WIG #3

The Department of Military and Veterans Affairs (DMVA) will increase Colorado youth participation in military auxiliary programs by 15% by July 1, 2027.



Why is this important?

This initiative is a strategic effort to expand leadership and workforce development within the state. By engaging more youth in these programs, The Department of Military and Veterans Affairs (DMVA) seeks to instill critical values such as discipline, teamwork, and leadership. These programs provide participants with valuable skills and experiences that enhance their personal and professional growth. As a result, this initiative not only strengthens the future workforce of Colorado but also fosters a sense of civic duty and community involvement among the youth. Increased participation in military auxiliary programs will help cultivate a well-rounded, capable, and responsible generation ready to contribute to the state's prosperity and security.

This goal will assist the Department of Military and Veterans Affairs (DMVA) to support youth and workforce development in the state of Colorado, while assisting in the expansion of accessing participation in military auxiliary programs.

How do we measure success?

It is anticipated that The Department of Military and Veterans Affairs (DMVA) will achieve a goal of 15% increased participation in military auxiliary programs. Data for JROTC will be provided once DMVA hires our new Youth Programs Outreach Coordinator that has been approved for FY25.

Success will be measured in various facets as follows:

1. CAP participation data
2. JROTC participation data
3. Young Marines participation data

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DMVA FY25 Wildly Important Goals - WIG #3 (continued)

What actions are we taking?

DMVA has been approved to hire a new Youth Programs Outreach Coordinator for FY25. This person will oversee the program initiatives as mentioned in the lead measures below to enhance, educate, and encourage military auxiliary programs throughout Colorado.

1. Lead Measure #1:

- a. The Department of Military and Veterans Affairs (DMVA) will conduct fifty (50) outreach meetings/ events with existing programs to assist with program growth by July 1, 2025.

2. Lead Measure #2:

- a. The Department of Military and Veterans Affairs (DMVA) will meet with twenty-four (24) schools lacking youth military auxiliary programs throughout Colorado to educate and encourage JROTC program adoption by July 1, 2025.

FY 25 WIG #3 Agency Scorecard

Lead Measure	Program & Key Processes	Outcome Measure	Baseline	FY 2025 Target	FY 2026 Target	FY 2027 Target	Total Target
1	Outreach meetings/events with existing programs	Military auxillary program growth	0	50	50	50	150
2	Outreach meetings/events with non-existing programs	Encourage ROTC program adoption	0	24	24	24	72



Conclusion



We hope that you found the information provided in this report helpful in understanding the complex and diverse roles of the Colorado Department of Military and Veterans Affairs. Our enduring priorities of advancing and sustaining capabilities to meet federal and state mission requirements; providing quality military response in support of civil authorities; forging local, state, 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.





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