

Department of Military and Veterans Affairs SMART Act Hearing

Joint State, Military, and Veterans Affairs Committee
03 February 2021



COLORADO
Department of Military
and Veterans Affairs

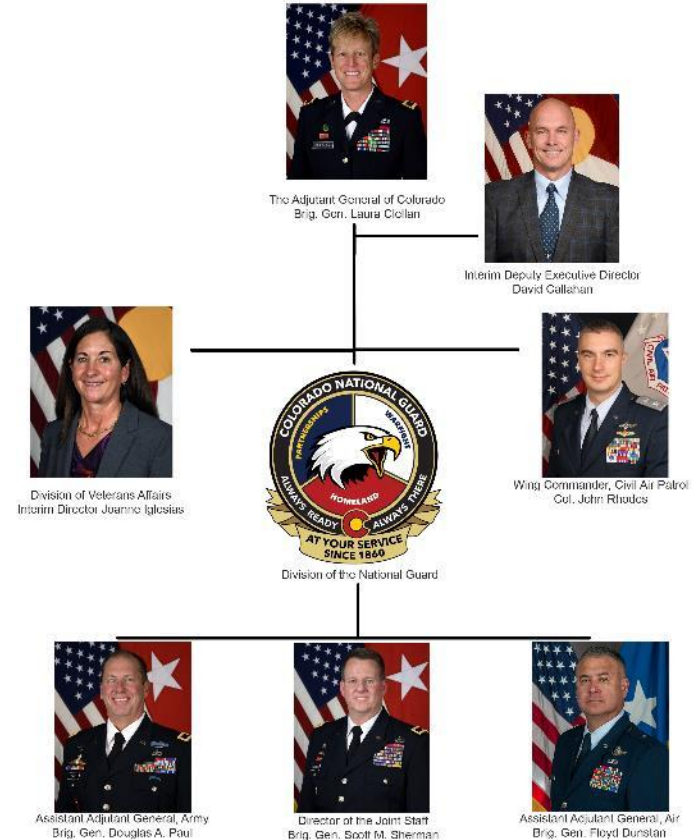


DMVA Mission & Vision

- **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.



DMVA Organizational Chart



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DMVA Organizational Chart



Executive Director's Office
 State FTE: 24.4
 General Funds: \$4,876,478
 Cash Funds: \$118,544
 Federal Funds: \$2,117,574
 Reappropriated Funds: \$5,305



Division of Veterans Affairs
 State FTE: 22.1
 General Funds: \$3,471,163
 Cash Funds: \$1,526,690
 Federal Funds: N/A
 Reappropriated Funds: \$157,862



Division of the National Guard
 State FTE: 125.1
 Service Members: 5,600
 General Fund: \$2,170,643
 Cash Fund: N/A
 Federal Fund: \$118,020,000



Colorado Wing - Civil Air Patrol
 State FTE: 1.0
 Volunteers: 2,100
 General Fund: \$148,242
 Cash Fund: N/A
 Federal Fund: N/A



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DMVA Performance Management

The Department of Military and Veterans Affairs is dedicated to supporting state and federal operations, while enhancing the quality of life for our State/Federal employees, Service Members, Veterans and their families. A review and assessment of the department's FY 19-20 Wildly Important Goals, coupled with the implementation of the Governor's Bold Four initiatives, has resulted in a revision of the department's FY 20-21 performance measures.

- Performance plan is designed to enhance resiliency of our Veterans and Service Members; enhance County Veteran Service Officer capability to serve Veterans; increase consumption of renewable electricity; and increase the number of middle/high schools with Civil Air Patrol Cadets
- Progress is measured through various means including customer service feedback and employee engagement surveys



DMVA FY 2020-21 Wildly Important Goals (WIGs)

WIG #1: Enhance resiliency of Veterans and Service Members to cope with adversity and life challenges as reflected by an adoption of 100 Governor Challenge initiatives by June 30, 2023.

- Number of Governor Challenge initiatives implemented at the county level.
- Number of Governor Challenge initiatives implemented at the company/squadron level.
- Cross department partnerships and collaboration conducted annually.

Successful completion of this goal will contribute to building and strengthening an individual's resilience and long-term health, thus contributing to the State mission of saving Coloradans money on health



How the DMVA will accomplish the WIGs:

- Enhancing resilience is measured by the number of evidence based Governor Challenge initiatives adopted by County Veteran Service offices and company/squadron level organizations of the Colorado National Guard. Such initiatives include Lethal Means Safety Video; Gatekeeper Training; and, Caring Contacts.
- Number of cross department partnerships and collaboration conducted annually.

Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C), Governor's Challenge Initiatives	Number of Governor Challenge initiatives implemented at the county level.	0	30	40	50
Comprehensive Soldier & Family Fitness (CSF2) Program, Command Ready and Resilient Council (CR2C)	Number of Governor Challenge Initiatives implemented at the company/squadron level	0	30	40	50
Governor's Challenge, State Office of Suicide Prevention	Cross department partnerships and collaboration	0	1	2	3



DMVA FY 2020-21 Wildly Important Goals (WIGs)

WIG #2 Increase County Veterans Service Officer accreditation 30% by June 30, 2023.

- Number of counties providing veterans service officer customer service experience feedback.
- Percentage of County Veterans Service Officers participating in quarterly virtual development sessions
- Percentage of accredited County Veterans Service Officers.

Successful completion of this goal will ensure all Veterans consistently receive the highest quality of assistance, and that they receive the benefits, services and compensation they are entitled regardless of the county in which they reside. County Veterans Service Officers improve the lives of Veterans and their families by connecting them with disability compensation, health care, housing, employment, educational and death benefits.



How the DMVA will accomplish the WIGs:

- DMVA has invested in the Qualtrics Customer Service Experience platform which provides Veterans multiple methods of providing feedback on their customer service experience with state and county VSOs (F2F hard copy form, call-in, mail in, online submission, or QR Code App).
- Increasing availability of and proficiency using virtual systems among State and County VSOs.
- DVAw implementing a weekly Webinar series that addresses VSO topics of interest.
- DVAe developing VSO virtual library consisting of informational and instructional videos that assist Veterans in navigating VBA/VHA services.
- DVA conducts annual centralized and regional training conferences to obtain and maintain accreditation.

Organization/Program and Key Process(es)	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
DMVA/DVA - State VSOs - CVSOs - Customer service experience surveys	Number of counties providing VSO customer service experience feedback	30	48	56	64
DVA County VSOs	Percentage of CVSO's participating in quarterly virtual coordination and development sessions	0	60%	75%	90%
DVA County VSO's	Percentage of accredited CVSO's	35%	60%	62.5%	65%



DMVA FY 2020-21 Wildly Important Goals (WIGs)

WIG #3 Increase the percentage of renewable electricity consumed or purchased by Department of Military and Veterans Affairs facilities to 5% by June 30, 2023.

- Percentage of facility square footage that adhere to The Guiding Principles for Sustainable Buildings or LEED (or equivalent) rating system analysis.
- Percentage increase of renewable electricity consumed or purchased by Department facilities.
- Number of sites with trained energy and water monitors.
- Number of state agencies influenced by Department energy management best practices.

Successful completion of this goal will improve energy stewardship at Department facilities across the State while increasing workforce awareness and knowledge of responsible energy and water utilization. These actions will serve as the foundation for enabling sustainable behavioral change and collaboration that will contribute to the State's overall energy goals.



How the DMVA will accomplish the WIGs:

- Developed an energy and stewardship policy.
- Appointing and training a team of energy and water monitors.
- Collaborating with Army Corps of Engineers on metering projects.
- Installing 150 kW PV at Fort Lupton, which includes leveraged SEP funding and federal match.
- Reducing petroleum consumption through the fielding of three zero emission vehicles.

Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
CFMO/CE Sustainable buildings	Percentage of facility square footage that adhere to The Guiding Principles for Sustainable Buildings or LEED (or equivalent) rating system analysis.	0	10%	15%	20%
DMVA Sustainability Branch Environmental and energy policy	Percentage increase of renewable electricity consumed or purchased by DMVA facilities.	2.5%	4.5%	6.5%	7.5%
Administrative Officers Facility Managers DMVA eMS-CFT	Number of sites with trained energy and water monitors.	0	50%	75%	75%
CFMO/CE DMVA Sustainability Branch office	Number of state agencies influenced by DMVAs energy management best practices.	0	2	3	4



DMVA FY 2020-21 Wildly Important Goals (WIGs)

WIG #4 Increase the number of middle and high schools with Civil Air Patrol cadets 15% by June 30, 2023.

- Increase in the number of middle and high schools with Civil Air Patrol cadets.
- Expand Civil Air Patrol outreach activities to middle/high schools.
- Provide school science programs with Civil Air Patrol STEM kits to increase awareness and interest in Civil Air Patrol.

Successful completion of this goal will increase the number of Coloradan youth having access to opportunities for quality, life-long education connected to the future of work. Increased awareness and understanding of the value of the Civil Air Patrol curriculum among educators will also likely enhance Civil Air Patrol opportunities beyond the traditional community based programs.



How the DMVA will accomplish the WIGs:

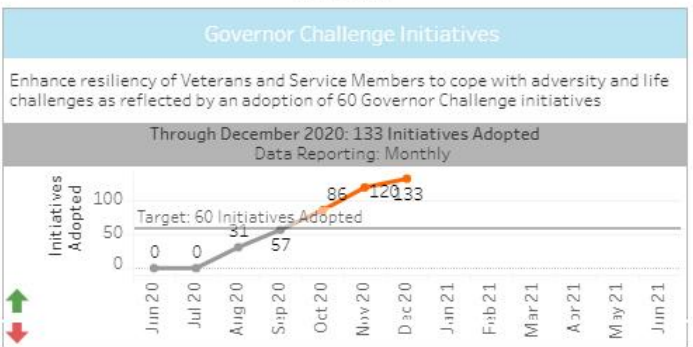
- CAP command staff has developed an action plan to improve overall CAP cadet recruiting.
- All 28 cadet/composite squadrons are participating in the execution of the action plan.
- Recruitment effort is targeted on the 12-14 age group (middle school/early high school).
- Collaborating with other state educational agencies to maximize impact.
- Enhancing the Colorado CAP Wing website for easy district and school access.

Organization/Program and Key Processes	Outcome Measure	Outcome Baseline	Outcome Target FY2021	Outcome Target FY2022	Outcome Target FY2023
Civil Air Patrol Wing - PAO - Recruiting & Retention	Increase in the number of middle and high schools with Civil Air Patrol cadets.	246	258	270	283
Civil Air Patrol Wing - PAO - Recruiting & Retention	Expand Civil Air Patrol outreach activities to middle/high schools.	21	44	55	66
Civil Air Patrol National & Wing HQ - Cadet/composite squadrons	Provide school science programs with CAP STEM kits to increase awareness and interest in CAP.	36	44	55	66



How is DMVA performing?:

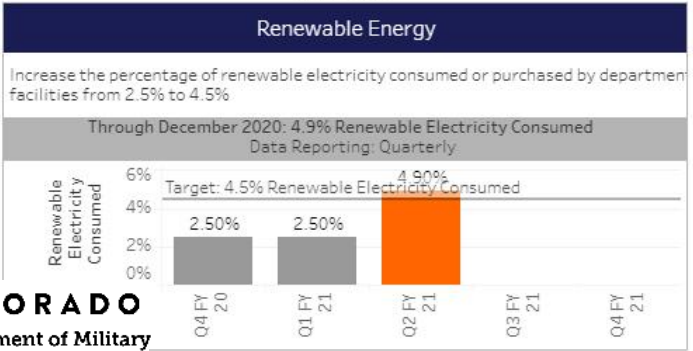
WIG #1



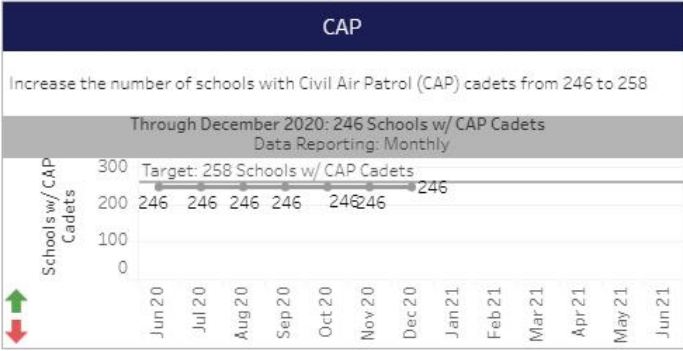
WIG #2



WIG #3



WIG #4



More information

To view monthly updates on Wildly Important Goals and corresponding lead measures, please visit the [Governor's Dashboard](#).

For more information on additional DMVA goals, view our FY 2020-21 Performance Plan at: operations.colorado.gov/performance-management/departments-performance-plans



DMVA FY 2021-22 Budget Request

FY 2021-22 Budget Snapshot

FY 2021-22 Total Funds: \$132.7M
FY 2021-22 General Fund: \$10.6M
FY 2021-22 FTE: 2,533.7*



DMVA's Select FY 2021-22 Budget Requests

The Department's FY 2021-22 Budget Request includes the following:

- R-01 Reductions for a Reimagined Department of Military and Veterans Affairs
- R-02 Continuing Tuition Assistance for Funding for a Lower Demand

The Department's request also includes the following fiscal stimulus items:

- None



DMVA's Select FY 2021-22 Budget Requests

The Department's FY 2021-22 Budget Request includes the following:

Division	FTE	Total Funds	GF	CF	FF
R-01 Reductions for a Reimagined DMVA	-1.0	(\$479,910)	(\$565,910)	\$86,000	\$0
R-02 Continuing Tuition Assistance Funding for a Lower Demand	0.0	(\$425,000)	(\$425,000)	\$0	\$0

The Department's request does not include any fiscal stimulus items

DMVA Legislative Agenda

The Department respectfully requests the General Assembly consider legislation on the following:

- Restoration of Honor - Provides state veterans benefits to those veterans who received other than honorable discharges based on sexual orientation or gender identity.
- Military Family Relief Fund – Retain the Military Family Relief Fund on the state income tax checkoff (it is currently due to sunset).
- Space National Guard – Add “Space National Guard” to state statute to prepare for the creation of the force by Congress.



Regulatory Agenda

The Department of Military and Veterans Affairs does not have a regulatory agenda.



Equity, Diversity, and Inclusion

In accordance with the Governor's Executive Order [2020 175](#), the Department is preparing a plan to improve equity, diversity, and inclusion, including the following efforts:

- Phased training for supervisors first, then employees to create awareness of, and advocacy for equity, diversity, and inclusion.
- Focused effort on diversity in recruiting efforts (CONG)
- Leveraging the National Guard Joint Diversity and Inclusion Group to develop the overall Department Equity, Diversity, and Inclusion Plan



DMVA Remote Work

In response to COVID-19, the Department has completed a comprehensive review of its programs and staff to identify where remote work is appropriate, and is continuing to evaluate long-term opportunities. The Department's current work from home implementation is as follows:

- 55% of employees are currently working remotely. A large percentage of Department employees fall within the Labor, Trades, and Crafts job class.
- Customer service is the primary focus of our team – both internally and externally. As such, all determinations of remote work have focused on that imperative.
- Long term – our goal is to retain 30% of our workforce in a telework or flex-work status. This will impact facility remodeling, future construction, and energy impact reduction.



DMVA Highlights – Pandemic Response

Pandemic Response – The Colorado National Guard has participated in the historic response to COVID-19. From testing, personal protective equipment (PPE) distribution, emergency operations center support (both state and county) and medical facility stand-up, the Colorado National Guard has and continues to support this effort state-wide.

Task Force Test Support – Testing in multiple counties across Colorado including drive up testing and long term care facilities.

- 76 Soldiers and Airmen since March 13
- Over 1200 miles traveled.
- Over 150,340 tests administered

Task Force Convention Center – Logistics planning and support to convert the Colorado Convention Center into a 600 bed Alternate Care Facility (ACF).

- 76 Soldiers and Airmen
- 300 pallets of supplies unloaded and processed
- 202,833 pieces of medical supplies, inventoried and organized for future ops



DMVA Highlights – Pandemic Response



Task Force Shelter Support Alpha – 6 different locations of non-congregant homeless shelter support.

- 101 Soldiers – 24/7 Operations
- General Support (food service, cleaning, med screening, entry control point operations)
- Civilian life saved by Soldier

Task Force Shelter Support Charlie – 3 different locations of non-congregant homeless shelter support providing respite care for COVID POSITIVE guests.

- 79 Airmen – 24/7 Operations
- General Support to over 1400 guests
- 100,000 wellness checks, 50,000 meals



Task Forces Unified Command Center, EOC Support, and Cabinet Crisis Action Team

Operations, Planning, and Logistics support to operations centers in the state (including the State Office of Energy Management), and key leaders on Governor's cabinet to assist in COVID-19 Response.

- 34 Soldiers and Airmen
- 11 different Emergency Operations Officers
- Several by name requests from state officials for military personnel



DMVA Highlights – Pandemic Response

Task Force Vaccination – This multi-department effort (Department of Military and Veterans Affairs, Colorado Department of Public Safety, Colorado Department of Public Health and Environment) is led by Brig. Gen. Scott Sherman, the Director of the Joint Staff, Colorado National Guard. Brig. Gen. Sherman's mission is to coordinate, plan, and execute vaccination, distribution, and administration in accordance with state and federal guidelines.



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DMVA Highlights –Wildfire Response and Cybersecurity



Wildfire Response – The Colorado National Guard responded to 4 wildfires this past season.

- 19 AUG – 06 OCT: Cameron Peak/Williams Fork/East Fork Fire Response
 - Task Force Security, Task Force Aviation; 1552 Man-Days; 3 x UH-60 Helicopters, 1 x CH-47 Helicopters (304 Buckets, 38.9 Flight Hours); 10 x Vehicles
- 22 OCT – 15 NOV: East Troublesome Fire Response
 - Task Force Security, 1403 Man-Days; 23 x Vehicles; 18 x Traffic Control Points

Cybersecurity - The Colorado National Guard provides cybersecurity support to the Colorado Secretary of State during every election cycle. During this Presidential election cycle the Cyber Protection Team of the Colorado National Guard assisted in ensuring the integrity of Colorado's election process.



DMVA Highlights – Presidential Inauguration Support

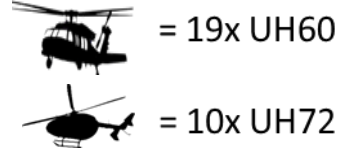
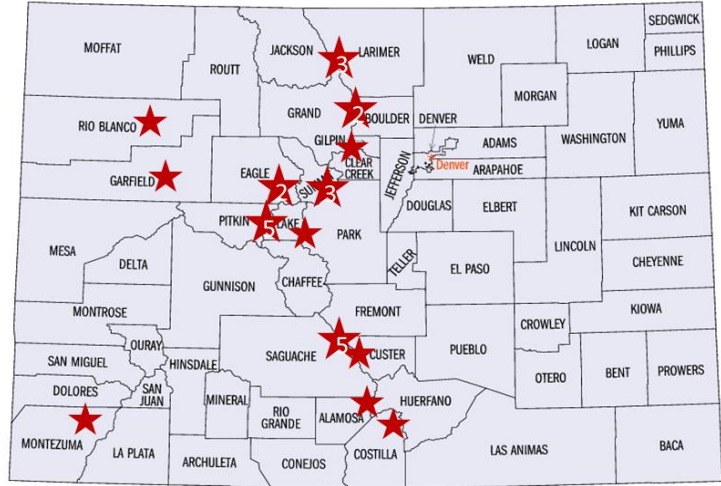
59th Presidential Inauguration – Colorado deployed 223 troops to Washington, D.C. in support of the Presidential Inauguration. Their role included site security and communications support. All personnel were back in Colorado by January 27th.

The Colorado Army National Guard utilized the National Guard Reaction Force as back-up support to local law enforcement, if required, in the Denver metro area. Approximately 103 service members deployed. No forces were required and the National Guard Reaction Force redeployed without incident.



DMVA Highlights – Search and Rescue

Search and Rescue – The Colorado National Guard continues to provide the largest number of federally tracked inland search and rescue missions in the country. The map below highlights the numbers for the current federal fiscal year. Since FY 2016 the combined missions from our two helicopter sites, the Army Aviation Support Facility (AASF) at Buckley Garrison and the High-Altitude Army Aviation Training Site (HAATS) at the Eagle County Airport have accounted for 128 lives saved



AASF = 10 Missions
 HAATS = 19 Missions
 Lives Saved = 22
 Total Missions = 29

DMVA Highlights – STEM and Veteran Support

STEM Education – The Colorado Wing of the Civil Air Patrol provides cadets with access to a unique STEM curriculum coupled with a structured youth program. The Wing has begun providing STEM kits (including drones) to teachers to provide greater STEM opportunities to Colorado students while increasing their awareness of the opportunities available to them in the Civil Air Patrol.



Support to Veterans – Despite the challenges of COVID 19, the Division of Veterans Affairs continues to connect veterans to the federal benefits that they've earned. Our focus on rural veterans continues and programs started pre-pandemic, such as providing web cameras to County Veterans Service Officers to increase connectivity, have proved to be timely.



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QUESTIONS?



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