



Colorado Department of Military and Veterans Affairs

Performance Plan 2016-17



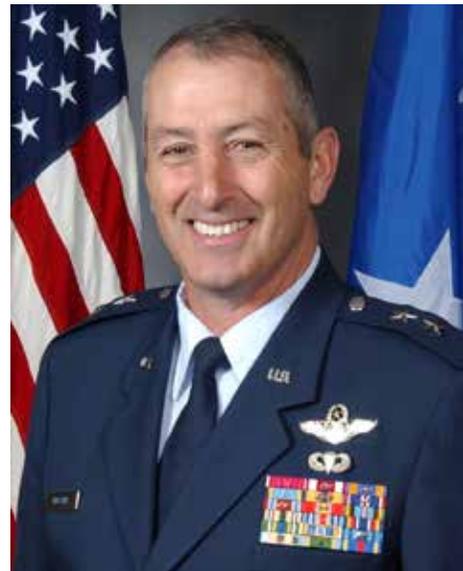
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A Message from the Adjutant General of Colorado

Maj. Gen. H. Michael Edwards



A quick glance at your favorite newspaper or news website will highlight the ongoing challenges we face as a State and a Nation. This annual strategic plan will highlight for you the specific actions that your Department of Military and Veterans Affairs (DMVA) takes every day to ensure that we are always ready and always there. From providing a robust STEM curriculum and a sense of teamwork and accomplishment to Civil Air Patrol cadets, to deploying special operations forces across the globe, the DMVA plays a unique role both at home and abroad. I'm very fortunate to be entrusted with the leadership of the state employees, service members, and volunteers that make up a team of over 6,700 individuals dedicated to national defense, emergency response, veteran support, and a host of other efforts.

While most Coloradans know of the role we play in fighting wildfires, or rescuing stranded citizens during blizzards and floods, few may know of our statewide training for veterans service officers or our partnerships with Slovenia and Jordan. I encourage you to learn more about what DMVA does and how we support service members, veterans, and their families statewide.

As the Governor's advisor on military and veterans issues, I travel across the state meeting with those who serve in uniform and those who continue to serve out of uniform. I'm struck by the support that they see across the Centennial state. From Montrose to Sterling and Grand Junction to Rocky Ford, Coloradans are overwhelmingly supportive of our service members and veterans. On their behalf, I say, "Thank you."

Our responsibility to you is to continue to seek improvement and ensure that we are prepared to respond when called. The strategic policy initiatives found in these pages speak to the core missions of our three divisions. The Colorado National Guard, the Colorado Wing of the Civil Air Patrol, and the Colorado Division of Veterans Affairs each play an

important role in our efforts and the strategic policy initiatives indicate where we tend to focus our efforts in the coming years.

In closing, it is important that every Coloradan realize that we are your neighbors, your friends, and your relatives. We cannot complete the mission without your support. If you are interested in the missions described in these pages, consider volunteering with the Civil Air Patrol or joining the Colorado National Guard. You can learn more about our Department at www.colorado.gov/dmva.

A handwritten signature in black ink that reads "H. Michael Edwards". The signature is written in a cursive, flowing style.

H. Michael Edwards
Maj. Gen., Colorado Air National Guard
The Adjutant General of Colorado

Department Mission & Vision

MISSION STATEMENT: To provide guidance, support, and legislative coordination to the divisions of the Colorado National Guard, Civil Air Patrol, and Veterans Affairs.

VISION STATEMENT: To enhance Department of Military and Veterans Affairs capabilities and efficiency providing Colorado a high value organization, fully engaged with our communities, staged for the growing needs of our divisions and State through 2030 and beyond.

VALUES: Trust, Teamwork, and Cooperation

Our values foster a work environment that attracts individuals with personal courage and retains the highest quality people possible. Our values are accomplished by:

§An open set of systems that promote trust, performance, promotion, and retention of the highest quality employees

§An operating style that promotes teamwork: Everyone works together to accomplish the mission

§Teams cooperating to satisfy our customers: Metrics driven improvements and results

The Adjutant General's priorities for the Department of Military and Veterans Affairs are the safety and health of our people, strength, readiness, customer focus and environmental stewardship of our Colorado cultural and natural resources.



Department Description



The Colorado Department of Military and Veterans Affairs is a State Department which provides unique capabilities at a state and national level. The Adjutant General of Colorado, Maj. Gen. H. Michael Edwards 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 a state employee, but also a federally recognized general officer. Maj. Gen. Edwards has served in the Colorado National Guard since 1980 and has served as the Adjutant General since 2007.

The Colorado Department of Military and Veterans Affairs is made up of three active divisions. The Colo-

rado National Guard is the state's militia and reports to the Commander-in-Chief, Governor John Hickenlooper. 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. The Division of Veterans Affairs provides both direct service 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 Colorado's sole state veterans cemetery, located in Grand Junction.

The following pages further explain the roles and missions of each division.





The Division of the National Guard

The Colorado National Guard was founded in 1860, a full 16 years prior to Colorado joining the Union. With this long and proud history in mind, the men and women of the Colorado National Guard continue to focus on the dual roles of National Defense and Domestic Response. In the past year the Colorado National Guard has responded to a variety of all-hazard events. From high-altitude rescues of injured hikers, to saving stranded motorists during spring blizzards, the Colorado National Guard stands ready.

The modern National Guard is a operational and active participant in our national strategic goals. Since 2003, the Colorado National Guard has played an active role in the fight against terrorism across the globe. This participation continues to the present day.

There are 76 partnerships within the framework of the State Partnership program, which partners a State's National Guard with the military of an allied nation. Since 1993, the Colorado National Guard has partnered with Slovenia to assist them in their transition from a Warsaw Pact nation to an independent republic and a member of NATO. In 2004, the Colorado National Guard began a partnership with the Royal Hashemite Kingdom of Jordan. Colorado is one of a handful of states to maintain two partnerships and is the only state with a Middle Eastern partner.

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 Colorado National Guard is constituted as both a State and Federal force by authority of the National Defense Act approved June 3, 1916. The National Guard is a reserve component of the Army of the United States 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 rep-

resentative of the Commander-in-Chief, the Governor. The Governor has the authority to order the Colorado National Guard into the active service of the State, which typically occurs when the Guard is activate to respond to State emergencies such as wildfires or floods.

The National Guard is equipped and paid by the Federal Government and must meet organizational and training standards to qualify for Federal recognition. When the 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 Veterans Affairs

The Colorado Division of Veterans Affairs is the state agency which exists to assist veterans and their family members and survivors in securing any benefits they may be entitled to because of service in the United States Armed Forces. The Division does this by serving as a central source of information on veterans' benefits, rights and issues; and by training, directing and assisting the county veterans' service officers who are the local veterans' assistance agencies in every county in Colorado.

The Division of Veterans Affairs serves as the "hub" of a network of 88 County Veterans Service Officers in 64 counties that make up the Centennial State. The Division's State Veterans Service officers provide training, certification and technical support for County Veterans Service Officers who then assist veterans in the counties to obtain benefits they have earned from the United States Department of Veterans Affairs. The network thus has responsibility for providing claim support services to the over 410,000 veterans, registered with the United States Department of Veterans Affairs residing in the State of Colorado.

The Division provides direct service to Colorado's veterans through the State Veterans Service Officers, administration of the disabled veteran property tax exemption, participation in statewide veterans initiatives, and through operation of the state veterans cemetery in Grand Junction, Colorado.

The Division administers two state grant programs. An organization may apply for a grant through either the Veterans Trust Fund (VTF) or the Veterans Assistance Grant (VAG) depending on the organization's eligibility. By statute, VTF funds are only allocated to congressionally chartered veterans organizations. Eligible organizations must have an IRS designation as a 501(c) 19 or 23. VAG funds are allocated to nonprofit orga-

nizations 501 (c) 3 and governmental entities. These two grants account for over \$1.5 million of funding for direct support of veterans across Colorado on an annual basis.

The Division successfully advocated for an increase in the state reimbursement to counties for their County Veterans Service Officers. This increase has resulted in an increase in both part and full-time County Veterans Service Office personnel. More counties are now providing a dedicated officer where they had previously shared an officer with an adjacent county.

The Division is completing the last phase of a \$4.5 million dollar development project at the Western Colorado Veterans Memorial Cemetery. This project will provide the infrastructure to continue to honoring Western Slope veterans and their family members with a dignified final resting place.





The Division of Civil Air Patrol



The Division of Civil Air Patrol provides support for the operation of the Colorado Wing, Civil Air Patrol. The Wing is comprised of 32 squadrons across Colorado. There are three types of squadrons: Cadet, Composite, and Senior. Cadet squadrons are comprised primarily of youth and young adults ages 12 to 21, with senior members (adults) in supervisory, administrative, and training roles. Composite squadrons, the most common type, conduct both cadet and senior member programs. Senior squadrons are made up exclusively of members age 18 and over. Wing membership is divided almost evenly between cadet and senior members.

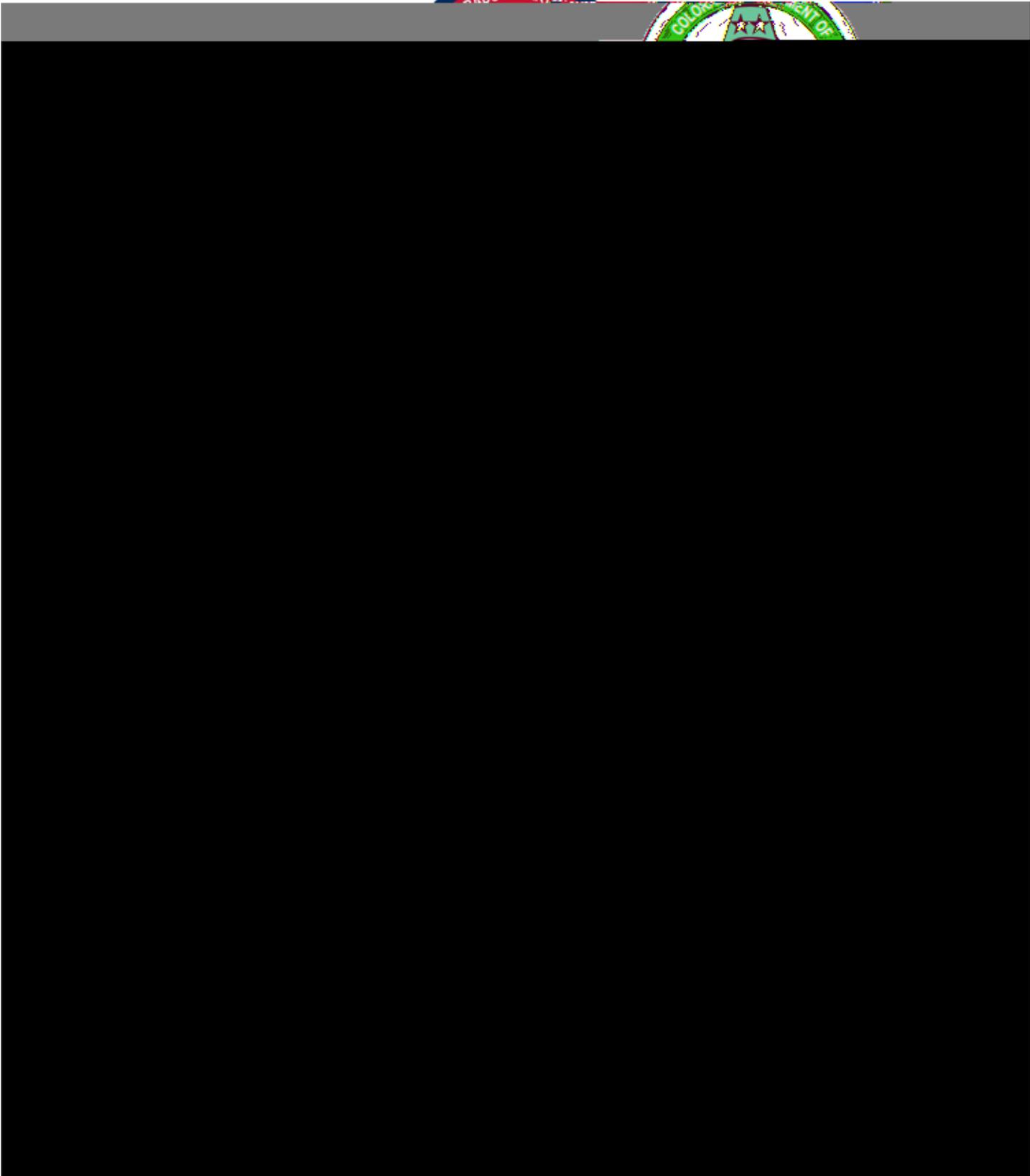
Since World War II, the Civil Air Patrol has provided Search and Rescue support for the Nation. The low-cost aviation assets available to the Wing are a highly-utilized resource for the first responder community. In recent years, the Colorado Wing has flown a variety of missions to include fire watch and post-flood mapping.

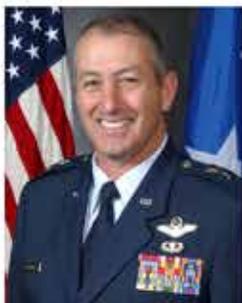
As the auxiliary of the United States Air Force, the Civil Air Patrol functions as a state agency, a non-profit en-

tity, and a DOD resource. This unique composition allows not only the robust search and rescue capability of the CAP, but also fosters the youth/cadet program. The cadet program provides a STEM-based and aeronautics focused curriculum to youth aged 12-21. This program builds self-confidence, provides structure, and develops the youth capacity for civic engagement, which often leads to a lifetime of public service, whether as a career or as a volunteer.

The Colorado Wing of the Civil Air Patrol was recently recognized for having the outstanding Public Affairs Officer in the nation. The Colorado Springs composite squadron has consistently placed in the top five of the national Cyber Patriot cybersecurity competition over the last several years including third place in 2016.

With the safeguarding of our citizens and the development of our youth as key missions, the Colorado Wing of the Civil Air Patrol is poised to continue to engage Coloradans of all ages who seek to learn more about the fascinating world of aviation.





The Adjutant General of Colorado
Maj. Gen. H. Michael Edwards



Deputy Executive Director
Michael T. "Mickey" Hunt



Division of the National Guard



Division of Veterans Affairs
Director Reuben Mestas



Wing Commander, Civil Air Patrol
Colonel Celeste Gamache



Director of the Joint Staff
Brigadier General Peter J. Byrne



Assistant Adjutant General, Army
Brigadier General Donald Laucirica



Assistant Adjutant General, Space
Brigadier General Michael Willis



Assistant Adjutant General, Air
Brigadier General Jerome Limoge

Department of Military and Veterans Affairs Command Team

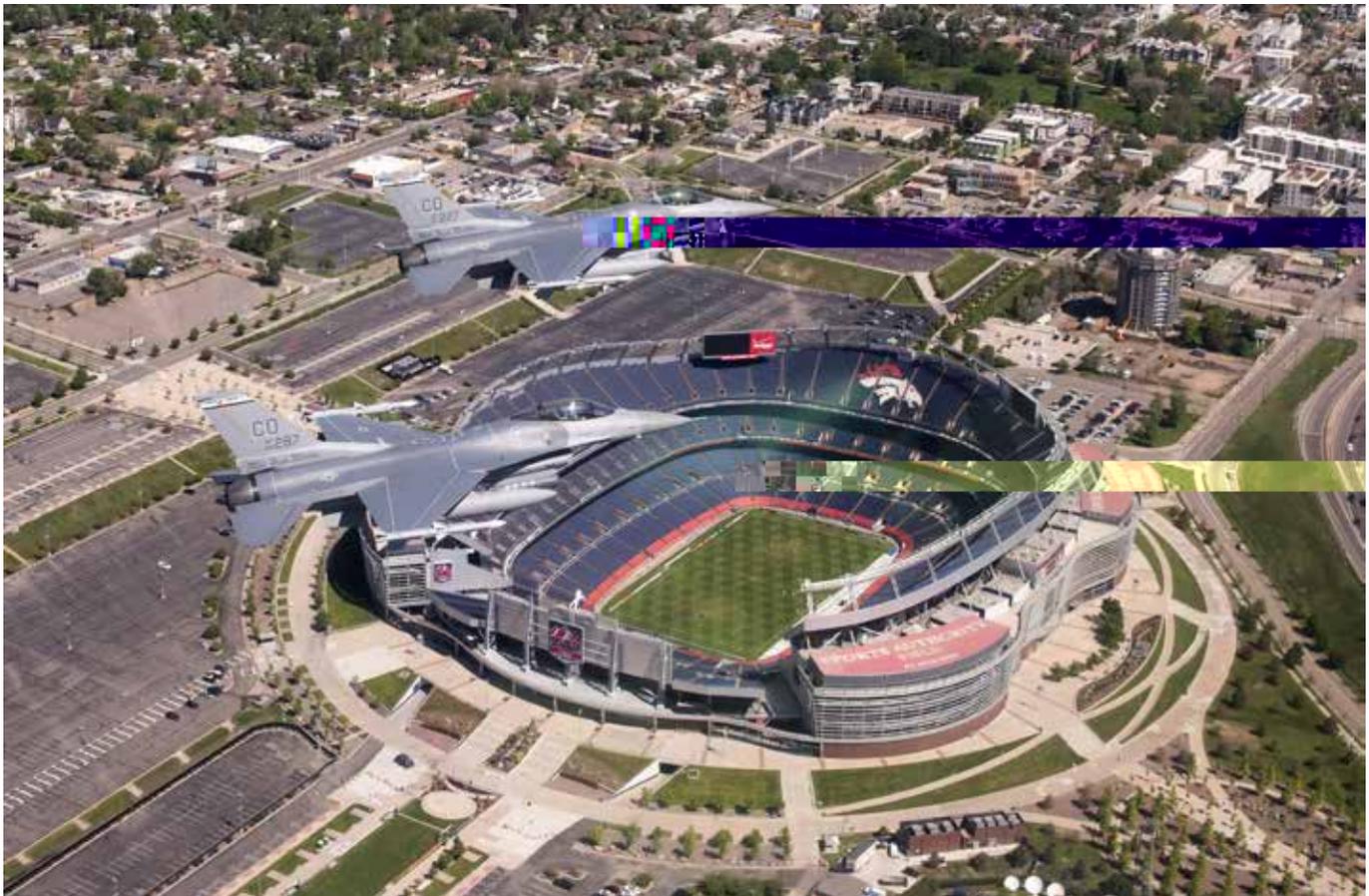
Strategic Policy Initiatives

The Department's strategic policy initiatives reflect the unique history and heritage of our organization. The Centennial State is defined by diversity, be it social, economic, or geographic. As the state department that supports all of Colorado's military and veterans, we seek to ensure that our capabilities are responsive to the needs of all Coloradans, from the Eastern Plains, to the Front Range, to the Western Slope. Through active, statewide engagement, we recognize the trends and areas of need across the spectrum of our core constituencies.

The Strategic Policy Initiatives that you will find on the following pages range across the Department's three divisions. The primary role that the Colorado National Guard plays at home is that of domestic support to civil authority. You will find that priority reflected in the goals and metrics that we have chosen.

The Division of Veterans Affairs recognizes the needs of our State's rural veterans and has actively sought to expand their engagement and training beyond the Denver metropolitan area. This focus on engagement and outreach, coupled with the increase in state support to County Veterans Service Officers has had a positive impact on access to care and services within the Western Slope and the San Luis Valley.

The Division of Civil Air Patrol has two strategic policy initiatives. The first focuses on the active role that the Civil Air Patrol plays in disaster mitigation, whether through search and rescue operations or conducting fire watch or other preventative operations. Additionally, the STEM component of the cadet program is a key aspect of the Division's goal of developing and challenging young minds while preparing a highly skilled workforce for Colorado's bright future.



1. Train and Equip the Force

Division of the National Guard



The backbone of the Colorado National Guard is the capable men and women who serve one weekend a month and two weeks in the summer as a traditional Guardsman. These individuals will say good-bye to their family and their employer when called up to serve, often in an emergency rescue situation and often at a moment's notice. As evidenced by the picture above, the National Guard provides support to first responders and can bring unique military equipment to the aid of those in need.

Recent trends indicate a growing reliance on the domestic response capability of the Colorado National Guard within the State. The Department of Military and Veterans Affairs has proven resilient in the face of adversity and capable of meeting the significant challenges posed by natural disasters, to include fires and floods. From dramatic rescues and highly publicized support to devastated communities to unseen efforts like processing hundreds of Guardsmen into the state payroll system and paying them on time, the Department has faced unique challenges with efficiency and elegance.

It is the goal of the Department to learn from these experiences and constantly update the response provided to the state in such a way that is both proactive and generates greater coordination and cooperation with intra-State agencies as well as local and national partners.

One Year Goal: Conduct annual training exercises to validate current structure and familiarize Colorado National Guard personnel with assigned equipment. This goal will be achieved no later than June 30, 2017.

Three Year Goal: Improve the Joint Staff (organized as Joint Task Force Centennial or JTF-C) orders process in order to streamline the deployment process and ensure the timely processing of all orders, pay, awards and other required personnel actions. By decreasing personnel processing times, Guard members called to State Active Duty will have a more seamless transition between traditional or federal technician status to State Active Duty and back to their standard status. This goal achieved no later than June 30, 2019.

Strategies to drive achievement of SPI 1: The Joint Staff of the Colorado National Guard will continue to integrate elements of the Colorado National Guard into realistic training exercises partnered with other State and Federal agencies. Planning will include assessing what new and emerging capabilities should be developed to assist in the all-hazards response paradigm.

Programs/Initiatives/Functional Activities: The Joint Staff is the primary functional activity for the execution of intra and inter entity training and response. Programs that operate under the Joint Staff include the 8th Civil Support Team (CST), the Chem/Bio/Rad/Nuc/Env Enhanced Response Force Package (CERFP), and the National Guard Communications Element (NGCE).

Operational Processes: The directorates of the Joint Staff, including J-1 (Personnel) and J-4 (Supply/Logistics) will develop standard operating procedures and the appropriate documentation to integrate with their counterparts in the Executive Director's Office of the the Department of Military and Veterans Affairs.



Describe SPI 1
Major Program Area – Strategies to Improve Disaster Coordination
Process - Definition

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Colorado National Guard – Man the Force									
Army NG Personnel On-Hand Authorized	4107	3928	3832	3832	3832	3830		3832	3832
Army NG Personnel On-Hand	4044	3931	3940	3832	3940	3902		3449	3832
Army NG Personnel Percentage of Authorized	99.7%	100.1%	102.82%	100.0%	102.82%	101.9%		90.0%	100.0%
Air NG Personnel On-Hand									
Air NG Personnel On-Hand Authorized	1500	1561	1557	1557	1558	1559		1557	1557
Air NG Personnel On-Hand	1450	1548	1526	1535	1518	1508		1401	1401
Air NG Personnel Percentage of Authorized	96.7%	99.16%	98%	98.6%	97.43%	96.72%		90%	90%
Colorado National Guard – Equip the Force									
Army NG Equipment Authorized		224299	224299	30596	30956	31696		30596	30596
Army NG Equipment On-hand		213690	213690	27536	27591	29387		27536	27536
Army NG Equipment Percentage of Authorized		95.27%	95.27%	90%	90.18%	92.71%		90%	90%

2. Outreach to Veterans Division of Veterans Affairs

Serving Colorado's veterans remains a cornerstone of the Department of Military and Veterans Affairs' efforts. Rural and student veterans stand out as being underserved within the state. Access to support services and a peer-specific community is a problem for both groups. The preponderance of resources, including hospitals, support groups, student veteran chapters and veterans cemeteries are located along the I-25 corridor.

The Department seeks to update and improve those services it provides beyond this corridor. These consist primarily of grants and the Veterans Memorial Cemetery in Grand Junction, CO. By providing grants which support transportation for veterans to appointments and counseling services, both the Veterans Trust Fund and the Veterans Assistance Grant provide support to veterans across the state. The Veterans Memorial Cemetery provides a service that would otherwise be geographically unavailable to veterans who live on the Western Slope.

One Year Goal: The Department seeks to gain funding authority and appropriation for a Veterans One-Stop complex in Grand Junction, CO. This community-based center will provide a hub of services to veterans and their family members. By expanding to a second hub of veterans services (the current DVA center is in the metro Denver area), the Department will create a permanent presence in the Western Slope outside of the cemetery. Outreach efforts as identified in previous iterations of this document led to the identification of this need. This goal will be achieved no later than June 30, 2017.

Three Year Goal: Increase the depth and breadth of outreach to veterans across the state by increasing direct and indirect awareness through attendance at events, stakeholder meetings, and forums, particularly outside of the I-25 corridor. This goal will be achieved no later than June 30, 2019.

Strategies to drive achievement of SPI 2: The Department will request funds within the State's budget process to fund the Grand Junction one-stop. The Depart-



ment's leadership will travel statewide to participate in veterans events.

Programs/Initiatives/Functional Activities: The Division of Veterans Affairs provides daily coordination and interaction with veterans, particularly through their support of the County Veterans Service Officers. The Department's leadership participates in a variety of statewide and regional programs to include: Veterans Community Initiative (Frederal VA), Colorado Wants You, and Peak Military Care Network.

Operational Processes: The Department has already identified a business plan for the One-Stop in conjunction with local stakeholders. The Department will move forward with a funding request through identified processes. For outreach, the Division actively participates in veterans forums across the state, providing situational awareness as to opportunities to engage with maximum effectiveness.

Appropriate Metrics: The metrics for this SPI are outreach events and number of veterans served.

Describe SPI 2
 Major Program Area – Expand Services to Underserved Veterans through Planning
 Process - Definition

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Division of Veterans Affairs - Outreach									
Number of veterans in Colorado eligible to receive service	390824	395616	413271	413271	413271	413271		413271	413271
Number of veterans in Colorado receiving service (avg.)	7464	9132	19057	19057	19057	19057		20000	20000
Number of Targeted Communication events/distributions	93	76	120	20	30	30		80	80
Number of CVSO's	78	78	78	78	78	78		78	78
Number of CVSO's Trained	67	69	68	75	75	75		70	70
Percentage of CVSO's Trained	86%	86%	87%	96%	90%	90%		90%	90%



3. Provide Low-Cost Disaster Mitigation Services Division of Civil Air Patrol

The Colorado Wing of the Civil Air Patrol provides a low-cost aviation capability that can be utilized by law enforcement, local responders and other entities before, during and after a disaster strikes. This has been demonstrated by the recent missions that the Civil Air Patrol has undertaken such as fire watch, searches for downed aircraft and post-flood damage assessments.

The Department, through the Colorado Wing of the Civil Air Patrol, seeks to provide these services with the same standard of professionalism and dedication that it has in the past, while working to share the message of what it provides to a broader audience.

One Year Goal: The Division of the Civil Air Patrol will seek to improve awareness among military and law enforcement partners by actively sharing their message across the state. This will be accomplished no later than June 30, 2017.

Three Year Goal: Statewide awareness and recognition of the full scope of the Colorado Wing of the Civil Air Patrol's skills and abilities within the first responder community. This will be accomplished no later than June 30, 2019.

Strategies to drive achievement of SPI 3: The Division of the Civil Air Patrol will proactively engage in training missions designed to demonstrate their abilities to military, law enforcement, and first responder agencies who will be the most likely customer for CAP services during an emergency.

Programs/Initiatives/Functional Activities: The Civil Air Patrol maintains a Search and Rescue (SAR) program that consists of both cadets and adult members. It incorporates ground-based and aviation-based assets. The Civil Air Patrols robust flying program dovetails with this SAR mission, ensuring a cadre of proficient pilots readily available to support first responders in emergency situations.

Operational Processes: The Division of the Civil Air Patrol seamlessly integrates into the incident command structure that is utilized by all domestic first responder agencies. Their active participation in training and the presence of a Wing duty officer allows them to be reached in a timely manner commensurate with emergency operations.

Appropriate Metrics: The metrics for this SPI are total hours flown for training, outreach events conducted, and emergency response.



Describe SPI 3
 Major Program Area – Provide Low-Cost Mitigation Services
 Process - Definition

Measure	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Civil Air Patrol – Fly and Train Available Aircraft	16	16	16	16	16	16		16	16
Total Hours Flown	1973.9	1905.5	2160	580	535	515.1		2320	2320
Hours Flown per Aircraft	123.4	119.1	135	34	33	32.2		145	145
Civil Air Patrol – Fly in Response to Potential Threats									
Hours flown in a “Response” status	478.8	458.2	404.8	100	0	7.2		400	400
Appropriated FTE and Operating Budget	1/5863 8	1/5863 8	1/5863 8	1/5863 80	1/5863 8	1/5863 8		1/5863 8	1/5863 8
Number of meetings for Outreach conducted		10	16	4	10	12		14	14



4. STEM Education Program Division of Civil Air Patrol



The Civil Air Patrol is perhaps most recognized at a national level for its cadet programs. These programs provide a structured opportunity for growth within a STEM-focused curriculum that primarily relates to aeronautics. In recent years, a cyber security and related educational opportunities have become more prominent within the program.

A skilled and technologically-focused workforce is a key aspect of National Security in today's world. Therefore, there is a natural nexus between the role the Department plays in fostering cadet opportunities for STEM-based education and in developing the skilled leaders of the future for service in industry and the National Guard.

One Year Goal: The Division of the Civil Air Patrol will continue to foster the cadet program and create awareness amongst educators of the value that their STEM-based curriculum can provide. This will be accomplished no later than June 30, 2017.

Three Year Goal: The Division will expand both the number of STEM-related competitions it competes in, and the number of cadets that participate in these competitions. This will foster the sense of teamwork needed to succeed in today's competitive environment as well as provide real world experience to cadets in fields that often have a very high cost or skill barrier to entry. This goal will be accomplished no later than June 30, 2019.

Strategies to drive achievement of SPI 3: The Division of the Civil Air Patrol will provide outreach materials to educators with a focus on those school districts located in proximity to existing cadet or composite squadrons. The Division will integrate with the existing Air Force Starbase STEM program at Peterson AFB to create greater opportunities for educator awareness of the broad range of opportunities for interested students.

Operational Processes: The Division of the Civil Air Patrol organizes cadets into competitive teams that train for and participate in STEM-focused competitions within the framework of the squadrons located across the state.

Appropriate Metrics: The metrics for this SPI are the number of cadets participating in the cadet program generally and the number of cadets participating in STEM-focused teams and competitions.



Describe SPI 4
 Major Program Area – Science, Technology, Engineering and Math (STEM) Program
 Process - Definition

Measure	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Civil Air Patrol – Provide STEM Education to Cadets										
Cadets participating in CAP	0	0	0	0	0	0	0		1200	1500
Cadet Teams Participating in STEM competitions	0	0	0	0	0	0	0		5	10

This is a new SPI/Metric.

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 role in the preparedness of the state and nation is the hallmark of our efforts. We are fortunate to be able to bring Coloradans of all ages together to participate in this important effort.

In the coming years, we look forward to the realization of important goals such as the acquisition of the F-35 fifth generation fighter and increasing the scope of cyber capabilities to both the Army and Air Guard in Colorado. While these goals are tangential to the strategic initiatives covered within this report, they are no less important in our effort to remain on the cutting edge of technology and opportunity for Colorado.

In closing, we would like to thank the men and women of the Department, past and present, whose efforts have undoubtedly saved countless lives in Colorado and beyond. This report is dedicated to their selfless service.

CONTACT US:

Feel free to contact us for more information.

Colorado Department of Military and Veterans Affairs
www.colorado.gov/dmva

Colorado National Guard
www.co.ng.mil

Colorado Division of Veterans Affairs
www.colorado.gov/veterans

Civil Air Patrol, Colorado Wing
www.cowg.org

To learn more about the 156 year history of the Colorado National Guard, please visit the Colorado National Guard History Project at:
www.conghp.org

