# COLORADO

## Department of Military and Veterans Affairs

# PERFORMANCE PLAN • FY23-24

# Table of Contents


**Department Overview**

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

**Programs and Capabilities**

Colorado National Guard Domestic Operations ..... 13
Civil Support Team ..... 13
Chemical, Biological, Radiological, Nuclear Enhanced Response Force Package ..... 14
National Guard Reaction Force ..... 14
Colorado Joint Counterdrug Task Force ..... 15
High-Altitude Aviation Training Site ..... 15
Joint Resiliency Directorate (J9) ..... 16
Veterans Memorial Cemetery of Western Colorado ..... 16
233rd Space Group ..... 17
117th Space Battalion ..... 17
Cyber Operations ..... 17
Aerospace Control Alert ..... 18
100th Missile Defense Brigade ..... 18
State Partnership Program ..... 19
National Guard Arctic Interest Council ..... 19

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

WIG 1 – ..... 23

WIG 2 – ..... 25

WIG 3 – ..... 27

WIG 4 – ..... 29

**Conclusion** ..... 31

# A Message from
# The Adjutant General of Colorado

Fellow Coloradans,

As we reflect on the remarkable journey of the Department of Military and Veterans Affairs over the past few years, I am proud of our organization's response and commitment to our communities. Today, I present our performance plan, a testament to our unwavering commitment to serving our fellow Coloradans, both on the home front and across the globe, in our federal missions.

The Colorado National Guard continues demonstrating its readiness to face the many challenges confronting our state and nation. Our dedicated service members have exemplified resilience, closing out 840 days of continuous COVID operations and providing search and rescue, election, and extreme cold weather support to keep our citizens safe. Even as we fulfill our obligations to Combatant Commands overseas, we remain steadfastly dedicated to our motto: "Always Ready and Always There!"

The Division of Veterans Affairs continues its third year of a transformative reorganization. We deeply value our employees and customers, leveraging their invaluable feedback to drive innovation and improve our services for veterans throughout the state. Together, we strive to provide the highest level of care and support to those who have served our country and make strides to do so uniformly throughout the state.

In addition, the Civil Air Patrol continues to significantly impact our communities through its emergency services, aerospace education, and cadet program. Our dedicated volunteers have played vital roles in search and rescue operations and in nurturing tomorrow's leaders.

This performance plan embodies our commitment to growth, improvement, and accountability. It outlines our wildly important goals, the metrics we measure for success, and the path to continuous improvement. We recognize that our achievements depend on our collective efforts and unwavering commitment to serving our people and communities.

I am writing to express my sincere gratitude to you, the people of Colorado, for your unwavering supportand trust in our mission. Your continued belief in our capabilities fuels our determination to uphold our values and deliver exceptional service to our state and nation.

Thank you for taking the time to delve into this strategic plan and better understand our mission, vision, programs, capabilities, and unyielding commitment to our people and the communities we serve. Together, we are "Always Ready, Always There!"

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

## 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.

**Executive Director's Office**

| | |
|---|---|
| State FTE: | 27.2 |
| General Fund: | $5,765,92 |
| Cash Fund: | $145,156 |
| Federal Fund: | $2,704,277 |
| Reappropriated Fund: | $15,577 |

**Division of Veterans Affairs**

| | |
|---|---|
| State FTE: | 30.7 |
| General Fund: | $4,831,709 |
| Cash Fund: | $1,815,969 |
| Federal Fund: | |
| Reappropriated Fund: | $50,000 |

**Division of the National Guard**

State FTE: 125.1
Service Members: 5,508
General Fund: $3,744,602
Cash Fund: NA
Federal Fund: $15,958,370

**Colorado Wing - Civil Air Patrol**

| | |
|---|---|
| State FTE: | 1.0 |
| Volunteers: | 2,000 |
| General Fund: | $148,242 |
| Cash Fund: | NA |
| Federal Fund: | NA |

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

# Organizational Structure
## Department of Military and Veterans Affairs

The Adjutant General of Colorado
Brig. Gen. Laura Clellan

Deputy Executive Director
Myk Bruno

Director, Division of Veterans Affairs
David Callahan

Wing Commander, Civil Air Patrol
Col. John Rhodes

Division of the National Guard

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

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

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

Department of Military and Veterans Affairs Command Team

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 4,000 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 79 sites and 76 facilities across the state that span along the Front Range and Western Slope, serving in nearly every major city in Colorado. The diversity of the unit locations and missions allows the COARNG to deliver on its commitment to provide timely and critical emergency response to civil authorities; supporting national, tribal, state, and local communities in times of need. Simultaneously, they answer the call of our nation globally in support of the warfight and homeland defense operations.

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-Schriever Garrison, and 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 in providing direct services and assistance to Colorado Veterans throughout the state.

The Division has expanded services and will now be providing prompt and efficient services to all Veterans across Colorado on a uniform basis from seven regional offices located in Aurora (Central East Region), Denver (Central), 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 Veterans Service Officers, Veteran Service Organizations and their federal VA partners, remains ready to deliver the highest levels of service and assistance to our state's Veterans and their families. It is our vision to earn and maintain the trust and confidence of all those we serve and make Colorado a state of choice where all Veterans feel welcomed, valued, respected and heard.

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 who support three primary missions: aerospace education, cadet programs, and emergency services. The Colorado Wing of the CAP offers a wide variety of opportunities for citizens from all walks of life to serve Colorado and America. With about 2,000 members split equally between adult members and cadets, the CAP is one of the larger volunteer organizations in Colorado.

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

## CONG Domestic Operations

Since June 2022, units from Colorado Army National Guard's Army Aviation elements conducted 23 Search and Rescue missions supporting 14 Colorado Counties in conjunction with the Colorado Search and Rescue Board. CONG's Search and Rescue efforts resulted in saving the lives of 24 Colorado Citizens and 1 family canine. During December 2022, on the direction of the Governor of Colorado, the Colorado National Guard activated 69 Service Members in support of Operation Arctic Blast. The two different task forces provided support to five warming shelters at different locations across Denver and Northern Colorado. During the three-day event, CONG Service Members proved vital to the effort by providing life-saving treatment to citizens suffering from various medical emergencies.

Extensive planning efforts last year resulted in the CONG Joint Staff's successful execution of the Defense Threat Reduction Agency's major US Central Command (USCENTCOM) exercise, JORDAN SHIELD 23. In all, the CONG sent 49 Service Members from both Service Components, the Civil Support Team and CBRNE Enhanced Response Force Package to facilitate a multi-day exercise conducted over three different locations in the country of Jordan. The exercise efforts of the CONG received high praise from USCENTCOM, DTRA, and our Jordanian counterparts.

• **Joint Task Force Centennial:** These service members make up the Command and Control for all domestic operations. They are responsible for the operational and administrative taskings that support the Service Members in the field. They operate out of the Joint Operations Center located at the Joint Force Headquarters in Centennial.

• **Task Force FireGuard:** TF FireGuard is a 19 Service Member task force funded through a request for DoD support from the US Forest Service. Task Force FireGuard is responsible for early wildland fire detection over 5 Geographic Area Coordination Centers spanning most of the Midwestern and Eastern United States. They are currently stationed at Buckley Air Force Base. This mission is approved through 30 September 2023 with a likely extension through 2026. They remain focused on wildfire detection, refinement of processes and products and preparation for the upcoming season.

## Civil Support Team

By statute, 10 USC § Section 12310, the Weapons of Mass Destruction Civil Support Team (WMD-CST) Program is a federally funded, Governor-controlled capability that provides immediate response support to specified incidents. This immediate response capability supports Civil Authorities by identifying unknown hazards, assessing current and projected consequences, advising the Incident Commander on response measures, and assisting with appropriate requests for additional state support. Those incidents include: use or threatened use of WMD; a terrorist attack or threatened terrorist attack; the intentional or unintentional release of nuclear, biological, radiological, or toxic or poisonous chemical materials; or a natural or man-made disaster, which might occur in the United States and its Territories that results, or could result, in catastrophic loss of life or property. Civil Support Teams are expected to be ready to execute an immediate response mission in Colorado; to provide mutual support to another State at the request of the Governor; or upon NGB direction, deploy to a national incident without the need for additional funding.

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

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

The CERFP (pronounced "Surf-P") provides immediate response capability to FEMA Region 8 for CBRNe (up to Level C PPE) related incident site search and extraction, mass decontamination, medical triage and initial treatment to stabilize patients, remains recovery, and incident site communications capabilities. The CERFP has 208 CONG Soldiers, Airmen and Guardians divided into six elements: Command and Control, Search and Extraction, Mass Decontamination, Medical, Joint Incident Site Communications Capability, and the Fatality Search and Recovery Team. The Command and Control team directs the overall lifesaving activities of the CERFP and coordinates mission tasks with the JTF-C and the Incident Commander.

The CERFP is a scalable response element that can self-deploy via organic vehicles or air transport by military aircraft. Colorado is one of seventeen states to have a CERFP, all are capable of responding nation-wide 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 maintain adherence 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 able to provide support to local law enforcement agencies; security patrols; fixed site security; traffic control points and civil disturbance operations throughout Colorado.

The NGRF is equipped with lethal and non-lethal capabilities to enhance their ability to respond to domestic Homeland Defense/ Security missions and provide force protection measures. At the request of the Governor or President, the NGRF provides Colorado, or other states, a ready force capable of delivering an initial force package 40 personnel who can respond within eight hours to support law enforcement agencies. A follow-on force of 60 personnel can arrive within 24 hours after the initial package. The NGRF is self-supporting for up to the first 72 hours.

## Colorado Joint Counterdrug Task Force

Counterdrug was enacted by Congress in the 1990 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 in Colorado.

The CO-JCDTF has 17-20 Air and Army National Guard members and are divided into six sections: Program Management, Resource Management, Drug Demand Reduction Outreach (DDRO), Ground Reconnaissance and Observation, Aviation, and Analysis. They support over 28 LEAs and eight task forces across Colorado annually. Its members are comprised of a variety of occupational specialties, including military intelligence analysts, communications specialists, law enforcement, linguists, communicators, and 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 across Colorado. 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 DDRO 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.

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

## High-Altitude Aviation Training

The High-Altitude Army National Guard (ARNG) Aviation Training Site (HAATS) was established in 1985 to provide "graduate-level"training to aircrews operating in mountainous terrain and/or high temperatures. The HAATS training program attracts students from around the world for 1-2 week training sessions at the HAATS facility in Gypsum. The school's methodology enables aircrews to maximize the utility of the aircraft in a power limited and dynamic environment while increasing individual and crew situational awareness. Instructors ensure aircrews understand individual and crew capabilities, capabilities and limitations of the aircraft, and the characteristics and hazards of the environment.

HAATS is the only DOD aviation training site for high altitude power management environmental training. The HAATS trains over 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; in 2021 an Instructor Pilot and a Special Mission Aviator from the USAF joined the staff. HAATS is engaged in gaining instructors from all the services and has an active relationship with instructors from the U.S. Navy's "Top Gun" school at the Naval Aviation Warfighting Development Center (NAWDC) and instructors from the Marine Aviation Weapons and Tactics Squadron (MAWTS). In 2021, HAATS formed a partnership with NASA to help prepare astronauts in simulating landings on earth that they will do on the moon with the lunar lander under the Artemis program.

As part of their state mission, HAATS aircrews conduct numerous search and rescue missions and occasional wildland firefighting operations in support of civil authorities, which have resulted on average 20-30 rescues per year and more than 513 lives saved since inception.

## 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, and Resilience Support Program, Behavioral Health services, COARNG Drug Testing Program, the Equity, Diversity, and Inclusion Office, and the State Equal Employment Office, with the addition of a dedicated prevention workforce ready to support Soldiers, Airmen, and their families.

The goal of the J9 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.

## 117th Space Battalion

Constituted as the Colorado Army National Guard Space Support Battalion in 2001, the 117th Space Battalion, located in Colorado Springs, is a one-of-a-kind organization that 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 September 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, providing survivable and endurable 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 the 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.

## Aerospace Control Alert

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

## 100th Missile Defense Brigade

The Colorado Army National Guard's 100th MDB is the U.S. Army's sole Missile Defense Brigade and the only unit tasked with defending the homeland against Intercontinental Ballistic Missile attacks. Utilizing a sophisticated fire control system supported by sea, land, and space-based sensors with a missile-launched exo-atmospheric kill vehicle, the 100th MDB has the ability to track, intercept and destroy a nuclear warhead of multiple incoming ICBMs outside the Earth's atmosphere, while in the mid-course of flight.

Located in Colorado Springs, the 100th MDB is a multi-component unit comprised primarily of Colorado Army National Guard members, which also includes a small contingent of active component Army Soldiers. The 100th MDB falls under three separate chains of command. Administratively, the unit is part of the Colorado Army National Guard. Operationally, it reports to the U.S. Army Space and Missile Defense Command, and it has a supporting relationship with U.S. Northern Command. Certified missile defense crews operate out of Schriever Air Force Base, CO, with the responsibility of monitoring ballistic missile defense sensors that detect incoming missiles and, on order, fire ground-based interceptors to defeat the threat. The 100th MDB is unique in that it has subordinate units located in four states in support of their Homeland Defense Mission.

## 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 has since supported over 600 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.

The partnership with Jordan began in 2004 and remains one of nine partnerships in the Central Command area of responsibility and the principal partnership in the Levant region. This partnership has supported over 500 military-to-military and military-to-civilian engagements, along with participating in several large exercises, such as Operation EAGER LION and Jordan Shield.

## 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 with training areas over 10,000 ft. in elevation. 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.

# Wildly Important Goals - Performance Measures

The Department of Military and Veterans Affairs (DMVA) is dedicated to supporting state and federal operations, while enhancing the quality of life for our State/Federal employees, Service Members, Veterans, and their families. A review and assessment of the department's FY 23-25 Wildly Important Goals (WIG's), coupled with the implementation of several employer of choice initiatives, and reimagining state government opportunities, has resulted in a continuation of the previous year's performance measures for the department's FY 23-25 performance plan.

The department experienced a major increase in its overall employee engagement score during FY 22-23 and achieved or exceeded our annual goals for the following initiatives in FY22-23:

- **Exceeded WIG #1 Key measure #1 goal** by improving DMVA's recognition as an employer of choice from 52% to 82% in one year. This is a 30% increase in one year. The original goal was to increase a total of 10% in 2 years by June 30, 2024

- **Exceeded WIG#1; Key measure #2 goal** by completing 12 equity, diversity, and inclusion (EDI) activities in 2023. The original goal was 4 for 2023.

- **Exceeded WIG#1; Key measure #3 goal** by completing 5 employee recognition events in 2023. The original goal was 4 for 2023.

- **WIG#1; Key measure #4:** HR initiatives of developing DMVA onboarding policy and monthly new hire orientations are complete. The onboarding video featuring the Executive Director and Deputy Executive Director is scheduled to be completed in August of 2023.

- **WIG#1; Key measure #5:** It has been requested and approved by the Governor's office to be extended through 2025. Initiative includes:
  - Development of a supervisors' onboarding policy
  - Departmental onboarding checklist
  - Supervisor Academy
  - Annual supervisor's training schedule
  - Supervisor's development/mentorship program
  - Supervisor annual retreat

- **Successfully exceeded all three Key Measures of WIG#2** by improving personnel availability throughout 2023.
  - Increased accredited Veteran Service Officers from 80% to 96%.
  - Increased Colorado Army National Guard (COARNG) availability rate from 68% to 73%.
  - Increased Colorado Air National Guard (COANG) availability rate from 84% to 86%.

- **WIG #3; Key measure #1 is complete.** Kronos digital timesheet processing went live effective June 1, 2023.

- **WIG #3; Key measure #2** has been complete by expanding HR capacity & capabilities from 60% to 100%

# WIGs - Performance Measures (continued)

**WIG #3; Key measure #3:** Reimagine DVA operations from 60% to 100% by June 30, 2023, moving from a centralized to regional concept of support and development of a division Veteran Service Officer (VSO) training program. Baseline 60%.

Assessment:

- Division is at 80% due to personnel shortages. Plan is to expand regional coverage from 5-7 regions with two additional Regional VSOs in the Denver Metro Area. Central West comprised of Jefferson, Park Gilpin, Clear Creek Summit, Grand and Broomfield Counties. Central East comprised of Arapahoe, Elbert, Douglas, El Paso, and Teller Counties. Will be hiring a VSO Liaison, Training Officer, Appeals and Grants Assistants as part of the reorganization.

**WIG #3; Key measure #4** to institute operationalized flexible work arrangements is complete as of June 30, 2023.

**WIG #3; Key measure #5** to upgrade performance management system is complete. Human Resources has revamped performance management document to reflect changes in state personnel system.

**DMVA WIG #4:** Improve veterans' service engagement experience 3% by June 30, 2024, as measured by a 2% Net Promotor Score improvement in FY 22-23 and an additional 1% Net Promotor Score improvement in FY 23-24. Baseline established at 39.52.

- Status: In Progress

Notes:

- JBC approved 8-FTE request in support of audit findings and reorganization efforts.
- (3x VSO, 1x Grants Assistant, 1x Training Officer, 1x Appeals Specialist, 1x Grounds Keeper, 1x Program Assistant)
- Currently in the selection process of hiring a DEERS Specialist and an Admin II
- Developing VSO Resource Guide and Policy & Procedures Manual
- Conducting biweekly audit action tracker reviews to address VSO Performance Audit findings.
- Kristy Cunningham (Southwest Regional VSO) appointed as DMVA representative for the Colorado Commission of Indian Affairs. DVA is now providing VSO services on the Ute Reservation in Ignacio.
- Assisting incarcerated veterans across the state with their claims.
- Working to address concerns with the DV plate verification process.
- In consultation with the National Veteran Legal Services Program (NVLSP) to pilot an advanced Appeals Specialist training program to assist in reducing the 3-year backlog in appeals cases.
- Filled a gap in service for our women and other marginalized Veterans with a division Woman VSO.

**Additional DMVA Successes:**

- United Training contract 60K of training for 30k
  - 33 employees /101 courses
- Revised Training & Professional Development Policy
- Created & implemented Training & Professional Development request form & new processes
- Revamped 21 NEXGEN 2.0 teams
- Communications implemented monthly newsletter reaching all DMVA employees and CONG
- Collaborated with Chaplain's office and Family Program Support to offer services to state employees
- Conducted Sensing Session – Colorado Springs, Buckley Space Force Base, and Joint Force Headquarters (JFHQ)
- Incorporated Equity, Diversity, & Inclusion (EDI) training with EDI Subject Matter Expert
- Incorporated Project Management & Process Mapping training for all DMVA employees

**Innovation & Improvement Strategies**

- Improve Veteran Net Promoter Score satisfaction levels by:
  - Increasing number of accredited VSOs across Colorado
  - Enhancing Veteran Benefit Management System (VBMS) access.
  - Increasing outreach participation at community events to assist Veterans in gaining and maintaining situational awareness of their needs.
  - Identifying and resolving gaps in services to improve Veterans quality of life.
  - Improving grant execution rates to maximizes the allocation of resources in assisting and serving Veterans across a wide spectrum of needs.
- Equity, Diversity, Inclusion, & Accessibility (EDIA) and employee recognition efforts will be ongoing through monthly supervisor meetings and quarterly all state meetings.
- Implement Employee Recognition Policy to allow more flexibility when recognizing DMVA employees.
- Create and institutionalize a Supervisor Program that will include development of a supervisors' onboarding policy and departmental onboarding checklist, a Supervisor Academy, annual supervisor's training schedule, supervisor's development/mentorship program, and supervisor's annual retreat.
- Schedule quarterly Town Hall meetings to discuss follow up from survey items and address employee's satisfaction as a DMVA employee.
- Follow up meetings with supervisors to implement strategies and action plans to address employee's concerns.
- Assess and coordinate efforts to align with and achieve National Guard Bureau (NGB) monthly end strength mission success goals.
- Evaluate and organize efforts to align with and achieve the DMVA's state personnel end strength goals.
- Collaborate with the Office of Information Technology (OIT) to support efforts of completing 100% Americans with Disabilities Act (ADA) compliance.
- Create DMVA Intranet for internal communication with DMVA state employees, supervisors, and CONG.
- Implement process flows to include instructional guides and video tutorials for DMVA state employees' efficiencies.
- Join forces with the Office of Information Technology (OIT) and G6 to improve lines of communication throughout DMVA, CONG, DVA, CAP and all outlying departments.

# Wildly Important Goal #1

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.**

Goal: **Improve Veteran's engagement experience with the Department of Veterans Affairs**

## 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 in which 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:

- 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.
- Having access to VBMS (Veteran Benefit Management System) is necessary to assist veterans effectively and efficiently with the submission of their claims.
- Participating in community outreach events meets veterans where they are and assists in gaining and maintaining situational awareness of their needs.
- Identifying and resolving gaps in services is foundational to improving veteran quality of life.
- 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 by ten percent over a two-year period, as measured by a five percent improvement by June 30, 2024, and an additional five percent improvement by June 30, 2025. Increasing the number of accredited VSOs across the state; increasing VBMS access; outreach participation, gaps identified and resolved, and improving grant execution rates will all be measured monthly from data submitted from the Regional Veteran Service Offices.

## What actions are we taking?

The Department of Military & Veterans Affairs has invested in the Qualtrics customer satisfaction platform; developing a Division of Veterans Affairs Policy & Procedure manual; expanding from 5 to 7 regional offices; and, hiring additional resources to support the training and certification program, appeals services, and grant programs.

| Key Measure | Program and Key Processes | Outcome Measures | Baseline | FY2024 Target | FY2025 Target |
|---|---|---|---|---|---|
| Increase % of OGC accredited VSOs | Training Certification & OGC accreditation | VSO accreditation | 78% | 88% | 93% |
| Increase VBMS access of accredited VSOs | OGC accreditation; PIV Card issue | VBMS access | 41% | 61% | 71% |
| Participate in community outreach events | DMVA Performance Plan; DVA Strategic Plan | Outreach events conducted | 0 | 20 | 40 |
| Identify & resolve gaps in service | CBVA Strategic Plan; DVA Strategic Plan | Gaps in service resolved | 0 | 5 | 10 |
| Improve grant program execution rate | VAG & VTF grant programs | VAG & VTF execution rate | 88% | 93% | 98% |

## Key Measures

**Key Measure #1: VSO Accreditation**

- Increase accredited Veteran Service Officers 15% by June 30, 2025, as measured by a 10% increase by June 30, 2024 and an additional 5% increase by June 30, 2025.
- Baseline is 78%.

**Key measure #2: VBMS Access**

- Increase VBMS access 30% by June 30, 2025, as measured by a 20% increase by June 30, 2023 and an additional 10% increase by June 30, 2025.
- Baseline is 41%.

**Key Measure #3: Outreach Events**

- The Department of Veterans Affairs (DVA) will participate in 40 community outreach events with their federal VA, state, regional, and county partners by June 30, 2025, as measured by completing 20 outreach events by June 30, 2024 and an additional 20 outreach events by June 30, 2025.
- Baseline is zero.

**Key Measure #4: Resolving Gaps in Service**

- DVA will identify and resolve 10 gaps in service by June 30, 2025, as measured by resolving 5 gaps in service by June 30, 2024 and resolving an additional 5 gaps in service by June 30, 2025.
- Baseline is zero.

**Key Measure #5:**

- DVA will improve overall grant program execution rate 10% by June 30, 2025, as measured by a 6% increase by June 30, 2024 and an additional 4% increase by June 30, 2025.
- Baseline is 88%

# Wildly Important Goal #2

WIG #2: **DMVA will improve retention and foster an inclusive and people-first environment and culture by establishing and executing 5 programs and initiatives by June 30, 2024.**

Goal: **Increase Employee Engagement**

## Why is this important?

An engaged workforce is vital to ensuring the Department of Military and Veterans Affairs (DMVA) employees feel valued, respected, and heard. Like many employers, the DMVA is challenged with attracting and retaining talent, however, it is essential that our workforce reflects the people we serve.

Equity, Diversity, Inclusion, & Accessibility (EDIA) is invaluable to the success of DMVA. Ensuring a culture of inclusivity will ensure our staff from a broad set of socio-demographic backgrounds are represented and able to thrive within DMVA. Our department's actions and services to our employees should consider the needs and desired outcomes for all its stakeholders.

Implementing a supervisor program is a necessity to ensure that all supervisors are following the same policies and procedures set in place. Additionally, creating a more structured development program and adding a valuable training academy will allow supervisors the opportunity to think and plan more strategically.

Town Hall meetings allow the DMVA senior executive staff the opportunity to meet with DMVA employees across the state to discuss their main concerns and what type of actions they would like to see taken to make positive and progressive changes within the department.

## How do we measure success?

Employee feedback from the recent DMVA Employee Engagement Survey in April 2022 reflects the main areas of concern to be: 1) Take action as a result of survey. 2) Employee satisfaction with their role and pay. 3) Appraisals, promotion opportunities, and employee development. 4) Accountability. 5) Employee recognition.

Overall success will be measured by the completion of our lead measures to include resourcing and conducting four EDI skill building and strengthening activities by June 30, 2024; conducting four employee recognition events by June 30, 2024; developing and institutionalizing a supervisor Program by June 30, 2025. This is measured by 50% completion by June 30, 2024, and an additional 50% completion by June 30, 2025.

Additionally, the DMVA senior executive staff will complete four Town Hall meetings by June 30, 2024, and an additional 4 Town Hall meetings by June 30, 2025.

## What actions are we taking?

EDIA and employee recognition efforts will be ongoing through quarterly training, monthly supervisor meetings, and quarterly all state meetings. Additionally, the DMVA Supervisors Program will include specific EDIA training to ensure compliance to these regulations and to conform to a more unified and cohesive environment.

Revising the Employee Recognition Policy is a priority and currently being reviewed for approval. This will allow more flexibility when recognizing our DMVA employees.

Additionally, the DMVA executive leadership, Human Resources, and all DMVA supervisors will collaborate to create and institutionalize a Supervisor Development Program that will include a supervisors' onboarding policy and departmental onboarding checklist, a Supervisor Academy, annual supervisor's training schedule, supervisor's development/mentorship program and supervisor's annual retreat.

Lastly, the DMVA senior executive staff will schedule Town Hall meetings each quarter. Senior executive leadership will address employee's satisfaction with their roles, pay, appraisals, promotion opportunities, employee development, and accountability concerns.

## Proposed: WIG #2 Agency Scorecard

| Key Measure | Program and Key Processes | Outcome Measures | Baseline | FY24 Target | FY25 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 supervior program | 0 | 50% | 50% | 100% |
| 4 | Senior Executive Staff Town Halls | Town hall meetings conducted | 0 | 4 | 4 | 8 |

## Key Measures

**Key Measure #1:**
Complete 4 Equity, Diversity, and Inclusion (EDI) activities by June 30, 2024.

- EDI events include DPA EDI compliance modules, DMVA EDI supervisor training for state employees, and TAG symposium for the Colorado National Guard.
- Baseline is zero.

**Key Measure #2:**
Conduct 4 employee recognition events by June 30, 2024.

- Main employee recognition event is the annual DMVA employee recognition held in December, which recognizes employees for their contributions to the department.
- The other three events are left up to the divisions which include "You Rock" awards and "Hails & Farewells" in which outgoing employees are recognized for their service and new employees are welcomed to the team.
- Baseline is zero.

**Key Measure #3:**
Institutionalize DMVA supervisor program, as measured by completing 50% of identified initiatives by June 30, 2024, and an additional 50% by June 30, 2025.

- Involves the following initiatives:
- Development of a supervisors' onboarding policy
- Departmental onboarding checklist
- Supervisor Academy
- Annual supervisor's training schedule
- Supervisor's development/mentorship program
- Supervisor annual retreat
- Baseline is zero.

**Key Measure #4:**

- Conduct 4 Senior Executive Staff Town Hall Meetings, as measured by completing 4 meetings in FY24.
- Then an additional 4 events in FY25.
- Baseline is zero.

# Wildly Important Goal #3

WIG #3: **DMVA will increase readiness and /or reduce vacancies in the: (1) COARNG, (2) COANG, (3) DMVA, and (4) VSO workforce by 100% of individual Key Measure goals by June 30, 2024.**

Goal: **Improve Organizational Readiness**

## Why is this important?

Workforce readiness is the key metric that reflects CONG's ability to generate available forces in support of state and federal missions. Furthermore, filling state employee vacancies is integral to building and maintaining the department's operations.

## How do we measure success?

Success will be measured by the increase of the Colorado Army National Guard (COARNG) end strength by 2% in FY24, then an additional 2% improvement in FY25. Baseline is 92%.

Furthermore, it is intended to increase Colorado Air National Guard (COANG) end strength by 1% in FY24, then an additional 1% improvement in FY25. Baseline is 99%.

Lastly, success will be measured by increasing the Department of Military & Veteran Affairs (DMVA) state personnel end strength. Measured by 5% increase in FY24, then an additional 5% increase in FY25. Baseline is currently 85%.

All metrics will be calculated using a 12-month rolling average to account for seasonality of data and unanticipated operational impacts.

## What actions are we taking?

Army & Air recruiting, retention, and personnel offices will assess and coordinate efforts to align with and achieve National Guard Bureau monthly end strength mission success goals. Examples of actions are creating legislative items to aid with recruiting and retention, conducting community outreach events, partnering with Serve Colorado, partnering with local employers, etc…

The Human Resource office will assess and coordinate efforts to align with and achieve the DMVA's state personnel end strength goals.

## Proposed: WIG #3 Agency Scorecard

| Key Measure | Program and Key Processes | Outcome Measures | Baseline | FY24 Target | FY25 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 | State personnel end strength | Increase readiness and reduce vacancies | 85% | 90% | 95% | 95% |

## Key Measures

**Key Measure #1:**

- Increase Colorado Army National Guard (COARNG) end strength by 2% in FY24.
- Then an additional 2% improvement in FY25.
- Baseline is 92%.

**Key measure #2:**

- Increase Colorado Air National Guard (COANG) end strength by 1% in FY24.
- Then an additional 1% improvement in FY25.
- Baseline is 99%.

**Key Measure #3:**

- Increase DMVA state personnel end strength. Measured by 5% increase in FY24.
- Then an additional 5% increase in FY25.
- Baseline is 85%.

# Wildly Important Goal #4

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**

Goal: **Modernize the Department of Military & Veterans Affairs**

## Why is this important?

Staying up to date with current modernization efforts will enhance the Department of Military & Veterans Affairs (DMVA) business practices, which in turn impacts employee's effectiveness and customer service.

Executing requirements in accordance with the Colorado Americans with Disabilities Act (ADA) is essential to ensure accessibility to all persons with various disabilities.

Implementing an Intranet is invaluable to the DMVA employees to safeguard pertinent data that is only accessible to the proper personnel and not visible to the public sector.

Implementing DMVA process flows with instructional guides and video tutorials will assist in simplifying the DMVA state employee's workload and gain access to various programs and software available.

Improving lines of communication throughout DMVA, CONG, DVA, and all outlying departments will enhance the effectiveness and interaction among all agencies.

## How do we measure success?

Success will be measured by completing 100% of each identified initiative to be ADA compliant by Jun 30, 2024. Baseline is zero.

Additional measures are to complete 50% of Intranet implementation by Jun 30, 2024. Then an additional 50% by June 30, 2025. Baseline is zero.

Process flows, including instructional guides and video tutorials, are measured by completing 50% of each identified initiative by Jun 30, 2024, then an additional 50% by June 30, 2025. Baseline is zero.

Improving lines of communication throughout DMVA, CONG, DVA, and all outlying departments will be measured by completing 50% of each identified initiative by Jun 30, 2024, then an additional 50% by June 30, 2025. Baseline is zero.

## What actions are we taking?

The Office of Information Technology (OIT) and DMVA webmaster are collaborating to support efforts of completing 100% ADA compliance.

DMVA webmaster and the strategic operations department are facilitating efforts with all internal departments of DMVA to create and revise content for internal communication with DMVA state employees and supervisors through the DMVA Intranet.

DMVA webmaster is implementing process flows to include instructional guides and video tutorials for DMVA state employees' efficiencies.

DMVA webmaster and the strategic operations department are collaborating with the Office of Information Technology (OIT) and the G6 to improve lines of communication throughout DMVA, CONG, DVA, and all outlying departments.

## Proposed: WIG #4 Agency Scorecard

| Key Measure | Program and Key Processes | Outcome Measures | Baseline | FY24 Target | FY25 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% |

## Key Measures

**Key Measure #1:**

- Fulfill obligations in accordance with the Colorado Americans with Disabilities Act (ADA) standards to ensure accessibility to all disabled persons. This includes DMVA website, publications, and forms.
- Measured by completing 100% of each identified initiative by Jun 30, 2024.
- Baseline is zero.

**Key measure #2:**

- Implement DMVA Intranet for internal communication with DMVA state employees and supervisors.
- Measured by completing 50% of each identified initiative by Jun 30, 2024.
- Then an additional 50% by June 30, 2025.
- Baseline is zero.

**Key Measure #3:**

- Implement DMVA process flows to include instructional guides and video tutorials to simplify employee workload.
- Measured by completing 50% of each identified initiative by Jun 30, 2024.
- Then an additional 50% by June 30, 2025.
- Baseline is zero.

**Key Measure #4:**

- Improve lines of communication throughout DMVA by implementing recall rosters, email distribution lists, and effective communication methods between DMVA, CONG, DVA, and all outlying departments.
- Measured by completing 50% of each identified initiative by Jun 30, 2024.
- Then an additional 50% by June 30, 2025.
- Baseline is zero.

# 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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