

# *STATE OF COLORADO*

## DEPARTMENT OF MILITARY AND VETERANS AFFAIRS



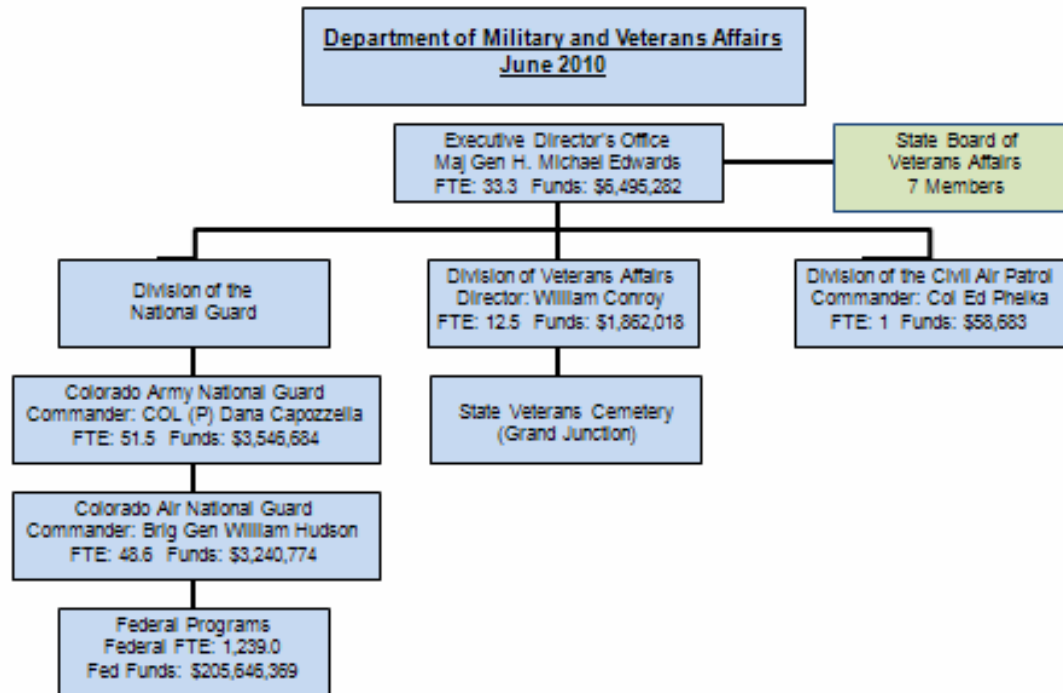
## DEPARTMENT DESCRIPTION FOR FISCAL YEAR 2011-2012

*H. Michael Edwards*

Major General, Colorado Air National Guard  
The Adjutant General and Executive Director

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**146.9 FTE \$15,645,323**

**\$5,320,408 GF \$1,408,881 CF \$803,509 RAF \$8,112,525 FF**

(\* Note: Federal Programs = 1,239 Federal Civil Service/Active Guard-Reserve FTE and \$205,646,369 FF that are managed by federal employees. These personnel and funds do not go through the state personnel or accounting system)

The Department of Military and Veterans Affairs is a cabinet level department that has three main Divisions. The first is the Division of the Colorado National Guard comprising the approximately 5500 members of the Colorado Army and Air National Guard that are prepared to respond to the Governor's requirements for emergency service or to support the active Army and Air Force when called to duty by the President. The second is the Division of Veterans Affairs that is responsible for providing advocacy services to the approximately 420,000 Veterans and their families living in Colorado. In addition the Division also supports the Colorado State Board of Veterans Affairs and the State Military Veterans Cemetery for the Western Slope located in Grand Junction. The third Division is the Colorado Wing of the Civil Air Patrol that provides search and rescue, cadet programs for youth and aerospace education.

**The Executive Director's Office** is responsible for the overall administration of the Department. It provides leadership and support to the Divisions by managing the general administrative functions. These functions include:

- Leadership and Policy Development – The Adjutant General is both the Executive Director of the Department and the military chief of staff for the Governor. The Governor is the Commander in Chief of the Colorado National Guard. The breadth of The Adjutant General's responsibility includes the Colorado Army and Air National Guard, the Division of Veterans Affairs, the State Board of Veterans Affairs as well as the Division of the Civil Air Patrol. The Army and Air National Guard are each separately managed and funded entities staffed by Federal Civil Service employees and Active Guard Reserve (AGR) members totally funded by the federal government. AGR members are in an active duty military service status. The Executive Director's office is also responsible for the legislative program of the Department at both the state and federal level.
- Human Resource Management – The Department has 4 different Human Resource Offices (HROs). There is the State HRO office serving State classified and temporary employees, the Army Guard military personnel office serving the traditional part time Army Guard military members, the Air Guard military personnel office serving the traditional part time Air Guard military members and the Joint Army/Air HRO office serving the federal civil servants and AGRs.
- Accounting – There are 3 different accounting operations in the Department. There is the State accounting function that handles all State funds and limited federal funds used to support infrastructure activities (approx \$15 million annually). There is an Army Guard accounting section that accounts for all the federal funds in support of the Army Guard (approx \$73 million annually). There is an Air Guard accounting section that accounts for all the federal funds in support of the Air Guard (approx \$72 million annually).
- Purchasing/Contracting – There are 2 purchasing/contracting operations in the Department. There is a State purchasing/contracting office that handles all State funded contracts/purchases for the Department and there is a federal purchasing/contracting office that handles all federally funded contracts/purchases.

- Budgeting – There are 3 different budgeting operations in the Department. The State budgeting office generates the budget that is appropriated in the annual Long Bill by the State's General Assembly. The Army and Air Guard each have their separate budgeting operations that generate budget requests for the following federal fiscal year. These budget requests go to the National Guard Bureau through the respective service channels (Army and Air) and ultimately are appropriated by Congress as separate appropriations for the Army and Air National Guard. Army and Air Guard funds are prohibited from being co-mingled.
- Information Technology – There are 3 separate IT systems; one for the State, the Army Guard and the Air Guard. They are separated by firewalls and are prohibited from being integrated. There are three different IT organizations one for each system. They run different server software, decision support software, e-mail, and operating systems. Each has a different methodology for assigning e-mail addresses. Some members of the Department are required to have multiple computers if they need access to more than one of these IT systems.

**Federal/State Statutory and Other Authority:** The Department functions under the authority of Title 28 C.R.S. and Title 32 United States Code.

**Division of the Army & Air National Guard:** The National Guard's origins go back to 1636 with the establishment of a militia by the Massachusetts Bay Colony. The state militias formed the bulk of the nation's response to wars. The militias were equipped and trained by the individual states. In 1903, learning from the experience of the Spanish American War, Congress agreed to provide the equipment and funds for training the militias for federal missions. (Title 32 United States Code.)

The Colorado National Guard (CONG) is a multi-mission force: a reserve for the federal forces when called by the President, a State force when called by the Governor, and a partner in many local communities. Virtually all equipment, all maintenance and all personnel (pay) costs are provided by the federal government for the primary (federal) mission. Thus, if the Governor directs the Guard to perform a state mission, he must rent the equipment and pay the soldiers and airmen. A major function of the Department is to maintain and operate facilities (state property) for the use and training of the Colorado National Guard.

**Mission:**

- Federal: To provide trained and ready forces to the active armed services of the United States when called to duty by the President or Secretary of Defense.
- State: To provide trained and ready units, personnel, and equipment for the preservation of life and property during natural disasters and civil emergencies when ordered by the Governor.
- Community: To participate as active organizations and contributing citizens in resolving problems facing communities.

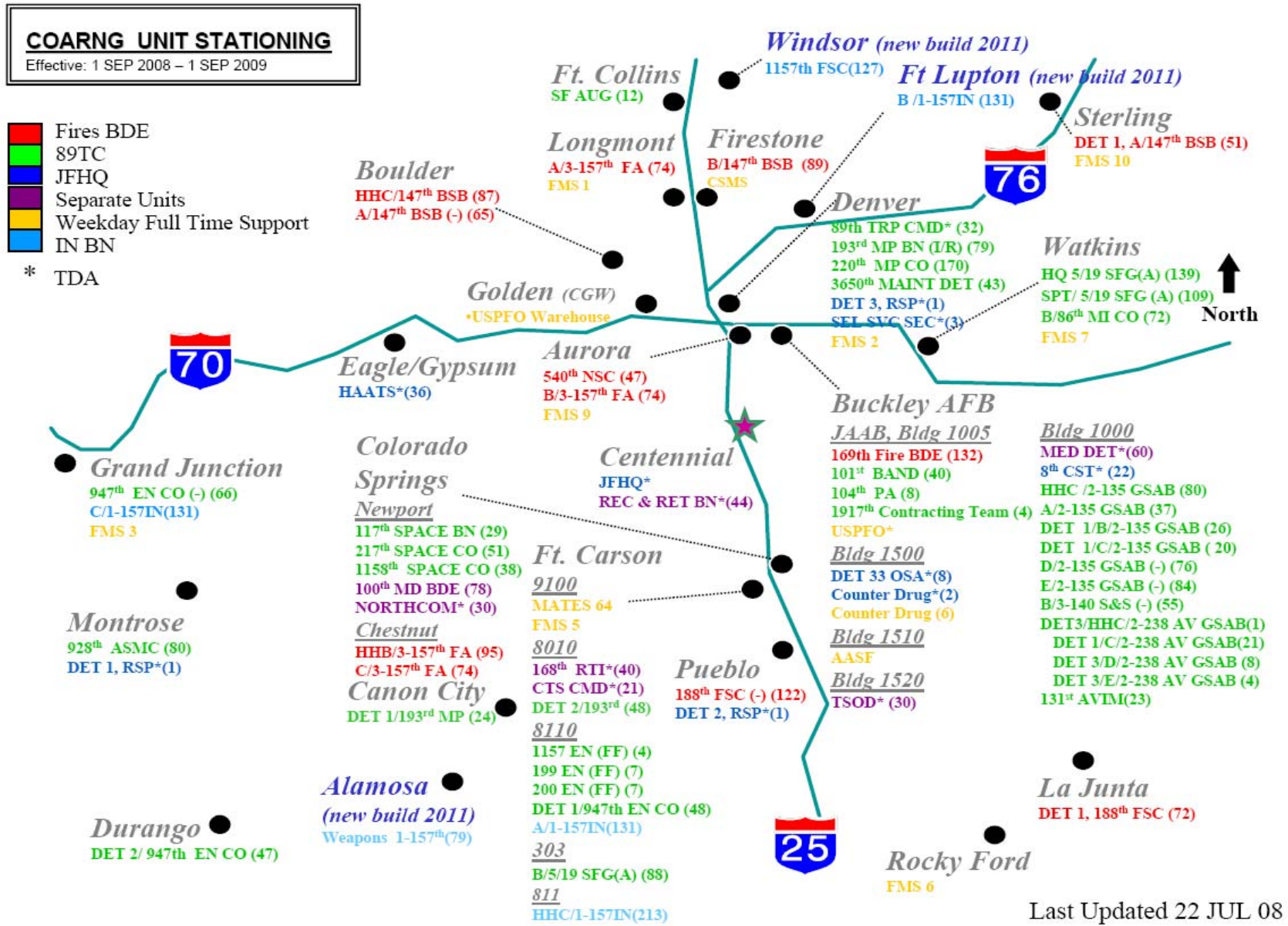
**Federal/State Statutory and Other Authority:**

Constitution of the United States: Article I, Section 8, Article II, Section 2

United States Code: Title 10, Chapter 8, Section 1588, Subsect. 106, 107, and 6301-6308; Title 10, Chapter 133; Title 10 Chapter 169, Subchapter 1; Title 32 106,107; 31USC 6305 and NGR 5-1/63-101

Colorado Constitution, Article IV, Section 1-6; Article XVII and Title 28 C.R.S (2008)

**Army & Air National Guard Locations:**



Last Updated 22 JUL 08

**Division of Veterans Affairs:** The Division of Veterans Affairs was transferred from the Department of Human Services to the Department of Military Affairs on 1 July 2002. The Division of Veterans Affairs serves as the “hub” of a network consisting of County Veteran Service Officers (CVSOs) and the United States Department of Veterans Affairs. They provide training and certification for CVSOs who then assist veterans to obtain benefits they have earned from the United States Department of Veterans Affairs (USDVA).

The Division of Veterans Affairs has responsibility for providing support services to the over 420,000 veterans, registered with the USDVA, residing in the state of Colorado. The Division has five veterans’ service officers and monitors and supports the activities of over sixty County Veterans Service Officers. The Division manages the Western Slope Veterans’ Cemetery located in Grand Junction, CO. The Cemetery was opened on 17 July 2002. The Division also supports the activities of the State Board of Veterans Affairs and the Board’s veterans service grants program out of the Veterans Trust Fund.

The State Board of Veterans Affairs consists of 7 Board Members appointed by the Governor and confirmed by the Senate. The Board has broad advisory and oversight responsibilities for all Veterans related activities within the State of Colorado. The Board provides an Annual Report to the Governor and the General Assembly.

**Mission:**

- To assist all eligible Colorado Veterans in securing their benefits and entitlements under all applicable federal and state statutes.
- To serve as a central source of information on veterans benefits and issues.
- To provide training and support to County Veterans Service Officers.
- To provide veterans’ representation and advocacy in the federal claims appeals process.
- To provide administrative support to the State Board of Veterans Affairs.
- To maintain and operate the Veterans Memorial Cemetery of Western Colorado.

Federal/State Statutory and Other Authority: Title 38, United States Code, Section 28-5-701 C.R.S.

**Division of Civil Air Patrol:** The Civil Air Patrol was established in 1941 as a private nonprofit organization to assist in the defense of the United States. It was incorporated by the U. S. Congress on 1 July 1946 (Title 36, United States Code.) The Civil Air Patrol (CAP) is an auxiliary of the United States Air Force with a primary mission of inland search and rescue. Additional missions include operating a Cadet Program and promoting aerospace education. The Colorado Wing aircraft and vehicles are provided by federal funds. Mission search and rescue tasking comes from the Air Force Rescue Coordination Center (AFRCC). Similar to the National Guard, if the Governor tasks the CAP for State missions not coordinated through the AFRCC, the State must pay the costs. A major function of the Division of Civil Air Patrol is to support the Wing and account for State funds (minor aircraft maintenance and operations) and State equipment.



The Division of Civil Air Patrol (CAP) is a three-tiered organization that is made up of almost 2,000 volunteers who: Perform Colorado's primary air search-and-rescue mission (available 24 hours a day, 7 days a week throughout the state) and support the state's ground search teams; facilitate a Cadet program for Colorado's youth; and provide an aerospace education program to public schools statewide. These missions are broken down as follows:

**Missions:**

**Search & Rescue:** Provide skilled volunteers to assist during emergency-service activities, including, but not limited to:

- Search and rescue for missing and downed aircraft.
- Search and rescue for missing and lost persons.
- Airlift of human tissue, blood, drugs, and medical supplies.
- Transport of Red Cross and State Emergency personnel to disaster areas.
- Assist the Division of Emergency Management during natural disasters.
- Provide aerial surveillance, photography and video in support of Homeland Security operations.

**Cadet Programs:** Further develop Colorado youth by centering activities in the CAP cadet program around aviation and space themes, by:

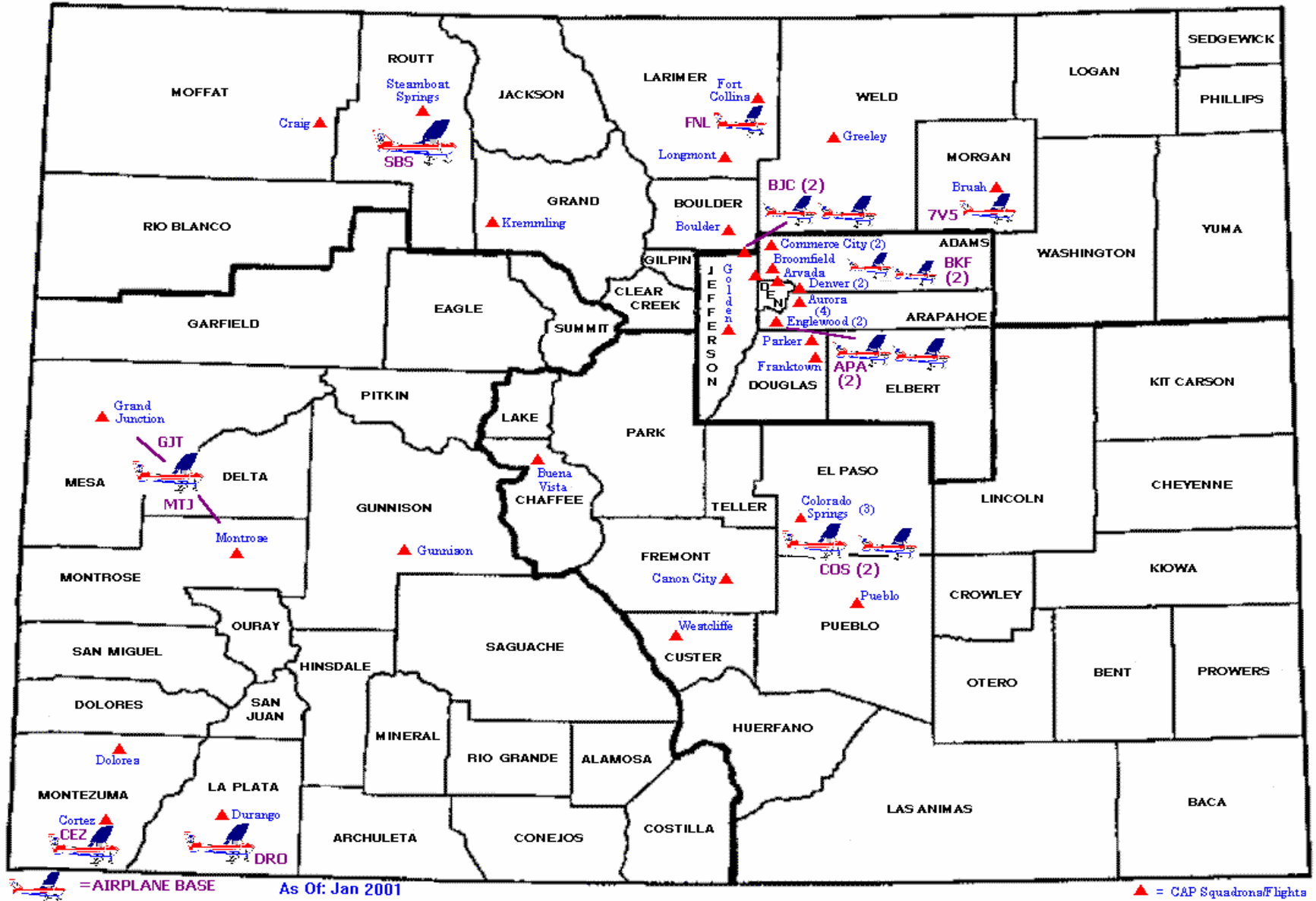
- Providing a positive model of self-discipline and ethical behavior.
- Challenging, stimulating and thoughtful leadership and scholarships.
- Instilling a positive sense of identity, direction and purpose.
- Preparing youth with the tools to be successful adults in a drug-free environment.
- Providing high expectations so participants strive for and achieve excellence.

**Aerospace Education:** Encourage study of aerospace education, by:

- Providing the latest in aerospace technology in workshops offered to public schools.
- Offering information to students regarding CAP scholarship programs available for higher education.

**Federal/State Statutory and Other Authority:** United States Code: Title 36, Chapter 403  
Colorado Constitution Article IV, Section 5, Section 28-1-101 C.R.S

Civil Air Patrol Locations:



**Prior Year Legislation 2010:**

**HB 10-1140 (Nikkel, Todd) Veterans Trust Fund/Armories**

This bill allowed for the use of the principal of the Veterans Trust Fund to be utilized for the purpose of building a Readiness Center in Grand Junction and purchasing the land for future Readiness Centers in Windsor and Alamosa.

**HB 10-1205 (Ryden, Spence) Land Use Planning, Military Installations**

Provides for notification of zoning changes within two miles of a military installation.

### **Hot Issues**

- The national military strategy is founded upon a total force, Active, Guard and Reserve, structured and resourced to defend the homeland, deter in four global strategic areas, conduct two “holding actions” and then fight and win decisively. These forces are now heavily engaged in implementing the strategy and fighting the “Global War on Terrorism” both at home and abroad. The level of military activity has increased significantly with the surge in Iraq and sorely tested the ability of the total force to deal with all the elements of the strategy. The draw-down of forces in Iraq will decrease the level of activity but will be partially offset by troop increases in Afghanistan. The increase in the tempo of operations (OPTEMPO) and the increase in which personnel are deployed for operations (PERSTEMPO) strains the forces and results in an increase in the use of and deployment of National Guard forces. When combined with State missions to respond to emergencies, the impact on OPTEMPO and PERSTEMPO is huge. This in turn strains employer relations and adds to the family hardship associated with military service. It is important to remember that 80 percent of the Colorado National Guard is traditional—members have regular civilian careers and are required to spend only 39 days per year in National Guard training. Historically, most members of the Colorado National Guard have spent 60 days per year in support of training and military deployments as well as State emergency missions. With the Global War on Terrorism, this has grown to more than 180 days per year. Colorado has had either Air or Army units deployed in support of Afghanistan, Iraq, and the Balkans, counter-terrorism or counter-narcotics operations nearly continuously for the past ten years—and this is not likely to change. On average the Colorado National Guard has 300-400 personnel deployed at any one time. If OPTEMPO remains as high as it now is, each Army Guard unit can expect an 12 month deployment every 4 to 5 years, while for the Air Guard it is a 3 month or longer deployment every 15 months.
- Homeland Security and Homeland Defense are critical responses to terrorist threats. The Department has been called upon to lend expertise in providing liaison between federal agencies, state agencies, and local government agencies. The Department is spearheading the effort to improve information security and to integrate information sharing among the National Guard, Northern Command (NORTHCOM) and State agencies. The Colorado National Guard has been able to develop unique capabilities in support of first responders throughout the State of Colorado. Working with the National Guard Bureau for funding, the Colorado National Guard now includes: a Civil Support/Weapons of Mass Destruction Team (full-time), a Vulnerability Assessment Teams for critical infrastructure, a Chemical, Biological, Radiological High Yield Explosive Reaction Force, and a general purpose Rapid Reaction Force. Increasingly, these teams exercise with local first responders. The Civil Air Patrol has developed an airborne digital imaging system that has been used by the U.S. Northern Command as well as the State Emergency Operations Center.
- The Colorado Army National Guard is transforming to a new organization focused on a “Fires” (artillery) brigade. This transformation began in 2006 and will proceed for several years. It will impact nearly every existing unit and armory. Some soldiers will be required to train to new positions, some towns will see old units disappear and new ones be created. Some armories will have more soldiers assigned and others will have fewer. This will result in great turbulence, readiness

and recruiting challenges. In addition to transforming the organization, the size of the COARNG is increasing by one Infantry Battalion (814 new positions) and will expand its presence to new cities and towns (Grand Junction, Ft. Lupton, Alamosa, Colorado Springs, and Windsor). The Air National Guard has increased its F-16 Block 30 Primary Assigned Aircraft (PAA) by three aircraft to a total of 18 and a resultant manpower increase of over 100 personnel. The Wing is a contender to receive the new F-35 fighter aircraft to replace the F-16's within 8-10 years.

- Colorado continues to offer spectacular recreational activities—particularly in the mountains. This results in an increase in requests for search and rescue. This trend places a premium on the readiness of our forces to respond. Colorado's recent history of forest fires, floods, and blizzards underscores the need for response capability to support civil authorities during crises.
- Community involvement is a cornerstone of the National Guard, and requests for assistance in community events continually increase. National Guard readiness centers/armories can be convenient facilities for community events. In addition, community and organization events can often be supported with equipment and personnel. At the same time, changes to federal law often require reimbursement for use of equipment.
- The veteran population will continue to decline as World War II veterans pass at a rate that considerably exceeds the gains from the Global War on Terrorism. On the other hand, the veteran population continues to age and health and benefit requirements continue to grow rapidly. Advocacy for their needs is an important and growing mission. The increase in mental health requirements is creating an increasing challenge.
- In FY2009-10 the Department provided \$923,553 from the Veterans Trust Fund to Veterans Service Organizations, the State Veterans Nursing Homes and the State Veterans Cemeteries. This grant program is administered by the State Board of Veterans Affairs.

**Workload Indicators: EDO**

	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 20010-11 Appropriation	FY 2011-12 Request
Number of clients served in National Guard Archives	Benchmark				
	Actual	1584	1353	TBD	TBD
Number of Guard Members using Tution Assistance	Benchmark	800	800	800	800
	Actual	763	885	TBD	TBD
Number of Members activated for emergency State Active Duty during FY	Benchmark	0	0	0	0
	Actual	17	0	TBD	TBD
Number of administrative hours spent supporting State Active Duty/Emergencies during FY	Benchmark	0	0	0	0
	Actual	28	0	TBD	TBD

**Workload Indicators: Army & Air National Guard**

	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Appropriation	FY 2011-12 Request
Army National Guard Strength	Benchmark	100%	100%	100%	100%
	Actual	94.2% (3798)	99.2% (3895)	TBD	TBD
Army National Guard Avg. Mobilized per month during FY	Benchmark	0	0	0	0
	Actual	581	315	TBD	TBD
Air National Guard Strength	Benchmark	100%	100%	100%	100%
	Actual	96.2% (1473)	100% (1541)	TBD	TBD
Air National Guard Avg. Mobilized per month during FY	Benchmark	0	0	0	0
	Actual	296	15	TBD	TBD

**Workload Indicators: Division of Veterans Affairs**

	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 20010-11 Appropriation	FY 2011-12 Request
DVA-New Clients (Power of Attorneys) during FY	Benchmark				
	Actual	3367	4175	TBD	TBD
DVA-New Claims during FY	Benchmark				
	Actual	4192	5406	TBD	TBD



**Workload Indicators: Civil Air Patrol**

	Outcome	FY 2008-09 Actual	FY 2009-10 Actual	FY 20010-11 Appropriation	FY 2011-12 Request
Hours flown per aircraft during FY	Benchmark	200	200	200	200
	Actual	208	208	TBD	TBD
Initiate CAP ground search alert within 30 minutes	Benchmark	<30 mins	<30 mins	<30 mins	<30 mins
	Actual	<30 mins	<30 mins	TBD	TBD
Number of search & rescue missions during FY	Benchmark	0	0	0	0
	Actual	251	66	TBD	TBD
Number of Cadets	Benchmark	1000	1000	1000	1000
	Actual	799	1013	TBD	TBD
Number of Senior Members	Benchmark	900	900	900	900
	Actual	959	963	TBD	TBD