STATE OF COLORADO

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

STRATEGIC PLAN
State Fiscal Year 2013-2014

H. MICHAEL EDWARDS
Major General, Colorado Air National Guard
The Adjutant General and Executive Director

STATE OF COLORADO

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

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October 1, 2012

The Honorable John Hickenlooper
Governor, State of Colorado
136 State Capitol Building
Denver, CO 80203

Dear Governor Hickenlooper,

It is with great pride that I submit the 2013-2014 Strategic Plan for the Colorado Department of Military and Veterans Affairs. Our Soldiers, Airmen, and department employees served the state and nation with distinction over the past year. The accomplishments described in this report reflect the department's readiness, dedication, and professionalism.

More than 400 Guard members were deployed this year to support ongoing military operations, Iraq, Afghanistan, and other locations throughout the world. More than 6,000 members of the Army National Guard and the Air National Guard have been deployed and many have deployed three or four times in the last 11 years in support of the nation.

The remaining available personnel within the state have been able to respond to our state mission, that of responding in support of domestic operations when called by the Governor. During the most recent wildfire season, over 300 Guard members assisted local authorities with firefighting and security assets. I point this out to assure the citizens of Colorado that despite the War, we are able to respond to the needs of the state.

As a result of our success in recruiting and retention, the Colorado National Guard remains a vital part of our nation's military capabilities. We met the end-strength goals established by the National Guard Bureau for the fourth consecutive year. Success in this area allowed us to continue fielding fully manned, fully trained military first-responder teams that are so vital to our state in responding to natural disasters and potential terrorist attacks.

The Division of Veterans Affairs has also felt the impact of the nation's wars as the number of new veterans, many of them Guardsmen and Reservists, who qualify for benefits increases. In addition to this growing caseload, which has doubled in the last two or three years, the Division of Veterans Affairs has been participating in transition-assistance programs to explain veteran benefits to those returning from deployments.

The Division of the Civil Air Patrol flew more than 2,600 hours in support of search and rescue, cadet programs, and aerospace education in Colorado. The nearly 2,100 volunteers of the Colorado Civil Air Patrol proudly serve their communities and the state by attending regular training events and meetings, as well as conducting self-guided proficiency flights in preparation for emergency services missions.

Your leadership and support helped us achieve these goals and make the Colorado Department of Military and Veterans Affairs one of the best military and veterans affairs organizations in the world. On behalf of the more than 7,800 Soldiers, Airmen, Civil Air Patrol members, and department employees, I say "thank you" for allowing us to safeguard the welfare and freedom of our great state and nation.

Respectfully,

H. Michael Edwards
Major General, Colorado National Guard
The Adjutant General and Executive
Director

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1. Introduction

The Department of Military and Veterans Affairs is lead by Major General H. Michael Edwards. The Department consists of three functionally related distinct divisions which are shown in Figure 1, Department of Military and Veterans Affairs Organization:

1. The Division of the National Guard, the federally recognized state military force comprised of approximately 4,000 Army National Guard and 1,500 Air National Guard personnel.
2. The Division of the Civil Air Patrol consisting of one state employee to provide support to the nearly 2,100 volunteer members of the Colorado Wing of the Civil Air Patrol.
3. The Division of the Veterans Affairs which consists of State Veterans Service Officers and the Veterans Memorial Cemetery of Western Colorado. The Division supports the Board of Veterans Affairs, a seven-member board appointed by the Governor and reporting to the Governor and General Assembly as a Type II Board through the Adjutant General.

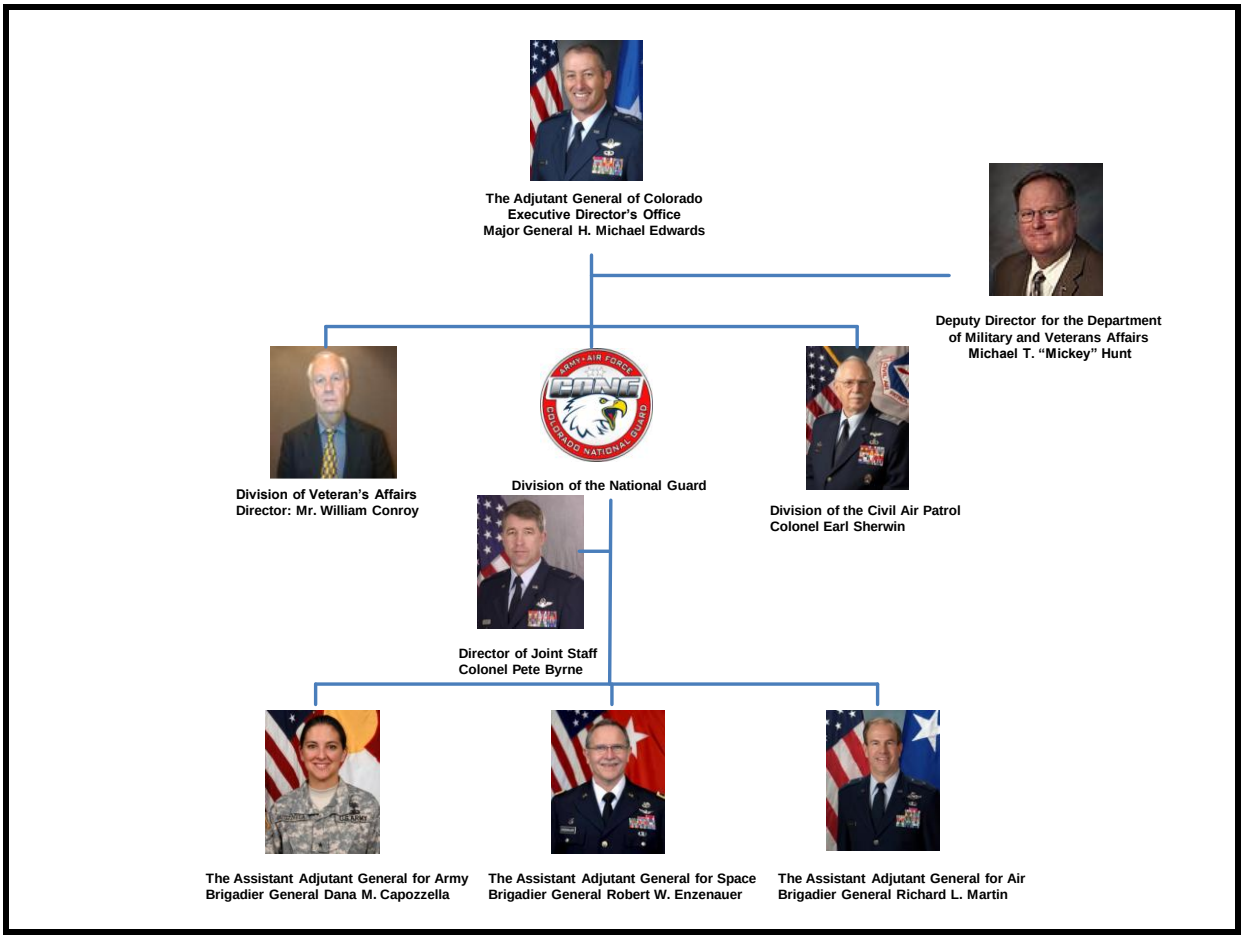

Figure 1: Department of Military and Veterans Affairs Organization

Major General H. Michael Edwards is The Adjutant General for Colorado. He is responsible for the command administration of over 5,500 Colorado Army and Air National Guard members. Major General Edwards also serves as the Executive Director of the Department of Military and Veterans Affairs and is a member of the Governor's cabinet. He has responsibility for the Colorado National Guard's primary missions of national defense and state emergency response.

The Department of Military and Veterans Affairs mission, vision, and values statements are:

Mission Statement: ***To provide guidance, support, and legislative coordination to the divisions of the Colorado National Guard, Civil Air Patrol, and Veterans Affairs enabling the divisions to assist Colorado's Veteran Community; and to provide ready forces at home or abroad, protecting the citizens and property of Colorado and the United States of America.***

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 agreements, promotions, 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, environmental stewardship of our Colorado cultural and natural resources.

As the Department moves ahead through the next five years, the needs of the three Department of Veterans Affair's divisions are fairly clear. Within the National Guard, facility improvement is the primary focus. In Veterans Affairs, the growing health needs of an aging veterans' population and the needs of the new generation of veterans from the Global War on Terrorism will be a focus. The Civil Air Patrol will focus on training and maintaining its membership to ensure adequate emergency services capability.

The Division of the National Guard (Division 1)

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 representative of the Command-in-Chief, the Governor. The Governor has the authority to order the Colorado National Guard into the active service of the Sate and to cause them to perform duty such as he/she shall deem proper. The National Guard is equipped and paid by the Federal Government and must meet organizational and training standards to qualify for Federal recognition. When 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 of Civil Air Patrol (Division 2)

Division of Civil Air Patrol is authorized and governed by Article 1, Title 28 Colorado Revised Statutes. The Civil Air Patrol operates in the Rocky Mountain Region. The Colorado Civil Air Patrol is comprised of 35 squadrons in four groups across Colorado. There are three types of squadrons: Cadet, Composite, and Senior. Cadet squadrons are comprised primarily of cadets, with a minimum of three senior members (adults) for supervisory, administrative, and training requirements. Composite squadrons are made up of both cadets and senior members, conducting both cadet and senior programs. Senior-cadet squadrons are made up exclusively of senior members who are all over the age of 18. There are currently almost 1,000 seniors and more than 1,050 cadets in the Colorado Wing.

The Division of Veterans Affairs (Division 3)

The Division of Veterans Affairs is authorized and governed by Chapter 3, Title 38, United States Code (Veterans). The Colorado Division of Veterans Affairs is the state agency that is mandated by state statute to assist veterans and their family members and survivors in securing any benefits they may be entitled to because of service in the military. 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 78 county Veterans Service Officers in 64 counties and the United States Department of Veterans Affairs who monitor and support the activities of the County Veterans Service Officers. They 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 427,000 veterans, registered with the United States Department of Veterans Affairs residing in the State of Colorado. The division currently has eight fulltime employees.

2. Major Program Areas

The Department of Military and Veterans Affairs has five major program areas associated with its divisions. There are three under the division of the National Guard, and one each for the Civil Air Patrol and the Department of Veterans Affairs. These are National Guard Federal, National Guard State**,** National Guard Family**,** Civil Air Patrol**,** and Veterans Affairs**.**

- National Guard Federal program encompasses activities to provide the Federal Government with a trained and ready National Guard force for execution of assigned federal missions based on the National Military Strategy.

- National Guard State program encompasses activities to provide the Governor a trained and ready National Guard force able to conduct National Guard Civil Support within Colorado and Federal Emergency Management Agency Region VIII as required.

- National Guard Family program encompasses activities to meet the needs of our citizen Soldiers, Airmen, and their Families outside traditional military channels.

- Civil Air Patrol program encompasses activities to provide the Governor a trained and ready force to conduct search and rescue missions.

- Veterans Affairs program encompasses activities to assist veterans, their family members, and survivors in securing benefits provided for prior service in the military.

NOTE: To evaluate its performance in accordance with the SMART Act, the Department of Military and Veterans Affairs has compared actual values for each fiscal year to performance based benchmarks by showing the percentage of goal achieved (or variance) for each goal as shown through its corresponding figures.

Major Program Area 1: National Guard Federal

Five-Year Goal for National Guard Federal Program: Provide our communities, state and nation a ready, reliable, essential and accessible military force, fully equipped for national defense, military support and defense support to civil authorities.

Performance Based Goal #1: Man the All-volunteer Force in accordance with Title 10, USC, Sections 117, 153, and 482.

Army Strategy: *Personnel (P-level).* This measure is an aggregate of the personnel readiness rating for each Colorado Army National Guard unit. Units measure personnel readiness using three metrics for personnel fill percentages that are based on the unit's strength requirements for its core functions/designed capabilities:

- Total available personnel strength divided by the required personnel
- Available military occupational specialty qualified (MOSQ) strength by duty position divided by the required strength
- The available senior grade personnel determined by comparing the available and required strength in each of five senior grade categories

The applicable manning document that reflects the unit's core functions/designed capabilities is the authoritative source for the unit's required strength.

Army Compliance Benchmark: 90% mandated by Headquarters, Department of the Army.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	90 %	82%	91%
2010	90 %	86%	96%
2011	90 %	88%	98%
2012	90 %	91%	101%
2013	90 %	TBD	TBD

Figure 2: Colorado Army National Guard Personnel Readiness

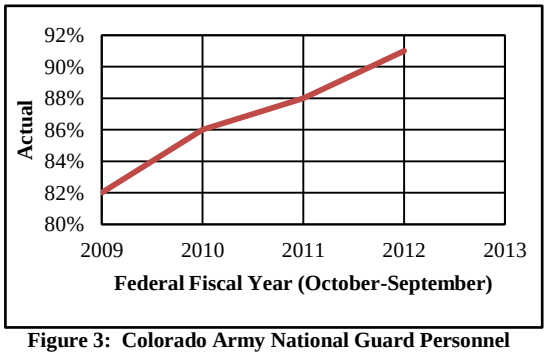

Figure 3: Colorado Army National Guard Personnel Readiness Graph

Air Strategy *Personnel (P-level).* This measure is an aggregate of the personnel readiness rating for each Colorado Air National Guard unit. Units measure personnel readiness using three metrics for personnel fill percentages that are based on the unit's strength requirements for its core functions/designed capabilities:

- Total available personnel strength divided by the required personnel
- Available Air Force Specialty Code (AFSC) strength by duty position divided by the required strength
- The available senior grade personnel determined by comparing the available and required strength in each of five senior grade categories.

The applicable manning document that reflects the unit's core functions/designed capabilities is the authoritative source for the unit's required strength.

Air Compliance Benchmark: 90% mandated by Headquarters, Department of the Air Force.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	90%	87%	97%
2010	90%	86%	96%
2011	90%	89%	99%
2012	90%	87%	97%
2013	90%	TBD	TBD

Figure 4: Colorado Air National Guard Personnel Readiness

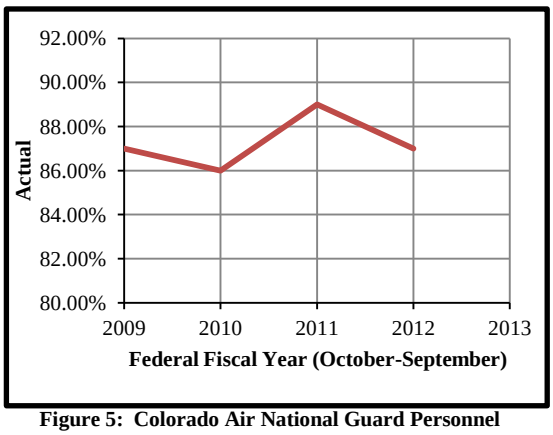

Figure 5: Colorado Air National Guard Personnel Readiness Graph

Performance Based Goal #2: Equip ready Force in accordance with equipment authorizations established by Title 10, USC, Sections 117, 153, and 482.

Army Strategy: *Equipment and supplies on–hand/available (S-Level).* This measure is an aggregate of the equipment/inventory rating for each Colorado Army National Guard unit. Units determine and report S-level by determining the on hand/availability status of designated critical equipment items and other mission essential equipment items. The S-level measurement is not based solely on property accountability records, and it does not consider the operational readiness/serviceability of the equipment items. The applicable equipping document reflects the unit's core functions/designed capabilities and is the authoritative source for the unit's equipment requirements.

Army Compliance Benchmark: 85% mandated by Headquarters, Department of the Army.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	88%	103%
2010	85%	90%	106%
2011	85%	92%	108%
2012	85%	94%	110%
2013	85%	TBD	TBD

Figure 6: Colorado Army National Guard Equipment on-hand

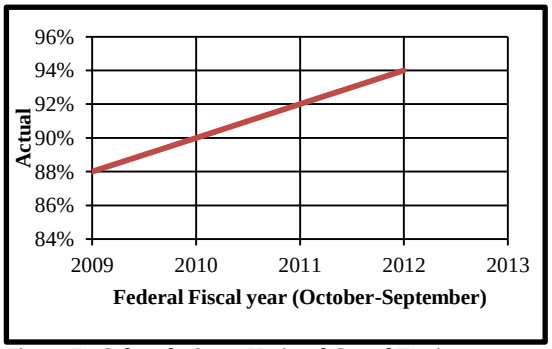

Figure 7: Colorado Army National Guard Equipment on-hand Graph

Air Strategy: *Equipment and supplies on–hand/available (S-Level).* This measure is an aggregate of the equipment/inventory rating for each Colorado Air National Guard unit. Units determine and report S-level by determining the on hand/availability status of designated critical equipment items and other mission essential equipment items. The S-level measurement is not based solely on property accountability records, and it does not consider the operational readiness/serviceability of the equipment items. The applicable equipping document reflects the unit's core functions/designed capabilities and is the authoritative source for the unit's equipment requirements.

Air Compliance Benchmark: 85% mandated by Headquarters, Department of the Air Force.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	94%	110%
2010	85%	91%	107%
2011	85%	88%	104%
2012	85%	98%	115%
2013	85%	TBD	TBD

Figure 8: Colorado Air National Guard Equipment on-hand

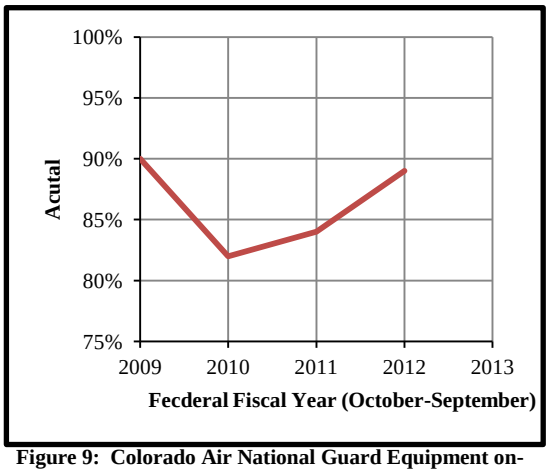

Figure 9: Colorado Air National Guard Equipment on-hand Graph

Performance Based Goal #3: Equipment Readiness/Serviceability in accordance with readiness requirements established by Title 10, USC, Sections 117, 153, and 482.

Army Strategy: *Equipment readiness/serviceability (R-level).* This measure is an aggregate of the equipment readiness rating for each Colorado Army National Guard unit. Units measure the operational readiness or serviceability of critical equipment items that are in their possession, under their control or available to them within 72 hours, and that are designated by Headquarters Department of the Army via the Maintenance Master Data File (MMDF) as reportable for maintenance. Separate measurements are accomplished for each maintenance reportable pacing item and for all maintenance reportable equipment currently in the unit's possession (aggregate). An R-level rating is determined for each measurement, and, subsequently, the unit's R-level rating is determined in accordance with a methodology that considers each of these R-level measurements.

Army Compliance Benchmark: 85% mandated by Headquarters, Department of the Army.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	80%	94%
2010	85%	88%	103%
2011	85%	90%	106%
2012	85%	92%	108%
2013	85%	TBD	TBD

Figure 10: Colorado Army National Guard Equipment Readiness/Serviceability

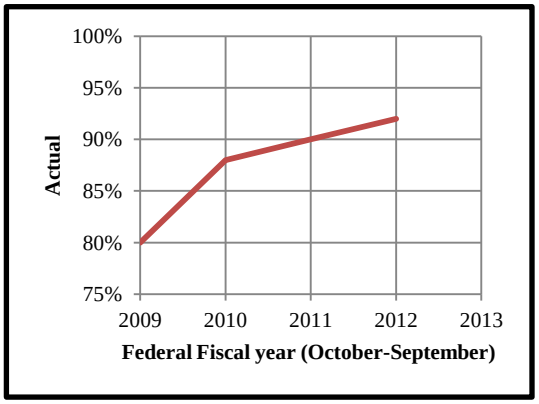

Figure 11: Colorado Army National Guard Equipment Readiness/Serviceability Graph

Air Strategy: *Equipment readiness/serviceability (R-level).* This measure is an aggregate of the equipment readiness rating for each Colorado Air National Guard unit. Units measure the operational readiness or serviceability of critical equipment items that are in their possession, under their control or available to them within 72 hours, and that are designated by Headquarters Department of the Air Force as reportable for maintenance. Separate measurements are accomplished for each maintenance reportable pacing item and for all maintenance reportable equipment currently in the unit's possession (aggregate). An R-level rating is determined for each measurement, and, subsequently, the unit's R-level rating is determined in accordance with a methodology that considers each of these R-level measurements.

Air Compliance Benchmark: 85% mandated by Headquarters, Department of the Air Force.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	93%	109%
2010	85%	91%	107%
2011	85%	93%	109%
2012	85%	93%	109%
2013	85%	TBD	TBD

Figure 12: Colorado Air National Guard Equipment Readiness

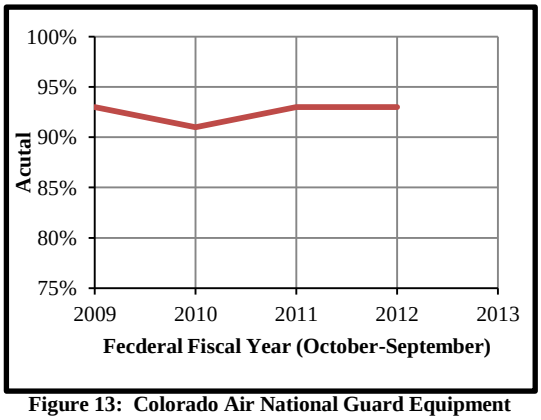

Figure 13: Colorado Air National Guard Equipment Readiness Graph

Performance Based Goal #4: Training in accordance with readiness requirements established by Title 10, USC, Sections 117, 153, and 482.

Army Strategy: *Unit training level proficiency (T-level).* This measure is an aggregate of the training readiness rating for each Colorado Army National Guard unit. Units report training status based on the percentage of the unit's Mission Essential Tasks (MET) trained to standard. Although units are also required to determine and report additional training data, the training level is determined solely based on the results of the MET proficiency assessments associated with the unit's core functions and designed capabilities.

Army Compliance Benchmark: 85% mandated by Headquarters, Department of the Army.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	80%	94%
2010	85%	88%	105%
2011	85%	90%	106%
2012	85%	92%	108%
2013	85%	TBD	TBD

Figure 14: Colorado Army National Guard Unit Training Proficiency

Figure 15: Colorado Army National Guard Unit Training Proficiency Graph

Air Strategy: *Unit training level proficiency (T-level).* This measure is an aggregate of the training readiness rating for each Colorado Air National Guard unit. Training measurement is used to indicate the status of training needed to support the mission for which the unit is designed. Although units are also required to determine and report additional training data, the training level is determined solely based on the results of the training proficiency assessments associated with the unit's core functions and designed capabilities.

Air Compliance Benchmark: 85% mandated by Headquarters, Department of the Air Force.

Fiscal Year	Goal	Actual	Percentage of Goal Achieved
2009	85%	90%	106%
2010	85%	82%	96%
2011	85%	84%	99%
2012	85%	89%	104%
2013	85%	TBD	TBD

Figure 16: Colorado Air National Guard Unit Training Proficiency

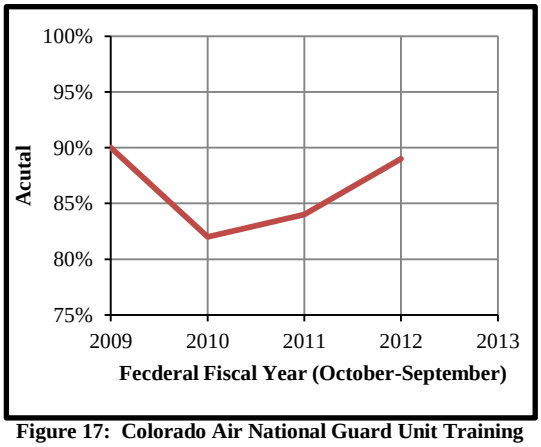

Figure 17: Colorado Air National Guard Unit Training Proficiency Graph

Major Program Area 2: National Guard State

Five-Year Goal for National Guard State Program: to provide the Governor a trained and ready National Guard force able to conduct National Guard Civil Support within Colorado and Federal Emergency Management Agency Region VIII as required.

Performance Based Goal #1: Provide the Civil Support Team in less than two hours of a validated request for support and accepted mission assignment.

Description: The mission of the Civil Support Team is to, at the direction of the Governor, support civil authorities at domestic Chemical, Biological, Radiological, or Nuclear (CBRN) incident sites by identifying CBRN agents or substances, assessing current and projected consequences, advising on response measures, and assisting with requests for additional support. The Colorado National Guard executes this mission in accordance with Title 10, United States Code (USC) Section (§) 12310 (10 USC §12310) to contribute to the civil emergency management structure as it prepares for and manages the consequences of incidents. Validation criteria include a determination of whether the request for assistance, processed through proper channels, includes sufficient information to task the National Guard; that the mission is legally and ethically sound; appropriate and feasible for the Civil Support Team; and that the mission supports Local/State Emergency Response.

Strategy: The Colorado National Guard will accomplish Process / Performance Based Goal #1 by ensuring that the Civil Support Team is staffed, trained, equipped, and available for rapid deployment in response to operations 24 hours a day, seven days a week, with the ability to conduct sustained operations for a minimum of 72 hours. The Civil Support Team is federally funded. Personnel serve in a USC Title 32, Fulltime National Guard duty status.

Fiscal Year	Validated Requests with Response	Validated Requests with Response within 2 hours	Percentage of Goal Achieved
2009	4	4	100%
2010	4	4	100%
2011	3	3	100%
2012	4	4	100%
2013	TBD	TBD	TBD

Figure 18: Colorado National Guard Civil Support Team Response

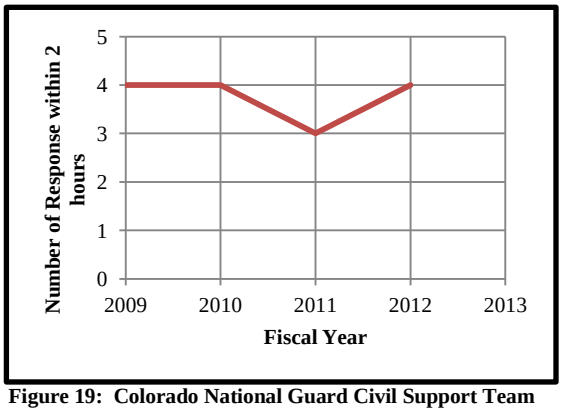

Figure 19: Colorado National Guard Civil Support Team Response Graph

Performance Based Goal #2: Provide helicopter water bucket drops for wildfire support within three hours of mission/event assignment.

Description: The Colorado National Guard supports civil authorities whose capabilities or capacity is insufficient to meet current requirements, protect life, property, and safety; and protect critical infrastructure. In accordance with Title 32, United States Code (USC) Section (§) 502 (32 USC §502), the Colorado National Guard maintains a Baseline Operating Posture, conducting required planning, training, exercises and domestic operations as a State asset for the Governor. Aviation assets may deploy from this posture to conduct domestic operations, including water bucket operations for wildland fire suppression.

Strategy: To accomplish Performance Based Goal #2, the Colorado National Guard will ensure that aviation units are staffed, trained, and equipped for rapid deployment in response to wildland firefighting operations, 24 hours a day, seven days a week. The Colorado National Guard will execute water bucket operations in USC, Title 32, Full-Time National Guard or State Active Duty status.

Fiscal Year	Validated Requests with Response	Validated Requests with Response within 3 hours	Percentage of Goal Achieved
2009	2	2	100%
2010	0	0	100%
2011	0	0	100%
2012	3	3	100%
2013	TBD	TBD	TBD

Figure 20: Colorado National Guard Aviation Water Bucket Operations within 3 hours

Figure 21: Colorado National Guard Aviation Water Bucket Operations within 3 hours Graph

- FY 2009-10:
  - 2 wildfire response events
  - 18.5 helicopter flight hours
- FY 2012-13:
  - 3 wildfire response events
  - 130.8 helicopter flight hours

Performance Based Goal #3: Provide a helicopter to conduct Search and Rescue (SAR) in less than three hours of accepted mission assignment, excepting high-risk missions with light and weather constraints.

Description: In accordance with National Guard Pamphlet (NG PAM) 95-5, "Use of Army National Guard Aircraft," the Colorado National Guard may use aircraft in support of military and civil Search and Rescue, under the provisions of emergency transportation, when life, limb, or eyesight is at risk. Emergency transportation may also include the movement of special equipment or rescue teams and dogs trained for such purposes. The Colorado National Guard will conduct Immediate Response missions upon request from civil authorities when there is an emergency involving threat to life, limb, or sight, and when suitable commercial services are not available, feasible, or adequate. In addition, the Colorado National Guard adheres to Title 32, United States Code (USC) Section (§) 502 (32 USC §502), maintaining a Baseline Operating Posture to conduct required planning, training, exercises, and domestic operations as a State asset for the Governor. Aviation assets may deploy from this posture to conduct Immediate Response missions upon the request of civil authorities, or in response to those missions coordinated through the Air Force Rescue Coordination Center (AFRCC) at Tyndall Air Force Base, Florida.

Strategy: To accomplish Process / Performance Based Goal #3, the Colorado National Guard will ensure that aviation units are staffed, trained, and equipped for rapid deployment in response to Search and Rescue operations, 24 hours a day, seven days a week. The Colorado National Guard will not execute high-risk missions, specifically those with a requirement for hoist and/or night vision goggles, without a complete risk assessment and approval from The Adjutant General. Personnel assigned to aviation units responsible for Air Search and Rescue operate in a USC Title 32, Full-Time National Guard or State Active Duty status.

Fiscal Year	Validated Requests with Response	Validated Requests with Response within 3 hours	Percentage of Goal Achieved
2009	14	14	100%
2010	24	24	100%
2011	13	13	100%
2012	18	18	100%
2013	TBD	TBD	TBD

Figure 22: Colorado National Guard Air Search and Rescue Response

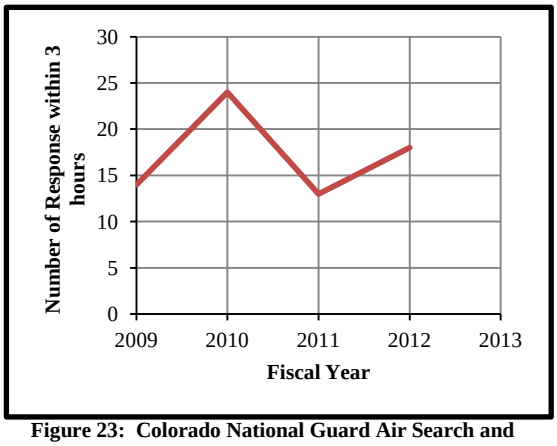

Figure 23: Colorado National Guard Air Search and Rescue Response Graph

- FY 2009-10:
  - 14 missions
  - 92.6 helicopter flight hours
- FY 2010-11:
  - 24 missions
  - 81 helicopter flight hours
- FY 2011-12:
  - 13 missions
  - 110.7 helicopter flight hours
- FY 2012-13:
  - 18 missions
  - 92.2 helicopter flight hours

Performance Based Goal #4: Provide a Security Force Package in less than 24 hours of accepted mission assignment.

Description: In accordance with the 2004 National Guard Bureau Implementation Plan, requiring the creation of a National Guard Reaction Force (NGRF), the Colorado National Guard maintains a capability to serve as a rapidly deployable element for security related missions and all-hazards based response force. The response force is prepared to conduct the following missions: provide site and/or critical infrastructure security; security patrols or show of force; establish roadblocks and checkpoints; and provide force protection or security. In addition, the response force will be trained to do the following: assemble forces assuming a no-notice event; deploy, including movement to, from, and around an incident site; communicate internally, with a higher headquarters, and civil authorities as necessary; security; and civil disturbance. The National Guard Response Force is flexible with the ability to serve as an initial operating force during the first critical hours of an incident or as augmentation to civil authorities during sustained operations.

Strategy: To accomplish Process / Performance Based Goal #4, the Colorado National Guard will staff, train, and equip a response force to ensure rapid deployment 24 hours a day, seven days a week, with the ability to conduct sustained operations for a minimum of 72 hours. These forces will deploy under Title 32, United States Code (USC) Section (§) 502 (32 USC §502) or State Active Duty.

Fiscal Year	Validated Requests with Response	Validated Requests with Response within 24 hours	Percentage of Goal Achieved
2009	0	N/A	N/A
2010	0	N/A	N/A
2011	0	N/A	N/A
2012	2	2	100%
2013	TBD	TBD	TBD

Figure 24: Colorado National Guard Security Force Response

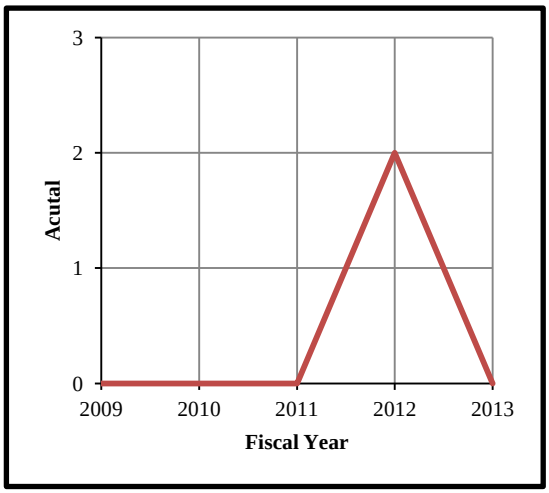

Figure 25: Colorado National Guard Security Force Response Graph

Major Program Area 3: National Guard Family

Five-Year Goal for National Guard Family Program: Operate relevant and effective National Guard member and family support/readiness programs to meet the needs of our citizen Soldiers/Airmen and their Families to include current employment initiatives.

Performance Based Goal #1: Performance Based Goal #1: Maintain a dynamic Yellow Ribbon program for National Guard Service Members and their Families. This measure is an aggregate of the Yellow Ribbon Events for each Colorado National Guard deploying unit.

Description: The Yellow Ribbon Program is a congressional mandated program that provides information, services, referral, and proactive outreach opportunities for Service Members, Families, employers, and youth according to Department of Defense Instructions 1342.28. In addition, the Yellow Ribbon has formed partnerships with multiple State level military services such as: major veteran service organizations and government departments and agencies in addition to civilian organizations, established to assist military families, and community service organizations. The program covers the entire deployment cycle for the Service members and family: pre-alert, alert/pre-deployment, deployment, and post-deployment.

Strategy: Preparing for soldier deployment affects families and communities through the five mandatory events. These events are:

- pre-deployment
- during deployment
- 30 days post-deployment per unit
- 60 days post-deployment per unit
- 90 days post-deployment per unit

Educating the family about expectations upon the return of a soldier is imperative to create a supportive environment and integrating soldiers back to day-to-day life will allow them to regain their former role of spouse, child, parent, grandparent, sibling, and productive member of society. Taking a proactive approach to successfully prepare for these various dynamics will make for a healthier workforce.

Fiscal Year	Mandatory Yellow Ribbon Events	Actual	Percentage of Goal Achieved
2009	14	14	100%
2010	24	24	100%
2011	22	22	100%
2012	34	34	100%
2013	21	TBD	TBD

Figure 26: Yellow Ribbon Events Held

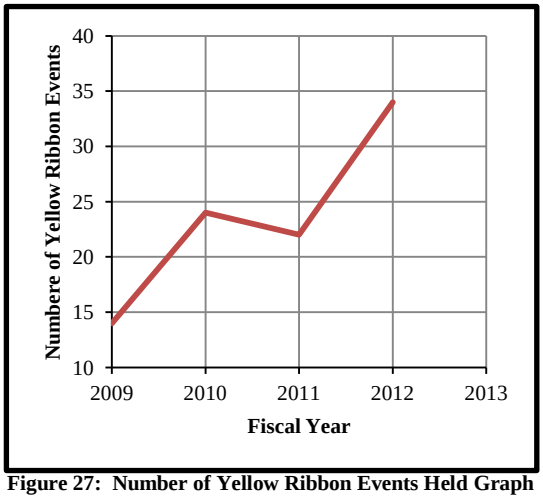

Figure 27: Number of Yellow Ribbon Events Held Graph

*Note: Event numbers are directly correlated to Colorado National Guard units deployed.

Performance Based Goal #2: Continue to increase volunteer participation at the unit level.

Description: The Family Readiness Group (FRG) is based on volunteer service. A unit-level volunteer builds a face-to-face relationship with the unit's commander and senior non-commissioned officer establishing the trust required to meet the needs of the families. In turn, the FRG volunteer must also build the trust of the service members and their families in order to assist with specific needs in all areas of life. The FRG volunteer is the liaison between the Commander and the families. FRG volunteers contribute to unit readiness by assisting families to resolve their needs, enabling service members to remain focused on their mission.

Fiscal Year	Goal	Volunteer Hours	Cost Savings in US Dollars
2009	N/A	3,062	$49,145
2010	N/A	3,311	$53,141
2011	N/A	2,552	$40,960
2012	N/A	2,903	$46,593
2013	15% growth*	3,339*	$53,591*

Figure 28: Volunteer Hours logged in Joint Service Support Website

*Note: Forecasted

Strategy: The Family Programs office intends on implementing new ways not only to recruit new volunteers but also to appreciate the ones who are already in place. Our vision to recruit new volunteers begins with reaching out the families to help them understand the importance of being a volunteer. To express how rewarding volunteering can be by giving back to the unit as a family member. Whether that be helping with newsletters or planning an FRG meeting, etc. The Family Program office plans to implement an incentive program for the volunteers. It is imperative to show the volunteers how important their services are to the unit and their families. Our intent for the next five years is to grow our volunteer participation by 15% per year. Creating a strong group of volunteers and appreciating all their hard work is the key not only to a unit but also to the family dynamic.

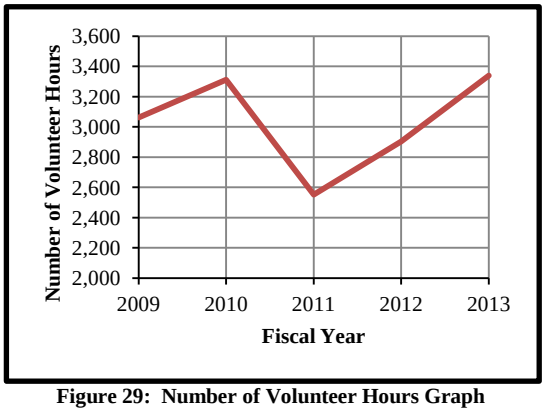

Figure 29: Number of Volunteer Hours Graph

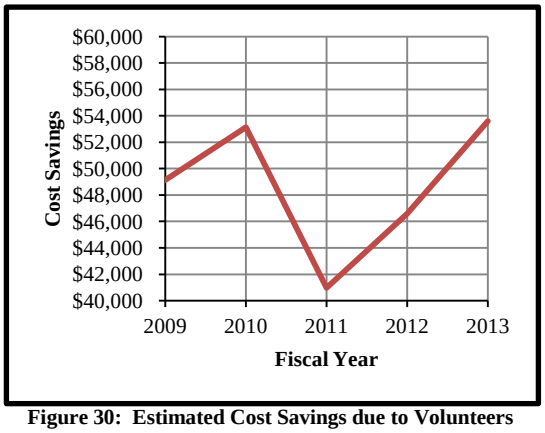

Figure 30: Estimated Cost Savings due to Volunteers Graph

Performance Based Goal #3: Operate relevant and effective National Guard member and family support/readiness programs to meet the needs of our citizen Soldiers/Airmen and their Families.

Description: The Colorado National Guard Family Programs promotes self-reliance and resiliency in Service Members, their families and volunteers by preparing, assisting and supporting their Service Member for the obligations of local, State, and Federal military service.

Strategy: By leveraging resources and providing education based on; community resource and referral/follow up, deployment cycle support, personal, family and unit readiness, life skills education, consultation and transition guidance, Volunteer management, and crisis intervention and referral. Therefore, Service Members and their Families are better equipped and prepared for the many demands and responsibilities of their military career.

Fiscal Year	Deployed Service Members	Family Cases Reported
2009	742	7,957
2010	836	15,444
2011	256	19,589
2012	340	24,888
2013	900*	TBD*

Figure 31: Cases reported in Guard Family Management System

*Note: Forecasted

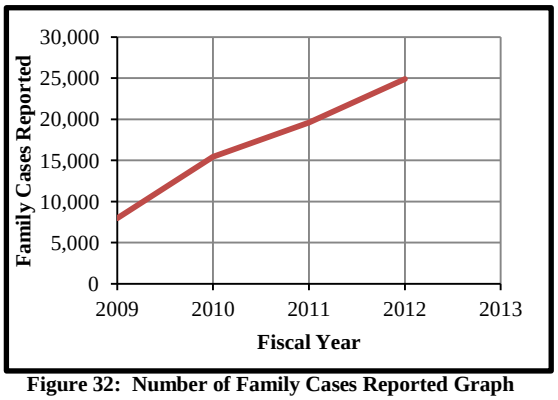

Figure 32: Number of Family Cases Reported Graph

Major Program Area 4: Civil Air Patrol

Five-Year Goal for Civil Air Patrol Program: Have sufficient trained and available volunteers in Civil Air Patrol to provide timely 24/7 response to search and rescue, disaster relief and homeland security mission requests.

Performance Based Goal #1: Maintain a minimum membership in Colorado Wing of 2,000 members to include cadets and adults.

Description: Membership in Civil Air Patrol is paid yearly from the month of joining or renewing. Membership numbers are compiled at the end of each month by National Headquarters.

Strategy: Being an unpaid volunteer organization, the number of Civil Air Patrol members available to respond at any time is unknown. As a result, Colorado Wing must maintain a membership large enough to ensure that an adequate number of members are available on a moment's notice. Colorado Wing does some direct recruiting but participation in public events such as parades and veterans functions, media coverage of Civil Air Patrol activities and word of mouth are the primary recruiting tools. Participation in public events, performing emergency services missions and having trainings, meetings or lectures with aerospace, military or emergency response themes help with member retention.

Fiscal Year	Membership Benchmark	Actual	Percent of Benchmark achieved
2009	2,000	1,871	93.6%
2010	2,000	2,074	103.7%
2011	2,000	2,106	105.3%
2012	2,000	TBD	TBD
2013	2,000	TBD	TBD

Figure 33: Colorado Civil Air Patrol Membership

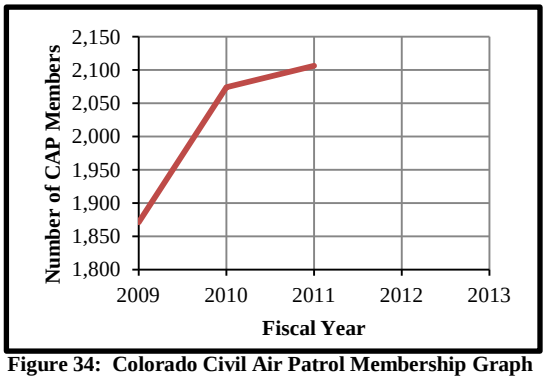

Figure 34: Colorado Civil Air Patrol Membership Graph

Performance Based Goal #2: Fly a minimum of 180 hours per year per aircraft.

Description: All flight hours and costs are tracked in CAP's national Web Mission Information Reporting System (WMIRS). Pilots enter the aircraft's Hobbs hour-meter and tach-times at the beginning and end of each flight, to the tenth of an hour, into WMIRS. Flying hour totals can be obtained at any time, but regular reports are issued at the end of each month.

Strategy: After its members, aircraft are Colorado Wing's next most important resource. Aircraft are allocated to wings by CAP National Headquarters based on several factors including annual flying hours. If aircraft are underutilized, they can be taken from a wing and given to another. The planes are flown for actual emergency services missions, training, cadet orientation flights (o-rides) and crew proficiency. Actual missions, o-rides and some training are paid for by customers, most often the Air Force. Colorado Wing tries to schedule Air Force funded trainings monthly. Proficiency flying and other training flights are paid for by the members. The minimum flying cost per hour is established by National Headquarters so the Wing subsidizes member paid flying using Wing and State funds. This encourages members to fly and to maintain their membership.

Fiscal Year	Benchmark: 180 hours	Actual	Percent of Benchmark achieved
2009	180	241.9	134.4%
2010	180	215.0	119.4%
2011	180	167.8	93.2%
2012	180	TBD	TBD
2013	180	TBD	TBD

Figure 35: Colorado Civil Air Patrol Minimum Flight Hours

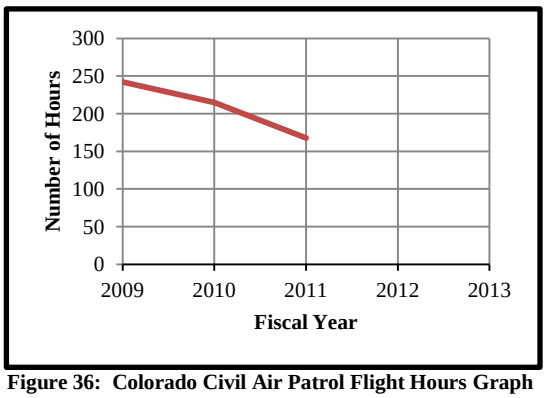

Figure 36: Colorado Civil Air Patrol Flight Hours Graph

Performance Based Goal #3: Initiate CAP emergency service ground response within 30 minutes.

Description: The on-duty Colorado Wing alert officer records the time an alert is received in the mission log. The alert officer or another incident commander (IC) who has taken command of the incident must authorize the dispatch of any resources. The time that a ground resource is dispatched is recorded in the mission log.

Strategy: To reduce loss of life, pain, suffering and property damage to those affected by emergencies, Colorado Wing members must respond to them in a timely manner. This response is done in a controlled and coordinated manner established by Wing, National and Air Force regulations, policies and procedures. Colorado Wing also uses the National Incident Management System (NIMS) for managing all incidents in accordance with Colorado Executive Order D-011-04.

Fiscal Year	Benchmark: 30 Minute Response Time	Actual: Average response time	Percent of Benchmark achieved
2009	30	No Data	N/A
2010	30	No Data	N/A
2011	30	No Data	N/A
2012	30	TBD	TBD
2013	30	TBD	TBD

Figure 37: Colorado Civil Air Patrol Ground Response

*Note: While this data was previously collected, the benchmark for this goal was not established prior to FY 12.

Performance Based Goal #4: Initiate CAP emergency service air response within 90 minutes.

Description: The on-duty Colorado Wing alert officer records the time an alert is received in the mission log. The alert officer or another incident commander (IC) who has taken command of the incident must authorize the dispatch of any resources. The time that an air resource is dispatched is recorded in the mission log.

Strategy: To reduce loss of life, pain, suffering and property damage to those affected by emergencies, Colorado Wing members must respond to them in a timely manner. This response is done in a controlled and coordinated manner established by Wing, National and Air Force regulations, policies and procedures. Colorado Wing also uses the National Incident Management System (NIMS) for managing all incidents in accordance with Colorado Executive Order D 011 04.

Fiscal Year	Benchmark: 90 Minute Response Time	Actual: Average response time	Percent of Benchmark achieved
2009	90	No Data	N/A
2010	90	No Data	N/A
2011	90	No Data	N/A
2012	90	TBD	TBD
2013	90	TBD	TBD

Figure 38: Colorado Civil Air Patrol Air Response

*Note: While this data was previously collected, the benchmark for this goal was not established prior to FY 12.

Major Program Area 5: Veterans Affairs

Five-Year Goal for Veterans Services: The Colorado Division of Veteran Affairs serves veterans and the State of Colorado by delivering timely, accessible, relevant, and the highest quality services needed to establish veteran's benefits through a core of well educated and trained State and County Veterans Service Officers (CVSOs).

Performance Based Goal #1: Increase the number of trained County Veteran Service Officers.

Strategy: There are 64 Counties in Colorado. Every County has at least one Veteran Service Officer position assignment and/or supporting staff. In the past, not all counties have attended the annual training which is how this goal is measured. This goal will be accomplished by increasing the level of awareness of policy and decision makers at the state, county and municipal levels in those underrepresented areas by face-to-face or group meetings. In addition, the Division will enhance outreach to County Veterans Service Officers in rural communities through regional training throughout the year. This will provide them with up-to-date information on changes in programs, benefits, and legislative actions that may impact any current benefits, thus providing the greatest level of benefits for our veterans. The benchmark for this goal is set at 70 trained CVSOs and/or supporting staff with the goal to increase the number by 2 each year until approximately 78 staff from all 64 counties are trained, and then work to sustain that number.

Fiscal Year	Benchmark	Actual	Percent of Benchmark achieved
2009	N/A	60*	N/A
2010	N/A	65*	N/A
2011	N/A	67*	N/A
2012	70	TBD	TBD
2013	72	TBD	TBD
2014	74	TBD	TBD

Figure 39: Number of Trained CVSOs

*Note: While this data was previously collected, the benchmark for this goal was not established prior to FY 12.

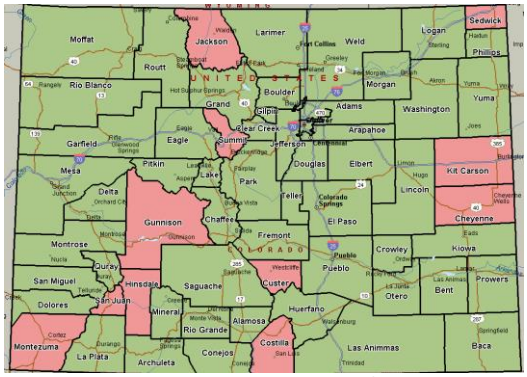

Figure 40: Colorado County Map of CVSO Trained

*Note: Training completed: Green; Not Completed: Red. There are 11 counties that have not completed the annually CVSO training program.

Performance Based Goal #2: Increase the number of veterans served.

Strategy: This is about more than just numbers for the Division. It's about having the ability to actually make Veterans' lives better by getting them the right information at exactly the right time. The Division will streamline the claims process statewide with a web based claims system. The benchmark for this goal is to increase the average number of veterans served each month by 10% over the previous year's monthly average.

Fiscal Year	Benchmark	Actual	Percent of Benchmark achieved
2009	N/A	195	N/A
2010	N/A	350	N/A
2011	N/A	383	N/A
2012	422	TBD	TBD
2013	464	TBD	TBD

Figure 41: Average Number of Veterans Served per Month per Year

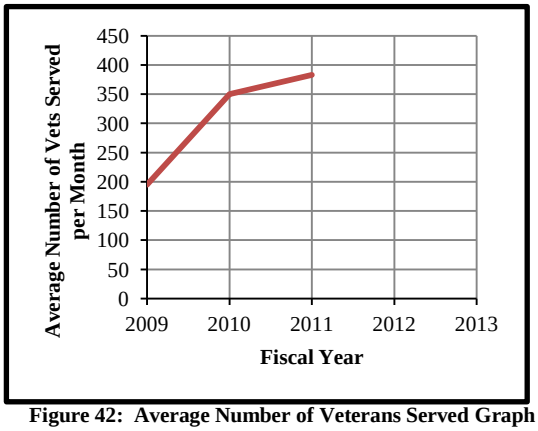

Figure 42: Average Number of Veterans Served Graph

Performance Based Goal #3: Provide strategic communications, both internally and externally to expand education and outreach.

Strategy: The concept will be to create and distribute communications that, while different in style and purpose, have an inner coherence. This action will foster a consistent communication statewide that reinforces the Division's message and brand. It will also prevent contradictory, confusing messaging to different groups across all media platform. That communication will then target seniors and post-9/11 veterans, especially those located at post-secondary institutions, which represent the two fastest growing groups of veterans in Colorado. The benchmark for this goal is a 10% annual increase in outreach events.

Fiscal Year	Benchmark	Actual	Percent of Benchmark achieved
2009	No Data	47*	N/A
2010	No Data	68*	N/A
2011	No Data	77*	N/A
2012	85	TBD	TBD
2013	93	TBD	TBD

Figure 43: Average Number of Veterans Outreach Events Attended Annually

*Note: While this data was previously collected, the benchmark for this goal was not established prior to FY 12.

Performance Based Goal #4: Increase the number of Nationally Recognized Veteran Service Organizations who receive funding from the Colorado Veterans Trust Fund.

Strategy: This goal will be accomplished by the Colorado Board of Veterans Affairs utilizing a program providing grants from the Colorado State Veterans Trust Fund. The grant program is available to provide funds to assist in veterans' programs. Such programs may include, but are not limited to transportation programs, food and shelter for homeless veterans and their families, incarcerated veterans' programs, homeless stand-down's, job assistance programs and other worthwhile programs that provide a direct service to the veteran community. The board determines who receives a grant award by placing emphasis on "at need" communities and grantees that illustrate how the program will be continued in the absence of continued funding. By state statute, these grants must be administered by nationally chartered veteran's service organizations. The benchmark was establishing using the last year's number of grantees approved and increasing it by 3 per year.

Additional Information and Metrics Tracked: The Division completes the claims process directed under Colorado Revised Statute 28-5-804, in cooperation and assistance to the CVSOs to assist veterans and their families in the filing of claims. The Division is also required by Colorado Revised Statue 28-5-705 (Sections I, II, V, VI and VIIf) to train and assist the CVSO on how to secure those benefits. The CVSO training program is designed to prepare and improve the quality of the knowledge and skills of each county service officer, especially in counties serving a large portion of low-income populations. First, by assuring that such assistance is available to all clients for whom it is requested, it serves the citizens of the State. Second, an increase in federal dollars brought into a county reduces the need for state public assistance expenditures used to sustain that veteran by the State or County Social Services programs.

Fiscal Year	Benchmark	Actual	Variance	Grants Awarded in US Dollars
2009	No Data	36*	N/A	$917,393
2010	No Data	39*	N/A	$954,771
2011	No Data	44*	N/A	$802,240
2012	47	TBD	TBD	TBD
2013	50	TBD	TBD	TBD
2014	53	TBD	TBD	TBD

Figure 44: Number of Grant Programs that Receive Funding

*Note: While this data was previously collected, the benchmark for this goal was not established prior to FY 12.

Fiscal Year	Claims Received	PS Appropriation in U.S. Dollars	Full Time Employees
2009	2,796	$610,200	8
2010	5,180	$600,526	8
2011	7,695	$602,600	8
2012	TBD	$602,600	8
2013	TBD	TBD	TBD
2014	TBD	TBD	TBD

Figure 45: Claims, Appropriations and Full Time Employees History for Veterans Services

Fiscal Year	Claims Processed
2009	2,796
2010	5,180
2011	7,695
2012	TBD
2013	TBD
2014	TBD

Figure 46: Number of Claims Processed Within 30 Days

Additional Information and Metrics Tracked by Veteran's Services: There are two additional State benefits administered by the Division. While they are not Performance Based Goals whose outcome can be directly controlled or impacted by Division staff, they both represent customer-based outcomes achieved by delivering timely, accessible, relevant, and the highest quality services to Colorado veterans.

Fiscal Year	Number of Veterans	Compensation paid in U.S. Dollars
2009	424,228	$804,599,000
2010	421,342	$904,509,000
2011	417,834	$1,146,830,000
2012	TBD	TBD
2013	TBD	TBD
2014	TBD	TBD

Figure 47: Compensation & Pension Dollars by All Service Organizations

Fiscal Year	Number of Referendum E Granted	Running Total number of Referendum E Granted
2009	611	3,253
2010	581	3,834
2011	659	4,493
2012	TBD	TBD
2013	TBD	TBD

Figure 48: Number of Referendum E Veteran Property Tax exemptions granted each year

Fiscal Year	Number of Veteran Burials Performed	Running Total number of Veteran Burials Performed
2009	255	1,821
2010	224	2,045
2011	262	2,307
2012	TBD	TBD
2013	TBD	TBD

Figure 49: Burials at the Colorado Veterans Memorial Cemetery of Western Colorado

3. Supporting Documents

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

Supporting Document: National Guard

Our History – The history of the Colorado National Guard began Jan. 23, 1860, when the 1st General Assembly of the Jefferson Territory authorized the formation of two military companies: the "Jefferson Rangers" and the "Denver Guards." These units were later disbanded and the Colorado Volunteers stood up as the official Territorial Militia.

On Feb. 26, 1861, Colorado became a territory of the Union. William Gilpin, the first governor, organized the "Colorado Volunteers" for the defense of the territory and to oppose the looming invasion of Confederate forces during the Civil War. The 1st Colorado Volunteers met and defeated the Texas Confederates at La Glorieta Pass, New Mexico, on March 26-28, 1862. Colorado's 2nd Volunteer Cavalry served with distinction against Confederates in Missouri and Kansas while also responding to Indian attacks in the area.

With Arapahoe and Cheyenne aggression reaching a boiling point on the Colorado plains in the 1860s, a militia was raised in an attempt to quell violent bands of Indians. While there are various accounts in the history of the Battle of Sand Creek, the 3rd Colorado Cavalry successfully stemmed the killings of settlers in the area.

After Colorado became a state in 1876, the Colorado State Militia was activated dozens of times for the protection of public rights, safety, and property during the miner strikes between 1889 and 1922.

The Colorado Guard mobilized for the Spanish-American War and on June 14, 1898, sailed for the Philippines. Colorado units participated in numerous battles and were the first to enter, and eventually capture, Manila. During this campaign, the Colorado Guard's only Medal of Honor recipient, Lt. Col. William R. Grove, earned the military's highest honor for valiant action against the enemy.

In June 1916, the Colorado Guard mobilized for Mexican Border service. They were stationed on the border of Arizona, protecting the area from Pancho Villa and his army until returning home in February 1917.

War was declared against Germany on April 6, 1917, and by the beginning of August, nearly all units of the Colorado National Guard were mobilized for service in France. Colorado's combat arms units provided replacements on the front lines as well as crucial artillery support in most of the major campaigns near the end of the war, including the Meuse Argonne campaign.

During World War II, Colorado National Guard units served with pride in both European and Pacific theatres. Colorado's 157th Infantry Regiment provided a significant contribution to the invasion of Italy and southern France – eventually liberating the notorious Dachau labor camp on April 29, 1945. Colorado's 157th Infantry Regiment sustained 511 days in a combat zone and four beach landings as part of the 45th Infantry Division. The majority of Colorado's artillery units served in the Philippines for two years.

Following the war, on June 30, 1946, the 120th Tactical Fighter Squadron of the Colorado Air National Guard was federally recognized as the first Air National Guard unit in the nation, one year prior to the establishment of the U.S. Air Force in 1947.

In 1953, the 120th Tactical Fighter Squadron organized an aerial demonstration team called the "Minute Men," making it the first – and only – Air National Guard precision aerial demonstration team. At the height of its popularity, the Minute Men performed in more than 100 air shows for more than three million people in 47 states and five foreign countries.

Elements of the Colorado Guard were recalled for federal service in 1950 for the Korean Conflict, in 1961 during the Berlin Crisis and again during the 1962 Cuban Missile Crisis. In

1968, during the Vietnam Conflict, the 120th Tactical Fighter Squadron became the first Air National guard unit to be called to combat duty as a whole, flying more than 5,900 combat missions from Phan Rang Air Base.

After the Cold War, the Colorado National Guard mobilized for Operation Desert Shield/Storm in 1990-91, as well as Operations Northern and Southern Watch. Colorado Army National Guard Special Forces units were sent to Haiti to help stabilize that country in 1994-95. When the Balkans became a hot zone in 1999, Colorado's air ambulance and military police units responded as part of Operation Joint Forge. During the late 1990s, the Colorado Air and Army National Guard were the first Guard units to stand up around-the-clock space missions in defense of our nation.

Hours after the attack on the World Trade Center and the Pentagon on Sept. 11, 2001, Colorado Soldiers and Airmen were activated to provide additional security at sensitive sites across the state, including Denver International Airport. Dedicated aircrews launched defensive aircraft in support of Operation Noble Eagle to guard America's skies, an ongoing mission that continues today. Following the 9/11 attacks, every deployable unit in Colorado has been mobilized (some more than once) in support of the Global War on Terror.

Since the 2001 terrorist attacks on America, the Colorado National Guard has deployed more than 6,000 Soldiers and Airmen in support of overseas operations while continuing to defend our homeland. Since 2011, more than 5,000 Soldiers and Airmen have provided National Guard Civil Support during state emergencies and national special security events.

Over the years, the Colorado Guard has supported thousands of counterdrug and search-and-rescue missions, as well as dozens of call-ups for floods (including the Big Thompson Flood and Hurricane Katrina), wildfires, blizzards and tornadoes. The Colorado National Guard have aided authorities for prison riots and pursued escapees, bank robbers and murderers (including the Cortez Manhunt), as well as the Columbine High School shootings. Additionally, Colorado Citizen-Soldiers and -Airmen have supported massive state missions such the Pope's visit as part of World Youth Day in 1993, the G8 Summit in 1997 and the 2008 Democratic National Convention.

The Colorado National Guard also supported humanitarian relief operations in Haiti and Japan following the devastating earthquakes there. For more than 150 years, the Colorado National Guard has served our nation and communities across Colorado anytime, anywhere, and is always ready, always there.

Colorado National Guard – The National Guard's roots date to 1636, when colonial militias made up of ordinary citizens would put down their plows and pick up their weapons to protect families and towns from hostile attacks. Today, Citizen-Soldiers and Citizen Airmen hold civilian jobs or attend college while training part time, staying ready to defend America and their communities in the event of an emergency.

This mission generates the equipment, manpower authorizations and training provided by the Federal government. From the perspective of Colorado citizens, these trained Soldiers and Airmen living in the community provide the State with an important resource to respond to natural disasters or other State needs for security and assistance. However, when they serve in this State capacity, the State funds pay, allowances, and reimbursement for operating costs of Federal equipment. The State also has a responsibility to provide, operate, and maintain readiness centers (armories) and other facilities for the units. The Federal government assists in these functions by means of a Master Cooperative Agreement that specifies State and Federal

funding shares for construction, operations and maintenance. Approximately 80% of all Guardsmen train one weekend per month, with an additional 15 days of Annual Training performed during the year.

The remaining 20 percent is comprised of full time Federal (General Schedule and Wage Grade) employees as well as Active Guard/Reserve personnel. These full time personnel are charged with planning, training, administration and maintaining equipment. These full time personnel also participate in unit training one weekend a month as well as 15 days of Annual Training with their units. They provide an important, but very limited, immediate response capability. While the Army National Guard is spread out in armories/communities across the State, the Air Guard is primarily located at Buckley Air Force Base in Aurora, Greeley Air National Guard Station, and Peterson Air Force Base in Colorado Springs. There are 4036 personnel in the Colorado Army National Guard of which 18% are full time employees and 1538 Air Guard personnel 40% are full time employees. The Colorado National Guard percentage between full time employees to traditional members is 27%.

- The ***mission statement*** of the Colorado National Guard is to "Provide our communities, state and nation a ready, reliable, essential and accessible military force, fully-equipped for national defense, military support and defense support to civil authorities that adds value to America".

- The ***vision statement*** is "For our community-based organization to be recognized as the best in our profession, with a culture of trust, teamwork, caring and cooperation, in keeping with our Citizen-Warrior heritage". The senior leadership of the Colorado National Guard is shown in Figure 50, Senior National Guard Leaders.

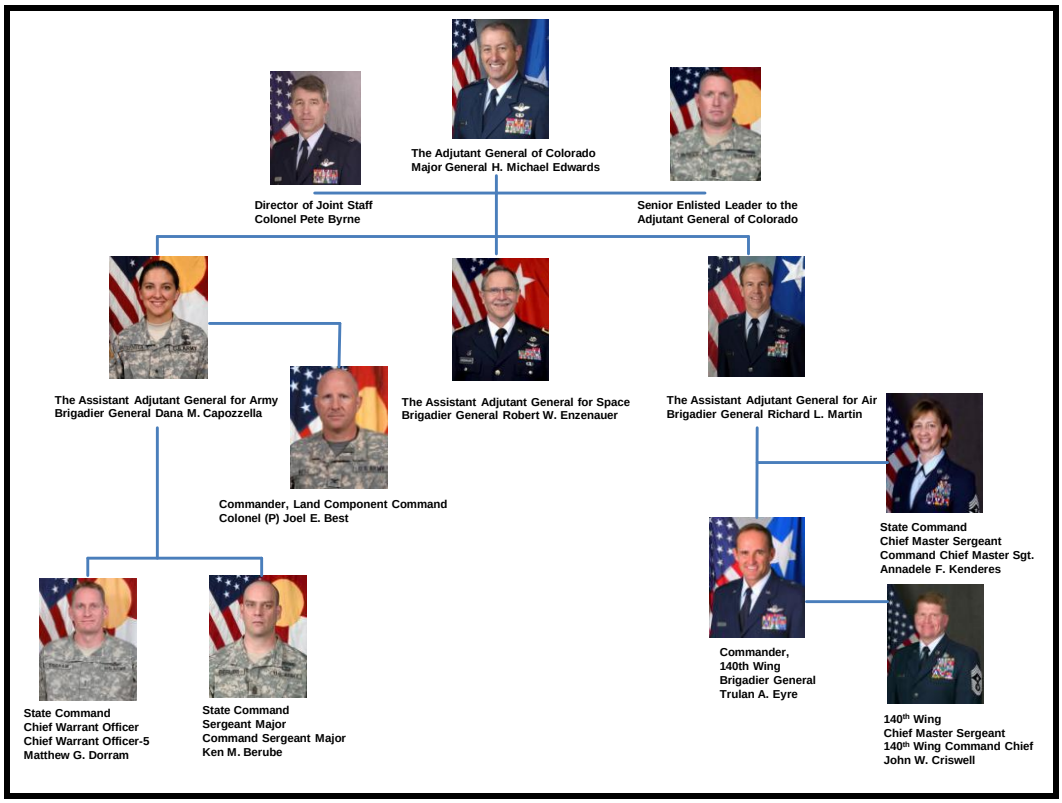

Figure 50: Senior National Guard Leaders

Colorado Army National Guard –The Colorado Army National Guard is comprised of over 4000 Soldiers assigned in a variety of combat, combat support and combat service support units aligned under seven major commands that support federal and state missions. The 89th Troop Command has five battalions to include Special Forces, Aviation, Infantry, Military Police and the only National Guard Space Battalion. The 169th Field Artillery Brigade has two battalions; one provides High Mobility Artillery Rocket System (HIMARS) capability and the other battalion provides unit sustainment and one of 17 Chemical, Biological, Radiological, Nuclear and Enhanced Conventional Weapons Response Force Packages (CERF-P) in the nation. This unit provides rapid response to the state and region in domestic emergencies.

The Colorado Army National Guard has the only Ground-based Mid-Course Defense (GMD) Brigade within the Army and the National Guard, providing 24 hour, 7 day a week global ballistic missile defense to the Nation and our Allies. This one of a kind unit based in Colorado Springs, Colorado, the 100th GMD partners with the California and the Alaska ARNG to perform this critical national homeland defense mission. The one of its kind COARNG Northern Command (NORTHCOM) element supports the United States Northern Command (USNORTHCOM) to ensure national defense. The Theater Special Operations Detachment – Korea provides command and control and staff augmentation to the Combined Forces Command - Korea and to the CONG Joint Staff in response to domestic missions. Additionally, the Medical Command and 168th Regional Training Institute care for and train our Soldiers.

During 2011-2012, the Colorado Army National Guard High-Altitude Army Aviation Training Site helicopter aircrews assisted civil authorities during search and rescue missions on Colorado's high country. During Innovative Readiness Training, Citizen Soldiers delivered medical supplies to numerous localities that supported 95,000 people during the 9 Health Fair. Colorado Army National Guard also deployed hundreds of Soldiers to Overseas Contingency Operations, including teaming Slovene Soldiers as part of an Operational Mentor and Liaison Team.

Figure 51 shown below, Colorado Army National Guard Unit and their Locations, depicts our readiness centers and field maintenance shop locations across Colorado.

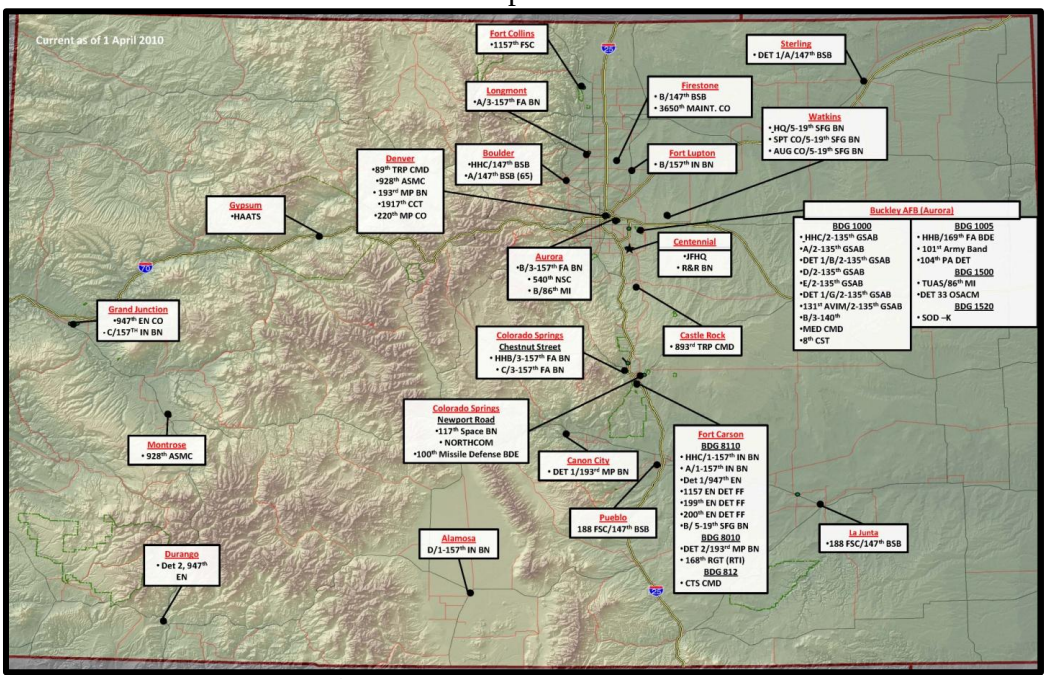

Figure 51: Map of Colorado Army National Guard Unit and their Locations

While many of our units are along the Front Range, dozens of units are also spread across the entire state in readiness centers that are being updated constantly. A key Department statutory requirement is to build and maintain readiness centers. The average age of the Department's readiness centers is approaching 38 years. Take out the five newest facilities and the average age is 49 years.

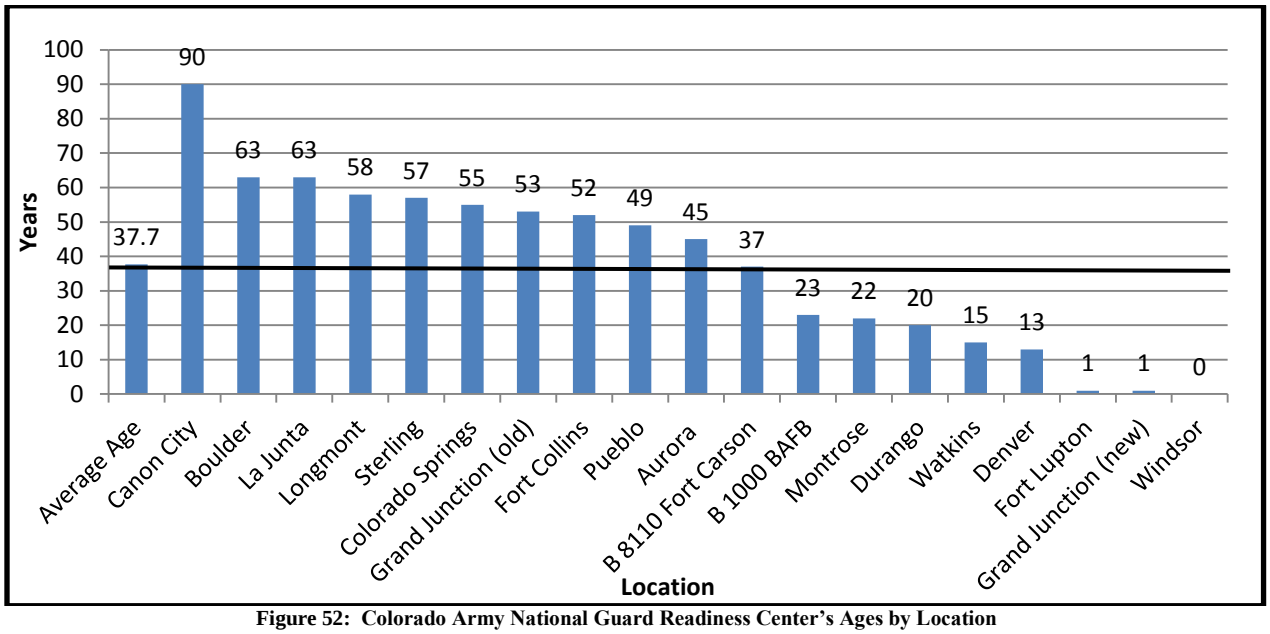

Figure 52: Colorado Army National Guard Readiness Center's Ages by Location

The older facilities still do not meet safety, Americas with Disabilities Act of 1990 and code requirements. They are also poorly configured to meet the training and support needs of today's soldier and the community. State funded controlled maintenance projects are helping to extend the life of select facilities.

Many facilities are located on sites too small to allow expansion. The National Guard Bureau site size requirement for a readiness center is 15 acres; our average site size is less than half the requirement. The Department and Army National Guard continue to explore options for providing adequate facilities and many do not meet current safety code requirements and force protection requirements. While some of these requirements are being addressed through controlled maintenance, many of the facilities are no longer suitable for unit training. In many cases, such as Canon City, Boulder, Longmont and Sterling, this is because what was outside the city fifty years ago is now surrounded by urban growth. We will seek to replace these armories with better-situated modern facilities that fully meet the unit's current and future training requirements. The Department is establishing its presence in key Colorado communities by building new facilities. Our facilities are open for use by the public such as polling places, meeting places for Civil Air Patrol, Boy Scouts, Girl Scouts, charity functions such as 9 News Health Fair, Coats for Colorado, toys for tots, etc.

The investment of $9.1 million made by the Citizens of Colorado has funded all of the state matching requirements to complete construction of the Grow the Army Readiness Centers for the new Colorado Infantry Battalion. This investment made by State has secured an additional $55 million in Federal construction funding to Colorado, local businesses, an employment

opportunities. Figure 53 through Figure 56, shows detailed information on Colorado's Army National Guard Construction Projects.

Fiscal Year	Project	Location	Total St Investment (million)	Total Fed Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
2009	Readiness Center	Grand Junction	$4.0	$11.2	450	450	$5.5	$5.5
2009	Readiness Center	Fort Lupton	$5.3	$10.9	555	555	$6.0	$6.0
2010	Mailroom/Plaza	Centennial	$0.1	$1.4	50	50	$0.7	$0.7
2011	Readiness Center	Windsor	$5.5	$9.0	435	420	$4.8	$4.5

Figure 53: Colorado Army National Guard Completed Construction Projects

After the construction is complete in Windsor, Alamosa, and north Colorado Springs the Army National Guard will have five new Readiness Centers. The first two Readiness Centers that were completed last year in Fort Lupton and Grand Junction are already being used for community events such as wedding receptions as well as training centers for members of the National Guard. The additional square footage will increase maintenance support requirements for staffing and funding at these new facilities.

Fiscal Year	Project	Location	Total State Investment (million)	Total Federal Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
FY11	Regional Training Institute	Fort Carson	$0.0	$47.9	1350	160	$16.4	$1.6
FY11	High-altitude ARNG Aviation Training Site	Gypsum	$0.0	$42.5	700	400	$16.5	$3.8

Figure 54: Colorado Army National Guard In-Progress Construction Projects

The Department continues to provide high return investments for the citizens of Colorado. We returned over $800,000 in project savings to the State after the completion of Fort Lupton and Grand Junction Readiness Centers. With a state investment of 18.5 million dollars, the state will benefit to the tune of over 40.0 million federal construction dollars. This does not include the 185.0 million dollars in federal funds the Colorado Army National Guard will receive for federally funded projects that don't require a state share.

Fiscal Year	Project	Location	Total State Investment (million)	Total Federal Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
2011	Readiness Center	North Colorado Springs (AFA)	$0.0	$21.5	725	0	$8.9	$0.0
2012	Training Center Complex	Fort Carson	$0.0	$49.0	1,400	0	$17.7	$0.0
2012	Readiness Center	Alamosa	$3.6	$7.7	335	0	$3.9	$0.0
2012	Tactical Unmanned Aircraft System	Buckley Air Force Base	$0.0	$4.2	125	0	$1.5	$0.0
2015	Readiness Center	Fort Carson	$0.0	$20.7	0	0	$0.0	$0.0

Figure 55: Colorado Army National Guard Pending Projects Construction Projects

	Project	Location	Total St Investment (million)	Total Fed Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
Totals	11	9 different communities	$18.5	$226.0	6125	2035	$81.9	$22.1

Figure 56: Colorado Army National Guard Summary of Construction Projects

Colorado Air National Guard – The Colorado Air National Guard (COANG) is comprised of 1,535 personnel that make up four separate units providing our nation with fighter, airlift and support forces capable of global employment.

The 120th Fighter Squadron (Air Combat Command), the 137th Space Warning Squadron (Air Force Space Command), the 200th Airlift Squadron (Air Mobility Command) and the 240th Civil Engineer Flight (Pacific Air Forces) provide mission-ready Air and Space Forces to combatant commanders and strive to be the model organization for the next generation militia, responding to the changing needs of our community, state and nation.

Figure 57 shown below, Colorado Air National Guard Unit and their Locations, depicts our locations across Colorado.

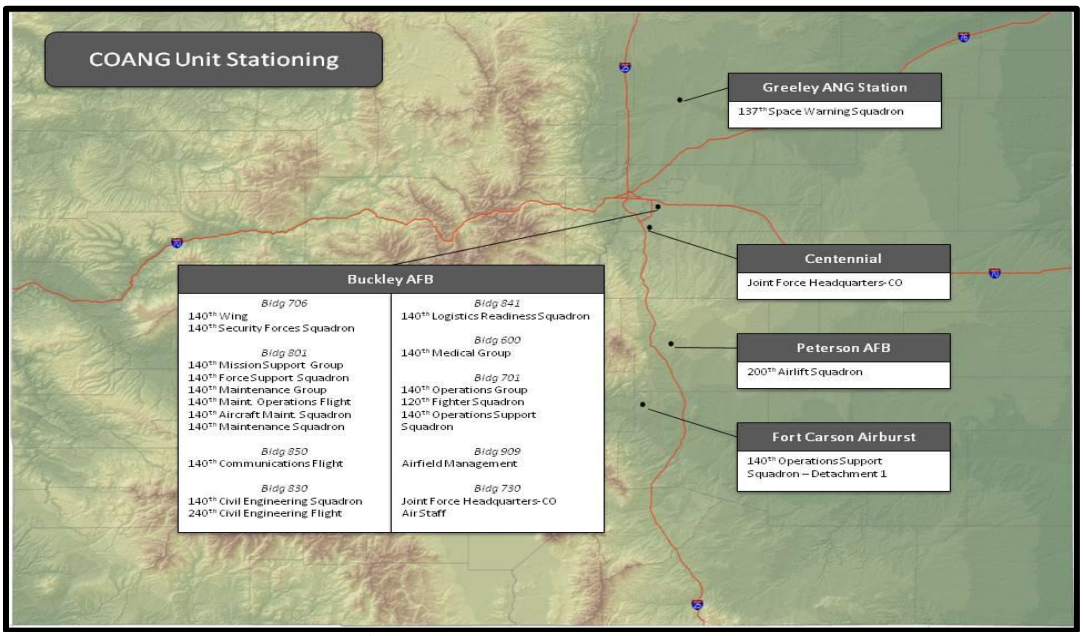

Figure 57: Map of Colorado Air National Guard Unit and their Locations

The Colorado Air National Guard operates the only mid-continental Homeland Defense site in the United States; this mission is called Aerospace Control Alert. Currently the venerable, but aging F-16 performs this critical mission at Buckley Air Force Base in Aurora, Colorado. Because of Colorado's strategic and centralized location, the Colorado Air National Guard was chosen for this “No Fail” mission. Since September of 2001, these aging aircraft have protected a number of identified centers of gravity within the continental United States, including: all mid-west large population centers, United States Northern Command (NORTHCOM) headquarters, and North American Aerospace Defense Command (NORAD) headquarters, to name a few.

Figure 58 below, depicts the United States of America Aerospace Control Alert-map with the Colorado Air National Guard’s Buckley Air Force Base defending the mid-continental United States.

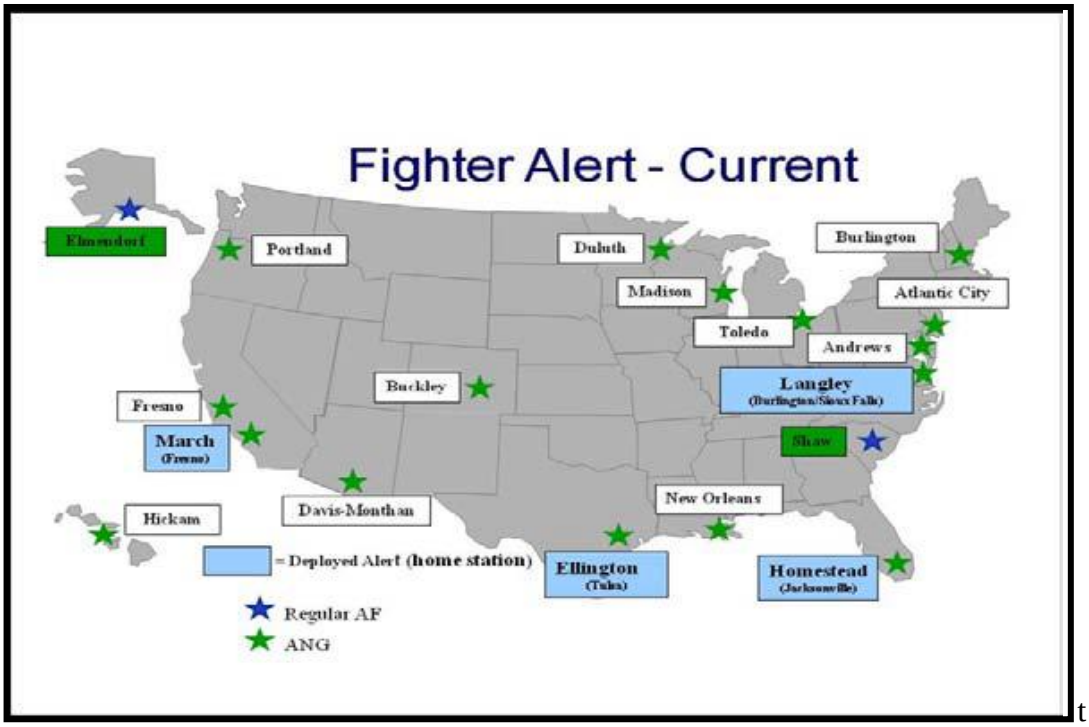

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Figure 58: United States of America Air Sovereignty Alert Map

Air National Guard Facilities – The objective of facility project planning and programming is to provide quality facilities needed to perform the Colorado Air National Guard missions. Figure 59 shown below, Colorado Air National Guard Construction Projects, and Figure 60, Colorado Air National Guard status of Construction, provide data on all of our construction projects.

Fiscal Year	Project	Location	Total State Investment (million)	Total Federal Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
2012	Building 107	Greeley	$0.0	$0.20	7	2	0.01	0.005
2012	Building 700	Buckley	$0.0	$4.30	6	4	0.05	0.01
2012	Repair Taxiway Lima	Buckley	$0.0	$1.50	5	3	0.05	0.05
2012	Realign Taxiway Juliet (P-341)	Buckley	$0.0	$1.44	5	3	0.04	0.04
2012	Repair Hangar 909 (Exterior)	Buckley	$0.0	$2.50	2	2	0.007	0.007
2012	Munitions Area Repairs	Buckley	$0.0	$1.50	2	1	0.09	0.09
2013	Repair Runway 14-32	Buckley	$0.0	$36.00	3	3	0.6	0.1
2014	Parking Lot Repairs	Buckley	$0.0	$0.27	1	1	0.0001	0.0001
2015	Parking Lot, Building 701	Buckley	$0.0	$0.25	1	1	0.0001	0.0001

Figure 59: Colorado Air National Guard Construction Projects

Fiscal Year	Project	Location	Total State Investment (million)	Total Federal Investment (million)	Projected Workers	To Date Workers	Projected Labor (million)	To Date Labor (million)
2011	Weapons Release	Buckley	$0.0	$3.49	65	65	0.5	0.5
2011	Hangar 801 Air Conditioner	Buckley	$0.0	$0.26	7	0	0.001	0
2011	Airfield Recessed Lights	Buckley	$0.0	$2.15	15	15	0.3	0.26

Figure 60: Colorado Air National Guard Status of Construction

Supporting Document: Family Programs

Family Programs –The National Guard Bureau Family Programs promotes self-reliance and resiliency in Service Members, their families and volunteers by preparing, assisting and supporting their Service Member for the obligations of local, State, and Federal military service.

The Colorado National Guard Family Program assists all branches and components of our armed forces through the following ***Core Competencies***:

- community resource and referral/follow up
- deployment cycle support
- personal, family, and unit readiness (to include DEERS, ID, Legal, and Financial)
- life skills education, consultation, and transition guidance (to include Tri-care and employment)
- volunteer management
- crisis intervention and referral

By leveraging resources and providing education based on the above core competencies, Service Members and families are better equipped and prepared for the many demands and responsibilities of their military career.

Colorado National Guard and Military Veteran's have been experiencing a high unemployment rate and there is rising concern to find military members jobs. This is a significant problem as the weak economic recovery and lagging job growth within Colorado is expected to have a negative impact amongst service members for the next few years. Data is available outlining the magnitude and severity of unemployment however, the magnitude of the problem is not clearly known.

The Colorado National Guard will be enacting a new employment program assisting guardsmen and veterans in seeking employment or advancing their careers. Through Colorado National Guard Employment Initiative program, partnerships with agencies such as the Department of Labor and JCEP (Job Connection Education Program) are critical. Service members and veterans seeking employment will receive one-on-one analysis in the areas of career counseling, resume assistance and interview preparation. Outreach will be conducted with Colorado's business community to seek employers ready to hire a veteran.

Through implementation of an Employment Initiative Program, further needs assessment examining the state's military and veteran labor markets and conditions will continue to be monitored and analyzed. Resources will be utilized to all areas in which additional outreach services are needed in order to support the Employment Initiative.

Community Outreach and Resources is the biggest piece of what the Colorado National Guard Family Programs does to ensure that our service member and families needs are met throughout a deployment cycle. Figure 61, Community Outreach and Resources, shows most of the services that Family Programs provide to our service members.

Community Outreach and Resources	
Auto Repairs	Benefits and support for military families
Contact Information (websites)	Contact information
2011Education Grant or Scholarship Programs Information	Community Organizations Donating Items for Military Families
Community Partnerships	Care Packages for Service Members
Elder Care	Families Soliciting Donations
Adoption	Food Banks
Job Assistance	Job Fairs
Unemployment Support	Marketing Events
Resources	Shelter Services
Speaking Engagements	Special Needs Family Members
Support for Parents of Service Members	Volunteer Services

Figure 61: Community Outreach and Resources by Component

Figure 62, Family Programs Cases per Service, is an overview of the different service branches that the Colorado National Guard Family Programs has assisted for fiscal year 2011. Army and Air National Guard is the highest population that Family Programs assist at any given time.

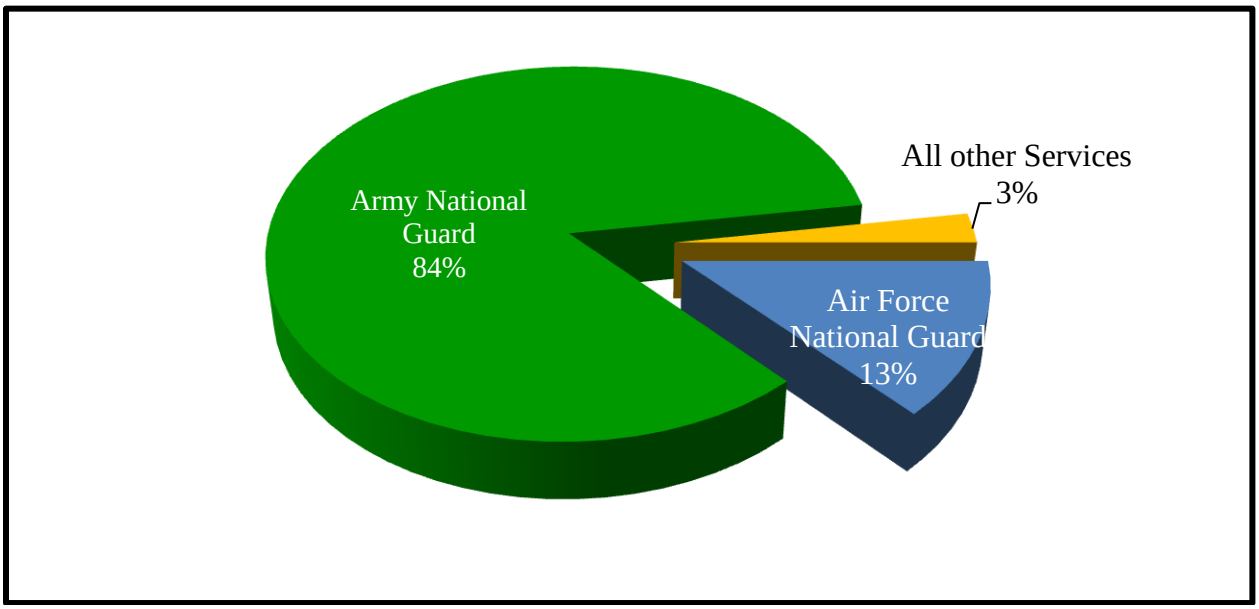

Figure 62: Top 10 Family Programs per Category

Figure 63, Top 10 Family Programs per Category, shows the data provided is a culmination of our top 10 trends over the last fiscal year.

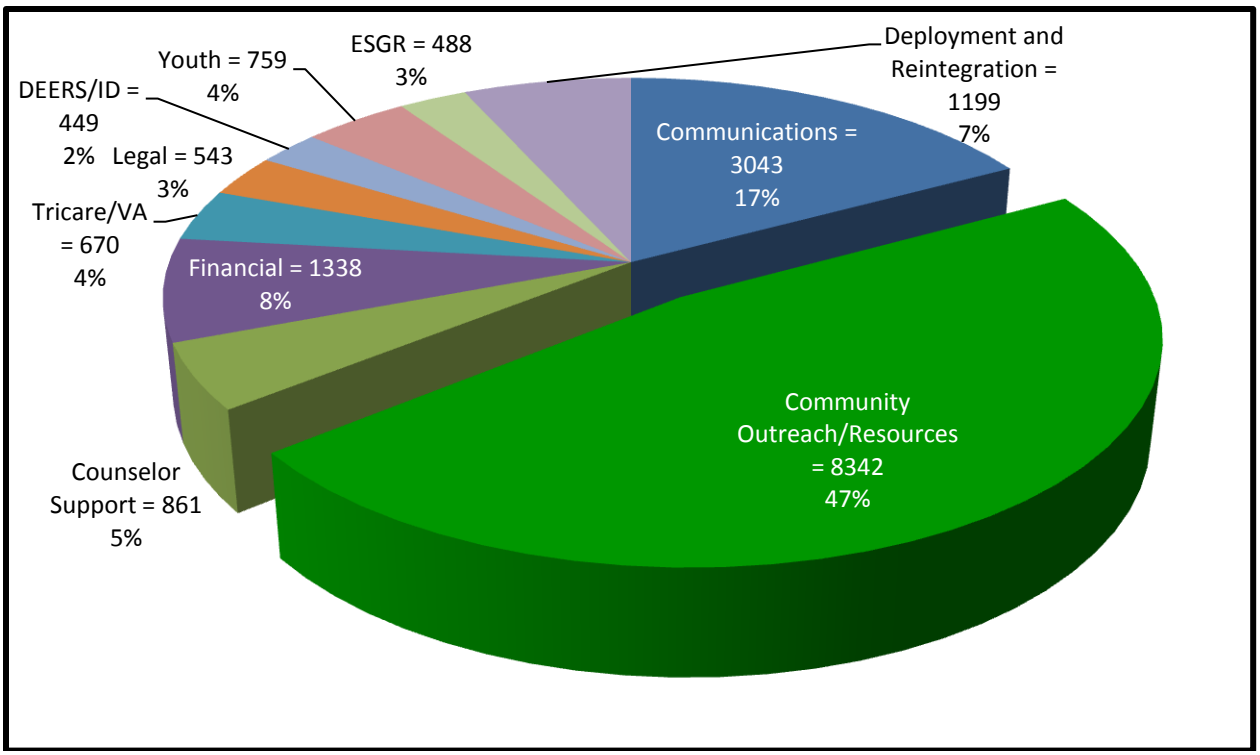

Figure 63: Top 10 Family Programs per Category

Figure 64, Yellow Ribbon Event Standards Matrix, shows the mandatory Yellow Ribbon requirements in accordance with the Department of Defense Instruction 1342.28.

	EVENT	PRE	DURING	30	60	90
	1. Medical, Dental, and Mental Health Benefits					
1	TRICARE					
2	TRICARE Dental Program	X				
3	Operational Stress Control	X	X	X	X	X
4	Pre-Deployment Health Assessment	X				
5	Suicide Prevention and Community Healing and	X	X	X		X
6	VA Medical Centers			X		
7	Transitional Assistance Management Program (TAMP)			X	X	X
8	Post-Deployment Health Assessment (PDHA)			X	X	
9	Transition Assistance Advisor (TAA) Program			X		
10	Reintegration					X
11	Post Deployment Health Re-Assessment (PDHRA)					X
	2. FINANCIAL AND EMPLOYMENT INFORMATION					
1	Employer Support Guard and Reserve (ESGR)	X	X	X	X	X
2	ESGR Ombudsman Services Program			X		
3	Department of Labor (DOL)	X	X	X	X	X
4	Counseling and Planning	X				
5	Financial and Mortgage Counseling	X	X	X	X	X
6	Savings Plan	X				

7	Service member Civil Relief Act (SCRA)	X				
8	Small Business Administration (SBA)	X			X	X
9	SBA/VA Business Development			X		
10	Employer Outreach		X			
11	Turbo Transition Assistance Program (Turbo TAP)			X	X	X
12	Job Fairs			X	X	X
13	VA Employment					X
3. LEGAL INFORMATION						
1	Power of Attorney (POA)	X				
2	Wills and Estate Planning	X				
3	Legal Guardianship	X				
4	Housing and Rental Issues	X				
5	Professional Licensing	X				
6	Child Custody Issues	X				
7	Family Care Plans	X				
8	Legal Assistance and Issues			X	X	
4. COMMUNITY OUTREACH						
1	Veterans Administrations (VA)	X	X	X	X	X
2	American Red Cross	X	X	X		
3	Community Programs	X				
4	Youth Programs	X				
5	Government Agencies and NGOs	X				
6	Military One Source (MOS)	X		X	X	X
7	Veteran Service Organizations (VSO)	X	X	X	X	X
8	Daycare		X			
9	Community Youth Programs		X			
10	Education Services		X			
11	Community and Information Updates		X			
12	Recognition				X	
5. SPECIAL OR SPIRITUAL PROGRAMS						
1	Chaplains Programs	X	X	X		
2	Local Faith Based Organizations	X	X	X		
3	VA Vet Centers	X	X			
4	Marriage Enrichment	X				
5	Effective Communication Skills	X				
6	Sexual Assault Prevention and Response (SAPR)	X		X		
7	Suicide Prevention and Alcohol and Drug Abuse	X	X			
8	Single Service Members Programs	X				
9	Family Team Building Programs	X				
6. ADMINISTRATIVE INFORMATION						
1	Military Service Information			X		X
2	Defense Enrollment Eligibility Reporting System	X		X		X
3	Civilian Employer Information (CEI)	X		X		X
4	Service Specific Websites	X				
7. SAFETY INFORMATION						
1	Safety Information			X	X	

Figure 64: Yellow Ribbon Mandatory Events

*Note: An "X" refers to the Department of Defense Instruction 1342.28 for specific requirements.

Supporting Document: Civil Air Patrol

Our History – The Civil Air Patrol (CAP) was created December 1, 1941 as the air branch of the federal Office of Civil Defense with each state organized as a wing. Once the country entered World War II, the all-volunteer CAP was transferred to the Army Air Forces. After the war, Civil Air Patrol was chartered by Congress as a non-profit corporation (Title 36, US Code Section 40301) and in 1948 it was designated an auxiliary of the US Air Force (Title 10, US Code Section 9442). The Colorado Legislature created the Department of Civil Air Patrol in 1945.

The Division of Civil Air Patrol supports the Colorado Wing with its 16 search aircraft and 22 ground search vehicles and the Cadet program for 12-21 year olds. The senior squadrons provide trained volunteer pilots and observers across the State, and along with cadets, ground teams, who can respond to national and state missions for search and rescue, transport and homeland security missions. The Cadet Squadrons provide aerospace education and activities in a structured "military" environment and exist all over Colorado. The Division provides important financial and administrative support to the activities of the Wing.

Squadrons in the Colorado Wing regularly participate in search-and-rescue training exercises. The COWG squadrons stand ready to assist those in need. Missions range from search-and-rescue of lost hikers or hunters, location of downed aircraft and transport of emergency personnel or medical materials. When there is a disaster in a Colorado community, the State's CAP squadrons respond by transporting doctors, firefighters or emergency personnel to the areas in need.

The Division of Civil Air Patrol provides important financial and administrative support to the activities of the Wing. The one-person office administers and tracks State funds and property, and serves as a division liaison to various municipal, county and state agencies for Civil Air Patrol support to those agencies. The ongoing funding of this division is critical in sustaining the required level of training of members and fuel expenses for vehicles and aircraft.

Supporting Document: Veterans Affairs

Colorado Veterans Affairs – The state's veteran's population is declining as a result of the passing of large numbers of WW II veterans. However, the remaining number of veterans are aging, experiencing more health care problems and suffering the impact of current economy, which puts a demand on the overall system. A review of claims for benefits currently pending at the Denver Regional VA office show to total of 30% from post 9-11 veterans (2002-present), 17% from the first gulf war (1991-2001), 20 % from the peacetime period of 1975-1990, 25% from Vietnam era veterans (1965-1974), and 7.9% from pre-Vietnam era (1940-1964). The current veterans returning from Iraq and Afghanistan are eager to utilize their benefits and those with access to federal veterans' health care will place increasing demands on the system.

Those with access to Federal veterans' health care will place increasing demands on the system. Many of those that have not qualified for health care will seek access by trying to establish a link between current health issues and injuries that occurred while they were serving in the military. VA claims are very difficult and can take up to a year to establish.

This will add greatly to the workload of the Department's network of county and state veterans service officers due to the fact that Veterans Affairs claims are very difficult and time consuming to finish. The Division has incorporated the statewide data processing system which will allow for a streamlined and uniform claims management program from the client level to final Federal adjudication.

Increasingly, the Division is called upon for "outreach" programs for new veterans returning from overseas. The six certified service officers often have difficulty meeting these new and growing demands in addition to the 50 percent workload increase over the past years. It is important to note that an increase in Federal Veterans Affairs benefits decreases a need for state dollars in those communities. In short, a veteran who is receiving federal health care and compensation for war time injuries is less likely to utilize Medicare and State or County social services. Therefore, additional full time employees will be essential to the continued success of this Division when the fiscal climate permits staffing increases to be contemplated.

The Division can assist any claim for federal or state entitlements in applying for and securing benefits. The Division can also assist in initiating and prosecuting appeals to the Board of Veteran appeals or the Military Discharge Review Boards.

The Division also administers the prequalification for the Colorado Referendum E, Property Tax exemptions for Disabled Veterans, overwhelmingly approved by Colorado voters on November 7, 2006. Referendum E amended Section 3.5 of Article X of the Colorado Constitution to grant a property tax exemption to all U.S. military veterans living in Colorado who are 100% disabled due to a service-related disability. This program is designed to pay one-half of the property tax on permanently service-related disability veteran's homes. Since the program began in 2007, we have had 5796 applicants with 4493 approvals and have received 650 applications in 2012.

The Division currently maintains the website http://www.colorado.gov/vets which is an online partnership of "shared care" providing information on, and access to, services and resources for wounded, ill and injured service members and veterans, their families and families of the fallen, and those who support them from recovery and rehabilitation to community reintegration. This website is designed as an information-clearing house of programs targeting veterans and their families.

The Division has partnered with the Governor's Office on a "Veterans Homeless Advisory Group" initiative which utilizes the County Veteran Service Officers to bring federal veteran pension benefits to targeted areas of the state by partnering with non-profits and county Social Services providers. In Governor John Hickenlooper's "Pathways Home Colorado" information document produced in 2012, it cites the *Colorado Coalition for the Homeless* study to document that $43,239 per homeless person is spent on social services for the homeless on average each year.

The 2010 Federal Department of Housing and Urban Development (HUD) Annual Homeless Assessment Report (AHAR) Veterans Supplemental Report estimated that Colorado had 1.7% of the 76,329 homeless veterans nationwide (1297). However, the 2011 Metro Denver Point in Time Survey estimated that there were 1331 homeless individuals reporting prior military service in Metro Denver alone. Unfortunately, measuring the homeless is very difficult as they tend to be transient in nature and difficult to capture in these assessments at any one time. Total costs are upwards of $55 million in services for each homeless person or approximately 1300 x $43,000/homeless person.

By placing a veteran on a VA pension, the target counties are able to redirect their funds to non-veterans in need of public assistance, food stamps or Medicaid. This analysis applies to every county of the state. In addition to this program, the Division currently supports six homeless Stand Downs through the Veterans Trust Fund. Stand-Downs are typically one-day events providing services to homeless Veterans such as food, shelter, clothing, health screenings, VA and Social Security benefits counseling, and referrals to a variety of other necessary services, such as housing, employment and substance abuse treatment. Stand Downs are collaborative events, coordinated between the local VA, other government agencies, and community agencies who serve the homeless. Considering the Secretary of the Department of Veterans Affairs mission to end veteran homelessness by 2015, the long-term goal of these stand-downs is to end homelessness among veterans. This goal can only be accomplished by first achieving the short-term goal of identifying veterans in need of this assistance and connecting them to services. This may result in a short-term rise in the number of veterans served as outreach through the Stand Down expands, but ultimately this effort will provide veterans a pathway to apply for benefits, get connected to services, and start them on a solid path out of homelessness. Therefore, the Division administers grant money through the Veterans Trust Fund to ensure these events throughout the State are providing maximum services to the greatest number of veterans possible in a single event. This goal can only be accomplished by first achieving the short term goal of identifying veterans in need this assistance and providing them with a pathway to apply for benefits The Division therefore allocates grant money through the Veterans Trust Fund to support these events throughout the State.

The Division also manages the Veterans' Memorial Cemetery of Western Colorado located in Grand Junction. The Cemetery was inaugurated on 17 July 2002. The cemetery conducts an average of five interments per week and has a total of more than 2300 veterans, spouses and dependents interred. The Division supports the activities of the Colorado Board of Veterans Affairs. The Board provides advice on veterans' needs and issues to the Adjutant General and the General Assembly. It also administers the grants program derived from the Veterans Trust Fund which receives its annual funding from the master Tobacco Settlement.

Supporting Document: Colorado Board of Veterans Affairs

Colorado Board of Veterans Affairs – The Colorado Board of Veterans Affairs through a grant program provides grants from the Colorado state Veterans Trust Fund. The grant program is available to provide funds to assist in veterans programs. Such programs may include, but are not limited to; transportation programs, food and shelter for homeless veterans and their families, incarcerated veterans programs, homeless stand-down's, job assistance programs and other worthwhile programs that provide a "direct service" to the veteran community.

The Colorado Board of Veterans Affairs is a type-2 advisory board appointed by the Governor according to Title 28 of the Colorado Revised Statutes (C.R.S.). The Board's purpose is to advise the Governor's office, Colorado Legislature and state agencies regarding recommended programs or statutory changes that impact veterans throughout Colorado.

The Board, with the assistance of the Division of Veterans Affairs, reports annually on the status of programs providing services to the state's veterans, including but not limited to any recommendations for changes to policies, procedures, or law, to the following:

- The Governor
- The State, Veterans, and Military Affairs Committee of the House of Representatives
- The State, Veterans, and Military Affairs Committee of the Senate

The Board serves in an advisory capacity to the state Board of Human Services and the Department of Human Services regarding the operations and maintenance of state and veterans nursing homes. In addition the Board advises the Division of Employment and Training in the Department of Labor and Employment regarding the provision of services to state veterans according to the "Colorado Work Force Investment Act", part 2 of article 71 of Title 8, C.R.S., and the Department of Revenue regarding the issuance of special license plates to veterans and active or retired military personnel. Finally, the Board advises any Department, Division, Board, or other entity that provides services specifically to state veterans, and any Executive Director, Director, Board, or other entity that has rulemaking authority pursuant to state law regarding proposed rules that are directed specifically to veterans.