



Strategic Policy Initiatives

The Department of Military and Veterans Affairs has identified several strategic policy initiatives for 2019 and beyond. For this annual performance evaluation, the Department has updated progress on the initiatives identified in the FY 2018-2019 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The Department continued its success with reducing the stigma associated with seeking mental health assistance, as evidenced by 510 mental health interactions during the second year of implementation and will continue to track this measure through its third year of implementation during 2020. The Department was also successful in decreasing the number of high risk/high interest mental health cases (72), achieving its three-year goal of less than 90 in only the second year of implementation. The Department believes that tracking success associated with reducing the stigma associated with seeking mental health assistance is sufficient, therefore tracking the reduction in high risk/high interest cases will not be measured going forward during 2020. The Department also experienced success in achieving its goal of improving resiliency collaboration within the Colorado National Guard and will continue to increase that goal in 2020. The Department experienced some challenges with meeting its goals for implementing and analyzing Veteran Service Officer and customer service experience feedback and with conducting annual accreditation of county veteran service offices. The Department has since adopted the Qualtrics customer service experience platform and is on track to meet its implementation and analysis goals going forward in 2020. After further consultation with the State's Attorney General's Office it was determined that annual accreditation of county veteran service offices was outside the scope of the Department's authority and therefore will not be pursued further. The Department exceeded its goal for increasing Veteran Service Officer outreach events and was successful in meeting its initial operating goals associated with the opening of the Western Region OneSource in Grand Junction. The Department was unsuccessful in meeting its infrastructure investment goal of \$57 million for FY 19 due to adjustments in federal funding and realignment of National Guard Bureau infrastructure development priorities; however, the Department achieved its goals of aligning programming and future year's defense spending. This strategic policy initiative will not be continued going forward in 2020 given the nature of federal and National Guard Bureau funding, which is beyond the Department's control.

The updates reflect data as of October 1, 2019. Additional detail for these strategic policy initiatives are available in the Department's FY 2018-2019 Performance Plan, which may be accessed [here](#).

SPI 1 Improve the resilience of our members and their families to face and cope with adversity, change and setbacks a net 30 percent by 2020

Enhance resiliency of our members

- Reduce stigma of seeking mental health assistance
- Decrease high risk/high interest mental health cases
- Conduct quarterly joint ready and resiliency meetings

Strategies to achieve SPI:

- Mental health providers meet monthly with Chaplains and Sexual Assault Response Coordinators to address trends impacting resiliency observed within the organization, service utilization, gaps in services, and coordination of services to support members.
- Mental health providers meet quarterly with leadership to address behavioral health services, promote support of early help seeking behaviors and intervention, identify noted mental health trends within the organization, and assess utilization of services.
- The Colorado Army National Guard (COARNG) has implemented a three day course in the resilience core curriculum and is working with the National Guards Bureau's Psychological Health Program Research and Innovation Workgroup to measure the effectiveness of the course.
- The Colorado Air National Guard (COANG) participates in monthly meetings with helping agencies from all military branches to support cohesion, create awareness and access to base services for the military community, and address trends that threaten the resiliency of military members, Veterans, and their families.
- Identify and share mental health best practices between services through the conduct of a quarterly joint ready and resiliency meeting.



Operational Measures

Major Program Areas – Comprehensive Soldier & Family Fitness (CSF2) Program, Director of Psychological Health
Process – Mental health referral process

Measure	FY17 Actual Baseline	FY18 Actual Year 1	Q1 YTD FY19	Q2 YTD FY19	Q3 YTD FY19	Q4 YTD FY19	1-Year Goal	3-Year Goal
Reduce stigma of seeking mental health assistance which is reflected by an increase in those seeking mental health assistance	358	378	86	228	408	510	> 376	> 412
Decrease number of high risk/high interest mental health cases	106	80	25	36	54	72	< 101	< 90
Conduct quarterly joint ready and resiliency meetings	N/A	N/A	0	1	1	2	2	4

Evaluation: Achieved. The department achieved both its goals in reducing the stigma associated with seeking mental health assistance. Those seeking mental health assistance (510) were above the Q4 FY19 goal of (>394), and those identified as high-risk (72), were below the goal of (<95) for Q4 FY19. The Army and Air National Guard behavioral health professionals met their goal of conducting quarterly joint ready and resilience meetings and continue to collaborate and share best practices that are improving the overall resilience of our members.

SPI 2 Increase understanding of veteran's needs and their customer service experience with Veteran Service Officers across all 64 counties by 2020

Improve veterans' customer service experience

- Implement and analyze VSO information form data across all counties
- Annual accreditation of county veteran service offices
- Conduct VSO outreach events
- Stand up of Western Region OneSource
- Implementation of online customer service feedback program

Strategies to achieve SPI:

- DVA is collaborating with the Lt. Governor's Office to develop an online customer service feedback program.
- Currently collaborating with counties, as defined in Colorado Revised State Statute 28-5-801 through 25-5-804, to provide expertise with Federal and State Veteran benefits.
- DMVA stood up DVA-West and is sponsoring the development of the Western Region OneSource, located in Grand Junction, to increase the capacity for serving veterans.
- DVA-East and DVA-West annual week long training conferences for CVSOs which meet accreditation from the National Association of County Veterans Service Officers.
- DVA-East and DVA-West also conduct two-day semi-annual training on a regional basis across the state for CVSOs each year.
- VSOs currently participate in a wide variety of training events throughout the year that expand awareness of Veteran Services, (medical care, education, employment, compensation, pension, and burial) and connect Veterans' with those and other services.
- DVA-East and DVA-West participate in Veteran stand-downs throughout the state which connect over 800 Veterans with services and other supporting agencies that assist Veterans with their physical, emotional, social, and spiritual needs.



Operational Measures

Major Program Area – Veteran Service Office (VSO) training program; Division of Veterans Affairs East & West outreach programs

Process – Annual, regional and on-boarding VSO training; VSO outreach events; BOCC collaboration

Measure	FY17 Actual Baseline	FY 18 Actual Year 1	Q1 YTD FY19	Q2 YTD FY19	Q3 YTD FY19	Q4 YTD FY19	1-Year Goal	3-Year Goal
Implement and analyze VSO information form data across all counties	N/A	N/A	6	10	21	28	32	64
Annual accreditation of county veteran service offices	N/A	N/A	0	0	0	0	32	64
Number of VSO outreach events	120	131	30	78	106	147	130	150
Stand up Western Region OneSource	N/A	N/A	WIP	WIP	IOC	IOC	IOC	FOC
Implementation of online customer feedback program with 50% response rate by 2020	N/A	N/A	0	0	0	0	25%	50%

Evaluation: On track with challenges. Experiencing some challenges with counties implementing the revised VSO information form. Department continues to engage CVSOs during training regarding the importance of implementing the revised information form. The department will also be implementing the Qualtrics customer service experience platform in FY20, which will provide veterans other avenues for submitting their feedback via online/smart phone. AG office found that CVSO offices are governed by the boards of county commissioners, not the Division of Veterans Affairs; therefore, this key measure will not be pursued further. Western Region OneSource has achieved initial operating capacity (IOC). Facility is open to public and is activity working to increase office occupancy and OneSource full-time staffing. DVA-E and DVA-W have established plans to continue to meet or exceed their annual outreach goals in 2020 and beyond. Outreach will include e veterans and have a specific focus on rural veterans. Special emphasis will also be placed on ensuring veterans understand the implementation of VA's Mission Act and how it affects them.

SPI 3 Enhance the department's capacity to support the Colorado National Guard and Division of Veterans Affairs by investing \$95 million in infrastructure development by 2020

Increase total annual infrastructure investment

- Infrastructure investment
- Future years' defense spending alignment
- Development of 50-year real property master plan

Strategies to achieve SPI:

- Making growth and the acquisition of combat arms and cyber force structure a key component of the National Guard strategic communication plan.
- Actively engaged with P4 initiatives at Buckley Air Force Base (BAFB) to secure encroachment buffer for future stationing of the next generation fighter.
- Following a mature Installation Requirements Plan (IRP) submission process.
- Validated the Military Construction component of the Long Range Construction Plan and added prioritized Operations and Maintenance component.
- Designing upgrades to facilities at Greeley Air National Guard Station to support mission conversion.
- Aligning programming and Future Years Defense Planning (FYDP) requests to robust installation development, area development, and sustainability component documents.
- Developing a 50-year Real Property Master Plan that enables the National Guard to make deliberate choices in prioritizing investments of exiting funding and to justify future funding requests against established and enduring goals.



Operational Measures

Major Program Area – CFMO, CES

Process – Capital Construction, MILCON, Operations & Maintenance

Measure	FY17 Actual Baseline	FY18 Actual Year 1	Q1 YTD FY19	Q2 YTD FY19	Q3 YTD FY19	Q4 YTD FY19	1-Year Goal	3-Year Goal
Infrastructure Investment	0	\$13.1 mil	\$6.8 mil	\$15.7	\$15.7	\$18.3	\$57 mil	\$95 mil
Align programming and future years defense spending	N/A	0	5%	57%	60%	75%	50%	100%
Develop 50-year real property master plan	N/A	0	5%	46%	75%	85%	50%	100%

Evaluation: On track with challenges. The department achieved its key measures of aligning programming and future year’s defense spending, and developing its 50-year real property master plan; however, it experienced challenges with meeting its infrastructure investment goal of \$57 million for FY19. Adjustments in federal funding and realignment of National Guard Bureau infrastructure development projects have affected infrastructure development during FY19.