



Department of Military and Veterans Affairs FY2018 Annual Performance Evaluation (November 2018)

Strategic Policy Initiatives

The Department of Military and Veterans Affairs conducted a thorough review and assessment of the FY 2017-18 strategic policy initiatives which resulted in a revision of some of the strategic policy initiatives for FY 2018-19 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY 2017-18 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of June 30, 2018.

Additional detail for these, and other, strategic policy initiatives is available in the Department's 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, Substance Abuse Program Coordinators, and Sexual Assault Response Coordinators to address trends impacting resiliency 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 and collaboration between services through quarterly joint ready and resiliency coordination.

Operational Measures

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



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Measure	FY17 Baseline	FY18 Actual	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	> 376	> 412
Decrease number of high risk/high interest mental health cases	106	80	< 101	< 90
Conduct quarterly joint ready and resiliency meetings	N/A	0	2	4

Evaluation: On track. The Department exceeded its 1-year goal of > 376 for those seeking mental health assistance in FY18 (378) and its 1-year goal of < 101 for those designated as high risk/high interest mental health cases in FY18 (80). The Department continues to implement strategies that reduces the stigma of seeking mental health assistance through engaged leadership at all levels. A third measure, conducting quarterly joint ready and resilience meetings, has been added for FY18-19 and beyond to enhance collaboration between services and share best practices in addressing mental health assistance.

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 Veteran Service Officer information form data across all counties
- Annual certification of County Veteran Service offices
- Conduct Veteran Service Officer outreach events
- Establish Western Region OneSource
- Implementation of online customer service feedback program

Strategies to achieve SPI:

- Partner with counties, as defined in Colorado Revised Statutes 28-5-801 through 25-5-804, to provide expertise with Federal/State Veteran benefits.
- DMVA established Division of Veterans Affairs-West to enhance capacity for managing veteran associated activities in the western region.
- Establishment of the Western Region OneSource in Grand Junction to increase capacity for serving veterans in the western region.
- DVA-East and DVA-West annual certification and semi-annual regional training of County Veteran Service Officers.
- Participation in veteran stand-downs throughout the state which connect over 800 Veterans with services and other supporting agencies.
- Partner with the Lt. Governor’s Office to develop an online customer service feedback program.

Operational Measures

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

Process – VSO on-boarding, annual and regional training; VSO outreach events; Board of County Commissioners collaboration



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Measure	FY17 Baseline	FY 18 Actual	1-Year Goal	3-Year Goal
Implement and analyze Veteran Service Officer information form data across all counties	N/A	0	32	64
Annual certification of county veteran service offices	N/A	0	32	64
Number of Veteran Service Officer outreach events	120	131	130	150
Establishment of Western Region OneSource	N/A	WIP	IOC	FOC
Implementation of online customer feedback program with 50% response rate by 2020	N/A	0	25%	50%

Evaluation: Work in progress (WIP). Assessment of DMVA FY 2017-18 strategic policy initiatives resulted in a revision of a number of performance measures relating to the veteran customer service experience for FY 2018-19 and beyond. DMVA has developed the VSO information form in collaboration with DVA-East and DVA-West in Q2 FY18 and piloted with selected counties in Q3 FY18. State wide fielding began in Q4 FY18 and will continue throughout FY19 until fully implemented across all 64 counties by FY20. DMVA is currently in collaboration with DVA-East and DVA-West to develop and field a county veteran service office certification program projected to be fielded in Q3 FY19. DVA-East and DVA-West exceeded VSO outreach events in FY18 and remain on track to meet VSO outreach events for FY 19 and beyond. Western Region OneSource construction has begun and is projected to be complete and at initial operating capability (IOC) during Q3 FY19. IOC is defined as the facility receiving its certificate of occupancy and internally staffed with the DVA-West director, facility manager, state VSO, and administrative assistant. The facility is projected to be at full operating capability (FOC) during Q4 FY 19. FOC is defined as the facility being fully staffed with partnering agencies and providing a full spectrum of services to veterans, military members, and their families. DMVA is in collaboration with the Lieutenant Governor's office for developing an online veteran customer feedback program with initial pilot testing projected during Q3 FY19.



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 Public-Public, Public-Private (P4) initiatives at Buckley Air Force Base (BAFB).
- Adherence to the Installation Requirements Plan (IRP) submission process.
- Validation of the Military Construction (MILCON) component of the Long Range Construction Plan and Operations and Maintenance component.
- Design upgrades to facilities at Greeley Air National Guard Station to support mission conversion.
- Align programming and Future Years Defense Planning (FYDP) requests to robust installation development, area development, and sustainability component documents.
- Develop a 50-year Real Property Master Plan that enables the National Guard to make deliberate choices in prioritizing investments.

Operational Measures

Major Program Area – Construction & Facilities Management Office (CFMO), Civil Engineering Squadron (CES)
Process – Capital Construction, MILCON, Operations & Maintenance

Measure	FY17 Baseline	FY18 Actual	1-Year Goal	3-Year Goal
Infrastructure Investment	0	\$13.1 mil	\$57 mil	\$95 mil
Align programming and future years defense spending	N/A	0	50%	100%
Develop 50-year real property master plan	N/A	0	50%	100%

Evaluation: – Needs Improvement. SPI 3 did not meet its FY18 goal of \$57 million in infrastructure investment. Adjustments in federal funding and realignment of FY 2018-2019 infrastructure development projects have affected infrastructure development during FY18. Revised adjustments and projections in federal funding plans, along with additional measures of performance in programming future years spending and development of a 50-year master plan suggests that the 2020 outcome target of \$95 million in infrastructure investment remains attainable.