



# State of Colorado

Department of Military  
and Veterans Affairs



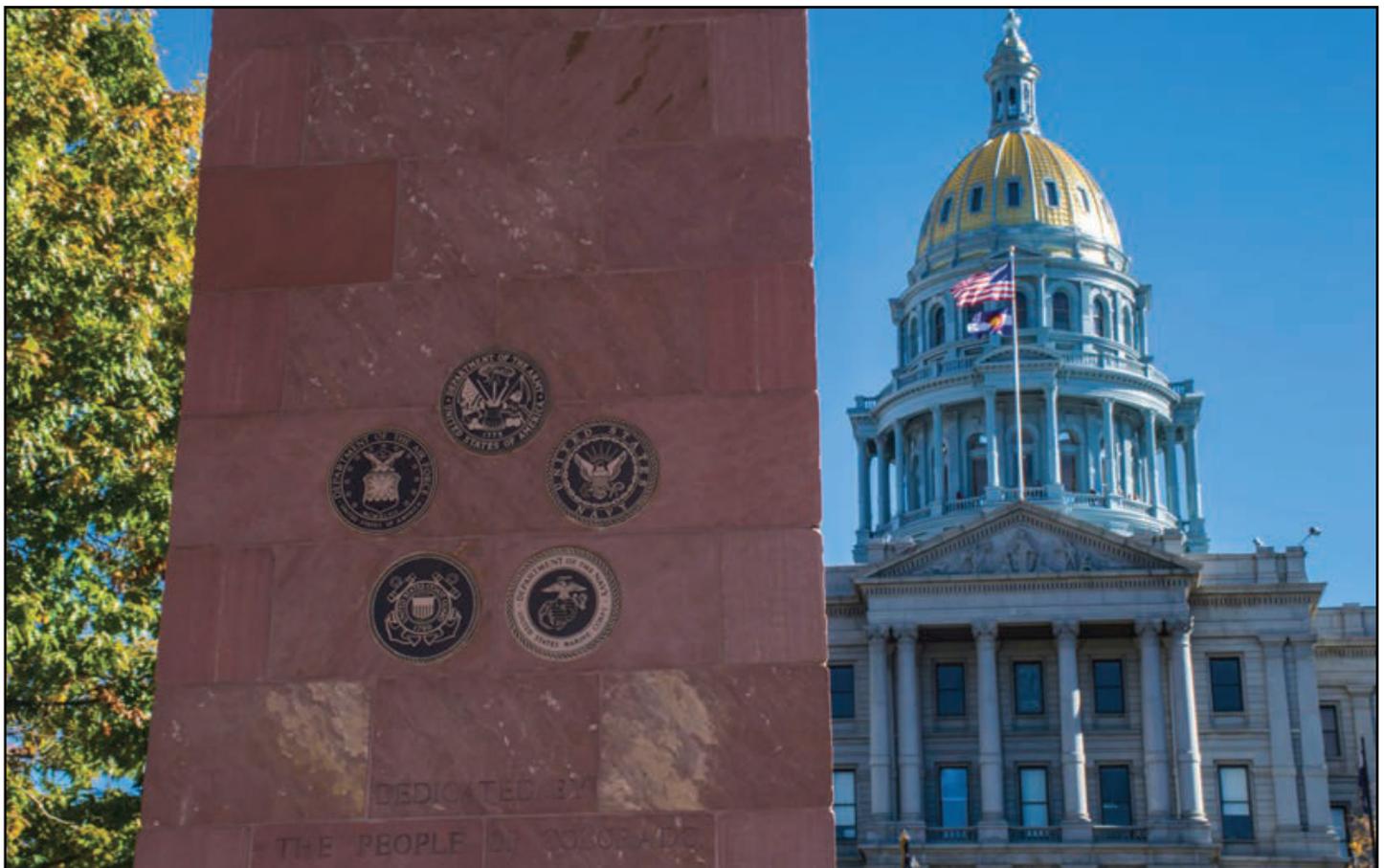
## Colorado Board of Veterans Affairs Strategic Plan FY 2018-2020



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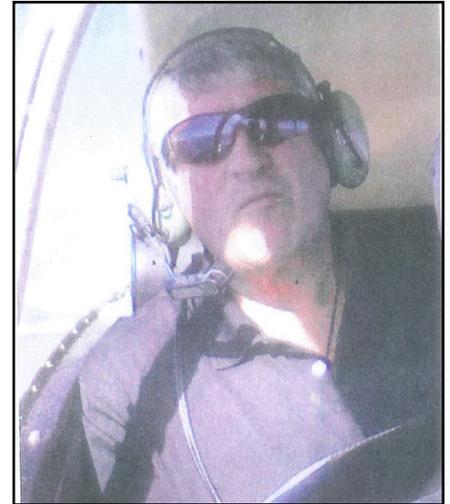


# A Message from the Chairman of The Colorado Board of Veterans Affairs

Fellow Coloradans,

The Colorado Board of Veteran's Affairs (CBVA) serves to advise and assist the governor, any department in the executive branch, and the general assembly or any committee thereof in regard to veterans' matters. In accomplishing such duties, the CBVA periodically studies the issues facing Colorado veterans and proposes programs or statutory changes, as it may be advisable or necessary, for veterans' assistance by the state of Colorado or political subdivisions thereof. Our core values of service, compassion, dedication, and integrity drive our daily efforts in advocating for our state's veterans.

This three-year strategic plan encompasses four essential initiatives that will assist the CBVA in its duties of advising and assisting state leadership in regard to a wide variety of veterans' concerns and matters:



- 1. Advocate for State Veterans** - Advocating for state veterans will be accomplished by gaining an understanding of the issues facing Colorado veterans and identifying programs providing services to meet such issues. Such services will then be assessed to determine their effectiveness and efficiency in meeting the needs of our state's veterans. The CBVA will also prepare and submit an annual report to the governor's office and general assembly recommending any changes in veterans' programs, procedures, or policies as applicable.
- 2. Advance Communications** - Increasing awareness and understanding of the role and purpose of the CBVA is essential in ensuring CBVA's voice is recognized as the authority in advocating for Colorado veterans. Expanding CBVA outreach to stakeholders and other state agencies, along with leveraging electronic communication platforms, will also contribute to this cause.
- 3. Improve Performance of Grant Programs** - Increasing CBVA board members' knowledge of Veteran Trust Fund Grantees, coupled with receiving grantee feedback on the effectiveness of the Veteran Trust Fund program will enhance the overall effectiveness and efficiency of the grant programs. Formalizing and expanding the distribution of grant best practices across the state will further improve the overall performance of the state's grant programs for veterans' assistance and services.
- 4. Increase State Funding in Support of State's Veterans** - CBVA will actively pursue executive branch and general assembly support for an increase of grant funding in the annual budget requests to the Colorado General Assembly, and a specified increase of funding to County Veteran Service Officers (CVSOs).

It is our belief and desire that these CBVA strategic initiatives will improve the quality of life for all veterans across the state of Colorado and that the CBVA will remain recognized as the trusted advocate for all veterans and their families. Our state is forever thankful for the service and sacrifices of our veterans past, present, and future, and it is our aim that Colorado is a veterans' first choice to call home.

Respectfully,

Duane E. Dailey, Chair  
Colorado Board of Veterans Affairs

Colorado Board of Veterans Affairs  
FY 2018-2020 Strategic Plan



# Vision, Mission, and Values

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## VISION

To be recognized as the trusted advocate for all Veterans and their families ...  
and to ensure that Colorado remains a healthy environment for those who have served and sacrificed.

## MISSION

Colorado Board of Veterans Affairs advocates for veterans and their families  
to improve their quality of life throughout the state of Colorado.

## VALUES

Service, Compassion, Dedication, Integrity

**SERVICE:** Bound by a commitment to serving all veterans with excellence in all we do. Fully understanding and advancing the interests of our veterans.

**COMPASSION:** Understanding and caring for the needs of our veterans in all aspects of service and assistance.

**DEDICATION:** Committed to ensuring our veterans receive the highest quality of service and advocacy.

**INTEGRITY:** Act with high moral principle, adhere to the highest professional standards, maintain the trust and confidence of all we serve.



# Colorado Board of Veterans Affairs Members



Duane Dailey  
CBVA Chair



Jack Rudder  
CBVA Vice Chair



Hollie Caldwell  
CBVA Secretary



Patricia  
Hammon



Norm  
Steen



Longinos  
Gonzales, Jr.



Sheila  
Scanlon



# Strategic Policy Initiatives and Goals

## SPI 1 - Advocate for state Veterans

- 1.1 Understand issues facing Colorado Veterans
- 1.2 Identify programs providing services to Colorado Veterans
- 1.3 Study and report on the status of all state programs providing services to the state's Veterans
- 1.4 Communicate recommended changes of VA policies and procedures to Colorado VA Director, as approved by Director, DMVA

## SPI 2 - Advance Communications

- 2.1 Increase awareness and understanding of CBVA
- 2.2 Expand CBVA outreach to stakeholders and state agencies
- 2.3 Leverage electronic communication platforms

## SPI 3 - Improve Performance of Grant Programs

- 3.1 Increase CBVA board members knowledge of Veteran Trust Fund grantees
- 3.2 Receive grantee feedback regarding effectiveness of the Veteran Trust Fund program
- 3.3 Formalize and expand distribution of grant best practices across the state

## SPI 4 - Increase state funding in support of state's Veterans

- 4.1 Recommend Governor increase grant funding in the annual budget request to the Colorado Assembly
- 4.2 Recommend Governor increase funding specified to County Veteran Service Officers



# SP1 Advocate for state Veterans

## Goal 1.1: Understand issues facing Colorado Veterans

- Why is this goal important? Must have a thorough understanding of the issues veterans are experiencing in order to understand the root causes of those issues and recommend solutions.
- Objective 1.1.1 : Conduct CBVA meetings in each congressional district annually by 2020. Document number attending, who they serve, veteran problem, assistance requested, action taken (collect public data) or who is responsible.
- How do we measure success?
  - Outcome Measure: CBVA meeting conducted in each congressional district with participation from the community.
  - Outcome Baseline: 4 of 7 in 2017
  - Outcome Target(s): 5 of 7 (2018); 6 of 7 (2019); 7 of 7 (2020)
- What actions are we taking? CBVA meetings have been conducted in congressional districts 1, 3, 4, and 5 during 2017 and currently scheduled in 5 of 7 congressional districts for 2018.

2018	2019	2020
5/7	6/7	7/7

## Goal 1.1: Understand issues facing Colorado Veterans

- Why is this goal important? Must have a thorough understanding of the issues veterans are experiencing in order to identify and address the most pressing issues facing Veterans.
- Objective 1.1.2: Receive semi annual feedback on issues facing Veterans from 90% of the county veteran service offices by 2020.
- How do we measure success?
  - Outcome Measure: CVSO annual feedback of issues facing veterans.
  - Outcome Baseline: Not established
  - Outcome Target(s): 45/64 (70%) by 2018; 51/64 (80%) by 2019; 58/64 (90%) by 2020
- What actions are we taking? CBVA is forming a sub-committee to determine the elements of the data collection plan, and method for consolidating data with no personally identifiable information (PII).

2018	2019	2020
45/64	51/64	58/64



# SP1 Advocate for state Veterans

## Goal 1.2: Identify programs providing services to Colorado Veterans

- Why is this goal important? Must have visibility of state funded programs providing services to Colorado veterans in order to study them and provide oversight.
- Objective 1.2.1: CBVA receives annual feedback of state funded programs and results of VTF and VAG assistance to Veterans from 90% of the counties by 2020
- How do we measure success?
  - Outcome Measure: CVSOs consolidate and provide CBVA feedback of state funded programs that have provided services to Colorado veterans in their counties.
  - Outcome Baseline: Not established
  - Outcome Target(s): 45/64 (70%) by 2018; 51/64 (80%) by 2019; 58/64 (90%) by 2020
- What actions are we taking? CBVA is forming a sub-committee to determine the elements of the data collection plan, and method for consolidating data with no personally identifiable information (PII).

2018	2019	2020
45/64	51/64	58/64

## Goal 1.3: Study and report on the status of all state programs providing services to the state’s veterans.

- Why is this goal important? It is a statutory requirement and provides legislature with current assessment of Colorado Veterans issues and services which will assist in the allocation of resources.
- Objective 1.3.1: Annually report status of all state funded programs providing services to Colorado Veterans to the legislature by July of each year.
- How do we measure success?
  - Outcome Measure: Provide annual program updates to the legislature NLT July of each year for all state funded Veteran programs.
  - Outcome Baseline: Yes
  - Outcome Target(s): Yes (2018); Yes (2019); Yes (2020)
- What actions are we taking? CBVA is identifying all programs providing services to Colorado veterans and designating sub-committees to study and report status of each program to the legislature NLT July of each year.

2018	2019	2020
Y/N	Y/N	Y/N



# SP1 Advocate for state Veterans

Goal 1.4: Communicate recommended changes to VA policies and procedures to Colorado VA Director, as approved by Director, DMVA.

- Why is this goal important? CBVA is best postured to advocate for the needs of Colorado’s Veterans with the VA.
- Objective 1.4.1: Annually communicate recommended changes to VA policies and procedures to Colorado VA Director, as approved by Director, DMVA.
- How do we measure success?
  - Outcome Measure: Communicate recommended changes to the Colorado VA Director NLT July of each year.
  - Outcome Baseline: Yes
  - Outcome Target(s): Yes (2018); Yes (2019); Yes (2020)
- What actions are we taking? CBVA is identifying all programs providing services to Colorado Veterans and designating committees to study and report status of each program to the Colorado VA Director NLT July of each year.

2018	2019	2020
Y/N	Y/N	Y/N



# SP2 Advance Communications

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**Goal 2.1: Increase awareness and understanding of CBVA**

- Why is this goal important? CBVA is routinely associated with the federal Veterans Administration and it is important for Veterans to distinguish between state and federal Veteran services.
- Objective 2.1.1: Establish CBVA brand and messaging by July 2018
- How do we measure success?
  - Outcome Measure: CBVA brand established and circulated
  - Outcome Baseline: N/A
  - Outcome Target(s): CBVA brand established (July 2018)
- What actions are we taking? CBVA has formed a sub-committee to develop the CBVA brand and associated messaging.

<b>2018</b>
Y/N

**Goal 2.1: Increase awareness and understanding of CBVA**

- Why is this goal important? CBVA is routinely associated with the federal Veterans Administration and it is important for Veterans to distinguish between state and federal Veteran services.
- Objective 2.1.2: Publish a CBVA tri-fold NLT July of 2019
- How do we measure success?
  - Outcome Measure: Development of CBVA tri-fold - Outcome Baseline: N/A
  - Outcome Target(s): Tri-fold (July 2019)
- What actions are we taking? CBVA has formed a sub-committee to develop informational materials that provide valuable information of veteran services and reinforces the CBVA brand and messaging.

<b>2019</b>
Y/N



# SP2 Advance Communications

## Goal 2.1: Increase awareness and understanding of CBVA

- Why is this goal important? CBVA is routinely associated with the federal Veterans Administration and it is important for Veterans to distinguish between state and federal Veteran services.
- Objective 2.1.3: Publish a CBVA resource booklet NLT July of 2020
- How do we measure success?
  - Outcome Measure: Development of CBVA resource booklet and website
  - Outcome Baseline: N/A
  - Outcome Target(s): Resource booklet published NLT July 2019
- What actions are we taking? CBVA has formed a committee to develop informational materials that provide valuable information of Veteran services and reinforces the CBVA brand and messaging.

<b>2020</b>
Y/N

## Goal 2.1: Increase awareness and understanding of CBVA

- Why is this goal important? CBVA is routinely associated with the federal Veterans Administration and it is important for stakeholders and customers to distinguish between state and federal veteran services.
- Objective 2.1.4: Increase stakeholder and customer attendance at CBVA board meetings 15% by 2020
- How do we measure success?
  - Outcome Measure: Stakeholder and customer attendance at CBVA board meetings.
  - Outcome Baseline: TBD
  - Outcome Target(s): 2018 (5%); 2019 (10%); 2020 (15%)
- What actions are we taking? Grantees and County Veteran Service Officers of the respective congressional districts are currently invited to attend CBVA board meetings. CBVA is also leveraging free Public Service Announcements of upcoming board meetings.

2018	2019	2020
5%	10%	15%



# SP2 Advance Communications

## Goal 2.2: Expand CBVA outreach to stakeholders and state agencies

- Why is this goal important? Not all Veterans and their family members are aware of the myriad of community, state, and federal services and resources that can enhance their well-being.
- Objective 2.2.1: Increase the number of outreach activities and events attended by CBVA members 15% by July 2020
- How do we measure success?
  - Outcome Measure: Events/activities attended by CBVA members
  - Outcome Baseline: TBD
  - Outcome Target(s): 2018 (5%), 2019 (10%), 2020 (15%)
- What actions are we taking? CBVA has formed a committee to establish a baseline for CBVA outreach and develop a plan to increase the number of outreach events conducted by each board member.

2018	2019	2020
5%	10%	15%

## Goal 2.2: Expand CBVA outreach to stakeholders and state agencies

- Why is this goal important? Not all Veterans and their family members are aware of the myriad of community, state, and federal services and resources that can enhance their well-being.
- Objective 2.2.2: Increase the number of outreach activities and events attended by CVSOs 15% by July 2020
- How do we measure success?
  - Outcome Measure: Events/activities attended by CVSOs
  - Outcome Baseline: TBD
  - Outcome Target(s): 2018 (5%), 2019 (10%), 2020 (15%)
- What actions are we taking? CBVA has formed a committee to establish a baseline for CVSO outreach and develop a plan to increase the number of outreach conducted by each CVSO.

2018	2019	2020
5%	10%	15%



# SP2 Advance Communications

## Goal 2.3: Leverage electronic communication platforms

- Why is this goal important? Electronic communication is becoming the main avenue for messaging.
- Objective 2.3.1: Create a CBVA website by July of 2019
- How do we measure success?
  - Outcome Measure: Website developed
  - Outcome Baseline: N/A
  - Outcome Target(s): Concept & functions identified ( July 2018); Website fully operational (July 2019)
- What actions are we taking? CBVA is consulting with DMVA and DVA for website development.

2018	2019
Concept & functions identified	Website fully operational



# SP3 Improve Performance of Grant Programs

## Goal 3.1: Increase CBVA board members knowledge of Veteran Trust Fund grantees

- Why is this goal important? Having a personal understanding of the services and programs provided by grantees will assist CBVA board members in making informed funding recommendations.
- Objective 3.1.1: Increase CBVA board members non-monitoring site visits of VTF grantees to 21 by 2020.
- How do we measure success?
  - Outcome Measure: Non-monitoring site visits by CBVA board members
  - Outcome Baseline: Not established
  - Outcome Target(s): 2018 (7), 2019 (14), 2020 (21)
- What actions are we taking? DVA has incorporated Veterans Trust Fund awareness in their annual CVSO training. CBVA members will provide feedback of non-monitoring site visits of VTF grantees on an annual basis to the board and grant administrator.

2018	2019	2020
7	14	21

## Goal 3.2: Receive grantee feedback regarding effectiveness of Veteran Trust Fund program

- Why is this goal important? Understanding the effectiveness of the VTF will improve the allocation of VTF grants
- Objective 3.2.1: Increase collection of VTF feedback to 21 by 2020
- How do we measure success?
  - Outcome Measure: Grantee feedback of VTF program
  - Outcome Baseline: Not established
  - Outcome Target(s): 2018 (7), 2019 (14), 2020 (21)
- What actions are we taking? VTF grant administrator is developing a form to obtain feedback from VTF grantees.

2018	2019	2020
7	14	21



# SP3 Improve Performance of Grant Programs

## Goal 3.3: Formalize and expand distribution of grant best practices across the state

- Why is this goal important? Identifying and sharing grant best practices across the state will assist a greater number of veterans in a more effective manner.
- Objective 3.3.1: Formalize and establish distribution process of VTF grantee best practices
- How do we measure success?
  - Outcome Measure: Best practices shared with current and potential grantees
  - Outcome Baseline: Not established
  - Outcome Target(s): Initial data collection of best practices complete and distributed (April 2018); Collection of best practices on-going and distributed annually (April 2019/2020)
- What actions are we taking? DVA grant administrator is currently collecting best practices and encouraging submission of additional best practices.

2018	2019	2020
Y/N	Y/N	Y/N



# SP4 Increase state funding in support of state's Veterans

## Goal 4.1: Recommend Governor increase grant funding in the annual budget request to the Colorado Assembly.

- Why is this goal important? CBVA has the statutory mandate to study periodically the problems of veterans and propose changes as it may deem advisable for veterans assistance by the state or political subdivisions thereof. It is clear that the need for veterans assistance funds far exceeds the funds currently available. CBVA has a charter to recommend changes to policies, procedures, or law. Such changes often require funding in order to execute implemented changes to policy, procedures, or law.
- Objective 4.1.1: Recommend increase of grant funding as required to support programs provided by veterans service organizations, non-profit organizations providing direct service to veterans and government agencies.
- How do we measure success?
  - Outcome Measure: Recommendation for an increase of grant funding is presented to governor annually.
  - Outcome Baseline: Not established
  - Outcome Target(s): Recommendations made NLT June of 2018/2019/2020.
- What actions are we taking? CBVA has formed a sub-committee that identifies and advocates for grant funding increases required to support vital veterans programs, changes to policy, procedures or laws.

2018	2019	2020
Y/N	Y/N	Y/N

## Goal 4.2: Recommend Governor increase funding specified to County Veteran Service Officers.

- Why is this goal important? County Veteran Service Officers are essential in connecting veterans with Veterans Affairs services. Most counties do not provide sufficient salary funding to attract and retain County Veteran Service Officers. This creates rapid turnover which is detrimental to veterans in the county.
- Objective 4.2.1: Increase CVSO funding \$300,000 each year for FY 18, 19, 20
- How do we measure success?
  - Outcome Measure: Receive \$300,000 increase of CVSO funding each year through 2020.
  - Outcome Baseline: \$657,000
  - Outcome Target(s): \$957,000 (FY18), \$1,257,000 (FY19), \$1,575,000 (FY20)
- What actions are we taking? CBVA has formed a committee to identify way ahead for recommending an annual \$300,000 CVSO funding increase through FY 2020.

2018	2019	2020
\$957k	\$1,257k	\$1,557k



# Value of Veterans to our state and communities

Over 403,000 veterans have chosen Colorado as their residence, bringing with them a variety of skills and attributes that contribute to Colorado’s economy and civic health of the communities in which they reside. For example, federal benefits authorized to our state’s veterans and brought into Colorado are a significant benefit to the economy of our State. Federal benefits alone paid to individual veterans totaled more than \$3.63 billion in FY 2016. Federal benefits also reduce veterans’ dependency on state Medicaid and related financial programs in excess of \$3.6 billion dollars in FY2017.

Recent research consolidated in the 2016 Veterans Civic Health Index (VCHI) further found that military service positively affects civic health and that veterans actually strengthen their communities as a result of their training and experience gained during their service. Latest data from the VCHI indicates that veterans out perform their non-veteran counterparts across a wide spectrum of civic health measures as depicted in the table below.

Such findings clearly indicate that veterans demonstrate higher levels of civic engagement than non-veterans and are uniquely equipped to strengthen the communities in which they reside.

<b>Veteran and Non-Veteran Civic Health</b>	<b>Veterans</b>	<b>Non-Veterans</b>
Average number of hours volunteered	169	126
Vote in local elections	73.8%	57.2%
Attended a public meeting	11.0%	8.2%
Worked with neighbors to fix problems in the community	10.7%	7.6%
Gave to charity (\$25 or more)	59.2%	52.1%
Contacted a public official	16.7%	10.3%

Source: 2016 Veterans Civic Health Index



# Conclusion

Colorado has a proud tradition of honoring our veterans and improving the quality of life for our state's veterans. We hope that you found the information provided in this strategic plan informative and helpful in understanding the initiatives that the Colorado Board of Veterans Affairs is undertaking to improve the quality of life for our state's veterans in honor of their service and sacrifices to our state and nation.

The CBVA remains committed to serving and supporting our brave and courageous heroes by advocating on their behalf and providing leadership on issues of importance to Colorado's veteran community. This strategic plan provides the focus and direction that the board will action in addressing the issues and challenges facing our state's veterans. CBVA remains dedicated to providing nothing less than the highest level of compassion and integrity in serving our state's veterans.

In closing, we would like to thank all the veterans and their families for their service and the preservation of our freedoms and American way of life. We are forever grateful for your many sacrifices and remain dedicated to serving and honoring Colorado's veterans.



