

**Idaho Division of Veterans Services**  
**Strategic Plan**  
FY2017 - FY2021



**Vision**

**Caring for America's Heroes**

**Mission**

We are dedicated to serving Idaho's Veterans and their families by providing superior advocacy, excellent assistance with benefits and education, high quality long-term care, and respectful interment services in a dignified final resting place.

**Values**

- **Compassion for All**
- **Unending Accountability**
- **Absolute Integrity**
- **Outstanding Communication**
- **Dignity for Everyone**
- **Unconditional Honesty**

Dear Citizens,

The Strategic Plan for the Idaho Division of Veterans Services is our guidebook for the next five years. This plan helps our staff make decisions that are consistent with our vision, mission, values, and goals. It provides a way for us to hold ourselves accountable; to measure our performance in clear, easily understandable ways; and to help us make needed changes to better serve Idaho Veterans.

We expect to see dramatic changes in Veteran demographics in the years ahead. Many of these changes relate to care needs, such as those associated with behavioral health, including both Alzheimer's disease, Traumatic Brain Injury, and Post Traumatic Stress Injury; and to Baby Boomer expectations. Due to these changing conditions, in fiscal year 2015 we conducted a state-wide needs assessment to determine what services we should provide in our Veterans Homes, and if we need to expand their capacity and geographical reach. As a result of the capacity study findings, a fourth state Veterans Home in the northern Idaho panhandle received legislative endorsement and in April 2016 we submitted the initial application to the United States Department of Veterans Affairs' State Home Construction Grant Program. Legislative endorsement for the construction of a second state Veterans Cemetery in Eastern Idaho was also sought in 2016 and progressive actions and application requirements are currently being met. Additionally, changing demographics are necessitating an expansion of our advocacy and benefit assistance programs to include a new generation of Veterans from the conflicts in Afghanistan and Iraq, as well as increasing numbers of Vietnam Veterans who are now seeking federal and state Veterans' benefits. We have also increased our involvement with state, federal, and community agencies that help Veterans with employment, transportation, higher education and a variety of additional issues.

The Idaho Division of Veterans Services will carry on including Veterans, their families, volunteers, employees, and citizens in our decision-making and in determining what direction we should be moving in the years ahead. We encourage you to visit our website ([www.veterans.idaho.gov](http://www.veterans.idaho.gov)) and contact us with any questions or concerns you may have. You may call us at 208-780-1300; write us at 351 Collins Road, Boise ID 83702; or e-mail us at [david.brasuell@veterans.idaho.gov](mailto:david.brasuell@veterans.idaho.gov). Our team will continue to build partnerships with fellow state and federal agencies that excel in **Caring for America's Heroes**.

Sincerely,

*David E. Brasuell*

David E. Brasuell, Administrator  
Idaho Division of Veterans Services

*Mel Napier*

Mel Napier, Chairman  
Idaho Veterans Affairs Commission

## GOALS

- 1. Provide high quality advocacy and benefit assistance for all Idaho veterans and their families.**
- 2. Provide superior long-term care and enhanced quality of life for all Idaho State Veterans Home residents.**
- 3. Honor Idaho veterans and their families with respectful interment services in a dignified final resting place.**
- 4. Ensure high quality, well managed education and training programs for Idaho veterans.**
- 5. Attract and retain excellent, compassionate staff and volunteers.**
- 6. Operate with efficiency, innovation and adaptability.**

# OBJECTIVES and PERFORMANCE MEASURES

## 1. Provide high quality advocacy and benefit assistance for all Idaho veterans and their families.

- a. Expand outreach activities.
- b. Improve capability of County Service Officers
- c. Adapt to the needs of the increasing number of Veterans from the Afghanistan and Iraq conflicts, and of Vietnam Veterans now reaching out for assistance.
- d. Expand partnerships with other entities serving Veterans, including those providing employment assistance, transportation and higher education.

We will determine our success by measuring the:

- ⇒ Estimated amount of Veterans' benefits dollars coming into Idaho.  
*Benchmark: \$69,071,593<sup>1</sup>*
- ⇒ Number of Veterans' benefits claims filed with the VA and other agencies.  
*Benchmark: 4,494<sup>2</sup>*

## 2. Provide superior long-term care and enhanced quality of life for all Idaho State Veterans Home residents.

- a. Use best practices in all the Homes' departments.
- b. Continue to enhance communication with residents and families.

We will determine our success by measuring the:

- ⇒ Percent of returned customer service questionnaires from residents and families indicating satisfaction with the Veterans Homes.  
*Benchmark: 90%*
- ⇒ Number of satisfactory surveys from state, federal and VA survey agencies with fewer tags issued than the federal or state average. Complaint surveys will be considered satisfactory if the complaint is NOT validated.  
*Benchmark: 100%*
- ⇒ Percent of occupied beds in the Veterans Homes.  
*Benchmark: 92%*

## 3. Honor Idaho Veterans and their families with respectful interment services in a dignified final resting place.

- a. Operate the Idaho State Veterans' Cemetery in compliance with the national cemetery program.

We will determine our success by measuring the:

- ⇒ Percent of returned customer service questionnaires from families indicating satisfaction with interment services.  
*Benchmark: 90%*

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<sup>1</sup> Based on internal review of past 3 fiscal years' comparison of federal funding coming into the State of Idaho

<sup>2</sup> Based on internal review of past 3 fiscal years' comparison of claims filed with the Department of Veterans Affairs

- ⇒ Percent of compliance with the VA National Cemetery Administrations National Shrine Standards.  
*Benchmark: 100%*

#### **4. Ensure high quality, well managed education and training programs for Idaho Veterans.**

- a. **Provide oversight for Veterans' education programs for all Idaho Veterans.**
- b. **Coordinate educational efforts with other Division, state, federal, and local programs.**

**We will determine our success by measuring the:**

- ⇒ Percent of compliance with VA national standards.  
*Benchmark: 100%<sup>3</sup>*
- ⇒ Number of outreach events attended across Idaho.  
*Benchmark: 100%<sup>4</sup>*

#### **5. Attract and retain excellent, compassionate staff and volunteers.**

- a. **Ensure staff and volunteers understand the requirements and expectations of their positions and are motivated to provide excellent customer service.**
- b. **Recognize our superior staff and volunteers.**

**We will determine our success by measuring the:**

- ⇒ Rate of Division staff turnover.  
*Benchmark: Fiscal Year Average for all State of Idaho agencies*
- ⇒ Number of annual volunteer hours.  
*Benchmark: 64,146<sup>5</sup>*
- ⇒ Percent of returned questionnaires from employees indicating satisfaction with the Division's internal recognition and morale enhancing efforts.  
*Benchmark: 90%*

#### **6. Operate with efficiency, innovation and adaptability.**

- a. **Use technology to increase staff efficiency and effectiveness.**

**We will determine our success by measuring the:**

- ⇒ Percent of IT Help Desk requests resolved within established timeframes.  
*Benchmark: 90%<sup>6</sup>*
- ⇒ Percent of returned employee opinion questionnaires indicating satisfaction with IT programs, services and resources.  
*Benchmark: 90%*

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<sup>3</sup> Based on performance measures established per contract with VA

<sup>4</sup> Based on performance measures established per contract with VA

<sup>5</sup> Based on internal review of past 3 fiscal years' comparison of annual volunteer hours

<sup>6</sup> Based on internal established timeframes for categorized level of importance to improve customer service