

# IDAHO



Idaho Division of  
**VETERANS  
SERVICES**

*Caring for  
America's  
Heroes*

## Strategic Plan

For the Fiscal Years Ending June 30, 2020 – June 30, 2024

### 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,

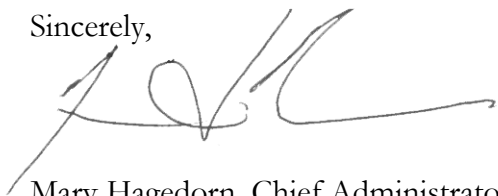
The Strategic Plan for the Idaho Division of Veterans Services is our compass. This plan helps our staff make decisions that are consistent with our vision, mission, values, and goals. It provides a way for us to measure our performance in clear ways, hold ourselves accountable and help make needed changes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

As a self-governing agency, the Idaho Division of Veterans Services is composed of a Central Support Office and six Bureaus: the Office of Veterans Advocacy (Service Officers); Veterans Education (GI Bill/Workforce focused); State Veterans Cemetery in Boise and soon to be Blackfoot; and the three Idaho State Veterans Homes in Boise, Lewiston and Pocatello with a new Home planned soon in Post Falls.

We expect to continue 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 Alzheimer's disease, Traumatic Brain Injury, Post Traumatic Stress Injury; and those associated with the Baby Boomer aging population. Due to these changing conditions, in fiscal year 2015, we conducted a statewide 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 Post Falls has been approved by the VA and is in the design/construction cycle where we hope it to be built in the next 2 years. We are also implementing plans to request a VA Construction grant to replace the aging Boise Home, to be located at the new State Agency Campus on Chinden (the previous HP location). It is estimated to be a 3-5 year waiting period before funding may be granted by the VA for a new State Veterans Home in Boise. Legislative endorsement for the construction of a second State Veterans Cemetery in Eastern Idaho was also sought in 2016 and in 2018 Idaho was awarded a VA Construction Grant. Construction for the first phase of the site will begin in late summer this year in Blackfoot. This cemetery will serve approximately 23,000 eastern Idaho Veterans and their families. Additionally, changing demographics are necessitating an expansion of our advocacy and benefit assistance programs to better focus on a new generation of Veterans from the conflicts in Afghanistan, Iraq and other locations around the globe. Increasing numbers of Vietnam Veterans now seeking their earned federal and state Veterans' benefits are also increasing our outreach focus. IDVS highly prioritizes our involvement with state, federal, and community partners to help Veterans with employment, transportation, higher education and a variety of additional opportunities. This allows us to have a broader spectrum of reaching Veterans who might not know that we are here as their liaison in bringing them to the VA services they have earned for their service.

The Idaho Division of Veterans Services will continue to focus on providing the utmost quality of services and care. Input from our Veterans, their families, employees, volunteers, and our stakeholders is essential and will be carefully considered 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 [info@veterans.idaho.gov](mailto:info@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,



Marv Hagedorn, Chief Administrator  
Idaho Division of Veterans Services

## 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.

## Key External Factors

- Legislation can alter or significantly impact the functions of the Idaho Division of Veterans Services.
- The nursing home industry is considered one of the most heavily regulated industries in the nation and these regulations are consistently becoming more cumbersome and comprehensive with increased civil monetary penalties. The comprehensive nature of regulatory revisions and increased civil monetary penalties have the ability to significantly impact our personnel needs and operating costs.
- State and federal economic conditions may create fluctuations in budget projections.
- Additions or reductions in federal appropriations or program mandates are unpredictable yet dramatically impact our activities, budget planning, and actual revenue.
- It might be difficult to meet service demands in the context of our inability to hire and retain qualified staffing with the declining healthcare workforce in rural and urban areas, along with the inability to provide competitive salaries across the State, particularly in Idaho's panhandle.
- Idaho's changing Veteran population demographics, national healthcare reform initiatives, and changing healthcare needs may result in necessary shifts in direction, as well as necessitate an expansion of our advocacy and benefit assistance programs.
- Electronic medical records, emergency preparedness, and cybersecurity threats can present operational challenges to the agency. Sophisticated and well established electronic systems and processes, and complex interface requirements are necessary. Unanticipated cyber threats to the security and data require timely replacement and upgrades of existing systems and application of new information technology.

# Objectives and Performance Measures

## GOAL #1:

Provide high quality advocacy and benefit assistance for all Idaho Veterans and their families.

## OBJECTIVES

- 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.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

- ⇒ Number of Veterans' benefit claims filed with the Department of Veterans Affairs and other agencies.

***Benchmark: 7,343***<sup>1</sup>

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<sup>1</sup> Based on internal review of past 3 fiscal years' comparison of claims filed with the Department of Veterans Affairs

# Objectives and Performance Measures

## GOAL #2:

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

## OBJECTIVES

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

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Percent of returned customer service questionnaires from residents and families indicating satisfaction with the services provided at the Veterans Homes.

***Benchmark: 90%***

⇒ Number of satisfactory surveys from state and federal survey agencies with no more citations 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: 88%***

# Objectives and Performance Measures

## GOAL #3:

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

## OBJECTIVES

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

## PERFORMANCE MEASURES

We will determine our success by measuring the:

- ⇒ Percent of returned questionnaires from families indicating satisfaction with interment services at the Cemetery.

***Benchmark: 90%***

# Objectives and Performance Measures

## GOAL #4:

Ensure high quality, well-managed education and training programs for Idaho Veterans.

## OBJECTIVES

- a. Provide oversight for Veterans' education and training programs for all Idaho Veterans.
- b. Coordinate educational efforts with division, state, federal, and local stakeholders.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Percent of compliance with VA national standards.

***Benchmark: 100%***<sup>2</sup>

⇒ Percent to process completed approval packets for training facilities within 30 calendar days, the VA national standard.

***Benchmark: 90%***<sup>3</sup>

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<sup>2</sup> Based on performance measures established per contract with VA

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

# Objectives and Performance Measures

## GOAL #5:

Attract and retain excellent, compassionate staff and volunteers.

## OBJECTIVES

- 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.

## PERFORMANCE MEASURES

We will determine our success by measuring the:

⇒ Number of annual volunteer hours.

***Benchmark: 41,600***<sup>4</sup>

⇒ Percent of returned employee opinion questionnaires indicating satisfaction with the Division's internal recognition and morale enhancing efforts.

***Benchmark: 90%***

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<sup>4</sup> Based on internal established measurements equivalent to 20 full-time positions



# Objectives and Performance Measures

## GOAL #6:

Operate with efficiency, innovation and adaptability.

## OBJECTIVES

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

## PERFORMANCE MEASURES

We will determine our success by measuring the:

- ⇒ Percent of returned employee opinion questionnaires indicating satisfaction with IT programs, services, and resources.

***Benchmark: 90%***

# NIST Cybersecurity Framework and CIS Controls

The Idaho Division of Veterans Services has adopted the National Institute of Standards and Technology (NIST) Cybersecurity Framework in order to better foster risk and cybersecurity management communications and decision making with both internal and external organizational stakeholders.

Pursuant to Executive Order No 2017-02, all executive branch agencies are to implement the first five (5) Center for Internet Security Critical Security Controls (CIS Controls) for evaluation of existing state systems by June 30, 2018. The Division of Veterans Services completed the implementation of these first five (5) CIS Controls for evaluation on May 30, 2017.

As of June 30, 2018, the Division of Veterans Services' status on adoption of the NIST Cybersecurity Framework and implementation of CIS Controls (version 6.1a) is as follows:

## CRITICAL SECURITY CONTROL #1:

### Inventory of Authorized and Unauthorized Devices

All Policies Approved:	100%
All Controls Implemented:	100%
All Controls Automated:	96%
All Controls Reported:	100%
<b>Total Percentage Complete:</b>	<b>99%</b>

## CRITICAL SECURITY CONTROL #2:

### Inventory of Authorized and Unauthorized Software

All Policies Approved:	100%
All Controls Implemented:	88%
All Controls Automated:	88%
All Controls Reported:	88%
<b>Total Percentage Complete:</b>	<b>91%</b>

## CRITICAL SECURITY CONTROL #3:

### Secure Configuration for Hardware and Software

All Policies Approved:	100%
All Controls Implemented:	57%
All Controls Automated:	71%
All Controls Reported:	100%
<b>Total Percentage Complete:</b>	<b>82%</b>

# NIST Cybersecurity Framework and CIS Controls

## CRITICAL SECURITY CONTROL #4:

Continuous Vulnerability Assessment and Remediation

All Policies Approved:	100%
All Controls Implemented:	78%
All Controls Automated:	78%
All Controls Reported:	100%
<b>Total Percentage Complete:</b>	<b>89%</b>

## CRITICAL SECURITY CONTROL #5:

Controlled Use of Administrative Privileges

All Policies Approved:	100%
All Controls Implemented:	64%
All Controls Automated:	67%
All Controls Reported:	100%
<b>Total Percentage Complete:</b>	<b>83%</b>

# Executive Order No. 2019-02 Red Tape Reduction Act Measures

The Idaho Division of Veterans Services is motivated to reduce state regulatory burdens on Idaho citizens and businesses.

Pursuant to the *Red Tape Reduction Act (Executive Order 2019-02)*, each state agency is required to designate a Rules Review Officer (RRO) “to undertake a critical and comprehensive review of the agency’s administrative rules to identify costly, ineffective, or outdated regulations.” The Idaho Division of Veterans Services identified a management assistant in its Central Support Office as its RRO. IDVS completed a thorough review of its Administrative Rules as of May 9, 2019.

## Red Tape Reduction Metrics

IDVS proposed to allow five of eight Administrative Rules to Expire – the Rules allowed to expire, account for **a reduction of 62.5%** of Idaho Division of Veterans Services Administrative Rules.

- **[IDAPA 21.01.02, Rules Governing Emergency Relief for Veterans](#)**: according to our understanding of the relevant Statutes, Idaho Code 65-201, 65-202, 65-203, 65-204 and 65-207, Rules are not required for the Emergency Relief Grant. Rather, this program will be managed via policy.
- **[IDAPA 21.01.03, Rules Governing Veterans Support Fund Grant Program](#)**: according to our understanding of the relevant Statutes, Idaho Code 65-204 and 65-209, Rules are not required for the Veteran Support Fund Grant Program. Rather, this program will be managed via policy.
- **[IDAPA 21.01.05, Rules Governing Medical Transportation Payment for Wheelchair Confined Veterans](#)**: the relevant Statute for this program, Idaho Code 65-208, was repealed with Senate Bill 2081 and signed by Governor Little on 3/21/2019, effective 7/1/2019.
- **[IDAPA 21.01.07, Rules for Education and Training Programs for Veterans](#)**: according to our understanding of the relevant Statute, Idaho Code 65-202 and 65-204, Rules are not required. This program follows policy and regulations as set by the VA.
- **[IDAPA 21.01.08, Rules Governing Veterans Recognition Fund Grant Program](#)**: according to our understanding of the relevant Statutes, Idaho Code 65-204, 65-704, and 65-705, Rules are not required for the Veteran Support Fund Grant Program. Rather, this program will be managed via policy.

Reduction of Pages – The expired rules account for 26 pages out of a total of 70 pages of Idaho Division of Veterans Services Administrative Rules, **a reduction of 37.1%**.

Reduction of Words – The expired rules account for 6,872 words out of a total of 23,470 words, **a reduction of 29.3%**.

The Special Edition of the Idaho Administrative Bulletin announcing the three Rules that will be renewed (IDAPA 21.01.01, IDAPA 21.01.04, and IDAPA 21.01.06) will be published on June 19<sup>th</sup>.