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ANALYST

DVMA: Wait Times for Veteran Service Officer Appointments

A Process Improvement Evaluation by

The Legislative Fiscal Analyst's Office and
Governor's Office of Planning and Budget

May 19, 2026

Utah's Obligation to Those Who Serve: Improving Veterans' Access to Key Benefits

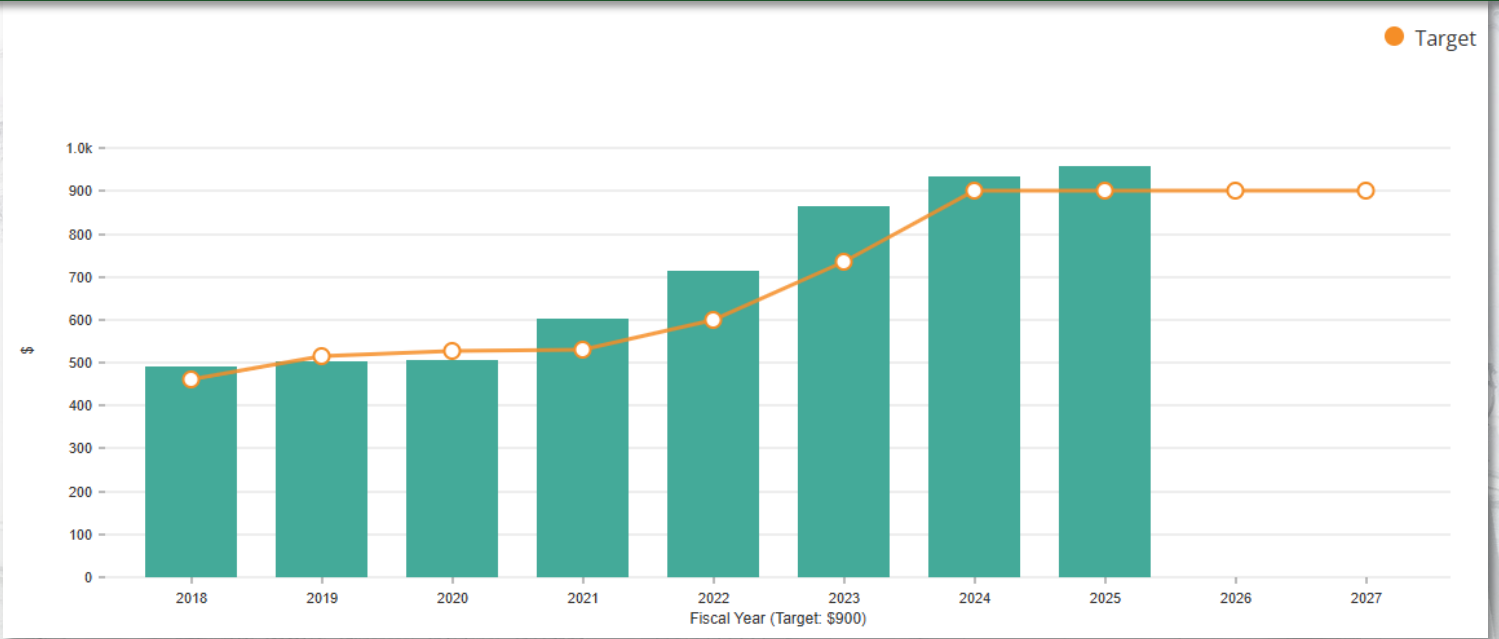
129,783

Utah veterans as of 2023



\$959 million

in veterans' benefits went to Utah veterans in FY 2025



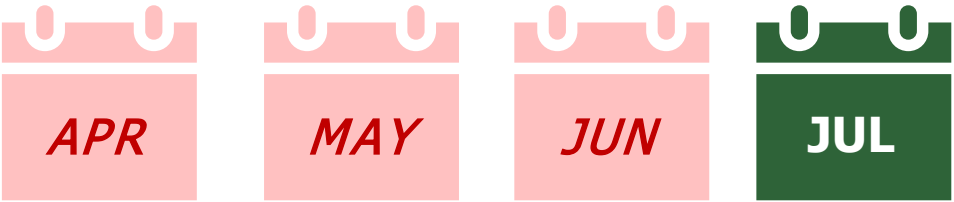
Source: <https://veterans.utah.gov/ut-veteran-military-snapshot/>

Source: <https://cobi.utah.gov/2026/358/performance>



The Challenge: Appointment Wait Times Delay Benefits

6-week average wait time



Some VSOs have no available appointments until **July 2026**



Access to Benefits Delayed



Efficiency Evaluation

Find and Solve
Process Inefficiencies

**Support DVMA's
Mission**

Timely Services &
Improved Veteran
Outcomes





Performance Measures

Process Efficiency

*How much work is moving through the process,
and how quickly?
How are DVMA's resources being used?*

Appts per Claim Submitted
Cost per Claim (in VSO Wages)
Power-of-Attorneys Filed
Claims Submitted
Wait Time (in Weeks)

Quality

*How well is work being done? How do
veterans feel about their DVMA
experience?*

% "Ready-First" Claims
CX Sentiment Score

Outcomes

*How are DVMA's services improving
the lives of Utah veterans and
supporting the agency's mission?*

Line-Item Measure

**\$ Value of Benefits
Delivered to Veterans**



Opportunities for Process Improvement

1

Prepare
Veterans
Through
Education



2

Match VSO
Supply to
Veteran
Demand



3

Optimize Data
Collection and
Analysis



4

Promote and
Invest in
Success





Opportunity #1: Prepare Veterans through Education

Current State



Initial Appointments Used
for Education



Decisions & Document
Prep After Appointment



Repeat Appointments

Delays in Accessing Benefits;
Underutilizing VSO Skills

Future State



Pre-Appointment Education Resources



Require "Reason for Appointment"
Selection



Initial Appointments Used for VSO
Actions



"Ready First" Claims

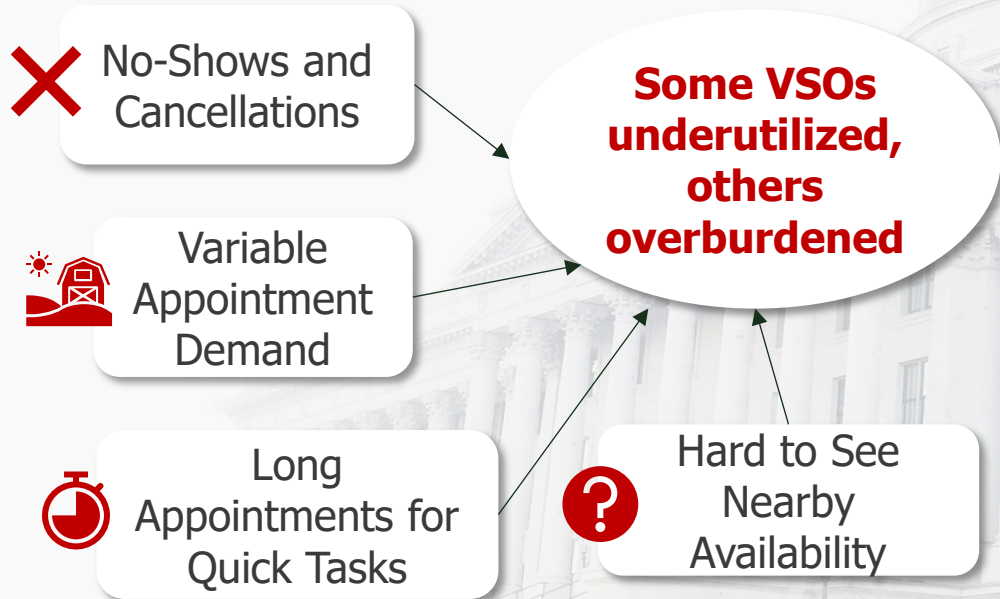


Appointments per Claim

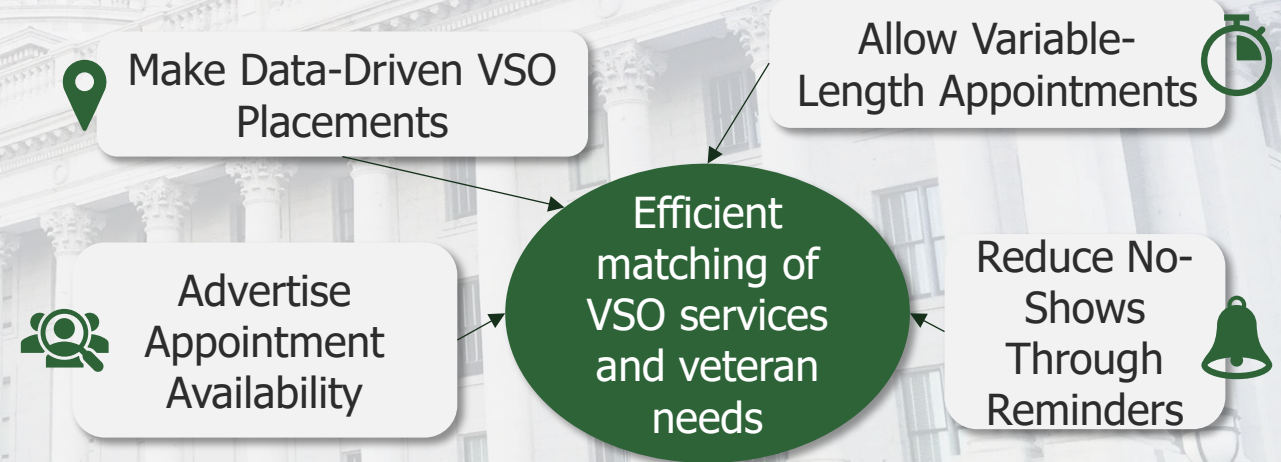


Opportunity #2: Match VSO Supply to Veteran Demand

Current State



Future State



↑ **Claims Submitted**

↑ **Power-of-Attorneys Filed**



Opportunity #3: Optimize Data Collection and Analysis

Standardize Workflow
Data Collection

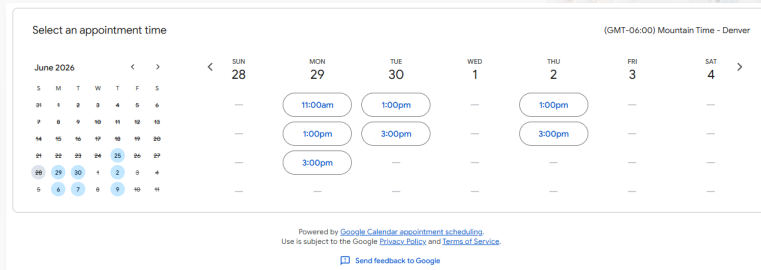
Figure 5, Page 14



Current State

Future State

✓ Simple
Scheduling
Interface



Convert Calendar
Records into
Analyzeable Data

Situation

Action

Forward action

Electronic Code

✎ Manual Data Entry and
Lack of Standard Appt
Records

❓ Calendar Data
Not Formatted
for Analysis



Create Standard
Note-Taking
System

Source: Texas Veterans Commission

**Limited Data
for Decision-
Making**

↓ **Appointments per Claim**

↓ **Cost per Claim**



Opportunity #4: Promote and Invest in Success

Triage and Prioritize Manager Tasks

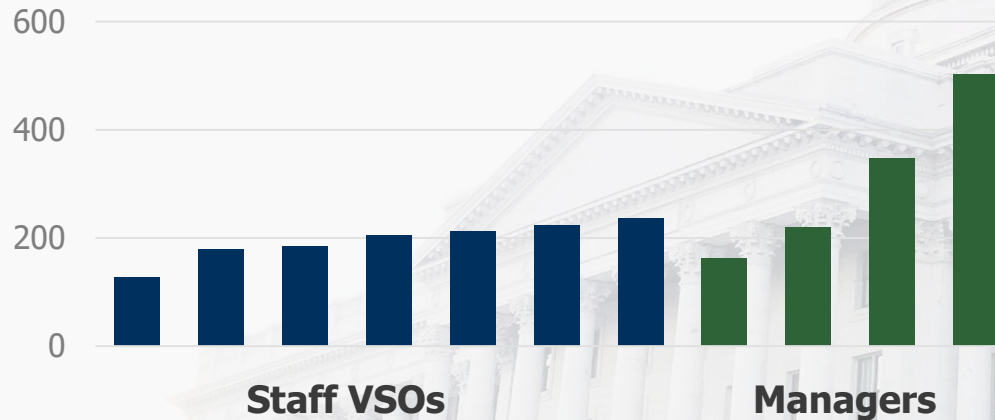
Figure 4, Page 11



Current State

Future State

Claim and POA Filing Volume, Jul-Oct 2025



Increase Managers' Focus on Mentorship and Training



Delegate High-Volume Claims from Managers to VSOs



Collect and Act on Consistent CX Feedback



Experienced managers have process management skills that could be shared with other VSOs

↑ CX Sentiment Score

↓ Cost per Claim

Remarks from GOPB on Implementation Support



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Questions?

The published report can be found at:

le.utah.gov/lfa/publications.html

gopb.utah.gov/efficiency-evaluations/



Governor's Office of Planning and Budget
Office of the Legislative Fiscal Analyst

Veteran Service Officers (VSO) Wait Times

A Report for the Utah Department of Veterans and Military Affairs

May 2026

Remarks from the DVMA Commissioner



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