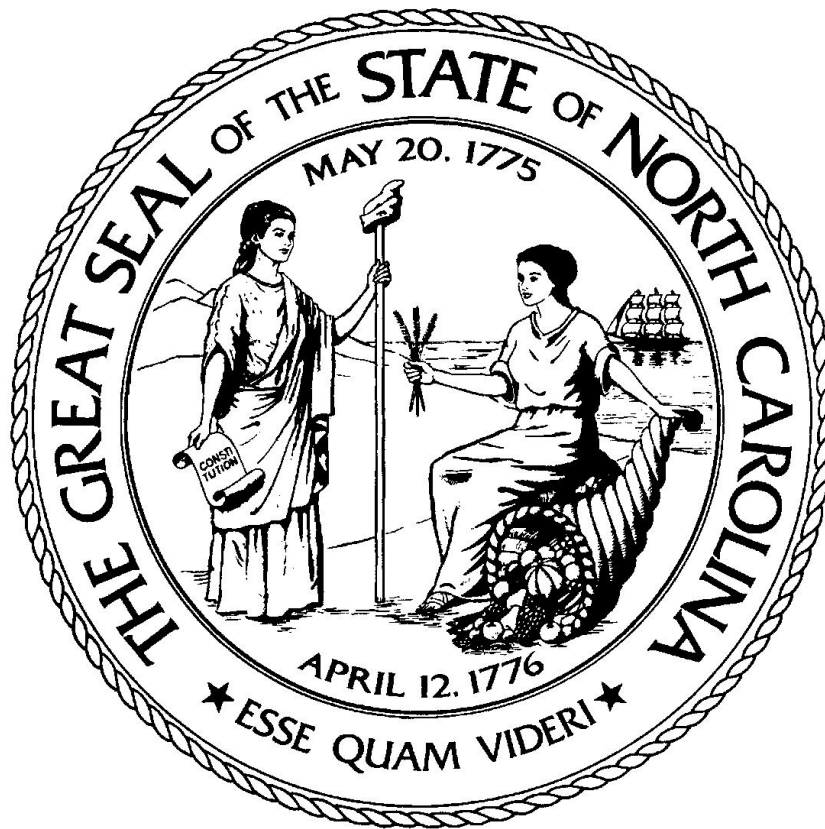


# N.C. Department of Military and Veterans Affairs

Strategic Plan

2019 – 2021



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# 1. Strategic Plan Executive Summary

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DMVA accomplishes its mission to support the military, veterans, their families, installations and communities in this state while continually improving the way we do business. The 2019-2021 Strategic Plan utilizes forward thinking and solution-driven principles to continue accomplishing our mission with long-term success. The 2019-2021 Strategic Plan is a commitment toward the goals of infrastructure, outreach, outcomes, and public awareness. Built within these four goals are strategies performance measures to meet and account for the needs and expectations –now and in the future—of installations, military, veterans, and their families in this state.

N.C.G.S. 143B-1211 tasks DMVA with its duties and responsibilities that involve working with federal, state, local, regional and industry partners to support activities of military installations in the state, expanding state veterans nursing homes and state veterans cemeteries, enhancing North Carolina’s military friendly environment in business, technology, transportation, education, economic development, improving the quality of life for the state’s military and veterans communities, monitoring and enhancing assistance and support provided to veterans living in the state and state residents of the National Guard and Armed Forces Reserves regarding medical care, mental health and rehabilitation services, housing, homelessness prevention, job creation, and education, and assisting Veterans, their families, and their dependents in obtaining or maintaining privileges, rights and benefits to which they are entitled under federal, state and local laws.

North Carolina is home to four major military installations. Approximately 120,000 active duty military personnel and more than 720,000 veterans and their families are in North Carolina and help make up the third-largest military presence in the United States. Military and veterans’ families contribute \$66 billion to North Carolina annually, representing roughly 10% of the state’s economy. North Carolina has a distinguished military and veteran friendly reputation and DMVA provides programs and services that meet the needs of North Carolina residents and the families of those who served in the U.S. armed forces, Reserves, and Coast Guard. To deliver these programs and services, DMVA’s Wake County headquarters administratively oversees operations of sixteen (16) field offices, a State Service Office, forty-seven (47) Veterans Service Officers, four (4) cemeteries, four (4) state veterans skilled care facilities, and the state’s Scholarships for Children of Wartime Veterans. Our standard is excellence –our efforts are predicated on the standard befitting those who have worn the uniform.

## 2. Mission, Vision, and Values

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### Mission Statement

To support the uniformed military, both active and reserve, and their families and installations and communities as well as military veterans, their families, facilities and services in North Carolina by providing timely and responsive engagement; to enhance North Carolina's current military and veteran friendly environment and foster and promote business, technology, transportation, education, economic development, and healthcare by facilitating assistance and coordination between the Federal Government, the State, its political subdivisions and collaborative and supporting agencies.

### Vision Statement

To create a state that fully accepts and supports the military and veterans and where their full potential and human capital is realized and valued; to support and create an engaged military and veteran populous that fully participates in all facets of our state's life.

### Organizational Values

**Integrity:**

Act with high moral principle. Adhere to the highest professional standards. Establish the trust and confidence with all whom I engage.

**Commitment:**

Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in the VA's and this Department's statutory mission. Fulfill my individual responsibilities and organizational responsibilities and increase competency and professionalism.

**Advocacy:**

Be truly Military and Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Military, Veterans and other beneficiaries.

**Respect:**

Treat all those I serve and with whom I work with dignity and respect.

**Excellence:**

Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them through follow up training.

### 3. Goals, Objectives, and Performance Measures

<b>Goal 1 – INFRASTRUCTURE: Ensure strong infrastructure currently and for the long term.</b>		
<b>Objective 1.1 – Promote a culture of engagement and collaboration.</b>		
<b>1.1.1 – Performance Measure or Milestone</b> Lunch and Learns are developed and delivered to agency staff.	<b>Strategy</b>	Learning and development (L&D).
	<b>Brief Description</b> Training for agency management and staff on a variety of Human Resources topics that coincide with all functional areas.	
<b>1.1.2 – Performance Measure or Milestone</b> Run, review, and track status reports and send timely internal notifications for upcoming and past due L&D opportunities on a monthly and quarterly basis.	<b>Strategy</b>	Continuous compliance monitoring for L&D.
	<b>Brief Description</b> Track attendance, feedback, and completion of Learning and Development (L&D) opportunities.	
<b>Objective 1.2 – Develop and support talent and workforce management to provide oversight and implementation of day-to-day operations in all program areas.</b>		
<b>1.2.1 – Performance Measure or Milestone</b> Use Human Resources data analytics to measure Human Resources effectiveness across the agency.	<b>Strategy</b>	Enrich workforce through continuous learning opportunities and cross training in all functional areas.
	<b>Brief Description</b> Maintain a stable work force with appropriate number of staff to meet compliance requirements and mitigate risk.	
<b>1.2.2 – Performance Measure or Milestone</b> Use Human Resources data analytics to measure trends and issues. Conduct semi-annual employee	<b>Strategy</b>	Foster a culture of milestones and achievements.
	<b>Brief Description</b> Create an atmosphere that supports good relationships at all levels by recognizing accomplishments with timely recognition. Use VIPP platform to gather data from Core systems and push to the CRM.	

engagement surveys to measure employee involvement and recognition practices.	<b>Brief Description</b> Create an atmosphere that supports good relationships at all levels by recognizing accomplishments with timely recognition.	
<b>Objective 1.3 – Remain federally competitive and compliant.</b>		
<b>1.3.1 – Performance Measure or Milestone</b> Pass annual, federal inspections by the U.S. Department of Veterans Affairs	<b>Strategy</b>	Focus receipts on operations and maintenance of all state cemeteries in improvement, to pass inspections, and receive 4-Star ratings.
	<b>Brief Description</b> Increase appropriations to fund all cemetery employees’ salaries to allow agency to utilize receipts to fund operations and maintenance to receive the highest federal rating and maintain the state veteran’s cemeteries to standard befitting those who have worn the uniform.	
<b>Objective 1.4 – Ensure strong infrastructure now and in the long-term.</b>		
<b>1.4.1 – Performance Measure or Milestone</b> Update job descriptions and align salaries commensurate to work performed, dependent on appropriations.	<b>Strategy</b>	Recruit, hire, develop, and retain a dedicated and diverse workforce.
	<b>Brief Description</b> Expand our human capital, improve ability to attract talent, provide the training needed, and maximize investments in staff as well as maintain consistency within the communities by being more competitive and reduce turnover.	
<b>1.4.2 – Performance Measure or Milestone</b> Meet with and provide information to legislative offices regarding the future of state veterans cemeteries.	<b>Strategy</b>	Continue to provide legislators information on maintenance and operations and lay the foundation for perpetual care for state cemeteries and correlated funding.
	<b>Brief Description</b> Provide continuous updates on evidence-based research regarding maintenance, operations, and perpetual care for state veterans cemeteries to honor the state’s responsibility and commitment to maintain those cemeteries to the standard befitting those who wore the uniform.	
<b>1.4.4 – Performance Measure or Milestone</b> Request funding for operations for the Division of Military Affairs in the budget.	<b>Strategy</b>	Provide more support to military installations.
	<b>Brief Description</b> There are no appropriated operating funds to support the Division of Military Affairs, leaving the Division to rely on the limited budget of Division of Veterans Affairs to operate.	

<b>Goal 2 – OUTCOMES: Optimize deliverables for veterans and military bases.</b>		
<b>Objective 2.1 – Position Agency’s operations to meet changing needs of clients and partners.</b>		
<b>2.1.1 – Performance Measure or Milestone</b> Expand TeleHealth to state veteran’s homes and ongoing support to the CRM.	<b>Strategy</b>	Provide adequate resources to field offices to increase efficiency and decrease travel costs.
	<b>Brief Description</b>	
		Leverage technology to reach more veterans, increase cost effectiveness, and extending customer-centered service throughout the state to veterans, military members, and their families.
<b>2.1.2 – Performance Measure or Milestone</b> Improve IT in 12 field offices and 4 cemeteries’ offices.	<b>Strategy</b>	Provide sufficient infrastructure, software, and hardware, including ongoing updates, to field offices to support veterans, newly separated military, and their families’ needs.
	<b>Brief Description</b>	
		Increase network capabilities to obtain services, assistance, and support for veterans and monitor efforts to provide services.
<b>Objective 2.2 – Recovery and Resiliency</b>		
<b>2.2.1 – Performance Measure or Milestone</b> Become more resilient by improving the quality of life. Improve accessibility, comfort and safety for residents.	<b>Strategy</b>	Establish and operate a Recovery and Resiliency Program.
	<b>Brief Description</b>	
		Program to provide general disaster recovery coordination and public information and citizen outreach.
<b>Goal 3 – OUTREACH: Connect veterans and their families to earned benefits, programs, and services as well as support and maximize value of NC military installations.</b>		
<b>Objective 1.1 – Provide resources to veterans in multiple formats.</b>		
<b>1.1.1 – Performance Measure or Milestone</b> Order additional copies and include more drop sites throughout the state.	<b>Strategy</b>	Increase distribution of the annual DMVA Resource Guide.
	<b>Brief Description</b>	
		To increase circulation of the annual Resource Guide publication and continue to work with other agency in coordinating services listed therein.
<b>Objective 1.2 – Reach more women veterans through Women’s Veterans Expo/Benefits Clinic annually in strategic locations across the state.</b>		
<b>1.2.1 – Performance Measure or Milestone</b>	<b>Strategy</b>	Conduct Women’s Veteran Expo/Benefits Clinic annually in a new location each year.



Add one additional supporter/sponsor to the event.	<b>Brief Description</b> Hold annual expo/clinic servicing women veterans and their families by providing resources and points of contact.	
<b>Objective 1.3</b> – Collaborate with other state agencies to provide effective outreach.		
<b>1.3.1 – Performance Measure or Milestone</b> Coordinate with another state agency or private/not-for-profit entity to develop or enhance a job initiative program.	<b>Strategy</b>	Connect veterans with employment opportunities in the state.
	<b>Brief Description</b> Work with other state agencies to coordinate working relationships that inform and connect veterans to state job opportunities.	

<b>Goal 4: PUBLIC AWARENESS: Raise the public’s knowledge of veterans issues and military ties to local communities.</b>		
<b>Objective 1.1</b> – Improve strategies to disseminate information to clients and the public.		
<b>1.1.1 – Performance Measure or Milestone</b> Create at least two engagement opportunities with veterans, their families, partner agencies and the general public.	<b>Strategy</b>	Encourage two -way communication and information sharing between DMVA, Veterans and the public.
	<b>Brief Description</b> Increase information dissemination through community engagement opportunities, outreach, networking and through strategic partnerships, best practices, tools/resource sharing.	
<b>Objective 1.2</b> – Work with military leaders, legislators, community organizations, and other key stakeholders in areas and near military installations to preserve and enhance NC’s military economic value.		
<b>1.2.1 – Performance Measure or Milestone</b> Provide support to the Governor’s Working Group.	<b>Strategy</b>	Collaborate with other state agencies to provide awareness regarding current issues of emphasis.
	<b>Brief Description</b> Provide awareness regarding mental health, substance abuse, and homelessness prevention in military and veterans communities.	
<b>1.2.2 – Performance Measure or Milestone</b> Establish a secure VTC in our Veteran Service Centers.	<b>Strategy</b>	Enhance operation effectiveness to maximize services. ???
	<b>Brief Description</b> Working smarter. Reduce unproductive travel time with VTC’s across the state. Provide employees with a secure and consistent access to information and make it easy to collaborate.	

<b>1.2.3 – Performance Measure or Milestone</b> Coordinate 20 additional counties on leadership’s travel schedule.	<b>Strategy</b>	Raise awareness on current issues of emphasis, collaborate with partners, and address current issues in communities.
	<b>Brief Description</b> Coordinate agency leadership travel to counties throughout the state.	
<b>Objective 1.3 – Increase public awareness of services that agency provides.</b>		
<b>1.3.1 – Performance Measure or Milestone</b> Facilitate two opportunities for the public to have direct contact with agency staff.	<b>Strategy</b>	Raise awareness on current issues of emphasis, collaborate with partners, and address current issues in communities.
	<b>Brief Description</b> Provide active outreach to military members, veterans, and their families and enhance North Carolina’s current military friendly and veteran supportive environment.	

## 4. Highlights and Opportunities

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### Agency Highlights and Best Practices

DMVA is committed to meet and exceed its performance measures in claims representation and counseling and, through continuous education, remain up-to-date with ever changing U.S. Department of Veterans Affairs rules and regulations. With the utilization of a redesigned DMVA website, increased use of the Department's social media platforms and traditional media, we continue to strengthen a claims representation and counseling presence in the state to ensure veterans, their families, and survivors obtain benefits they have earned through their service to our country. DMVA is statutorily required to provide training for the statewide network of County Veteran Service Officers (CVSO) on at least an annual basis. DMVA continues to provide initial training to new CVSO's annual certification and accreditation through an annual training conference each fall, and multiple regional training conferences in the spring and summer. The program constantly evaluates training programs and seeks innovative ways to offer more effective training.

DMVA produces the DVMA Resource Guide as a central location highlighting some of the most frequently accessed resources available to veterans, military service members, and their families. The DMVA Resource Guide has been the greatest success story of our Department. The publication is updated annually and pinpoints where to go get services by county and region regarding employment, VA benefits, entrepreneurship, healthcare, education, women services, housing, and personal services for active military, veterans, and their families.

### Potential Initiatives

VBAC/Resource Fairs that are North Carolina specific to highlight resources and supports that are state specific of which veterans and their families can access.

Veterans Business Council/Advisory Commission to assist vets and their spouses with business/entrepreneurship opportunities within corporate entities as well as start-ups.

Current issues of emphasis:

- Employment
- Workforce and Training
- Cyber Training
- Women Veterans
- Mental Health Initiatives
- Homeless Veterans
- Disabled Veterans
- Veterans Courts

### Collaborative Opportunities

VIPP program is a secure information sharing program to facilitate collaboration among veteran service state agencies. VIPP will streamline the process of applying for jobs and other services for veterans and their families. The project is aligned with Governor Cooper's goals and priorities to develop North Carolina's workforce through his signature NC Job Ready program. The primary focus of NC Job Ready is to ensure that more North Carolinians are ready for current and future jobs. VIPP is one initiative of DMVA designed to achieve that goal.

VIPP was developed in partnership with the NC Government Data Analytics Center (GDAC), the NC Department of Information Technology (DIT) and the Statistical Analysis System (SAS). This effort is one of many currently underway by the DMVA and other veteran service partners to increase job opportunities, improve customer service and bring benefit awareness to veterans and their families. This one stop portal will allow transiting military personnel to eliminate unnecessary red tape and bureaucracy in order to advance into the civilian workforce.