

North Carolina Department of Military and Veterans Affairs

Strategic Plan

2025 – 2029



AGENCY OVERVIEW

The North Carolina Department of Military and Veterans Affairs (NCDMVA) is a cabinet-level agency that was established to support and advocate for North Carolina's military installations, service members, veterans, and their families. Established in 2015, NCDMVA has the privilege of showing North Carolina's commitment to our military and veteran communities by coordinating support of our military installations and ensuring that our service members, veterans, and their families have access to benefits, support services, and economic and employment opportunities that promote their well-being.

NCDMVA oversees a range of programs that include advocacy for veterans' benefits, the operation of our state veterans homes and cemeteries, the administration of scholarships, military transition services, and the coordination of military affairs.

NCDMVA is committed to honoring the service and sacrifice of North Carolina's military and veteran communities by delivering exceptional services, forward-looking solutions, and a steadfast commitment to excellence that empowers our service members, veterans, and their families to achieve their fullest potential.

Mission, Vision, and Values

Agency Mission Statement

Our mission is to honor and empower service members, veterans, military families, and our military communities by fostering strong partnerships with federal, state, local, nonprofit, and private organizations to ensure that every military and veteran family in North Carolina receives the respect, resources, and opportunities they deserve. We are committed to delivering prompt and effective support, connecting our military and veteran communities with the benefits they have earned.

Agency Vision Statement

To honor the service and sacrifice of North Carolina's military and veteran communities by operating as a trusted and transparent partner and ensuring that every veteran is healthy, employed, and meaningfully engaged in their community through the delivery of exceptional services, forward-looking solutions, and a steadfast commitment to excellence that empowers our service members, veterans, and their families to achieve their fullest potential.

Agency Values

Ethics & Integrity: We earn the trust of North Carolina's military and veteran communities by adhering to ethical principles, communicating transparently and honestly, and following through on our commitments and obligations to honor the service and sacrifice of our military and veteran families.

Customer Service: We deliver timely, relevant, and responsive services to our military and veteran communities. Why striving to exceed expectations, we are proactive and solution oriented.

Teamwork & Collaboration: We forge strong partnerships and effective teams within the agency and across the public and private sectors by treating others with dignity and respect while welcoming new ideas and valuing the contributions of all.

Professionalism: We place service before self in supporting the common good for our military service members, veterans, and their families, and we uphold the highest standards of respect and excellence in all that we do.

GOAL #1

Increase the number of transitioning service members and families who choose to remain in or return to North Carolina by 5% year over year through 2028.

Overview

Transitioning service members and their families bring critical skills, leadership experience, and a strong work ethic that strengthens North Carolina's economy, workforce, and communities. Investing in the successful transition of service members helps North Carolina retain talent that empowers our state and strengthens our communities.



Objectives

1. Increase NCDMVA outreach efforts and bring awareness to the benefits of living in NC by identifying all Department of Defense (DoD) Transition Assistance Programs (TAPs) on NC military Installations.

Performance Measure

- NCDMVA will obtain veteran retention data specific to NC and will drive increased retention by tracking the number and frequency of DoD TAP workshops held on military installations in NC.

Priority Questions

- How many TAP workshops are currently attended by NCDMVA representatives?
 - What benchmark will NCDMVA set for TAPs participation annually?
 - How many FTEs are required to accomplish this objective?
2. Partner with TAPs to strengthen NCDMVA's presence to the greatest extent possible at TAP Workshops to distribute comprehensive information for service-members transitioning out of the military.

Performance Measure

- NCDMVA will track and monitor the number of TAP workshops attended or information distributed at TAPs by NCDMVA.

Priority Questions

- How can transition and retention data be tracked across multiple agency systems and synthesized in a way that aids in obtaining the target retention increase?
 - What partnerships or agreements are needed to ensure consistent NCDMVA involvement in TAP sessions?
 - What gaps exist in NCDMVA's information distribution during TAP workshops?
3. Increase employment and business opportunities for transitioning service members by collaborating with local and state leaders, workforce development organizations, employers, and industry leaders within North Carolina.

Performance Measure

- NCDMVA will track the number of veterans placed in jobs within (12 Months) after their transition from active duty into civilian life.
- NCDMVA will track the number of veterans and families who remain in NC following their transition from active duty.

Priority Questions

- Which state and local leaders, workforce boards, and major employers should be prioritized for partnerships?

GOAL #2

Enhance the quality of care and conditions at North Carolina's State Veterans Homes and ensure the State Veterans Cemeteries reflect the dignity and respect of our veterans and their families, maintaining 5 Star Centers for Medicare and Medicaid Services (CMS) Ratings at applicable Homes and achieving 5 Star Ratings at any Home not currently holding the designation by 2028.

Overview

State Veterans Homes and Cemeteries are an important component of North Carolina's military and veterans' communities. NCDMVA wants to ensure that these facilities are well maintained, staffed with an adequate number of personnel, and are equipped with resources that promote the comfort and respect our veterans deserve. This includes improving on-site services by modernizing facilities and implementing the best practices possible.



Objectives

1. Modernize the State Veterans Homes infrastructure and proactively identify and improve preventative maintenance by partnering with the State Construction Office's Facilities Condition Assessment Program (FCAP) to conduct facility assessments of the homes to determine priority repairs and deferred maintenance.

Performance Measure

- The completion rate of FCAP assessments conducted on each state veterans home.
- All state veterans homes will have a 5 Star CMS Rating by 2028.

Priority Questions

- What are the critical and most common maintenance issues in state veterans homes?
 - How frequently should FCAP assess each state veterans home?
2. Enhance the appearance, accessibility, and long-term maintenance of state veterans cemeteries to more closely align with the National Cemetery Administration (NCA) operational standards and measures.

Performance Measure

- Completion and distribution of a North Carolina operational standards manual that aligns with the National Shrine Commitment operations manual by January 2026 to all state veteran cemeteries.
- The number of successful NCA compliance inspections and assessments passed.

Priority Questions

- What standards do we currently use to assess the quality of our cemeteries?
- How often should we request NCA compliance reviews and inspections?
- How to partner with local community volunteers to help enhance appearance?
- How will trends in the veteran population in NC affect the future needs of our state veteran cemeteries?

GOAL #3

Strengthen sector collaboration by fostering partnerships among government, private businesses, non-profit organizations, and community stakeholders to enhance the quality of services provided to veterans and their families.

Overview

Strong partnerships are critical to NCDMVA's success. Cross-sector partnerships enable the alignment of vision, resources, and expertise to deliver better, more comprehensive services to our military and veteran population in North Carolina. By strengthening sector collaboration, NCDMVA enhances the overall quality of the services offered to our military and veteran communities.



Objectives

1. Convene quarterly legislative liaison meetings with other North Carolina state agencies and military and veteran organizations to enhance our collaboration and initiatives.

Performance Measure

- NCDMVA will track the number of these meetings convened and the number of agencies and organizations represented.
- NCDMVA will track the number of legislative agenda items that become law by the end of every legislative session.

Priority Questions

- Which sectors (e.g. government, private, nonprofit, education) offer the most potential for veteran-focused collaboration?
 - How can the department align partner goals with NCDMVA's mission to ensure mutual benefit?
2. Increase our current communication efforts using social media, the NCDMVA website, and other communication platforms to reach a broader audience, increase department visibility, and highlight NCDMVA's mission and services.

Performance Measure

- Track the number of outreach communication initiatives or campaigns launched (podcasts, YouTube, and other social media platforms) by NCDMVA to highlight its mission.

Priority Questions

- What is the current reach and engagement level of NCDMVA's social media and communication channels?
- How can NCDMVA ensure content accessibility for all audiences, including those with disabilities?

GOAL #4

Empower, develop, and invest in our workforce for the future

Overview

NCDMVA employees, alongside our partners at county veterans service offices, are the agency's greatest asset and are essential to achieving our mission. The professional growth of our employees reflects our agency's values and strengthens our ability to deliver trusted services. We want to recruit, develop, and retain professionals who operate with integrity and are committed to delivering exceptional services to North Carolina's military members, veterans, and their families.



Objectives

1. Strengthen employee onboarding and orientation programs by creating a mission-driven onboarding experience that aligns new employees to NCDMVA's mission, values, and culture to reduce NCDMVA's voluntary turnover rate 10% year over year through 2028.

Performance Measure

- NCDMVA will continue to track first-year retention rates of new employees after onboarding and orientation with the goal of 80% retention of first-year employees.

Priority Questions

- What key elements of NCDMVA's mission, values, and priorities should be reinforced during onboarding?
 - Who will be responsible for delivering onboarding – HR, Supervisors, Divisions?
 - How will we evaluate the effectiveness of the onboarding process?
2. Partner with state agencies, veteran employment programs, military transition services, and NC higher education institutions to build a skilled and qualified talent pipeline.

Performance Measure

- NCDMVA will track and increase the number of career fairs, networking events, and employment workshops attended or hosted by NCDMVA personnel each year.

Priority Questions

- Which employment programs and higher education institutions should be prioritized for partnerships?
 - What skills and qualifications are needed most at NCDMVA now and in the future?
3. Foster a culture of accountability, ownership, and innovation at all levels of the agency through employee-led process improvements and project ownership.

Performance Measure

- Identify and track the number of employee-led process improvements initiatives implemented in each NCDMVA division.

Priority Questions

- How effective are NCDMVA practices related to accountability, feedback, and the employee disciplinary process?

NORTH CAROLINA DEPARTMENT OF MILITARY & VETERAN AFFAIRS



Contact Us:

Website:

www.milvets.nc.gov

Physical Address:

413 North Salisbury Street, Raleigh, NC 27603

Mailing Address:

4001 Mail Service Center, Raleigh, NC 27699

Phone:

(984) 204-8366