



ARKANSAS DEPARTMENT OF VETERANS AFFAIRS



Reference

- A.C.A. § 20-81-102 (ADVA powers & duties)
- A.C.A. § 20-81-103 (Appointment of employees)
- A.C.A. § 20-81-104 (Veterans' Commission)
- A.C.A. § 20-81-105 (Veterans' Home)
- A.C.A. § 20-81-107 (Gifts, volunteer services)
- A.C.A. § 20-81-108 (Action by municipal governing bodies)
- A.C.A. § 20-81-109 (Cooperation of other state agencies)
- A.C.A. § 20-81-111 (Entitlement of all Veterans to privileges)
- A.C.A. § 20-81-112 (State Veterans' cemetery system)



Assessment/Problem Statement(s)

- ADVA is currently performing three of four core competencies, and providing services in a passive posture.
- ADVA is not maximizing the use of available resources effectively in some divisions.
- ADVA is not maximizing interagency partnerships.
- ADVA has not established key metrics and a system (dashboard) to measure mission success.
- ADVA has no long-range long-term care plan for Veterans.
- ADVA has not effectively communicated its mission and services to stakeholders.
- ADVA has no strategic plan, vision or values.



Prior Coordination

- Office of the Lieutenant Governor
- Office of the Attorney General
- Office of the Secretary of State
- Veterans' Commission
- Veterans Coalition
- Arkansas National Guard
- Fort Roots Regional VBA Office
- Association of Arkansas Counties
- County Veteran service officers
- Benton County Judge
- Saline County Judge
- White County Judge
- Department of Workforce Services
- Arkansas Agriculture Department
- University of Arkansas at Little Rock
- Beck Pride Center at Arkansas State University
- United Way and the Combined Federal Campaign of Arkansas
- Various Veterans service organizations

*Over forty people directly contributed to the development of this plan; most external to the agency.

*National Guard Bureau provided a strategic planner, Col. (Ret) Jim Foot, to facilitate the development at no cost.



Vision

“Recognizing the value of Veterans to Arkansas, the Arkansas Department of Veterans Affairs will be the state’s leading advocate and resource responsive to the changing needs of Veterans and their families in attaining the highest quality of life.”



Mission

“The Arkansas Department of Veterans Affairs serves Arkansas Veterans, and their eligible dependents, through advocacy and education to access federal and state benefits, high-quality long-term nursing care and burial honors.”



Core Competencies

Claims and Appeals (Assisting Veterans and eligible dependents in obtaining benefits through the Veterans Administration)

Long-Term Care (Providing quality long-term care for Arkansas Veterans)

Cemetery Operations (Providing a final resting place of honor for Arkansas' Veterans and eligible dependents)

Advocacy (Serving as the voice for all of Arkansas' Veterans; marketing the value of Veterans, connecting Veterans to credible services, and connecting communities to Veterans)



VALUES

HIGH-QUALITY SERVICE: Provide outstanding service to those who served us.

ACCOUNTABILITY: Unquestionable integrity in all we do.

COMPASSION: Consistently demonstrate care and empathetic concern for Veterans and one another.

COMMUNICATION: Provide accurate and timely “two-way” communication with our employees, customers, the public and key stakeholders; while fostering a culture of cooperation and collaboration with counties, other agencies, Veteran service organizations and businesses to connect Veterans to resources, and promote the value of Veterans to Arkansas.



VISION / GOALS

“Recognizing the value of Veterans to Arkansas, the Arkansas Department of Veterans Affairs will be the state’s leading advocate and resource responsive to the changing needs of Veterans and their families in attaining the highest quality of life”

GOAL 1	Increase overall effectiveness of the VSO program.
GOAL 2	Connect Veterans with certified services, and connect businesses and communities with Veterans.
GOAL 3	Develop a plan to meet the long-term care needs of Arkansas Veterans.



GOAL 1: Increase overall effectiveness of the VSO program.

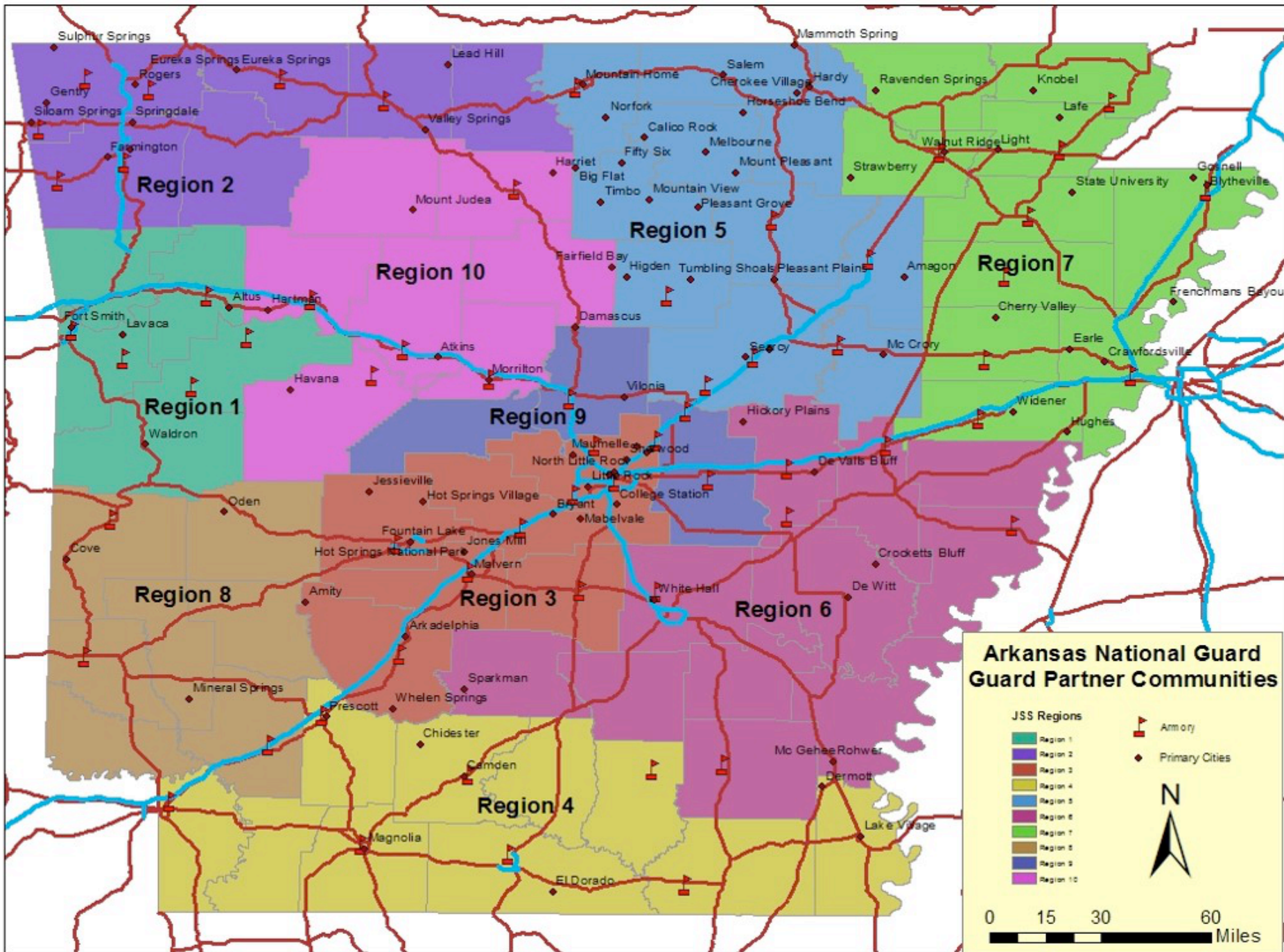
Intent: Forward deploy ADVA VSOs, and create a training and accreditation program to standardize and increase VSO effectiveness across Arkansas.

“Serving Those Who Served”



GOAL 1: Increase overall effectiveness of the VSO program.

Strategic Objectives	Owner	Metric
SO 1.1: Train 85% of assigned VSO personnel with a standardized accreditation program NLT June 2017.	Deputy	Percent trained
SO 1.2: Outreach to educate 66% of county judges to the benefits of the VSO program to their counties NLT June 2016.	PAO	Number of judges briefed
SO 1.3: Create no less than 5 regional offices NLT June 2020 to provide support to Veterans, county judges and CVSOs through training, education and assistance.	Director	Number of regional offices established



**GOAL 1 – INCREASE OVERALL EFFECTIVENESS OF THE VSO PROGRAM
CHAMPION: Matt Snead**

Long-Term Objective	Strategic Objective Owner	Action Plans
<p>SO 1.1: Accreditation of 85% of VSO personnel with a standardized program NLT June 2017</p>	<p>Leon/Gina</p>	<p>1.1.1 Research other Veterans service organizations' accreditation courses to establish a blue print for future accreditation course at the Arkansas Department of Veterans Affairs. 1.1.2 Implement change to current policy for initial accreditation course, with yearly continuing education units to follow. 1.1.3 Develop a 40-hour initial federal accreditation class, and develop 16 hours of annual continuing education to provide the ability to maintain the accreditation program. 1.1.4 Collaborate with the VA office of general counsel to gain approval for the new accreditation class. 1.1.5 Accredite County Veteran Service Officers (CVSO) with federal training through the Arkansas Department of Veteran Affairs.</p>
<p>SO 1.2: Outreach to educate 66% of county judges to the benefits of the VSO program to their counties NLT June 2016</p>	<p>Sarah</p>	<p>1.2.1: Define ADVA's role and accountability of CVSOs. (Leon) 1.2.2: ADVA personalize and publish Veterans information for each county with cover letter signed by Director. (Snead) 1.2.3: Construct briefing and public affairs plan for County Judges Association Meeting 10-12 June 2015. (Snead/Sarah) 1.2.4: Brief County Judges Association 10-12 June 2015. (Snead) 1.2.5: Provide training to CVSOs in constructing budgets and briefing quorum courts. (Gina/Renona) 1.2.6: Develop a recommend PD for CVSOs. (Gina/Joy)</p>
<p>SO 1.3: Create no less than 5 regional offices NLT June 2020 to provide support to Veterans, county judges and CVSOs through training, education and assistance.</p>	<p>Matt</p>	<p>1.3.1: Perform analysis of 8 NG regions to determine the priority of fill for regional VSO positions (exclude regions 9 & 3). (Sarah) 1.3.2: Coordinate MOA with NG for use of equipment, facilities and reimbursement of a % of utilities costs. (Karen) 1.3.3: Develop MOA/contract with VA for remote access to software systems. (Nokes) 1.3.4: Develop a plan for relocation of ADVA assets to regional locations. (Karen) 1.3.5: Develop plan for relocation of positions as VSOs are lost via attrition. (Sara) 1.3.6: Develop a budget to implement relocation initiative. (Karen) 1.3.7: Develop/revise/update position descriptions for all positions as needed. (Sara) 1.3.8: Develop training plan for regional VSO (Train the trainer) and for CVSOs. (Leon/Gina)</p>



**GOAL 2: Connect Veterans with certified services,
and connect businesses and communities to
Veterans.**

Intent: To synchronize and communicate credible services and benefits available to Arkansas Veterans, and to communicate to businesses, the public and civic leaders the value of Veterans to the workforce and economy through new media and advocacy.

***“Skilled Workforce, Economic Engine,
Community Based”***



GOAL 2: Connect Veterans with certified services, and connect businesses and communities to Veterans.

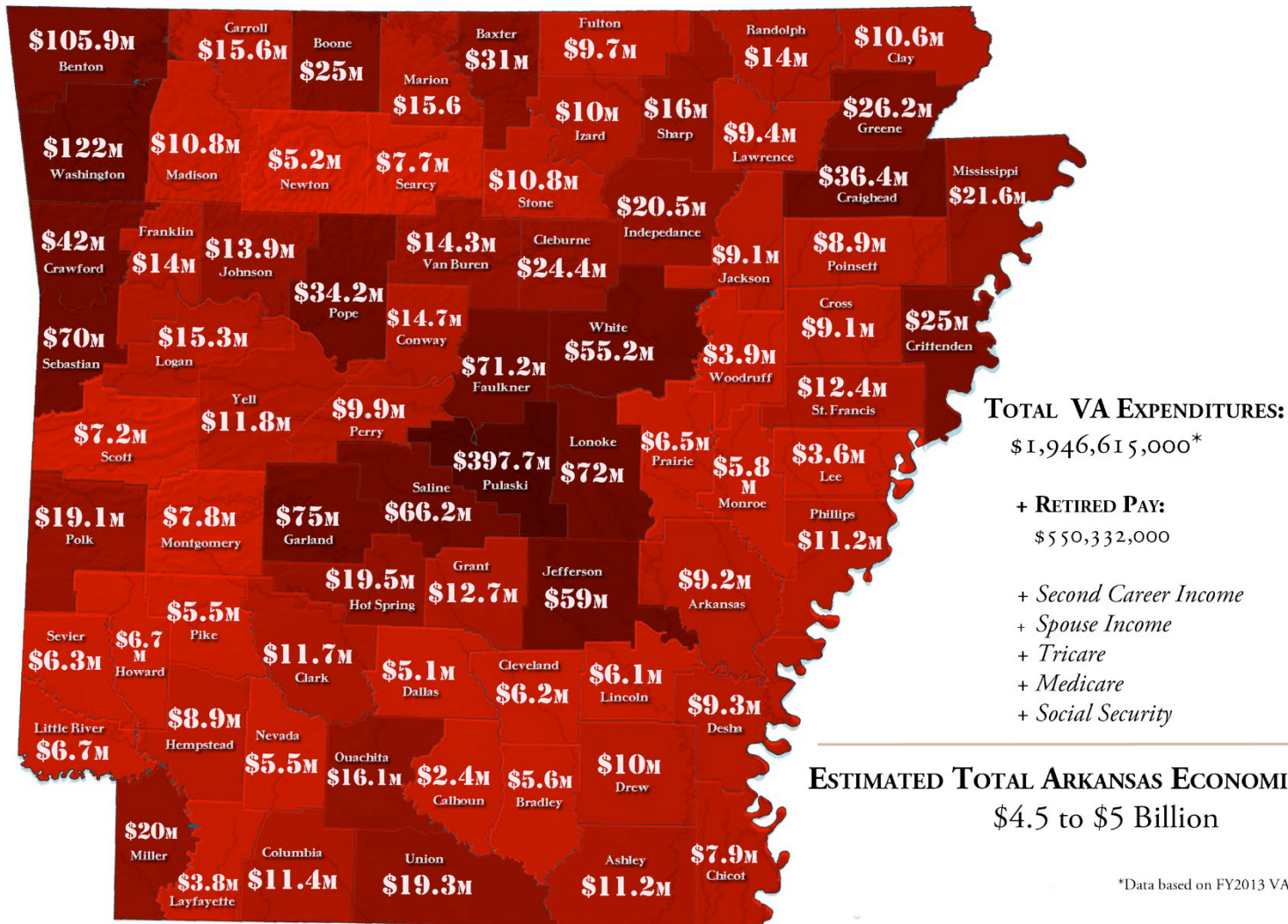
Strategic Objectives	Owner	Metric
SO 2.1: Develop a community based formal partnership focused on connecting Veterans to communities and communities to Veterans.	Director/PAO	Project Milestones
SO 2.2: Develop a communication plan, to include interagency/public partnerships, to educate and inform the value of Veterans to the workforce and economy of Arkansas NLT November 2015.	PAO	Number of venues
SO 2.3: Develop ADVA certification criteria for Veteran services and a means to inspect/recertify NLT November 2015.	PAO	Number of organizations certified



GOAL 2: Connect Veterans with certified services, and connect businesses and communities to Veterans.

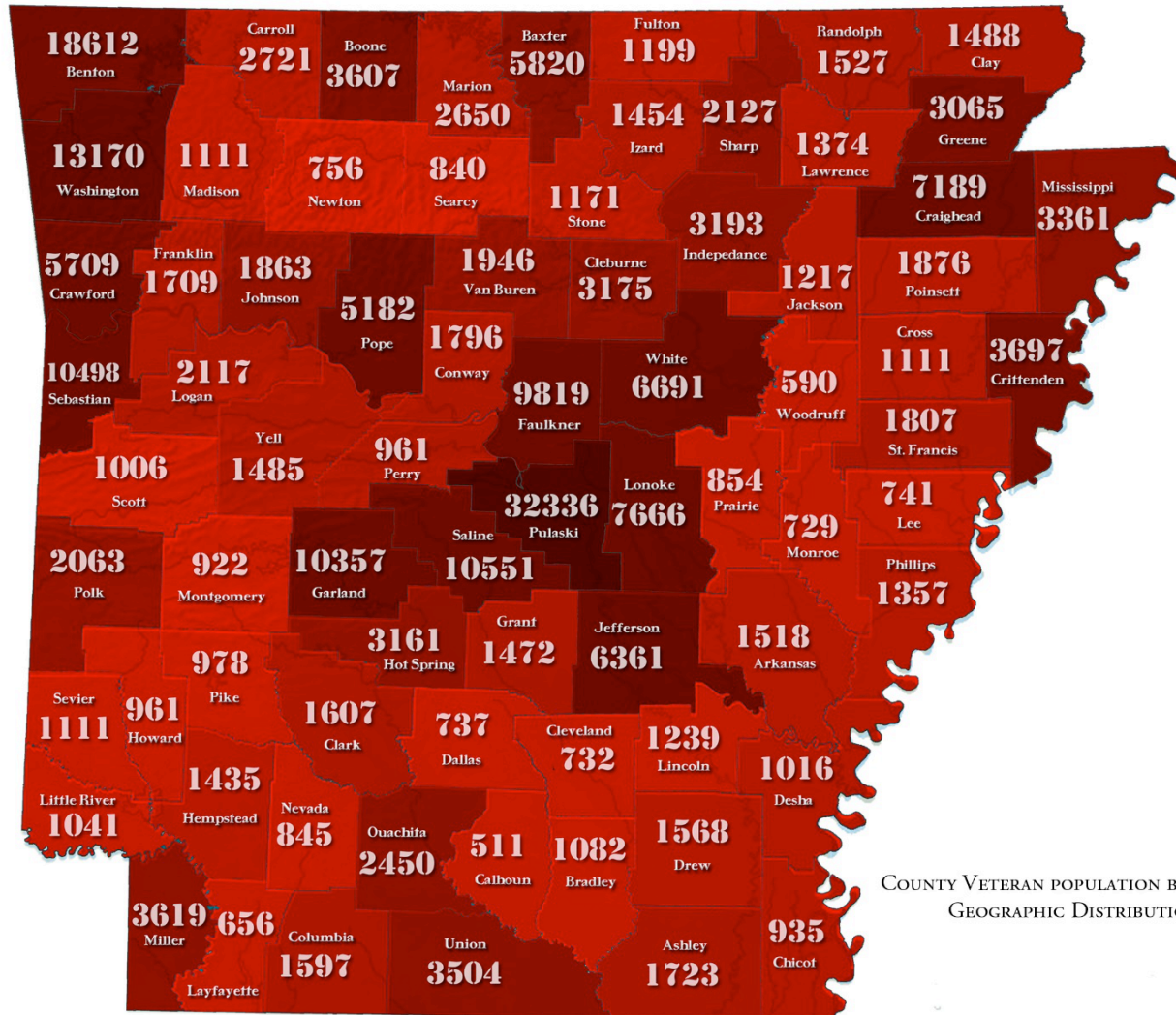
Strategic Objectives	Owner	Metric
SO 2.4: Develop new media platforms to connect Veterans and the public to services NLT June 2016.	Deputy	Project Milestones
SO 2.5: Develop a Veterans leadership program to expose leaders in the public and private sector to professionals in the veteran community, and to develop a network of leaders in the Veteran community.	Director/PAO	Project Milestones

ARKANSAS VETERANS ARE A SKILLED WORKFORCE & ECONOMIC ENGINE



IF VETERANS WERE AN INDUSTRY, THEY'D BE THE FOURTH LARGEST IN ARKANSAS.

ARKANSAS VETERANS ARE COMMUNITY BASED



COUNTY VETERAN POPULATION BASED ON FY13 VA
GEOGRAPHIC DISTRIBUTION TOTALS.

**Arkansas is home to over 250,000 Veterans.
They live and work in every community throughout our state.**

**GOAL 2: Connect Veterans with certified services, and connect businesses and communities to Veterans.
CHAMPION: Sarah Jones**

Long-Term Objective	Strategic Objective Owner	Action Plans
SO 2.1: Develop a community based formal partnership focused on connecting Veterans to communities and communities to Veterans.	Sarah	2.1.1 Develop a statement of support. (Donna) 2.1.2 Identify what is the criteria for a TASK FORCE ARKANSAS community. (Snead/Gilchrest) 2.1.3 Identify what ADVA will provide to the TASK FORCE ARKANSAS community. (Sarah) 2.1.4 Develop TASK FORCE Logo/Brand. (Sarah) 2.1.5 Identify who are the community stakeholders and soliciting campaign plan (SOP). (Kevin)
SO 2.2: Develop a communication plan, to include interagency/public partnerships to educate and inform the value of Veterans to the workforce and economy of Arkansas NLT November 2015.	Sarah	2.2.1 Develop agency core themes. (Snead/Sarah) 2.2.2 Develop a LAC process. (Donna) 2.2.3 Develop briefing format (slides & video) to standardize message. (Sarah) 2.2.4 Create and implement an aggressive new media campaign. (Sarah) 2.2.5 Develop vignettes to highlight the value of Veterans. (Sarah) 2.2.6 Develop public and private partnerships to market the Veteran message and increase reach (Sarah/Snead)
SO 2.3: Develop ADVA certification criteria for Veteran services and a means to inspect/recertify NLT November 2015.	Donna	2.3.1 Identify who ADVA will partner with in the program. (Snead) 2.3.2 Develop the criteria to qualify for the program. (Snead) 2.3.3 Identify who is eligible. (Snead) 2.3.4 Develop ADVA certified logo. (Sarah) 2.3.5 Gain AG approval of final plan. (Snead) 2.3.6 Market the program once established. (Sarah) 2.3.7 Develop a recertification process and tracking mechanism. (Donna)
SO 2.4: Develop new media platforms to connect Veterans and the public to services NLT June 2016.	Lane/Nokes	
SO 2.5: Develop a Veterans leadership program to expose leaders in the public and private sectors to professionals in the Veteran community, and to develop a network of leaders in the Veteran community.	Kevin	2.5.1 Develop eligibility criteria. (Kevin) 2.5.2 Develop POI. (Kevin) 2.5.3 Find cooperate sponsors. (Kevin) 2.5.4 Develop recruitment plan. (Kevin)



GOAL 3: Develop a plan to meet the long-term care needs of Arkansas Veterans.

Intent: To develop a plan to meet the long-range, long-term care needs of Arkansas Veterans; delivering the highest-quality of care in an efficient and sustainable manner.

“Caring For Our Heroes.”



GOAL 3: Develop a plan to meet the long-term care needs of Arkansas Veterans.

Strategic Objectives	Owner	Metric
SO 3.1: Develop a comprehensive plan for creating an Arkansas Veterans' long-term care system that addresses changing demographics, economic constraints and regional considerations NLT June 2017.	Deputy	Project Milestones
SO 3.2: Develop a comprehensive business plan and financial framework to implement the Arkansas Veterans' long-term care system NLT June 2018.	Deputy	Project Milestones

**GOAL 3 : Develop a plan to meet the long-term care needs for Arkansas Veterans.
CHAMPION: Lane Bailey**

Long-Term Objective	Strategic Objective Owner	Action Plans
<p>SO 3.1: Develop a comprehensive plan for creating an Arkansas Veterans' long-term care system that addresses changing demographics, economic constraints and regional considerations NLT June 2017.</p>	<p>Lane</p>	<p>3.1.1 Secure Governor's endorsement of plan NLT June 2017. 3.1.2 Establish ADVA – public/private partnership NLT Sep. 2015. 3.1.3 Obtain disabled Veteran demographic projections from VA NLT Sep. 2015. 3.1.4 Obtain five-year budget projection NLT Dec. 2015. 3.1.5 Conduct gap analysis between Veteran LTC need projection and private sector LTC capacity NLT Mar. 2016.</p>
<p>SO 3.2: Develop a comprehensive business plan and financial framework to implement the Arkansas Veterans' long-term care system NLT June 2018.</p>	<p>Lane</p>	<p>3.2.1 Establish mission statement and vision. 3.2.2 Define Veterans LTC management process. 3.2.3 Define differentiation. 3.2.4 Complete market analysis. 3.2.5 Define management team of partnership. 3.2.6 Establish marketing plan. 3.2.7 Conduct strengths, weaknesses, opportunities and threats analysis. 3.2.8 Develop revenue plan and cash flow budget.</p>



ADVACATES FOR ARKANSAS VETERANS