



# **Strategic Plan**

**2015 - 2020**



# 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

**Long-Term Care** (Providing quality long-term care for Arkansas Veterans) (AVHF & soon AVHNLN)

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

**Advocacy** (Connecting Veterans and their eligible dependents to credible public and private services at the local, state and federal level; to serve as the voice for Arkansas' Veterans; market the value of Veterans to the public and industry) (VSO Network)



# 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”**

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



## **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.**

<b>Strategic Objectives</b>	<b>Owner</b>	<b>Metric</b>
<b>SO 1.1: Train 85% of assigned VSO personnel with a standardized accreditation program NLT June 2017.</b>	<b>Deputy</b>	<b>Percent trained</b>
<b>SO 1.2: Outreach to educate 66% of county judges to the benefits of the VSO program to their counties NLT June 2016.</b>	<b>PAO</b>	<b>Number of judges briefed</b>
<b>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.</b>	<b>Director</b>	<b>Number of regional offices established</b>

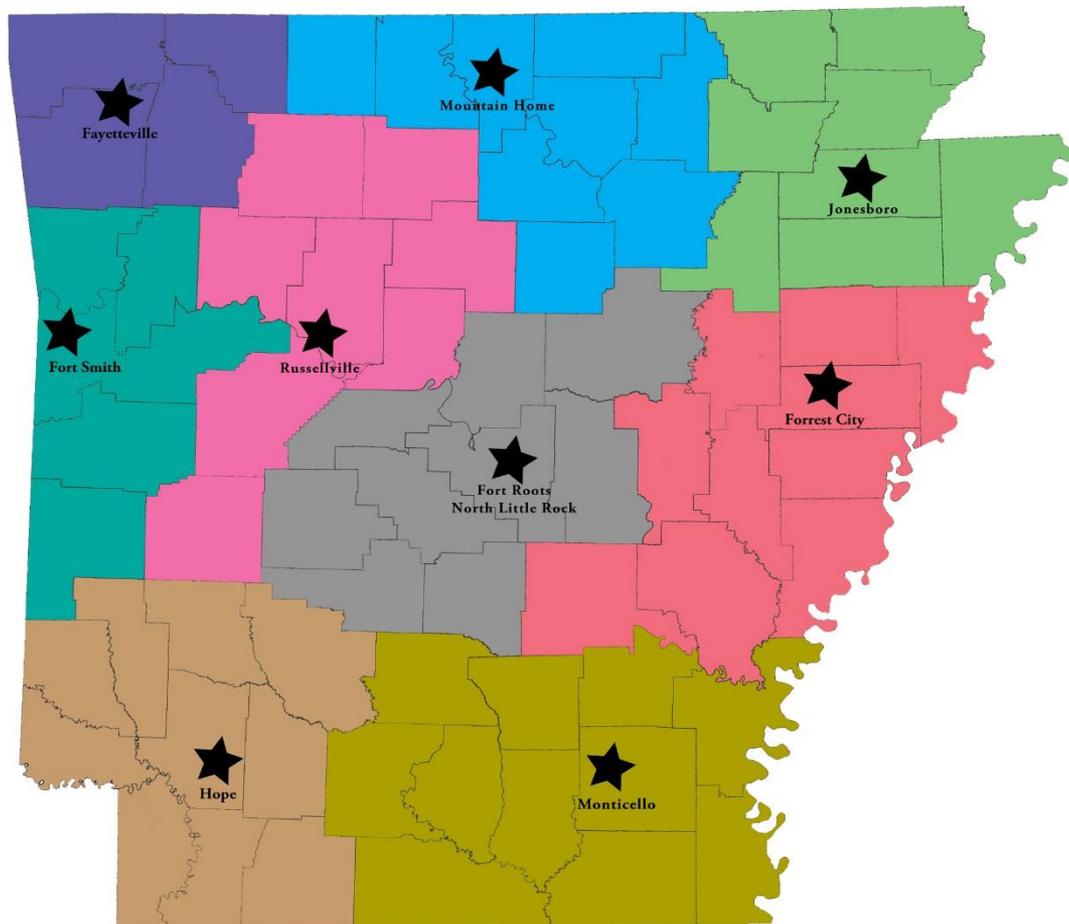


District 2:  
Fayetteville  
36,673 Veterans  
Ronnie Caveness  
479-387-6610

District 4:  
Russellville  
14,886 Veterans  
TBA

District 6:  
Fort Smith  
22,832 Veterans  
Eric Siddons  
479-966-5295

District 8:  
Hope  
13,643 Veterans  
TBA



District 1:  
Fort Roots  
82,911 Veterans  
(501) 370-3820

District 3:  
Mountain Home  
23,685 Veterans  
Elesha Granniss  
870-414-6944

District 5:  
Jonesboro  
20,940 Veterans  
Tony Davis  
870-935-5594

District 7:  
Forrest City  
18,670 Veterans  
Larry Smith  
870-736-7360

District 9:  
Monticello  
15,005 Veterans  
NOW HIRING!!

# ADVA DISTRICT OFFICES



## **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.**

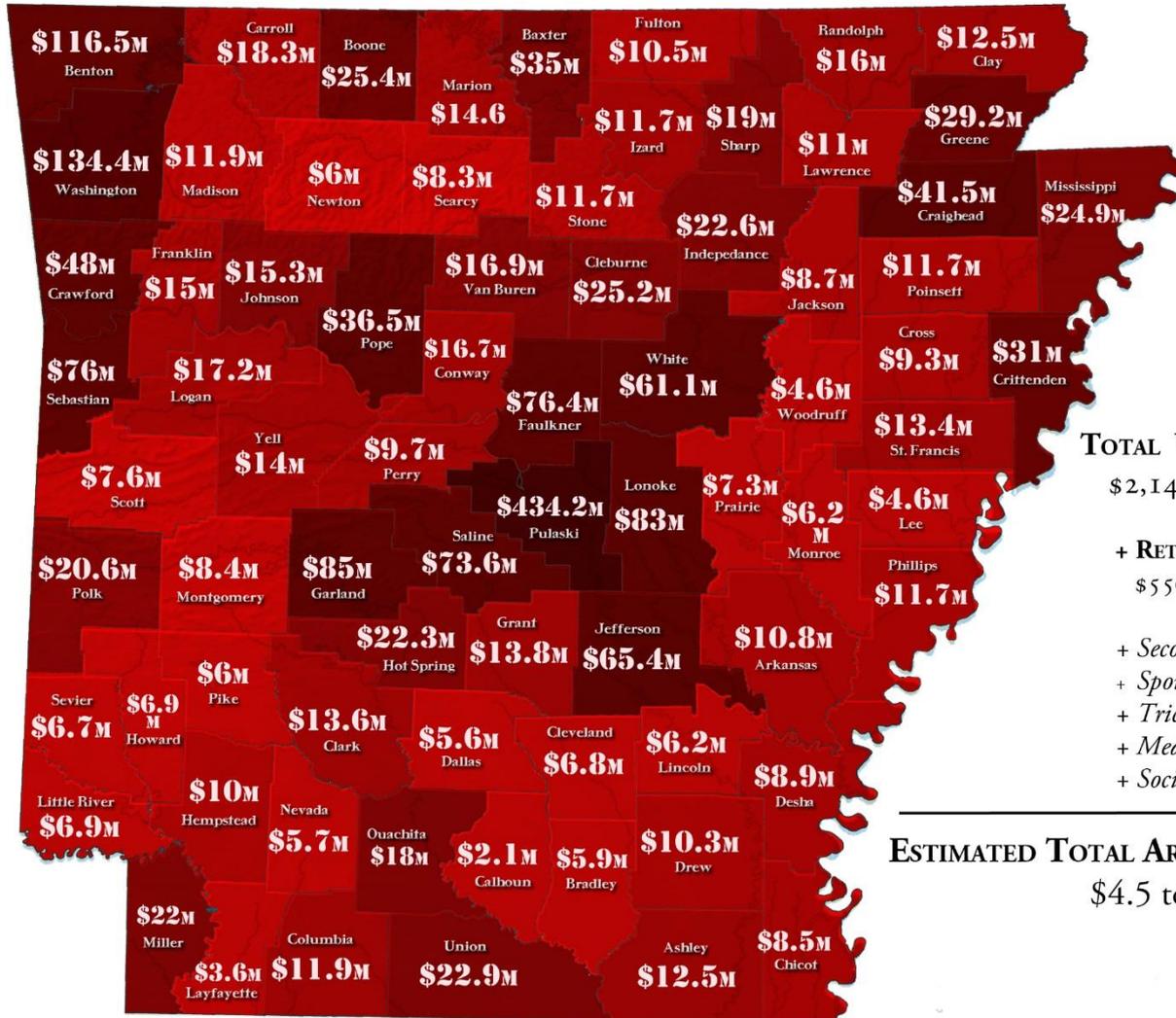
<b>Strategic Objectives</b>	<b>Owner</b>	<b>Metric</b>
<b>SO 2.1: Develop a community based formal partnership focused on connecting Veterans to communities and communities to Veterans.</b>	<b>Director/PAO</b>	<b>Project Milestones</b>
<b>SO 2.2: Develop a communication plan, to include interagency/public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



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

<b>Strategic Objectives</b>	<b>Owner</b>	<b>Metric</b>
<b>SO 2.4: Develop new media platforms to connect Veterans and the public to services NLT June 2016.</b>	<b>Deputy</b>	<b>Project Milestones</b>
<b>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.</b>	<b>Director/PAO</b>	<b>Project Milestones</b>

# ARKANSAS VETERANS ARE A SKILLED WORKFORCE & ECONOMIC ENGINE



## TOTAL VA EXPENDITURES:

\$2,143,834,000\*

### + RETIRED PAY:

\$550,332,000

+ *Second Career Income*

+ *Spouse Income*

+ *Tricare*

+ *Medicare*

+ *Social Security*

## ESTIMATED TOTAL ARKANSAS ECONOMIC IMPACT

\$4.5 to \$5 Billion

\*Data based on FY2014 VA Total Expenditures.

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





## **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.**

<b>Strategic Objectives</b>	<b>Owner</b>	<b>Metric</b>
<b>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.</b>	<b>Deputy</b>	<b>Project Milestones</b>
<b>SO 3.2: Develop a comprehensive business plan and financial framework to implement the Arkansas Veterans' long-term care system NLT June 2018.</b>	<b>Deputy</b>	<b>Project Milestones</b>



*ADVACATES FOR ARKANSAS VETERANS*