

A photograph of the Michigan State Capitol building, a large white stone structure with a prominent dome. In the foreground, two flags are flying on a tall pole: the United States flag and the Michigan state flag. The scene is set against a clear blue sky with some green trees visible at the bottom right.

Michigan Veterans Affairs Agency

Strategic Plan

October 2020
Revised October 2023

Foreword

Director's Message

As the Director of the Michigan Veterans Affairs Agency (MVAA), I pledge to lead the agency toward our goal of making Michigan the state veterans choose to live, raise a family, work, and retire. In the short decade since MVAA was established in 2013 as the central coordinating agency for veterans, there has been noteworthy impact to improve the lives of the patriots and their families who call Michigan home. However, with over 530,000 veterans, we must strive for continuous improvement.



Outreach continues to be a key component of our strategic plan. We maintain our focus on increasing awareness and support of all veterans, and we want to connect Michigan veterans to the benefits and resources they have earned through their service. This goal encompasses all who have served, including homeless veterans, LGBTQ+ veterans, aging veterans, and veterans with behavioral health challenges. Ultimately, we remain steadfast in reaching veterans where they are and how they want to be reached, through all phases of their lives.

MVAA is honored to serve all who have served, including Michigan National Guard members, Reservists, and those who call Michigan home after their time in service from around the world. We do this by breaking down barriers veterans face in employment, education, health care, and quality of life using a “no wrong door” approach to accessing benefits and services.

With streamlined coordination of benefits for veterans, we are also strengthening existing alliances and developing new partnerships among federal, state, and local government agencies, veteran service organizations, and other groups that serve veterans.

Lastly, we strive to make MVAA a workplace of choice. We are fortunate to attract dedicated employees who share our passion for serving Michigan veterans. We take pride in ensuring the agency is a place where they feel respected and valued; a place where they can learn, grow, and advance in their careers.

This strategic plan is a living document that will be reviewed annually. The following pages serve as a guide as we continue to serve and advocate for our veterans.

Sincerely,

A handwritten signature in black ink that reads "Brian L. Love". The signature is written in a cursive, flowing style.

Brian L. Love

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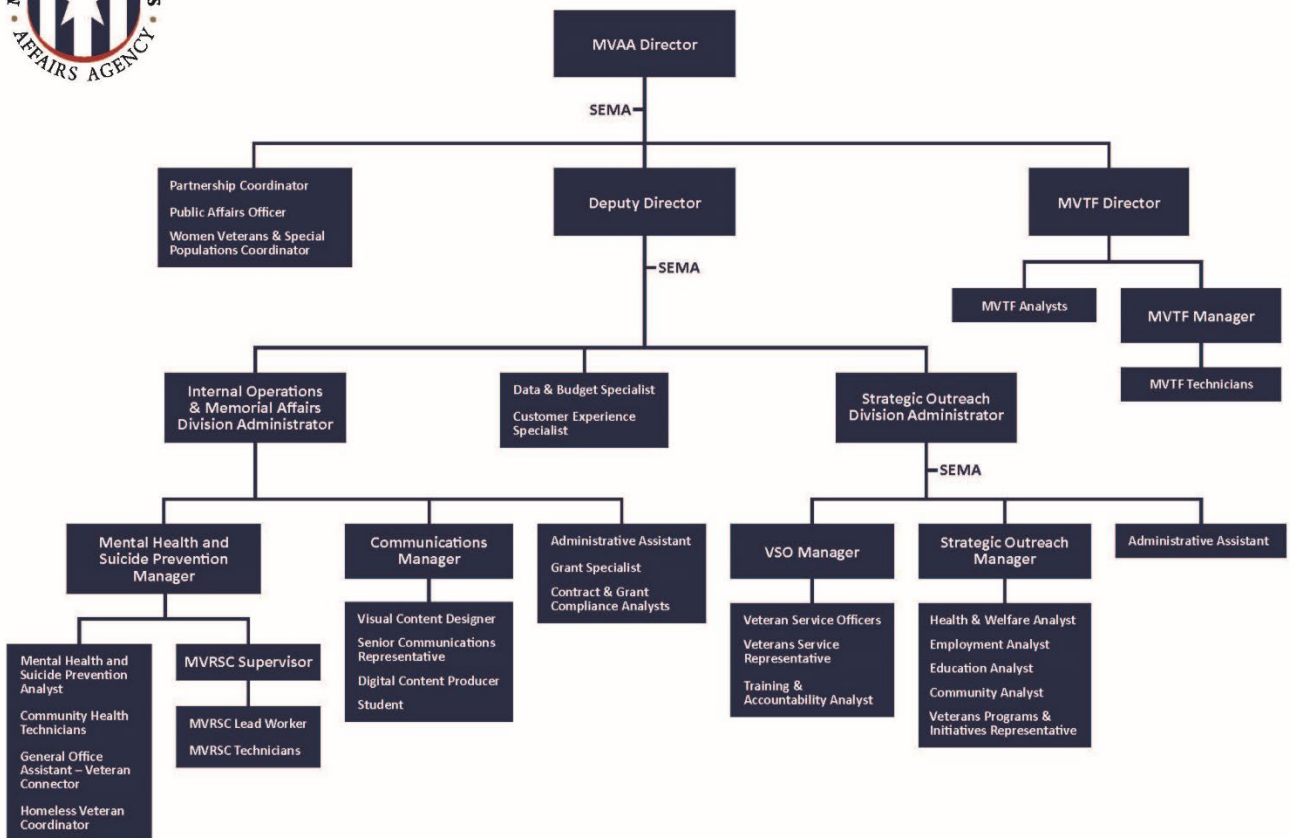
MVAA Strategic Plan and Purpose

The Michigan Veterans Affairs Agency's (MVAA) strategic plan outlines the agency's strategic goals as well as the actions necessary to achieve these goals for the entire agency. Each goal directly supports MVAA's mission, vision, and values. The Governor's priorities and Department of Military and Veterans Affairs strategic plan provide the overarching guidance in the development of this plan.

Organizational Structure



Org Chart



Updated: 11/27/2023

Mission

MVAA is the central coordinating agency for the state, providing support, care, advocacy, and service to veterans and their families.

Vision

Making Michigan a destination that veterans and their families choose to live, raise a family, work, retire and play.

Values

- **Respect**—Treat everyone the way you want to be treated.
- **Integrity**—Always do the right thing with honesty and openness.
- **Service**—Exceed expectations with innovative and collaborative solutions.
- **Excellence**—Strive for the highest quality and continuous improvement.

Organizational Identity

MVAA resides within the Michigan Department of Military and Veterans Affairs (DMVA), along with Michigan Veterans Homes, DMVA State Operations, the Michigan Air National Guard, and the Michigan Army National Guard. MVAA adheres to the DMVA's cultural identity that guides our beliefs, behaviors, and organizational direction. The DMVA is a:

- **Provider of Exceptional Service.** A team of devoted public servants committed to its mission, continuous improvement, and solving future challenges.
- **Leader in Innovative Solutions.** A thought leader, piloting future capabilities and providing unrivaled training opportunities that leverage Michigan's unique blend of geography, people, and technology-based industry.
- **The Cornerstone of Michigan Communities.** Dedicated Michigan citizens invested as lifelong partners in building thriving communities.
- **Workplace of Choice.** A department that values its team members, demonstrates a commitment to individual and organizational development, and generates loyalty and pride across the team.
- **Center of Performance Excellence.** DMVA is a collaborative organization that provides ever-improving value to its stakeholders and achieves sustained organizational effectiveness.

About MVAA

MVAA is the central coordinating agency for the state, providing support, care, advocacy, and service to veterans and their families. MVAA was created by Executive Order 2013-2 and began operations on March 20, 2013, the 10th anniversary of Operation Iraqi Freedom.

The agency works to identify and break down barriers veterans face in employment, education, health care, and quality of life, making Michigan a great place for veterans and their families to call home.

The agency aggregates veterans' services currently found in 14 state agencies as well as hundreds of community-based veteran programs to create a "no wrong door" access to benefits and services.

Direct services provided by MVAA to veterans include:

- **The Michigan Veteran Resource Service Center** (800-MICH-VET) and Michigan.gov/MVAA website provide one-stop access for veterans and their families seeking information, resources, and staff support.
- **Michigan Veterans Trust Fund** grants assist combat-era and peacetime veterans and their families with unforeseen, temporary financial emergencies.
- **MVAA's Discharge Document Retrieval Service** provides veterans with copies of their M-214 discharge documents.
- **Michigan Veteran Service Officers** serve as advocates for veterans and their family members to maximize their receipt of available services and benefits.

Strategic Plan Framework

Design

MVAA's Strategic Plan combines strategy with high-level implementation steps into a single document. It provides the overall guidance for completion, as well as the coordinated direction. Each goal identified within the plan has supporting strategic objectives that are key to the accomplishment of the goal. Each strategic objective and associated key tasks have an Overall Person Responsible (OPR) identified who will coordinate the efforts to accomplish the objective and associated tasks. This individual does not work in a silo; but rather, leads a team of partners to achieve the identified objectives. Each strategic objective also has key tasks associated with accomplishing the objective and identified performance measures that will track progress toward the accomplishment of the objective. A timeline and crosswalk are provided to demonstrate the execution of the plan while tying all tasks to the DMVA Strategic Plan. Lastly, a resourcing plan is included to identify the necessary resources, whether currently in existence or an identified future need, to accomplish the plan.

Process

MVAA works with staff at all levels across the agency to develop the strategic plan. Through multiple planning sessions, teams have identified key areas of focus that resulted in the development of 5 key goals and 27 strategic objectives. For detailed information on action steps to meet objectives, a detailed plan is located internally for MVAA employees with oversight from managers and directors. Following the publication of the revised 2022 plan, divisions within MVAA will utilize key tasks and develop action plans for implementation and tracking purposes.

Goals and Objectives

Goal 1: Achieve performance excellence.

Description: MVAA works to enhance customer service, increase awareness, outreach, and utilization of existing programs, and optimize state capabilities to support veterans and their families. This includes underserved populations such as women, tribal, homeless, and incarcerated veterans. MVAA will refine its strategic processes to enhance data-based decision-making and strategic communications for purposeful engagement. MVAA will be adaptable and innovative by leveraging technology to meet needs while simultaneously maintaining the ability for face-to-face interaction within local communities. Through the development of a culture of continuous improvement, MVAA will regularly review, update, and enhance programs, processes, and procedures to best meet the needs of the veterans in Michigan and veterans who are considering Michigan as their next place to live. MVAA must identify strategic opportunities that enhance the lives of Michigan's veterans and their families. Michigan aims to be a leader and highly desired state for services, benefits, and resources provided to veterans. Becoming a predominate state for connection of benefits will lead to national recognition and improve the availability of grants, pilot programs, and special studies.

Objective 1.1: Maintain the sustainable processes that creates a culture of process improvement and strategic decision-making.

(Primary: MVAA Director)

Key Tasks:

- 1.1.1 Annually (by April 1) review all Lincoln Pillar Award winners and identify opportunities to implement state programs and best practices that are recognized for excellence and innovation. (Annually) (OPR = Director of Strategy & Outreach)
- 1.1.2 Conduct an ongoing annual strategic planning process to assess agency performance in support of the strategic plan that defines intended program outcomes; provides clear, consistent, and reliable outcome measures; and provides an ongoing, readily available tracking mechanism for reporting purposes, Assessing agency performance in support of the strategic plan. (Annually) (OPR = Deputy Director)
- 1.1.3 Implement and maintain an annual award within the agency and the Community Outreach and Regional Engagement system to recognize outstanding support to Michigan's veterans. (Annually) (OPR = Strategic Outreach Manager)

Objective 1.2: Develop a method to measure customer service satisfaction within the Michigan Veterans Resource Service Center. (Oct 1, 2023)

(Primary: MVRSC Manager)

Key Tasks:

- 1.2.1 Achieve or exceed an 85 percent rating on survey information when asked: "our customers agree that they had a positive experience with MVAA, received information

- related to their request, would recommend us to veterans and their families, and the referred resources resolved their concerns.” (Ongoing) (OPR = MVRSC Manager)
- 1.2.2 Using the data provided through the top five most requested services by region, ensure that MVRSC technicians are equipped with the tools and can identify and refer these resources to meet the veteran’s needs. (Ongoing) (OPR = MVRSC Manager)
 - 1.2.3 Annually verify and update the MVAA free veteran legal aid list with the Michigan Attorney General’s Office, State Bar Association, and other entities. (Ongoing) (OPR = Director of Strategy & Outreach)

Objective 1.3: Maintain the grant application and management program of state-distributed grant funds, supporting the Statewide Veteran Service Provision Grant (SVSPG), County Veteran Service Fund (CVSF), and the Michigan Veteran Service Organizations Networking Grant (MiVSONG) (Ongoing)
(Primary: Deputy Director)

Key Tasks:

- 1.3.1 Oversee internal procedures that include processes for application announcements and review, financial oversight, contract management, and grant monitoring following state grant procedures while meeting the legislative intent of the appropriations. (Ongoing) (OPR = Grant Specialist)

Objective 1.4: Evaluate and implement continuous improvements to the veteran service officer provision model to increase the percentage of veterans and/or dependents seeking compensation benefits, and who ultimately become connected to compensation benefits and VA health care. (Oct 1, 2028)
(Primary: Deputy Director)

Key Tasks:

- 1.4.1 Continually research and examine service delivery models of states like Michigan, states that are exceeding Michigan’s rankings, and other agencies in the state of Michigan to identify best practices and develop recommendations in partnership with Michigan based Veteran Service Organizations to create efficient and improved customer services in partnership with Veteran Service Organizations (VSOs) and other veteran serving organizations. (Ongoing) (OPR = Director of Strategy & Outreach)
- 1.4.2 Enhance and expand veterans’ access to Veteran Service Officers in Michigan to reduce the time and miles required to schedule with a VSO which includes online: appointment scheduling, mobile benefits components, and increased access to Michigan National Guard and Reserve members, and/or their dependents. (Ongoing) (OPR = Director of Strategy & Outreach)
- 1.4.3 Maintain a working partnership with the Michigan Department of Health and Human Services (MDHHS), connecting veterans seeking public assistance with MDHHS to MVAA and VSO services, which will continue to increase veteran awareness of resources, benefits, and services available to them through the U.S. Department of Veterans Affairs (USDVA). (Oct 1, 2025) (OPR = Deputy Director)

Objective 1.5: Maintain a comprehensive plan that enhances awareness of activities both at the MVAA and veteran programming across the state. (Ongoing)

(Primary: Communications Manager)

Key Tasks:

- 1.5.1 Continue to enhance and implement a comprehensive Strategic Communication Plan annually by fiscal year to include strategic messages, advertising and marketing, and ADA compliance. (Ongoing) (OPR = Communications Manager)
- 1.5.2 Lead and coordinate efforts across state agencies to ensure program awareness and understanding. (Ongoing) (OPR=Partnership Coordinator)

Goal 2: Improve and expand veteran services.

Description: MVAA is focused on an overall improvement of services to veterans and their families through increased connections and coordination statewide. By continuing the “no wrong door” philosophy, MVAA connects veterans and their families to the benefits and services they have earned. MVAA is the central coordinating point for veterans’ programs, initiatives, and services in Michigan. MVAA works as a key partner in state-sponsored veteran initiatives providing information and encouraging collaboration to optimize service delivery and ensure efficient administration of these services. MVAA strives to provide equal and equitable access to services and benefits for Veterans and their families.

MVAA annually evaluates resources, programs, and policies to aggregate available supports and determine gaps in service. Further, it identifies opportunities to close those gaps, including clearly identifying Michigan-specific benefits and services available to Michigan’s veterans. This requires dedicated strategic outreach and a strong collaborative effort of state agencies and departments and partners at the local, state, and federal levels. MVAA, serving as the coordinating entity of veteran services, ensures that the highest quality of service is provided to Michigan’s veteran population.

Objective 2.1: Implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and their families. (Oct 1, 2023)

(Primary: Director of Strategy & Outreach)

Key Tasks:

- 2.1.1 Maintain and distribute up-to-date information on all state government veteran-related resources and veteran-centric events through the MVAA website and social media outlets. (Ongoing) (OPR = Communications Manager)

Objective 2.2: Implement programs, policies, and legislation that establish Michigan as a highly desired state for veterans. (Oct 1, 2028)

(Primary: Deputy Director)

Key Tasks:

- 2.2.1 Develop and implement a legislative agenda to meet Michigan Veteran and their family's needs. (Ongoing) (OPR = Deputy Director)
- 2.2.2 Compile and review the resources requested by each OPR into a comprehensive list to assist in identifying which items might be acquired through the state, federal, and private grant funding, or those that require legislative support. (Ongoing) (OPR = Data & Budget Specialist)

Objective 2.3: Continue to find innovative ways to encourage veteran identification and provide opportunities for these veterans to connect to the benefits that they have earned with an emphasis on special populations to include: tribal veterans, incarcerated and justice-involved veterans, female veterans, and LGBTQ+ veterans. (Ongoing)

(Primary: Women Veterans & Special Populations Coordinator)

Key Tasks:

- 2.3.1 Continue to focus efforts on increasing support and awareness of women veterans, with participation in the Michigan Women Veterans Coalition. (Ongoing) (OPR = Women Veterans & Special Populations Coordinator)
- 2.3.2 Continue to focus efforts on increasing awareness and support for LGBTQ+ veterans. (Ongoing) (OPR = Women Veterans & Special Populations Coordinator)
- 2.3.3 Continue efforts in support of homeless veterans and at-risk veterans, in Michigan by supporting veteran homelessness initiatives. (Oct 1, 2022) (OPR = Women Veterans & Special Populations Coordinator)
- 2.3.4 Continue efforts to increase awareness and support for tribal veterans. (Ongoing) (OPR = Women Veterans & Special Populations Coordinator)
- 2.3.5 Continue to increase awareness and support for incarcerated veterans, justice-involved veterans, and veterans integrating back into communities. (Ongoing) (OPR = Women Veterans & Special Populations Coordinator)

Objective 2.4: Continue to find innovative ways to support veteran and family programming at the state, regional, and community levels. (Oct 1, 2027)

(Primary: Partnership Coordinator)

Key Tasks:

- 2.4.1 Provide support and assistance to Michigan community veteran service and serving organizations through strategic planning, applying best practices, and collaboration as needed. (Ongoing) (OPR = Partnership Coordinator).
- 2.4.2 Maintain a dedicated, competitive, grant program to fund special projects and meet regional needs. (Ongoing) (OPR = Director of Strategy and Outreach)
- 2.4.3 Maintain the process and coordination of referring veterans in need of emergency

- assistance to/from MVTF, Military Family Relief Fund (MFRF), Community Action Agencies, Soldiers and Relief Fund, DHHS, and other reliable emergency assistance programs across the state through the MVRSC. (Ongoing) (OPR = MVRSC Manager)
- 2.4.4 Develop and implement a support system for call center technicians within the MVRSC for cases that require additional assistance, repeat assistance, or unique resource development. (Oct 1, 2026) (OPR = MVRSC Manager)
- 2.4.5 Encourage interaction and continued growth and establishment of robust community-based veteran serving organization collaboratives as MVAA recognized Veteran Community Action Teams (VCATs). (Ongoing) (OPR= Strategic Outreach Manager)

Objective 2.5: MVAA will maintain a comprehensive tiered training program to educate veteran service officers, providers, and stakeholders on veteran benefits and resources. (Oct 1, 2022)

(Primary: Director of Strategy & Outreach)

Key Tasks:

- 2.5.1 Maintain annual VSO certification training to offer opportunities for new VSOs to be accredited and to ensure current accredited VSOs are current in their training needs. (Ongoing) (OPR = Training Accountability Analyst)
- 2.5.2 Maintain the most current information available in all MVAA-hosted VSO pieces of trainings concerning: Military Sexual Trauma (MST); Post-Traumatic Stress Disorder (PTSD); and Diversity, Equity, and Inclusion (DEI). (Ongoing) (OPR = Training Accountability Analyst)

Objective 2.6: Continue to increase statewide outreach to veterans and maintain long-term connections through focused data-sharing and purposeful partnerships. (Oct 1, 2024)

(Primary: Deputy Director)

Key Tasks:

- 2.6.1 In support of the “We Support Proud Veteran Families” Challenge, MVAA will maintain a veteran speakers bureau and collection of digital resources to help children (K-12) understand the work and sacrifices that veteran have made for their country. (Ongoing) (OPR = Community Analyst)
- 2.6.2 Maintain key points of contact, sustain relationships, and conduct training for key partners, stakeholders, and associates to increase awareness of veteran benefits and resources. Ensure that a comprehensive tracking tool is used, shared, and updated annually within the agency that details points of contact, agency relationship, and contact information. (Ongoing, commencing by Oct 1, 2022) (OPR = Partnership Coordinator)
- 2.6.3 Maintain consistent formatting for asking veteran status on forms and assisting veterans with how to properly identify themselves; “Have you ever served in the United States Uniformed Services?” (Ongoing) (OPR = Data & Budget Specialist)
- 2.6.4 Establish data-sharing agreements with applicable federal, state, and county departments to improve the sharing of veteran-benefit and resource-related

- information within the veteran population. (Ongoing) (OPR = Data & Budget Specialist)
- 2.6.5 Maintain the list of veterans registered through the state when they update their state ID through the SOS and provide these veterans with an annual report of activities from MVAA. (Ongoing) (OPR = Communications Manager)

Objective 2.7: Continue increased statewide outreach to veterans, their families, and support groups regarding mental health and suicide prevention services. (Ongoing)
(Primary: Mental Health and Suicide Prevention Manager)

Key Tasks:

- 2.7.1 Continue participation in the Governor's Challenge to increase coordination and secure additional funding related to veterans, servicemembers (active, guard, and reserves) and their families and support groups regarding mental health and suicide prevention by ensuring there is a veteran component in statewide mental health and suicide prevention initiatives focused on the three priority areas (ask the question; improve care transitions; lethal means safety). (Ongoing) (OPR = Suicide Prevention Analyst)
- 2.7.2 Continued expansion of the Veteran Connector Program to include continued partnership with the Department Labor and Economic Opportunity and other state agencies. (Ongoing) (OPR=Suicide Prevention Analyst)

Goal 3: Facilitate partnerships for veterans to gain access to comprehensive postsecondary education, employment, and entrepreneurship opportunities.

Description: MVAA will deliver a continuum of service to veterans in the three key areas provided to transitioning service members during the Department of Defense Transition Assistance Program's Transition GPS tracks: education, career exploration, and entrepreneurship. Focus on the three areas will continue to establish MVAA as a resource for veterans and their families to gather information vital to choosing educational and career paths.

In collaboration with the Michigan Department of Education, DMVA, LEO and other external partners, MVAA will collect the necessary data to determine educational trends and outcomes for veterans and their families enrolled in postsecondary education in Michigan. Data collected serves as a foundation for national benchmarking and to drive future programming in a way that provides more accurate outcome measures for Michigan. The process of data collection will leverage MVAA's existing partnerships and identify new partners vital in meeting our goals.

MVAA works to build partnerships with Michigan-based employers to promote working environments that recognize the skills of veteran talent, best practices for employee retention of veterans, and solidify the importance of veterans in Michigan's workforce. Building on the success of the Veteran-Friendly Employer program, MVAA expands employment initiatives for spouses of veterans. Further, MVAA creates new opportunities for veteran entrepreneurs

through public/private partnerships and improves awareness of existing programs and resources.

Objective 3.1: Develop comprehensive financial support programs to increase access to and utilization of financial aid resources. (Oct 1, 2029)

(Primary: Strategic Outreach Manager)

Key Tasks:

- 3.1.1 Host a minimum of four educational webinars/outreach events per year for veterans, Michigan National Guard members, and/or military-connected dependents to provide information on student financial aid and other education benefits. (Ongoing) (OPR = Education Analyst)
- 3.1.2 Build a coalition of stakeholders across the state of Michigan to create a military-connected scholarship program to provide financial assistance for unmet needs for prisoner of war veterans and/or their dependents, 100% disabled veterans and/or their dependents and dependents of service members who were: missing in action (MIA) or killed in action (KIA). (Oct 1, 2029) (OPR = Education Analyst)

Objective 3.2: Strengthen the Veteran-Friendly Schools program to support the growth of military-connected student services at Michigan postsecondary institutions. (Oct 1, 2025)

(Primary: Strategic Outreach Manager)

Key Tasks:

- 3.2.1 Deliver a quarterly webinar to current and prospective Veteran-Friendly Schools per topic based on the top three identified topics of need from each application cycle. (Ongoing, quarterly) (OPR = Education Analyst)
- 3.2.2 Provide direct campus outreach by completing campus visits and hosting virtual meetings to address institution-specific needs with at least 33% of certified veteran friendly schools, annually; ensuring that 100% of schools are being visited every 36 months. (Ongoing) (OPR = Education Analyst)
- 3.2.3 Provide key higher education professionals with best practices and innovative approaches to military-connected student services to increase awareness on certificate training, on-the-job training, internships, apprenticeships, and other non-degree secondary-education programs as well as online programs available outside the State of Michigan that currently serve and train Michigan veterans. Work to establish Michigan as a leader in programming for student veterans. (Annually) (OPR = Education Analyst)

Objective 3.3: Expand the Veteran-Friendly Employer program to implement specific programming to increase employment opportunities for veterans and/or the dependents of service members and veterans. (Nov 1, 2025)

(Primary: Strategic Outreach Manager)

Key Tasks:

- 3.3.1 Collaborate with other veteran employment partners to provide programming regarding talent attraction strategies for veteran and/or their dependents. (Nov 1, 2025) (OPR = Employment Analyst)
- 3.3.2 Improve employment outcomes for Michigan veterans through enhanced coordination between Veteran-Friendly Employers and Michigan Department of Labor and Economic Opportunity (LEO). (Oct 1, 2021) (OPR = Employment Analyst)
- 3.3.3 Recruit and train quality companies into the veteran-friendly employers' program, to grow the program at a rate of 15 - 20% annually. (Ongoing) (OPR = Employment Analyst)
- 3.3.4 Work with established Veteran-Friendly Employers to improve their awarded gold, silver, and bronze level status annually as appropriate. (Ongoing) (OPR = Employment Analyst)

Objective 3.4: Improve entrepreneurship opportunities for veterans, and their families, in the state of Michigan (Oct 1, 2023)

(Primary: Strategic Outreach Manager)

Key Tasks:

- 3.4.1 Ensure that a veteran component of current entrepreneurship initiatives exist in Michigan. (Oct 1, 2022) (OPR = Employment Analyst)
- 3.4.2 Facilitate strong partnerships with organizations that cultivate and strengthen entrepreneurship training programs for veterans and/or their dependents. (Ongoing) (OPR = Employment Analyst)

Goal 4: Demonstrate Michigan as an ideal location for veterans and their families.

Description: Michigan is striving to be recognized as a leader and highly desired state in economic, quality of life, and health care indicators by 2026. These indicators are identified as performance measures throughout this document. MVAA's mission is not just to support veterans and their families in Michigan, but also to attract veterans to consider relocating to Michigan as a supportive state that values their contributions. MVAA will support initiatives, programs, and policies to attract veterans and transitioning service members to Michigan while continuing to support those already residing in the state. This will be accomplished through a continuous improvement of partnership building, program development, and advocacy for legislative supports.

Objective 4.1: Demonstrate a welcoming and supportive environment, and focus outreach efforts, on Michigan residents who are transitioning from active duty or already established veterans who reside in Michigan but have not connected to veterans benefits or programing. (Ongoing)

(Primary: Deputy Director)

Key Tasks:

- 4.1.1. Prepare an annual report on the State of the Michigan Veterans to be published on the

- MVAA website. (Annually by Dec 1) (OPR = Communications Manager)
- 4.1.2. When requested, assign a Volunteer Mentor through the MVAA's Veteran Mentorship Initiative to support veterans, transitioning service members, and their families. (Ongoing) (OPR = Community Analyst)
 - 4.1.3. Ensure that transitioning service members are connected with employment opportunities, and aware of licensure and credentialing programs within Michigan (Oct 1, 2024) (OPR =Director)
 - 4.1.4. Implement a transition program to attract veterans and transitioning service members to Michigan. (Oct 1, 2020) (OPR = Employment Analyst)
 - 4.1.5. Continue the development and marketing of the "Why Michigan?" mobile application. (Ongoing) (OPR = Communications Manager)
 - 4.1.6. Work with the DMVA in support of the acquisition of land, design, and the creation of a State Veterans Cemetery (Sep 30, 2027)

Goal 5: Cultivate a workplace of choice.

Description: MVAA provides a work culture that attracts and retains talented employees. MVAA is establishing itself as an EMPLOYER OF CHOICE by providing a workplace committed to our employees and stakeholders, providing growth opportunities, freely sharing information within our agency to stakeholders across the state, and promoting positive relationships amongst coworkers. Work-Life balance and a culture of high performance permeate the agency, resulting in successful talent attraction and retention.

The focus on talent attraction, diversity training of staff at all levels, and making MVAA a place where employees can begin and advance their careers permeates every division, section, and position within the agency. Having knowledge and a focus on equity for the agency allows for fair and inclusive work culture.

MVAA has a healthy workplace culture that is built on the agency's values of Respect, Integrity, Service, and Excellence. Staff is empowered to advocate for themselves and their teammates without fear of repercussion. All staff feel safe and respected and are treated how they would like to be treated.

MVAA has a helpful and teaching environment. Staff are always willing to lend a hand to each other in support of the team. Staff are empowered at their level to make appropriate decisions and lead execution.

Objective 5.1: MVAA's organizational structure is realigned to optimize operations. (Oct 1,2021)

(Primary: MVAA Director)

Key Tasks:

- 5.1.1 Review and align staffing requirements, funding resources, and budget projections in

support of MVAA’s strategic plan. (Annually by September 30) (OPR = MVAA Director)

Objective 5.2: MVAA improves employee retention to 85 percent of hires being retained for a minimum of three years. (Oct 1, 2023)

(Primary: MVAA Director)

Key Tasks:

- 5.2.1 Every employee has completed an Annual Performance Evaluation Plan in conjunction with their supervisor with clear measurements for success within three months, six months, and twelve months of hire and at their annual review, starting immediately. (Ongoing) (OPR = Deputy Director)
- 5.2.2 The MVAA Wellness Team will utilize the “Designing Healthy Environments at Work” tools and resources to grow and sustain a worksite environment that supports healthy lifestyles. (Ongoing) (OPR = Health and Welfare Analyst)
- 5.2.3 Agency-wide and division-wide team building activities are provided at least quarterly to build healthy team relationships. (Ongoing) (OPR = MVAA Director SEMA)
- 5.2.4 Effective onboarding procedures, HR Orientation Program, and refresher program will be developed and used consistently. (Ongoing) (OPR = MVAA Director SEMA)
- 5.2.5 Maintain a robust Employee Recognition program that provides opportunities for recognition among all levels of employees. (Ongoing) (OPR = Deputy Director)

Objective 5.3: Ensure MVAA adheres to the diversity, equality, and inclusion (DEI) standards established by DMVA and the State of Michigan on an annual basis. (Sept 30, 2023)

(Primary: MVAA Director)

Key Tasks:

- 5.3.1 Develop and implement an MVAA Diversity Action Plan and Policy that adheres to DMVA and SOM guidelines, which includes reporting procedures. (Ongoing) (OPR = MVAA Director)

Objective 5.4: Develop a comprehensive training program to ensure each staff member has both position-specific and professional development goals. (Oct 1, 2020)

(Primary: Deputy Director)

Key Tasks:

- 5.4.1 Within three months of hire, each employee within MVAA will have a personal training plan in motion that allows the employee and their supervisor the ability to determine areas for personal, professional, and career development. (Ongoing) (OPR = Deputy Director)
- 5.4.2 Agency-wide training will be offered to include employee assessments to maximize the use of staff strengths within their defined roles, identify and strengthen growth opportunities and identify effective communication approaches across agency personnel such as: Strength Finders, Myers Briggs Type Indicator (MBTI), Dominance, Influence, Steadiness, and Compliance (DiSC) and other assessments as desired.

(Annually) (OPR = Deputy Director)

Objective 5.5: The physical environment of MVAA will balance public accessibility with safety. (Oct 1, 2020)

(Primary: Deputy Director)

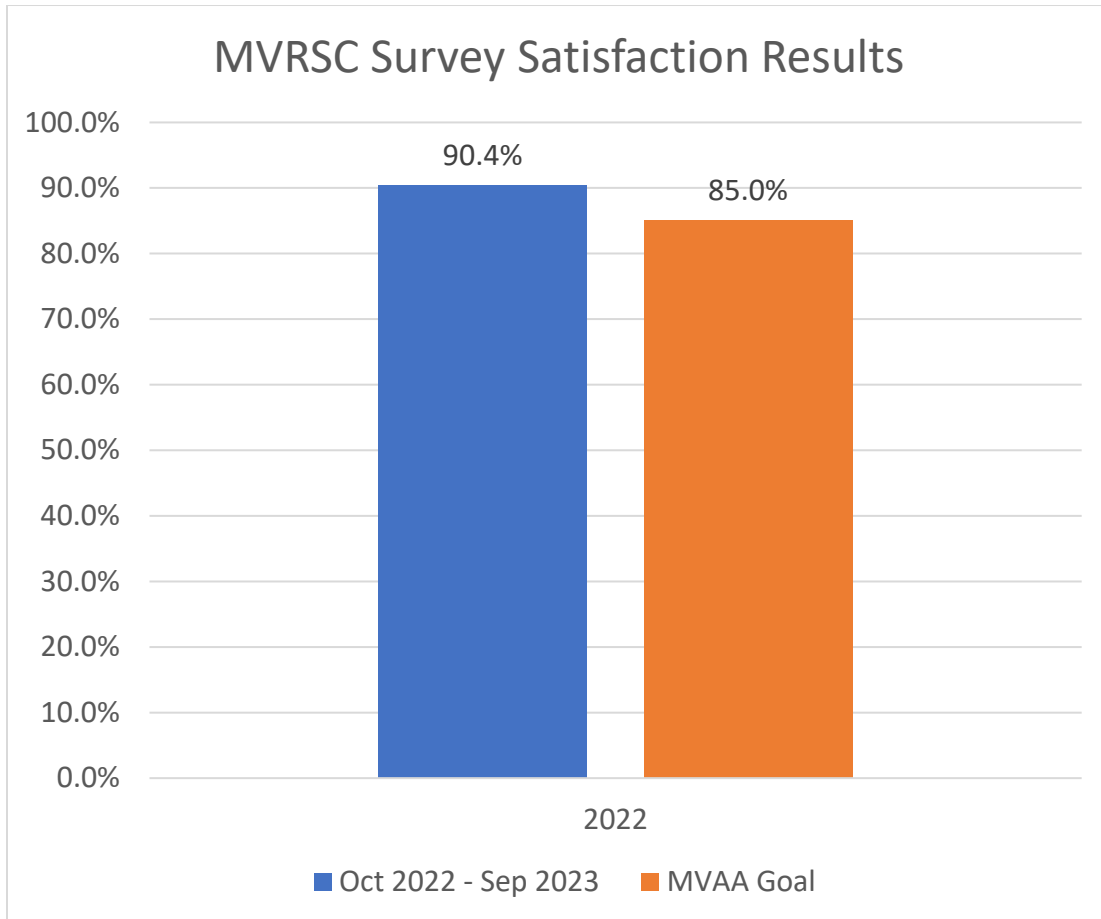
Key Tasks:

- 5.5.1 Through published policies and annual training, ensure that all staff are familiar with emergency procedures and participate in regular fire, severe weather, active shooter, and medical emergency drills. (Ongoing) (OPR = Deputy Director)
- 5.5.2 Ensure that security measures are in place and reviewed continuously for all areas, including individual offices and cubicles, agency entrances and exits access, as well as off-site locations where MVAA personal are assigned. (Ongoing) (OPR = Deputy Director)
- 5.5.3 Ensure that the MVAA office site is annually assessed and updated, when necessary, to be within full ADA compliance. (Ongoing) (OPR = Deputy Director)

Data and Metrics

This data represents information the agency tracks internally and externally and works to impact directly or indirectly. Data is used to measure individual program achievements and record and track historical data, industry trends, and/or national data.

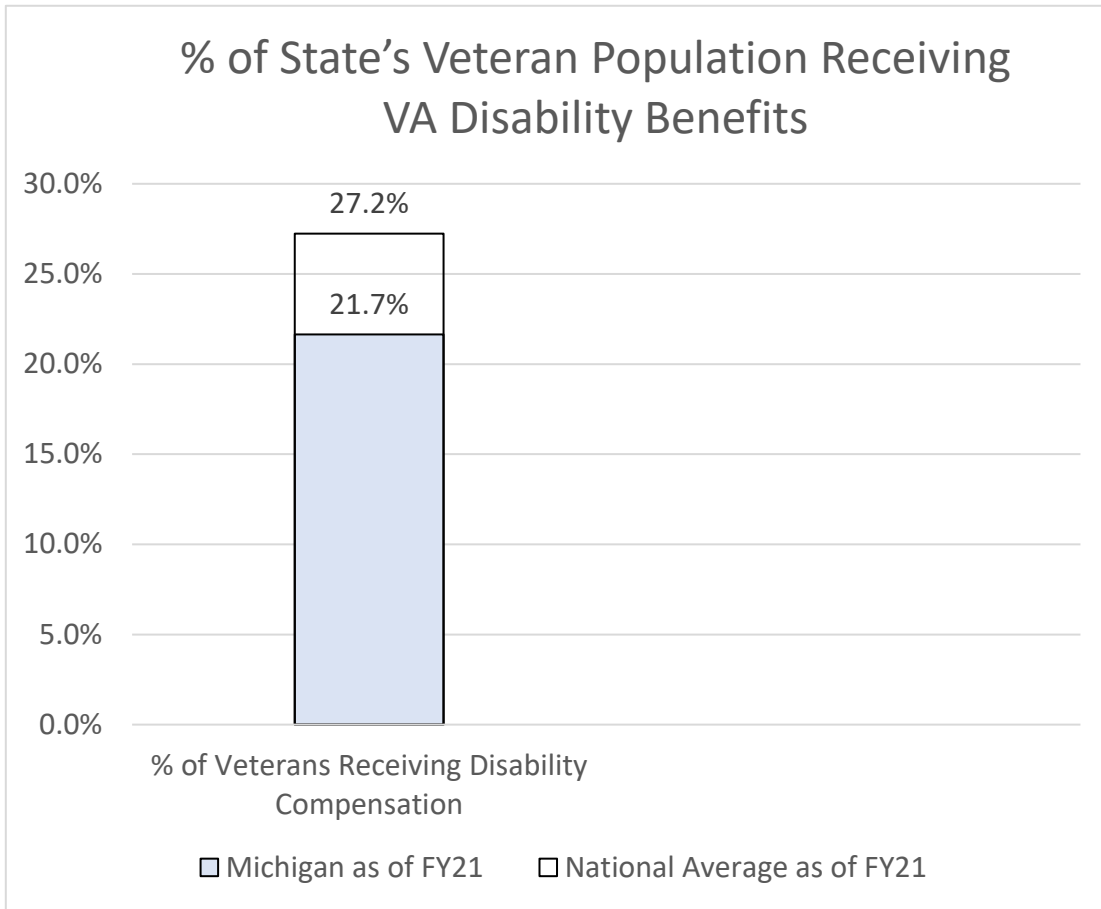
Goal 1: Performance Metrics



The goal is to achieve 85% of “customers agree they had a positive experience” quarterly.

Source: Survey Monkey thru the MVRSC customer satisfaction survey

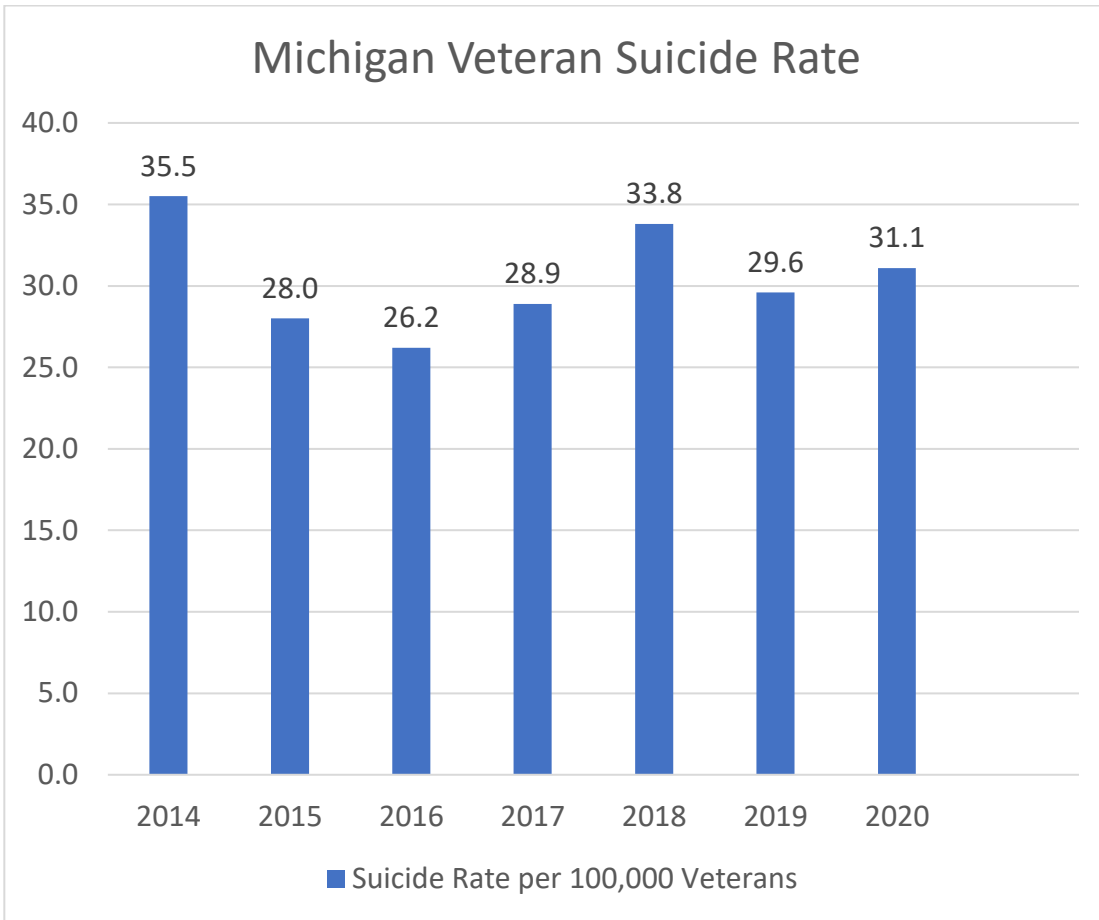
Goal 1: Performance Metrics (cont.)



The goal is to establish Michigan as a highly desired state for veterans by Oct 1, 2028.

Source: National Center for Veterans Analysis and Statistics (Geographic Distribution of VA Expenditures and Compensation and Pension by County reports)

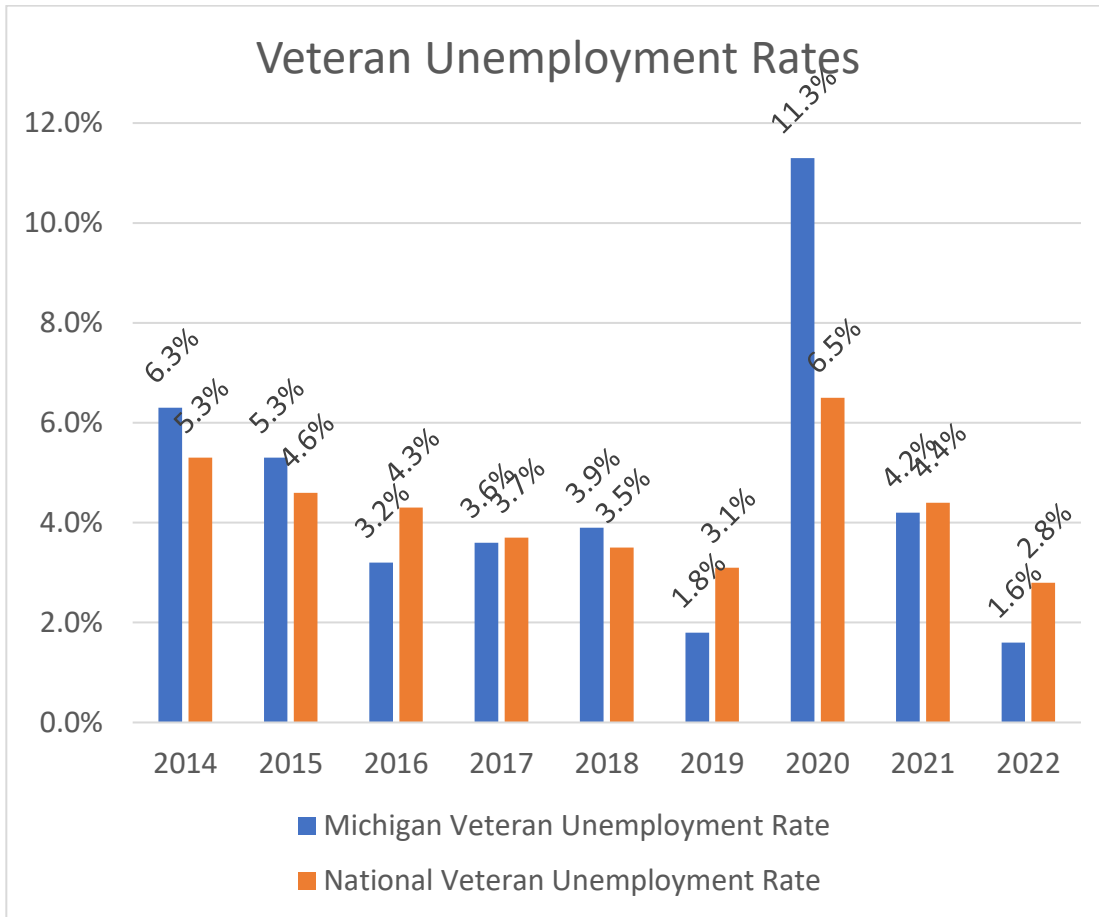
Goal 2: Performance Metrics



The goal is to reduce the veteran suicide rate in the state of Michigan annually.

Source: [Michigan, Veteran Suicide Data Sheet, 2020 \(va.gov\)](#)

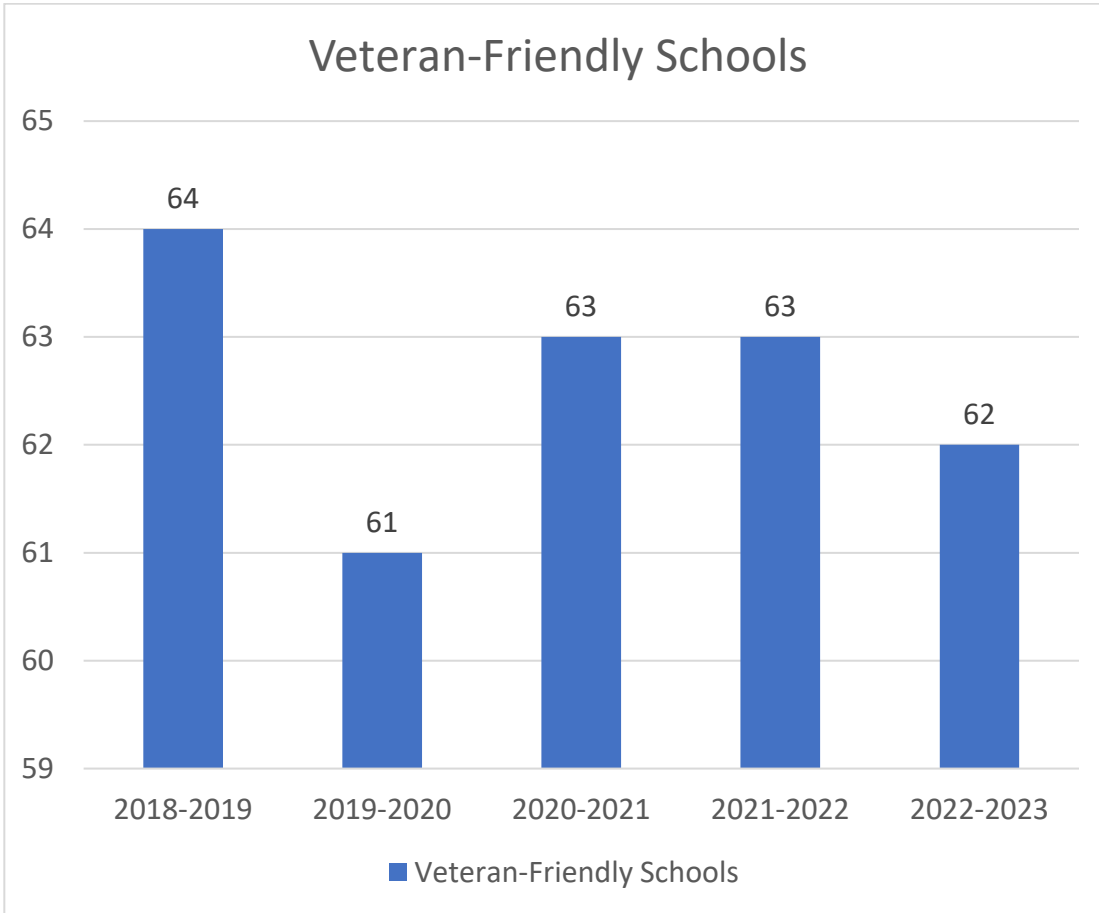
Goal 2: Performance Metrics (cont.)



The goal is to have Michigan's veteran unemployment rates be below the national average annually.

Source: Bureau of Labor Statistics, U.S. Department of Labor

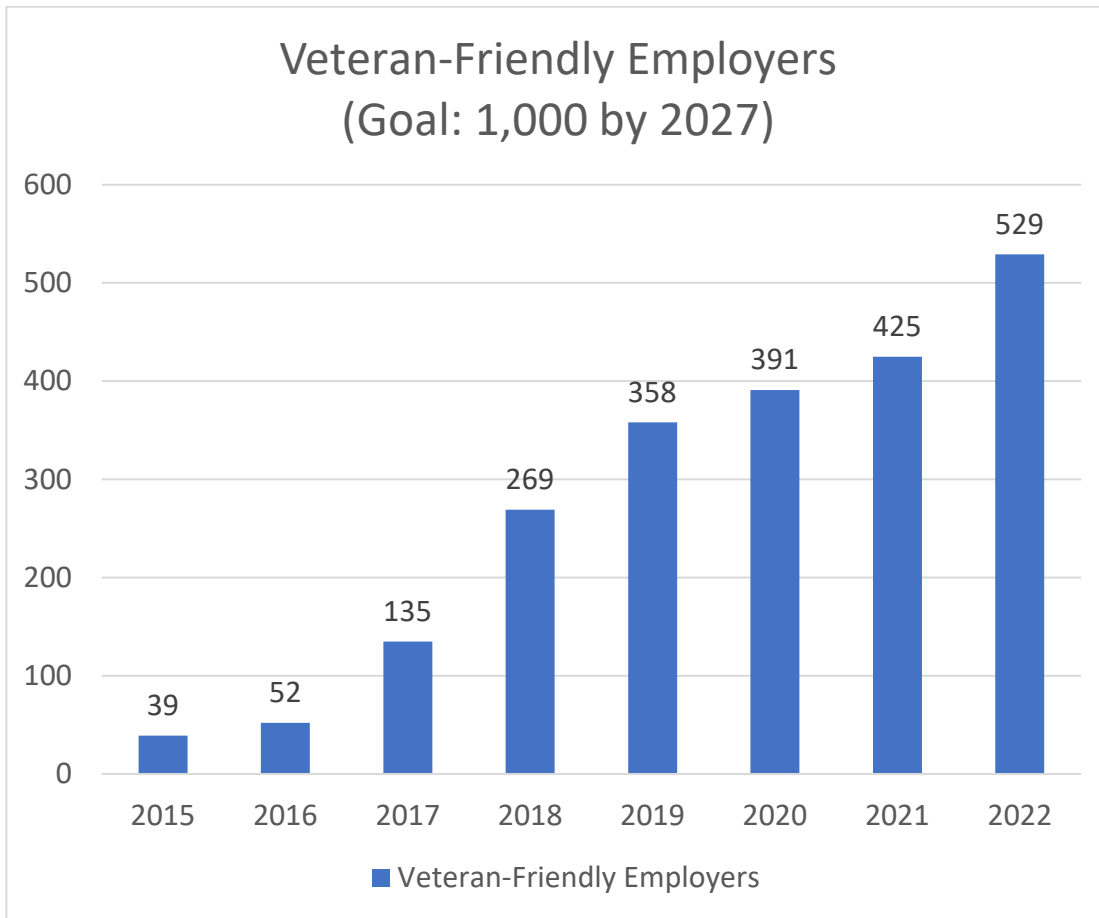
Goal 3: Performance Metrics



The goal is to strengthen the Veteran-Friendly Schools program to support the growth of military-connected student services at Michigan postsecondary institutions. (Oct 1, 2025).

Source: Salesforce MVAA Veteran Friendly School approved applications

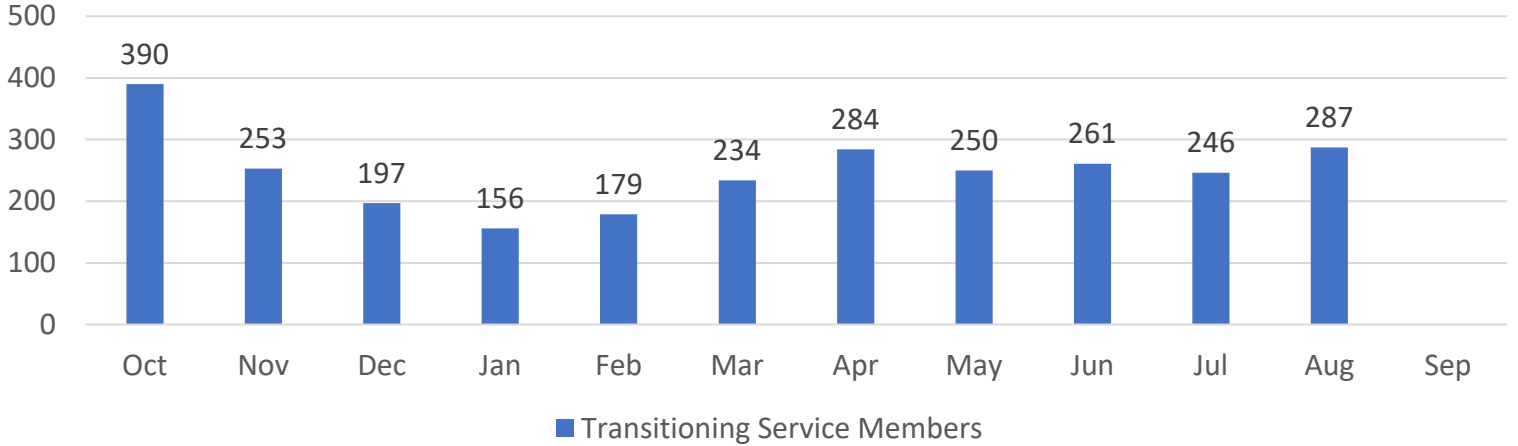
Goal 3: Performance Metrics (cont.)



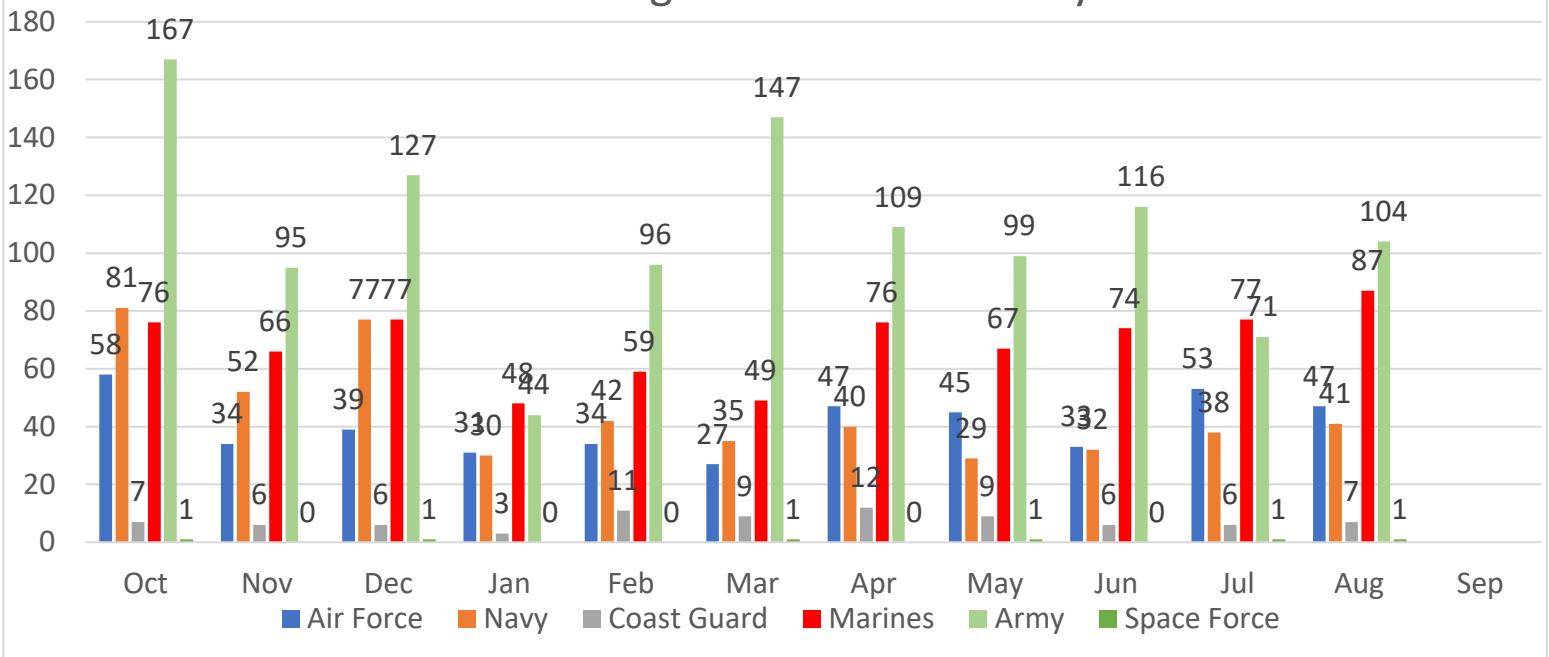
The goal is to grow the Veteran-Friendly Employers program at a rate of 15-20% annually (Ongoing).
Source: Salesforce MVAA Veteran Friendly Employers approved applications

Goal 4 Performance Metrics

Transitioning Service Members in FY23



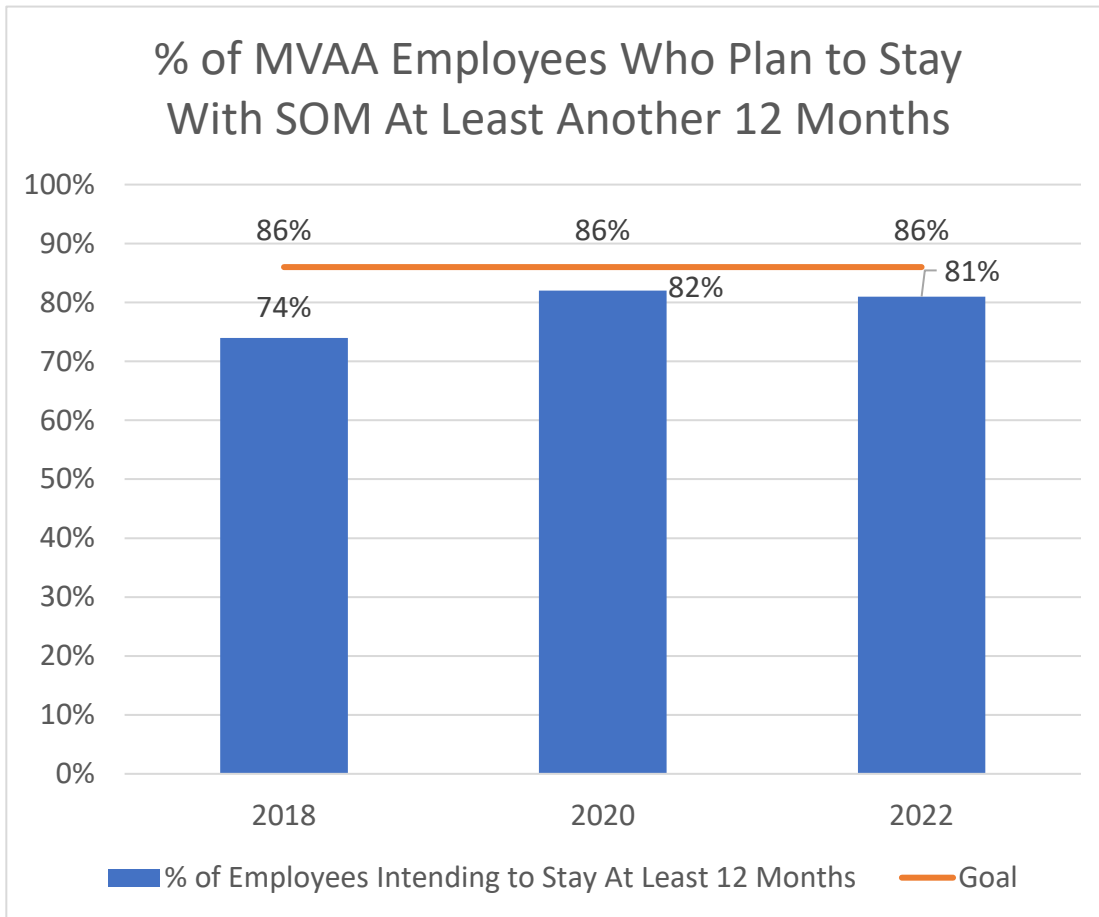
FY23 Transitioning Service Members by Branch



The goal is to support initiatives, programs, and policies to attract veterans and transitioning service members to Michigan (Ongoing).

Source: Defense Manpower Data Center – Certificate of Release and Discharge Information Reporting System
[CRDIRS: Log On \(osd.mil\)](https://osd.mil)

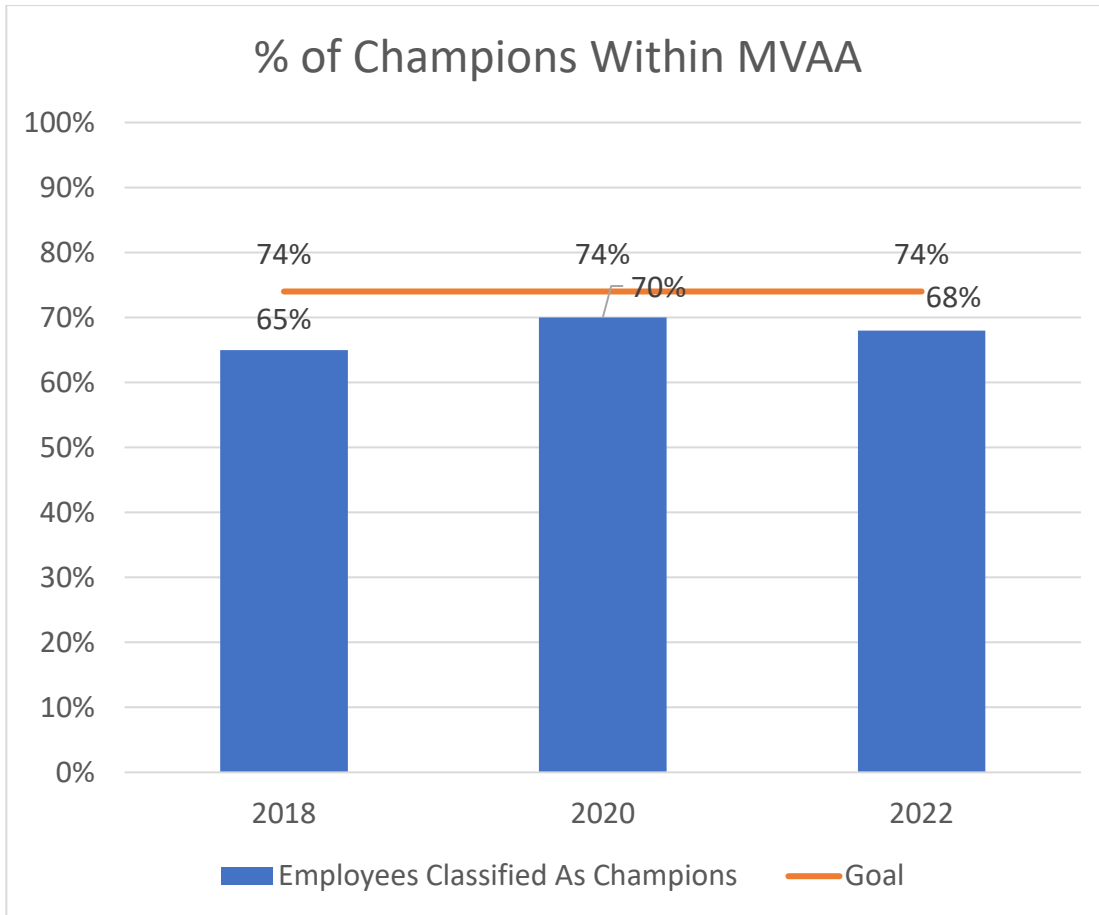
Goal 5 Performance Metrics



The goal is to reach 86% of MVAA Employees on this response by Oct 1, 2023.

Source: 2018, 2020 and 2022 State of Michigan Employee Engagement Survey

Goal 5 Performance Metrics (cont.)



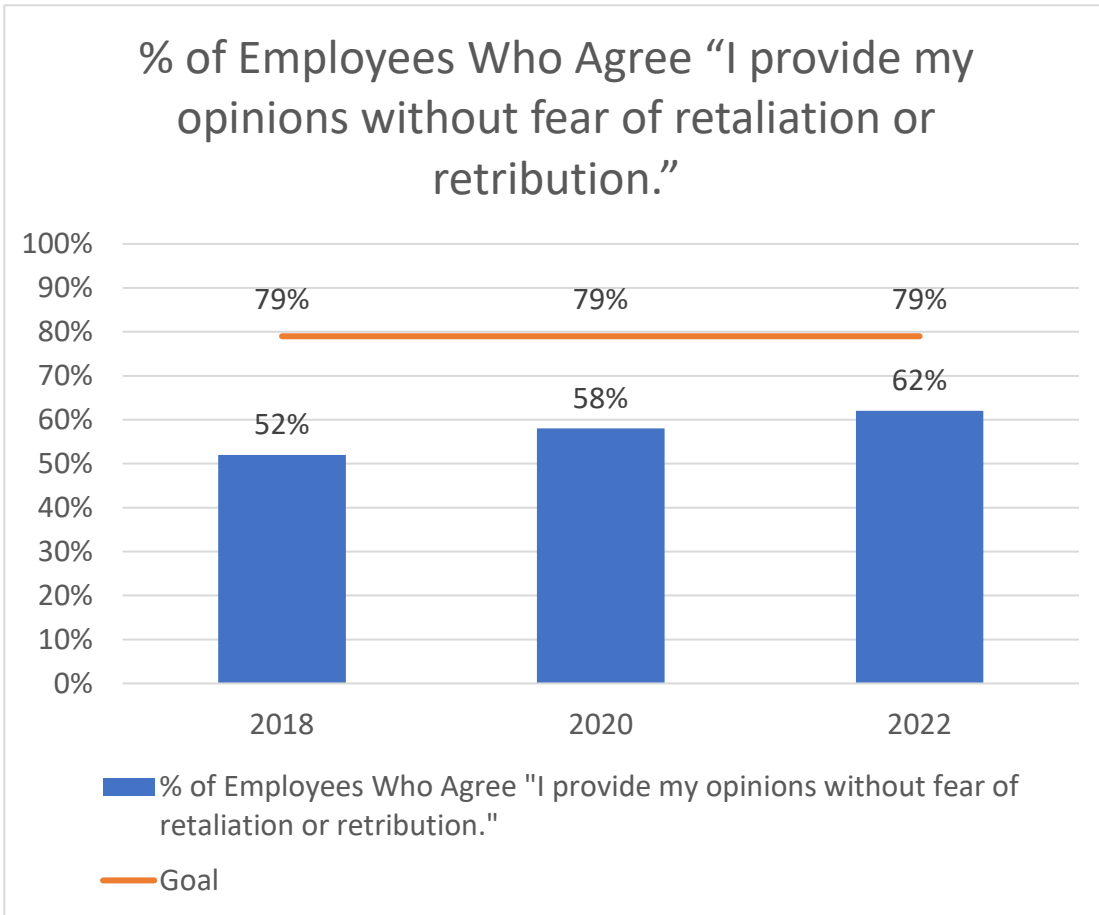
The goal is to reach 74% of MVAA Employees on this response by Oct 1, 2023.

Champions have:

1. Higher level of engagement and high likelihood of staying
2. Strong identification with organization objectives
3. High level of loyalty to the organization
4. High level of willingness to cooperate and motivate colleagues.

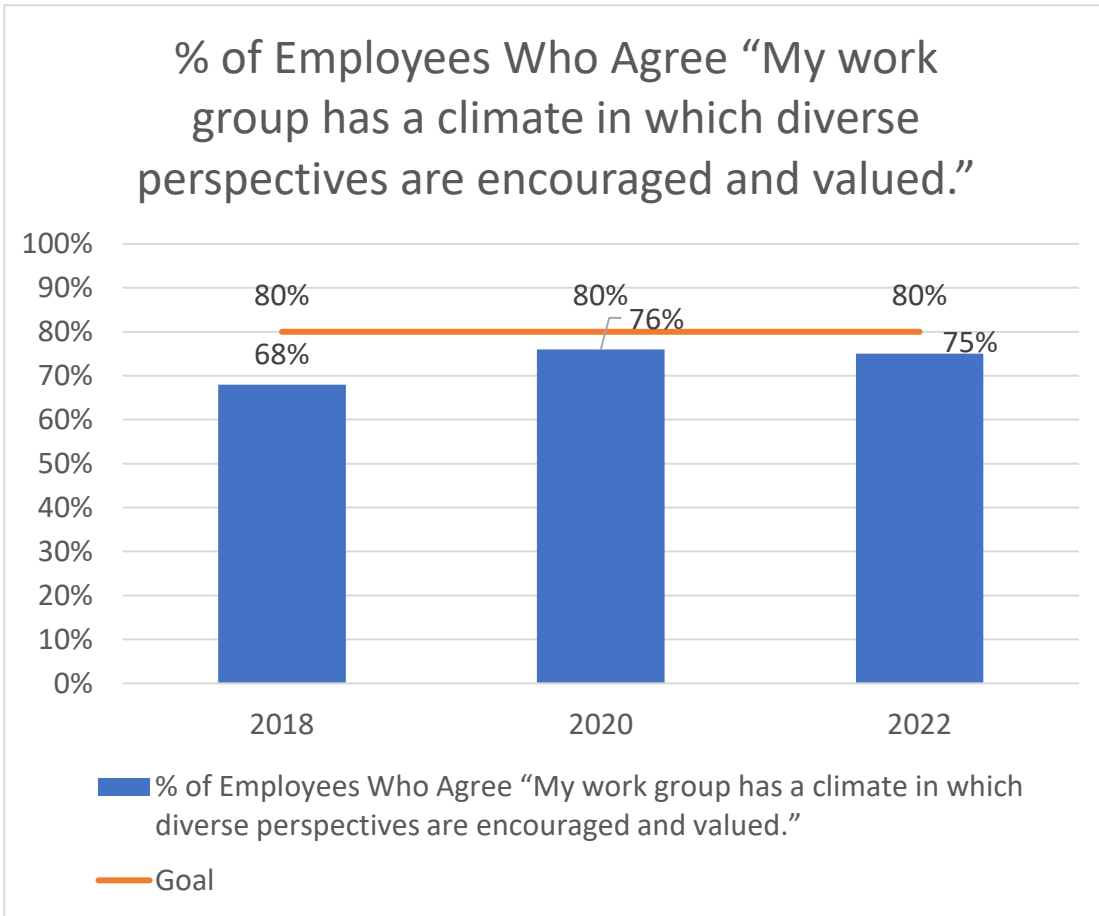
Source: 2018, 2020 and 2022 State of Michigan Employee Engagement Survey

Goal 5 Performance Metrics (cont.)



The goal is to reach 79% of MVAA Employees on this response by Oct 1, 2023.
Source: 2018, 2020 and 2022 State of Michigan Employee Engagement Survey

Goal 5 Performance Metrics (cont.)



The goal is to reach 80% of MVAA Employees on this response by Oct 1, 2023.
Source: 2018, 2020 and 2022 State of Michigan Employee Engagement Survey

Acronyms and Initialisms

ADA	American and Disabilities Act
CoC	Continuums of Care
DD-214	Certificate of Release or Discharge from Active Duty
DHHS	(Michigan) Department of Health and Human Services
DMVA	(Michigan) Department of Military and Veterans Affairs
DTMB	(Michigan) Department of Technology, Management, and Budget
FAC	Family Assistance Center
HoH	Hiring Our Hero's
KIA	Killed in Action
LEO	(Michigan Department of) Labor and Economic Opportunity
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer
MIA	Missing in Action
MING	Michigan National Guard
MST	Military Sexual Trauma
MVAA	Michigan Veterans Affairs Agency
MVRSC	Michigan Veterans Resource Service Center
MVTF	Michigan Veterans Trust Fund
MWVC	Michigan Women Veterans Coalition
POW	Prisoner of War
PTSD	Post-Traumatic Stress Disorder
SOM	State of Michigan
VA	Veterans Affairs
VSO	Veteran Service Officer

References

- The State of Michigan (SOM) Michigan Veteran Affairs Agency/ Michigan Veteran Resource Service Customer Satisfaction Survey. (2023). SurveyMonkey
- National Center for Veterans Analysis and Statistics. (2021) Geographic Distribution of VA Expenditures and Compensation and Pension by County reports.
<https://www.va.gov/vetdata/expenditures.asp>
- Department of Veteran Affairs. (2022). Michigan Veteran Suicide Data Sheet. [Michigan Veteran Suicide Data Sheet.pdf](#)
- The State of Michigan (SOM) Michigan Veterans Affairs Agency. (2023). VFS Console - All Applications. Retrieved from [Veteran-Friendly Schools \(Michigan.gov\)](#)
- Michigan Veterans Affairs Agency. (2023). VFE Console - All Applications. Retrieved from [Veteran-Friendly Employers \(michigan.gov\)](#)
- The State of Michigan (SOM) 2018 Employee Survey. Department of Technology, Management and Budgeting (2018).
- The State of Michigan (SOM) 2020 Employee Survey. Department of Technology, Management and Budgeting (2020).
- The State of Michigan (SOM) 2022 Employee Survey. Department of Technology, Management and Budgeting (2022).