The background of the cover is a photograph of the Michigan State Capitol building. The image shows the ornate, light-colored stone facade of the building, including a large dome on the left and a flagpole on the right. Two flags are flying from the pole: the United States flag and the Michigan state flag. In the foreground, there are green trees, and the sky is a clear, bright blue. A white rectangular box on the left side of the image contains the title and date.

Michigan Veterans Affairs Agency

Strategic Plan

December 2020

Foreword

Director's Message



As Director of the Michigan Veterans Affairs Agency (MVAA), I am committed to leading the agency toward our goal of making Michigan the state veterans choose to live, raise a family, work and retire. Since MVAA was established in 2013 as Michigan's central coordinating agency for veterans, we have made great strides to improve the lives of these patriots and their families throughout the state. However, with nearly 600,000 veterans in Michigan, we must strive for continuous improvement.

Outreach to veterans is a key component of our strategic plan. We want to connect Michigan veterans to the benefits and resources they have earned through their service. We are focused on increasing awareness and support of all veterans, including women veterans, homeless veterans, aging veterans and veterans with behavioral health challenges. Ultimately, we are committed to reaching veterans where they are and how they want to be reached, through all phases of their lives.

MVAA has the privilege of serving all who have served, including Michigan National Guard members and Reservists. We do this by breaking down barriers that veterans face in employment, education, health care and quality of life using a "no wrong door" approach to accessing benefits and services.

As part of our efforts to streamline coordination of benefits for veterans, we are also strengthening existing partnerships and developing new relationships with state agencies, veteran service organizations and other groups that serve veterans throughout Michigan.

Lastly, we strive to make MVAA a workplace of choice. To best serve our veterans, we must first serve our employees by ensuring the agency is a place where they feel respected and valued, and are able to learn, grow and advance their careers.

This strategic plan is a living document that will be reviewed annually. The following pages serve as a guide as we take on this important work for veterans.

Sincerely,

A handwritten signature in black ink, appearing to read "Z Adams", with a long horizontal flourish extending to the right.

Zaneta Adams

MVAA Director

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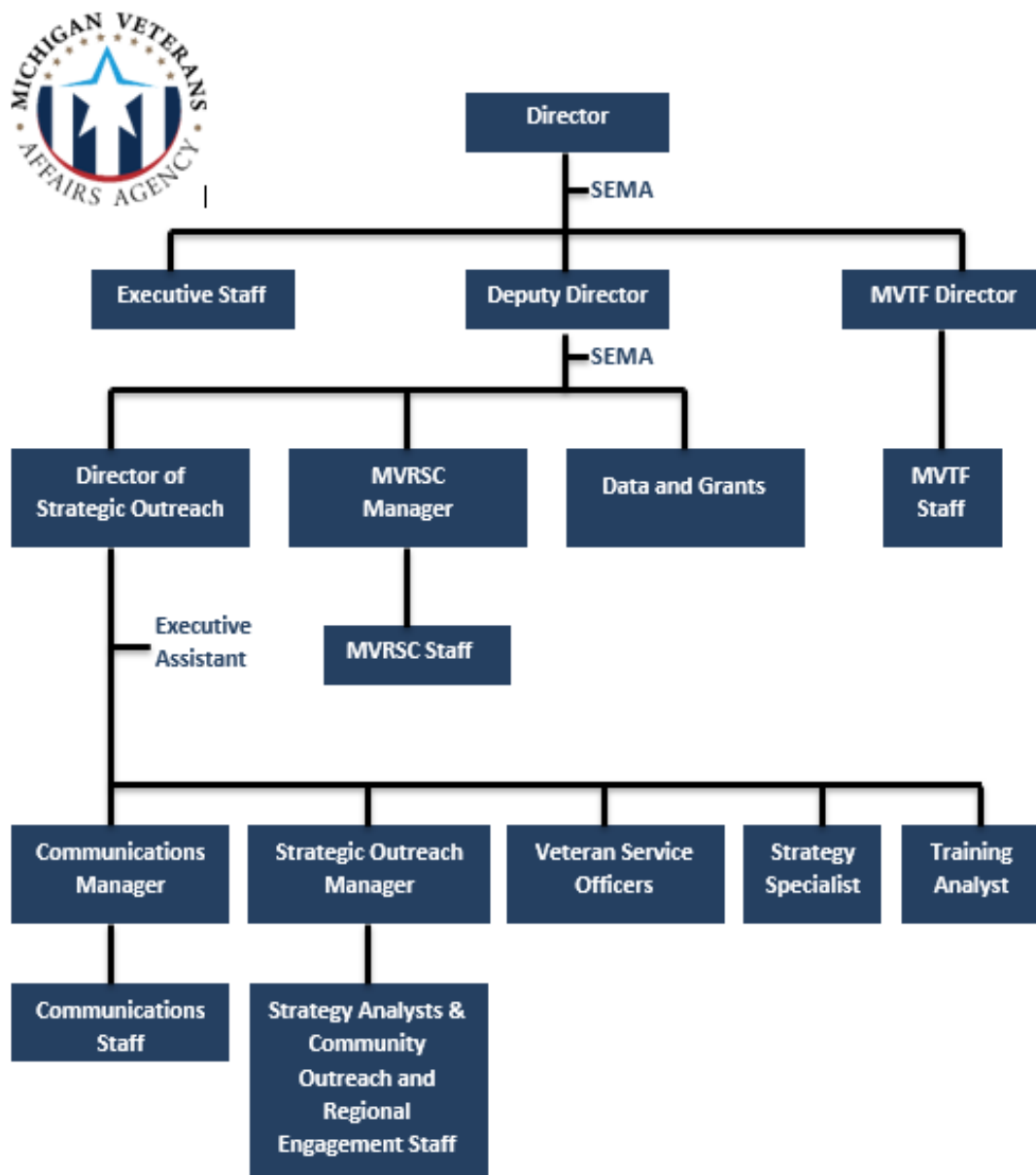
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Purpose

This document outlines the Michigan Veterans Affairs Agency's (MVAA) strategic goals alongside the necessary actions and resources to accomplish these goals. 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.

Introduction

MVAA Organizational Structure



Mission

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

Vision

Michigan as the place 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 State 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.
- **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 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, housed within DMVA, 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 includes:

[The Michigan Veteran Resource Service Center](#) (800-MICH-VET) and MichiganVeterans.com website provide one-stop access for veterans and their families seeking information, resources and staff support.

[Michigan Veterans Trust Fund](#) grants assist combat-era veterans and their families with unforeseen, temporary financial emergencies.

[MVAA's Discharge Document Retrieval Service](#) provides veterans with copies of their DD-214 discharge documents.

[Michigan Veteran Service Officers](#) serve as advocates for veterans and their family members in order 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 has an individual identified who will coordinate the efforts to accomplish the objective. This individual should not work in a silo; but rather, lead a team to achieve the identified objective. 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 execution of the plan over time and tie all tasks to the DMVA Strategic Plan. Last, a resourcing plan is included to identify the necessary resources, whether currently in existence or a future need, in order to accomplish the plan.

Process

MVAA worked with staff at all levels across the agency to develop the strategic plan. The Governor's Priorities, the DMVA Strategic Plan, and legislative and executive office requirements served as the overarching guidance in the development of the planning priorities. Through multiple planning sessions, teams identified key areas of focus that resulted in the development of 5 key goals and 28 strategic objectives. Following publication of the plan, divisions within MVAA will utilize key tasks to develop detailed action plans for implementing the plan.

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 where they are. MVAA must identify strategic opportunities that enhance the lives of Michigan's veterans and their families. As a critical piece of the "Member for Life" concept, the organization garners recognition for its programs through preparation and the ability to utilize opportunities and maximize their effectiveness. Michigan aims to be in the top one-third of all states for services, benefits and resources provided to veterans. Becoming a top one-third state for connection of benefits will lead to national recognition and improve the availability for grants, pilot programs and special studies.

Objective 1.1: Develop sustainable processes that create a culture of process improvement and strategic decision-making by Oct 1, 2021.

(Primary: MVAA Director)

Key Tasks:

- 1.1.1. Annually review all Lincoln Pillar Award winners and identify opportunities to implement state programs and best practices that are recognized for excellence and innovation. (Annually by April 1)
- 1.1.2. Partner with US Department of Veterans Affairs (USDVA) Veteran Experience Office to identify best practices. (Oct 1, 2020)
- 1.1.3. Establish assessment plans within each division and conduct regular assessments. (Oct 1, 2020)

The establishment of assessment methods will serve three primary functions: 1) define intended program outcomes, 2) provide clear, consistent and reliable outcome measures, and 3) provide an ongoing, readily available tracking mechanism for reporting purposes.

Assessment is a method for collecting data that can help determine if programs are meeting their intended purposes, providing rationale for creating new or adjusting current programs and ensuring program activities align with the objectives, goals and mission of the department.

An initial inventory of all current assessment procedures will be collected from each division and program (e.g., how is a division tracking the results of its activities). All programs within the division will determine the most appropriate type of assessment. Assessment types may include need (e.g., what services are identified as having the greatest priority for veterans in a particular age demographic), utilization (e.g., understanding how benefits are being used based on geographic region), satisfaction (e.g., understanding how veterans who participated in a program felt about the services received) and learning (e.g., did partners participating in a program complete the programming with a better understanding of the content provided).

Assessment methods may include surveys or focus groups. Assessments will be conducted regularly based on the individual program's assessment schedule.

- 1.1.4. Identify the top five most requested services by region. (Oct 1, 2020)
- 1.1.5. Create an agencywide strategic decision-making process policy, utilizing data-based decision-making and input from all staffing levels to address opportunities for improvement. (Jan 1, 2021, Ongoing)
- 1.1.6. To improve internal and external transparency, the agency will display progress measures identified within the plan on the website or Sharepoint and review goals annually with all staff. (Mar 31, 2021)
- 1.1.7. Implement an annual award within the agency and the Veteran Community Action Team (VCAT) system to recognize outstanding support to Michigan's veterans. (Annually, commencing April 2021)
- 1.1.8. The Michigan Veterans Trust Fund (MVTf) will track long-term outcomes for veterans participating in the financial training pilot program. (Oct 1, 2021)
MVTf will establish the process for tracking long-term outcomes within six months of finalization of the MVAA plan. Outcomes will be tracked for two years.

Performance Measures:

- Annually review and update MVAA Strategic Plan
- All new projects and programs are a result of the strategic decision-making process
- Presentation of annual award for outstanding support to Michigan's veterans
- Division outcome measures are reported annually and updated monthly
- Improved financial outcomes at the three month, six month, one year, and two year marks, as measured through debt reduction for veterans that utilize MVTf financial counseling

Objective 1.2: Develop a method to measure customer service satisfaction within the Michigan Veterans Resource Service Center by Oct 1, 2021.

(Primary: Deputy Director, Secondary: All)

Key Tasks:

- 1.2.1. Achieve 85 percent on "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." (Quarterly, commencing Oct 1, 2020)
Providing exemplary customer service is of paramount importance in serving our veterans and internal and external customers.

Performance Measures:

- 85 percent of our customers agree that they had a positive experience quarterly

Objective 1.3: Develop a grant application and management program by Jan 1, 2021.

(Primary: Deputy Director, Secondary: Strategic Outreach Director)

Key Tasks:

- 1.3.1. Develop and implement standard internal procedures that include processes for application announcements and review, financial oversight, contract management and grant monitoring. (Jan 1, 2021)

This will include processes for working with DMVA State Operations.

Performance Measures:

- Reduce processing time for grant applications to the state and management of state-distributed grant funds

Objective 1.4: Evaluate and restructure the veteran service officer provision model to increase the percentage of veterans and dependents connected to compensation benefits and VA health care at a rate that establishes Michigan as a top one-third state by Oct 1, 2028.

To achieve benefit increases reflected in the objective, tasks must be accomplished no later than 2025.

(Primary: Strategic Outreach Director, Secondary: Strategic Outreach Analysts)

Key Tasks:

- 1.4.1. Research different veteran service officer provision models and identify the best options for Michigan to implement. (Dec 1, 2020, Ongoing)
MVAA will research how service provision is done in other states for evidence-based models that will improve the structure in Michigan. Some states employ all the VSOs in the state while others contract with veteran service organizations. Consideration will be given to geography, population, current connection rates, special population needs, after-hours service, availability and more.
- 1.4.2. Develop a Veterans' Health Outreach Plan to connect veterans to their benefits and health care coverage. (Apr 1, 2021)
- 1.4.3. Make recommendations for and update the service provision model, including current grant models, based on the research conducted in 1.4.1 to provide access to Veteran Service Officers (VSOs) within 48 hours or 50 miles. (Oct 1, 2021)
- 1.4.4. Continue to provide and enhance service provision capabilities for tribal communities. (Oct 1, 2021, Ongoing)
- 1.4.5. Enhance and expand the incarcerated veteran program to connect all incarcerated veterans to benefits and resources. (Oct 1, 2022)
This will improve the veteran's reentry into the community by being connected to benefits and other wraparound services.
- 1.4.6. Develop an online appointment scheduling tool for use by veterans to schedule appointments with all VSOs. (Oct 1, 2023)
MVAA will look to other state agencies, such as the Secretary of State, for best practices in developing this tool.
- 1.4.7. Develop a telebenefits system to provide advice and assistance to veterans on benefits remotely. (Oct 1, 2024)
- 1.4.8. Develop a mobile benefits component to meet with veterans in the local community, at long-term care facilities or other areas for service provision. (Oct 1, 2024)
- 1.4.9. Provide a federal and state benefits check-up to all transitioning Michigan National Guard (MING) and Reserve members in Michigan. (Oct 1, 2024)
- 1.4.10. Connect dependents to their benefits and improve overall access. (Oct 1, 2024)

Performance Measures:

- Veterans receive VA compensation benefits at a rate that establishes Michigan as a top one-third state when averaging VA compensation benefits per veteran
- Veterans are enrolled in VA healthcare at a rate that establishes Michigan as a top one-third state

when calculating the percentage of veterans enrolled

- Increase access through JPAY and written correspondence to a VSO for all incarcerated veterans
- Increase the number of dependents and survivors connected to benefits at a rate that is commensurate to Michigan's ranking in veteran population

Objective 1.5: Develop and implement a comprehensive Strategic Communication Plan by Dec 1, 2019, and annually.

(Primary: Director of Strategic Outreach, Primary: Strategic Communications team)

Key Tasks:

1.5.1. Develop the plan that includes messages and themes that coordinate with DMVA strategic communications and determine key leader and stakeholder engagements. (Complete)

1.5.2. Develop a comprehensive marketing and advertising plan for media, publications and social media to reach 50 percent of veteran population, including special populations. (Complete)

1.5.3. All messages and products produced will be reviewed for ADA compliance, accessibility and inclusion. (Ongoing)

Targeted messages/products will be culturally appropriate and use images and language reflective of the target audience. Plain language principles will be used for all forms of media.

Performance Measures:

- MVAA reaches an estimated 50 percent of the Michigan veteran population with a branded message annually through advertising, direct and digital marketing, and public relations activities
- All key leaders and stakeholders are engaged with a coordinated message by MVAA on a regular schedule determined within the plan

Goal 2: Improve and expand veteran services

Description: MVAA is working to improve overall 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. The core function is to serve as the central coordinating point for veterans’ programs, initiatives and services in Michigan. MVAA is the clearinghouse for veteran-related information and works as a key partner in state-sponsored veteran initiatives. There is a continued need to increase collaboration in order to optimize service delivery and ensure efficient administration. MVAA is working to provide equal and equitable access to services and benefits no matter the population.

Through this goal, MVAA 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. By establishing seamless partnerships and providing training on the benefits and resources available, MVAA has a trained and clearly defined network of support ready to provide assistance to veterans and their families in an integrated manner. This requires a collaborative effort of partners at the local, state and federal levels, including but not limited to VCATs, county government, other state agencies, federal agencies and nonprofits. Additionally, there is an ongoing need for dedicated strategic outreach and collaboration among many departments and partners at the federal, state and local levels. High-quality services can be best provided if a single entity coordinates Michigan’s efforts to serve its veteran population. This goal puts the building blocks in place to develop Michigan into the top one-third of states for key economic, quality of life and health care indicators as identified within the Data and Metrics section.

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

(Primary: MVRSC Manager, Secondary: Strategic Outreach Manager)

Key Tasks:

- 2.1.1. Develop key partnerships with organizations that allow for easy access to search for veteran and community resources. (Oct 1, 2021)
Standard Operating Procedures will be developed that identify how to search the organizations’ database and make recommendations for necessary updates.
- 2.1.2. Conduct an inventory of veteran-related programs available to Michigan’s veterans including services provided, eligibility, resourcing, hours, after hours services, points of contact etc. (Dec 1, 2021)
The inventory will include resources in each county that will help address the top five most requested services identified in Objective 1.1, Key Task 1.1.4.
- 2.1.3. MVAA’s website will have up-to-date information on all veteran-related resources provided by state government and linked to applicable programs in a reciprocal manner. (Oct 1, 2022)
- 2.1.4. Integrate a career mapping tool that will provide veterans personalized assessments on MVAA’s website. (Oct 1, 2023)

Performance Measures

- One resource that is available per county that can address the veterans needs identified in

the top five requested services report (Key Task 1.1.4.) and is measured by the MVRSC regional resource spreadsheet

- Develop a baseline for utilization of the career mapping tool and the use with increase annually

Objective 2.2 Implement programs, policies and legislation that establish Michigan as a top one-third state by Oct 1, 2028.

(Primary: Strategic Outreach Director and Legislative Liaison)

Key Tasks:

- 2.2.1. Develop and implement a legislative agenda to meet Michigan's needs. (Annually by July 1, commencing in 2020)

To be a top one-third state for veterans, Michigan will need to undertake multiple efforts, including those legislative in nature, to meet that goal and attract more veterans to Michigan. Some of these legislative initiatives may include transition assistance grants, training grants, license waivers and exemptions, income and property tax waivers or exemptions, benefit application bonuses and more as determined by the gap analysis.

- 2.2.2. Utilize the resourcing plan from the MVAA strategic plan to identify areas of funding needs and align with state, federal and private grant funding opportunities to meet the needs identified in the plan. (Annually, commencing Sept 30, 2020).

Part of this process includes developing an agencywide timeline to apply for funding opportunities that meet the needs identified within the strategic plan.

- 2.2.3. A comprehensive gap analysis is conducted to determine what programs, policies, legislation and resources are still needed within the state of Michigan to meet the top one-third as a state. (Oct 1, 2022)

This will include working with the Board of Trustees of the MVTF to develop a shared vision of priorities and programs for collaboration toward the goal

- 2.2.4. Work with partners to become a test bed for pilot programs that address identified gaps. (Annually by Oct 1, commencing in 2022)

- 2.2.5. Apply for and receive grant funding to expand or implement new programs in line with gaps and strategic plan priorities. (Annually, commencing Oct 1, 2022)

Performance Measures

- Receive state, federal, private and foundation grant funding annually
- The corpus of the MVTF is adequate to sustain operations and keeps pace with the priorities of the Board of Trustees

Objective 2.3: Maintain robust statewide networks and coordination through inclusion of the veteran perspective annually by Oct 1.

(Primary: Strategic Outreach Manager and Women Veterans and Special Populations Coordinator)

Key Tasks:

- 2.3.1. Increase coordination and secure additional funding related to veteran mental health and suicide prevention by ensuring there is a veteran component in statewide mental health and suicide prevention initiatives. (Oct 1, 2021)
A statewide working group will be developed under the Michigan Association for Suicide Prevention for veteran suicide prevention. The working group will coordinate training and ensure there is a veteran component in state plans and activities related to suicide prevention. This will include departmentwide cooperation with all branches.
- 2.3.2. Establish a robust women veteran program and a Michigan Women Veterans Coalition (MWVC) to increase awareness and support for women veterans. (Oct 1, 2021)
A women veteran coordinator would focus on women veterans, conduct research and make policy recommendations and support the MWVC. Additionally, changes will be made to IT systems to assist in tracking connection of women veterans to benefits. The MWVC will be comprised of USDVA Women Veteran Program Managers, the DMVA senior enlisted advisor, members from each veteran service organization, the women veteran coordinator from the county veteran services, key women veteran organizations in Michigan such as the Michigan Women's Commission, an MDHHS women veteran peer support specialist, and women veterans from the community. MVAA will maintain a strong partnership with the Michigan Women's Commission to continue the connection with their efforts for women veterans.
- 2.3.3. Establish an LGBTQ veteran program to increase awareness and support for LGBTQ veterans. (Oct 1, 2021)
An LGBTQ program would increase awareness of some of the unique challenges LGBTQ veterans face.
- 2.3.4. 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)
MVAA will work with LEO and its partner agencies, such as the MichiganWorks! to reduce Michigan veteran unemployment rates.
- 2.3.5. Increase coordination in support of ending veteran homelessness in Michigan by supporting veteran homelessness initiatives statewide, increasing outreach to landlords and working to connect partners in support of ending veteran homelessness. (Oct 1, 2022)
MVAA will continue to serve in an active role on the Michigan Interagency Council on Homelessness and the Michigan Homelessness Policy Council providing recommendations, suggested direction and policy initiatives, and trainings as appropriate. Additionally, MVAA will work with MSHDA, DHHS, VCATs and homelessness providers to conduct an outreach campaign to landlords.
- 2.3.6. Increase coordination with the Michigan Bar Association and other entities that provide no-cost veteran legal aid assistance. (Oct 1, 2023)
- 2.3.7. Establish an "upstream" model through the Veteran Benefit Enhancement (VBE) to connect veterans seeking public assistance with MVAA and a VSO to create awareness of available resources and connect them to veteran benefits and health care. (Oct 1, 2025)
Create a clear referral program through county DHHS offices to local veteran offices. Train DHHS workers and facilitate and maintain a connection between the two offices. Also, a connection will be established for referrals to other services through DHHS such as utilities assistance.

Performance Measures

- Decrease in veteran suicide rate in the state of Michigan as reported by VA State-Level Veteran Suicide Data, with the goal of being below the national average suicide rate
- Establish a baseline and increase utilization of benefits by women veterans to the top one-third
- Maintain a veteran unemployment rate that is below the national average
- Decrease in veteran homelessness
- Increase the number of landlords accepting HUD-VASH vouchers
- Increase the number of pro bono hours available and utilized for veteran legal assistance
- Reduce the number of veterans on public assistance by connecting them to more sustainable benefits
- Veterans receive VA compensation benefits at a rate that establishes Michigan as a top one-third state when averaging VA compensation benefits per veteran
- Veterans are enrolled in VA healthcare at a rate that establishes Michigan as a top one-third state when calculating the percentage of veterans enrolled

Objective 2.4: Maintain a coordinated regional community service model and veteran and family referral assistance that supports the “no wrong door” philosophy annually by Oct 1, 2027.

(Primary: Community Analyst and MVRSC Manager, Secondary: MVTF Director)

- 2.4.1. Provide technical assistance and support to VCATs with strategic planning, grants, maintaining a performance dashboard and best practices for board guidelines and standard operating procedures. (Ongoing, commencing by Jan 1, 2020)
This will support efforts to identify award recipients in 1.1.2.
- 2.4.2. Develop and maintain a dedicated grant program with performance metrics for the VCATs that provides funding for special projects to meet gaps identified through the gap analysis and/or regional needs assessment. (Oct 1, 2023)
- 2.4.3. Develop a formalized process for use across partner agencies to facilitate the support and connection of veterans across the community and implement through the Community Outreach and Regional Engagement Initiative. (Oct 1, 2024).
The standardized intake form will be for VSOs, VCATs, service providers etc. to use to connect veterans to the best resource(s), streamline referral processes, and improve follow-up processes with referral sites. This process will also be used for intake and referral among MVRSC, DMVA Family Assistance Centers (FAC), Military One Sources and base support services.
- 2.4.4. Develop a coordinated process for emergency assistance from MVTF, Military Family Relief Fund (MFRF), Community Action Agency, Soldiers and Relief Fund and DHHS, through MVRSC. (Oct 1, 2024)
- 2.4.5. Develop pathways via MOUs (e.g., Consumer’s Energy and DHHS) to assist veterans with signing up for other resources such as utilities assistance and public assistance. (Oct 1, 2025)
- 2.4.6. Develop a dedicated resource management support function in MVRSC for cases that require additional assistance, repeat assistance or unique resource development. (Oct 1, 2026)
- 2.4.7. Expand communication channels through MVRSC and website to better engage veterans where they are (i.e., chat, text and/or online community). (Oct 1, 2027)

Performance Measures

- 95 percent of customers agree that the customer service representative provided them with information related to their request

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

(Primary: MVAA Training Analyst, Secondary: Strategic Outreach Director)

Key Tasks:

- 2.5.1. Maintain annual VSO certification training to ensure a steady workforce of accredited VSOs. (Ongoing)
- 2.5.2. Military sexual trauma (MST); post-traumatic stress disorder (PTSD) sensitivity; and diversity, equity and inclusion (DEI) training is included in all MVAA-hosted VSO trainings. (Ongoing, commencing by Oct 1, 2022)
- 2.5.3. Develop and maintain an educational series on federal and state veterans' benefits and resources for all VSOs and other interested parties (certification available upon request) that will also be available on MVAA's website. (Ongoing, commencing by Oct 1, 2022)
The program will be targeted to volunteers, service partners, legislative staff, newly employed county department heads and more.
- 2.5.4. Provide training through the State of Michigan Learning Center on veteran benefits for State of Michigan employees and families. (Ongoing, commencing by Oct 1, 2022)

Performance Measures

- 100 percent of VSOs in Michigan have the opportunity to receive MST, PTSD and DEI training

Objective 2.6: Increase statewide outreach to veterans to 50 percent and maintain long-term connections, including specific populations, through focused data-sharing and purposeful partnerships by Oct 1, 2024.

(Primary: Deputy Director, Secondary: Division Directors)

Key Tasks:

- 2.6.1. MVAA's voice is expanded in the Michigan veteran community through partnership publications, earned media and social media. (Ongoing)
Many of the organizations identified above, as well as veteran-service organizations, counties, profession associations and more, have publications that reach veteran or veteran-connected audiences across the state. By working with these partners to share information about veteran benefits and resources, MVAA can amplify its voice statewide.
- 2.6.2. Create and maintain a veteran speakers bureau. (Jan 1, 2021)
- 2.6.3. Increase awareness of MVAA at the community level through event participation, coordination and production. (Oct 1, 2021)
Examples include resource expos, showcases and conferences.
- 2.6.4. Key points of contact are maintained, relationships are sustained and training is conducted for key partners, stakeholders and associates to increase awareness of veteran benefits and resources. A comprehensive tracking tool is used, shared and updated annually within the agency detailing points of contact, agency relationship and contact information. (Ongoing, commencing by Oct 1, 2022)
- 2.6.5. A consistent format is developed for asking veteran status on forms and assisting veterans

with how to properly identify themselves; organizational partnerships are created to ask the question. (Oct 1, 2022)

Partners can improve the services they provide to veterans by asking all clients if they have ever served in the U.S. Armed Forces; by asking the question in a standard format, it will set the stage for data-sharing and improved, consistent services. Each partner must have a thorough understanding of veteran classifications, including by era, conflict and protected status, and be able to articulate that status to the veteran who is identifying. Partners will have the necessary resources to communicate to their clients the purpose and benefits of self-identifying as a veteran with their agency.

2.6.6. Data-sharing agreements are established with applicable federal, state and county departments to improve the sharing of veteran-benefit and resource-related information with the veteran population. (Ongoing, commencing by Oct 1, 2024)

2.6.7. Develop a veteran registry to maintain a long-term connection with the agency and support the “Member for Life.” (Oct 1, 2024)

For example, California has a statewide voluntary veteran registry as a way to honor the veterans in the state.

Performance Measures

- MVAA has contact information for more than 50 percent of the veteran population in Michigan
- MVAA reaches 50 percent of the Michigan veteran population with the agency’s message
- Increase new and returning visitors to the MVAA website by 5 percent
- Increase social media engagement (reach) by 7 percent
- Increase earned media coverage by 5 percent

Goal 3: Develop 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 to gather information vital to choosing educational and career paths.

Serving as the lead, 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 will serve as a foundation for national benchmarking data and 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 to increase the number of veteran-owned businesses.

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

(Primary: Education Analyst)

Key Tasks:

- 3.1.1. MVAA will host educational webinars/outreach events for veterans, MING members and military connected dependents to provide information on student financial aid and education benefits. (Semi-annually, commencing by Oct 1, 2021)
- 3.1.2. MVAA will collaborate with Michigan postsecondary institutions to standardize the collection and reporting language for military-connected student populations. (Oct 1, 2022)
- 3.1.3. MVAA, in partnership with the Michigan Department of Treasury and the Center for Education Performance and Information (CEPI), will complete a financial aid and enrollment trend analysis specific to the military-connected population enrolled in Michigan postsecondary institutions from 2009 to present. (Oct 1, 2024)
- 3.1.4. In partnership with the Michigan Department of Treasury and the Michigan Student Financial Aid Association, MVAA will create an inventory of federal, state and local financial aid opportunities including grants, scholarships and work study programs available specifically for military-connected students. (Ongoing, commencing by Oct 1, 2025)
- 3.1.5. MVAA will create a reporting mechanism in collaboration with the Michigan Department of Treasury to generate annual reports outlining the use trends for military-connected students. (Oct 1, 2026)
- 3.1.6. Michigan will create a military-connected scholarship program to provide a full tuition and fees scholarship for unmet needs for veterans and dependents of POWs, MIAs, KIAs and 100 percent disabled veterans. (Oct 1, 2029)

Performance measures

- A baseline will be established and the number and percent of veterans completing a degree will be increased
- A baseline will be established and the number of military-connected students accessing financial aid resources, including grants and scholarships, will be increased
- A baseline will be established, and there will be a reduction in loan-based student funding sources utilized by military-connected students
- Increase the percentage of Michigan public postsecondary institutions collecting and reporting military-connected student data to 100 percent
- Increase the percentage of the veteran population <20-39¹ in Michigan that are utilizing VA educational benefits to 25 percent from 20 percent

Objective 3.2: Establish accelerated pathways to a license or credential for veterans and their spouses pursuing professional and skilled trade occupations² by Oct 1, 2025.

(Primary: Education and Employment Analysts)

Key Tasks

- 3.2.1. Establish a quarterly working group to develop statewide goals for supporting veterans and their spouses pursuing professional trades and identify and track performance metrics. (June 1, 2021)
The working group could include representatives from LEO (Apprenticeship Specialist, State Veteran Coordinator, State Approving Agency Higher Education Consultants), LARA (Legislative Liaison), U.S. Department of Labor (Apprenticeship State Director), Michigan Community College Association (Executive Director for Student Success), MVAA (Education and Employment Analysts) and DMVA. Metrics established by the group shall include the number of veterans enrolled in non-college degree (NCD), on-the-job training (OJT), and apprentice programs, veterans completing programs, veterans licensed in their fields (when required) and job placement rates.
- 3.2.2. The working group conducts an inventory of all current licensure programs for veterans and spouses, licensing fee waivers and military experience waivers and shares them publicly. (June 1, 2022)
- 3.2.3. The working group identifies military careers that would align with licensure programs that would grant experience waivers for licensure requirements and identifies legislation and bridge and fast-track programs to meet any outstanding requirements. (June 1, 2023)
- 3.2.4. Implement programs such as the Michigan Military Medic and Corpsman Program to connect transitioning servicemembers into employment while achieving credentials. (Oct 1, 2024)

¹ Age demographic is based on Student Veterans of America data reporting 95 percent of veterans using GI Bill® benefits between 2002 and 2010 were <20 to 39 years old. [Cate, C.A. \(2014\). Million Records Project: Research from Student Veterans of America. Student Veterans of America, Washington, DC.](#)

² As of August 2019, 27 of the top 50 high-demand, high-wage occupations require licensure or credentials.

This program requires a partnership with Michigan hospitals and medical groups, as well as changes in legislation to implement.

- 3.2.5. Update the Veteran-Friendly School program to better account for non-college degree, on-the-job-training and apprenticeships programs through a separate application process. (Oct 1, 2025)

MVAA will conduct focus groups with veterans, apprentices and professional trade associations to identify key elements for supporting veterans pursuing careers in trades. Using focus group data, MVAA will create a second Veteran-Friendly Schools application that more accurately evaluates non-college degree, on-the-job-training and apprenticeship programs. A vendor will be selected to create the second application and integrate into Salesforce with the current VFS process. Outreach will be conducted to encourage non-college degree, on-the-job training, and apprenticeship programs to apply for VFS certification.

Performance Measures

- 100 percent of initial licensing fees for professional and skilled trades are waived for eligible veterans and spouses
- 60 percent of Michigan veterans has a skill certificate or college degree by 2030
- The VFS program will increase the number of applications from eligible NCD, OJT and apprenticeship programs by ten each year for the first five years of the new application program

Objective 3.3: Strengthen the Veteran-Friendly Schools program to support the growth of military-connected student services at Michigan postsecondary institutions by Oct 1, 2023.
(Primary: Education Analyst)

Key Tasks

- 3.3.1. Incentivize postsecondary institutions by highlighting innovative programs and accomplishments of current VFSs and provide grant opportunities (as available) to increase programming support in line with the objectives of the VFS program. (Annually by Jan 1)
- 3.3.2. Deliver a minimum of two webinars to current and prospective VFSs per topic based on the top three identified topics of need from each application cycle. (Annually by Mar 1)
- 3.3.3. Provide direct campus outreach by completing campus visits and hosting virtual meeting to address institution-specific needs. (Annually by Mar 1)
- 3.3.4. Provide key higher education professionals with best practices and innovative approaches to military-connected student services to increase awareness and establish Michigan as a leader in programming for student veterans. (Annually by Oct 1, commencing in 2020)
- Some of the ways MVAA will accomplish this is through the submission of conference session proposals to statewide higher education organizations such as NASPA Region IV-E, Michigan Career Educators and Employers Association and Michigan Association of Institutional Researchers. Topics will be selected based on the percentage of VFS applicants meeting the requirements for the seven certification criteria. The topics, based on current data, will include but are not limited to: student affairs/student life (support of student veteran organizations and/or involvement of student veterans in other student organizations); career services; and student data for identification, persistence, academic performance and graduation.*

Performance Measures

- Increase the number of first-time VFS applicants by three applicants each application cycle
- 90 percent of participants meeting the learning objectives established for each webinar
- Grow the VFS program to over 85 actively participating schools
- 75 percent of certified Veteran Friendly Schools will be at the gold level

Objective 3.4: The MVAA Military Credit Equivalency Database will have direct credits established at a minimum of two schools for each of the top 15 high-demand career areas requiring a degree by Oct 1, 2025.

(Primary: Education Analyst)

Key Tasks

- 3.4.1. Create guidelines and user tools to standardize the formatting for recording military credit equivalencies to improve the availability of usable data in the MVAA transfer equivalency database. (Oct 1, 2020)
- 3.4.2. Host an annual transfer credit workshop for each prosperity region specifically for transfer evaluators and faculty members responsible for military transfer credit evaluation with an emphasis on outreach to chairs/deans/directors of programs in high-demand career areas. (Annually by May 1, commencing 2021)
- 3.4.3. Publish an annual report on the MVAA military transfer credit database. (Annually by Nov 1, commencing 2021)
The report will include at a minimum the number of institutions represented in the database, the total number of departmental credits, the total number of exact equivalencies, and the year-over-year changes in each category.
- 3.4.4. Publish an inventory of all military-specific certificate and degree bridge programs in the state of Michigan. (Annually by May 1, commencing 2022)
The list will be publicly available on the MVAA website, shared with all VFSs through media and updated annually. Accelerated and bridge programs are also reported annually to the Multi- State Collaborative on Military Credit for the state of Michigan.

Performance Measures

- Direct credits established at a minimum of two schools for top 15 high-demand career areas requiring a degree

Objective 3.5: Expand Veteran-Friendly Employer program to implement specific programming to increase employment opportunities for veterans and spouses of service members and veterans by Nov 1, 2025.

(Primary: Employment Analyst)

Key Tasks

- 3.5.1. Collaborate with Michigan Veteran Employment Council (MiVEC), Hiring our Heroes (HoH) and others to provide programming regarding talent attraction strategies for veteran and military spouses. (Oct 1, 2021)
- 3.5.2. Draft and submit legislation recommending the expansion of the state's Public and Private Veterans' Employment preference to include spouses of a disabled veteran who has a service-connected permanent and total disability and to a surviving spouse of a deceased veteran. (Oct

1, 2022)

The State of Michigan currently offers a veterans' preference in the selection for eligible veterans and spouses under Civil Service Commission Rule 3-8.

- 3.5.3. Develop criteria for recognizing VFEs that exhibit efforts in supporting employment and outreach to spouses of service members and veterans. (Oct 1, 2022)
- 3.5.4. VFE print and website content will include resources available for spouses. (Oct 1, 2022)
- 3.5.5. Increase connections between employers and veteran and military talent through the Guard Reserve Interview Promise (GRIP), Michigan Military Medic and Corpsman Program (3MCP) and others. (Oct 1, 2025)

Performance Measures

- Maintain a Michigan veteran unemployment that is below the national average
- 25 percent of certified VFEs meet the criteria for military and veteran spouses

Objective 3.6: Increase the number of trained Veteran-Friendly Employers to 1,000 by Oct 1, 2030.

(Primary: Employment Analyst)

Key Tasks

- 3.6.1. Improve and develop relationships with industry-specific associations and organizations. (Oct 1, 2023)
- 3.6.2. Create a training ambassador program to increase outreach by providing statewide training events to engage current and prospective VFEs and employer-based organizations. (Oct 1, 2024)
Training ambassadors are members of the VFE program that want to participate at a higher level. Intended audience for the training events includes current and prospective VFEs, employer-based organizations and defense industry contacts.
- 3.6.3. Recognize VFEs annually for their support and dedication to hiring veterans and their spouses. (Annually by Dec 31)
- 3.6.4. Recruit employers to reach 1,000 certified as VFEs. (Oct 1, 2027)
- 3.6.5. Train a minimum of 1,000 VFEs through the MVAA VFE Training program. (Oct 1, 2030)

Performance Measures

- VFEs will increase to 1,000
- 40 percent of VFEs will participate in training specific to supporting spouses of service members and veterans
- At least 70 percent of trained participants will be able to identify best practices for supporting spouses of service members and veterans

Objective 3.7: Create an entrepreneurship program or partner with an organization for military, veterans and their spouses to increase the number of business opportunities and veteran-owned businesses in the state of Michigan by Oct 1, 2030.

(Primary: Strategy Specialist)

Key Tasks:

- 3.7.1. Complete an evaluation of current entrepreneurship initiatives, laws, and policies in Michigan and other states to determine if a veteran component is present and establish a veteran component where one does not exist. (Oct 1, 2022)

- 3.7.2. Establish or partner with organizations that facilitate entrepreneurship training program for veterans interested in entrepreneurship opportunities. (Oct 1, 2023)
Training programs would be facilitated by entrepreneurship coordinators who would partner with local and regional entrepreneurship incubators to deliver the full scope of opportunities available to veterans, outline their next steps for entrepreneurship, and provide referrals to the necessary resources to begin their plan.
- 3.7.3. Draft legislation on a capital access program to stimulate Michigan veteran entrepreneurship. (Oct 1, 2025)
- 3.7.4. Develop policies, partnerships and grants for entrepreneurial growth and development, to include training on the understanding of the federal and state bidding processes. (Oct 1, 2030)

Performance Measures

- A baseline of veteran-owned businesses will be established, and the number veteran entrepreneurs will increase

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

Description: By 2026, Michigan achieves recognition as a top one-third state in economic, quality of life and health care indicators. Those indicators are identified as performance measures throughout the document. MVAA pursues opportunities to attract more veterans and their families to Michigan because of the substantial value they provide to our communities. Through the previous objectives, MVAA will establish programs and policies to attract veterans and transitioning service members to Michigan, while continuing to support those already in the state. This will be accomplished by improving partnerships to develop a coordinated approach, developing programs, and through legislative efforts. This goal shares the information established through the previous goals and eases the transition of servicemembers and veterans to Michigan.

Objective 4.1: Demonstrate a welcoming and supportive environment for transitioning servicemembers by October 1, 2026.

(Primary: Strategic Outreach Manager and Communications Manager)

Key Tasks:

- 4.1.1. Publish an annual report on the State of the Michigan Veteran. (Annually by Oct 1)
The annual report will include highlights on programming and benefits, areas of growth, areas of opportunity, the focus for the following year and the overall metrics of success for Michigan veterans. It will highlight Michigan as a location of choice and communities that are veteran friendly.
- 4.1.2. Develop and implement a process to assign a Volunteer Mentor through the MVAA's Veteran Mentorship Initiative to support transitioning service members and their families to Michigan. (Ongoing, commencing Oct 1, 2020)
- 4.1.3. Develop partnerships with organizations to implement a women veteran health transition training program. (Oct 1, 2024)

Performance Measures

- 85 percent of transitioning service members agree that MVAA's Mentorship Initiative provided them with information that assisted their transition back to Michigan
- 85 percent of transitioning women service members agree that the health transition training program provided them with information that assisted their transition back to Michigan

Objective 4.2: Outreach to veterans, transitioning servicemembers and their spouses to increase those that choose Michigan by 16 percent (Annually, commencing Oct 2020).

(Primary: Strategy Specialist)

- 4.2.1. Implement a transition program to attract veterans and transitioning servicemembersto Michigan. (Oct 1, 2020)
This includes working with partners like Soldier for Life and other DoD entities to develop data-sharing agreements to reach out to transitioning servicemembers.

- 4.2.2. Establish relationships with targeted transition points through business travel, hiring event attendance, and social media presence, including maintaining the Why Michigan? Talent Attract Team. (Oct 1, 2020)

Primary points of contact at targeted transition points will be Department of Defense transition programs such as Soldier for Life, Navy GPS etc.

- 4.2.3. Establish relationships with Reserve Component Career Counselors (RCCC) at targeted military installations. (Oct 1, 2020)

RCCC are military counselors assigned to recruiting and retention commands whose responsibilities include reenlisting transitioning servicemembers into the Guard or Reserve. Counselors who have a complete understanding of Michigan's veteran opportunities are more likely to recommend Michigan as a location of choice.

- 4.2.4. Develop and market the Why Michigan? mobile application. (Oct 1, 2020)

- 4.2.5. Develop and implement a targeted advertising campaign to highlight Michigan as an ideal location for veterans and transitioning service members. (Annually, commencing in Oct 2020)

Performance Measures

- Increase the number of transitioning servicemembers to Michigan by 16 percent
- Establish a baseline, and then increase the number of the Why Michigan? application downloaded
- Establish a baseline, and then increase the number of Why Michigan? Talent Attract Team activities at military bases or installations that reports having 5,000+ transitioning service members
- A baseline will be established, and then MVAA will increase the reach to the transitioning service member population with a branded message annually through the targeted advertising campaign

Goal 5: Cultivate a Workplace of Choice

Description: MVAA provides a work culture that attracts and retains talented employees. MVAA becomes an employer of choice by providing a workplace committed to our employees and stakeholders, providing opportunities for growth, freely sharing information and promoting positive relationships among coworkers. Work-Life balance and a culture of performance permeate the agency, resulting in successful talent attraction and retention.

There is a focus on talent attraction, diversity training of staff at all levels and making MVAA a place where employees can begin and advance their careers. Having knowledge and a focus on equity for the agency allows for a 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 are empowered to advocate for themselves and for 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 organization structure is realigned to optimize operations (Oct 1, 2021).

(Primary: MVAA Director)

Key Tasks:

- 5.1.1. Strengthen interoperability with all branches of DMVA through active participation in Departmental Executive Staff and working groups. (Ongoing)
MVAA Director participates with DMVA Department Executive staff.
- 5.1.2. Review and align staffing requirements, funding resources and budget projections in support of MVAA's strategic plan. (Annually by September 30)
Annually, MVAA will review its efforts to ensure overall agency staffing, resources and budget projections align with the strategic plan. Process improvement will allow for the agency to avoid mission creep and make the most efficient use of its resources. Further, this will ensure appropriate task alignment for staff, possibilities for employee career growth and set clear priorities.

Performance Measures:

- MVAA is realigned to meet the requirements identified within the strategic plan

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

(Primary: MVAA Director, Secondary: Deputy Director and Strategic Outreach Director)

Key Tasks:

- 5.2.1. Every employee has completed an Annual Performance Measurement Plan in conjunction with their supervisor with clear measurements for success within three weeks of hire or annual review starting immediately. (Ongoing)

Employees understand their strengths and weaknesses and determine what they will focus on over the next year. This annual review also provides an opportunity to update job descriptions as needed. Consideration will be given for a 360° feedback loop.

- 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)

The Designing Healthy Environments at Work website contains tools and resources to improve a worksite’s infrastructure to support health, physical activity, healthy eating and tobacco-free lifestyles. A healthier workforce can help attract and retain top talent, can lower health insurance costs and worker’s compensation claims and increase productivity.

- 5.2.3. Quarterly agencywide and division team building activities are provided to build healthy team relationships. (Quarterly, Commencing Jan 1, 2020)

- 5.2.4. Effective onboarding procedures, HR Orientation Program, and refresher program will be developed and used consistently. (July 1, 2020)

New onboarding procedures will have dedicated sponsors in each division who will welcome new employees. This will include awareness of internal policies such as the flexible work schedule policy and standard operating procedures for common tasks such as time reporting. Existing employees will be provided an annual refresher on agency policies. The HR Orientation Program will include a Michigan Civil Service Commission (MCSC) overview, comprehensive SIGMA training for time/attendance and travel/reimbursement and a Performance Management overview. A list of State of Michigan trainings that may be useful to staff will be compiled and reviewed on a regular basis. This may include training on Travel, Time Reporting and other programs regularly used by staff.

- 5.2.5. Every employee has completed a Talent Management Plan, in accordance with an established template, to review career goals and future opportunities. (Aug. 1, 2020 or within six months of hire)

Talent Management Plans may include the opportunity to work outside of class, on special projects, or to job share to gain experience and an in-depth understanding of other divisions both within the agency and within the State of Michigan. This may also include participating in a formal inter- and intra-departmental mentoring program.

- 5.2.6. MVAA will have a robust Employee Recognition program that provides opportunities for recognition among all levels of employees. (Dec 1, 2020)

The program will provide consistent and regular recognition of all employees for their dedicated efforts and support of the agency’s Mission. Employees will have opportunities to recognize one another, as well as receive leadership recognition. MVAA will utilize existing MCSC and State of Michigan recognitions as well, including but not limited to accelerated step increases and Governor’s coins.

Performance Measures:

- Hire retention improved to 85 percent of hires being retained for 3 years
- Increase from 74 percent (2018) to 86 percent (High Performing Benchmark) the percentage of MVAA Lansing Executive Office employees who intend to stay with the State of Michigan for at least another 12 months. (This measure is a leading indicator of turnover.)
- Increase from 65 percent (2018) to 74 percent (High Performing Benchmark) the percentage of Champions within MVAA.

Objective 5.3: Develop and implement the MVAA Diversity Action Plan to ensure the diversity within the organization aligns with that of the state population (Sept 30, 2023).

(Primary: MVAA Director, Secondary: Deputy Director)

Key Tasks:

- 5.3.1. Convene a planning group to develop the plan, while also researching existing diversity plans. (Oct 1, 2020)

The planning group will include the DMVA Equity and Inclusion Officer. The MVAA Diversity Action Plan will include actionable plans for the agency to put equity and social justice principles into practice. It will include specific outreach strategies for veteran, LGBTQ, tribal community members, and other minority representation. All program descriptions will be highlighted on the MVAA website and in print materials to demonstrate that they are inclusive to all types of veterans. It also shows that MVAA supports and provides inclusive programs and demonstrates that it is a welcoming and supportive workplace. Diversity in the workplace means employees have more and different experiences and more perspectives to draw from when solving problems and creating innovative and comprehensive services and programs based upon the needs of all veterans.

- 5.3.2. Employees at all levels within MVAA attend and participate in military/veteran cultural competency and diversity, equity and inclusion (DEI) training quarterly or within three months of hire. (Ongoing, commencing Oct 1, 2020)

Understanding and having knowledge of different backgrounds, cultures and viewpoints creates an environment where all employees feel valued and included. Trainings will include introductory trainings, annual refreshers, and attendance at special events when offered.

- 5.3.3. Work with the DMVA Director of Human Resources to ensure all non-compliance complaints (discrimination, harassment, assault) will be logged, investigated and action taken upon those found to be substantiated. (Jan 1, 2021)

- 5.3.4. Develop a DEI plan to share with service organizations and counties to ensure inclusive practices for veteran organizations and officers across the state, which improves access to women VSOs. (Oct 1, 2024)

Some women veterans may feel more comfortable meeting with a service officer who is a woman. By easily being able to identify those service officers who are women and by being able to connect with them in a way that meets veterans' needs based on geography, time and resources, MVAA can connect more women veterans to their benefits. This includes availability of VSOs who are women through the telebenefits system.

Performance Measures:

- Achieve state gender, race and ethnicity diversity averages amongst applicants for vacant positions
- State of Michigan Employee Survey - Diversity & Inclusion Section:
 - Increase from 52 percent Agree (2018) to 79 percent Agree (High Performing Benchmark) for "I provide my opinions without fear of retaliation or retribution."
 - Increase from 68 percent Agree (2018) to 80 percent Agree for "My work group has a climate in which diverse perspectives are encouraged and valued."

Objective 5.4: Develop a comprehensive training program to ensure each staff member has both position specific and professional development goals by Oct 1, 2021.

(Primary: Deputy Director, Secondary: Strategic Outreach Director)

Key Tasks:

- 5.4.1. Senior Leaders and managers are required to complete Leadership Training as defined by the Director within three months of hire. (Ongoing)
- 5.4.2. Each employee within MVAA will have a Personal Training Plan that allows the employee, working with their supervisor, to determine areas for growth and professional development, including software and program training within three weeks of hire. (Starting Oct 1, 2020)
- 5.4.3. Agencywide training will include Employee Assessments to maximize the use of staff strengths within their defined roles, identify and strengthen opportunities for growth and identify effective communication approaches across agency personnel. (e.g. Strength Finders, MBTI, DiSC) (Annually, commencing by Oct 1, 2020)
- 5.4.4. Each position within MVAA will have a defined Training Plan that includes position specific training elements (e.g. Salesforce, Power BI, phone system). (April 1, 2021)

Performance Measures:

- Measured through the 2021 State of Michigan Employee Engagement Survey:
 - Increase from 48 percent (2018) to 62 percent (State of Michigan overall average) the percentage of employees who feel they receive the training needed to do a quality job.

Objective 5.5: MVAA is a preferred employer for a wide range of talent, making the agency a competitive organization for employment in the state by Jan 1, 2021.

(Primary: Strategy Division Director)

Key Tasks:

- 5.5.1. The MVAA Talent Acquisition Plan is in place. (Jan. 1, 2021)
The Talent Acquisition Plan includes specific objectives such as attendance at hiring events, electronic and print job postings and advertising and relationship building with active component transition sites. There is a talent acquisition specialist to work with the agency on attracting quality applicants. The plan will also include the consideration of military experience in lieu of work experience requirements and seek to increase diversity of race, gender and other cultural backgrounds.
- 5.5.2. The candidate offer process will be improved by including information regarding agency-specific policies and programs in the employee offer letter. Non-selection letters/e-mails will be sent to all applicants who were interviewed. (Jan. 1, 2021)

Performance Measures:

- State of Michigan Employee Engagement Survey:
 - Maintain at 87 percent (2018) the percentage of MVAA employees who recommend the State of Michigan as a great place to work. (78 percent High Performing Benchmark)

Objective 5.6: The physical environment of MVAA balances public accessibility with safety by Oct 1, 2020.

(Primary: Deputy Director)

Key Tasks:

- 5.6.1. All staff are familiar with emergency procedures and participate in regular fire, severe weather, active shooter and medical emergency drills. (Ongoing)
- 5.6.2. Security measures are in place for entire office and front desk access. (Ongoing)
This includes wearing State of Michigan ID cards and visitor passes.
- 5.6.3. The building is assessed and updated to be fully ADA compliant. (Oct 1, 2020)
The Deputy Director will work with DTMB leased office to review the physical workspace to confirm compliance with ADA regulations.

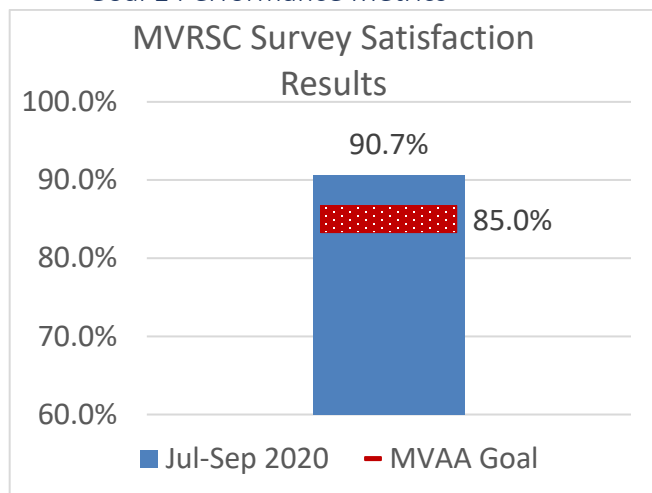
Performance Measures:

- Establish baseline by adding questions to Employee Wellness Survey and work to improve from the baseline

Data and Metrics

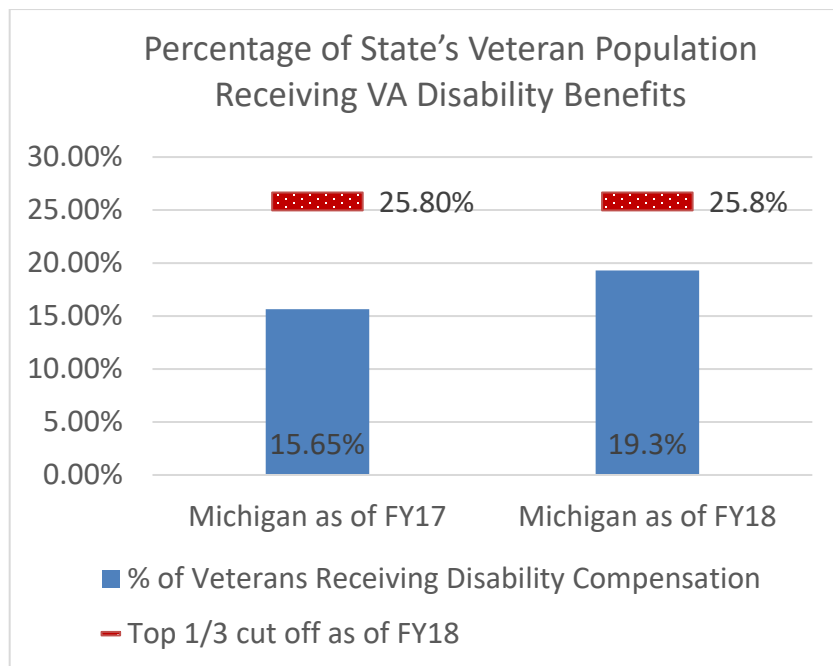
This data represents information the agency tracks internally and externally and works to impact directly or indirectly. Data is used to measure individual program achievements and record and track historical data, industry trends, and/or national data. For accelerator metrics, the black line is the current status of the metric.

Goal 1 Performance Metrics



Goal is to achieve 85 percent of your customers agree they had a positive experience quarterly.

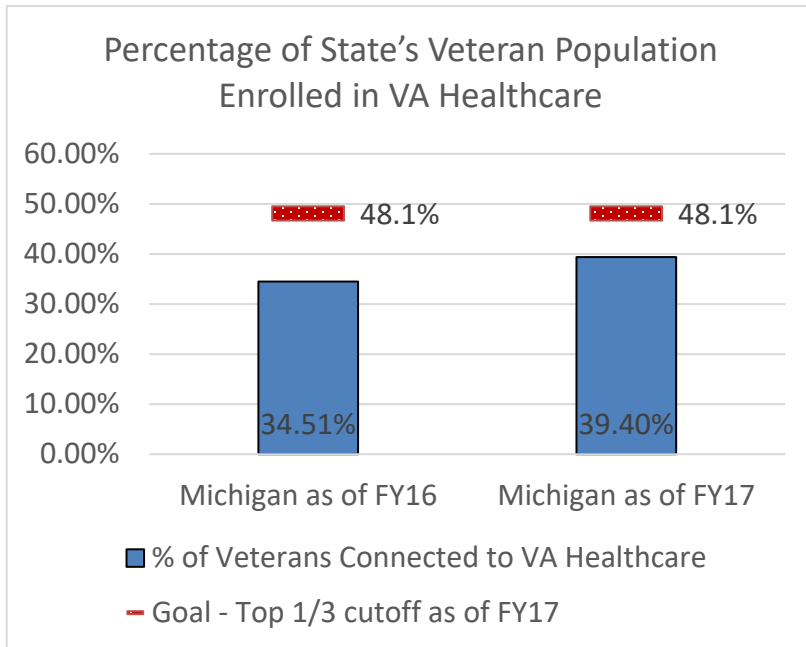
* Data is pulled from Survey Monkey thru the MVRSC customer satisfaction survey from 287 responses.



Goal is to establish Michigan as a top one-third state by Oct 1, 2028.

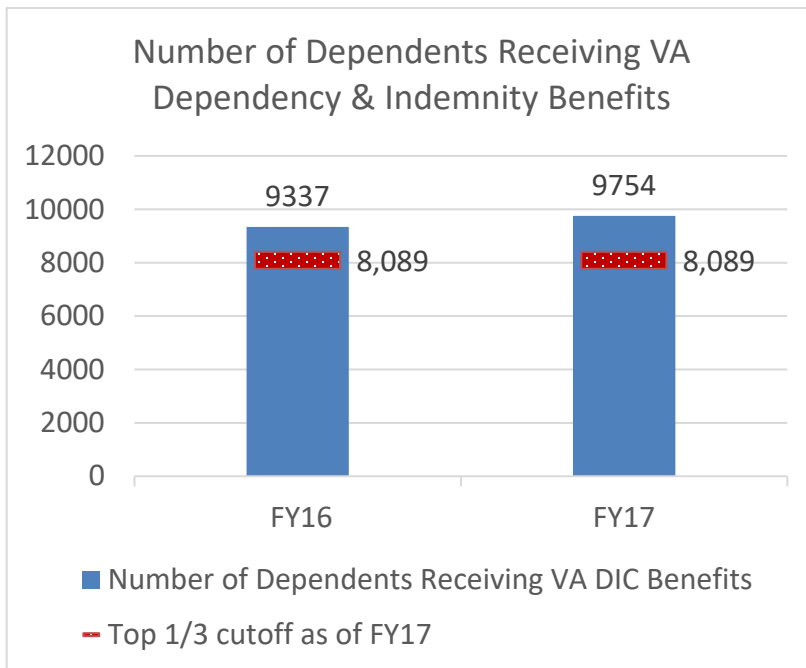
* Data is pulled from the National Center for Veterans Analysis and Statistics (Geographic Distribution of VA Expenditures and Compensation and Pension by County reports)

Goal 1 Performance Metrics Continued



Goal is to establish Michigan as a top one-third state by Oct 1, 2028.

* Data is pulled from the National Center for Veterans Analysis and Statistics (State Summaries Report)

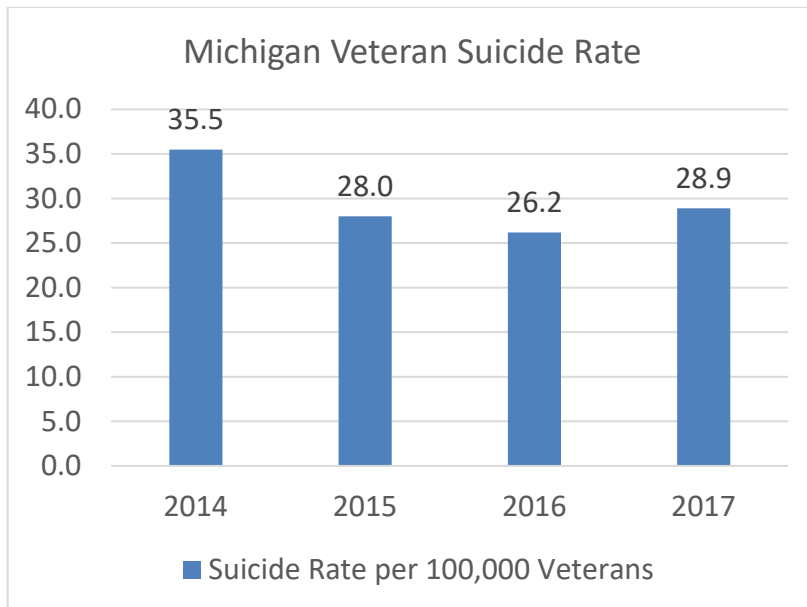


Goal is to establish Michigan as a top one-third state by Oct 1, 2028.

* Data is pulled from the National Center for Veterans Analysis and Statistics (State Summaries Report)

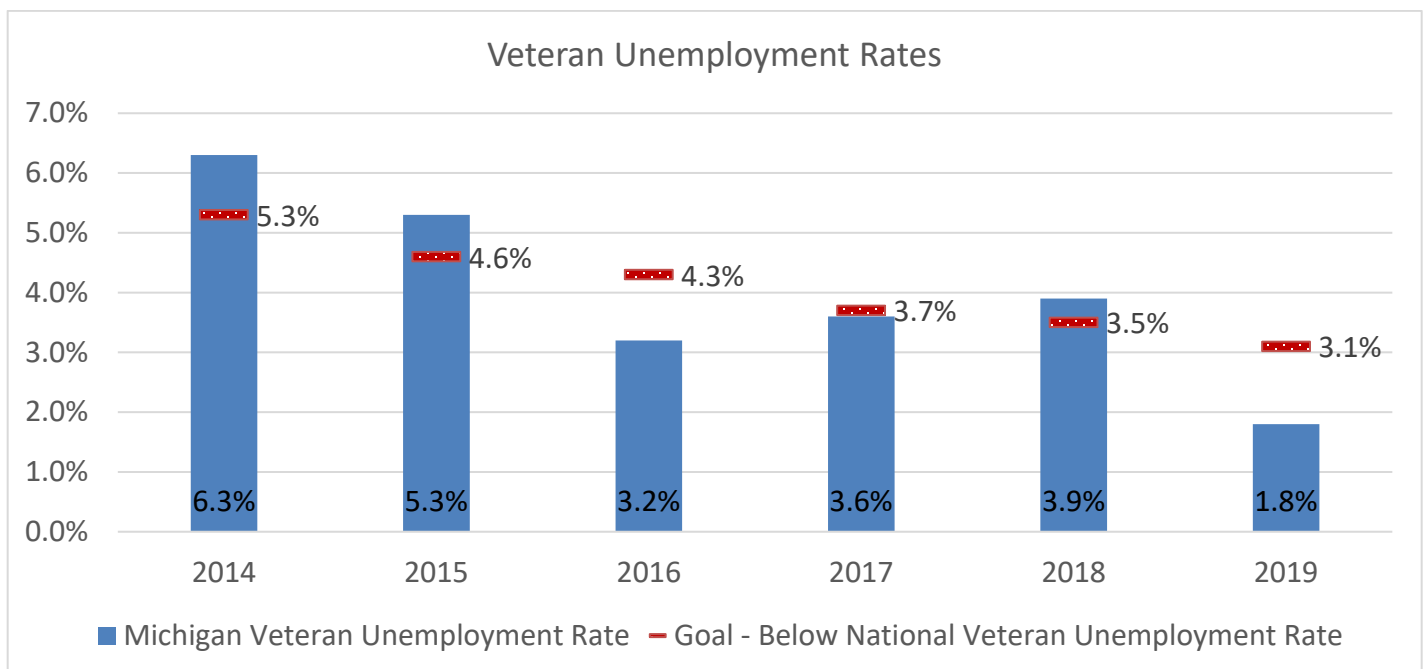
Goal 2 Performance Metrics*

(*This goal shares several performance measures with Goal 1.)



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

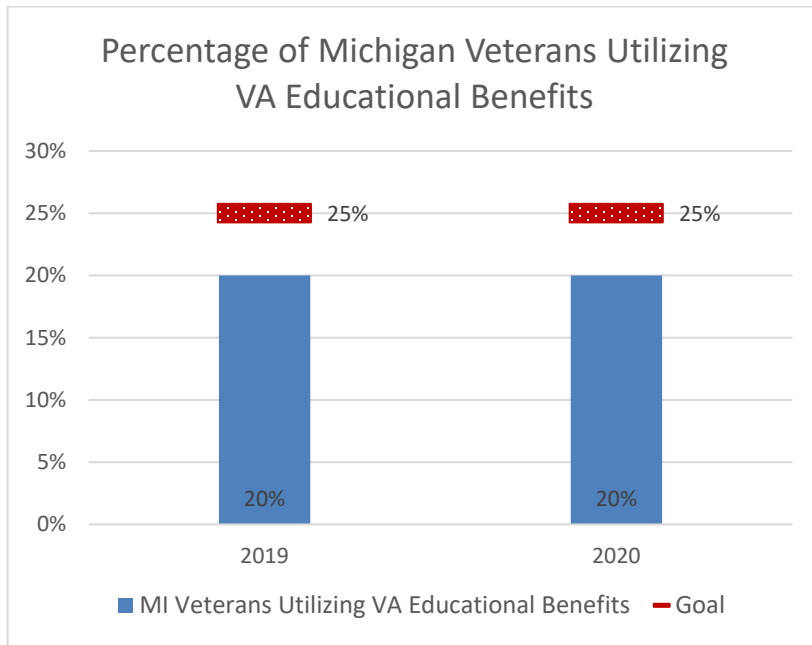
Data is pulled from [https://www.mentalhealth.va.gov/docs/data-sheets/201/Michigan_Veteran_Suicide_Data_Sheet_201*.pdf](https://www.mentalhealth.va.gov/docs/data-sheets/201*/Michigan_Veteran_Suicide_Data_Sheet_201*.pdf)



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

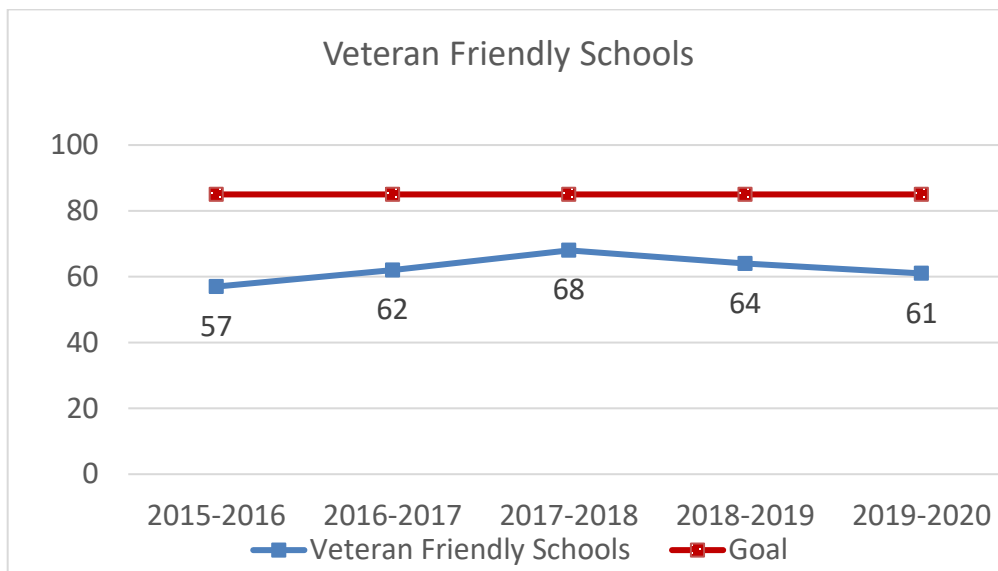
* Data was provided by DTMB's Economic Manager, Bruce Weaver.

Goal 3 Performance Metrics



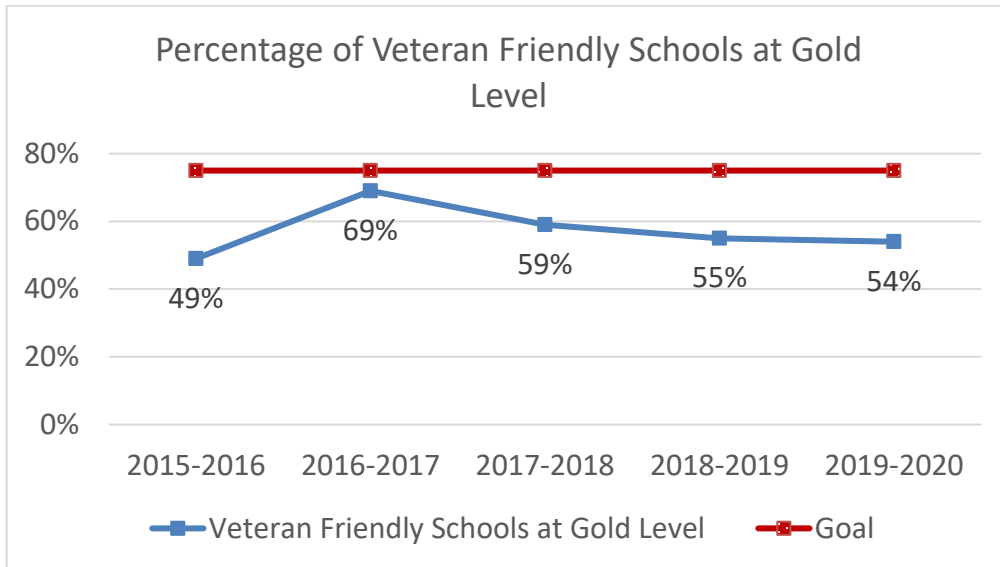
Goal is to reach 25% by Oct 1, 2029.

* Data was provided by MVAA's Strategic Analyst – Education



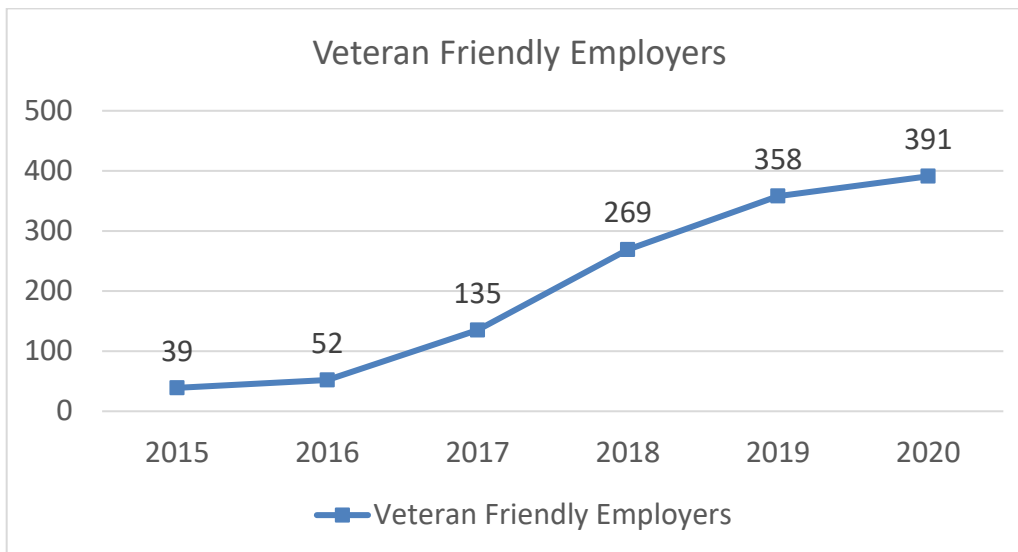
Goal is to reach 85 Veteran Friendly Schools by Oct 1, 2023.

* Data was provided by MVAA's Strategic Analyst – Education



Goal is to reach 75% of certified Veteran Friendly Schools at the gold level by Oct 1, 2023.

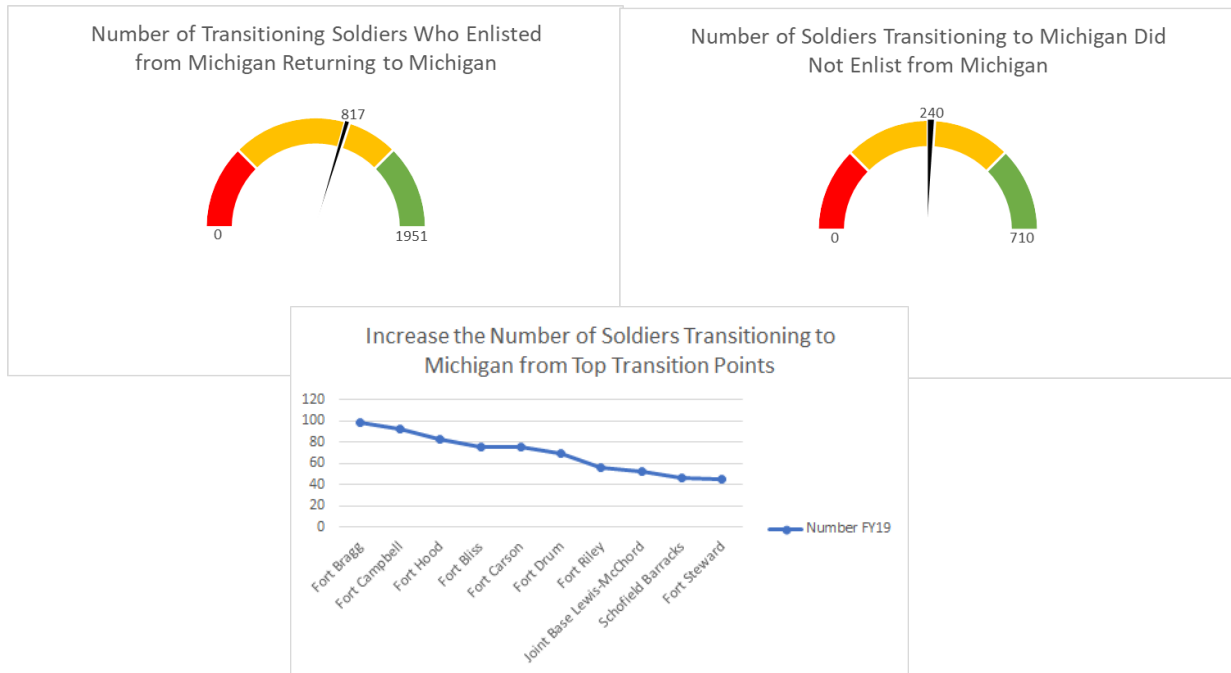
* Data was provided by MVAA's Strategic Analyst – Education



Goal is to reach 1,000 Veteran Friendly Employers by Oct 1, 2027.

* Data was provided by MVAA's Strategic Specialist

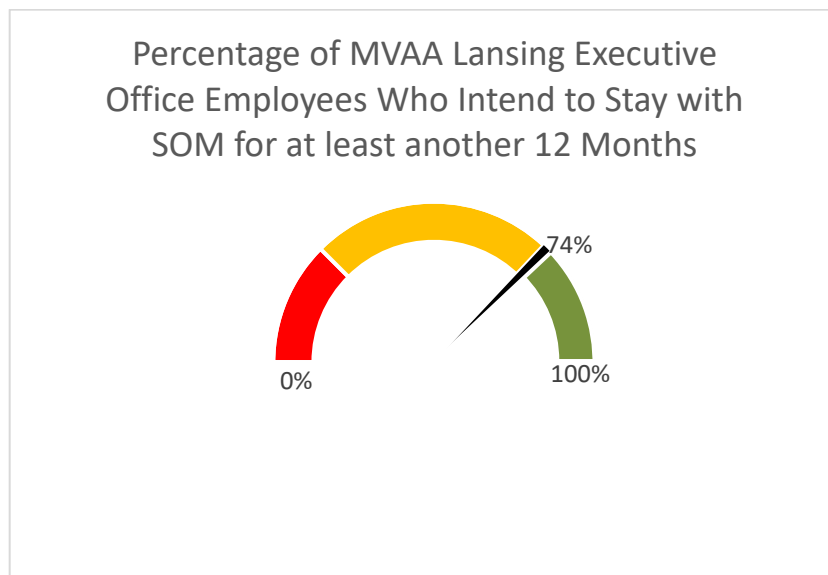
Goal 4 Performance Metrics



Goal is to increase the number of transitioning servicemembers to Michigan by 16 percent annually.

* Data was provided from the Soldier for Life Transition Overview Packet, 2018*

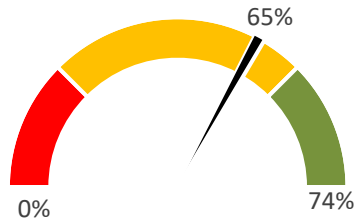
Goal 5 Performance Metrics



Goal is to reach 86% on this response in the Michigan Employee Engagement Survey by Oct 1, 2023.

* Data was pulled from the 2018 State of Michigan Employee Engagement Survey

Percentage of Champions within the MVAA



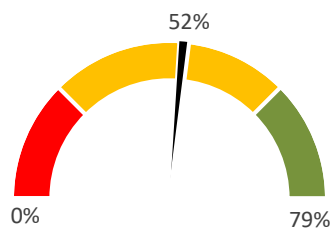
Goal is to reach 74% on this response in the Michigan Employee Engagement Survey by Oct 1, 2023.

Champions have:

- higher level of engagement and high likelihood of staying
- strong identification with organization objectives
- high level of loyalty to the organization
- high level of willingness to cooperate and motivate colleagues

* Data was pulled from the 2018 State of Michigan Employee Engagement Survey

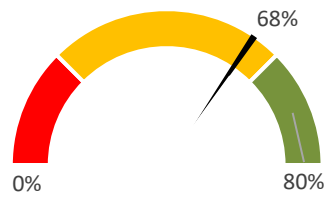
Percentage of Employees Who Agree, "I provide my opinions without fear of retaliation or retribution"



Goal is to reach 79% on this response in the Michigan Employee Engagement Survey by Oct 1, 2023.

* Data was pulled from the 2018 State of Michigan Employee Engagement Survey

Percentage of Employees Who Agree, "My work group has a climate in which diverse perspectives are encouraged and valued"



Goal is to reach 80% on this response in the Michigan Employee Engagement Survey by Oct 1, 2023.

* Data was pulled from the 2018 State of Michigan Employee Engagement Survey

Timeline and DMVA Crosswalk

Overall timeline for completion of the MVAA Strategic Plan and Crosswalk to the DMVA Strategic Plan.

MVAA Strategic Plan - Timeline and Crosswalk			Annually	10/1/18- 9/30/19	10/1/19- 9/30/20	10/1/20- 9/30/21	10/1/21- 9/30/22	10/1/22- 9/30/23	10/1/23- 9/30/24	10/1/24- 9/30/25	10/1/25- 9/30/26	10/1/26- 9/30/27	10/1/27- 9/30/28	10/1/28- 9/30/29	10/1/29- 9/30/30	10/1/30- 9/30/31
DMVA Obj	Goal/Obj	Key Task	Ongoing	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
SG1 Goal 1: Achieve Performance Excellence																
1.2	1.1: Create culture of process impr./strat. decision making to implement innovative solutions						10/1/21									
1.2.2	1.1.1.	Implement formal strategic decision-making process	x		1/1/20											
1.2.2	1.1.2.	Implement Annual Innovation Award-Agency & VCAT	x		3/1/20											
1.2.2	1.1.3.	Annually Review Lincoln Pillar Awards	x													
1.2.2	1.1.4.	Identify USDVA best practices				10/1/20										
1.2.2	1.1.5.	Establish/conduct assessment plans				10/1/20										
1.2.2	1.1.6.	Identify Top 5 most requested services				10/1/20										
1.2.2	1.1.7.	Display progress measures on website/Sharepoint, review annually	x			10/1/20										
1.2.2	1.1.8.	MVTR track long-term outcomes in pilot program					10/1/21									
1.2.2	1.2: Achieve excellence in customer service satisfaction across the agency						10/1/21									
1.2.2	1.2.1.	Track customer service across agency	x				10/1/21									
1.2.2	1.2.2.	Achieve excellent ratings across agency					10/1/21									
5.2	1.3: Develop grant application/management program				9/30/20											
5.2.1	1.3.1.	Implement new grants management program			9/30/20											
5.2.1	1.3.2.	Develop/implement internal procedures for grants			9/30/20											
1.2	1.4: Evaluate & restructure service provision model												10/1/27			
1.2.1	1.4.1.	Research different models, ID best options for MI			12/1/19											
1.2.1	1.4.2.	Reorganize structure of Targeted Outreach				10/1/20										
1.2.1	1.4.3.	Develop service provision-Tribal communities				10/1/20										
1.2.1	1.4.4.	Connect veterans in private health care with benefits				10/1/20										
1.2.1	1.4.5.	Connect incarcerated veterans, improve return to community						10/1/22								
1.2.1	1.4.6.	Develop VSO online appointment scheduling tool						10/1/23								
1.2.1	1.4.7.	Develop Telebenefits system							10/1/24							
1.2.1	1.4.8.	Develop Mobile benefits component							10/1/24							
1.2.1	1.4.9.	Benefit check-up for MING/Reserve							10/1/24							
1.2.1	1.4.10.	Increase # of women VSOs, ID on website							10/1/24							
1.2.1	1.4.11.	Connect dependents to benefits, improve overall access							10/1/24							
5.3	1.5: Develop/implement comprehensive Strategic Communications Plan		x		10/1/19											
5.3.2	1.5.1.	Develop Strategic Comm Plan			10/1/19											
5.3.2	1.5.2.	Develop marketing/ad plan			10/1/19											
5.3.2	1.5.3.	Review all messages for accessibility/inclusion	x		10/1/19											
SG3 Goal 2: Increase veteran/stakeholder engagement through improved and expanded services																
3.2	2.1: Comprehensive eval of all resources, resources aggregated & process in place to utilize						10/1/22									
3.2.2	2.1.1.	Inventory of programs, policies, services, eligibility, etc.					10/1/21									
3.2.2	2.1.2.	Resource database developed						10/1/22								
3.2.2	2.1.3.	Website updated with all resources	x					10/1/22								
3.2	2.2: Implement programs, policies, legislation that establish MI as top 1/3 state													10/1/29		
3.2.2	2.2.1.	Conduct gap analysis, determine what is still needed in state						10/1/22								
3.2.2	2.2.2.	Implement legislative agenda	x		7/1/20											
3.2.2	2.2.3.	Work w/ partners to become test bed for pilot programs	x													
3.2.2	2.2.4.	Utilize MVAA resourcing plan, ID funding needs, grants	x		9/30/20											
3.2.2	2.2.5.	Apply for/receive grant funding to expand	x			10/1/20										
3.2	2.3: Maintain robust statewide networks/coord. through inclusion of vet voice annually									10/1/25						
3.2.1	2.3.1.	Coordination/funding for veteran mental health/suicide prevention					10/1/21									
3.2.2	2.3.2.	Establish Women Veterans Program					10/1/21									
3.2.2	2.3.3.	Coordination/support by Ed. Institutions for student veterans					10/1/21									

MVAA Strategic Plan - Timeline and Crosswalk

DMVA Obj	Goal/Obj	Key Task	Annually Ongoing	10/1/18-9/30/19	10/1/19-9/30/20	10/1/20-9/30/21	10/1/21-9/30/22	10/1/22-9/30/23	10/1/23-9/30/24	10/1/24-9/30/25	10/1/25-9/30/26	10/1/26-9/30/27	10/1/27-9/30/28	10/1/28-9/30/29	10/1/29-9/30/30	10/1/30-9/30/31
3.2.2	2.3.4.	Improve employment outcomes-VFE and LEO					10/1/21									
3.2.1	2.3.5.	Coordination/support for veteran homelessness						10/1/22								
3.2.2	2.3.6.	Develop veteran legal aid assistance program							10/1/23							
		Establish "Upstream" model to connect veterans seeking public assistance												10/1/25		
3.2.1	2.3.7.															
	3.2	2.4: Maintain coordinated regional community service model-"no wrong door"													10/1/27	
3.2.2	2.4.1.	Provide TA to VCATS-Strat. Plans, SOPs, etc.	x		1/1/20											
3.2.2	2.4.2.	Develop VCAT grant program							10/1/23							
3.2.2	2.4.3.	Develop formalized veteran intake process for partner agencies								10/1/24						
3.2.2	2.4.4.	Establish 10 State Veteran Coordinating centers													10/1/27	
	3.2	2.5: Improve coordination of veteran and family referral assistance statewide													10/1/27	
3.2.2	2.5.1.	Develop intake/referral process-MVRSC, DMVA, FACs, etc.								10/1/24						
3.2.2	2.5.2.	Develop coordinated process for emergency assist. MVTF								10/1/24						
3.2.2	2.5.3.	Develop pathways(MOUs) to assist vets w/ signing up for other resources									10/1/25					
3.2.2	2.5.4.	Develop dedicated case management for MVRSC												10/1/26		
3.2.2	2.5.5.	Expand comm. b/n MVRSC and website for better engagement												10/1/26		
		2.6: MVAA will maintain a comprehensive tiered training program to educate on veteran benefits/resources						10/1/22								
3.2.1	2.6.1.	Maintain annual VSO cert. training	x													
3.2.1	2.6.2.	Provide MST, PTSD, Sensitivity training to all VSOs	x					10/1/22								
3.2.1	2.6.3.	Develop/maintain VSO-lite training for stakeholders	x					10/1/22								
3.2.1	2.6.4.	Provide annual training through State of MI Learning Center	x					10/1/22								
	3.2	2.7: Increase statewide outreach to vets to 100%/maintain connections, spec. populations								10/1/24						
3.2.2	2.7.1.	Create & maintain Veteran Speakers Bureau				10/1/20										
		Increase awareness of MVAA at community level (comm. outreach specialist)					10/1/21									
3.2.2	2.7.2.	Increase awareness of benefits/resources for special populations	x					10/1/22								
3.2.2	2.7.3.	Develop a consistent format for asking veteran status						10/1/22								
3.2.2	2.7.4.	Data-sharing agreements established with key orgs	x							10/1/24						
		MVAA's voice is expanded through publications, earned media, social media	x													
3.2.2	2.7.6.															
3.2.2	2.7.7.	Develop veteran registry								10/1/24						
SG3	Goal 3: Develop comprehensive postsecondary education, employment, and entrepreneurship opportunities															
3.3.1	3.1: Develop financial support programs to increase use of financial aid resources														10/1/29	
3.3.1	3.1.1.	Host webinars-promote student financial aid webinars for MING	x				10/1/21									
3.3.1	3.1.2.	Standardize collection/reporting for military-connected students	x					10/1/22								
3.3.1	3.1.3.	Complete financial aid/enrollment analysis								10/1/24						
3.3.1	3.1.4.	Create inventory of fed/state/local financial aid opportunities	x								10/1/25					
		Create reporting mech./annual reports-trends of military-connected students												10/1/26		
3.3.1	3.1.5.															
3.3.1	3.1.6.	Create military-connected scholarship program													10/1/29	
3.3.1	3.2: Establish 27 accelerated pathways to high-demand/high-wage occupations										10/1/25					
		Establish work group to develop statewide goals for vets/spouses														
3.3.1	3.2.1.	professional trades			10/1/19											
3.3.1	3.2.2.	Inventory of all licensure progs, fee/experience waivers				10/1/20										

MVAA Strategic Plan - Timeline and Crosswalk

DMVA Obj	Goal/Obj	Key Task	Annually Ongoing	10/1/18-9/30/19	10/1/19-9/30/20	10/1/20-9/30/21	10/1/21-9/30/22	10/1/22-9/30/23	10/1/23-9/30/24	10/1/24-9/30/25	10/1/25-9/30/26	10/1/26-9/30/27	10/1/27-9/30/28	10/1/28-9/30/29	10/1/29-9/30/30	10/1/30-9/30-31
3.3.1	3.2.3.	ID MOS that align w/ licensure programs, ID bridge/fast-track programs					10/1/21									
3.3.1	3.2.4.	Implement programs like MI Military Medic/Corpsman Program								10/1/24						
3.3.1	3.2.5.	Update VFS to account for NCD, OJT, apprenticeships									10/1/25					
3.3.1	3.3:	Strengthen VFS to support growth of military-connected student support programming								10/1/23						
3.3.1	3.3.1.	Provide grants to support VFS program	x													
3.3.1	3.3.2.	Develop webinars based on top identified topics	x													
3.3.1	3.3.3.	Provide higher ed professionals w/ best practices	x			10/1/20										
3.3.1	3.4:	MCE Database will have credits est. at min. 2 schools for top 15 high-demand careers									10/1/25					
3.3.1	3.4.1.	Create guidelines/tools for data submission to MVAA DB			10/1/19											
3.3.1	3.4.2.	Host webinars/workshops on MCE and record keeping				10/1/20										
3.3.1	3.4.3.	Host annual transfer credit workshop	x			5/1/21										
3.3.1	3.4.4.	Publish annual report on MCE database	x				11/1/21									
3.3.1	3.4.5.	Publish inventory of military-specific certs/degree bridge programs	x				5/1/22									
3.3	3.5:	Develop career maps/plans w/ VFS & VFE								10/1/23						
3.3.2	3.5.1.	Define required elements for maps					1/30/22									
3.3.2	3.5.2.	ID & procure tools for veteran career mapping						10/1/22								
3.3.2	3.5.3.	Integrate LARA licensure requirements into tool							10/1/23							
3.3.2	3.5.4.	Require use of tool for VFS, VFE							10/1/23							
3.3	3.6:	Expand VFE to increase employment opportunities for veterans and spouses									11/1/25					
3.3.2	3.6.1.	Collaborate w/ partners to create content specific to spouses					10/1/21									
3.3.2	3.6.2.	Implement HoH Corporate Fellowship program					10/1/21									
3.3.2	3.6.3.	Expand Veteran's Employment Preference						10/1/22								
3.3.2	3.6.4.	Develop criteria to expand VFE for spouses						10/1/22								
3.3.2	3.6.5.	Increase connections b/n employers/talent-GRIP, HOH, 3MCP							10/1/23							
3.3	3.7:	Increase VFE to 1,000														10/1/30
3.3.2	3.7.1.	Improve/develop relationships w/ industry assoc/orgs							10/1/23							
3.3.2	3.7.2.	Create training ambassador program for VFE								10/1/24						
3.3.2	3.7.3.	Recognize VFEs annually for support/dedication	x													
3.3.2	3.7.4.	Recruit 1000+ employers to become certified as VFE											10/1/27			
3.3.2	3.7.5.	Train min. 1000 VFE														10/1/30
3.3	3.8:	Create Entrepreneurship program to increase business ops/vet owned businesses														10/1/30
3.3.3	3.8.1.	Evaluate current entr. initiatives, laws, policies for vet. Components						10/1/22								
3.3.3	3.8.2.	Establish entre. Training programs							10/1/23							
3.3.3	3.8.3.	Develop laws, policies, partnerships, grants for entre.									10/1/25					
SG2	Goal 4: Demonstrate Michigan as an ideal location for veterans and their families															
2.2	4.1:	Demonstrate a welcoming and supportive env. for transitioning service members										10/1/26				
2.2.1	4.1.1.	Implement Veteran-Friendly Community program					9/30/22									
2.2.1	4.1.2.	Implement sponsorship/mentorship program to ease transition						10/1/22								
2.2.1	4.1.3.	Publish annual report on State of Michigan Veteran	x													
2.2.1	4.2:	Outreach to transitioning servicemembers/spouses to increase those that choose Michigan	x									10/1/26				
2.2.1	4.2.1.	Implement transition program for vets/transitioning servicemembers				10/1/20										
2.2.1	4.2.2.	Establish relationships w/ targeted transition points				10/1/20										
2.2.1	4.2.3.	Establish relationships w/ Reserve Component Career Counselors				10/1/20										
2.2.1	4.2.4.	Develop/market Why Michigan? Mobile App				10/1/20										
2.2.1	4.2.5.	Develop/implement targeted ad. Campaign-MI is ideal location				10/1/20										

MVAA Strategic Plan - Timeline and Crosswalk			Annually	10/1/18- 9/30/19	10/1/19- 9/30/20	10/1/20- 9/30/21	10/1/21- 9/30/22	10/1/22- 9/30/23	10/1/23- 9/30/24	10/1/24- 9/30/25	10/1/25- 9/30/26	10/1/26- 9/30/27	10/1/27- 9/30/28	10/1/28- 9/30/29	10/1/29- 9/30/30	10/1/30- 9/30/31
DMVA Obj	Goal/Obj	Key Task	Ongoing	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
SG4	Goal 5: Cultivate a Workplace of Choice															
	5.1	5.1: The MVAA organization structure is realigned to optimize operations.			9/30/20											
5.1.1	5.1.1.	Strengthen interoperability			12/31/19											
5.1.2	5.1.2.	Review/align staffing reqs/funding/budget	x		9/30/20											
4.3, 4.2	5.2:	MVAA improves employee retention to 85% of hires being retained for min. 3 years														10/1/23
4.3.2	5.2.1.	Every employee completed Annual Performance Measurement Plan	x													
4.3.2	5.2.2.	MVAA Wellness Team			10/1/19											
4.3.2	5.2.3.	Quarterly team building activities	x		1/1/20											
4.2.1	5.2.4.	On-boarding procedures updated/used			7/1/20											
4.2.1	5.2.5.	Every employee completed Talent Management Plan	x		8/1/20											
4.2.1	5.2.6.	Employee Recognition	x			12/1/20										
	4.1	5.3: Develop and Implement MVAA Diversity Action Plan							9/30/23							
4.1.1	5.3.1.	Convene planning group; research existing diversity plans			3/1/20											
		All MVAA employees attend Diversity/Equity/Cultural Competency														
4.1.2	5.3.2.	Training			3/1/20											
4.1.2	5.3.3.	Non-compliance complaints				1/1/21										
4.1, 4.2	5.4:	Comprehensive Training Program							10/1/21							
4.2.1	5.4.1.	Senior leaders/managers -Leadership Training			10/1/19											
4.1.	5.4.2.	Each position has defined Training Plan				10/1/20										
4.2.1	5.4.3.	Each employee has Personal Training Plan				10/1/20										
4.1.2	5.4.4.	Agency-wide Employee Assessments	x			10/1/20										
	4.2	5.5: MVAA is a preferred employer				1/1/21										
4.2.1	5.5.1.	MVAA Talent Acquisition Plan is in place				1/1/21										
4.2.1	5.5.2.	Improved candidate offer process				1/1/21										
	4.3	5.6: Physical environment of MVAA balances public accessibility with safety				10/1/20										
4.3.2	5.6.1.	Emergency Procedures/Drills	x		12/31/19											
4.3.2	5.6.2.	Security measures in place			12/31/19											
4.3.2	5.6.3.	Building fully ADA compliant				10/1/20										

Acronyms and Initialisms

3MCP	Michigan Military Medic and Corpsman Program
ADA	American and Disabilities Act
CMVE	Consortium of Michigan Veteran Educators
CoC	Continuums of Care
DD-214	Certificate of Release or Discharge from Active Duty
DiSC	Dominance, Influence, Steadiness, Conscientiousness- A Behavior Assessment Tool
DHHS	(Michigan) Department of Health and Human Services
DoD	Department of Defense
DMVA	(Michigan) Department of Military and Veterans Affairs
DTMB	(Michigan) Department of Technology, Management and Budget
FAC	Family Assistance Center
GRIP	Guard Reserve Interview Promise
HoH	Hiring Our Heros
KIA	Killed in Action
LARA	(Michigan Department of) Licensing and Regulatory Affairs
LEO	(Michigan Department of) Labor and Economic Opportunity
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Queer
MACRAO	Michigan Association of Collegiate Registrars and Admissions Officers
MASU	Michigan Association of State Universities
MBTI	Myers-Briggs Type Indicator- A Personality Inventory
MCAN	Michigan College Access Network
MCCA	Michigan Community College Association
MCE	Military Credit Equivalency
MIA	Missing in Action
MICU	Michigan Independent Colleges & Universities
MING	Michigan National Guard
MINGSTAP	Michigan National Guard State Tuition Assistance Program
MiVEC	Michigan Veteran Employment Council
MiVETS	Michigan Veterans Employment and Training Services Program
MMTO	Michigan Military Transition Office
MOU	Memorandum of Understanding
MSHDA	Michigan State Housing Development Authority
MST	Military Sexual Trauma
MVAA	Michigan Veterans Affairs Agency
MVI	Michigan Veteran Initiative
MVRSC	Michigan Veterans Resource Service Center
MVTF	Michigan Veterans Trust Fund
MWVC	Michigan Women Veterans Coalition
NAACP	National Association for the Advancement of Colored People
NASPA	National Association of Student Personnel Administrators
NCD	Non-College Degrees
OJT	On-the-job Training
POW	Prisoner of War
Power BI	Interactive Data Visualization Software

PTSD	Post-Traumatic Stress Disorder
RCCC	Reserve Component Career Counselor
SIGMA	Statewide Integrated Governmental Management Applications
SOM	State of Michigan
USDVA	United States Department of Veterans Affairs
VA	Veterans Affairs
VCAT	Veteran Community Action Teams
VFE	Veteran-Friendly Employer
VFS	Veteran-Friendly School
VSO	Veteran Service Officer