

Michigan Veterans Affairs Agency

Strategic Plan



October 2020

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1-800-MICH-VET



Michigan.gov/MVAA



Foreword

Director's Message

Since its creation in 2013, the Michigan Veterans Affairs Agency (MVAA) has been committed to connecting Michigan's more than 516,000 veterans and their families to the services and support they earned while serving this great nation. As the Director of MVAA, I pledge to lead the agency toward the goals of ending veterans experiencing homelessness, ending veterans' suicide and improving access to mental healthcare, and making Michigan the state veterans choose to live, raise a family, work and retire.



MVAA's 2025 Strategic Plan continues to focus on increasing awareness and support of all veterans, and we want to connect Michigan veterans to the benefits and resources they have earned through their service. We aim to reach all veterans including underserved veteran populations. The demographics and geography of Michigan veterans pose a unique communication challenge, however MVAA is dedicated to finding new ways to reach and support veterans in every phase of their lives.

MVAA has the honor of serving all who have served, including Michigan National Guard members, Reservists and all those who call Michigan home. We do this by working to overcome obstacles veterans may face when pursuing employment, education, healthcare and quality of life benefits and services.

This plan also focuses on strengthening existing partnerships and developing new ones with federal, state, and local government agencies, veteran service organizations, and other organizations that serve Michigan veterans and their families.

MVAA is fortunate to have dedicated employees, many of whom have a connection to the armed forces. We strive to attract talent who share our passion for serving veterans and their families and take pride that our team feels respected, valued, and MVAA is a place where they can learn, grow, and advance in their careers.

This strategic plan is a living document that will be reviewed annually. The following pages serve as a guide as we continue to take on important work and advocacy efforts for our veterans.

Sincerely,

A handwritten signature in black ink that reads "Brian Love".

Brian Love, MVAA Director

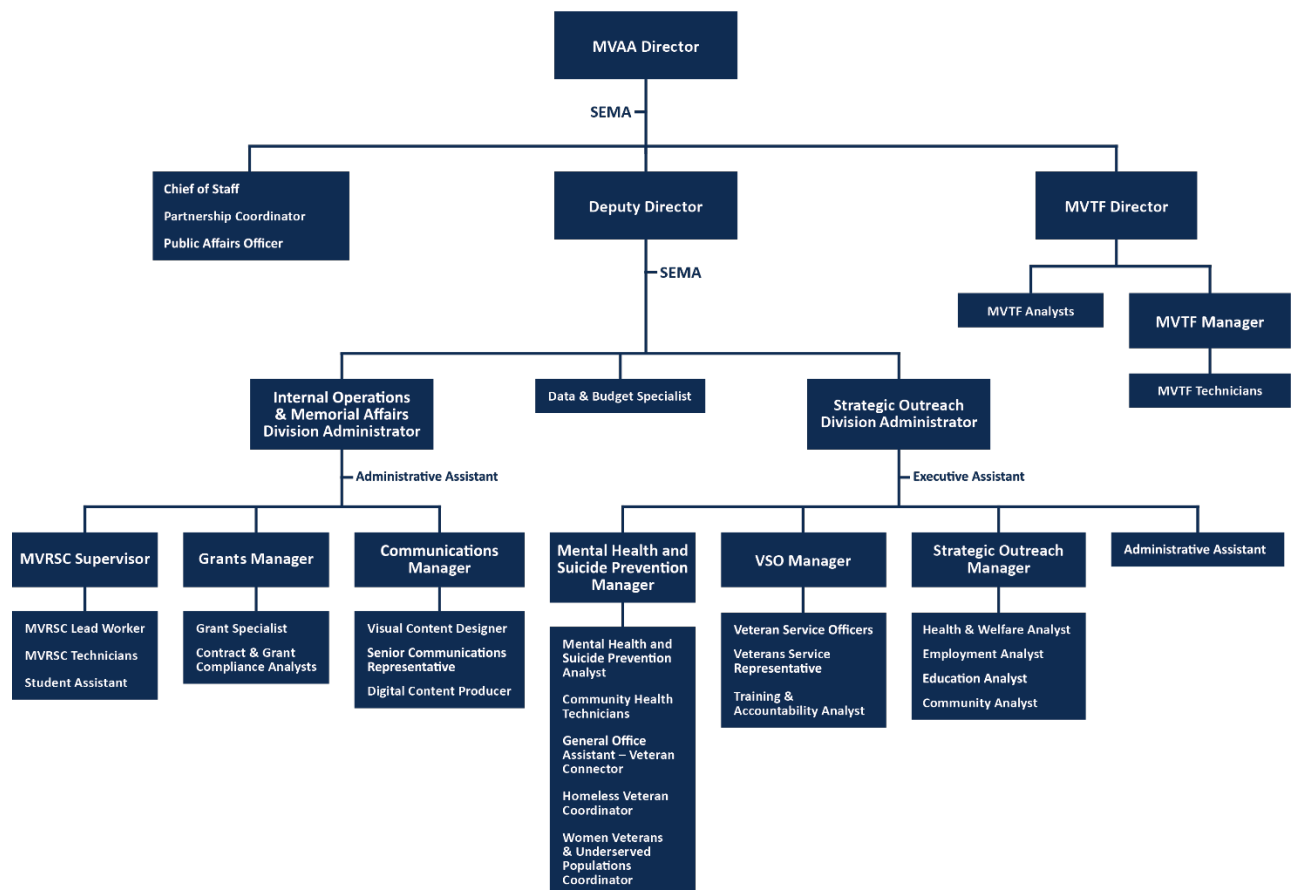
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MVAA Strategic Plan and Purpose

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

Organizational Structure



Mission

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

Vision

Michigan as a destination veteran's 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 leveraging Michigan's unique blend of geography, people, and technology-based industry.
- **The Cornerstone of Michigan Communities.** Dedicated Michigan citizens invested as lifelong partners in building thriving communities.
- **Workplace of Choice.** A department that values its team members, demonstrates a commitment to individual and organizational development, and generates loyalty and pride across the team.
- **Center of Performance Excellence.** DMVA is a collaborative organization providing ever-improving value to its stakeholders and achieves sustained organizational effectiveness.

About MVAA

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

The agency works to identify and break down barrier's 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 veteran's services currently found in 14 state agencies as well as hundreds of community-based veteran programs to create a “no wrong door” access to benefits and services.

Direct services provided by MVAA to veterans include:

- **The Michigan Veteran Resource Service Center** (800-MICH-VET) and 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 to maximize their receipt of available services and benefits.

Strategic Plan Framework

Design

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

Process

MVAA works with staff at all levels across the agency to develop the strategic plan. Through multiple planning sessions, teams have identified key areas of focus that resulted in the development of 5 key goals and 18 strategic objectives. For detailed information on action steps to meet objectives, a detailed plan is located internally for MVAA employees with oversight from managers and directors. Following the publication of the revised 2025 plan, divisions within MVAA will utilize key tasks and develop action plans for implementation and tracking purposes.

Goals and Objectives

Goal 1: Achieve performance excellence.

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

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

Key Tasks:

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

Objective 1.2: Develop a method to measure customer service satisfaction within the Michigan Veterans Resource Service Center. (Annually) (Primary: MVRSC Manager)

Key Tasks:

- 1.2.1 Achieve or exceed an 85 percent rating on survey information when asked: "our customers agree that they had a positive experience with MVAA, received information related to their request, would recommend us to veterans and their families, and the referred resources resolved their concerns." (Ongoing) (OPR = MVRSC Supervisor)
- 1.2.2 Verify, update, and make readily available to the public a free veteran legal aid list with the

Michigan Attorney General's Office, State Bar Association, and other entities. (Annually) (OPR = Director of Strategy & Outreach)

Objective 1.3: Maintain the grant application and management program of state-distributed grant funds, supporting the Statewide Veteran Service Provision Grant (SVSPG), County Veteran Service Fund (CVSF), the Michigan Veteran Service Organizations Networking Grant (MiVSONG) and other legislative mandated grant programs. (Ongoing) (Primary: Internal Operations & Memorial Affairs Director)

Key Tasks:

- 1.3.1 Develop necessary policy and procedure to ensure effective processing and oversight of the grant cycle of each grant the agency administers. (October 1, 2025) (OPR= Grant Manager)
- 1.3.2 Oversee internal procedures that include processes for application announcements and review, financial oversight, grant management, and grant monitoring following state grant procedures while meeting the legislative intent of the appropriation. (Ongoing) (OPR = Grant Manager)

Objective 1.4: Evaluate and implement continuous improvements to the veteran service officer provision model to increase the percentage of veterans and/or dependents seeking compensation benefits, and who ultimately become connected to compensation benefits and VA health care. (Ongoing) (Primary: Veteran Service Officer Manager)

Key Tasks:

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

Goal 2: Improve and expand veteran services.

Description: MVAA is focused on an overall improvement of services to veterans and their families through increased connections and coordination statewide. By continuing the "no wrong door"

philosophy, MVAA connects veterans and their families to the benefits and services they have earned. MVAA is the central coordinating point for veterans' programs, initiatives, and services in Michigan. MVAA works as a key partner in state-sponsored veteran initiatives providing information and encouraging collaboration to optimize service delivery and ensure efficient administration of these services. MVAA strives to provide equal and equitable access to services and benefits for Veterans and their families.

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

Objective 2.1: Implement processes to best utilize, evaluate, and disseminate federal, state, and local veteran and community resources to support and assist veterans, service members, and their families. (Primary: Director Internal Operations & Memorial Affairs)

Key Tasks:

- 2.1.1 Maintain and distribute up-to-date information on all state government veteran-related resources and veteran-centric events through the MVAA website and social media outlets. (Ongoing) (OPR = Communications Manager)
- 2.1.2 Continue to enhance and implement a comprehensive Strategic Communication Plan annually by fiscal year to include strategic messages, advertising and marketing, and ADA compliance. (Ongoing) (OPR = Communications Manager)

Objective 2.2: Implement programs, policies, and support legislation establishing Michigan as a highly desired state for veterans. (Oct 1, 2028) (Primary: Deputy Director)

Key Tasks:

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

Objective 2.3: Continue to find innovative ways to encourage veteran identification and provide opportunities for these veterans to connect to the benefits they have earned with an emphasis on Underserved Veteran Populations. (Ongoing) (Primary: Mental Health and Suicide Prevention Manager)

Key Tasks:

- 2.3.1 Increase utilization of and access to MVAA's services and supports for Underserved Veteran Populations. (Ongoing) (OPR = Underserved Populations Coordinator)

- 2.3.2 Leverage resources, access to policy/legislative and decision-making spaces, partnerships, etc. to remove barriers veterans from tribal nations face to accessing services. (Ongoing) (OPR = Underserved Populations Coordinator)
- 2.3.3 Support the needs of veterans who are justice-involved and formerly incarcerated by partnering with state and local entities designed to eliminate stigma, foster equitable practices and provide a sustainable continuum of care. (Ongoing) (OPR = Underserved Populations Coordinator)

Objective 2.4: Enhance and expand initiatives to support homeless and at-risk veterans in Michigan by strengthening programs, partnerships, data collection and quality and outreach. (October 1st, 2028) (Primary = Mental Health and Suicide Prevention Manager)

Key Tasks:

- 2.4.1 Implement a system to track progress and outcomes of service members, veterans, and their families experiencing homelessness. Use data to identify gaps in services and inform future strategic planning efforts. (Ongoing) (OPR = Homeless Veteran Coordinator)
- 2.4.2 Expand partnerships and collaborative efforts to grow the Unite MI platform to include federal, state, and local echelons of care to enhance services and fill in gaps in care. (September 30, 2025) (OPR = Homeless Veteran Coordinator)

Objective 2.5: Continue to find innovative ways to support veteran and family programming at the state, regional, and community levels. (Oct 1, 2027) (Primary: Partnership Coordinator)

Key Tasks:

- 2.5.1 Provide support and assistance to Michigan community veteran service and serving organizations through strategic planning, applying best practices, and collaboration as needed. (Ongoing) (OPR = Partnership Coordinator).
- 2.5.2 Maintain a dedicated, competitive, grant program to fund special projects and meet regional needs. (Ongoing) (OPR = Grants Manager)
- 2.5.3 Maintain the process and coordination of referring veterans in need of emergency assistance to/from the Michigan Veteran Trust Fund, Military Family Relief Fund, Community Action Agencies, Service Members Civil Relief Act, DHHS, and other reliable emergency assistance programs across the state through the Michigan Veteran Resource Service Center (MVRSC). (Ongoing) (OPR = MVRSC Supervisor)
- 2.5.4 Develop and implement a support system for call center technicians within the MVRSC for cases involving additional assistance, repeat assistance, or unique resource development. (Oct 1, 2026) (OPR = MVRSC Supervisor)
- 2.5.5 Encourage interaction and continued growth and establishment of robust community-based veteran serving organization collaboratives as MVAA recognized Veteran Community Action Teams. (Ongoing) (OPR= Strategic Outreach Manager)

Objective 2.6: MVAA will maintain a comprehensive tiered training program to educate Veteran Service Officers (VSOs), providers, and stakeholders on veteran benefits and resources. (Ongoing) (Primary: Veteran Service Officer Manager)

Key Tasks:

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

Objective 2.7: Continue to increase statewide outreach to veterans and maintain long-term connections through focused data-sharing and purposeful partnerships. (Ongoing) (Primary: Deputy Director)

Key Tasks:

- 2.7.1 MVAA will maintain a veteran speakers bureau and collection of digital resources to help children (K-12) understand the work and sacrifices veterans have made for their country. (Ongoing) (OPR = Community Analyst)
- 2.7.2 Maintain key points of contact, sustain relationships, and conduct training for key partners, stakeholders, and associates to increase awareness of veteran benefits and resources. Ensure a comprehensive tracking tool is used, shared, and updated annually within the agency detailing points of contact, agency relationship, and contact information. (Ongoing) (OPR = Partnership Coordinator)
- 2.7.3 Maintain consistent formatting for asking veteran status on forms and assisting veterans with how to properly identify themselves, "Have you ever served in the United States Uniformed Services?" (Ongoing) (OPR = Director of Strategy & Outreach)
- 2.7.4 Establish and update data-sharing agreements with applicable federal, state, and county departments to improve the sharing of veteran-benefit and resource-related information within the veteran population. (Annually no later than September 30) (OPR = Director of Strategy & Outreach)
- 2.7.5 Maintain the list of veterans registered through the state when they update their state ID through the Secretary of State (SOS) and provide these veterans with an annual report of activities from MVAA. (Ongoing) (OPR = Communications Manager)

Objective 2.8: Continue increased statewide outreach to veterans, their families, and support groups regarding mental health and suicide prevention services. (Ongoing) (Primary: Mental Health and Suicide Prevention Manager)

Key Tasks:

- 2.8.1 Continue participation in the Governor's Challenge to increase coordination and secure additional funding related to veterans, servicemembers (active, guard, and reserves) and their families and support groups regarding mental health and suicide prevention by ensuring there is a veteran component in statewide mental health and suicide prevention

initiatives focused on the three priority areas (ask the question; improve care transitions, lethal means safety). (Ongoing) (OPR = Suicide Prevention Analyst)

2.8.2 Continued expansion of the Veteran Connector Program. (Ongoing) (OPR=Suicide Prevention Analyst)

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

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

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

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

Objective 3.1: Support the growth of military-connected student services at Michigan postsecondary institutions by connecting them to comprehensive financial and support programs to increase access to and use of the programs benefiting military connected learners. (Primary: Strategic Outreach Manager)

Key Tasks:

- 3.1.1 Host or participate in a minimum of four educational webinars and outreach events per year for veterans, and service members including Active Duty, National Guard, and Reserve components, and military-connected dependents to provide information on student financial aid and other education benefits. (Annually) (OPR = Education Analyst)
- 3.1.2 Establish relationships and improve collaborative efforts with Veteran-Friendly Schools (VFS) to enhance military-connected student services. (Ongoing) (OPR = Education Analyst)
- 3.1.3 Provide direct campus outreach by completing campus visits and hosting virtual meetings to address institution-specific needs with at least 33% of certified VFS annually; ensuring 100% of schools are being visited every 36 months (Annually by September 30) (OPR = Education

Analyst)

- 3.1.4 Provide higher education professionals with best practices and innovative approaches to increase awareness of post-secondary education opportunities, certification-based training, on-the-job training, internships, apprenticeships, and other non-degree secondary-education programs as well as online programs available outside the State of Michigan that currently serve and train Michigan veterans. (Ongoing) (OPR = Education Analyst)

Objective 3.2: Support Veteran employment initiatives, key transition pathways, and build impactful partnerships leading to greater opportunities for Veterans, their families, and caregivers. (Ongoing) (Primary: Strategic Outreach Manager)

Key Tasks:

- 3.2.1 Establish relationships and improve collaboration of Veteran-Friendly Employers (VFE) and other veteran employment organizations, to provide talent attraction and retention strategies of veterans, their dependents, and caregivers. (Ongoing) (OPR = Employment Analyst)
- 3.2.2 Recruit and retain quality companies into the VFE program. (Annually) (OPR = Employment Analyst)
- 3.2.3 Completes an annual review of at least 33% of employers enrolled in the VFE program to determine appropriate recognition of each; ensuring 100% are reviewed every 36 months. (Annually by September 30) (OPR = Employment Analyst)
- 3.2.4 Cultivate partnerships and programs facilitating transition pathways for veterans and their dependents, creating opportunities for transitioning service members to choose Michigan. (Ongoing) (OPR = Employment Analyst)

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

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

Objective 4.1: Demonstrate a welcoming and supportive environment, which focuses on outreach efforts, for Michigan veterans and service members transitioning from active duty, the National Guard and reserve components who have not connected to federal, state or local benefits or programming. (Ongoing) (Primary: Deputy Director)

Key Tasks:

- 4.1.1. Prepare an annual report on the state of the Michigan veterans to be published on the

- MVAA website. (Annually by Dec 1) (OPR = Communications Manager)
- 4.1.2. When requested, assign a Volunteer Mentor through the MVAA's Veteran Mentorship Initiative to support veterans, transitioning service members, and their families. (Ongoing) (OPR = Community Analyst)
- 4.1.3. Enhance and improve the Why MI app and continue to market it to veterans and service members in Michigan and across the nation. (Sep 30, 2026) (OPR = Communications Manager)
- 4.1.4. Work with the DMVA in support of the acquisition of land, design, and the creation of a State Veterans Cemetery (Sep 30, 2027) (OPR = Deputy Director)

Goal 5: Cultivate a workplace of choice.

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

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

MVAA has a healthy workplace culture. All staff feel safe and respected and are treated how they would like to be treated.

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

Objective 5.1: MVAA's organizational structure is realigned to optimize operations and improve employee retention over a three- year period (October 1, 2028). (Ongoing)
(Primary: MVAA Director)

Key Tasks:

- 5.1.1 Review and align staffing requirements, funding resources, and budget projections in support of MVAA's strategic plan. (Annually by September 30) (OPR = Deputy Director)
- 5.1.2 Every employee has completed an Annual Performance Evaluation Plan in conjunction with their supervisor with clear measurements for success within three months, six months, and twelve months of hire and at their annual review, starting immediately. (Annually by March 1) (OPR = Deputy Director)
- 5.1.3 The MVAA Wellness Team will utilize the "Designing Healthy Environments at Work" tools and resources to grow and sustain a worksite environment supporting healthy lifestyles.

(Ongoing) (OPR = Health and Welfare Analyst)

- 5.1.4 Agency, division and section-wide team building activities are provided at least quarterly to build healthy team relationships. (Ongoing) (OPR =Deputy Director)
- 5.1.5 Revise and improve the agency's onboarding procedures, HR Orientation Program, and refresher program will be developed and used consistently. (October 1, 2025, and ongoing, updates annually). (OPR = Chief of Staff)
- 5.1.6 Maintain a robust Employee Recognition program providing opportunities for recognition among all levels of employees. (Ongoing) (OPR = Deputy Director)

Objective 5.2: Ensure MVAA adheres to the diversity, equity, and inclusion (DEI) standards established by DMVA and the State of Michigan on an annual basis. (Annually) (Primary: Chief of Staff)

Key Tasks:

- 5.2.1 Develop and implement an MVAA Diversity Action Plan and Policy that adheres to DMVA and State of Michigan guidelines, which includes reporting procedures. (October 1, 2025) (OPR = Chief of Staff)
- 5.2.2 Mandatory DEI training will be provided to all employees. Agency-wide training will be offered to include employee assessments to maximize the use of staff strengths within their defined roles (Ongoing) (OPR=Chief of Staff)
- 5.2.3 DEI initiatives will be implemented to ensure all cultures, backgrounds and experiences, are valued resulting in fair and equitable opportunities for all employees. (September 30, 2026) (OPR=Chief of Staff)

Objective 5.3: The physical environment of MVAA will balance public accessibility with safety. (Ongoing) (Primary: Deputy Director)

Key Tasks:

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

Acronyms and Definitions

Definitions

No Wrong Door: A term used to describe MVAA's approach to supporting all veterans and their families, regardless of time served, era of service, or character of discharge. MVAA supports anyone who connects with the agency in finding the support, tools, and resources they seek and need. MVAA is committed to ensuring every person who connects with the agency receives the same quality of support and service establishing itself as the one location where everyone can receive the support they need.

Underserved Veteran Population: Woman, tribal, incarcerated and aging veterans as well as veterans experiencing homelessness, veterans with behavioral health concerns, LGBTQ+ veterans, and other historically underserved veterans.

Veteran Service Officers: A trained and accredited professional who assists veterans with navigating the complex world of benefits and services available to them. A Veteran Service Officer assists with applying for VA benefits, filing claims, and finding healthcare and housing solutions.

Veteran Service Organizations: serves veterans by helping them understand and claim VA benefits, seek employment, and readjust to civilian life. They provide free professional assistance to veterans and their families in obtaining benefits and services earned through military service. Organizations such as the American Legion, Veterans of Foreign Wars (VFW), Disabled American Veterans (DAV), and Vietnam Veterans of America are a few examples of Veteran Service Organizations.

Acronyms

ADA	American and Disabilities Act
DEI	Diversity, Equity, and Inclusion
DHHS	(Michigan) Department of Health and Human Services
DMVA	(Michigan) Department of Military and Veterans Affairs
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer
MING	Michigan National Guard
MVAA	Michigan Veterans Affairs Agency
MVRSC	Michigan Veterans Resource Service Center
MVTF	Michigan Veterans Trust Fund
MWVC	Michigan Women Veterans Coalition
SOM	State of Michigan
VA	Veterans Affairs
VFE	Veteran-Friendly Employer
VFS	Veteran-Friendly School
VSO	Veteran Service Officer

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