

Strategic Plan

Department of Veterans Affairs FY 2014-2020 Strategic Plan

Rapidly evolving technology across multiple disciplines, an increasingly unpredictable world, shifting social and demographic changes, and tight fiscal constraints drive the Department of Veterans Affairs (VA) to continually reassess how to efficiently and effectively provide the best services and benefits for America’s Veterans. We serve a shrinking, but increasingly diverse, Veteran population. The number and complexity of disability claims continue to increase. Changes in health technologies, health legislation, and health care delivery systems will impact both public and private sector health care models. Technological advances in all disciplines are changing the way we communicate, learn, shop, travel, monitor our health, conduct warfare, and even memorialize the fallen. Our service to Veterans must reflect these changes.

This VA Strategic Plan for FY 2014-2020 builds on our prior (FY 2011-2015) strategic plan. We will continue to significantly transform how we operate as a Department. We will keep the promises we have made to increase access, eliminate the claims backlog, and end Veteran homelessness. VA is committed to these promises, and its commitment is reflected in the selection of these promises as the Department’s top priority goals, the Agency Priority Goals (APGs). In addition, this plan places a stronger emphasis on defining success by Veteran outcomes; enhancing the quality of and access to benefits and services through integration within VA and with our partners; and developing our workforce with the skills, tools, and leadership to meet our clients’ needs and expectations.

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Organization

Name: Department of Veterans Affairs
Acronym: VA
Description: The Department of Veterans Affairs (VA), established as an independent agency under the President by Executive Order 5398 on July 21, 1930, was elevated to Cabinet level on March 15, 1989 (Public Law No. 100-527). The laws relating to Veterans benefits are revised, codified, and enacted as Title 38, United States Code, Veterans' Benefits. The Department of Veterans Affairs was established by Public Law No. 100-527 and all laws relating to Veterans benefits are revised, codified, and enacted as Title 38, United States Code, Veterans' Benefits. The Department of Veterans Affairs serves America's Veterans and is their principal advocate to ensure that they receive medical care, benefits, social support, and lasting memorials. The Department promotes the health, welfare, and dignity of all Veterans in recognition of their service to this Nation.

Stakeholder(s):

Eric K. Shinseki

Role: **Secretary of Veterans Affairs** **P**

Veterans: VA serves Veterans. Our success must be defined by Veterans. We intend to measure Veteran success in terms relevant to individual Veteran outcomes from VA benefits and services such as decreasing Veteran unemployment, decreasing home foreclosures, decreasing homelessness, reducing processing times for disability compensation claims, increasing preventive care and healthy lifestyle changes, and increasing access to and utilization of virtual care modalities. We trust our military Servicemembers to protect our freedoms every day. The men and women serving our Nation can, in turn, trust VA to be an accessible advocate for Servicemembers, Veterans, survivors, and their beneficiaries – a model of unrivaled excellence in providing high quality and integrated services as an agile and innovative organization.

Role: **Beneficiaries** **B**

Members of the Army: VA is a customer service organization. We serve Veterans. Veterans are individuals who have served in one of the seven uniformed services who meet the length of service and character of discharge requirements prescribed by law. This includes the Army, Navy, Marine Corps, Air Force, Coast Guard, Public Health Service, and Commissioned Officer Corps of the National Oceanic and Atmospheric Administration as well as eligible members of the Reserve and National Guard components, World War II Merchant Mariners, and certain members of the Philippine Armed Forces.

Role: **Beneficiaries** **B**

Members of the Navy

Role: **Beneficiaries** **B**

Members of the Marine Corps

Role: **Beneficiaries** **B**

Members of the Air Force

Role: **Beneficiaries** **B**

Members of the Coast Guard

Role: **Beneficiaries** **B**

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Stakeholder(s):— continued

Members of the Public Health Service

Role: **Beneficiaries** **B**

Commissioned Officer Corps of the National Oceanic and Atmospheric Administration

Role: **Beneficiaries** **B**

Members of the Reserve

Role: **Beneficiaries** **B**

Members of the National Guard

Role: **Beneficiaries** **B**

World War II Merchant Mariners

Role: **Beneficiaries** **P**

Members of the Philippine Armed Forces

Role: **Beneficiaries** **B**

Spouses of Veterans: VA also provides benefits and services to eligible survivors, spouses, dependents, and parents of Veterans, as well as caregivers of certain disabled Veterans.

Role: **Beneficiaries** **B**

Dependents of Veterans

Role: **Beneficiaries** **B**

Parents of Veterans

Role: **Beneficiaries** **B**

Caregivers of Disabled Veterans

Role: **Beneficiaries** **B**

Servicemembers: Servicemembers in an active status may also be eligible for certain VA benefits and services, such as Servicemembers' Group Life Insurance, Traumatic Injury Protection, the Post-9/11 GI-Bill, and the VA home loan program.

Role: **Beneficiaries** **B**

Mission

To fulfill President Lincoln's promise

- "To care for him who shall have borne the battle, and for his widow and his orphan" Lincoln, Abraham." Second Inaugural Address." Inauguration. United States Capital, Washington, D.C. 4 Mar. 1865.
- By serving and honoring the men and women who are America's Veterans

Values

Integrity: VA's five core values underscore the obligations inherent in VA's mission: Integrity, Commitment, Advocacy, Respect, and Excellence. The core values define "who we are," our culture, and how we care for Veterans and eligible beneficiaries. Our values are more than just words -- they affect outcomes in our daily interactions with Veterans and eligible beneficiaries and with each other. Taking the first letter of each word -- Integrity, Commitment, Advocacy, Respect, Excellence -- creates a powerful acronym, "I CARE," that reminds each VA employee of the importance of their role in this Department. These core values come together as five promises we make as individuals and as an organization to those we serve.

Commitment:

Advocacy:

Respect:

Excellence:

Trustworthiness: VA's core characteristics define "what we stand for," and help guide how we will perform our mission. They shape our strategy, guide the execution of our mission, and influence key decisions made within VA. The characteristics are Trustworthy, Accessible, Quality, Agile, Innovative, and Integrated.

Accessibility:

Quality:

Agility:

Innovation:

Integration:

Agency Priority Goal 1: Benefits & Services

Improve Veteran Access to VA Benefits and Services

Stakeholder(s):

Veterans

Role: **Beneficiaries** **B**

Servicemembers

Role: **Beneficiaries** **B**

VA Beneficiaries

Role: **Beneficiaries** **B**

Other Information

VA’s focus in FY 2014-2015 is to deliver seamless and integrated services while increasing the efficiency and effectiveness of virtual access. To achieve the best possible outcomes for Veterans, Servicemembers, and eligible beneficiaries, VA will improve access to, and encourage the use of, its virtual benefits and services. VA and DoD have established a jointly supported portal known as eBenefits, which allows Veterans, Servicemembers, and other eligible beneficiaries to access and submit information when, where, and how they want. The development and proliferation of virtual access to care supports an organizational approach that is personalized, proactive, and patient-driven. VA virtual health services use technology and health informatics to provide Veterans with better access and more effective care management. Advances in virtual care expand where health care services can be accessed, reduce the need for travel to medical facilities, and transform VA’s delivery of health care and its effect on patients’ health outcomes. Improved access to care through telehealth and other virtual services is of particular benefit to rural Veterans, as well as those with chronic conditions and/or impaired mobility.

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Agency Priority Goal 2: Claims Backlog

Eliminate the Disability Claims Backlog

Stakeholder(s):

Disabled Veterans

Role: Beneficiaries **B**

Other Information

VA will provide timely, accurate decisions on Veterans' disability claims and eliminate the claims backlog in FY 2015. Improving quality and reducing the length of time it takes to process disability claims are integral to VA's mission of providing benefits to eligible Veterans in a timely, accurate, and compassionate manner. To improve benefits delivery, VA is transitioning to an electronic claims process that will reduce processing time and increase accuracy. As of the end of September 2013, over 60 percent of VBA's inventory is in electronic format and is being processed electronically by VBA employees using the Veterans Benefits Management System (VBMS). In addition, VA is delivering training that is more aligned with the needs of the workforce to operate in this electronic environment. VBA is encouraging Veterans to submit Fully Developed Claims (FDC) that include all supporting evidence when the claim is filed. The FDC is typically the fastest way for Veterans to receive a decision on their claims. Increasing the number of FDCs filed electronically by Veterans, or by Veterans' representatives on their behalf, reduces the major source of delay associated with gathering evidence to support a claim and helps reduce the overall time it takes to process a claim. Through people, process, and technology integrated initiatives, the workforce will achieve the goal of eliminating the disability claims backlog.

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Agency Priority Goal 3: Veteran Homelessness

Eliminate Veteran Homelessness

Stakeholder(s):

Homeless Veterans

Role: **Beneficiaries**

Other Information

VA has taken decisive action toward its goal of ending homelessness among Veterans. The Eliminate Veteran Homelessness (EVH) initiative is intended to prevent Veterans and their families from entering homelessness and to assist those who are homeless in exiting as safely and quickly as possible. VA’s “no wrong door” philosophy will ensure that homeless and at risk for homeless Veterans have timely access to appropriate housing and services. Any door a Veteran comes to -- at a medical center, a regional office, or a community organization -- will lead to the tools to offer Veteran assistance. Eliminating homelessness among Veterans will advance the mission of VA by ensuring that all Veterans and their families achieve housing stability. On a single night in January 2013 during the Point in Time (PIT) Count, there were 57,849 homeless Veterans in the US Effectively ending homelessness among Veterans requires rapid access to permanent housing, health care, employment, benefits and other supportive services. The annual PIT estimates are a snapshot of homelessness. They are submitted to HUD each year by communities and account for homeless Veterans in emergency shelters or transitional housing on the night of the PIT count (i.e., sheltered) as well as homeless Veterans who are in places not meant for human habitation such as the streets, abandoned buildings, cars, or encampments (i.e., unsheltered). Communities typically conduct their PIT count during the last week in January when a large share of the homeless population is expected to seek shelter rather than stay outside. Because counting people in shelters is more precise than conducting street counts, the timing of the PIT count is intended to improve the accuracy of the estimates. (Source: Veteran Homelessness: A Supplemental Report to the 2010 Annual Homeless Assessment Report to Congress). VA works closely with community partners to meet current and new demands for any Veteran who is experiencing or is at imminent risk of homelessness. Housing First and Rapid Re-housing are two of the many evidence-based approaches VA uses to end homelessness. The Housing First model follows the philosophy of providing permanent housing as quickly as possible to Veterans/individuals experiencing homelessness and then wrapping health care and other supportive services as needed around the Veteran to sustain housing and improve their quality of life. Rapid Re-housing is a set of strategies to help families quickly move out of homelessness and into permanent housing. It typically involves: housing search and landlord mediation assistance, short-term or flexible rental assistance, and transitional case management services. Rapid Re-housing provides crisis intervention services to quickly place an individual or family who is currently homeless into a permanent, sustainable housing situation.

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Strategic Goal 1: Empowerment

Empower Veterans to Improve Their Well-being

Stakeholder(s):

Veterans: Military service provides Servicemembers with tremendous skills, experience, and honor, but may also result in equally significant sacrifices and challenges. VA will work to ensure Veterans are empowered, independent, self-sustaining, and well equipped for civilian life. Each Veteran is unique, yet shaped by: their generation; the conditions of their military service, including any war or conflict in which they served; their gender; their ethnicity; and their support system of faith, family, friends, and caregivers. Each has different needs and expectations, which may change many times between the time they take their induction oath and when the last benefit is received by their survivors. VA will both directly, and in collaboration with its partners, deliver benefits and services in an integrated, client-centered portfolio that is personalized to meet each Veteran's needs and situation. Success will be measured in terms relevant to individual Veteran outcomes from VA benefits and services.

Role: Self-Improvement **B P**

Other Information

The ultimate measure of VA's success is the Veteran's success after leaving military service. We intend to measure Veteran success in terms relevant to individual Veteran outcomes from VA benefits and services such as decreasing Veteran unemployment, decreasing home foreclosures, decreasing homelessness, reducing processing times for disability compensation claims, increasing preventive care and healthy lifestyle changes, and increasing access to and utilization of virtual care modalities. Strategic Goal 1 outlines the work that VA will do to directly improve the lives of Veterans, Servicemembers, their families, and their survivors.

Performance Indicators

Measurements in Homeless Veterans

Relationships:

Homelessness **N** – Associated Agency Priority Goal

Description	Type	Start Date	End Date	Number
Decrease the number of homeless Veterans (on a single night).	Target			
[To be determined]	Actual			

Measurements in Veteran Unemployment Rate

Description	Type	Start Date	End Date	Percentage
Decrease the unemployment rate of the civilian labor force of the civilian non-institutional population for Veterans, 18 years and over.	Target			
[To be determined]	Actual			

Measurements in Education/Training Completion

Description	Type	Start Date	End Date	Percentage
Increase the percentage of Montgomery GI Bill or Post 9/11 GI Bill participants who have successfully completed an education or training program.	Target			
[To be determined]	Actual			

Measurements in Prevention Index Scores

Description	Type	Start Date	End Date	Percentage of Increase
Increase Prevention Index V scores – How well VA promotes healthy lifestyle changes, such as immunizations, hyperlipidemia, smoking cessation, and early screening for cancer.	Target			
[To be determined]	Actual			

Measurements in SDVOSB & VOSB Goals

Description	Type	Start Date	End Date	Meet or Exceed
Meet or exceed the Secretary’s socio-economic goals for Service Disabled Veteran Owned Small Business (SDVOSB) and Veteran Owned Small Business (VOSB).	Target			
[To be determined]	Actual			

Objective Strategic Objective 1.1: Wellness & Economic Security

Improve Veteran Wellness and Economic Security

Other Information

Numerous programs provide a broad spectrum of benefits and support services that assist Veterans and eligible beneficiaries. To enable Veterans and eligible beneficiaries to choose the best benefits and services for their needs, VA will improve coordination between our programs, leverage supportive interactions between programs, and reduce overlap across programs. Success will be measured by the differences made in the lives of the Veterans we serve, including decreasing Veteran unemployment, decreasing home foreclosures, decreasing homelessness, reducing processing times for disability compensation claims, increasing

preventive care and healthy lifestyle changes, and increasing access to and utilization of virtual care modalities.

Stakeholder(s):

Veterans

Role: Healthy Living **B P**

Role: Economic Self-Improvement **B P**

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.1.1: Veteran Homelessness

VA will eliminate Veteran homelessness by the end of FY 2015.

Other Information

VA, in collaboration with its Federal partners, will continue to provide rehabilitation services for homeless and at-risk Veterans, including employment assistance, access to permanent and transitional housing, and other supportive services. As the number of homeless Veterans continues to decline, the focus will shift from rescue to prevention.

Stakeholder(s):

Homeless Veterans

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.1.2: Career Readiness

VA will improve Veteran career readiness to reduce Veteran unemployment.

Other Information

We will synchronize and align Veteran employment programs managed by VA, and improve coordination across the various Federal Veteran employment initiatives. We will increase support to our Veterans with disabilities and those who are GI Bill eligible through programs offering educational and vocational counseling. VA will increase support to Veteran entrepreneurs through public-private partnerships to provide capacity building and by providing access to Federal contracting opportunities.

Stakeholder(s):

Unemployed Veterans

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.1.3: Health Care

VA will provide Veterans and eligible beneficiaries with personalized, proactive, patient-driven health care to optimize health and well-being, while providing state-of-the-art disease management.

Other Information

We will expand and refine, in coordination with DoD, research into the long-term consequences of TBI and PTSD. VA will increasingly seek to understand underlying health, injury and disorder mechanisms to create evidence-based diagnosis, treatment, and rehabilitation methods for Veterans and eligible beneficiaries with support from their families.

Stakeholder(s):


Veterans' Families

Role: [To be named]

Performance Indicators

Measurements in Compensation Claims Processing

Relationships:

Access  – Associated Agency Priority Goal

Backlog  – Associated Agency Priority Goal

Description	Type	Start Date	End Date	Timeliness & Quality
Increase compensation claims processing timeliness and quality.	Target			
[To be determined]	Actual			

Measurements in Online Claims Increase

Description	Type	Start Date	End Date	Percentage
Increase percentage of claims filed online.	Target			
[To be determined]	Actual			

Measurements in Customer Satisfaction Increase

Description	Type	Start Date	End Date	Percentage
Increase the National Call Center Customer Satisfaction Index Score.	Target			
[To be determined]	Actual			

Measurements in Patient Ratings

Description	Type	Start Date	End Date	Percentage
Increase the percentage of patients rating VA Health Care as 9 or 10 on a scale from 1 to 10 (outpatient).	Target			
[To be determined]	Actual			

Measurements in eBenefits Users

Description	Type	Start Date	End Date	Number
Increase the number of registered eBenefits users.	Target			
[To be determined]	Actual			

Measurements in Virtual Access

Description	Type	Start Date	End Date	Percentage
Increase the percent of patients who access VHA health care using a virtual format (e.g., video, smart phone or online services).	Target			
[To be determined]	Actual			

Measurements in QOS Excellence Ratings

Description	Type	Start Date	End Date	Percentage
Maintain or improve the percentage of respondents who rate the quality of service provided by the national cemeteries as excellent.	Target			
[To be determined]	Actual			

Measurements in Burial Option

Description	Type	Start Date	End Date	Percentage
Increase the percentage of Veterans served by a burial option within a reasonable distance (75 miles) of their residence.	Target			
[To be determined]	Actual			

Measurements in Excellent Ratings

Description	Type	Start Date	End Date	Percentage
Maintain or improve the percentage of respondents who rate the national cemetery appearance as excellent.	Target			
[To be determined]	Actual			

Measurements in Redundant Information

Description	Type	Start Date	End Date	Number of Times
Reduce the number of times that a Veteran has to provide redundant information to VA entities.	Target			
[To be determined]	Actual			

Objective Strategic Objective 1.2: Customer Satisfaction

Increase Customer Satisfaction through Improvements in Benefits and Services Delivery Policies, Procedures, and Interfaces

Other Information

VA is a customer service organization. Complicated application processes, long processing timelines or difficulties getting information and appointments all impact the client’s experience and satisfaction. Veterans and eligible beneficiaries deserve a support system that is responsive to their needs. VA must keep pace with Veterans’ expectations and transform its customer services – soliciting regular customer feedback, streamlining processes, and delivering consistent service across customer-preferred channels. We live in a connected world. The rapid pace of technological advancement is reshaping Veterans’ expectations regarding how services, benefits, and support should be delivered. Today’s client expects instant access to information and self-service options via the Internet, and increasingly through mobile devices like tablets and smartphones (and the next generation “smart” devices that are yet to be deployed). To provide a personalized experience, we must listen, learn, and understand the needs and expectations of those we serve. We must have the knowledge, information and insight to understand why some choose not to fully engage with VA.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.2.1: Claims Backlog

VA will provide timely, accurate decisions on Veterans’ disability claims and eliminate the claims backlog.

Other Information

We will then implement a robust plan, and revisit procedures to ensure claims are addressed in no more than 125 days with at least 98 percent accuracy. The plan includes redesigning policies and procedures, continuing to enhance training for claims processors, and utilizing the most advanced IT. We will also increase the use of video teleconference hearings to address claims appeals.

Stakeholder(s):

Disabled Veterans

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.2.2: PACT

VA will continue to expand implementation of PACT to improve partnerships with Veterans and eligible beneficiaries, increase team-based care coordination and management, and expand access to care.

Other Information

VA will improve patient-facing and clinician-facing e-health systems by expanding the development and use of health-related virtual modalities. These modalities include telehealth , E-Consult , secure messaging, MyHealthVet, and mobile applications.

Stakeholder(s):

VA Beneficiaries

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.2.3: Client Data & Satisfaction

VA will enhance client satisfaction by capturing client data once, sharing it enterprise-wide, and using this client data for a lifetime, which will promote more efficient use of data across business lines.

Other Information

We will identify sources of consistent, reliable, and authoritative Veteran data. We will establish architecture, business rules, roles and responsibilities, and governance to enable VA lines of business to use the authoritative common client data to improve delivery of benefits and services to Veterans. VA will gain access to additional external data, knowledge, and experiences so we can broaden our understanding of our client’s needs and expectations. We will enable secure, privacy-protected electronic exchange of personal, health, and economic data on Veterans from induction oath through the final survivor benefit.

Stakeholder(s):

VA Clients

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 1.2.4: Operations

VA will rethink its operations as a Department, defining the fundamental crosscutting capabilities and interdependencies required to perform them.

Other Information

We will identify and address any internal organizational, policy, procedural, perceptual, and cultural boundaries that constrain our ability to coordinate, integrate, and deliver benefits and services.

Stakeholder(s):

[To be named]

Role: [To be named]

Strategic Goal 2: Partnerships

Enhance and Develop Trusted Partnerships

Stakeholder(s):

VA Partners: VA is not the sole provider of benefits, services, and resources to Veterans and eligible beneficiaries. We will improve our ability to partner and work with those who provide benefits, services, and resources to our clients through improved collaboration, business practices, and outreach. We will ensure that the necessary benefits, services, and resources are accessible regardless of who provides them. VA recognizes the importance of, and embraces, the opportunities to work with other Federal agencies, state and local governments, tribal organizations, Veteran Service Organizations (VSOs), Military Service Organizations (MSOs), labor unions, nonprofits, and private industry to better serve Veterans and eligible beneficiaries. DoD and VA, for example, are intimately joined, and VA will build on this relationship to communicate with Servicemembers from the moment they enter into service.

Role: [To be named]

Federal Agencies

Role: [To be named]

State Governments

Role: [To be named]

Local Governments

Role: [To be named]

Tribal Organizations

Role: [To be named]

Veteran Service Organizations (VSOs)

Role: [To be named]

Military Service Organizations (MSOs)

Role: [To be named]

Labor Unions

Role: [To be named]

Nonprofits

Role: [To be named]

Private Industry

Role: [To be named]

Other Information

No single office, organization, or agency owns the expertise and resources to deliver all of the benefits, services, and resources necessary to meet the needs and expectations of every Veteran. Strategic Goal 2 describes what VA will do to improve coordination and integration within and between VA and its external partners.

**Performance Indicators
Measurements in eBenefits Log-Ons**

Description	Type	Start Date	End Date	Percentage
Increase the percentage of active duty, National Guard and Reserve Servicemembers with an eBenefits log-on by the end of FY 2015.	Target			
[To be determined]	Actual			

Measurements in Health Assessments

Description	Type	Start Date	End Date	Percentage
Increase the percentage of Servicemembers receiving a separation health assessment prior to separation from active duty.	Target			
[To be determined]	Actual			

Measurements in Discharges Completed

60

Description	Type	Start Date	End Date	Percentage
Increase the percentage of IDES discharges that meet VA-DoD goal of 60 percent of cases completed within 295 days.	Target			
[To be determined]	Actual			

Measurements in Standards Profile & Processes

Description	Type	Start Date	End Date	Creation
Create clinical and technical standards profile and processes to ensure seamless integration of health data between VA and DoD and private health care providers.	Target			
[To be determined]	Actual			

Measurements in Providers Trained

Description	Type	Start Date	End Date	Percentage
Increase the percentage of VA and DoD providers trained in the use of consistent models of evidence-based practice for PTSD, depression, and other psychological health conditions.	Target			
[To be determined]	Actual			

Objective Strategic Objective 2.1: DoD

Enhance VA's Partnership with DoD

Other Information

VA's life-long engagement with its clients begins when Servicemembers first enter service and continues through the remainder of their lives. In support of this engagement, VA and DoD are working together to improve the access, quality, effectiveness, and efficiency of health care, benefits, and services provided to Servicemembers, Veterans, and other beneficiaries. VA will work closely with DoD to ensure that these benefits and services are delivered through an integrated client-centric approach that anticipates and addresses client needs; that the delivery of health care is provided through a patient-driven health care system that delivers quality, access, satisfaction and value consistently across the Departments; and through the efficiency of operations that are delivered through joint planning, training, and execution. The Departments must ensure that authorized beneficiary and health information is accessible, usable, shared, and secure in order to meet the needs of clients, customers, and stakeholders.

Stakeholder(s):

DoD

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.1.1: Joint Executive Committee

VA and DoD will continue to work towards achieving these goals with its many DoD partners through the VA-DoD Joint Executive Committee (JEC) in order to improve business practices, ensure high-quality, cost effective services for both VA and DoD beneficiaries, facilitate opportunities to improve resource utilization and sharing, and to remove barriers that might impede collaborative efforts.

Stakeholder(s):

DoD Beneficiaries

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.1.2: Health Information

VA and DoD will create an authoritative source of health information for DoD and VA beneficiaries, which will include the delivery of a highly flexible, reliable, secure, maintainable, and sustainable systems.

Other Information

VA and DoD will jointly implement the separation health assessment based upon the joint common criteria established by the Departments. VA will continue to partner with DoD and increase the information and self-service capabilities available through the eBenefits portal for active duty Servicemembers and Veterans and eligible beneficiaries.

Stakeholder(s):

DoD

Role: [To be named]

Performance Indicators

Relationships:

Supportive N – Associated Agency Priority Goal: Homelessness

Description	Type	Start Date	End Date	
[To be specified]	Target			
[To be determined]	Actual			

Objective Strategic Objective 2.2: Other Organizations

Enhance VA's Partnerships with Federal, State, Private Sector, Academic Affiliates, Veteran Service Organizations and Non-Profit Organizations

Other Information

While VA is not the sole provider of benefits, services, and resources to Veterans and eligible beneficiaries, we hold ourselves accountable for each Veteran's success, no matter who provides assistance. To provide Veterans and eligible beneficiaries an integrated, coordinated, personalized portfolio of benefits and services efficiently and effectively, we must improve our communication, coordination, and relationships with our partners in other Federal agencies; state, tribal, and local governments; VSOs; MSOs; academic affiliates; unions; nonprofits; and private industry. We must develop a partnership culture that entails trust, transparency, mutual

benefit, responsibility, productivity, and accountability. Increased public-private partnership opportunities empower staff with effective tools and resources for collaborations, and allow for building open innovation platforms.

Stakeholder(s):

Non-Profit Organizations

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.2.1: Partnership Opportunities

VA will leverage responsible and productive partnership opportunities that can supplement VA services and help fill urgent or emerging gaps in services.

Other Information

We will pursue opportunities for partnering with organizations that can best provide what we cannot or should not.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.2.2: Partnership Awards

VA will establish a partnership award program to acknowledge and recognize successful partnerships in various organizational and service categories.

Stakeholder(s):

VA Partners

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.2.3: Collaboration & Information Exchange

VA will foster stronger collaboration and information exchange with across the spectrum of care, benefits and services providers.

Stakeholder(s):

Services Providers

Role: [To be named]

Performance Indicators

Measurements in Veterans Accessing Services

Description	Type	Start Date	End Date	Number
Increase the number of Veterans accessing VA services or benefits.	Target			
[To be determined]	Actual			

Measurements in Veterans Communicating

Description	Type	Start Date	End Date	Number
Increase the number of Veterans with whom VA currently communicates.	Target			
[To be determined]	Actual			

Measurements in State Agreements

50

Description	Type	Start Date	End Date	Number
Increase the number of states with signed demographic data sharing agreements.	Target			
[To be determined]	Actual			

Measurements in Satisfaction

Description	Type	Start Date	End Date	
Increase Veteran satisfaction with VA services.	Target			
[To be determined]	Actual			

Objective Strategic Objective 2.3: Communications & Outreach

Amplify Awareness of Services and Benefits Available to Veterans through Improved Communications and Outreach

Other Information

The benefits, services, and resources available to our current and future clients, and the means and mechanisms for delivering them, must be widely-known and well understood. We will expand the ways in which we connect to our clients to amplify awareness of the services and benefits available to Veterans and eligible beneficiaries. We will connect with Veterans and eligible beneficiaries, our partners, and the Nation through clear, aligned, and proactive interactions.

Stakeholder(s):

Veterans

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.3.1: Communications Capability

VA will establish a robust, authoritative communications capability that provides and aligns a clear, concise, positive, and compelling message.

Other Information

We will establish standardized corporate communications policies and procedures to coordinate efforts across the Department.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.3.2: Outreach Policies & Procedures

VA will establish internal standardized enterprise outreach policies and procedures to coordinate efforts across the Department.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 2.3.3: Outreach Plans & Strategies

VA will develop outreach plans and strategies in collaboration with our partners to ensure Veterans and eligible beneficiaries and their families are aware of all of the programs for which they are eligible; not only those provided by VA and not solely programs designed to serve a Veteran-only population.

Other Information

We will pursue joint outreach campaigns to enable sharing of communications channels and audiences to reach more Veterans and eligible beneficiaries.

Stakeholder(s):

VA Beneficiaries

Role: [To be named]

Strategic Goal 3: Operations

Manage and Improve VA Operations to Deliver Seamless and Integrated Support

Stakeholder(s):

[To be named]

Role: [To be named]

Other Information

Internal improvements are a continuous effort. Strategic Goal 3 represents VA’s highest priority management objectives: developing our workforce and effectively and efficiently managing our infrastructure and processes... VA will strengthen its business operations in targeted areas to ensure it is able to optimally and effectively serve Veterans and eligible beneficiaries. We are in a prolonged period of rapid technological and cultural change, as well as economic and emerging National Security threats. We must become nimble and responsive to change, giving ourselves maneuverability, space, and options in our response to shifting conditions. Our policies, processes, and approaches must allow us to expand and contract rapidly with minimal disruption to our business, benefits, services, and resources. We must focus on developing cost-effective and integrated solutions to increase productivity and look for opportunities to divest, eliminate redundancies, and improve efficiency. We must integrate business support processes, Veteran-facing services and technology Department-wide.

Performance Indicators

Measurements in Best Places to Work

Description	Type	Start Date	End Date	Ranking
Improve our position on the Office of Personnel Management (OPM) Federal Employee Viewpoint Survey – Best Places to Work.	Target			
[To be determined]	Actual			

Measurements in Talent Management Index

Description	Type	Start Date	End Date	Scores
Increase our scores on the OPM Federal Employee Viewpoint Survey Talent Management Index.	Target			
[To be determined]	Actual			

Measurements in Veteran Employees

Description	Type	Start Date	End Date	Percentage
Increase the percentage of VA employees who are Veterans.	Target			
[To be determined]	Actual			

Measurements in Hiring Time

Description	Type	Start Date	End Date	Days
Decrease VA's hiring timeline.	Target			
[To be determined]	Actual			

Measurements in Performance Workplace

Description	Type	Start Date	End Date	Score
Improve High Performance Workplace score.	Target			
[To be determined]	Actual			

Measurements in Diversity Index

Description	Type	Start Date	End Date	Score
Increase the score of the Diversity Index.	Target			
[To be determined]	Actual			

Measurements in Retention Rate

Description	Type	Start Date	End Date	Percentage
Increase the retention rate.	Target			
[To be determined]	Actual			

Measurements in Veteran Employee Turnover

Description	Type	Start Date	End Date	Percentage
Decrease VA’s Veteran employee turnover rate (Veterans).	Target			
[To be determined]	Actual			

Objective Strategic Objective 3.1: Service Place

Make VA a Place People Want to Serve

Other Information

VA recognizes that an organization is only as strong as its people, and realizes that it must build on successes and continue to transform the way it manages human capital. VA is a customer service organization. VA’s greatest asset is its workforce. VA’s workforce must be able to adapt to the changing demographics, needs, and expectations of the Veteran population as well as changes in the workforce population. More than 30 percent of VA’s workforce is eligible for retirement, including roughly 50 percent of VA’s senior executives. Today, we have skills gaps in health care, acquisition, claims processing, human resources (HR), and IT, and we need to address those and build the workforce for tomorrow. The skills needed for success in the future are not the skills of today. VA must recruit, train, motivate, and lead its workforce with inspired and inspiring leadership. VA must consider human capital management and workforce planning as key enablers for every initiative or project we undertake in order to have the right people with the right skills in the right job at the right time.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.1.1: Skills & Competencies

VA will identify the critical skills and competencies needed to achieve the best current and future results and develop workforce planning and development strategies that are tailored to address skills gaps.

Other Information

To fully succeed in transformation and continue on the successes built to date, VA will develop strategic leaders and build a cadre of talented successors in the federal government’s management and executive functions. VA will develop and cultivate leadership skills and build the pipeline for future leaders to ensure effective succession management plans.

Stakeholder(s):**[To be named]****Role:** [To be named]**Performance Indicators**

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.1.2: Human Capital Management

VA will improve enterprise-wide governance of human capital management using a strategic approach that includes top management, employees, and other stakeholders.

Stakeholder(s):**VA Stakeholders****Role:** [To be named]**Performance Indicators**

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.1.3: Training & Development

VA will improve strategic HCM by implementing an enterprise-wide, career development and training management program, and identifying organizational owners for occupational specialties.

Stakeholder(s):**[To be named]****Role:** [To be named]**Performance Indicators**

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.1.4: Leadership & Human Capital

VA will require ongoing development of leadership capabilities and develop enterprise-wide human capital strategies that, when implemented throughout the organization, will improve employee engagement, increase individual contribution and satisfaction by fostering ownership, empowerment, resiliency and commitment to serving Veterans and eligible beneficiaries.

Stakeholder(s):

VA Beneficiaries

Role: [To be named]

Performance Indicators

Measurements in Data & Information

Description	Type	Start Date	End Date	Sharing
Increase use of shared data and information.	Target			
[To be determined]	Actual			

Measurements in Redundant & Legacy Systems

Description	Type	Start Date	End Date	Reduction
Reduce number of redundant and legacy systems.	Target			
[To be determined]	Actual			

Measurements in Wireless & Mobile Capabilities

Description	Type	Start Date	End Date	Increase
Increase wireless and mobile capabilities.	Target			
[To be determined]	Actual			

Measurements in Data Loss Incidents

Description	Type	Start Date	End Date	Reduction
[To be described]	Target			
Work with the Department to reduce number of sensitive data loss incidents.	Actual			

Objective Strategic Objective 3.2: IT Capabilities

Evolve VA Information Technology Capabilities to Meet Emerging Customer Service / Empowerment Expectations of Both VA Customers and Employees

Other Information

The explosion of information capabilities available to all citizens via the Internet and mobile computing has forever changed how individuals communicate with each other and with providers of goods and services. Information “on demand” is now a core expectation; so is the ability to transact both work and personal business “anytime, anywhere.” These trends have resulted in tremendous changes to what individuals expect in terms of customer service as well as how they expect to manage their own work life and career. For VA this presents huge challenges and opportunities in terms of how it delivers services to Veterans and eligible beneficiaries and how it empowers its employees to perform their duties. New and emerging IT capabilities must be delivered that:

- Enable each Veteran to manage his/her relationship with VA in a unified manner, with both the Veteran and the VA employees serving them able to access and maintain a holistic view of the Veteran’s complete profile along with services entitled, available, and provided.
- Enable Veterans and eligible beneficiaries, VA employees and trusted partners with the ability to access authorized VA-maintained information “anytime, anywhere.”
- Enable VA employees with the flexibility to take advantage of emerging technologies to increase alternative work arrangements such as telework. Inherent in these capabilities is recognizing the need to continually evaluate and address concurrently emerging information security challenges. Safeguarding Federal computer systems and supporting critical IT infrastructure has been an ongoing Federal concern. Increased information sharing and use of mobile computing also serve to highlight the need to strengthen information security.

Stakeholder(s):

VA Employees

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.1: Shared services

VA will implement an enterprise shared services strategy to offer broader service-based capabilities instead of point solutions.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.2: Information Sharing

VA will support and enhance enterprise-wide information sharing through the implementation of a Customer Data Integration (CDI) environment to identify, develop, designate and enforce authoritative information sources and services.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.3: Redundancies

VA will continue its efforts on the Ruthless Reduction Task Force (RRTF) to identify and eliminate redundancies within VA’s IT environment.

Stakeholder(s):

VA Ruthless Reduction Task Force (RRTF)

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.4: Unified Communications Strategy

VA will implement its Unified Communications Strategy to further leverage common services and reduce its IT footprint through the convergence of our facility voice, contact center, video, audio conferencing, and collaboration environments into a single platform and operational model.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.5: Wireless Infrastructure

VA will accelerate the implementation of our wireless infrastructure.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.6: Personal Devices

VA will develop and implement strategies to support “bring your own device” and “use your own device” to support the increasingly mobile workforces and Veteran population.

Stakeholder(s):

Veterans

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.7: Readiness & Security

VA will continue to implement and extend the Continuous Readiness in Information Security Program (CRISP) operating model, including security management, contingency planning, configuration management, segregation of duties, and access controls for protecting VA sensitive information.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.8: Personal Identity Verification

VA will continue to implement the use of Personal Identity Verification (PIV) Only Authentication (POA) for access to VA computer systems as mandated by Federal identification standards (Homeland Security Presidential Directive [HSPD] -12).

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.2.9: Processes & Oversight

VA will pursue cost-effective system modernization to enhance operational and management processes and improve oversight.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
Reduce the amount of VA’s vacant square footage by repurposing or disposing facilities / properties to support Veterans and Veterans’ families.	Target			
[To be determined]	Actual			

Objective Strategic Objective 3.3: Infrastructure

Build a Flexible and Scalable Infrastructure through Improved Organizational Design and Enhanced Capital Planning

Other Information

The size of the Veteran population may be decreasing, but the demographics and preferences are increasing in complexity. VA’s infrastructure – organizational structure, equipment, and facilities – must become more flexible and scalable in order to better serve Veterans of today and tomorrow.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Measurements in Sustainable Buildings

Description	Type	Start Date	End Date	Number
Increase the number of VA-owned buildings that meet Federal sustainable building principles.	Target			
[To be determined]	Actual			

Measurements in Facility Deficiencies

Description	Type	Start Date	End Date	Reduction
Reduce the amount of facility condition deficiencies.	Target			
[To be determined]	Actual			

Objective Strategy 3.3.1: Capabilities & Interdependencies

VA will rethink how it operates as a Department, defining the fundamental cross-cutting capabilities and interdependencies required to achieve them.

Other Information

We will identify and address any internal organizational, policy, procedural, perceptual, and cultural boundaries that constrain our ability to coordinate, integrate, and deliver benefits and services. VA will evaluate alternate organizational designs that improve integration of benefits and services to provide the client a coordinated experience when utilizing multiple benefits and services.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.3.2: Sharing & Out-Leasing

VA will explore opportunities for sharing and out-leasing facilities and services across VA and with other federal agencies; state, tribal, and local governments; nonprofits; and private industry to support Veterans and Veterans’ families.

Stakeholder(s):

Private Industry

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.3.3: Capital Planning

VA will continue capital planning efforts to provide safe, secure, modern, and sustainable infrastructure, and enhance capital planning efforts that increase the flexibility of VA’s capital infrastructure to accommodate integration of services and promote sharing of physical and virtual space within and between VA and its partners.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.3.4: Connected Benefits & Services

VA will expand “connected” health benefits and services which may reduce our dependency on physical infrastructure.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Measurements in Obligations Per Patient

Description	Type	Start Date	End Date	Dollars
Reduce the amount of obligations per unique patient user.	Target			
[To be determined]	Actual			

Measurements in Improper Payments

Description	Type	Start Date	End Date	Dollars
Reduce improper payments.	Target			
[To be determined]	Actual			

Measurements in Processing Cost

Description	Type	Start Date	End Date	Dollars
Reduce the cost per processed claim while improving timeliness and accuracy.	Target			
[To be determined]	Actual			

Measurements in Virtual Access

Description	Type	Start Date	End Date	Percentage
[To be described]	Target			
Increase the percent of patients who access VHA health care using a virtual format (e.g., video, smart phone or online services).	Actual			

Objective Strategic Objective 3.4: Productivity & Efficiency

Enhance Productivity and Improve the Efficiency of the Provision of Veteran Benefits and Services

Other Information

VA has a fundamental responsibility to be an effective steward of taxpayer dollars. VA must continue to eliminate wasteful spending and ensure that the proper controls, practices, and safeguards are in place to prevent misspending of tax dollars.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.4.1: Travel

VA will continue to be good a steward of its resources by closely monitoring agency travel to mission essential needs.

Other Information

We will continue working to decrease improper payments, recapture misallocated funds, and dispose of unnecessary real estate.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.4.2: Costs

VA will improve the models and systems used to forecast and capture cost. We will adopt the direct tracking of people, equipment, and consumables.

Other Information

We will implement a modernized financial management system.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.4.3: PPBE

VA will continue to mature its capability based planning, programming, budgeting, and execution (PPBE) process to tie strategy to budget and budget to performance.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.4.4: Strategic Sourcing

VA will continue to review its internal buying patterns and identify opportunities for strategic sourcing to achieve significant savings for recurring requirements.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.4.5: Capital Equipment

VA will develop a strategic capital equipment planning model and a plan to improve medical equipment life cycle.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

**Performance Indicators
Measurements in Response & Recovery**

Description	Type	Start Date	End Date	Preparedness
Increase the Department’s preparedness posture to respond to and recover from all-hazards incidents.	Target			
[To be determined]	Actual			

Measurements in Vulnerability

Description	Type	Start Date	End Date	Reduction
Reduce VA’s vulnerability to insider threats, and safety and security risks.	Target			
[To be determined]	Actual			

Objective Strategic Objective 3.5: Preparedness

Ensure Preparedness to Provide Services and Protect People and Assets Continuously and in Time of Crisis

Other Information

Hurricane Sandy (2012), the bombing at the Boston Marathon (2013), the emergence of the H7N9 influenza strain in China (2013), and the fertilizer plant explosion in West, TX (2013) all serve as recent reminders that natural, public health, and technological disasters and terrorist attacks can occur at any time, in any place, and with little or no warning. VA must protect against and prepare to respond to as well as recover from all hazards to ensure the safety and security of Veterans and eligible beneficiaries, volunteers, employees, and visitors at VA facilities while integrating, improving, and increasing VA’s resilience through operational continuity and preparedness. VA defines “readiness” as the ability to serve Veterans and eligible beneficiaries now and on a day-to-day routine basis, and “preparedness” as the ability to serve Veterans and eligible beneficiaries in times of crisis and to serve as a national asset to the Nation. These aspects of “readiness” and “preparedness” define the Department’s 4th Mission. The priorities of the 4th Mission include personnel accountability (e.g. Veterans and eligible beneficiaries, employees, contractors, and others on VA property); establishing and maintaining command, control, and communication; continuing to provide services to Veterans and eligible beneficiaries; and for VA to serve as a National asset following an emergency or disaster.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.5.1: Continuity

VA will continue to develop and refine our Continuity Program in accordance with HSPD-20 – National Continuity Policy.

Other Information

Through the VA Comprehensive Emergency Management Program, VA will support DoD, DHS/Federal Emergency Management Agency (FEMA), and other Federal Departments and Agencies in support of Presidential Policy Directive-8 – National Preparedness. VA will utilize the VA Integrated Operations Center (VA IOC) in order to provide the Secretary a single office responsible for proactively collecting, coordinating, and analyzing information in order to make recommendations to VA leadership. VA will continue to develop a comprehensive Department Exercise, Training, and Evaluation Program in accordance with DHS National Exercise program.

Stakeholder(s):

Other Federal Agencies

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.5.2: On-Boarding, Monitoring & Off-Boarding

VA will standardize the on-boarding, monitoring, and off-boarding process for VA employees, contractors, and affiliates.

Other Information

VA will fully implement HSPD-12 to include the Personal Identity Verification (PIV) card as the standard process for provisioning logical access to VA information systems (LACS) and standardize Physical Access Control Systems (PACS) to VA facilities to ensure the safety and security of Veterans and eligible beneficiaries, volunteers, employees, and visitors.

Stakeholder(s):

VA Visitors

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.5.3: Vulnerability Assessment

VA will evaluate and streamline vulnerability assessment programs of VA facilities to mitigate against natural and technological disasters and terrorist attacks. VA will establish a comprehensive Active Threat/Active Shooter Incident Response Program to maximize response success in any VA facility.

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective Strategy 3.5.4: Insider Threats

VA will develop and implement an Insider Threat program in accordance with Executive Order 13587 - Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information in order to protect classified material in the VA.

Stakeholder(s):

[To be named]

Role: [To be named]

CAP Goals: CROSS-AGENCY PRIORITY GOALS

Contributes to CAP Goals

Stakeholder(s):

[To be named]

Role: [To be named]

Other Information

Per the Government Performance and Results Modernization Act (GPRAMA) of 2010 requirement to address Cross-Agency Priority (CAP) Goals in the agency strategic plan, the annual performance plan, and the annual performance report, please refer to <http://www.performance.gov> for the agency’s contributions to those goals and progress, where applicable. The Department of Veterans Affairs currently contributes to the following CAP Goals:

Performance Indicators

Relationships:

Supported By **B** – Objective 1.1

Supported By **B** – Objective 3.1

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 1: Veteran Career Readiness

Other Information

(Related to Objectives 1.1 and 3.1)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 1.1

Supported By **B** – Objective 3.1

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 2: Job Training

Other Information
(Related to Objectives 1.1 and 3.1)

Stakeholder(s):

[To be named]
Role: [To be named]

Performance Indicators Relationships:

Supported By **B** – Objective 3.2

Supported By **B** – Objective 3.5

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 3: Cybersecurity

Other Information
(Related to Objectives 3.2 and 3.5)

Stakeholder(s):

[To be named]
Role: [To be named]

Performance Indicators Relationships:

Supported By **B** – Objective 1.2

Supported By **B** – Objective 3.2

Supported By **B** – Objective 3.3

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 4: IT Management/Data Center Consolidation

Other Information
(Related to Objectives 1.2, 3.2, and 3.3)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 1.1

Supported By **B** – Objective 3.1

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 5: Human Capital Management/Closing Skills Gaps

Other Information

(Related to Objectives 1.1 and 3.1)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 1.1

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 6: Entrepreneurship and Small Business

Other Information

(Related to Objective 1.1)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 3.4

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 7: Procurement and Acquisition Management/Strategic Sourcing

Other Information

(Related to Objective 3.4)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 3.3

Supported By **B** – Objective 3.4

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 8: Real Property Management

Other Information

(Related to Objectives 3.3 and 3.4)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 3.2

Supported By **B** – Objective 3.4

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 9: Financial Management/Improper Payments

Other Information

(Related to Objectives 3.2 and 3.4)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 3.3

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 10: Sustainability

Other Information

(Related to Objective 3.3)

Stakeholder(s):

[To be named]

Role: [To be named]

Performance Indicators

Relationships:

Supported By **B** – Objective 3.2

Description	Type	Start Date	End Date	
[To be described]	Target			
[To be determined]	Actual			

Objective VA CAP Goal 11: Open Data

Other Information

(Related to Objective 3.2)

Stakeholder(s):

[To be named]

Role: [To be named] **Submitter:**

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