



National Cemetery Administration

FY 2016 – FY 2021 NCA Long Range Plan

Mission

National Shrines and Lasting Tributes

NCA honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

Vision

NCA will be the model of excellence for burial and memorials for our Nation's Veterans and their families.

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Long Range Plan – FY 2016 – FY 2021

Document Change Record

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A Message from the
Interim Under Secretary for Memorial Affairs

I am pleased to present the National Cemetery Administration's (NCA) 2016-2021 Long Range Plan. It was developed with input from all levels of the organization over the past year. The plan focuses on five goals, 10 objectives and 27 strategies that will enhance service to Veterans, their families and other stakeholders. It is firmly rooted in our I CARE values – integrity, commitment, advocacy, respect and excellence – as well as the Department of Veterans Affairs' broader transformational efforts. Every aspect of the plan links to one or more of the department's five strategic imperatives and twelve breakthrough priorities.

The plan builds upon the many outstanding accomplishments NCA has achieved on behalf of Veterans and their families. It sustains this momentum and provides a roadmap to position the organization for continued success. When the plan is fully executed: 1) more Veterans and their families will have access to burial and memorial benefits; 2) an increased number of Veterans and family members will utilize these benefits; 3) Veterans will be memorialized through new and enhanced tributes; 4) stakeholders will place greater trust in NCA based on improved accountability; and 5) stakeholders will be served more efficiently and effectively by NCA's internal capacity.

Each of these five overarching goals comprises multiple objectives and strategies. Embedded in the goals are transformational initiatives such as establishing pre-need eligibility, instituting the Veterans Legacy Program, implementing GIS/GPS technology system-wide and replacing antiquated IT support systems. Many other initiatives are contained in the plan, along with key metrics that will be tracked to ensure annual milestones are met.

The plan is based on our current understanding of the near-term future. As we progress, new insights may require us to revisit aspects of the plan to better serve Veterans and their families. NCA will remain agile in a dynamic and often unpredictable environment.

The reenergized vision for NCA is ambitious and exciting. Much needs to be accomplished. Our goals for 2021 cannot be achieved without your commitment and dedication. Each one of us plays a key role in moving the organization forward, one step at a time. With your help, I am confident we will succeed.

Thank you for your commitment to Veterans and their families.

Sincerely,

A handwritten signature in black ink that reads "Ronald E. Walters". The signature is written in a cursive style and is enclosed within a dashed rectangular border.

Ronald E. Walters

National Cemetery Administration Long Range Plan for FY 2016 – 2021

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Executive Summary

The FY 2016 – FY 2021 National Cemetery Administration (NCA) Long Range Plan sets forth the NCA's vision and priorities for improving the ways in which we honor Veterans with final resting places in national shrines and by commemorating their service to our Nation. This plan is consistent and aligns with the FY 2016-2020 VA Strategic Plan, FY 2018-2024 VA Strategic Imperatives, and MyVA's Objectives and Breakthrough Priorities. This plan ultimately supports VA's mission to care for him who shall have borne the battle, and for his widow, and his orphan – by serving and honoring the men and women who are America's Veterans.

The NCA Long Range Plan was developed from input provided by senior leadership from the field and offices within NCA Central Office. Goals, objectives, and strategies reflect a mix of ongoing and new initiatives. Each strategy has proposed performance measures. The resulting document provides a roadmap for guiding NCA as an organization and for improving the manner in which NCA serves Veterans and their families. This long range plan also provides insight and guidance to NCA's five District Offices and 134 national cemeteries to inform their own respective planning processes.

The NCA Long Range Plan is a comprehensive effort that sets initiatives for improving the performance of NCA's main missions in the areas of burials, memorials, and maintaining national shrines. The plan also provides the vision to ensure that NCA maintains its position as one of the most highly regarded organizations, in both the public and private sectors, in terms of customer satisfaction.

Introduction

The National Cemetery Administration (NCA) is the organization within the U.S. Department of Veterans Affairs that provides burial and memorial benefits to Veterans and their eligible beneficiaries earned through service to our Nation. Eligibility for burial and memorialization benefits is defined in 38 U.S.C., with implementing regulations in Title 38 of the Code of Federal Regulations.

Mission Statement

National Shrines and Lasting Tributes

NCA honors Veterans and their eligible family members with final resting places in national shrines and with lasting tributes that commemorate their service and sacrifice to our Nation.

Vision

NCA will be the model of excellence for burial and memorials for our Nation's Veterans and their families.

Core Values

NCA and its employees embrace the Department of Veterans Affairs ***I CARE*** core values comprising Integrity, Commitment, Advocacy, Respect and Excellence.

Integrity	Act with high moral principle and adhere to the highest professional standards. Maintain the trust and confidence of all with whom we engage.
Commitment	Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill our individual responsibilities and organizational responsibilities.
Advocacy	Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.
Respect	Treat all those we serve and with whom we work with dignity and respect. Show respect to earn it.
Excellence	Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for our actions, willing to admit mistakes, and rigorous in correcting them.

Activities and Programs

The National Cemetery Administration (NCA) administers a number of related burial benefits programs:

- National Cemeteries: Bury eligible Veterans and family members in national cemeteries and maintain the graves and their environs as national shrines;
- Veterans Cemetery Grants: Provide aid to states and tribal organizations in establishing, expanding, or improving state and tribal Veterans cemeteries;
- Headstones and Markers: Furnish headstones and markers for the graves of eligible persons in national, state, tribal or other government Veterans cemeteries and private cemeteries;
- Medallions: Furnish medallions commemorating the Veteran's service to the Nation that may be affixed to the privately purchased headstones or markers for Veterans interred in private cemeteries;
- Presidential Memorial Certificates: Provide certificates to families of deceased honorably discharged Veterans, recognizing the Veteran's contribution and service to the Nation;
- Outer Burial Receptacles: Provide a graveliner or partial reimbursement for a privately purchased outer burial receptacle for each new traditional gravesite in open national cemeteries administered by NCA;
- Caskets and Urns: Provide reimbursement to an individual or entity that pays for the casket or urn used to inter remains of an unclaimed Veteran in a national cemetery when there are no next of kin and insufficient resources;
- First Notice of Death: Record First Notice of (Veteran) Deaths based on Burial Flag, headstone/marker and burial applications from VA Insurance Claims Office into VA IT systems. Updated electronic files ensure timely termination of benefits and next-of-kin notification of possible entitlement to survivor benefits; and
- Historic Resources: Serve as custodian of historic resources at VA national cemeteries across the country and the legacy of Veterans buried in VA cemeteries.

Challenges and Advantages

Challenges:

- Acquiring suitable land to expand access to a burial option and addressing the burial needs of unserved Veterans;
- Increasing awareness and utilization of all benefits;
- Obtaining necessary appropriations to attain performance targets within overall Federal budget constraints;
- Using natural resources effectively and efficiently;
- Reconciling the individual's customized expectations of burial with National Shrine standards;
- Responding to changing perceptions of burial and memorialization;
- Obtaining, managing and integrating technological innovations/advances;
- Enhancing interoperability between other VA business lines and systems.

Advantages:

- Being highly respected with a strong reputation for quality service;
- Having a workforce (70 percent of whom are Veterans) that brings a strong understanding of the mission to the workplace;
- Being large enough to take advantage of economies of scale and small enough to be agile;
- Having a robust national training center focused on NCA's unique training requirements;
- Having an established centralized shared services approach to provide common administrative services to the entire organization while also fulfilling unique requirements.

Comparative Data Sources

Within VA:

- VA All Employee Survey
- VA Pulse Quarterly Employee Experience Surveys
- VA Biannual Safety Perception Survey
- NCA Customer Surveys of Satisfaction
- Monthly Performance Reviews

Within Industry:

- Cemetery industry studies
- Partners – American Battle Monuments Commission, National Park Service, Army National Military Cemetery Program, and State and Tribal Cemeteries

Outside Industry:

- American Customer Satisfaction Index
- The U.S. Office of Personnel Management Federal Employee Viewpoint Survey
- Baldrige Excellence Framework

Performance Improvement System

Multi-faceted approach to continuous improvement which includes:

- Workforce and management tied together by the unifying ideals of Goals, Engagement, Accountability, and Results (G.E.A.R.) program.
- Organizational Assessment and Improvement Program (Integrates Baldrige Performance Excellence Framework, Operational Standards and Measures, and Internal Controls)
- Communities of Practice to share best practices across the organization
- Lean Six Sigma as a standard process improvement methodology
- Process Mapping
- Reports, Approvals, Measures, Policies and Procedures (RAMPP) process

- Human Centered Design Thinking
- Leaders Developing Leaders Cascade and Follow-Up

Environment in which National Cemeteries, State Cemeteries, and Partners Operate

NCA seeks to accommodate Veteran burial needs within an ever-changing environment. Through analysis of multiple NCA customer satisfaction survey responses, emerging burial studies, and Veteran population data, NCA estimates the following environmental impacts on future service delivery:

- Interment and memorialization practices will continue to evolve, as they have in the past. For instance, over the past 40 years, the demand for cremation interments (inurnments) has increased significantly so that inurnments currently make up approximately half of all the interments conducted in national cemeteries. We expect practices to continue to evolve.
- In NCA's 2014 New and Emerging Burial Practices Study, "Veterans overwhelmingly expressed the opinion that burial preferences should not be dictated by the VA/NCA, but rather should be based on the desires of individual Veterans and/or their family members. Significantly, they did not feel that the dignity of national cemeteries would be negatively impacted if new burial methods were provided, and they also indicated that all burial options presented to them during the research are both appropriate and dignified if they reflect a Veteran's or family's preference."
- Interments in VA national cemeteries are projected to exceed 132,000 in 2016 and peak at about 134,000 in 2021. Interments will gradually begin to decline and are expected to be about 132,000 in 2025. The total number of gravesites is expected to increase from nearly 3.5 million in 2015 to more than 4 million in 2021.
- In FY 2016, NCA expects to process nearly 370,000 applications for headstones and markers for placement in national, state, tribal and other public or private cemeteries. The number of headstones and markers applications processed is expected to be nearly 353,000 in 2017, declining to about 322,000 in 2021.
- NCA expects to issue nearly 675,000 Presidential Memorial Certificates (PMCs) in FY 2016; and in the period FY 2016 to FY 2021, NCA will deliver nearly 4 million PMCs.
- Although providing dignified burials for Veterans will remain a core mission through 2021, NCA anticipates an increasing emphasis on memorialization efforts to include products and programs developed for the public (particularly educational institutions) for use online and onsite at VA National Cemeteries. NCA also envisions increased partnerships with other Federal agencies such as the American Battle Monuments Commission, and National Park Service and the Library of Congress in the development and implementation of these efforts

Stakeholders and Partners

NCA's burial programs serve a varied and diverse group of stakeholders. Our primary stakeholders are those who are the direct beneficiaries of VA burial benefits—Veterans and their families. Veterans Service Organizations and professionals in the funeral and mortuary industry are also important stakeholders. Various components of the Department of Defense (DoD), including active duty service members and National Guard and Reserve forces, comprise another significant stakeholder group. In addition, members of a number of environmental groups, historical and genealogical societies, as well as the general public, are included.

The inclusion of families takes into account the significance of next of kin, since not only eligible Veterans but also their eligible family members may receive burial benefits. It is important that these Veterans, widows, widowers, and other family members are treated with compassion and dignity at all times—from the time of need and initial bereavement, to their return to the cemetery to visit their loved one's gravesite. Each cemetery's appearance is maintained in a manner befitting a national shrine, thus providing an enduring positive impression.

Veterans Service Organizations (VSO) are key stakeholders and partners in the VA mission. These organizations act as a voice for Veterans and their families, and as advocates for their needs and expectations. At many national cemeteries, VSOs are important partners with DoD and NCA in providing military funeral honors.

States, through their Veterans Affairs Departments, and tribal organizations, through their Tribal governments, play an increasingly important role in providing benefits to Veterans and their families. By establishing and operating state and tribal Veterans cemeteries as a complement to VA national cemeteries, they provide important additional burial capacity for Veterans and their families.

Department of Defense (DoD) cemeteries, especially those operated by the Army National Cemeteries Program (including Arlington National Cemetery (ANC)), Department of Interior's National Park Service (NPS) national cemeteries, and the American Battle Monuments Commission (ABMC) continue to remain important partners in providing burial and memorial services for Veterans and their families. NCA provides Government-furnished headstones and markers for all federally-administered cemeteries, except the American Battle Monuments Commission. NCA manages a congressionally mandated advisory committee, on which representatives from ABMC, NPS, and ANC are ex officio members. NCA and ANC have formalized a working group to ensure the organizations share information and collaborate on shared goals, and a memorandum of agreement between the two allowing for mutual training support.

DoD and the uniformed services are included as NCA stakeholders, recognizing the important role they play in honoring those who have served. Veterans' families expect that appropriate military funeral honors will be provided at national cemeteries to

recognize Veterans' service to our Nation. The provision of military funeral honors is part of DoD's mission but requires a close and collaborative partnership with NCA.

Funeral directors are another significant stakeholder group, often acting as spokespersons for the Veteran and next of kin. These professionals are also directly involved in the delivery of VA services through the coordination of committal services and interments. Funeral directors may also assist families in applying for headstones and markers.

Private cemeteries are stakeholders. Each year, VA furnishes more than 200,000 headstones and markers for Veterans' gravesites in private cemeteries.

NCA also considers members of the general public as stakeholders. National cemeteries are considered national shrines. Many cemeteries date from the Nation's Civil War and are listed on the National Register of Historic Places. As such, they are of interest to historical societies, individuals interested in history and genealogical research, and others who may not have family members interred in a national cemetery. As stewards of public resources, NCA is responsible to all Americans for the prudent management of taxpayer dollars and the sound environmental management of the land.

Finally, it is also appropriate to recognize NCA employees and other stakeholders within the Department: the Veterans Benefits Administration, the Veterans Health Administration, and headquarters staff offices. All VA organizational elements are important partners with NCA in providing seamless service to Veterans and their families.

Imperatives

Achieve the following strategic imperatives:

1. Focus on our core mission to provide timely, high quality burial services and memorial benefits to Veterans and eligible family members.
2. Emphasize exceptional customer service and continuous improvement, with involvement at all levels of the organization to enhance quality and operational effectiveness.
3. Use data analysis and information technology to more effectively and efficiently accomplish the mission of the organization.
4. Be an agile organization, able to recognize and adapt to emerging trends and respond quickly to changing customer preferences while maintaining National Shrine standards.
5. Take care of our most valuable assets—our employees—through workforce planning, recruitment and retention, training and development, and safe operations.
6. Drive and implement innovation to enhance the provision of burial and memorial benefits where it makes sense to do so.
7. Inspire trust with our customers, employees and other stakeholders based on accountability and living our ***I CARE*** values

8. Maintain and enhance the infrastructure required to accomplish our mission.

NCA Long-Range Planning Integration with MyVA Objectives and Breakthrough Priorities

NCA long-range goals, objectives, and strategies support the overall Department of Veterans Affairs' MyVA Objectives and Breakthrough Priorities.

There are five MyVA Objectives, which are critical for modernizing VA's culture, processes, and capabilities to put the needs, expectations and interests of Veterans and their families first:

1. Improve the Veteran experience;
2. Improve the employee experience;
3. Improve internal support services;
4. Establish a culture of continuous improvement; and
5. Enhance strategic partnerships.

There are 12 MyVA Breakthrough Priorities, which are VA's operational focus areas until the end of Calendar Year 2016:

1. Improve access;
2. Provide Veterans access to community-based health care;
3. Improve the Veteran experience;
4. Integrate customer data to provide a unified Veteran experience;
5. Answer call-center and Veteran Crisis Line inquiries in single interactions;
6. Improve compensation and pension processing;
7. Streamline the appeals process;
8. Reduce Veteran homelessness;
9. Increase staffing to meet workload needs;
10. Improve the quality of the supply chain;
11. Transform our Office of Information and Technology; and
12. Improve the employee experience.

See Appendix A for a more detailed description of MyVA and a cross-referencing of NCA's strategic goals, objectives, and strategies with MyVA's Objectives and Breakthrough Priorities.

Long-Range Goals, Objectives, Strategies, and Measures

NCA has five goals, each with separate supporting objectives and strategies. Each strategy has both primary and supporting responsibility assigned to a Deputy Under Secretary or other senior NCA official for accountability. Responsibility is assigned through parentheses designation as follows: (Primary Office/Supporting Office).

1. Goal #1: Veterans and eligible family members will have increased access to burial benefits.
 1. Objective 1.1: By the end of 2021, increase access to a burial option in a national, state, or tribal Veterans cemetery
 - a. Strategy 1.1.1: Open 15 new national cemeteries by 2021, thereby providing an additional 2% of the Veteran population with reasonable access to a burial option within 75 miles of their homes (42/41)
 - i. Measures:
 1. Number of new national cemeteries opened (traditional, rural and urban)
 2. Additional percent of Veterans provided reasonable access to a burial option through the opening of new national cemeteries
 3. Overall percent of Veterans served with reasonable access to a burial option within 75 miles of their homes
 - b. Strategy 1.1.2: Establish new state Veterans cemeteries in targeted areas to contribute a 2% increase towards the percent of Veterans that have access to a burial option in a national, state, or tribal Veterans cemetery within 75 miles of their homes (40A3-VCGP/42)
 - i. Measures:
 1. Number of new state cemeteries in targeted areas opened through grants
 2. Additional percent of Veterans provided reasonable access to a burial option through the opening of new state cemeteries in targeted areas established through a grant
 3. Accomplishment of milestones related to the publication of new regulations for the state grant program that will allow for the targeting of unserved areas
 2. Objective 1.2: By the end of 2021, address the burial needs of unserved Veterans (i.e., the remaining 5 percent of eligible Veterans – including those that live abroad who do not have reasonable access to a national or state Veterans cemetery within 75 miles of their homes, and where it is not fiscally prudent or geographically feasible to establish a Veterans cemetery near their home)

- a. Strategy 1.2.1: Develop a proposal to obtain the authority to pay a transportation allowance for the cost to transport the remains of the eligible Veteran or dependent to the nearest VA national or state Veterans cemetery (42/41)
 - i. Measures:
 - 1. Accomplishment of milestones related to the submission of the proposal
 - 2. Percent of those without reasonable access who utilize the new benefit
- b. Strategy 1.2.2: Develop a proposal to increase the burial and plot allowances for all eligible Veterans without reasonable access to a burial option in a national or state Veterans cemetery (42/41)
 - i. Measures:
 - 1. Accomplishment of milestones related to the submission of the proposal
 - 2. Percent of those without reasonable access who utilize the new allowances

2. Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.

- 1. Objective 2.1: By the end of 2021, increase the percent of Veterans and eligible family members that choose to be interred in a national, state, or tribal Veteran cemetery and utilize memorial benefits
 - a. Strategy 2.1.1: Develop and implement a plan to provide routine weekend burials in national cemeteries (41/42)
 - i. Measures:
 - 1. Accomplishment of milestones related to the study and establishment of weekend burials
 - 2. Number of cemeteries with weekend burials in each district
 - 3. Percent of respondents to the survey of satisfaction who rate the quality of service provided on the weekends as comparable to that provided on the weekdays
 - 4. Percent of respondents to the survey of satisfaction who indicate they chose burial in a national cemetery due to the availability of weekend burials
 - 5. Number and percent of burials conducted on the weekends
 - b. Strategy 2.1.2: Enhance outreach efforts to increase the number of Veterans and family members who are aware of VA burial and memorial benefits (43/40-COS)

- i. Measures:
 1. Accomplishment of milestones related to the establishment and use of enhanced social media outlets.
 2. Accomplishment of milestones related to the establishment of new partnerships with Federal, state, and tribal entities to expand outreach to potential customers of grant-funded state and tribal Veterans cemeteries.
 3. Percent of respondents to the survey of satisfaction that respond “yes” to the question “prior to your time of need, were you aware of the benefits related to burial in a national cemetery?”
 4. Overall percent of Veterans who utilize burial in a national, state or tribal cemetery
 5. Percent of Veterans who utilize burial in national cemeteries with the lowest baseline utilization rates
 6. Number of headstones/markers/medallions and Presidential Memorial Certificates provided to Veterans and loved ones
 - c. Strategy 2.1.3: Provide alternative burial options, including a natural or environmentally sensitive burial section, in national cemeteries (41/42)
 - i. Measures:
 1. Number of national cemeteries with a natural or environmentally sensitive burial section
 2. Number and percent of alternative burials conducted in cemeteries providing such options
 3. Percent of respondents to the survey of satisfaction who rate the quality of service related to alternative burials as comparable to that of conventional burials
- 2. Objective 2.2: By the end of 2021, enhance processes and methods to easily apply for and obtain timely eligibility determinations for burial in a national, state, or tribal Veteran cemetery and utilization of memorial benefits
 - a. Strategy 2.2.1: Fully implement a program for Veterans and their families to obtain pre-need burial eligibility determinations in advance of their time-of-need (41/43)
 - i. Measures:
 1. Accomplishment of milestones related to the full implementation of a pre-need burial eligibility determination program
 2. Percent of respondents to the survey of satisfaction who are satisfied with the pre-need program
 3. Percent of respondents to the survey of satisfaction who indicate they were more likely to use VA burial and memorial benefits due to the pre-need program

4. Number of individuals that receive pre-need eligibility determinations
 5. Number of individuals that received pre-need eligibility determinations who are buried in national/state/tribal Veterans cemeteries
 6. Number of individuals enrolled in the pre-need program who utilize memorial benefits
- b. Strategy 2.2.2: Implement self-service capability to provide Veterans, eligible family members and other stakeholders enhanced options for how and when they request burial and memorial benefits, including on-line application for those benefits (43/41)
- i. Measures:
 1. Accomplishment of milestones related to the full implementation of self-service capability, including on-line application for burial and memorial benefits
 2. Number of Veterans, eligible family members and other stakeholders who use self-service capability for burial and memorial benefits
 3. Percent of respondents to the survey of satisfaction who are satisfied with the self-service capability
 4. Percent of respondents to the survey of satisfaction who indicate they were more likely to use VA burial and memorial benefits due to self-service capability
3. Goal #3: Veterans will be memorialized through enhanced tributes befitting their service and sacrifice to the nation.
1. Objective 3.1: By the end of 2021, improve the quality and timeliness of existing memorial benefits
 - a. Strategy 3.1.1: Improve quality and timeliness of headstones, markers, and medallions (41/42)
 - i. Measures:
 1. Percent of respondents to the survey of satisfaction who agree or strongly agree that the quality of the headstone, marker, medallion, or niche cover received from VA was excellent
 2. Percent of headstones, markers, and niche covers in national cemeteries that are delivered undamaged and correctly inscribed
 3. Percent of headstones and/or markers in national cemeteries that are at the proper height and alignment
 4. Percent of headstones, markers, and niche covers that are clean and free of debris or objectionable accumulations

5. Percent of headstones, markers, and niche covers ordered by national cemeteries for which inscription data are accurate and complete
 6. Percent of graves in national cemeteries marked within 60 days of interment
 7. Average number of days to mark a grave in a national cemetery
 8. Percent of applications for headstones and markers that are processed within 20 days for the graves of Veterans who are not buried in national cemeteries
 9. Number of cemeteries with on-site inscription capability
 10. Number of cemeteries without on-site inscription capability, but served by another cemetery with on-site inscription capability
- b. Strategy 3.1.2: Improve quality and timeliness of Presidential Memorial Certificates (41/42)
- i. Measures:
 1. Percent of respondents to the survey of satisfaction who agree or strongly agree that the quality of the Presidential Memorial Certificate received from VA was excellent
 2. Percent of Presidential Memorial Certificate applications that are processed within 20 days of receipt
 3. Percent of Presidential Memorial Certificates delivered within 12 weeks of application receipt
2. Objective 3.2: By the end of 2021, implement new initiatives to enhance Veteran memorialization and celebrate their legacy and military service
- a. Strategy 3.2.1: Implement digital memorialization capability to provide access to memorial information and services (43/41)
 - i. Measures:
 1. Number of applications or services available through both a desktop and mobile device
 2. Number of web-based applications or services that enable external users access to cemetery tools and content from a browser
 3. Number of web-enabled maps of national cemeteries that provide gravesite location information and directions to the plot location
 4. Number of national cemeteries that provide a schedule of burials and events on the Web
 5. Number of Veterans' gravesites in national cemeteries that have memorial information about the Veteran's military service accessible through both a desktop and mobile device

6. Percent of respondents to the survey of satisfaction who agree or strongly agree that the quality and accessibility of digital memorialization tools are excellent
 - b. Strategy 3.2.2: Fully implement a Veterans Legacy Program (VLP) to enhance memorialization and increase awareness of Veteran sacrifice by creating educational resources and programming for use by the public, both digitally and onsite at VA national cemeteries (40-COS/43)
 - i. Measures:
 1. Accomplishment of milestones related to the establishment of the VLP Office in NCA
 2. Number of VA national cemeteries with a suite of cemetery educational resources available for use by students, teachers and the general public
 3. Number of Federal and non-Federal partnerships established to provide educational programming and alternative funding sources
 4. Number of VLP programs, such as educational workshops and seminars delivered online and onsite for the public
 5. Number of students that visit national cemeteries specifically to conduct hands-on learning related to the VLP
 6. Accomplishment of milestones related to the establishment and operations of a new Federal Advisory Committee
 7. Number of visits to the VLP website and associated webpages with VLP products; number of VLP-generated social media postings
 8. Percent of respondents to the survey of satisfaction who agree or strongly agree that the quality of Veterans Legacy products are excellent
4. Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.
1. Objective 4.1: By the end of 2021, strengthen capability to account for remains, mark graves, account for gravesite usage, and map gravesites by improving our use of information technology (41/43)
 - a. Strategy 4.1.1: Implement Global Positioning System (GPS) technology to collect geo-spatial data for all gravesites in national cemeteries and use a Geographical Information System (GIS) to enhance the accounting for remains, marking of graves, and mapping of national cemeteries (41/43)

- i. Measures:
 1. Accomplishment of milestones related to the full implementation of GPS/GIS in NCA
 2. Number of gravesites, headstones, and markers that have geo-spatial data collected and uploaded to the GIS
 3. Number of national cemeteries using GIS to produce cemetery and gravesite layout maps
 4. Number of cemetery maps that enable viewing of plot status in real time to indicate: undeveloped space, developed space, plot type, plot availability and location of remains and headstones
 5. Number of First Notice of Events related to gravesite accountability issues
 6. Percent of gravesites marked correctly during bi-annual Gravesite Assessment Reviews
 - b. Strategy 4.1.2: Improve the monitoring and tracking of burial rates and depletion projections for national, state and tribal Veterans cemeteries to ensure appropriate gravesite expansions (42/41)
 - i. Measures:
 1. Number of unplanned interruptions to existing burial service due to lack of available gravesites
 2. Percent difference in projected vs. actual burial rates
 3. Percent of respondents to the survey of satisfaction that agree with the phrase: "I am willing to rely on VA and the National Cemetery Administration to meet the burial needs of Veterans in the future."
2. Objective 4.2: By the end of 2021, strengthen capability to continuously assess and improve the operation and maintenance of Veterans cemeteries to meet National Shrine standards
- a. Strategy 4.2.1: Fully implement the redesigned Organizational Assessment and Improvement Program (42/40A3-VCGP)
 - i. Measures:
 1. Number of national cemeteries that undergo at least one third-party site visit and assessment by either a Central Office or District team
 2. Number of NCA Central Office Services that undergo at least one third-party site visit and assessment
 3. Number of NCA District offices that undergo at least one third-party site visit and assessment
 4. Percent of national cemeteries that meet national shrine standards
 5. Percent of national cemeteries and services that receive "national" OAI excellence recognition
 6. Percent of OAI action plan items that are completed by the target date

- b. Strategy 4.2.2: Enhance partnerships with state and tribal organizations to ensure the operations and maintenance of grant-funded state and tribal Veteran cemeteries (STVC) meet National Shrine standards (40A3-VCGP/42)
 - i. Measures:
 1. Number of training opportunities for STVC personnel at NCA's National Training Center (NTC)
 2. Number of STVC personnel that receive training at NCA's NTC
 3. STVC personnel satisfaction with learning offerings
 4. Increase in knowledge of STVC personnel after completing a learning offering
 5. Number of on-site targeted process improvement efforts by NCA personnel at STVCs
 6. Number of STVCs that receive "compliant" status with National Shrine standards through the Compliance Review Program (CRP)
 7. Percent of CRP action plan items that are completed by the target date
- c. Strategy 4.2.3: Obtain broader stakeholder feedback (42/43)
 - i. Measures:
 1. Increased frequency of sampling/surveying through the NCA customer satisfaction survey
 2. Number of new alternative stakeholder feedback mechanisms implemented
 3. Number of community forums held annually
 4. Number of stakeholder feedback engagements held through social media
 5. Number of customer focus groups held annually

5. Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.

- 1. Objective 5.1: By the end of 2021, improve the employee experience to employ a workforce with higher employee satisfaction that provides better service to Veterans
 - a. Strategy 5.1.1: Implement competency-based training solutions to develop leaders, enhance individual performance, and support continuous learning (43/41)
 - i. Measures:
 1. Number of competency based training solutions delivered
 2. Number of NCA employees that undergo training
 3. Number of distributed learning offerings delivered
 4. Employee satisfaction with learning offerings

5. Increase in knowledge after completing a learning offering
 6. Percent improvement in the All Employee Survey score for the following statement: "I have received the training I need to do my job well."
- b. Strategy 5.1.2: Develop and implement administration-wide workforce and succession plans to ensure excellence in recruitment, retention, training, and position management to meet the current and future needs of the organization (43/41)
- i. Measures:
 1. Accomplishment of milestones related to the full implementation of NCA workforce and succession plans
 2. Percent of employees hired within 60 days of the announcement
 3. Percent of critical positions that remain vacant for more than 60 days after departure of incumbent with no management request to fill
 4. Percent improvement in All Employee Survey scores for the following questions/statements:
 - a. How satisfied are you with the number of opportunities for promotion?
 - b. I am given a real opportunity to develop my skills in my work group.
 - c. Employees in my work group are competent to accomplish our tasks.
 - d. If I were able, I would leave my current job.
 - e. I plan to leave my job within the next six months.
- c. Strategy 5.1.3: Develop and implement targeted safety campaigns, programs and related training to improve employee health and safety (43/41)
- i. Measures:
 1. Percent improvement in the VA Biannual Safety Perception Survey scores for the following questions:
 - a. Employees following lockout/tag out procedures
 - b. Management setting annual safety goals
 2. Percent reduction in the number of accidents
 3. Percent reduction in time lost to occupational illness or injury
 4. Percent of employees on OWCP that return to work by their target date
 5. Percent reduction in number of outstanding deficiencies identified through Annual Workplace Evaluations
 6. Percent improvement in the All Employee Survey scores for the following statements:
 - a. Employees in my work group are protected from health and safety hazards on the job.

2. Number of decision processes that leverage an automatic interface between NCA systems and the VA authoritative Veteran records systems to enable NCA to search for and access a Veteran's records, establish a new Veteran record, update existing Veteran records with the Veteran's deceased status and date of death, as well as benefits received
 3. Number of common workflows automated
 4. Percent of eligibility determinations processed automatically or partially processed automatically
- d. Strategy 5.2.4: Implement enhanced benefits management and cemetery services IT systems by replacing Burial Operations Support System (BOSS) and Automated Monument Application System (AMAS) with enhanced systems that meet all business requirements (43/41)
- i. Measures:
 1. Accomplishment of milestones related to BOSS replacement
 2. Accomplishment of milestones related to AMASS replacement
- e. Strategy 5.2.5: Adopt and implement enhanced burial and headstone/marker setting technologies (42/41)
- i. Measures:
 1. Accomplishment of milestones related to the study and implementation of headstone/maker setting methodologies, such as: concrete support beam system, foam support beam system, helical anchor system, and setting headstones over pre-placed crypts
 2. Accomplishment of milestones related to the study and implementation of pre-placed urn crypts

Implementation

This long-range plan states NCA's goals, objectives, strategies and measures for the near future, and assigns responsibility to NCA leaders to implement strategies and develop performance targets for measures identified. The annual performance plans for those assigned as the primary and supporting officials will include their assigned strategies and key performance targets.

Within 60 days of the publication of this long-range plan, each responsible official will complete and submit an Operating Plan of Actions and Milestones (POAM) identifying at least the following elements for each assigned strategy: strategy lead, actions, action owners, specific annual performance targets for each performance measure, and timelines for completion. The NCA Office of Finance and Planning, Policy and Planning Service will provide the necessary templates for this purpose. Subsequently, Policy and Planning Service will facilitate monthly execution review meetings with strategy leads and support function leads (e.g., Budget, Legislative & Regulatory, Human Capital Management, Contracting, Communications & Outreach, and IT) to monitor and track progress. Policy and Planning Service will also facilitate quarterly updates to the National Leadership Board on progress towards implementing the strategies through a leadership dashboard comprised of key measures.

Appendix A: NCA Long-Range Planning Integration with MyVA's 5 Objectives and 12 Breakthrough Priorities

MyVA puts Veterans in control of how, when, and where they wish to be served. It is a catalyst to make VA a world-class service provider—a framework for modernizing VA's culture, processes, and capabilities to put the needs, expectations and interests of Veterans and their families first. There are five objectives and 12 breakthrough priorities in support of MyVA as promoted by the Secretary of Veterans Affairs.

MyVA Objectives:

1. Improve the Veteran experience: At a bare minimum, every contact between Veterans and VA should be at least predictable, consistent, and easy; however, we are aiming to make each touchpoint exceptional. It begins with receptionists who are pleasant to our Veteran clients, but there is also a science to this. We are focusing on human-centered design, process mapping, and working with leading design firms to learn and use the technology associated with improving every interaction with clients.
2. Improve the employee experience—so we can better serve Veterans: VA employees are the face of VA. They provide care, information, and access to earned benefits. They serve with distinction daily. We cannot make things better for Veterans without improving the work experience of our dedicated employees. We must train them. We must move from a rules/fear-based culture to a principles/values-based culture. I learned in the private sector that it is absolutely not a coincidence that the very best customer-service organizations are almost always among the best places to work.
3. Improve internal support services: We will let employees and leaders focus on assisting Veterans, rather than worrying about “back office” issues. We must bring our information technology (IT) infrastructure into the 21st century. Our scheduling system, where many of our issues with access to care were manifest, dates to 1985. Our Financial Management System is written in COBOL, a language I used in 1973. This is simply unacceptable. It impedes all our efforts to best serve Veterans.
4. Establish a culture of continuous improvement: We will apply Lean strategies and other performance improvement capabilities to help employees examine their processes in new ways and build a culture of continuous improvement.
5. Enhance strategic partnerships: Expanding our partnerships will allow us to extend the reach of services available for Veterans and their families. We must work effectively with those who bring capabilities and resources to help Veterans.

MyVA Breakthrough Priorities and Desired Outcomes by end of Calendar Year 2016:

1. Improve the Veteran Experience

- a. Strengthened trust in VA to fulfill our country's commitment to Veterans; currently measured at 47 percent, we want it to be 70 percent by year end.
 - b. Establish a Department-wide customer experience measurement framework to enable data-driven service improvements.
 - c. Make the Veterans Experience office fully operational.
 - d. Expand the network of Community Veteran Engagement Boards to 100+
 - e. Additionally, in order to deliver experiences to Veterans that are effective, easy, and where they feel valued, medical centers will ensure they are fully staffed at the frontline with well-prepared employees who have been selected for their customer service orientation. Functionally, this means new frontline staff will be assessed through a common set of customer service criteria, hired within 30 days of selection, and provided a nationally standardized onboarding and training program.
2. Increase Access to Health Care.
 - a. When a Veteran calls or visits primary care at a VA Medical Center, their clinical needs will be addressed that day.
 - b. Veterans will be able to conveniently get medically necessary care, referrals, and information from any VA medical center, in addition to the facility where they typically receive their care utilizing existing VISTA technology.
3. Improve Community Care.
 - a. Improve the Veterans' experience with non-Department Care. Pending legislation, by the end of the year:
 - b. VA will begin to consolidate and streamline its non-Department Provider Network and improve relationships with community providers and core partners.
 - c. Veterans will be able to see a community provider within 30 days of their referral.
 - d. Non-Department claims will be processed and paid within 30 days 85 percent of the time.
 - e. Claims backlog will be reduced to less than 10 percent of total inventory.
 - f. Referral and authorization time will be reduced.
4. Deliver a Unified Veteran Experience.
 - a. Vets.gov will be able to provide Veterans, their families, and caregivers with a single, easy-to use, and high-performing digital platform to access the VA benefits and services they have earned.
 - b. The top 100 search terms will all be addressed within one click.
 - c. All current content features and forms from the current public-facing VA websites will be redesigned, rewritten in plain language, and migrated to Vets.gov prioritized based on Veteran demand.
 - d. Additionally, we will have one authoritative source of customer data; eliminating the disparate streams of Administration-specific data that require Veterans to replicate inputs.
5. Modernize our Contact Centers (Including Veterans Crisis Line).
 - a. By the end of this year, every Veteran in crisis will have their call promptly answered by an experienced responder at the Veterans Crisis Line.

- b. Veterans will be able to access the VA system 24 hours a day, know where to call to get their questions answered, receive prompt service and accurate answers, and be treated with kindness and respect. VA will do this by establishing the initial conditions necessary for an integrated system of customer contact centers.
6. Improve the Compensation & Pension Exam Process.
 - a. Improved Veteran satisfaction with the C&P Exam process. We will have a baseline satisfaction metric in place by February and will set a goal for significant improvement once we know our baseline.
 - b. VA will have a national rollout of initiatives to ensure the experience is standardized across the nation.
 7. Develop a Simplified Appeals Process.
 - a. Subject to successful legislative action, put in place a simplified appeals process, enabling the Department to resolve 90 percent of appeals within one year of filing by 2021.
 - b. Increase current appeals production to more rapidly reduce the existing appeals inventory.
 8. Continue Progress in Reducing Veteran Homelessness.
 - a. Continue progress toward an effective end to Veteran homelessness by permanently housing or preventing homelessness for an additional 100,000 Veterans and their family members,
 9. Improve Employee Experience (Including Leadership Development).
 - a. Continue to improve employee experience by developing engaged leaders at all levels, who inspire and empower all employees to deliver a seamless, integrated, and responsive VA customer service experience.
 - b. Over 12,000 engaged leaders skilled in applying LDL principles, concepts, and tools will work projects and/or initiatives to make VA a more effective and efficient organization.
 - c. Improve VA employee experience by incorporating LDL principles into VA's leadership and supervisor development programs and courses of instruction.
 - d. VA Senior Executive performance plans will include an element that targets how to improve employee engagement and customer service, and all VA employees will have a customer service standard in their performance plans.
 - e. All VA supervisors will have a customer service standard in their performance plans.
 - f. VA will begin moving from paper-based individual development plans to a new electronic version, making it easier for both supervisors and employees.
 10. Staff Critical Positions.
 - a. Achieve significantly improved critical staffing levels that balance access and clinical productivity, with targets of 95 percent Medical Center Director positions filled with permanent appointments (not acting) and 90 percent of other critical shortages addressed – management as well as clinical.
 - b. Work to reduce “time to fill” standards by 30 percent.

11. Transformation of the Office of Information & Technology (OIT).
 - a. Achieve key milestones on the path to creating a world-class Information Technology (IT) organization that improves the support to business partners and Veterans.
 - b. 50 percent of projects on time and on budget.
 - c. Stand up an account management office.
 - d. Develop portfolios for all Administrations.
 - e. All supervisor and executive performance goals tied to strategy goals.
 - f. Close all current cybersecurity weaknesses.
 - g. Develop a holistic Veteran data management strategy.
 - h. Implement a quality and compliance office.
 - i. Deploy a transformational vendor management strategy.
 - j. Ensure implementation of key initiatives to improve access to care.
 - k. Strengthen Electronic Health Record (EHR) Strategy.
 - l. Establish one authoritative source for Veteran contact information, military service history, and Veteran status.
 - m. Finalize the Congressionally mandated DOD-VA Interoperability requirements.
12. Transform Supply Chain.
 - a. VA will build an enterprise-wide integrated Medical-Surgical supply chain that leverages VA's scale to drive an increase in responsiveness and a reduction in operating costs. Over \$150 million in cost avoidance will be redirected to priority Veteran programs.

NCA's strategic goals, objectives and strategies support and map to MyVA's Objectives and Breakthrough Priorities as depicted in the below table.

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
1	42	41	Strategy 1.1.1: Open 15 new national cemeteries by 2021, thereby providing an additional 2% of the Veteran population with reasonable access to a burial option within (42/41)	Goal #1: Veterans and eligible family members will have increased access to burial benefits	Objective 1.1: By the end of 2021, increase access to a burial option in a national, state, or tribal Veterans cemetery.	Improve the Veteran experience	Improve the Veterans Experience
2	40A3-VCGP	42	Strategy 1.1.2: Establish new state Veterans cemeteries in targeted areas to contribute a 2% increase towards the percent of Veterans that have access to a burial option in a national, state, or tribal Veterans cemetery within 75 miles of their homes (40A3-VCGP/42)	Goal #1: Veterans and eligible family members will have increased access to burial benefits	Objective 1.1: By the end of 2021, increase access to a burial option in a national, state, or tribal Veterans cemetery.	Improve the Veteran experience	Improve the Veterans Experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
3	42	41	Strategy 1.2.1: Develop a proposal to obtain the authority to pay the cost to transport the remains of the eligible Veteran or dependent to the nearest VA national or state Veterans cemetery (42/41)	Goal #1: Veterans and eligible family members will have increased access to burial benefits	Objective 1.2: By the end of 2021, address the burial needs of unserved Veterans (the remaining 5 percent of eligible Veterans – including those that live abroad who do not have reasonable access to a national or state Veterans cemetery within 75 miles of their homes, and where it is not fiscally prudent or geographically feasible to establish a Veterans cemetery near their home).	Improve the Veteran experience	Improve the Veterans Experience
4	42	41	Strategy 1.2.2: Develop a proposal to increase the burial and plot allowances for all eligible Veterans without reasonable access to a burial option in a national or state Veterans cemetery (42/41)	Goal #1: Veterans and eligible family members will have increased access to burial benefits	Objective 1.2: By the end of 2021, address the burial needs of unserved Veterans (the remaining 5 percent of eligible Veterans – including those that live abroad who do not have reasonable access to a national or state Veterans cemetery within 75 miles of their homes, and where it is not fiscally prudent or geographically feasible to establish a Veterans cemetery near their home).	Improve the Veteran experience	Improve the Veterans Experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
5	41	42	Strategy 2.1.1: Develop and implement a plan to provide routine weekend burials in national cemeteries (41/42)	Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.	Objective 2.1: By the end of 2021, increase the percent of Veterans and eligible family members that choose to be interred in a national, state, or tribal Veteran cemetery and utilize memorial benefits.	Improve the Veteran experience	Improve the Veteran experience
6	43	40-COS	Strategy 2.1.2: Enhance outreach efforts to increase the number of Veterans and family members who are aware of VA burial and memorial benefits (43/40-COS)	Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.	Objective 2.1: By the end of 2021, increase the percent of Veterans and eligible family members that choose to be interred in a national, state, or tribal Veteran cemetery and utilize memorial benefits.	Improve the Veteran experience	Improve the Veteran experience
7	41	42	Strategy 2.1.3: Provide alternative burial options, including a natural or environmentally sensitive burial section in national cemeteries (41/42)	Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.	Objective 2.1: By the end of 2021, increase the percent of Veterans and eligible family members that choose to be interred in a national, state, or tribal Veteran cemetery and utilize memorial benefits.	Improve the Veteran experience	Improve the Veteran experience
8	41	43	Strategy 2.2.1: Fully implement a program for Veterans and their families to obtain pre-need burial eligibility determinations in advance of their time-of-need (41/43)	Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.	Objective 2.2: By the end of 2021, enhance processes and methods to easily apply for and obtain timely eligibility determinations for burial in a national, state, or tribal Veteran cemetery and utilization of memorial benefits.	Improve the Veteran experience	Improve the Veteran experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
9	43	41	Strategy 2.2.2: Implement self-service capability to provide Veterans, eligible family members and other stakeholders enhanced options for how and when they request burial and memorial benefits; including on-line application for those benefits (43/41)	Goal #2: More Veterans and eligible family members will use VA burial and memorial benefits.	Objective 2.2: By the end of 2021, enhance processes and methods to easily apply for and obtain timely eligibility determinations for burial in a national, state, or tribal Veteran cemetery and utilization of memorial benefits.	Improve the Veteran Experience	Improve the Veteran experience
10	41	42	Strategy 3.1.1: Improve quality and timeliness of headstones, markers, and medallions (41/42)	Goal #3: Veterans will be memorialized through enhanced tributes befitting their service and sacrifice to the nation.	Objective 3.1: By the end of 2021, improve the quality and timeliness of existing memorial benefits.	Improve the Veteran Experience	Improve the Veteran experience
11	41	42	Strategy 3.1.2: Improve quality and timeliness of Presidential Memorial Certificates (41/42)	Goal #3: Veterans will be memorialized through enhanced tributes befitting their service and sacrifice to the nation.	Objective 3.1: By the end of 2021, improve the quality and timeliness of existing memorial benefits.	Improve the Veteran Experience	Improve the Veteran experience
12	43	41	Strategy 3.2.1: Implement digital memorialization capability to provide access to memorial information and services (43/41)	Goal #3: Veterans will be memorialized through enhanced tributes befitting their service and sacrifice to the nation.	Objective 3.2: By the end of 2021, implement new initiatives to enhance Veteran memorialization and celebrate their legacy and military service.	Improve the Veteran Experience	Improve the Veteran experience
13	40-COS	43	Strategy 3.2.2: Fully implement a Veterans Legacy Program (VLP) to enhance memorialization and increase awareness of Veteran sacrifice by creating educational resources and programming for use by the public, both digitally and onsite at VA national cemeteries (40-COS/43)	Goal #3: Veterans will be memorialized through enhanced tributes befitting their service and sacrifice to the nation.	Objective 3.2: By the end of 2021, implement new initiatives to enhance Veteran memorialization and celebrate their legacy and military service.	Enhance strategic partnerships	Improve the Veteran experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
14	41	41	Strategy 4.1.1: Implement Global Positioning System (GPS) technology to collect geo-spatial data for all gravesites in national cemeteries and use a Geographical Information System (GIS) to enhance the accounting for remains, marking of graves, and mapping of national cemeteries (41/43)	Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.	Objective 4.1: By the end of 2021, strengthen capability to account for remains, mark graves, and account for gravesite usage by improving our use of information technology.	Improve internal support services	Improve the Veteran experience
15	42	41	Strategy 4.1.2: Improve the monitoring and tracking of burial rates and depletion projections for national, state and tribal Veterans cemeteries to ensure appropriate gravesite expansions (42/41)	Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.	Objective 4.1: By the end of 2021, strengthen capability to account for remains, mark graves, and account for gravesite usage by improving our use of information technology.	Improve internal support services	Improve the Veteran experience
16	42	40A3-VCGP	Strategy 4.2.1: Fully implement the redesigned Organizational Assessment and Improvement Program (42/40A3-VCGP)	Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.	Objective 4.2: By the end of 2021, strengthen capability to continuously assess and improve the operation and maintenance of Veterans cemeteries to meet National Shrine standards.	Establish a culture of continuous improvement	Improve the Veteran experience
17	40A3-VCGP	42	Strategy 4.2.2: Enhance partnerships with state and tribal organizations to ensure the operations and maintenance of grant-funded state and tribal Veteran cemeteries (STVC) meet national shrine standards (40A3-VCGP/42)	Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.	Objective 4.2: By the end of 2021, strengthen capability to continuously assess and improve the operation and maintenance of Veterans cemeteries to meet National Shrine standards.	Enhance strategic partnerships	Improve the Veteran experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
18	42	43	Strategy 4.2.3: Obtain broader stakeholder feedback (42/43)	Goal #4: Stakeholders will place greater trust in NCA based on enhanced accountability.	Objective 4.2: By the end of 2021, strengthen capability to continuously assess and improve the operation and maintenance of Veterans cemeteries to meet National Shrine standards.	Improve the Veteran Experience	Improve the Veteran experience
19	43	41	Strategy 5.1.1: Implement competency based training solutions to develop leaders, enhance individual performance, and support continuous learning (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.1: By the end of 2021, improve the employee experience to employ a workforce with higher employee satisfaction that provides better service to Veterans.	Improve the employee experience—so we can better serve Veterans	Improve the employee experience
20	43	41	Strategy 5.1.2: Develop and implement administration-wide workforce and succession plans to ensure excellence in recruitment, retention, training, and position management to meet the current and future needs of the organization (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.1: By the end of 2021, improve the employee experience to employ a workforce with higher employee satisfaction that provides better service to Veterans.	Improve the employee experience—so we can better serve Veterans	Improve the employee experience
21	43	41	Strategy 5.1.3: Develop and implement targeted safety campaigns and programs and related training to improve employee health and safety. (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.1: By the end of 2021, improve the employee experience to employ a workforce with higher employee satisfaction that provides better service to Veterans.	Improve the employee experience—so we can better serve Veterans	Improve the employee experience
22	40A – EEO& Diversity	43	Strategy 5.1.4 : Ensure a diverse and inclusive workforce (40A – EEO&Diversity/ 43)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.1: By the end of 2021, improve the employee experience to employ a workforce with higher employee satisfaction that provides better service to Veterans.	Improve the employee experience—so we can better serve Veterans	Improve the employee experience

No.	Primary Owner	Supporting Owner	NCA Strategy	NCA Goal	NCA Objective	MyVA Objective	MyVA Breakthrough Priority
23	42	40-COS	Strategy 5.2.1: Update or write all necessary policy and regulations and electronically publish and archive these documents so they can be easily referenced and searched (42/40-COS)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.2: By the end of 2021, increase the effectiveness of our policies, processes, and tools to improve the quality, consistency, and reliability of our outcomes.	Establish a culture of continuous improvement	Improve the employee experience
24	43	41	Strategy 5.2.2: Implement business intelligence (BI) capability to provide NCA the tools necessary to better measure its performance and service to the Veteran (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.2: By the end of 2021, increase the effectiveness of our policies, processes, and tools to improve the quality, consistency, and reliability of our outcomes.	Improve internal support services	Improve the Veteran experience
25	43	41	Strategy 5.2.3: Provide tools to assist the Veteran and VA in using common data and services to fulfill benefit requests (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.2: By the end of 2021, increase the effectiveness of our policies, processes, and tools to improve the quality, consistency, and reliability of our outcomes.	Improve the Veteran Experience	Integrate customer data to provide a unified Veteran experience
26	43	41	Strategy 5.2.4: Implement enhanced benefits management and cemetery services IT systems by replacing Burial Operations Support System (BOSS) and Automated Monument Application System (AMAS) with enhanced systems that meet all business requirements (43/41)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.2: By the end of 2021, increase the effectiveness of our policies, processes, and tools to improve the quality, consistency, and reliability of our outcomes.	Improve internal support services	Transform our Office of Information and Technology
27	42	41	Strategy 5.2.5: Adopt and implement enhanced burial and headstone/marker setting technologies (41/42)	Goal #5: Stakeholders will be served more efficiently and effectively by NCA's internal capacity.	Objective 5.2: By the end of 2021, increase the effectiveness of our policies, processes, and tools to improve the quality, consistency, and reliability of our outcomes.	Improve internal support services	Improve the Veteran experience