

Trends

No Data Available

## Legend:

↑ Increase, ↓ Decrease, ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

## Legend:

↑ Improving, ↓ Worsening,  
 ↔ Maintaining

For more information on administrative key, and productivity measures, go to [www.vaperforms.virginia.gov/agencylevel/index.cfm](http://www.vaperforms.virginia.gov/agencylevel/index.cfm)

Background & History

The Department of Veterans Services (DVS) serves Virginia's 840,000 veterans and their eligible beneficiaries by ensuring they receive the benefits, support, quality care, and recognition they have earned through service and sacrifice.

DVS is organized into six service delivery sections: Benefit Services, Education Services, Care Center Services, Cemetery Services, the Virginia War Memorial, and the Virginia Wounded Warrior Program. Three citizen boards work closely with the agency to support the effective delivery of services to Virginia's veterans: the Board of Veterans Services, the Joint Leadership Council of Veterans Service Organizations, and the Veterans Services Foundation.

Title 2.2, Chapter 20 provides for the establishment of a Department of Veterans Services and the appointment of a Commissioner of Veterans Services. It outlines the administrative responsibilities of the department and the powers and duties of the Commissioner. Statutory authority for the Department's service-delivery sections is discussed in greater detail in the service area plans.

Primary Product & Services

Benefit Services: Provides free assistance to Virginia veterans and eligible dependents in accessing federal and state veterans benefits. Operates 23 benefit field offices staffed by 36 claims agents (the Code of Virginia requires DVS to have one claims agent for every 23,000 veterans in Virginia).

Care Center Services: Delivers skilled nursing, domiciliary, and Alzheimer's care to Virginia's veterans, predominantly those 65 and older, at veterans care centers in Richmond (Sitter & Barfoot Veterans Care Center - 160 beds) and Roanoke (Virginia Veterans Care Center - 240 beds). A 40-bed addition to the Sitter & Barfoot Veterans Care Center is under construction and is expected to begin operations in early 2015. New care centers are planned for Hampton Roads and Northern Virginia.

Cemetery Services: Serves the memorial needs of Virginia veterans and eligible dependents at state veterans cemeteries in Amelia (Virginia Veterans Cemetery), Dublin (Southwest Virginia Veterans Cemetery), and Suffolk (Albert G. Horton, Jr. Memorial Veterans Cemetery).

Education Services: Ensures access to higher education opportunities for Virginia veterans and eligible dependents by certifying that programs of instruction at post-secondary education institutions in Virginia meet federal requirements, enabling Virginia veterans and eligible dependents to use their G.I. Bill education benefits.

Virginia War Memorial: The Virginia War Memorial is the Commonwealth of Virginia's monument to honor the memory of Virginia's men and women who demonstrated a willingness to serve and fight to defend our way of life from World War II to the present. Through its Education Center, the Memorial serves as the Center of Excellence for the Commonwealth in education of Virginian's experience of war from the birth of our nation to the present.

The Virginia Wounded Warrior Program (VWWP): In cooperation with the Department of Behavioral Health and Developmental Services and the Department for Aging and Rehabilitative Services, monitors and coordinates behavioral health and rehabilitative services and support through an integrated, comprehensive and responsive system of public and private partnerships. VWWP provides these services to Virginia veterans, members of the Virginia National Guard and Armed Forces Reserves (not in active federal service), and their families affected by stress related conditions or traumatic brain injuries resulting from military service.

## Agency Executive Progress Report

### Customer Base

The Department of Veterans Services (DVS) serves Virginia's 840,000 veterans and their eligible beneficiaries by ensuring they receive the benefits, support, quality care, and recognition they have earned through service and sacrifice.

Benefit Services: Customers for the Benefit Services section are those veterans and eligible dependents requiring assistance in accessing federal, state, or local veterans benefits. The primary focus is on the development and submission of compensation or pension claims with the U.S. Department of Veterans Affairs (USDVA). Though the number of claims submitted declined slightly in Fiscal Year (FY) 2013, DVS expects the number of customers served by the Benefit Services section to remain high - with over 100,000 customer contacts and over 25,000 claims filed per year.

Care Center Services: The care centers' primary customer base is Virginia veterans age 65 and older, though younger veterans do receive care, especially for short-term rehabilitation at the Sitter & Barfoot Veterans Care Center in Richmond. The USDVA forecasts the number of Virginia veterans age 65 and older to increase from 265,310 in 2013 to 276,259 in 2023 and 287,698 in 2033. The number of veterans served annually by the care centers is a function of the number of beds: 160 at the Sitter & Barfoot Veterans Care Center in Richmond and 240 beds at the Virginia Veterans Care Center in Roanoke. Potential capacity is measured in terms of a "patient day" - or one veteran occupying a care center bed for one day. DVS care centers have a potential capacity of 146,000 patient days of care (400 beds x 365 days = 146,000). DVS delivered 131,989 patient days of care in FY 2013, for a utilization (occupancy) rate of 90.4%. The opening of the 40-bed addition to the Sitter & Barfoot Veterans Care Center in Richmond will add a potential capacity of 14,600 patient days of care (40 beds x 365 days = 14,600).

Cemetery Services: 1,345 interment services were conducted in FY 2013 at the Albert G. Horton, Jr. Memorial Veterans Cemetery (Suffolk), Virginia Veterans Cemetery (Amelia), and the Southwest Virginia Veterans Cemetery (Dublin). A 2013 study estimates that this will rise to over 1,500 interments per year by FY 2023. Cemetery customers also include the family of veterans or eligible dependents interred in the cemeteries, the veterans community, and the citizens of the Commonwealth.

Education Services: Virginia veterans and eligible dependents may use their G.I. Bill education benefits at over 1,000 programs of post-secondary instruction in Virginia. Additional programs may be certified upon request of a veteran or institution.

Virginia Wounded Warrior Program (VWWP): The VWWP is organized into five regional consortia, consisting of Community Service Boards (CSBs), federal, state, and local agencies, non-profits, and other community partners. Through VWWP, over 5,300 veterans and family members received individual services in FY 2013. These services, tailored to meet unique individual needs, are often in-depth and involve service delivery through multiple agencies or service providers (federal, state, local, non-profit, etc).

Virginia War Memorial: The number of annual visitors to the Virginia War Memorial has risen significantly in the past three years - from 19,000 in FY 2010 to 60,004 in FY 2013 - and is expected to continue to grow. Through its education programs, the Memorial's customers also include Virginia middle and high school students and their teachers.

### Customer Listing

No Data Available

### Key Agency Statistics

Over 840,000 veterans reside in the Commonwealth of Virginia. One in every 10 Virginians is a veteran. Virginia ranks #7 in the nation in overall veterans population.

- DVS filed 25,120 disability compensation or pension claims on behalf of Virginia veterans in FY 2013. The U.S. Department of Veterans Affairs (USDVA) adjudicated 14,354 claims and approved 10,978 claims - a 76% approval rate. The USDVA paid \$1.9 billion in compensation and pension benefits to Virginia veterans and dependents in FFY 2012 - #6 in the nation.
- 57,264 Virginia veterans and dependents used G.I. Bill benefits in FY 2012 - #4 in the nation. Over 1,000 institutions of post-secondary instruction in Virginia are certified for G.I. Bill usage.
- The Virginia Wounded Warrior Program (VWWP) sponsored 712 community events in FY 2013. 171,706 Virginians were reached at events sponsored or co-sponsored by VWWP.
- The VWWP provided individual services to 5,381 veterans, Guardsmen and Reservists not in federal service, and family members in FY 2013.
- The Virginia Veterans Care Center (Roanoke) and the Sitter & Barfoot Veterans Care Center (Richmond) delivered 131,989 patient days of care in FY 2013.
- Virginia's three state veterans cemeteries performed 1,345 interments of veterans and eligible dependents in FY 2013, including 859 interments at the Albert G. Horton, Jr. Memorial Veterans Cemetery (Suffolk), 311 interments at the Virginia Veterans Cemetery (Amelia), and 175 interments at the Southwest Virginia Veterans Cemetery (Dublin).
- There were 60,004 visitors to the Virginia War Memorial in FY 2013.
- The Department of Defense (DoD) paid \$4.85 billion to military retirees in Virginia in FFY 2012 - #2 in the nation.

## Agency Executive Progress Report

### Finances

The department's funding comes from a variety of general and nongeneral fund sources:

General Fund: all operations for the Benefit Services section and the Virginia War Memorial; the majority of operations for the Virginia Wounded Warrior Program, the veterans cemeteries, and the Administrative Services section.

Nongeneral Fund - Federal Trust: all operations of the Education Services section. Part of the operation of the veterans care centers, the veterans cemeteries, and the Administrative Services section. The Virginia Wounded Warrior Program receives federal grant funds.

Nongeneral Fund - Special: Medicaid and Medicare (Part A and B) reimbursement covers a portion of the operating cost of the Care Center Services section.

A portion of the veterans cemeteries and veterans care centers operating budget comes from private funds (fee for service).

Nongeneral Fund - Dedicated Special Revenue: Private donations supplement the funding for the veterans cemeteries, veterans care centers, and the Virginia Wounded Warrior Program.

### Fund Sources

No Data Available

### Revenue Summary Statement

The Virginia Department of Veterans Services (DVS) collects revenues as reimbursement for services provided. Almost all of the revenue collected is a result of direct patient care provided at Virginia's two veterans care centers. This revenue comes from Medicaid, Medicare, U.S. Department of Veterans Affairs (USDVA) per diem, and private pay. The remaining revenue collected is a result of burials performed at Virginia's three veterans cemeteries, and comes from three sources – USDVA burial reimbursement, the sale of outer burial containers, and the fee charged for spouse/dependent burials.

### Key Risk Factors

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Benefit Services funding and staffing (hiring/retention): DVS operates 23 benefit field offices staffed by 36 claims agents. Staff turnover severely impacts the section's ability to keep all offices open and functional. This is especially significant because it takes approximately three to five years for a claims agent to become fully trained and proficient. The state HR system provides agencies the tools to recruit and retain qualified staff. However, the Benefits Section lacks the budget resources necessary to offer competitive salary/benefits packages to attract, train, and retain claims agents.

Virginia Wounded Warrior Program – funding to support increased service demands: the number of veterans, Guardsmen and Reservists, and family members served by the Virginia Wounded Warrior Program (VWWP) continues to expand. In FY15, VWWP will reach the point where funding resources cannot support any additional growth in services, yet the demand for VWWP resources will only continue to grow with the ending of the conflicts in Iraq and Afghanistan.

Virginia War Memorial – funding and staffing to support the increased number of visitors and expanded education mission: with the opening of the Paul & Phyllis Galanti Education Center in 2010, the number of annual visitors to the Virginia War Memorial has increased from 19,000 in FY 2010 to 60,004 in FY 2013. This has been accompanied by a significant expansion of the Memorial's education mission, with its broad focus on all Virginians and more specific focus on middle and high school students and their teachers. It is critical that the resources provided to the Memorial are commensurate with its mission as the Commonwealth of Virginia's monument to honor the memory of Virginia's men and women who demonstrated a willingness to serve and fight to defend our way of life from World War II to the present.

Cemetery Services – staffing, maintenance reserve, and equipment replacement: through the support of the Governor, General Assembly, and the veterans community, funding and staffing shortfalls at the state veterans cemeteries have been eliminated. Significant maintenance reserve and equipment replacement projects are underway. Close attention must be paid to ensure continued alignment of cemetery resources with the increasing number of burials, and to ensure that critical maintenance reserve and equipment replacement requirements continue to be addressed. Cemetery staffing must also be closely monitored to ensure adequate manpower to perform an increasing number of interment services and to maintain the cemetery grounds to national shrine standards.

## Agency Executive Progress Report

Department succession planning and continuity: like all state agencies, DVS faces significant challenges in the area of succession planning and continuity due to an aging workforce. A number of key leaders, including the directors of the Benefit Services section, Cemetery Services section, and Virginia War Memorial, are eligible to retire immediately. DVS will continue to take such steps as resources permit to prepare for the retirement of key leaders, but additional resources will be necessary to ensure an effective transition.

### Performance Highlights

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The Department of Veterans Services measures its service performance through performance measures tied to the goals outlined in the Department's Strategic Plan and in the objectives set forth in the Service Area Plans.

DVS has three key measures:

1. We will serve more veterans by increasing the rate of occupancy in our Nursing Care section of the veterans care centers. The goal is to achieve and maintain a 90 to 95% occupancy rate. The Nursing Care section had a 93% occupancy rate in FY 2013.
2. We will serve more veterans by increasing the rate of occupancy in our Domiciliary Care section of the veterans care centers. The goal is to maintain an 85% occupancy rate. The Domiciliary Care section had a 74% occupancy rate in FY 2013.
3. We will increase the percentage of veteran claims filed by DVS and awarded by the USDVA. The goal is a 77% approval rate. The FY 2013 approval rate was 76%.

### Performance Measures

### Management Discussion & Analysis

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#### General Information about the Ongoing Status of the Agency

*The Department of Veterans Services overarching goal is to make Virginia the most veteran-friendly state in the Nation.*

In support of this overarching goal, the Department of Veterans Services (DVS), in conjunction with the Board of Veterans Services (BVS) and the Joint Leadership Council of Veterans Service Organizations (the JLC) established the following long-range goals:

- Ensure Virginia veterans and eligible family members receive timely assistance in filing for federal, state, disability benefits.
- Deliver long-term skilled nursing and domiciliary care, assisted living (domiciliary) care, and short term rehabilitation services to Virginia veterans.
- Connect veterans, Guardsmen and Reservists not in federal service, and their family members to a network of community-based services designed to help them overcome the challenges of stress-related and traumatic brain injuries and rehabilitative needs that result from military service.
- Provide Virginia's veterans and their spouses a final resting place at state veterans cemeteries that meet national shrine standards.
- Ensure veterans and their dependents have approved educational programs through which they may receive their educational benefits.
- Reduce the number of homeless veterans.
- In conjunction with other state agencies, create employment opportunities for Virginia veterans in state government and the private sector.
- Honor patriotic Virginians who rendered faithful service and sacrifice in the cause of freedom and liberty for the Commonwealth and the nation in time of war and honor all of Virginia's veterans by preserving their history, educating the public, and inspiring patriotism in all Virginians.
- Coordinate with other state agencies to afford Virginia's veterans business, employment, transportation, and other appropriate opportunities through technology advances, workforce development, outreach, quality of life enhancement, and other services for veterans and their families.

The Code of Virginia requires the Commissioner of Veterans Services to: *"Establish and implement a compact with Virginia's veterans, which shall have a goal of making Virginia America's most veteran-friendly state. The compact shall be established in conjunction with the Board of Veterans Services and supported by the Joint Leadership Council of Veterans Service Organizations and shall (i) include specific provisions for technology advances, workforce development, outreach, quality of life enhancement, and other services for veterans and (ii) provide service standards and goals to be attained for each specific provision in clause (i). The provisions of the compact shall be reviewed and updated annually. The Commissioner shall include in the annual report required by this section the progress of veterans services established in the compact."*

## Agency Executive Progress Report

*The following objectives were established for FY 2015 by the JLC and BVS in conjunction with DVS:*

### JLC Objectives

JLC Priority #1: That the Governor and General Assembly support competitive compensation authority and funding for DVS claims agents

JLC Priority #2: That the Governor and General Assembly adopt budgeting/legislation that will allow the continuance of base funding for the Virginia Values Veterans (V3) Program to support hiring and retention of veterans, particularly those who have served during the past decade, and those returning from deployment.

JLC Priority #3: That the Governor and General Assembly continue and increase funding for the Virginia Wounded Warrior Program as a priority in the development and approval of the 2014-2016 biennial budget.

JLC Priority #4: That the Governor and General Assembly enact legislation to permit the electronic return of absentee ballot by overseas uniformed military voters.

JLC Priority #5: That the Governor and the General Assembly approve funding in the 2014-2016 biennial budget to move the Homeless Veterans Program forward. Up to \$450,000 in FY2015 and \$970,000 in FY2016

JLC Priority #6: That the Governor and General Assembly provide one-time funding in the FY2015 budget to commission an update to the 2010 Virginia Tech report "*Assessing the Experiences, Supportive Service Needs and Service Gaps of Veterans in the Commonwealth of Virginia*" to measure progress in access to health care, behavioral healthcare and supportive community services, including employment, housing and financial assistance, for veterans, members of the National Guard and Reserves not in active federal service and their families in the Commonwealth.

JLC Priority #7: That the General Assembly pass a resolution to provide a Real Property Tax Exemption for Spouses of Military Killed in Action, identical to the resolution (HJ551) passed by the 2013 General Assembly, and that the Governor and General Assembly enact legislation to place a referendum on the ballot for the November 4, 2014 general election.

### BVS Objectives:

BVS Priority #1: That the Department of Veterans Services (DVS) create a staff development plan to serve as an effective management tool to recruit, hire, train, and most importantly, retain Benefits Section staff. Based on this plan, DVS should identify the necessary funding to implement the plan in Fiscal Years 2015 and 2016 and submit a supporting budget request to the Governor and General Assembly.

BVS Priority #2: That the Governor and General Assembly authorize two additional positions for the state veterans cemeteries in Fiscal Year 2015.

BVS Priority #3: That the Governor and General Assembly enact legislation effecting a very limited change to the Code of Virginia in regards to the residency requirements of the Virginia Military Survivors and Dependents Education Program (VMSDEP). The requested change would expand eligibility for benefits under the VMSDEP to the qualified survivors and dependents of recently separated or retired military service members who do not meet current VMSDEP residency requirements but who meet all other requirements. These veterans, when they were on active duty, may not have been a bona fide domiciliary of the Commonwealth of Virginia for tax purposes, but have had a long-term physical presence in the Commonwealth because they were assigned to a duty station in Virginia. These new veterans have remained in Virginia after leaving active duty, and have taken the steps required to establish domicile. They have demonstrated their commitment to the Commonwealth by their long-term physical presence and by remaining in the state after leaving active duty.

## Information Technology

### Overview of the current state of IT in the agency:

The current state of information technology for the Virginia Department of Veterans Services (DVS) is very good. The DVS IT Department continues to achieve full compliance/top score ratings for all COV and VITA/NG mandates (Continuity Plan Assessment, IT Security Program, Agency Preparedness Assessment, etc.). Our IT Security Program continues to protect our agency data by: 1) creating and enforcing DVS IT security policies to ensure compliance with all COV and VITA/NG security requirements, 2) educating all DVS staff, using the DVS Knowledge Centre Courses, on IT security best practices for safe data management and communications, and 3) utilizing VITA/NG security services at our DVS locations in order to provide a secure computing environment for our agency networks and devices. We also continue to achieve full compliance/clean evaluations from the APA and DOA on our annual IT systems and security audits. Although our IT staff is few in number, we continue to provide timely and effective IT services and excellent customer service to our agency employees and customers. All DVS employees are currently receiving the necessary technology tools (newer computers with current operating systems, updated office productivity software, new/upgraded business systems applications/services, etc.) to conduct general business functions as required by our agency mission statement. Several of our business applications and functions, used for daily operations, have been upgraded to utilize current technology and now have the ability to interface with other systems when they come online.

## Agency Executive Progress Report

Within DVS there are three mission critical business applications: Mitchell-Humphries Financial Management System II (FMSII), Point Click Care Clinical Accounts Receivable (AR) and Financial (PCC), and Benevets. The FMS II application has allowed implementation of an internal automated financial management system, reduced audit problems relating to internal controls and financial reporting, and reduced delays associated with producing financial information and management reports. In 2015/2016 this application functionality will be rolled into the Cardinal financial system, which is a Commonwealth of Virginia Enterprise level project being implemented for use by COV agencies. The Point Click Care Clinical AR and Financial application is utilized at both DVS veterans care centers: Virginia Veterans Care Center (VVCC) in Roanoke and Sitter & Barfoot Veterans Care Center (SBVCC) in Richmond. It is used to track medical and financial information for all veterans admitted into both care centers. Benevets is the web-based, hosted claims processing system that replaced our Representatives Veterans Database (RVD) application. Benevets was implemented in January 2013 at DVS and is also utilized by AMVETS at the Federal level to process claims for veterans. Benevets is utilized by all of our DVS Benefit Services offices located around the Commonwealth for performing veteran's claims development, tracking, and reporting.

DVS also works closely with the Veterans Benefits Administration (VBA) of the U.S. Department of Veterans Affairs to serve Virginia's veterans. A primary IT modernization goal of DVS is to improve service to veterans by utilizing information technology to enhance the claims process and to be able to share data within all DVS offices, other Commonwealth agencies, and the VBA. This year, we will be partnering with AMVETS to pilot test with the Veterans Administration (VA) for transmitting electronic claims directly to the VA, which is currently not possible at this point. Other operational initiatives that the DVS IT Division must manage are: VITA/NG Partnership program requests and projects, DVS information security and data integrity, and DVS systems and applications support; all which are critical to the agency being able to meet its mission and objectives.

### Factors impacting agency IT:

The DVS IT Department currently has three classified positions (1 - IT Director/CISO/AITR/ECO, 2 - IT System Support Engineers) and one P-14 position (IT Program Assistant) to support our agency, which possesses over 609 FTEs spread across several business units located around the Commonwealth. Due to this low support to staff ratio, DVS IT has limited ability to provide internal applications development or IT audit functions to meet DVS' growing business needs. As a result, these services must be handled and prioritized by the DVS IT Director and either out-sourced or utilize other COV agency services where needed and is possible. The DVS IT Director also serves as the agency Chief Information Security Officer, Agency Information Technology Resource for COV and VITA/NG IT coordination and management, and the Emergency Coordination Officer for GOV and VDEM for disaster recovery and continuity of operations coordination and management.

Simultaneously, the management of VITA projects and IT activities, equipment procurements, and VITA/NG infrastructure and billing issues continue to impact the DVS IT staff's ability to always effectively serve internal and external customers...due to the multiple requests for information and tasks these efforts require on a daily basis. Increasing VITA/NG charges continue to have a financial impact on DVS operations and the ability to obtain and afford all required/beneficial IT systems and services to keep DVS operations going smoothly and at low operating costs. Many VITA/NG solutions and technologies, such as the VITA/NG wireless solution, new voice/telephony systems, Internet/data transfer circuits and devices (MPLS and ERCS), etc. are typically way too costly for our agency to justify these expenditures and usually cannot afford to implement at all/any locations. We are in need of these technologies and have new expansions and projects that will require these capabilities, but really need VITA/NG to make them affordable in order for us to implement and utilize them in order to better serve our customers. DVS hopes to interact with more veterans/outside entities using web-based and other automated systems. Since these transactions would require DVS to purchase the necessary hardware and software to implement these solutions, this will cause an increase to agency expenditures and possibly necessitate the hiring of additional qualified DVS IT staff to support these solutions.

### Anticipated or desired changes to agency IT:

Due to only minor increases in financial capital for IT projects and possible increased VITA billing rates for the current and upcoming budget cycles, no major IT Projects are anticipated in the near future. If DVS decides to open up another care center or other large site, we anticipate needing another classified FTE System Support Engineer position for the DVS IT Department.

### Workforce Development

As noted in the "Key Risk Factors" section, the Department of Veterans Services faces several challenges in the area of workforce development, including:

- Department succession planning and continuity: like all state agencies, DVS faces significant challenges in the area of succession planning and continuity due to an aging workforce. A number of key leaders, including the directors of the Benefit Services section, Cemetery Services section, and Virginia War Memorial, are eligible to retire immediately. DVS will continue to take such steps as resources permit to prepare for the retirement of key leaders, but additional resources will be necessary to ensure an effective transition.
- Benefit Services funding and staffing (hiring/retention): DVS operates 23 benefit field offices staffed by 36 claims agents. Staff turnover severely impacts the section's ability to keep all offices open and functional. This is especially significant because it takes approximately three to five years for a claims agent to become fully trained and proficient. The state HR system provides agencies the tools to recruit and retain qualified staff. However, the Benefits Section lacks the budget resources necessary to offer competitive salary/benefits packages to attract, train, and retain claims agents.
- Virginia Wounded Warrior Program – funding to support increased service demands: the number of veterans, Guardsmen and

## Agency Executive Progress Report

Reservists, and family members served by the Virginia Wounded Warrior Program (VWWP) continues to expand. In FY15, VWWP will reach the point where funding resources cannot support any additional growth in services, yet the demand for VWWP resources will only continue to grow with the ending of the conflicts in Iraq and Afghanistan.

- Virginia War Memorial – funding and staffing to support the increased number of visitors and expanded education mission: with the opening of the Paul & Phyllis Galanti Education Center in 2010, the number of annual visitors to the Virginia War Memorial has increased from 19,000 in FY 2010 to 60,004 in FY 2013. This has been accompanied by a significant expansion of the Memorial' s education mission, with its broad focus on all Virginians and more specific focus on middle and high school students and their teachers. It is critical that the resources provided to the Memorial are commensurate with its mission as the Commonwealth of Virginia' s monument to honor the memory of Virginia' s men and women who demonstrated a willingness to serve and fight to defend our way of life from World War II to the present.
- Veterans cemeteries: cemetery staffing must also be closely monitored to ensure adequate manpower to perform an increasing number of interment services and to maintain the cemetery grounds to national shrine standards.

### Physical Plant

The DVS Physical Plant (agency owned/operated) consists of two veterans care centers, three veterans cemeteries, and the Virginia War Memorial. The Benefit Services section, Education Services section, Virginia Wounded Warrior Program, and Administrative Services section operate from state-owned or -leased offices, or from space provided by community partners.

The veterans of the Commonwealth of Virginia, and, indeed, all of its citizens, hold DVS facilities to the highest standard. The Virginia War Memorial is the Commonwealth of Virginia's monument to honor the memory of Virginia's men and women who demonstrated a willingness to serve and fight to defend our way of life from World War II to the present. Virginia state veterans cemeteries have or will achieve USDVA-designated "national shrine" status. Virginia's veterans care centers are held as model facilities for the delivery of long-term, assisted living, Alzheimer's, and short-term rehabilitative care.

The Department's physical plant is excellent, due to the exceptional work and dedication of all DVS employees and to the commitment of financial support the Governor and General Assembly. Operating, maintaining, and improving the DVS physical plant will continue to be a top priority of the Department.