

New Jersey Department of Military and Veterans Affairs (DMAVA)

Final Report - 2024



Contents

Executive summary

Approach to analysis

Section I: Future state considerations

Section II: Transformation implementation considerations

Appendix

Executive summary

This Final Report represents the culmination of research, analysis, interviews, discussions, guidance, and inputs by the New Jersey Governor's Office (NJ GO) conducted to examine the implications of separating the Department of Military and Veterans Affairs (DMAVA) into two distinct cabinet-level agencies as is the intention of Governor Murphy's administration. The potential archetypes and approaches contained within were arrived at through a comprehensive collaborative process with NJ GO and best reflect the inputs, priorities, and guiding principles of the administration as it pertains to the transformation of DMAVA. Those guiding principles are:

- Do no harm – minimize disruption to current operations and do not reduce services or programs
- Develop an approach to create separate and focused cabinet-level agencies for Veterans Affairs and Military Affairs
- Maintain Staffing; highlight areas where additional personnel may be required
- Ensure responsible stewardship of budgetary resources

This report includes two sections:

Section I: Considerations for the State of New Jersey (NJ) regarding recent and current progress, and potential opportunities for future initiatives, programs, and services for Veterans, servicemembers, and their families.

1. Over the last two years, DMAVA has made progress in improving services to beneficiaries (e.g., new healthcare leadership, Havens capacity increase).
2. The transition to two new agencies could build on this momentum for Veterans/military members (e.g., improve budgeting, distinct mission focus).
3. Interviews surfaced that the transformation may also provide opportunities to optimize current operations (e.g., outreach, system modernization).
4. NJ could learn from other states' successes and consider new programs across employment, health, community, and finances (e.g., transition counseling, mental health support, workforce initiatives).
5. NJ could become an innovative leader for the nation for Veterans outcomes.

Section II: Considerations for the transformation's implementation, including – (1) potential organizational (org) structures, (2) estimated costs, and (3) a transition plan and timeline:

1. **1.1.** Four major org design principles were developed through stakeholder conversations: (a) minimize disruption to current operations and do not reduce services/programs, (b) implement separate/focused cabinet-level/agency-level leadership positions for both future agencies, (c) avoid personnel reductions; highlight areas where additional personnel may be required, (d) ensure responsible stewardship of budgetary resources.
1.2. There are three potential org design archetypes NJ leadership may consider to implement the transformation: (a) leadership structures within each successor agency, (b) shared service functions between the agencies, and (c) a facilities

management, construction, and capital projects function arrangement that might best support the future New Jersey Department of Veterans Affairs (DVA) agency.

2. Dependent on organizational structure and other decisions for the transformation, potential one-time costs may range from \$3.4M-\$6.7M and annual recurring costs may range from \$2.2M-\$5.7M for DMAVA (0.7-1.9% increase from FY24 budget) and ~\$1M-\$2.3M for the NJ state budget. There may also be other indirect costs (e.g., time/workload) for other NJ state agencies/personnel [e.g., Office of Management and Budget (OMB) Department of Project Management and Construction (DPMC), Office of IT (OIT)].
3. **3.1.** A transition plan might cover four phases including: decision-making, detailed planning, implementation and “go-live,” and stabilization.
3.2. NJ may also consider different staffing models for a transformation lead (TL), key performance indicators (KPIs) to track progress, and how, when, and what to communicate to different stakeholder groups throughout the transformation journey.

Approach to analysis

The analysis team took a comprehensive approach to collecting information both quantitative and qualitative to derive product outputs including:

- Analyzed 20+ DMAVA documents and data files (e.g., salary and financial data)ⁱ
- Conducted 30+ DMAVA stakeholder interviews with senior leadership [the Adjutant General (TAG), Deputy Adjutant General (DAG), Deputy Commissioner of Veterans Affairs (DCVA)] and division leaders (e.g., IT, fiscal) to understand current state, contextualize documents and data received, and inform final cost estimates and organizational design scenarios
- Conducted 6+ site visits to various DMAVA locations including the Central Office Headquarters (COHQ), Veterans Haven North/South, all three SVHs, and an armory
- Held discussions with NJ GO leadership and key NJ offices [e.g., Office of Management and Budget (OMB), NJ Treasury, NJ Division of Property Management and Construction (DPMC)] to inform organizational design principles and cost estimatesⁱⁱ
- Supported multiple listening sessions with external stakeholders [e.g., Veteran Service Organizations (VSOs), Unions] to inform key considerationsⁱⁱⁱ
- Synthesized outputs from previous analysis and deliberative work products to identify key insights that helped set the context for the Report

What this document is:

- Potential options for the future state organizational design of the VA and MA^{iv} successor agencies that builds on previous analysis, working sessions, guidance, and input from GO and DMAVA
- Estimates of one-time and recurring direct and indirect costs of the transformation

- High-level overview of transition process, implementation plan elements, and timing considerations

What this document is not:

- Evaluation of current DMAVA performance or program effectiveness
- Detailed analysis or recommendations around operational improvements for the current department
- Recommendations around future leadership or hiring decisions for either successor agency
- Recommendations around which successor agency current DMAVA employees should be assigned to

Section I: Future state considerations

The transformation of DMAVA could improve outcomes for military members, Veterans, and their families. As Major General Lisa Hou (The Former Adjutant General) remarked, “[This transformation] is a once -in-a-generation opportunity to transform services for our Garden State heroes.”^v

The NJ military and veteran ecosystem is vast and diverse representing:

- 299,271 Veterans^{vi}
- 8,524 National Guard members^{vii}
- 27,632 Active, Reserve members, and Department of Defense (DOD) civilians^{viii}
- 28,551 Active, Reserve, and National Guard spouses and children^{ix}

There are five key actions NJ can take to enable the transformation of DMAVA to positively impact these diverse stakeholders (details on each step below):

1. **Keep momentum going** - Over the last two years, DMAVA has made significant progress in improving state delivered benefits, programs, and services for Garden State Service Members, Veterans, and their families as well as sustained the operational readiness of the New Jersey National Guard (NJNG).
2. **Execute transition to new agencies** - The transition to two new agencies could build on this momentum to elevate the voice of Garden State Service Members, Veterans, and their families.
3. **Optimize current services** - Interviews surfaced that the transformation may also provide opportunities to optimize current operations.
4. **Learn from demonstrated success** - NJ could learn from other states’ successes and consider new programs across the domains of employment, health, community, and finances.
5. **Pioneer new approaches** - The Garden State could become an innovative leader for the nation in unique Veteran/servicemember programs and services.

1. Keep momentum going

Over the last two years, DMAVA has made significant progress in improving state delivered benefits, programs, and services for Garden State Service Members, Veterans, and their families as well as sustained the operational readiness of the New Jersey National Guard (NJNG). This progress has been noticed by New Jersey veterans. As one veteran put it “I’ve seen the changes [in the homes] since 2020. I’m proud to see

you have the right people with clinical experience in leadership positions. Their knowledge and guidance is working to improve care for residents.”^x

There have been several other achievements and progress generated across DMAVA in recent years. Below is a non-exhaustive list^{xi}. *(Please see Appendix for a more comprehensive list of DMAVA’s current services and recent accomplishments.)*

- **Leadership** - Placed new leadership and additional staff with clinical experience and expertise at the State Veterans Homes (SVHs)
- **Talent and retention** - Increased wages for Certified Nursing Assistants (CNAs), nursing supervisors, and other frontline healthcare staff to better compete with private sector
- **SVH renovations** - Planned conversion of double to single occupancy rooms at Paramus, Menlo Park SVHs; could elevate resident experience
- **Veteran Service Officer (VSO) access** - Added VSOs in each county in the state to provide geographic coverage for all of NJ Veterans
- **Homeless infrastructure** - Increased capacity and improved facility infrastructure at the Veterans Havens to provide more beds for Veterans in need of transitional housing
- **Stakeholder engagement** - Revitalized the role of Governor-appointed boards and commissions through nominating more leaders to volunteer boards
- **Military readiness** - Participated in first-ever rotation at Joint Readiness Training Center (JRTC) at Ft. Johnson, LA, to prepare for large-scale deployment in support of Operation Inherent Resolve
- **Diversity** - Increased inclusive representation of Veterans (e.g., service era, gender) to leadership and volunteer roles (e.g., commissions) in DMAVA and expanded capacity for women Veterans in the Havens
- **Healthcare capability** - Invested in new healthcare capabilities, such as new isolation rooms for infection control and new medical equipment in the SVHs

The DMAVA transformation is an opportunity to build on these successes and accelerate service quality.

2. Execute transition to new agencies

The transition to two new agencies could build on this momentum to elevate the voices of Garden State Service Members, Veterans, and their families. This objective was noted in a joint statement from NJ GO and the state legislature, “This elevated departmental position will provide an ongoing, visible, institutionalized voice for Veterans and their families at the highest level of government.”^{xii}

There are five key areas where having separate cabinet-level agencies could be beneficial:

- **Increased visibility** - Elevating the voice of Veterans and their families to the same level of other critical services in NJ (such as Children and Families, Maternal and Infant Health, and Corrections).^{xiii}

- **Improved budgeting** - Separating Veterans and NJ National Guard line items in the NJ budgeting process, potentially giving lawmakers more opportunities to review and provide funding.^{xiv}
- **Prioritizing missions** - Ensuring 100% mission-dedicated resources, support, and holistic focus for Veterans and the NJ National Guard mission and priorities.^{xv}
- **Increased oversight** - Providing enhanced oversight of the State Veterans Homes and other Veterans programs through a more direct reporting structure to the Governor.
- **Promoting collaboration** - Encouraging cross-agency collaboration with other NJ commissioners and agencies (e.g., partnership with Department of Community Affairs to reduce Veterans homelessness) through increased visibility for Veterans-related issues on the Governor's cabinet.

3. Optimize current services

Interviews over the last year surfaced thoughts that the transformation may also provide opportunities to optimize current operations within DMAVA and might be a good chance to improve current services and programs^{xvi}, for example:

- **Quality of care** – Continue to prioritize, elevate and improve quality of care for SVH residents, including hiring and retention initiatives that improve employee experience, developing emergency response plans, and increasing oversight.
- **Strategic communication** – Further improve outreach and engagement to all stakeholders in the Veteran ecosystem (e.g., families, survivors, non-profits, media) to maximize collaboration, feedback, and responsiveness and improve communications and transparency.
- **Benefits accessibility** – Empower VSOs to support NJ Veterans in maximizing the federal benefits and services they have earned through modernized systems that can support Veterans and their families in accessing critical documents, services, or benefits.
- **Oversight and accountability** – Provide increased oversight and accountability through initiatives such as creating a Veterans advocate role^{xvii} and better leveraging state boards and commissions focused on Veterans and military issues.
- **Homeless support** - Expand the services and opportunities provided to homeless NJ Veterans through an extended continuum of care (e.g., potential emergency housing capacity at Haven North) and expanded access to all NJ Veterans and their families.

4. Learn from demonstrated success

In parallel to optimizing current services, the Garden State could identify new investment opportunities to improve Veterans outcomes. Syracuse University's Institute for Veterans and Military Families identifies employment, community, health and finances as critical to Veterans' wellbeing, and by extension their families.^{xviii} One potential approach New Jersey may consider is working to build programs that seek to

improve Veterans outcomes across life domains that are critical to the military-to-civilian transition and beyond. Below is a sample of potential considerations:

- Currently, the New Jersey Department of Labor & Workforce Development has several initiatives to support veteran employment. However, with a new Veterans Affairs agency in place, there could be novel opportunities to develop more robust offerings of Veteran workforce services (e.g., Texas Veterans Employment Services program^{xxix}).
- Other states have Veterans business programs that help Veterans and military spouses grow their small business. Maryland expanded its state's Veterans preferential hiring policies to include military spouses and recently rebranded its Department of Veterans Affairs to become the Maryland Department of Veterans Affairs and Military Families, filling a critical gap for services for Active Duty and Reserve members and their families^{xx}.
- New Jersey could potentially reimagine its approach to military affairs. Currently, DMAVA's military affairs is primarily focused on the NJNG, with some support going to Base Realignment and Closure. However, other states such as North Carolina and Utah include military affairs or military families under its Veterans Services department to enhance all services to Veterans and current service members while also supporting the work and missions of the state's military installations^{xxi}.

Other states have developed beneficial programs to drive Veteran impact across the four categories of Veteran well-being (non-exhaustive, illustrative state program examples in parentheses), including:

- **Employment^{xxii}:**
 - Develop Veteran workforce services, such as career fairs and hiring programs (TX)
 - Provide Veteran entrepreneurship resources (UT)
 - Expand Veterans preferential hiring initiatives to include military spouses (MD)
- **Health^{xxiii}:**
 - Provide Veterans treatment courts aimed to address root mental health causes (CA)
 - Explore creating programs for addiction, recovery services for Veterans (VA)
- **Community^{xxiv}:**
 - Expand mission to include military families (MD, NC, UT)
 - Create inclusive programming and services to underserved Veterans, including minority, women, LGBTQ+, incarcerated, and unhoused Veterans (TX)
 - Provide transition counseling for military families and Veterans (UT)
- **Finances^{xxv}:**
 - Develop a first-time homebuyer program for Veterans and service members (UT)

- Offer a pro bono legal program to help Veterans with civil legal costs, needs (UT)
- Consider needs-based financial counseling services or financial grants (IN)
- Adopt state incentives such as bonuses, tax relief (OH)

5. Pioneer new approaches

The Garden State could become an innovative leader for the nation in unique Veteran/service member programs and services. For example, recent winners of the VA's Abraham Lincoln Pillars of Excellence Award for innovative state Veterans programs include^{xxvi}:

- Veterans Dental Clinic – Nebraska (2024): Created to address an unmet need of dental work for Nebraska's Veterans and their families, the Veterans Mission of Mercy Clinic is an annual event that provides free dental services to Veterans and their family members
- Digital Veterans Kiosks – New York (2024): Started in 2022, New York added virtual kiosks to key government buildings and universities (e.g., the DMV) to provide a comprehensive guide to state Veterans benefits
- Veterans Homelessness – Minnesota (2023): Developed to combat a range of homelessness issues, MN launched three new initiatives: Operation Opening Veterans to Every Resource, Veterans Entering Stable Tenancy, and Veteran Supportive Housing Opportunities
- Operation Mission Ready – Nevada (2021): Launched in 2019, Operational Mission Readiness seeks to destigmatize mental health treatment. In first 6 months, the number of National Guard seeking mental health assistance increased by 38%

More examples of actions and programs other states are taking and being recognized for can be found in the Appendix section.

Section II: Transformation implementation considerations

Overview: Approach to developing future state organizational structure considerations

The following section provides potential archetypes for the potential future state organizational structures of both the Veterans Affairs and Military Affairs agencies. It builds on all previous analyses, leverages organizational design principles and inputs received from working sessions conducted with key DMAVA personnel, and is reflective of the priorities and guidance from NJ GO.

The key design principles and priorities expressed by stakeholders reflected in the potential archetypes include:

- Minimizing disruption to current operations and not reducing any programs or services currently offered (i.e., "Do No Harm")
- Implementing separate and focused cabinet-level and agency-level leadership positions for both VA and MA agencies

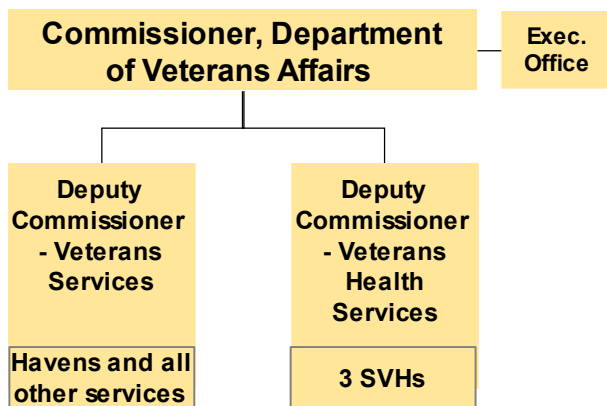
- Avoiding personnel reductions while highlighting areas where additional personnel may be required
- Ensuring responsible stewardship of budgetary resources

Several potential future organizational designs were considered. However, upon applying the design principles as well as through subsequent executive stakeholder conversations and GO inputs, some options were deemed either too operationally complex (e.g., sharing all support functions across both agencies) and/or potentially not in accordance with regulations (e.g., sharing an Employee Relations Office).

The potential archetypes laid out below are as follows:

1. Leadership structures within each successor agency^{xxvii}
 - a. For the new VA agency
 - b. For the new MA agency
2. Shared service support functions between the two agencies^{xxviii}
3. Facilities management, construction, and capital projects function arrangement for the future VA agency

1a. VA agency leadership structure considerations: Potential archetype



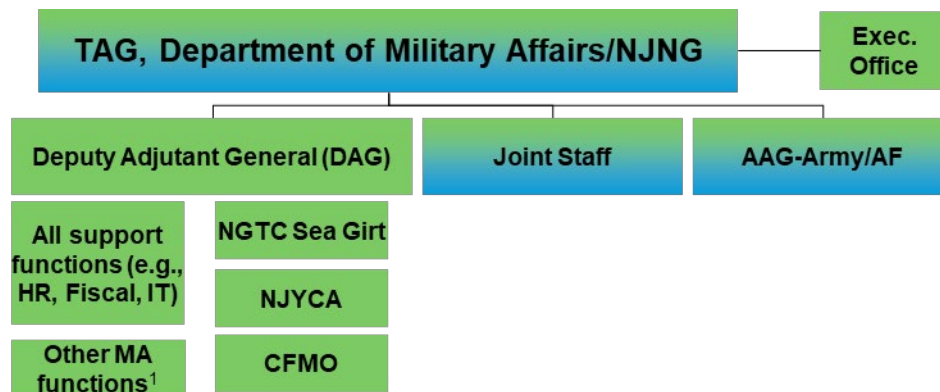
Potential management and governance considerations:

- Three key leadership roles reporting into new agency commissioner could provide critical leadership support to Commissioner
- DVS and DVHS roles elevated to Deputy Commissioner level, potentially allowing for increased role visibility and seniority
- New Chief of Staff or Supervisor for Support Services role for dedicated oversight of support functions

Potential budget impact^{xxix}:

- One net additional FTE (Chief of Staff or Supervisor for Support Services)
- ~\$0.2M-\$0.3M potential salary budget impact from net new and re-titled roles

1b. MA agency leadership structure considerations: Potential archetype



Potential management and governance considerations^{xxx}:

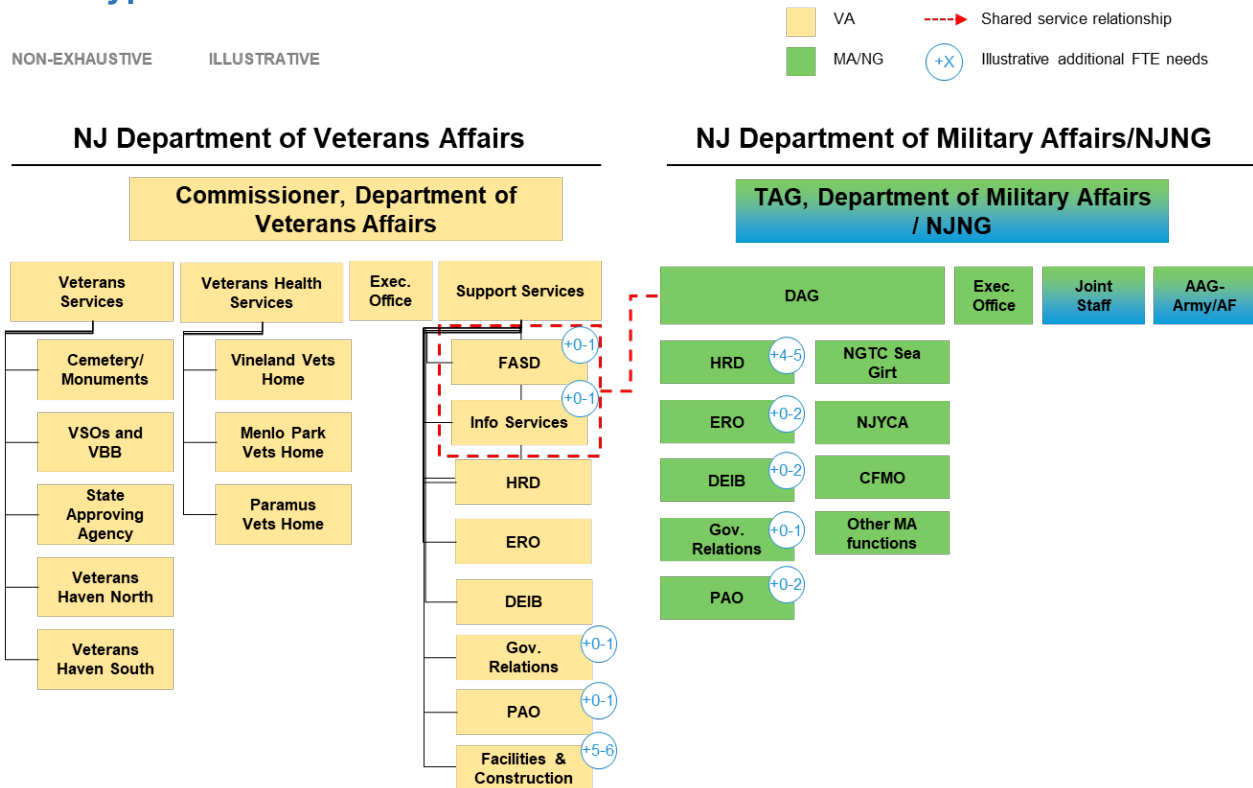
- Replicates current DMAVA structure without current Veterans Affairs responsibilities
- Total # of FTEs across National Guard Training Center (Sea Girt), New Jersey Youth Challenge Academy (YCA), and other MA functions might remain unchanged given no change in mission
- Support functions would be limited to <200 state civilian employees remaining in MA agency; future organizational changes to optimize support team structures could be considered

Potential budget impact:

- Potentially no impact beyond cost of replicating support functions in MA agency

<This space intentionally left blank>

2. Shared service support functions between the two agencies: Potential archetype



Description:

- The DVA agency might provide ongoing Fiscal Administrative Services Division (FASD) and Info Services support to MA agency; these offices may require additional FTEs to support higher/more complex workload^{xxxii}.
- Other offices that may not feasibly be shared due to operational complexity or regulatory requirements.

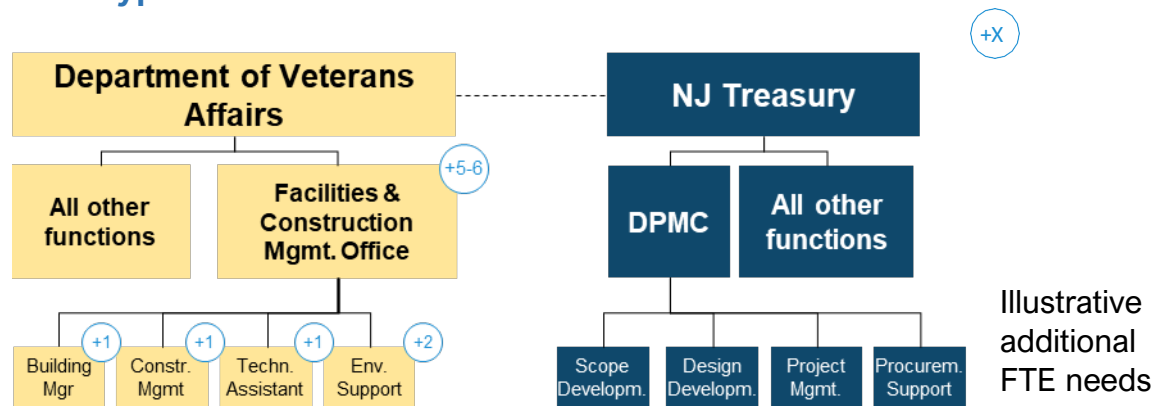
Potential FTE and budget implications^{xxxii}:

- ~9-22 additional FTE
- Annual recurring budget impact for salaries of ~\$1.1M-\$2.2M (0.36-0.72% increase from FY24 DMAVA budget)

Other potential considerations:

- Other offices may need to be shared temporarily while new offices are stood up
- Sharing of Fiscal/IT offices might be shared for limited period until possible transition to full duplication
- Additional organizational changes (e.g., combining support teams) might be considered in future state
- Civil Service Commission (CSC) considerations may apply to new and current roles (e.g., new positions, promotions)

3. VA agency construction and capital projects considerations: Potential archetype



Potential management and governance considerations:

- Mirrors model used for most state agencies where basic building management and maintenance projects are supported in-house, but larger/complex capital projects are outsourced for DPMC management and oversight
- Replicates some current CFMO operational support (e.g., maintenance, environmental mgmt.)
- Leverages DPMC expertise for large capital projects, but may not be congruent with prioritization provided currently by CFMO

Potential budget impact^{xxxiii}:

- ~\$0.6M for ~5-6 net additional FTEs for new VA agency
- Impact on DPMC (e.g., workload, potential additional resources) may require additional coordination/discussion

<This space intentionally left blank>

Estimated costs

Overview: Potential cost considerations for DMAVA's transformation^{xxxiv}

Type		Description	Examples	Cost est.	
1	One-time costs (FY25 or FY26)	Fixed	One-time transformation costs that may be incurred regardless of future organizational design	<ul style="list-style-type: none"> Logo re-design process Printing costs for new signs IT cutover plan/data migration costs 	Up to ~\$6.7M
		Variable	One-time transformation costs that vary based on net new FTEs	<ul style="list-style-type: none"> IT equipment for new employees Office equipment for new employees 	Up to ~\$80K
2	Recurring costs (FY25+)	DMAVA budget	Net increases to DMAVA's annual appropriations that may be required on an ongoing basis	<ul style="list-style-type: none"> Salary costs for additional FTEs that may be required to enable the transformation Software license costs for net FTEs Potential costs for new office space 	~\$2.2M-\$5.7M per year
		NJ budget	Net increases to NJ expenditures on fringe benefits for new employees (not reflected in DMAVA budget)	<ul style="list-style-type: none"> FICA, Health care, and pension costs not reflected in DMAVA's budget Calculated at 77.15% of employee wage costs for FY24^{xxxiv} 	~\$1M-\$2.3M per year
3	Indirect costs / workload	All	Transformation's impact on DMAVA/other agency resources that are indirect (e.g., partial FTE time)	<ul style="list-style-type: none"> NJ OMB resources to set up new budget codes and accounting systems Legal support required for transformation DPMC support for DMAVA 	N/A

Up to ~\$6.7M

~\$3.2M-\$8M per year

1. Potential one-time cost considerations^{xxxv}

Fixed Transformation costs incurred regardless of future state org design

Variable Transformation costs; scaled based on future state org design model/number of additional FTEs

Category	Cost item	Cost est.		Cost rationale	
		Low	High		
Facilities	Professional moving costs to re-locate employees/equipment as needed	~\$10K	~\$70K	Market research for moving costs ^{xxxv}	
	Redesign and redecoration costs (e.g., conference equipment, flags, rugs)	~\$50K	~\$100K	Based on FASD estimates and DOC project ^{2,3}	
	New signs - indoor for all office spaces; outdoor for all facilities and roads	~\$50K	~\$100K		
IT	New network equipment for MA successor agency	~\$300K	~\$500K	Based on Info Services estimates ⁴	<div>~\$3.4M to ~\$6.7M Subtotal</div>
	Software transition costs (e.g., new licenses, system duplication costs)	~\$800K	~\$1M		
	New website (and changes to existing websites)	~\$5K	~\$10K		
	IT cutover support (e.g., extra support for systems and data migration)	~\$75K	~\$150K		
Admin	Logo redesign process for the two new agencies	~\$25K	~\$100K	Market research for design agencies ⁵	
	Re-printing of existing documents as needed and new materials (e.g., paper)	~\$25K	~\$50K	FASD estimates ^{6,7}	
	New vehicles and maintenance equipment and existing vehicle updates	~\$25K	~\$100K		
	External Transformation Lead support (Support required might vary significantly based on TL staffing model)	~\$2M	~\$4.5M	Market research ⁸	
Facilities	New office furniture/equipment	~\$10K	~\$22K	~\$1K per net new FTE	<div>~\$30 to \$80K Subtotal</div>
IT	New computers and phones	~\$20K	~\$55K	~\$2K to \$2.5K per net new FTE ⁹	
Total		~\$3.4M - \$6.7M ¹⁰			

■ "Fixed" Transformation costs incurred regardless of future state org design

■ "Variable" Transformation costs; scaled based on future state org design model/number of additional FTEs

**~\$3.4M to
~\$6.7M
Subtotal**

**~\$30 to
\$80K
Subtotal**

2. Potential annual recurring cost considerations^{xxxvi}

Cost item	Cost est.		Cost rationale	
	Low	High		
DMAVA Budget				
Software and other recurring IT costs required to support additional employees (e.g., more licenses) and current IT systems in two agencies	~\$0.2M	~\$0.3M	Info services estimates based on current software/system costs ^{xxxvi}	<i>Assumes new office space needed; final decision to be made in implementation phase</i>
Building lease and other annual real estate costs (utilities, cleaning/maintenance) required to accommodate additional and/or new office space for successor agencies	~\$0.4M	~\$2M	DPMC estimates and market research; ~\$30-40/sq ft/yr ²	
Building security costs for VA agency to replicate current armed security at HQ building paid for via MA MCA	~\$0.3M	~\$0.4M	Based on current contract for security at Lawrenceville HQ ³	
Staff salary costs for net new employees required to replicate current COHQ/shared service functionality (costs vary by shared service model)	~\$1.1M	~\$2.4M	Shared service analysis scenarios with ~9-22 net additional FTEs ⁴	<i>Salary costs potentially biggest driver of cost estimates; Scenarios range from ~10 to ~24 net new FTE</i>
Leadership salary costs for net new employees required to fill additional leadership roles created by transformation (costs vary by org. model)	~\$0.2M	~\$0.6M	Organizational model archetypes suggest ~1-2 net additional FTEs ⁴	
Sub-total	~\$2.2M	~\$5.7M	(0.7-1.9% increase from FY24 DMAVA total budget ⁵)	
NJ State Budget				
Fringe benefit costs for all net new employees' Health Care Premiums, FICA/FUDA tax, and pension contributions paid for directly by NJ treasury	~\$1M	~\$2.3M	Assumed 77.15% rate provided by NJ OMB ⁶	
Total estimated annual recurring cost	~\$3.2M to ~\$8M			

3. Potential indirect cost and workload considerations

DMAVA's transformation may incur other indirect costs, both within DMAVA and other state agencies. Below are non-exhaustive, illustrative examples of potential indirect costs^{xxxvii}:

- **Legal costs** – Drafting/reviewing legislation, assigning/updating contracts, textual changes in statutes/regulations
- **New employee costs** – Recruiting, on-boarding, and training for new employees
- **Impacts to DMAVA projects** – Impact on existing DMAVA projects and priorities as key employees are needed to support transformation efforts
- **NJ OMB support** – Support to create new budget codes, authorized positions
- **NJ Treasury support** – Support to implement key updates to state financial systems
- **NJ Office of Information Technology (OIT) support** – Support to stand up and administer new network and other key IT systems
- **NJ DPMC support** – Project management and other support for current and potential future Veterans-related capital projects (e.g., ongoing double to single occupancy conversion projects at SVHs)
- **NJ Civil Service Commission (CSC)** – Support for authorizations/approvals of new role titles, changes in scopes of work, and responsibilities, etc.

Indirect costs may be difficult to quantify and may not result in budgetary impact but could impact agencies' ability to deliver on other priorities. Magnitude and timing of indirect costs may vary based on organizational design decisions, staffing levels, and other considerations.

Transition plan and timeline considerations

Overview: Transition plan and timeline considerations

As NJ implements the transformation of DMAVA, it may be important to consider six elements that could help guide decisions and planning as the process gets underway. Details on each element will follow.

Element	Description
1. High-level transition plan by phase	Key activities and outcomes across four potential transformation plan phases
2. Transformation lead considerations	Overview of potential Transformation lead (TL) models and potential advantages; Options for how the team could be staffed/resourced
3. Illustrative Key Performance Indicator (KPI) considerations	Potential Key Performance Indicators (KPIs) that could be used to track progress of the transformation; four major KPI categories: External Satisfaction, Financial Management, Change Management, and Project Management
4. High-level communications plan	Indicative timing and potential key communications activities for each transition plan phase; Communications

	considerations for each stakeholder group that may need to be engaged with
5. High-level key process considerations	Identification of potential key current state processes for VA/MA and support functions; Considerations for transformation's impact on key processes
6. Illustrative transformation timeline	Key transition activities and timing considerations; Identification of key dependencies and milestones

1. High level transition plan by phase^{xxxviii}

Below are example illustrative activities that could outline the overall transformation approach:

Phase: Decision-making

Potential key activities:

- Review all transformation documents and analysis
- Identify and frame key decisions to be made by GO/legislators
- Coordinate with legislators to advance legislation/funding
- Confirm key decisions made by GO/legislators and incorporate into planning efforts

Potential key outcomes:

- Legislation enabling the transformation signed into law
- Open questions and decisions addressed in legislation and/or by executive decisions
- Funding for transformation budgeted/appropriated

Phase: Detailed planning

Potential key activities:

- Launch transformation lead (TL) and onboard key resources
- Develop detailed project cutover plan, incl. week-by-week activities, milestones, and sub-plans for each function
- Confirm timing of temporary support b/w agencies
- Identify leadership and other key staff for future agencies

Potential key outcomes:

- TL stood up
- Completed, detailed implementation plan
- Key agency leaders identified

Phase: Implementation and go-live

Potential key activities:

- Implement cutover plan for each function and at agency level; TL oversees all plans, flags issues, and manages risks
- Hire/onboard new FTEs and decide on personnel moves^{xxxix}
- Identify new office space

- Work with DOIT/OMB to implement new systems and data migration plan

Potential key outcomes:

- New agency “Go Live” criteria might include:
 - Two legally separate agencies with confirmed leadership
 - Current employees moved to a successor agency; 75% of new FTE hired
 - New office space confirmed

Phase: Stabilization

Potential key activities:

- Provide ongoing support to both agencies to monitor/address potential issues
- Hire and onboard additional FTEs as required^{xi}
- Optimize key processes and governance at each agency
- Monitor shared service support between agencies as required

Potential key outcomes:

- All data and systems migrated (and duplicated where required)^{xli}
- Steady-state functioning of two separate agencies and shared services functions as required (e.g., governance cadence)
- All new FTEs hired
- Fully separated budgets starting in subsequent fiscal year

2. Transformation Lead (TL) considerations

The state may want to consider a Transformation Lead (TL) to support the implementation of the two new agencies. TLs are typically stood up to support large, complex, transformations in order to:

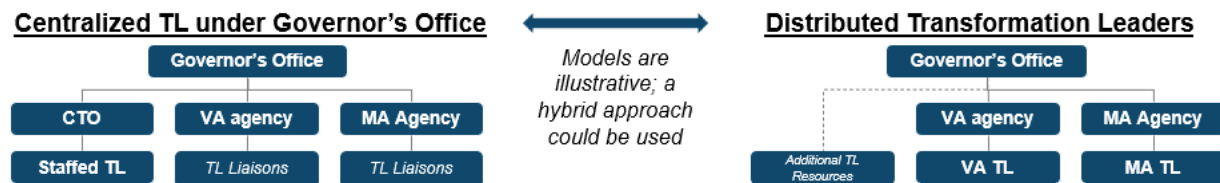
- Provide dedicated, centralized governance structure to oversee the project
- Develop detailed implementation plans, timelines, milestones, and trackers to help the project remain on track
- Escalate and resolve issues that need to be addressed
- Create, track, and report on Key Performance Indicators (KPIs) and other progress/risks to key stakeholders
- Help drive the transformation forward with dedicated or part-time resources

A TL for DMAVA may play a crucial role facilitating the transformation to two agencies and may be executed internally or through the support of strategic partners, depending on state preferences. A TL may support the following elements of the transition to new agencies:

Key elements of the transformation	Potential activities
Strategic planning and implementation	The TL may support state leaders to develop strategic visions for the new Veterans Agencies and NJNG agencies, and provide plans to ensure the new agencies’ effective operation and alignment with state

Cross-agency coordination	The TL may manage cross-agency collaboration across key stakeholders (e.g., GO, NJNG, Veteran Services, OIT, NJ Treasury, DPMC)
Change management and strategic communications	The TL could implement a change management program and a clear governance model with articulated measurable milestones related to the transformation, and develop a clear communications plan across key stakeholder groups
Stakeholder engagement	The TL may also utilize listening sessions, focus groups, and surveys to solicit feedback across key stakeholder groups (e.g., DMAVA employees, SVH residents and their families, Veterans Service Organizations)

There are several governance models that the state could consider for a TL:



The transformation lead could have a variety of potential staffing and resourcing models. Options could include:

- Fully external resources (e.g., dedicated contractors to manage the TL)
- Fully internal resources (e.g., dedicated GO, OMB, and DMAVA staff)
- Combination of external and internal resources (e.g., dedicated contractors for key workstreams and GO/OMB/DMAVA project managers in key oversight, and governance roles)

3. Illustrative KPI considerations

Additionally, the transformation lead or new agencies could adopt key performance indicators to measure success of the transformation across four major KPI categories: External Satisfaction, Financial Management, Change Management, and Project Management. Illustrative examples may be found below.

Category	Potential KPI	How to measure
External satisfaction	Veteran satisfaction: Feedback from NJ Veterans that use services	Quantitative and qualitative surveys
	Stakeholder satisfaction: Feedback from key partners (e.g., VSOs, Unions)	Quantitative and qualitative surveys
Financial management	Budget adherence: Track spending vs. transformation budget	Regular spending and budget reports
	Salary costs: Track salary costs vs. budget projections	Regular HR/Salary/budget reports

	Hiring rates: % of new positions filled, % open positions in org.	Regular HR reports
Change management	Employee change readiness: Employee feedback and satisfaction	Quantitative and qualitative surveys
	Process readiness: Monitor key processes before/after transformation	Qualitative surveys with key leaders
	System readiness: Progress of system installation and deployment	Progress against IT cutover plan
Project management	Timeliness: Transformation adherence to established timeline	Progress against master calendar
	Completion rate: Track key milestone and deliverable completion	Progress against implementation plan
	Shared services quality: Meeting shared services goals	Measuring Service Level Agreements (SLAs) as defined in Memorandums of Understanding (MOU)

4. High-level communications plan: indicative timing of communications and key stakeholder groups

While communications needs may vary dependent on the overall implementation plan, below are key activities that the state may consider^{xlii}.

Phase: Decision-making

Key internal comms elements:

- Proactively develop and share a transformation vision and change story with key internal stakeholders
- Articulate potential transformation plans and timeframes, including outstanding open decisions and legislative calendar, to all employees and leadership

Key external comms elements:

- Share a high-level transformation vision and change story
- Engage with all stakeholders at the beginning of the implementation process
- Proactively manage narrative around legislative process and plans

Phase: Detailed planning

Key internal comms elements:

- Share key legislative outcomes and other transformation parameters with all impacted stakeholders
- Develop detailed communications/change mgmt. plan
- Conduct training and feedback sessions as needed

Key external comms elements:

- Share high-level key legislative outcomes and other transformation parameters

- Proactively engage with all stakeholders to highlight transformation benefits and ways to get involved/support the transformation

Phase: Implementation and go-live

Key internal comms elements:

- Implement communications/change mgmt. plan
- Conduct training and feedback sessions as needed
- Provide progress updates to all stakeholders
- Set up dedicated email and phone line to handle questions and issues

Key external comms elements:

- Provide high-level progress updates
- Set up dedicated Q&A and listening sessions with key stakeholders

Phase: Stabilization

Key internal comms elements:

- Provide ongoing progress updates to all stakeholders
- Maintain dedicated communication channels to handle questions and issues

Key external comms elements:

- Provide ongoing high-level progress updates

<This space intentionally left blank>

There are several stakeholder groups both within the NJ government and external to it that might need to be considered as communications plans are developed. The following table highlights a few of those groups (illustrative and non-exhaustive)^{xliii}:

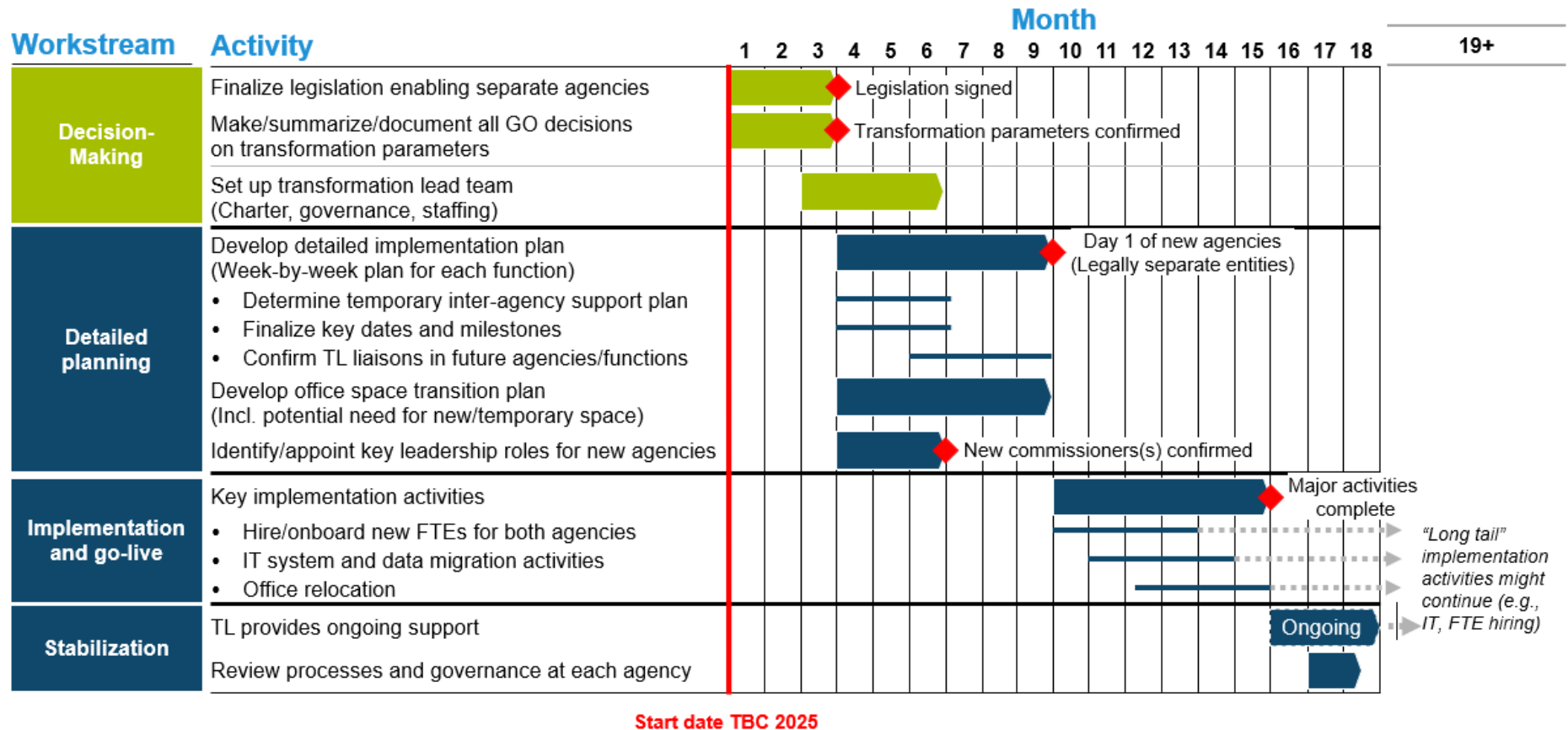
		Internal - DMAVA	Internal - NJ Government	External
Stakeholder group	Key elements to communicate	Potential communication channels	Timing and frequency considerations	
Current DMAVA employees	<ul style="list-style-type: none"> Future agency and leadership Transition timing and options Key decisions and next steps 	<ul style="list-style-type: none"> Email / Intranet In-person meetings with line managers 	<ul style="list-style-type: none"> Initial outreach ~3-6 months before transition, subsequent reminders 	
DMAVA leadership/managers	<ul style="list-style-type: none"> Talking points on transition and specific scenarios to address Key open leadership decisions 	<ul style="list-style-type: none"> Email / Intranet Open forum with all managers 	<ul style="list-style-type: none"> Initial outreach once final plan in place, ongoing meetings as needed 	
Current NJ state employees ^{xliii}	<ul style="list-style-type: none"> Awareness that new agencies and new open positions could be created 	<ul style="list-style-type: none"> Email to all employees, with links to transition website / Intranet 	<ul style="list-style-type: none"> Initial outreach once final plan in place, ongoing meetings as needed 	
Other impacted NJ agencies (incl. agency leadership)	<ul style="list-style-type: none"> Awareness of agency changes, potential need to update MOUs Ask for staff and leadership support for implementation (as needed) 	<ul style="list-style-type: none"> Email from GO to impacted agency leadership Emails from future VA and MA leadership to peers 	<ul style="list-style-type: none"> Initial outreach once final plan in place Ongoing outreach starting ~1 month before official split 	
NJ Veterans and residents	<ul style="list-style-type: none"> Awareness around new agencies' creation Service continuity plans 	<ul style="list-style-type: none"> Press release(s) Transition website/Job postings 	<ul style="list-style-type: none"> Initial outreach once final plan in place Ongoing website updates 	
Stakeholder organizations (e.g., unions, VSOs, vendors)	<ul style="list-style-type: none"> Awareness of transition plans Details on employees and new roles Service continuity plans 	<ul style="list-style-type: none"> Initial emails from GO Transition website/Job postings Working sessions 	<ul style="list-style-type: none"> Initial outreach once final plan in place, ongoing updates and meetings as needed 	
Media	<ul style="list-style-type: none"> Overall change vision and plan High-level timeline Benefits to NJ and key stakeholders 	<ul style="list-style-type: none"> Press conferences Interviews with key stakeholders 	<ul style="list-style-type: none"> Initial outreach during legislative process, ongoing outreach once final plan is in place 	

5. High-level key process considerations

Veterans Affairs process
 Military Affairs process
 COHQ/Shared process

Illustrative current process	Transformation considerations
VA requests TAG/NJNG support for events (e.g., ceremonies)	May need to develop official process for requesting NJNG support
SVH admits a new resident	Other current Veterans Services and Veterans Health Services Processes may not be impacted by transformation, since future VA agency would maintain current personnel and service offerings
Veteran Haven facility admits a new resident	
State Approving Agency (SAA) approves a new course or educational provider	
Veteran makes an appointment with a VSO	
Other key VA processes	
NJ Student applies to Youth Challenge	Current Military Affairs Processes may not be impacted by transformation, since future MA agency and NJNG would maintain current personnel and functions
Academy Armorer requests capital repair project for an Armory	
NJ Agency requests to lease space at Sea Girt	
National Guard initiates a training exercise at Sea Girt	
Other key MA processes	
SVH supervisor requests CFMO support for a major capital project	May need to develop VA capital project/facility support processes
Recruiter creates a JD for a vacant position and posts it	Other Central Office Headquarters (COHQ) processes may not be impacted by transformation, since future state model would seek to share or replicate current COHQ support; however, specific processes may need to be adjusted to new personnel/leadership and new agency needs
HR onboards and trains a new employee	
Employee relations office initiates a disciplinary process	
Employee submits a ticket for an IT issue	
Other Key COHQ/Shared processes	

6. Illustrative transformation timeline^{xliv}



Appendix

I. Illustrative list of successful state services across four domains of Veterans wellbeing (list is illustrative and non-exhaustive)^{xlv}:

■ Employment ■ Health ■ Community ■ Finances

State	Program/Department	Description
MD	Families Serve Act of 2024	Expands Veterans preferential hiring initiatives to include military spouses
TX	Texas Veterans Employment Services	Develops Veteran workforce services, such as career fairs and hiring programs
UT	Veterans Business Resource Center (VBRC)	Provides Veteran entrepreneurship resources
CA	Veterans Treatment Court	Provides Veterans treatment courts aimed to address root mental health causes
MI	HB 5276: MVAA Office of Mental Health and Suicide Prevention	Expands mental health care for Veterans and their families
VA	Suicide Prevention and Opioid Addiction Services Grant	Explores creating programs for addiction, recovery services for Veterans
MD	Maryland Department of Veteran & Military Families	Expands mission to include military families
NC	North Carolina Department of Military and Veterans Affairs	
UT	Utah Department of Veterans & Military Affairs	
NY	Incarcerated Veterans Program	Creates inclusive programming and services to underserved Veterans, including minority, women, LGBTQ+, incarcerated and unhoused Veterans
TX	Women Veterans Program	
WA	LGBTQ+ Veterans Program	
UT	Counseling for Military Families at Hill Air Force Base	Provides PCS, transition counseling for military families and Veterans
IN	Military Family Relief Fund	Considers needs-based financial counseling services or financial grants
OH	Veterans Bonus Program	Adopts state incentives such as bonuses, tax relief
UT	Veterans First Time Homebuyer Grant Program	Develops a first-time homebuyer program for Veterans and service members
UT	Utah@Ease	Offers a pro bono legal program to help Veterans with civil legal costs, needs

II. VA Abraham Lincoln Pillars of Excellence Award winners demonstrate leadership and innovation in state Veterans' services^{xlvi}:

Category	State	Program name	Description	2023	2022	2021
Customer experience	KY	Annual State Commanders Conference	Brings together over +60 Veteran service organizations, federal, state and community leaders come together to discuss the latest Veterans' issues and topics			
Homelessness	MN	Opening Veterans to Every Resource (OVER)	Assists in removing financial barriers such as outstanding rent, utilities, medical bills, or other debt which typically result in a rental screening denial			
Innovative programs	IN	Military Family Relief Fund Specialty Programs	Keeps families from having to delay payment of essential household expenses during financially stressful times of the year; funded exclusively through state license plates			
	UT	Veteran Business Resource Center	Assists Veterans, active duty, reserve, guard, and their spouses who want to start their own business			
	WA	Military Spouse Liaison	Creates a military spouse liaison role to develop state strategy on military spouse employment, license and credential portability, and military family childcare			
Tribal govt service	AK	Tribal Veterans Representative (TVR) Program	Advocates and assists each person in their community as well as monitoring federal and state Veterans benefits offered to those who served			
VA claims & appeals	NE	Virtual Claims Clinics	Provides a three-day clinic to trouble shoot specific claims identified by NDVA to expedite submission to VBA			
	TN	In-Person Appeals Hearings	Offers in-person space and technology to offer in-person access to virtual hearings to help Veterans who may need technological support			
Customer experience	PA	VET Connect	Provides a free database to help county directors and other advocates deliver resources to Veterans and their families			
Innovative programs	CA	Justice Involved Veteran Initiative	Helps incarcerated Veterans who are released and works to help them access benefits and other services			
	KY	Veterans Songwriting Project	Pairs Veterans with professional songwriters to turn veterans' memories into songs that are performed across the state			
	MD	Serving Those who Served	Provides designated Veterans liaisons in public libraries and provides Veteran-specific programming			

Category	State	Program name	Description
Innovative programs	ME	Veterans' Dental Network	Provides dental services for Veterans who otherwise cannot afford them
	NV	Patriot Employer Program	Provides businesses with education and support to help hire Veterans
	NYC	Mission: Vet Check	Leverages volunteers to make check-in calls to Veterans across the city to provide support and community
Suicide prevention	VA	Veterans Identifying Suicide Risk (VISR) Pilot Program	Screens service members, Veterans and their families for suicide risk and refers to services
Customer experience	OR	I am Not Invisible Exhibit	Raises awareness and visibility of women as Veterans through traveling art exhibit
Homelessness	KY	Homeless Veteran Trust Fund	Helps Veterans obtain emergency housing or financial assistance if in danger of losing their homes
Suicide prevention	AZ	Be Connected Program	Aims to reduce deaths by suicide in Arizona's military and veteran population through enhanced resource coordination and support
	NV	Operation Mission Ready	Works to destigmatize mental health treatment; within first six months, increased the number of NG members seeking help by 38%
Tribal govt service	MN	Tribal Veteran Service Officer Program (TVSO)	Provides community outreach to advocate for Native American Veterans and their dependents
VA claims & appeals	VA	Benefits Appeals Program	Assists Veterans with support and resources for appealing an unfavorable benefits ruling

III. Non-exhaustive list of current DMAVA services, recent achievements, and planned actions^{xlvii}

Services:

- New Jersey Department of Military and Veterans Affairs (NJDMAVA) programs and services are not only for our military members and veterans but also their families, to include Veterans Preferential Hiring which extends to Veteran spouses and Gold Star Families.
- In collaboration with the NJ Department of Community Affairs, NJDMAVA recently launched the Bringing Veterans Home (BVH) initiative. More than \$30 million in State and federal funds has been committed to fund services and interventions over a two-year period to help place more than 1,000 homeless veterans in New Jersey in stable housing.
- New Jersey's Supportive Services for Veteran Families (SSVF) Program is a proactive approach to helping veterans and their families with immediate support when facing homelessness. They provide rapid re-housing to homeless veterans in addition to keeping veteran households from losing their housing when they are facing eviction. Delivering a rapid response has proven essential to meeting the needs of veterans and their families, especially those who have been rescued from living in shelters, emergency motels, their cars, or the woods.
- Through a US Department of Labor Initiative, the Disabled Veterans' Outreach Program provides career services to eligible Veterans and their spouses who face barriers to employment.
- The NJ State Veterans Chamber of Commerce focuses on improving the economic environment for veterans and military spouses with a goal to make New Jersey's economy fairer to veteran owned and service-connected veteran owned businesses, as well as veteran job creation.
- The NJ Statewide Veterans Diversion Program offers eligible service members with mental illnesses suspected of committing an eligible offense a path away from the criminal justice system. The purpose of the program is to provide those who have served or are serving our country and suffering from mental illness the help they need.
- NJ VET2VET hotline provides 24-hour support to New Jersey National Guard members, active military personnel, veterans, their families, and caregivers, statewide.
- In our effort to ensure all of NJ Veterans have access to the mental health resources they need and deserve, NJDMAVA has worked to obtain grants in order to support the New Jersey Hospital Association, in partnership with the Mental Health Association of New Jersey, provides Mental Health First Aid (MHFA) courses that help veteran advocates, faith-based groups, education professionals and other community partners support our veterans, military personnel and their families. These courses are designed to give laypeople the tools to identify, understand and respond to signs of mental health and substance use challenges among adults.

- NJ currently has 23 State Accredited Veteran Service Officers (VSO) who provide the state's Veterans and their dependents with information and guidance in filing claims; assist Veterans with issues pertaining to employment, education, burial, counseling, housing, social and medical services, and other areas of concern to Veterans and their families; regularly meet Veterans out in the community who are unable to travel to the VSO Office themselves; in partnership with the Federal Veterans Affairs participate in and offer Virtual Veterans Clinics; offer Veterans and their family members access to necessary technology in order to conduct legal hearings; and regularly visit correctional facilities throughout the state in order to support and assist incarcerated Veterans and discuss their state and federal benefits.
- Thanks to the New Jersey Veteran Income Tax Exemption, Veterans are eligible for a \$6,000 exemption on their New Jersey income tax return if they are a Veteran of the U.S. Armed Forces who was honorably discharged or released under honorable circumstances from active duty any time before the last day of the tax year.
- Legal Services of NJ (LSNJ) coordinates the statewide Legal Services system, which provides free legal assistance to low-income New Jerseyans for their civil legal problems. Through its work, LSNJ strives to secure substantive and procedural justice for those living in poverty, to include Veterans.
- NJDMAVA has a Memorandum of Agreement with The National Veterans Legal Services Program (NVLSP) which is a national nonprofit organization that has worked since 1981 to ensure that the government delivers to our nation's 18 million veterans and active-duty personnel the benefits to which they are entitled because of disabilities resulting from their military service to our country.
- The NJDMAVA Veterans' Services Council meets monthly with a mission to formulate comprehensive policies for the coordination of all services for the benefit of veterans and their dependents.
- The New Jersey Department of Military and Veterans Affairs has partnered with Unite Us to connect individuals and families to a wide variety of services and resources. Unite Us is a coordinated care referral network of health and social service providers. Unite Us can connect our New Jersey military/veteran community to resources to obtain benefits, food assistance, housing, education, transportation, behavioral health services, peer support and more.

Recent achievements and planned actions:

- Today, DMAVA, and the State of New Jersey more broadly, is doing more in state delivered veterans benefits, programs, and services than at any time since the agency was established.
- In 2024, at Governor Murphy's direction, DMAVA completed the expansion of Veterans Service Offices from 14 to one in each of New Jersey's 21 counties. Concurrently, the agency expanded the cadre of trained and accredited veteran service officers to manage and staff the new locations. These offices serve as

points of entry to access burial, education, healthcare, housing, job training, and other state and federal services.

- DMAVA is also taking important steps to enhance quality of life and infection control at the Menlo Park and Paramus Veterans Memorial Homes. These steps include two capital improvement projects that will convert dual occupancy resident rooms and shared bathrooms to single occupancy rooms and private toilets. The projects are at 100% design, the State of New Jersey has appropriated \$21 million to serve as the 35% state match, and upon approval for the remaining 65% federal match through the U.S. Department of Veterans Affairs, the agency will embark upon this transformation of these two long-term care facilities. In addition to these long-term changes, there has been documented improvements (e.g., NJDOH and VA survey results) in staffing, clinical care, and quality measures at these facilities.
- The Menlo Park, Paramus, and Vineland Veterans Memorial Homes are also replacing 100% of resident beds and mattresses as well as the procuring of state-of-the-art medical equipment to enhance clinical care.
- Through its role as the lead state agency in the Governors Challenge To Prevent Suicide Among Servicemembers, Veterans, and Their Families, since 2023 DMAVA has conducted over 45 no cost Mental Health First Aid Trainings, over 8 suicide prevention seminars, and over 4 lethal means safety trainings in each of New Jersey's 21 counties. This is in addition to the State of New Jersey's no cost, in person counseling for veterans experiencing Post-Traumatic Stress and those that they consider family.
- DMAVA also secured over \$17 million in federal funds to expand interment capacity at the Brigadier General William C. Doyle Veterans Memorial Cemetery, one of the busiest state-run veterans cemeteries in the United States. This expansion is in process and upon completion will ensure the ability to provide a final resting place to eligible veterans and spouses through 2034.
- Most recently, DMAVA began work with the New Jersey Department of Community Affairs (DCA) to effectively end veteran homelessness in New Jersey. Funded through a \$31 million appropriation to DCA in current state budget, Bringing Veterans Home intends to surge the number of state administered housing vouchers for eligible veterans and deploy street outreach and case management teams to identify and support those in need. The objective is for unhoused veterans to reach functional zero by July 1, 2026.

Endnotes

ⁱ Documents and files reviewed from Fiscal Administrative Services Division (FASD), Human Resources Division (HRD), Info Services (IT), Construction and Facilities Management Office (CFMO), as well as DMAVA leadership.

ⁱⁱ Multiple interviews (Jan-May '24) with DMAVA office leaders, GO leadership, and with NJ Treasury, OMB, DPMC, and the Civil Service Commission (CSC).

ⁱⁱⁱ Listening sessions (Apr-May '24) with Veteran Service Organizations (VSOs), Veteran Services Council, and staff unions [e.g., Communication Workers of America (CWA), American Federation of State, County and Municipal Employees (ADSCME), International Federation of Professional and Technical Engineers (IFPTE)].

-
- ^{iv} Does not reflect final naming of future NJ agencies, VA in this instance does not refer to U.S. Department of Veterans Affairs.
- ^v NJ Spotlight News, October 2023.
- ^{vi} VA VetPop20, FY2023 estimate.
- ^{vii} Active-Duty Master File, Reserve Common Components Personnel Data System (RCCPDS) File, Appropriated Fund (APF) Civilian Master File, FY21.
- ^{viii} Ibid.
- ^{ix} Defense Manpower Data Center, FY22.
- ^x Listening session with NJ Veteran Service Organizations and Veteran stakeholders, May 2024.
- ^{xi} DMAVA Budget Hearing FY2025, DMAVA employee interviews Feb.- May 2024.
- ^{xii} NJ Monitor, Oct. 2023 – Joint statement from Gov. Murphy & Senators Vitale, Cryan, Lagana, Diegnan.
- ^{xiii} Cabinet-level agencies as of May 2024.
- ^{xiv} Cabinet-level agencies each have their own opportunity to testify during the NJ Legislative budget process.
- ^{xv} DMAVA interviews Feb.-May 2024.
- ^{xvi} Interviews with DMAVA staff and other stakeholders, Jan-May '24.
- ^{xvii} A Veterans Advocate may have a different connotation in different settings and may have a range of roles and responsibilities. Some examples may include: an attorney affiliated with a state agency that provides pro bono legal assistance related to civil matters, a state employee or governing body that provides a mechanism for Veterans and their families to submit complaints/concerns, a residents advocate at the SVHs, an Ombud, or an individual who serves as a policy advisor to the SDVA, Governor or legislature.
- ^{xviii} Syracuse University (2024). ["What Do Successful Military-to-Civilian Transitions Look Like?"](#)
- ^{xix} Examples from [Texas Veterans Commission](#) include: a team with dedicated case workers who help veterans gain employment; an employer program that helps employers hire veterans and start veterans employee resource groups, a program allowing veterans and their spouses to transfer occupational licenses and offer reciprocal licensing from other states; and offering work opportunity tax credits for veterans.
- ^{xx} Interview conducted with the Maryland Department of Veterans Affairs, February 2024.
- ^{xxi} North Carolina Department of Military and Veterans Affairs, [Mission](#) – NC Military Affairs encompasses aspects of the state's various interactions with military bases, military personnel, and policy related to military matters; Utah Department of Veterans & Military Affairs - [History](#) and [Military Affairs](#). In Utah, for example, military members are also eligible for Veterans programs.
- ^{xxii} Texas Veterans Employment Services program; UT's Veteran Business Resource Center; MD has announced several initiatives and bills for 2024.
- ^{xxiii} CA Veterans Treatment Court; VA Suicide Prevention and Opioid Addiction Services.
- ^{xxiv} NC and UT currently incorporate military families and ecosystem into their VA departments, MD is in process of renaming agency to Dept. of Veterans and Military Families; TX state funding for Women's Veterans programs; UT Counseling for Military Families at Hill Air Force Base.
- ^{xxv} UT Veteran First-time Homebuyer Grant Program; Utah@Ease is public-private partnership; IN awards financial aid via the Military Family Relief Fund (MFRF), which is funded by state license plate revenue for specialized military, Veterans plates; OH Veterans Bonus Program.
- ^{xxvi} Illustrative previous winners of the VA's Abraham Lincoln Pillars of Excellence Awards from 2021-2024, which recognizes the states' dedication and the excellence among programs established and operated by State Departments of Veterans Affairs (SDVAs); See appendix for full list of award winners 2021-2023.
- ^{xxvii} Agency leadership roles and structure might be discussed in collaboration with agency leadership (e.g., appointed VA commissioner, TAG) and legislators.
- ^{xxviii} Future state VA agency would be much larger than future state MA agency, and therefore the more feasible option to house teams that provide shared services.
- ^{xxix} DMAVA HR and FASD Data reviewed Feb-April 2024; Interviews with key DMAVA and GO leaders conducted Jan – May 2024; Future state estimates based on Interviews with individual division leads, deliberative documents, and independent analysis. Costs represent appropriation increase estimates for salary costs only - does not include other employee costs (e.g., desks, equipment) or costs not borne by DMAVA (e.g., healthcare, pension costs).
- ^{xxx} Other MA teams/functions currently reporting into DAG include: 108th Civil Engineering Squadron, 177th Civil Engineering Squadron, 177th Firefighters, Museum, JBDML Distance Learning Program, and HSCOE/Force Protection.
- ^{xxxi} Decision on whether to share FASD is separate from decision to share Info Services- could elect to share one or both.

^{xxxii} Assumes future VA agency without dedicated contracting authority that would work with DPMC for management and oversight of major capital projects; maintaining contracting authority within VA agency could require additional FTEs to manage and administer major projects and contracts. Based on interviews with key DMAVA and GO leaders conducted Jan – May 2024, DMAVA deliberative documents and salary data, and independent analysis. Costs represent appropriation increase estimates for salary costs only- does not include other employee costs (e.g., desks, equipment) or costs not borne by DMAVA (e.g., healthcare, pension costs); Escalation of 10% applied to all salary cost estimates to account for scheduled yearly increases and other increases like Management Salary Program (MSP) implemented April 2024; Total DMAVA FY24 appropriations ~\$306.5M.

^{xxxiii} Preliminary/indicative model; Budget impact estimates represent appropriation increase estimates for salary costs only - does not include other employee costs (e.g., desks, equipment) or costs not borne by DMAVA (e.g., healthcare, pension costs). Escalation of 10% applied to all salary cost estimates to account for scheduled yearly increases and other increases like Management Salary Program (MSP) implemented April 2024.

^{xxxiv} Fringe benefits figures provided by NJ OMB (April 2024); 77.15% includes costs for fringe benefits (health care premiums, pension costs) and FICA/FUDA/Medicare tax; figures are for FY24, FY25 figures not yet available and may change.

^{xxxv} Based on desk research for commercial office moving costs; low case assumes moving ~10,000 square feet of office space @ \$2/sq foot, high case assumes ~35,000 sq. ft of office space at \$2/sq ft (note: current DMAVA HQ reported at 57,078 sq ft; 2. Other similar but larger project assumed \$100k for miscellaneous items including flags and banners; given other project was larger than DMAVA, low case is 50% of other project estimate, High case is same estimate; 3. Other similar but larger project assumed ~\$500 per sign; low case scenario assumes 50 internal and external signs, high case 100 internal and external signs to be re-created for each successor agency; sign costs and signs that need to be replaced may vary; 4. Based on Interview with Info Services Division Leadership conducted May 2024: For Network Equipment, low range represents new equipment (e.g. switches, servers) that would be required if HQ building continues to be shared; High range also includes potential additional costs for fitting out a new HQ building (e.g., racks, power supply); Software transition costs estimated at ~\$944k one time increase for new license purchases and transition costs before run rate recurring cost increase of ~\$200-\$300k per year. Website and Cutover plan would primarily be supported by internal FTEs, but some DOIT resources would be involved at rates of \$132 per hour for website support (~40-80 hrs. assumed in the range) and cutover support (~500 to 1000 hours assumed in range to represent 1-2 staff for 3 months); 5. Per market research, basic logo re-design projects can cost <\$10k, while detailed redesign efforts can cost >\$100k; costs could vary based on specific parameters; low case assumes 2 basic re-design projects with an entry-level agency; high case assumes 2 thorough re-design projects with an established agency; 6. Estimates from FASD that consider costs to re-print business cards, letterhead, and envelopes and considers new paper and office supplies purchases for the new agency; 7. Most vehicles are leased from NJ treasury; ~1-2 new utility vehicles may need to be purchased for new VA agency's building/site maintenance function. New VA agency may also need to purchase new maintenance equipment (e.g., lawnmowers, snow removal equipment; needs could vary based on new office); 8. Based on market research, high case assumes upfront strategic planning/decision-making support, detailed planning support, TL staffed w ~6 contractors for ~9 months, and ongoing hyper-care support after go-live; low case assumes shorter TL support (~6 months) and no upfront strategic planning or hyper-care support 9. Based on Info Services estimates for new computer/desktop phone costs; does not assume future lifecycle refresh (approx. every 5 years for computers) or recurring telephone service costs; 10. Final costs for each item could vary significantly based on market and other considerations.

^{xxxvi} All Cost estimates for FY25; costs in subsequent fiscal years could increase in line with inflation, cost of living adjustments, and other cost/price increases. Based on Interview with Info Services conducted May 2024; Cost range assumes total annual "run rate" net cost increases for duplicating specific IT systems in two agencies and for supporting net new employees; also includes assumed recurring costs for ~10-20 new cellular phones at ~\$1k per year); 2. Based on market research for Trenton area that identified commercial office space leases ranging from ~\$30-\$40 per sq ft per year and DPMC estimate of \$35/sq ft.; low estimate assumes total of 10,000 sq ft (5,000 square feet of communal space and space for 50 employees at 100 sq ft/employee) at \$30/sq ft; High estimate assumes 35,000 sq ft total (10,000 square feet of communal space and space for 125 employees at 200 sq ft/employee) and \$40/sq. ft (note: current DMAVA HQ reported at 57,078 square feet). Estimates also include estimates for utility costs (\$2 per sq ft in low scenario, \$3 per sq ft in high scenario) and cleaning costs (\$3 per sq ft in low case, assumes \$0.1 per sq ft cleaning costs and 30 office cleans a year; \$13 per sq ft in high case, assumes \$0.25 per sq ft cleaning costs and weekly office cleans). Estimates do not include cost estimates for office space VSOs currently occupy at armories for which future Veterans Affairs Agency may need to reimburse future Military Affairs agency since these funds would flow to NJ Treasury; 3. Per FASD, current annual spend on security at Lawrenceville is \$375k. Future agency leadership may decide on different security model which could vary costs (e.g., fewer or

more shifts, # of guards, whether guards are armed). Does not include any assumptions about VA agency reimbursing MA agency and federal government for security costs at MA facilities funded via MCA; 4. Salary costs based on: A) shared service scenario options previously considered; “low” scenario of 9 additional employees assumes lower end of potential additional FTEs needed for every team that is duplicated, with FASD and Info Services shared (i.e., previously considered options); high scenario represents upper estimate of employees needed to duplicate every function, including Option 2 of replicating a fully independent DPMC-equivalent function within DMAVA; B) Leadership archetype options previously considered. Escalation of 10% applied to all salary cost estimates to account for scheduled yearly increases and other increases like Management Salary Program (MSP) implemented April 2024; 5. Total DMAVA FY24 appropriations ~\$306.5M; 6. 77.15% includes costs for fringe benefits (health care premiums, pension costs) and FICA/FUDA/Medicare tax; figures are for FY24, FY25 figures not yet available and could change; figures provided by NJ OMB April 2024. 77.15% rate applied to staff/leadership salary cost estimates.

^{xxxvii} Examples non-exhaustive; Indirect costs may be difficult to quantify, may not result in budgetary impact but could impact agencies’ ability to deliver on other priorities. Magnitude and timing of indirect costs may vary based on organizational design decisions, staffing levels, and other considerations.

^{xxxviii} Timeframes and activities are illustrative and could vary based on strategic decisions made by NJ Govt. and other key stakeholders.

^{xxxix} Ability to recruit/hire FTEs for new roles, particularly essential roles needed for basic agency operations (e.g., in functions like HR and IT) could impact overall transformation timeframes.

^{xl} Ibid.

^{xli} IT implementation timeline could vary and exceed this “long tail” implementation timeline due to resource constraints, data complexity, procurement timeframes, and/or other IT/system complexity.

^{xlii} Communications needs may vary dependent on overall implementation plan timing.

^{xliii} Current NJ State Employees: Includes individuals that are eligible for future open roles based on civil service qualifications that are not currently employed by NJ government.

^{xliv} Timeframes and activities are illustrative and could vary based on strategic decisions made by NJ Govt. and other key stakeholders.

^{xlvi} Source: Public State websites.

^{xlvi} Source: NASDVA, June 2024.

^{xlvi} Source: NJ DMAVA leadership email Nov. 2024; DMAVA and State of NJ websites