

# **NAVAJO NATION VETERANS ADMINISTRATION**

## **STRATEGIC PLAN Fiscal Year 2017**

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### **MISSION:**

The Mission of the NNVA is to ensure that all Veterans, surviving spouses of Veterans and Gold Star Mothers have opportunities to access benefits and services for which they qualify for from the Navajo Nation, State and Federal agencies by advocating on their behalf.

### **VISION:**

The Vision of the NNVA is to honor, respect, and value Veterans by delivering professional services with the most equitable, efficient, and precise practices.

### **PILLARS:**

Accountability  
Cohesiveness  
Communication  
Diligence  
Equality  
Integrity  
Knowledge  
Knowledge  
Leadership  
Transparency

### **HISTORY:**

In 1971, by resolution CMA-25-71, Chairman Peter MacDonald and the Navajo Tribal Council (NTC) established under the Division of Human Resources to further the Navajo Veterans cause through the development and enactment of a Plan –of-Operation for the DNVA whose purpose include seeking funds to supplement Navajo Nation funds to serve Navajo Veterans. Also to address numerous issues that

Navajo Veterans are facing such as providing guidance in obtaining VA Benefits which they may be eligible for such as home loans education, employment, alcohol and drug rehabilitation etc. Five Agency offices were established to ensure Navajo Veterans across the vast land of the Navajo Nation were served. DNVA in 2016 had recorded 10,244 veterans registered.

On July 20, 1998, by Resolution CYJ-46-98, the NNC established the Veteran Trust Fund to further provide direct service assistance and to promote self-sustainability. On November 2, 2006, by Resolution CN-55-06, NNC amended the Navajo Nation Veteran Trust Fund by authorizing a mandatory annual appropriation of 4% of all projected revenues of the Navajo Nation.

The DNVA Agency Offices collaborated with local and surrounding communities in establishing and encouraging the local Chapter Veterans Organization to become more self-sustaining economically and to manage their organization's internal concerns/issues. Each organization selects their Commander, Vice Commander and Secretary; thereafter the meetings are conducted utilizing the Robert Rules of Order. The members determine how the annual allocated funds are expended.

Annually, DNVA Agency Offices receives an enormous amount of requests from Navajo Veterans for housing assistance and other direct services. The other direct services include renovations or minor home repairs.

On September 13, 2013, by Resolution CS-48-13, the NNC amended the Veteran Trust Fund in order to provide equal distribution of the annual comprehensive budgeted amount between the Navajo Nation Veterans Trust Fund and the Department of the Navajo Veterans Affairs to provide for Veterans' housing for each of the five agencies.

The annual 2% appropriation for the Navajo Veterans Housing Program authorized shall continue and for purposes of this resolution, all unexpended funds shall not lapse unless specifically re-authorized.

**NNVA ESTABLISHMENT:**

In 2016, by Enabling legislation 0006-16 Navajo Nation President Russell Begaye signed into law the establishment of the Navajo Nation Veterans Administration and Navajo Nation Veterans Advisory Council, amending 2 N.N.C. SS 1703 and 1704. The purpose of the legislation is to establish a NNVA under the Office of the President and Vice-President, which effectively and efficiently provides outreach, services and benefits to veterans. The legislation also established a Navajo Nation Veterans Advisory Council to recognize veterans and ensure veteran participation in policy and data system development i.e. direct involvement in policy making decisions regarding veteran's services and benefits.

In efforts to meet the needs of Navajo Nation Veterans the Reorganization of the DNVA into the NNVA will lead to new levels of responsibility and accountability with the Veterans services programs of the Navajo Nation government. With that goal in mind, the Strategic Plan to enact the new Veterans Administration will provide a roadmap to efficiently and effectively transform the services of the DNVA to a new organizational level.

The transition includes but not limited to the following; the revision of the Plan of Operation, NNVA budget, strategic management plan, personnel realignment, specialty service area identification, regionalizing the Veterans services and programs, hiring of an Executive Director and operational implementation of the Navajo Nation Veterans Advisory Council.

### **FY 2017 OPERATIONAL GOALS**

With the new Navajo Nation Veterans Administration directly under the Office of the President and Vice-President and an establishment of the Navajo Veterans Advisory Council, the NNVA can begin duplicating a similar structure that of the State of Arizona who also have a Veterans Advisory Council. The Administration will have satellite offices in 5 proposed regions as to provide direct decentralized services to the 110 Veterans Organizations and Veterans.

The Administrative, Operational and Logistical management will be centralized to maintain efficient, accurate, and effective management. The central management will maintain accurate operational data and financial data to provide management key information to create, implement and administer a substantial information data bank for better decision-making. This will also include vital data analysis to best promote and advocate for operational and fiscal increase where it is needed.

While all specialty service programs and services such as Health, Housing, Benefits/Claims and Trust Funds are provided at the 5 proposed regions, they will be strategically place to provide the best effective distribution of information and services.

Of the 5 regional offices, 2 will have the respective service specialty; Fort Defiance will focus on Benefits and Claims, Chinle will have a Program Supervisor I to oversee the Navajo Veterans Trust Funds, and a proposed Housing Specialist will administer the Navajo Veterans Housing Program from the Central Office to oversee the last year of the Veterans Trust Fund Housing Program.

With a Memorandum of Understanding between the state of Arizona and the Navajo Nation; each of the five sites will be training, accredited and monitored by the state of Arizona. Each of the accredited Veterans Service Officer (VSO) will prepare process and execute Veterans benefits and claims at the local level. With 3 proposed sites not having VSOs, a designated VSO will be assigned to conduct site visits on alternating days to the unassigned VSO sites.

Most important to understand, having a housing specialist in the Central Office, does not mean a Veteran will have to travel to Window Rock to apply for housing; each respective VSO will have all the necessary documents and information to assist any veteran provided the VSOs have joint monthly meetings to share current up to date information.

Lastly, each of the 5 sites will have the capacity and personnel to provide information on any and all services provided by the NNVA, in addition to preparing, processing and approving Trust Funds financial assistance request.

Ideally, the Central Administration (or Upper Management) will have a professional workforce to promote accountability, leadership and transparency; to have a responsibility to continuously advocate and lobby on behalf of Navajo Veterans at the local, tribal, county, state and federal level while maintaining a central Administrative, Operational and Logistical management which may include fiscal and property management.

Other area of management includes progressive informational resource outlets in the following five (5) key service areas: Health, Education, Housing, Employment/Training and Services and Benefits. The professional workforce will create, administer and maintenance an interface of resources to promote a network of opportunities, in other terms, a one stop-shop for Veterans.

The proposed operational system must be supported by an advanced technological infrastructure to closely network with Arizona, New Mexico and Utah and other entities. The administration has vast potential and need to continue capitalizing on network and outreach opportunities in the new administration.

A healthy organizational structure allows its employees to focus on producing quality products and services. Effective organizations provide opportunities to its employees to develop new skills. This allows the staff to constantly improve business operations and ensures that the company maintains a competitive edge required to thrive in a dynamic global marketplace. Creating a healthy organizational structure begins by assessing your company's needs. Sustaining the structure involves running events and programs to maintain a productive workplace.

## **FUNDING**

### **ADMINISTRATION:**

The NNVA's proposed FY 2017 budget will be allocated by the Office of President and Vice President, whereas, the Navajo Veterans Trust Funds will have **no** affiliation to the Administrative and operating cost of the new administration.

The FY 2017 is \$9,381,107.00 Total and is 100% of the proposed and approved budget is allocated as follows:

Personnel & Operating x 6 offices = \$1,497,254.00  
 VTF Housing \$871100 X 5 Agencies = \$4,355,500.00  
 110 Chapters Veterans Trust Funds = \$3,528,353.00\*

\* Trust Funds are nearly identical to FY2016 allocations.

Based on the projected actual allocation of FY2017; \$1,497,254.00.

The recommended FY 2018 Budget to improve services and implement more regions; the overall assessed, quantified needs and total estimated cost for implementation is \$1,944,500.57

**HOUSING (Veterans Trust Fund):**

FISCAL YEAR – 75 Homes each Year X 4 Years = 300 Homes

<b>2014-</b>	<b>0</b>	<b>2015 -</b>	<b>70</b>	<b>2016-</b>	<b>17</b>	<b>2017-</b>	<b>0</b>
<b>TOTAL- OVERALL</b>							
<b>CONSTRUCTED-</b>		87		<b>TO BE DONE</b>		213	

YEAR 2 - 2015 at the end of FY 2016

AGENCY	DONE
WESTERN	3
CENTRAL	7
FORT DEFIANCE	5
NORTHERN	1
EASTERN	4
<b>TOTAL-----LEG YR 2</b>	<b>17</b>

**\* Construction has been stopped to reconcile budget to continue program.**

**FY2017 PRIORITIZED STRATEGIC GOALS**

- Navajo Veterans Registry Program to get an approximate population of Navajo Veterans
- VSO Accreditation
- 6B Rollout
- Personnel; Staff Development and Training
- Overall records management upgrade

- Enhance the technological infrastructure
- Internal Communications Plan
- External Communications Plan

Prepared by

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