


AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

AGENCY'S DISCUSSION AND ANALYSIS

I. The Department's Purpose: The South Carolina Department of Veterans' Affairs exists to serve this state's Veterans, service members, and their families, and to promote the value Veterans bring to their communities and their fellow citizens.

II. Scope of Report. In FY24-25, the Department focused its efforts in three primary areas: 1) execution of the FY24-25 Action Plan (objectives and outcomes are summarized in the chart below); 2) establishing effective oversight of the five contractor-operated Veteran homes; and 3) setting the conditions for the transfer of Stone Pavilion Veteran Home from the Office of Mental Health (previously Department of Mental Health) on 1 July, 2025.

					
<p align="center">FY 24-25 Action Plan Summary</p> <p align="center">1 July 2024 – 30 June 2025</p>					
	<p align="center">Focus Area 1</p> <p align="center">Veteran Homes</p> <p>Intent: Make South Carolina's Veteran homes the quality leader in the southeastern United States</p>	<p align="center">Focus Area 2</p> <p align="center">Constituent Understanding</p> <p>Intent: Gain and sustain a timely and accurate understanding of the changing Veteran population in South Carolina</p>	<p align="center">Focus Area 3</p> <p align="center">Palmetto Pathfinder Program</p> <p>Intent: Increase the professionalism of the program and expand its capability to proactively address Veteran concerns across the social determinants of health</p>	<p align="center">Focus Area 4</p> <p align="center">Veteran Suicide</p> <p>Intent: Reverse the long-term trendline in Veteran suicide</p>	<p align="center">Focus Area 5</p> <p align="center">Military Installations</p> <p>Intent: Make South Carolina an indispensable component of national defense</p>
<p align="center">Objectives</p>	<p>1.1 Establish a robust and effective contract monitoring system that provides timely and accurate situational understanding of conditions in the homes and encourages improved performance by the service provider 3/3</p>	<p>2.1 Gain advance visibility of transitioning service members 188/53</p>	<p>3.1 Shift focus to transitioning service members 188/50</p>	<p>4.1 Reduce immediate access to means Lock it SC Campaign introduced</p>	<p>5.1 Improve educational opportunities for military children 20/22</p>
	<p>1.2 Address longstanding deferred maintenance issues at existing homes 4/4</p>	<p>2.2 Expand the number of Veterans enrolled in the SC Veteran Coalition 1,506/2,913</p>	<p>3.2 Expand program to state-wide 45/32</p>	<p>4.2 Increase public understanding of Veteran suicide challenge 1,000/950</p>	<p>5.2 Improve access to affordable childcare 100/93</p>
	<p>1.3 Achieve full operational capacity at Patriot's Village (Sumter) Met the goal of all metrics</p>	<p>2.3 Gain access to other agencies' data bases with relevant Veteran data 14/2</p>	<p>3.3 Produce specialized Pathfinders to serve specific client pools 48/33</p>		<p>5.3 Define South Carolina's evolving strategic role in national security Met the goal of all metrics</p>
	<p>1.4 Set conditions for the transition of Stone / Fewell on 1 Jul 25 Met the goal of all metrics</p>	<p>2.4 Fully implement referral management system inside the department 240/2</p>	<p>3.4 Enable county offices with Pathfinder support 35/6</p>		
	<p>1.5 Set conditions for future home construction Continuing to work on metrics</p>		<p>3.5 Maintain a robust service-provider network 138/139</p>		
				<p>Legend Goal Achieved Not Achieved</p>	<p>1</p>

24 July 2025

III. Agency Strategies, Goals, and Outcomes. Our strategic plan includes four main lines of effort with five associated strategic objectives. For ease of navigation, Lines of Effort are depicted in dark blue text and Strategic Objectives are depicted in light blue text.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

Line of Effort 1: Assist Veterans and their families in obtaining the services and benefits to which they are entitled.

1) Strategic Objective 1: Build and sustain administrative policies, procedures, and programs to assist Veterans and their families in effectively and efficiently obtaining their entitled services and benefits.

a) **Claims and Appeals.** In FY24-26, the department and the 46 County Veterans' Affairs Offices provided assistance to 21,611 previously unserved Veterans and assisted in the filing of 9,626 federal claims.

- Service officers assigned to the department filed a total of 1,172 Veteran claims.
- County offices filed a total of 9,626 Veteran claims the department can verify, and an additional 2,808 Veteran claims the department cannot verify. [The department can verify only those claims submitted through the state-provided electronics claims management system. For those counties that do not use this system, we rely upon their self-reporting.]

While it is possible to report the total value of federal benefits paid to South Carolina Veterans down to the county level, it is not possible to determine what portion of those payments came as a result of claims failed with the assistance of county or state agents. The Geographic Distribution of Expenditures report of the US Department of Veterans' Affairs indicates that in federal fiscal year 2023 (FY23), the latest year data is available, South Carolina Veterans received \$3.89 billion in compensation and pension benefits. The federal report does not differentiate between benefits paid as the result of a claim filed with or without the assistance of a county, state, or other agent.

County	Claims Submitted	New Veterans Served ¹	Data Verified by State ²	USDVA FY23 Economic Impact ³	County	Claims Submitted	New Veterans Served ¹	Data Verified by State ²	USDVA FY23 Economic Impact ³	County	Claims Submitted	New Veterans Served ¹	Data Verified by State ²	USDVA FY23 Economic Impact ³
Abbeville	474	476	Yes	\$15,604,000	Dillon	No Data ⁴	No Data ⁴	No	\$15,567,000	Marion	502	260	Yes	\$21,314,000
Aiken	398	439	No	\$119,356,000	Dorchester	642	1708	Yes	\$177,016,000	Marlboro	4	103	Yes	\$15,189,000
Allendale	12	11	Yes	\$5,271,000	Edgefield	92	152	Yes	\$31,310,000	McCormick	131	228	Yes	\$10,545,000
Anderson	No Data ⁴	No Data ⁴	No	\$103,460,000	Fairfield	204	191	Yes	\$18,805,000	Newberry	148	310	Yes	\$23,481,000
Bamberg	No Data ⁴	No Data ⁴	No	\$8,101,000	Florence	242	572	Yes	\$90,979,000	Oconee	245	810	No	\$47,555,000
Barnwell	88	65	No	\$13,104,000	Georgetown	152	234	Yes	\$37,035,000	Orangeburg	237	ND	No	\$59,262,000
Beaufort	597	1566	Yes	\$154,541,000	Greenville	927	1479	Yes	\$247,314,000	Pickens	29	541	Yes	\$66,416,000
Berkeley	1186	2122	Yes	\$268,236,000	Greenwood	230	321	Yes	\$41,573,000	Richland	No Data ⁴	No Data ⁴	No	\$567,999,000
Calhoun	40	72	Yes	\$8,083,000	Hampton	0	14	Yes	\$14,868,000	Saluda	12	38	Yes	\$6,913,000
Charleston	808	2403	Yes	\$222,910,000	Horry	617	987	No	\$299,872,000	Spartanburg	511	1295	Yes	\$157,239,000
Cherokee	153	313	Yes	\$23,796,000	Jasper	287	290	Yes	\$18,310,000	Sumter	372	105	No	\$170,119,000
Chester	61	125	Yes	\$18,233,000	Kershaw	373	302	No	\$135,214,000	Union	52	257	Yes	\$13,903,000
Chesterfield	0	63	Yes	\$26,066,000	Lancaster	153	267	No	\$62,240,000	Williamsburg	114	323	Yes	\$21,263,000
Clarendon	No Data ⁴	No Data ⁴	No	\$30,294,000	Laurens	101	162	Yes	\$32,376,000	York	581	1648	Yes	\$151,184,000
Colleton	8	447	Yes	\$29,944,000	Lee	No Data ⁴	No Data ⁴	No	\$10,482,000	State Office	1172	2510	Yes	
Darlington	205	96	No	\$34,642,000	Lexington	154	890	Yes	\$250,112,000					
										Total	12,314	24,132		\$3,897,096,000

Notes

¹Represents the number of Veterans served for the first time. This includes assisting in filing a claim or making an appeal, connecting to other resources, providing information, etc.

²"Yes" indicates the county uses the state-provided claims management system, allowing the state to verify county activities. "No" indicates the state is reliant upon self-reporting from the county.

³Reflects the total payment of compensation and benefits to Veterans residing in the county in federal Fiscal Year 2023.

⁴Indicates the state did not receive a report from the county.

Table 1. Summary of Claims Activity

Of note, compensation and pension benefits make up only a portion of the total federal funds committed to Veterans in each county. As depicted in Table 2, Veterans also receive federal educational benefits that are used for education and vocational training as well as federally funded medical care. Additionally, the construction and operation of US Department of Veterans' Affairs facilities injects federal funds into each county.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

County	Federal Education Benefits	Federal Medical Care	Other Federal Investments ¹	County	Federal Education Benefits	Federal Medical Care	Other Federal Investments ¹	County	Federal Education Benefits	Federal Medical Care	Other Federal Investments ¹
Abbeville	\$414,349	\$9,778,608	\$35,000	Dillon	\$604,808	\$7,444,966	\$64,000	Marion	\$710,435	\$10,753,932	\$36,000
Aiken	\$7,663,988	\$100,842,381	\$444,000	Dorchester	\$15,632,610	\$96,114,620	\$391,000	Marlboro	\$435,901	\$6,903,129	\$17,000
Allendale	\$254,564	\$3,198,760	\$41,000	Edgefield	\$2,456,946	\$13,727,632	\$73,000	McCormick	\$280,797	\$8,384,117	\$10,000
Anderson	\$5,002,045	\$60,357,546	\$241,000	Fairfield	\$454,901	\$11,050,143	\$41,000	Newberry	\$973,854	\$8,829,242	\$94,000
Bamberg	\$389,666	\$6,478,761	\$31,000	Florence	\$4,920,293	\$40,895,146	\$1,233,000	Oconee	\$2,274,026	\$22,928,961	\$159,000
Barnwell	\$425,387	\$8,773,963	\$36,000	Georgetown	\$1,596,771	\$29,639,267	\$214,000	Orangeburg	\$2,463,639	\$42,975,293	\$138,000
Beaufort	\$14,214,010	\$57,685,639	\$3,542,000	Greenville	\$17,169,048	\$103,081,388	\$1,988,000	Pickens	\$5,111,919	\$27,971,673	\$176,000
Berkeley	\$25,405,364	\$137,239,083	\$422,000	Greenwood	\$1,717,785	\$20,379,090	\$178,000	Richland	\$47,880,672	\$313,748,534	\$99,814,000
Calhoun	\$365,299	\$10,550,204	\$65,000	Hampton	\$632,064	\$8,598,430	\$12,000	Saluda	\$210,954	\$7,339,335	\$4,000
Charleston	\$21,070,647	\$241,967,126	\$1,330,000	Horry	\$11,879,696	\$187,646,512	\$747,000	Spartanburg	\$8,758,208	\$72,796,259	\$358,000
Cherokee	\$1,221,441	\$13,726,639	\$92,000	Jasper	\$1,002,628	\$9,918,031	\$17,000	Sumter	\$12,828,417	\$66,501,056	\$260,000
Chester	\$743,083	\$10,199,106	\$64,000	Kershaw	\$10,525,421	\$40,868,397	\$273,000	Union	\$488,930	\$6,276,432	\$33,000
Chesterfield	\$963,069	\$13,118,145	\$32,000	Lancaster	\$3,088,099	\$24,465,287	\$253,000	Williamsburg	\$889,356	\$13,564,430	\$54,000
Clarendon	\$1,143,162	\$15,665,829	\$128,000	Laurens	\$1,105,091	\$20,880,735	\$102,000	York	\$9,412,332	\$69,519,673	\$456,000
Colleton	\$972,881	\$26,637,769	\$156,000	Lee	\$545,681	\$6,369,399	\$31,000				
Darlington	\$1,370,646	\$17,017,102	\$16,000	Lexington	\$18,543,271	\$112,695,270	\$626,000				
								Total	\$266,214,154	\$2,145,503,040	\$114,527,000
Notes											

¹Includes operating costs for US Department of Veterans' Affairs facilities in the county, as well as construction costs for new facilities.

Table 2. Other Federal Benefits and Investments

Support to Veterans at US Department of Veterans' Affairs Medical Centers. In FY24-25, state service officers at the US Department of Veterans' Affairs medical centers in Columbia submitted over 1,000 actions on behalf of Veterans receiving healthcare from the facility. Similarly, state service officers at the US Department of Veterans' Affairs medical center in North Charleston submitted 947 actions.

Support to Transitioning Active-Duty Members Stationed in South Carolina. In FY24-25, the department provided claims assistance to more than 160 active-duty service members stationed in South Carolina, either separating or retiring from active duty. Our ability to provide this service was enhanced by office space provided by Joint Base – Charleston at the Naval Weapon Station-Goose Creek. Roughly 40% of the service members we assisted indicated an intention to remain in the state after their military service.

Veterans Experience Action Centers. In coordination with the US Department of Veterans' Affairs, the American Legion, the Veterans of Foreign Wars, and other partners, we participated in three major community outreach events in FY24-25. These events provided services and information to a total of 1,973 South Carolina Veterans.

Date	Location	Attendance	Notes
5 September, 2024	Florence	300	<ul style="list-style-type: none"> Primary demographic was male Veterans over the age of 65 Majority filed claims related to the Honoring our Promise to Address Comprehensive Toxics (PACT) Act
14-16 November, 2024	Ladson	546	<ul style="list-style-type: none"> Primary demographic was male Veterans over the age of 50 Majority filed claims related to the PACT Act
20-22 March, 2025	Columbia	1,127	<ul style="list-style-type: none"> Third annual event The department directly served 150

Table 3. Summary of FY24-25 Veteran Experience Action Center Activities

Veteran Hearings and Appeals. During FY24-25, the Department assisted Veterans and their families with 238 appeals to the US Department of Veterans' Affairs Board of Veteran Appeals and 113 Pre-Determination Hearings, which enable swifter decisions for Veterans seeking redress on earlier US Department of Veterans' Affairs decisions.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

b) M.J. "Dolly" Cooper State Veterans' Cemetery.

- During this year, the Cemetery interred 479 remains (341 Veterans and 138 dependents), including:
 - 317 below-ground burials
 - 157 columbarium niche placements
 - 5 scatterings
- We denied 3 ineligible requests for interment.
- We processed 319 requests for pre-certification (advance arrangement for future burial). Of these:
 - we approved 301;
 - we denied 18 as ineligible; and
 - three were withdrawn by the Veteran or family member (interred elsewhere or moved out of state).

c) South Carolina Free Tuition for Certain War Veterans' Children Program (SC Code 59-111-20). In FY24-25, we received 2,074 applications for this program. We approved 1,510, denying 564 applications as ineligible. Primary reasons for denial remain the residency requirement for the student and Veteran, and the Veteran not having served during one of the specified periods of wartime service.

d) War Records (SC Code 25-11-90). In the past fiscal year, we made no progress in scanning hardcopy Form DD-214s into the electronic War Record. We currently have 104,846 records scanned, representing 29.12% of the total number of paper records in the Department's possession. The Department continues to seek an automated process to address the backlog of digitizing paper copy records.

e) Veteran Service Organization Honor Guard Reimbursement Program (SC Code 25-11-85). In FY24-25, we disbursed \$54,000 to eleven Veteran Service Organizations Honor Guard organizations that provided military honors at Veteran funerals across the state.

f) Veteran Homes. A summary is provided in Table 4.

- In FY24-25, the department oversaw five Veteran homes, transferred from the Department of Mental Health on 1 July, 2024.
 - Four homes were operational at the time of transfer and continued to function under the contracted operator.
 - Patriots Village in Sumter, was not operational at the time of transfer.
 - The facility opened to the public on 1 March, 2025.
 - The facility passed its recognition survey conducted by the US Department of Veterans' Affairs on 17 July, 2025 (after FY24-25) and is now authorized to operate at its full capacity of 104 residents.
- Throughout FY24-25, the department worked with the Office of Mental Health (previously the Department of Mental Health) and the Department of Administration to prepare for the transfer of Stone Pavilion Veteran Home in Columbia on 1 Jul 25.
 - On 1 Jul 25, the department assumed responsibility for Stone Pavilion Veteran Home.
 - Simultaneously, the facility transitioned from state-run long-term care facility to a contractor-operated facility with state oversight.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

Facility Name	Stone Pavilion	Palmetto Patriots Home	Richard M. Campbell	Veterans Victory House	Veteran Village	Patriots Village
Location	Columbia	Gaffney	Anderson	Walterboro	Florence	Sumter
Oversight	Mental Health	Veterans' Affairs				
Current Bed Capacity	60 ¹	104	220	194 ²	104	104
Admissions	10	33	125	106	36	22
Discharges	12	32	127	144	37	0
Occupancy Rate	88%	100%	99%	98%	99%	21%
Full-time Equivalent Staff	155	172	212	197	172	134
Receipts not CARES Funding	\$11,700,356	\$20,988,286	\$32,866,787	\$26,855,210	\$24,286,775	\$10,000,000
Expenditures	\$11,357,447	\$17,075,208	\$26,103,461	\$23,004,529	\$17,586,196	\$2,529,131

Table 4. Summary of Veteran Home Operations, FY24-25

¹As of 30 June, 2024, Stone Pavilion has bed space for 60 residents, but maintained a lower census due to staffing and facility renovations.

²As of 30 June, 2024, Veterans Victory House has bed space for 220 residents, but maintained a lower census due to facility renovations.

*Line of Effort 2: **Integrate** the effects of all entities in the State that provide a service to Veterans or their families.*

2) [Strategic Objective 2: Build and sustain a coalition network of service providers to meet the physical, emotional, and mental health needs of the Veteran community.](#)

a) South Carolina Veteran Coalition. Our web-based electronic platform for connecting Veterans to services continued to grow in membership and usage. In FY24-25, we added 33 new service-providers, bringing the Coalition total to 139. The Coalition made 4,300 connections between Veterans and service providers this year (a growth of 308% year-on-year).

b) Reducing Veteran Suicide.

- In FY24-25, the Department introduced the *Lock It South Carolina* Lethal Means Safety campaign to encourage Veterans and their families to practice the safe storage of firearms, the safe disposal of medication, and regular safety planning, as well as to make Veterans aware of resources available during a time of crisis. In its first year, we believe this campaign reached about 1,000 Veteran families.
- In partnership with the US Department of Veterans Affairs, the department provided gun locks to all County Veterans Affairs Offices for free distribution to Veteran families, integrated gun lock education into our Palmetto Pathfinder training, and distributed gun locks at every outreach event in which the department participated.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

- The two-year data lag in Veteran suicide data means the effect of these efforts will not be reflected in the near term.

3) [Strategic Objective 3: Build and sustain a coalition network of service providers to meet the non-medical physical wellness needs of the Veteran community.](#)

a) Reducing Veteran Unemployment. As of 30 June, 2025, Veteran unemployment was at 3.5%, well below the general population rate of 4.2%. Given this long-established and enduring trend, in FY24-25 we began setting the conditions for an internal reorganization allowing us to provide a focused effort on enhancing the value of Veterans to the South Carolina economy in the years ahead. This effort will include recruiting Veterans into the South Carolina workforce, assisting Veterans in obtaining training and education to make them more effective, and aiding those Veterans interested in pursuing the state entrepreneurial opportunities.

b) Improving the Availability of Housing. In FY24-25, we provided \$2,345,064 in grant funding to 13 recipient organizations nonprofits and public agencies offering essential services such as housing assistance, food security, emergency utility support, and substance abuse recovery programs.

4) [Strategic Objective 4: Build and sustain a coalition network of service providers to meet the social networking needs of the Veteran community.](#)

a) Palmetto Pathfinder Program. In FY24-25, we trained 75 new peer-mentor Pathfinders and connected 136 Veterans with a trained Pathfinder to provide peer support and assist in obtaining services. Fifty of the Veterans connected to a Pathfinder were service members transitioning from military service, the optimal target audience for this program.

b) Veteran Treatment Courts. We continued our use of a federal Bureau of Justice grant to implement Veteran Treatment Courts in the following circuits: Second Judicial Circuit (Aiken County), Fourth Judicial Circuit (Chesterfield and Darlington Counties), and Twelfth Judicial Circuit (Florence County). We used funds from the same grant to enhance Veteran Treatment Courts services in the Eighth Judicial Circuit (Greenwood County) and Ninth Judicial Circuit (Charleston County). Across the state, 19 Veterans participated in Veteran Treatment Courts funded with subawards from the Department. We have received an additional federal grant allowing us to maintain these Veteran Treatment Courts through 2028.

*Line of Effort 3: **Advocate** for Veterans, military Installations, service members, and families.*

5) [Strategic Objective 5: Sustain and expand the military presence in South Carolina and secure South Carolina's role in national security.](#)

a. The eight major military installations in South Carolina, plus Fort Gordon in Augusta, Georgia, provide a \$34.3 billion economic impact on the state of South Carolina. These installations cover every branch of service except the Space Force, and provide vital training, combat, and support service resources for national defense.

b. In FY24-25, the department assisted these installations and their associated military communities on issues related to both the operational readiness of the installation and the quality of life of our active-duty service members and families. A summary of the past year includes:

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

- Operational Readiness
 - Provided a Military Enhancement Fund grant for a Shipboard Firefighting Training Facility in Charleston County. This facility will be used to train area firefighters to handle a shipboard fire in the Port of Charleston or along the coast. This facility can also be used to bring other states to South Carolina for shipboard firefighting training.
 - Provided a Military Enhancement Fund grant for computer equipment to outfit the Regional Support Operations Center and the Sensitive Compartmented Information Facility at the University of South Carolina-Aiken Cyber Integration Center.

- Quality of Life
 - Provided a Military Enhancement Fund grant for a new pump station at the Laurel Bay Wastewater Treatment Plant which services military installations and the military community in Beaufort County.
 - Provided a Military Enhancement Fund grant for new disinfectant equipment at the Port Royal Wastewater Reclamation Facility, which serves military installations and the military community in Beaufort County.
 - Provided a Military Enhancement Fund grant for the completion of the design, surveying, property easement, and permitting costs of the Wastewater project at the Short Stay Recreation Area for Joint Base Charleston service members and their families.
 - Worked with Fort Jackson and the South Carolina Department of Education to plan and execute the Military Honor Cord Ceremony for high school graduates across the state who are entering the military. The event was held at Fort Jackson and had record attendance.
 - Assisted Beaufort Naval Hospital in a partnership with Winn Army Medical Center at Fort Stewart, Georgia, to provide Sexual Assault Nurse Examiners when there are none available in Beaufort.
 - Worked with the South Carolina Department of Education to increase the number of Purple Star Designated School Districts and Charter Schools that aid military families and students as they transition schools during their assignment in South Carolina.
 - Worked with the South Carolina Department of Social Services to increase the number of childcare facilities in the Military Child Care in Your Neighborhood Plus Pilot Program in South Carolina, making it easier for service members to find childcare and providing fee assistance for the service.

c. In this fiscal year, the Military Enhancement Fund awarded five grants (detailed above) with a total value of \$9,504,325.

Line of Effort 4: Inform and educate the public, State and local leaders, and Veterans on all matters pertaining to Veterans.

In the last fiscal year, our information efforts focused on expanding awareness of the support and resources available to Veterans and their families. Highlights include:

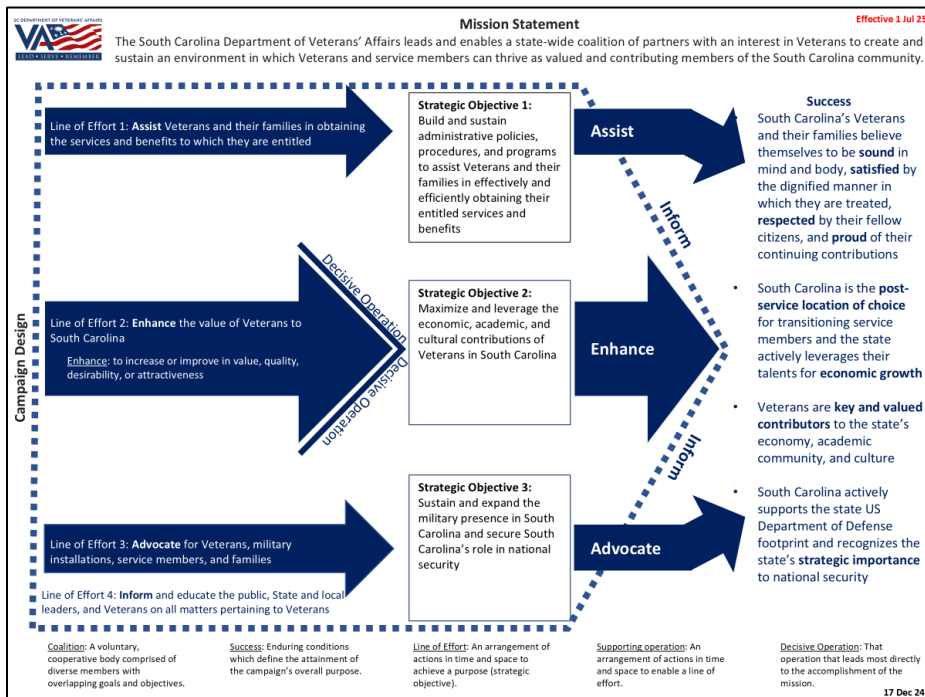
- A 24-page printed benefits guide for Veterans on services and resources offered from Department coalition partners, Veteran Service Organizations and several state agencies. The guide was provided to Veterans, state legislators, State House staff, County Veterans Affairs Officers and Veteran service organizations. Nearly 15,000 copies were distributed this fiscal year alone.

AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

- Our website (scdva.sc.gov) continues to see a steady traffic of visitors with strategic marketing content driving our audience to the site (130,000+ visitors in FY24-25).
- Our monthly newsletter and bulletin service grew by nearly 4,000 subscribers in FY24-25 (currently 45,000+)
- The Department social media outreach continues to expand with nearly 800+ YouTube subscribers, 520+ Twitter(X) followers, 3100+ Facebook followers, and 3500+ LinkedIn connections.
- The Department continues to reach hundreds of thousands of viewers through television broadcast using strategic marketing material developed by media vendors or produced internally.

6) The Road Ahead: Strategic Reorientation.

- a. FY24-25 saw the effective accomplishment of three of the department's original five strategic objectives. All three reflected the need to develop a robust network allowing for the rapid connection of Veterans to needed resources across the social determinants of health. That network is now in existence and functioning.
- b. As a consequence, in the second half of the year the department developed the first significant change to its enduring campaign plan. That change became effective on 1 July, 2025, and is captured in the graphic below.
- c. Under the modified campaign plan, Line of Effort 2 is redefined as “**Enhance** the value of Veterans to South Carolina.” For our purposes, enhance means to increase or improve in value, quality, desirability, or attractiveness.
- d. Line of Effort 2 is focused on Strategic Objective 2: “Maximize and leverage the economic, academic, and cultural contributions of Veterans in South Carolina.” We expect this strategic objective to be a core function of the department for the foreseeable future.



AGENCY NAME:	South Carolina Department of Veterans' Affairs		
AGENCY CODE:	E260	SECTION:	101

IV. Risk Assessment. Table 5 depicts our assessment of the risk of mission failure along each of our Lines of Effort at the beginning of FY25-26.

Line of Effort	Last Year's Assessment	This Year's Assessment	Trend	Explanation
1: Assist	Moderate	Moderate	No change	While the current assessment of risk is unchanged, we anticipate a reduction in risk over time as: 1) the department gains experience and expertise in managing Veteran homes; and 2) the County Office Evaluation Program assists County Veterans' Affairs Offices in adopting best practices
2: Enhance (previously Integrate)	Moderate	Moderate	New	This line of effort is new in FY25-26, reflecting the accomplishment of the three strategic objectives associated with the previous Line of Effort 2. Risk in this line is primarily in two areas: <ul style="list-style-type: none"> • Our visibility of transitioning service members is limited, with significant barriers to data-sharing with federal agencies; • We lack in inherent data analysis capability to drive initiatives and assess their effectiveness.
3: Advocate	Low	Low	No change	Risk in this area remains low due to: <ul style="list-style-type: none"> • Commitment of the Governor and General Assembly to address military needs at our installations. • Continued funding of the Military Enhancement Fund. • Establishment of the Military Affairs Advisory Council.
4: Inform	Low	Low	No Change	This effort remains a mature and well-functioning aspect of the Department's operations, with future improvements already planned and resourced.

Table 5. Risk Assessment