

STRATEGIC PLAN

Fiscal Years
2017-2021



TEXAS VETERANS
COMMISSION

The Voice of Texas Veterans

Vietnam Veterans Monument - Austin, Texas. Texas Capitol Vietnam Veterans Monument erected 2014.
The monument is a permanent honor to all Texans who served in Vietnam and a memorial to the 3,417 Texans who never came home. *Sculptor: Duke Sundt. Photo Credit: Cindy Kendrick*

STRATEGIC PLAN

Fiscal Years 2017-2021

Submitted to the

**Governor's Office of Budget,
Planning Policy,
and the
Legislative Budget Board**

June 2016

<u>Member</u>	<u>Date of Term</u>	<u>Hometown</u>
Eliseo Cantu, Jr., Chair	December 31, 2019	Corpus Christi, TX
James H. Scott, Vice Chair	December 31, 2016	San Antonio, TX
J.K. "Jake" Ellzey, Secretary	December 31, 2017	Midlothian, TX
Richard A. McLeon, IV, Member	December 31, 2017	Henderson, TX
Daniel P. Moran, Member	December 31, 2019	Cypress, TX

Signed: _____



Thomas P. Palladino, Executive Director

Approved: _____



Eliseo Cantu, Jr., Chair



**TEXAS VETERANS
COMMISSION**

The Voice of Texas Veterans



Table of Contents

I. Strategic Plan

• Mission and Philosophy	2
• Goals and Action Plan	3
• Assist Veterans with Receiving Benefits	3
• Fund Direct Services to Veterans	16
• Hazlewood Administration	18
• Redundancies and Impediments	19

II. Supplemental Schedules

• Budget Structure and Measure Definitions	22
• Historically Underutilized Business Plan	44
• Workforce Plan and the Texas Workforce System Strategic Plan	45
• Report on Customer Service	51
• Assessment of Advisory Committees	54



Mission and Philosophy

Mission

Since 1927, the mission of the Texas Veterans Commission has been to advocate for and provide superior service to veterans that will significantly improve the quality of life for all Texas veterans, their families, and survivors.

Philosophy

The Texas Veterans Commission will aggressively advocate for Texas veterans, their families, and survivors.

The Texas Veterans Commission will provide quality service through nine program areas: Claims Representation and Counseling, Veterans Employment Services, Veterans Education, Communications and Veterans Outreach, Veteran Entrepreneur Program, Health Care Advocacy Program, Veterans Mental Health Program, Women Veterans Program, and the Fund for Veterans' Assistance.

The Texas Veterans Commission will provide quality service through a dedicated, professional, and well-trained workforce.

The Texas Veterans Commission will connect with all veterans across the state, and tailor its service to meet their needs and the needs of their families and survivors.

The Texas Veterans Commission will take the lead in coordinating efforts between our nine programs and with federal, state, and local governmental offices, and private organizations that provide services and assistance to veterans.

The Texas Veterans Commission will ensure that Texas veterans maintain the highest quality of life and well-being through its advocacy and dedication to veterans' services.

The Texas Veterans Commission will provide exemplary customer service to veterans, their families, and survivors through our core values of **Professionalism, Integrity, Compassion, Commitment, and Teamwork.**

Goals and Action Plan

Assist Veterans with Receiving Benefits



Goals and Action Plan

Assist Veterans with Receiving Benefits

The Texas Veterans Commission will assist veterans with receiving benefits and services through effective advocacy and training within its nine program areas.

Claims Representation & Counseling

The Claims Representation and Counseling Program will provide one-on-one personalized assistance to Texas veterans, their families, and survivors in obtaining all federal benefits and entitlements they are eligible to receive from the U.S. Department of Veterans Affairs (VA). This will be accomplished through claims counseling, State Strike Force Teams, fully-developed claims teams and robust training programs. Claims counselors are accredited by the VA to represent veterans throughout the benefit application process. Claims counselors must possess a high degree of competency in the medical field and be experts in VA administrative law.

Claims Representation and Counseling will continue to work to maximize the compensation and pension benefits received by veterans and survivors with the minimum staff needed. In fiscal year 2015, the program brought \$3.2 billion into the State of Texas through recovered benefits for veterans and their families. This was accomplished with 80 full-time employees and 230 fully-trained Veterans County Service Officers.

Claims Representation and Counseling is undergoing a reorganization plan to decentralize program services in the state to ensure efficient services are provided to all Texas veterans. This plan will be executed by July 1, 2016. In fiscal year 2015, Claims Representation and Counseling represented 240,565 veterans across 38 full-time offices and three part-time offices.

Claims Representation and Counseling is committed to meeting and exceeding its performance measures and through continuous education, strives to stay up-to-date with ever changing VA rules and regulations.

With the utilization of a redesigned TVC website and increased use of agency social media platforms and traditional media, Claims Representation and Counseling will strengthen its presence in the state to ensure veterans, their families, and survivors obtain benefits they have earned through service.



Goals and Action Plan

Assist Veterans with Receiving Benefits

Representation and Counseling

Claims counselors assist veterans with filing benefit claims including service-connected disability compensation, dependency, indemnity compensation, and non-service connected pension. In order to represent veterans in the VA claims process, claims counselors:

- Interview veterans and their families regarding their potential claims and benefits
- Consider laws and regulations which apply to the individual's claim
- Prepare the benefit application for submission to VA
- Prepare and request medical and other evidence necessary to justify their claim
- Advocate on behalf of the veteran throughout the processing of the application
- Represent claimants before the Board of Veterans Appeals
- Represent service members who are being processed through the Physical Evaluation Board
- Prepare and submit claims for vocational rehabilitation
- Assist institutionalized patients, those receiving mental health care, nursing home residents, incarcerated veterans, and children in applying for VA pension or compensation benefits
- Provide assistance to Veterans Courts by advising on veteran's benefits and entitlements

State Strike Force Team

The State Strike Force Team continues to help reduce the federal backlog of veterans' claims for disability benefits. The team works in TVC district offices located in Waco and Houston where they will complete a review of appeals and backlogged claims while reviewing files for accuracy. In addition, the team will assist veterans in preparing and requesting evidence necessary for claims and appeals. The State Strike Force Team aims to reduce the backlog of veterans' claims for disability benefits in Texas by a total of 20 percent by January 1, 2020.

Fully Developed Claims Team

The Fully Developed Claims Team will continue to file Fully Developed Claims (FDC) to the VA office for expedited rating decisions. Located in TVC's Waco and Houston district offices, the team will complete a review of claims to ensure they meet VA standards to be filed as a FDC.

Training

TVC is statutorily required to provide training for the statewide network of Veterans County Service Officers (VCSO) on at least an annual basis. TVC will continue to provide initial training to new VCSO's annual certification and accreditation training through one training conference each fall, and multiple regional training conferences in the spring. The program constantly evaluates training programs and seeks innovative ways to offer more effective training. This vital partnership shall include:

- A Memorandum of Understanding between TVC and the Veteran County Service Officer (VCSO) Association of Texas that will outline "Shared Goals"
- Training bulletins, status inquiries, and in-depth explanations of VA laws and regulations
- A VCSO Advisory Committee that will provide direct feedback and counsel on how best to grow the partnership between VCSO's and TVC

Goals and Action Plan

Assist Veterans with Receiving Benefits



Veterans Employment Services

Veterans Employment Services (VES) assists veterans with finding long-term and meaningful employment through job matching services and one-on-one job coaching. VES offers one-on-one assistance to veterans at American Job Centers, VA facilities, and military installations in more than 75 cities throughout Texas. Programs and services will be provided through the Department of Labor's Jobs for Veterans State Grants (JVSIG) and state-level General Fund appropriations.

VES will work in conjunction with the Texas Workforce Commission to provide priority service to eligible veterans and qualified individuals. Staff is specially trained to assist veterans with preparing job applications and resumés, perform job matches and job searches, and provide other employment services.

The goal of VES is to match qualified veteran job seekers with the best career opportunities available and to fulfill employers' needs for a qualified workforce thus, contributing to the growth of the Texas economy. VES aims to improve and expand opportunities for veterans with barriers to employment while working to reduce the veteran unemployment rate in Texas by 20 percent by August 1, 2019.

The VES program is comprised of three divisions:

Family Employment Services (FES)

The Family Employment Division will consist of two state-level funded positions and will provide job coaching to spouses, family members, and caregivers of active duty service members and veterans who are not eligible for Disabled Veterans Outreach Program-funded services. FES will offer eligible job-seekers services including:

- Job search techniques training
- Resumé and application assistance
- Job posting referrals
- Supportive service referrals
- Post-employment follow-up

Veterans Career Resource Services (VCRS)

The Veterans Career Resource Services (VCRS) consists of 102 Jobs for Veteran State Grant-funded positions. VCRS will be tasked with providing intensive services and ensure veterans are job-ready. Emphasis and priority will be offered to qualified disabled veterans and other categories of veterans in accordance with priorities determined by the Secretary of Labor. VCRS will provide:



Goals and Action Plan

Assist Veterans with Receiving Benefits

Veterans Career Resource Services (VCRS)

- Job coaching
- Supportive service referrals
- Transition assistance
- Résumé and application assistance
- Job search technique training
- Job posting referrals
- Work Opportunity Tax Credit (WOTC) pre-certification
- Post-employment follow-up
- VA Vocational Rehabilitation & Employment (VR&E) orientations
- Warrior Transition Unit briefings

Veterans Recruitment Services (VRS)

The VRS consists of 51 JVSG-Local Veteran Employment Representative-funded positions and is tasked with facilitating employment, training, and placement services for veterans in the state of Texas. VRS staff will promote the benefits of hiring veterans to employers, employer associations, and business groups. The VRS will provide:

- Veterans preference program assistance
- Career fairs
- Hiring events
- Hiring authorities' training
- Job posting development
- TVC Employment services liaison assistance
- Work Opportunity Tax Credit (WOTC) pre-certification

VES continues to build partnerships with employers, non-profit organizations, and organizations that provide services to veterans and their families. This collaborative approach will capitalize on core functions and services to veterans and reduce costs to taxpayers while maximizing performance measures through the reduction of redundancies and non-core functions.

Goals and Action Plan

Assist Veterans with Receiving Benefits



Veterans Education

The Veterans Education Program administers two programs with complimentary missions - the Federal program and the State program:

Under the Federal Program, TVC functions as the State Approving Agency (SAA) for schools and determines those programs of education and training within the state which may be approved for Department of Veterans Affairs' GI Bill education benefits.

Under the State Program, TVC oversees the administration of the Hazlewood Act Exemption Program and reimburses certain expenses at public institutions of higher education. The state program also manages the statewide Education Coordinator Program.

State Approving Agency

The Veterans Education Program will function as the State Approving Agency (SAA) for Texas to maximize educational and training opportunities for eligible veterans and their families by approving institutions and programs which meet federal and state laws and regulations for Montgomery and Post 9/11 GI Bill use. In this capacity, the Veterans Education staff will conduct on-site visits to ensure that institutions comply with state and federal criteria for operation as a post-secondary school or training establishment as a condition of receiving federal GI Bill educational compensation.

The SAA is funded through a U.S. Department of Veterans Affairs (VA) contract which specifies performance goals based upon the number of post-secondary schools and training establishments which are approved for GI Bill use and which the SAA will visit (audit) annually. SAA performance is reviewed annually by a joint VA/SAA panel which determines annual contract performance and recommends a rating for each SAA to the Director, VA Education Services. All formal complaints from either school officials, or veteran students, or the VA shall be investigated by the SAA. Additionally, the SAA will assist the VA on investigations, if requested. Prior to school visits, SAA staff will access the VA school complaint database to determine potential problem areas reported, and in many cases, acted upon by the VA.

Training

The Veterans Education Program will train school officials, provide advocacy and assistance to veterans, and participate in outreach events. The program will also evaluate institution policies and procedures to ensure compliance with state and federal guidelines for administration of the GI Bill.

Hazlewood Administration

Veterans Education will administer the Hazlewood Act Exemption Program (Goal C) which provides qualified Texas veterans, spouses, survivors and dependent children with up to 150 hours of tuition exemption at public institutions of higher education in Texas. Applicants can apply online at the Texas Veterans Commission website, which has an application tutorial video.



Goals and Action Plan

Assist Veterans with Receiving Benefits

Education Coordinator Program

Education Coordinators will provide information and recommendations to administrators at institutions of higher education throughout Texas pertaining to policies, plans, and procedures that enhance the opportunities for success for veterans and their families attending post-secondary education.

All Veterans Education staff shall respond to email/telephone inquiries regarding both Hazlewood and GI Bill program received from school officials and other interested parties, such as veterans and their families. School officials will receive formal reports of all visits to their school or training establishment. VA is included on all formal correspondence with approved schools/training establishments and this correspondence is available to all interested parties under the Public Information Act (PIA) process.

Veterans Outreach

The Communications and Veterans Outreach Department (Outreach Department) in alignment with the Texas Veterans Commission's overall mission and vision shall provide advocacy, awareness, engagement, and resource information of services provided by the TVC and Veterans County Service Officers (VCSO). The Outreach Department will aim to ensure Texas veterans, their family members, and survivors are aware of the benefits and services earned through military service.

The Outreach Department will drive engagement to TVC programs. In addition, the Outreach Department will work with agency programs to gather, analyze, track, and monitor veteran awareness and engagement. This essential information will assist in the planning, execution, and assessment of veteran outreach efforts in order to maximize the reach and return on investment of outreach activities. In addition, the Outreach Department shall utilize several media channels and platforms to accomplish its mission, including a call center, radio and television, print publications, social media platforms, outreach and engagement events, and other activities across the state. By December 1, 2019, the outreach program will increase its number of veteran engagements and contacts by 20 percent.

Media Relations

The Outreach Department's Public Affairs team shall communicate and coordinate TVC resource information to the veteran population and the general public via national, state, and local media channels. The team will serve as the liaison for all media inquiries and requests for information. In addition, the Outreach Department will plan, coordinate, produce, and distribute public service announcements and press releases. These products will be circulated to targeted media channels to amplify the awareness and reach of veteran resource information.

Goals and Action Plan

Assist Veterans with Receiving Benefits



The Outreach Department shall plan, coordinate, and participate in media interviews to extend the awareness and reach of veteran resource information. These interviews will ensure effective and efficient results are produced with a minimum amount of taxpayer funds, while successfully fulfilling core functions and performance measures, and allowing for excellent customer service and transparency.

The Outreach Department shall plan, coordinate, implement, and execute training activities and events including media training, skill set cross-training, and software training. This will allow for continuous improvement, excellent customer service, and transparency.

Publications

The Outreach Department shall deliver the E-Vets electronic newsletter on a monthly basis. E-Vets will be distributed to subscribers across the state and beyond. The external/internal facing newsletter will include relevant veteran topics, veteran benefits and services, and upcoming veteran-centric events. The Outreach Department will also deliver an annual report with emphasis on agency successes throughout the prior year. The annual report will also include legislative and policy updates that affect federal, state, and local veteran benefits and services. All products will be consistently evaluated for continuous improvement.

The Outreach Department shall produce and distribute printed and electronic guides of state veterans' benefits in even-numbered years. Booklets will be updated and posted on the TVC website. Electronic and printed versions will be provided to VCSO's and state and federal military installations in Texas. Outreach Department shall also design and distribute brochures and flyers that highlight TVC's programs providing consistent information and messaging that will encourage the Texas veteran population to contact and engage with TVC through the "No Wrong Door" model.

The E-Vets electronic newsletter shall be delivered on a monthly basis to subscribers and will improve the distribution of relevant information to the veteran population.

Social Media

The Outreach Department shall manage TVC resource information and messaging utilizing social media platforms to include Facebook, Instagram, LinkedIn, Twitter, and YouTube. Social media platforms are an easily accessible and cost-effective method that allows for rapid communication and engagement, while providing excellent customer service and transparency. In addition, the Outreach Department and other key agency personnel will participate in a co-branded podcast with the General Land Office and the Texas Veterans Land Board. The podcast will stimulate interagency partnerships and collaboration.

The Outreach Department will engage the veteran community through social media platforms. Performance metrics of these platforms will be analyzed to improve online efficiency and help eliminate redundant or superfluous efforts.



Goals and Action Plan

Assist Veterans with Receiving Benefits

Events

The Outreach Department shall actively coordinate and facilitate TVC sponsored events as well as participate in non-TVC sponsored events with veteran-centric strategic partners. Such events will include the Annual Veterans Summit, Veterans Benefit Fairs, state agency collaborative events, institutes of higher learning fairs, legislator-sponsored town hall meetings, veterans' service organization events and local community events across the State of Texas.

The Outreach Department will document event participation including the number of attendees and cost per attendee. These valuations will ensure effective and efficient results are produced with a minimum amount of taxpayer funds. This documentation will allow for continuous improvement, excellent customer service, and transparency. These events will promote excellent customer service through the building of interagency relationships, and face-to-face veteran interaction.

Texas Veterans Commission's resource information shall be effectively and efficiently communicated to the Texas veteran population and the general public via national, state, and local channels. Dedicated staff members will serve as media and community liaisons to ensure all inquiries and requests for information are met with clear and responsible answers. The Outreach Department will participate in professional associations to ensure best practices and cutting-edge concepts are implemented and utilized.

Veteran Entrepreneur Program

The Veteran Entrepreneur Program (VEP) will assist veterans with starting businesses and growing businesses through the development of their business plan, securing of capital and development of business fundamentals.

VEP shall provide veterans with business tools, resources and direct support that can be leveraged towards business success. VEP will continuously observe the Texas market landscape and create programs that enhance the scope of services it delivers to veterans. The VEP team of Veteran Business Consultants will travel to targeted regions of the state to conduct and facilitate training sessions and informational seminars. VEP will enlist regional program coordinators across the state to promote, support veteran entrepreneurs, and provide business education through training and counseling.

Training Seminars

To foster and promote veteran entrepreneurship and business ownership, VEP shall focus on connecting veterans with localized resources, information, and the tools necessary for the successful launch of their businesses. VEP will provide guidance to veteran entrepreneurs and business owners through conferences, seminars, and training workshops in partnership with federal, state, and private agencies across the state. VEP constantly assesses veterans' need for benefits and services by reviewing and researching programs, projects, and initiatives designed to address the needs of veteran entrepreneurs and business owners. Additionally, VEP will provide information about opportunities for veteran entrepreneurs and business owners by expanding their collaborative network of businesses and organizations.

Goals and Action Plan

Assist Veterans with Receiving Benefits



Veteran Entrepreneur Academies

To provide entrepreneurial guidance to veteran entrepreneurs and business owners, VEP will offer the Veteran Entrepreneur Academy (VEA) throughout the state of Texas with an average of 15 entrepreneur candidates per academy. The academy will be designed to empower veteran entrepreneurship in Texas. The Veteran Entrepreneur Academy will have a business development curriculum that is centered on maximizing business resources, leveraging skills and education, and enhancing skills in launching veteran-owned businesses through real-world case applications. Selected candidates will work alongside other veterans and local business resources by attending four on-site trainings and six online sessions.

Veteran Entrepreneurship Counseling

VEP's veteran business consultants shall provide one-on-one mentorship and business counseling to assist and educate veterans in the field of entrepreneurship. Business consultants provide veterans with information and resources on access to capital, marketing, government contracting, copyright and patent support, mergers and acquisitions, and outreach.

VEP will provide customized business consultation services to veteran entrepreneurs and business owners that meet their unique needs and add value to their business success. During FY 2015-2016, VEP provided 1,258 unique business services to veteran entrepreneurs and business owners. VEP will increase the amount of unique business services provided to veterans by five percent each year to reach a total of 20 percent by January 31, 2020.

VEP will aim to provide business consultation, relative to customized business counseling, business education and connection with local resources, to veteran entrepreneurs and business owners. Partnerships with local business resources such as the Small Business Administration (SBA), Small Business Development Centers (SBDC) and Service Corps of Retired Executives (SCORE) will enable VEP to offer clients a diverse range of business services and to work together to monitor and research issues affecting the interests of veteran entrepreneurship and business ownership.

Furthermore, collaboration with organizations such as the Veteran Business Outreach Centers (VBOC) will enable VEP to provide resource information for military service members during their transition out of the military.



Goals and Action Plan

Assist Veterans with Receiving Benefits

Health Care Advocacy Program

The Health Care Advocacy Program (HCAP) will assist veterans and their families in gaining access to VA health care facilities and resolving patient concerns and issues. In cooperation with VA health care providers and support staff, TVC HCAP personnel will identify existing and potential problems, and suggest solutions or alternatives. HCAP will assist with congressional inquiries and public relations to increase community and veteran awareness of Veterans Health Administration health care resources and services.

The Health Care Advocacy Program is completing its first full year of establishment. The program will refine performance measures and implement a continual improvement strategy. HCAP will execute training on a continuous basis to coincide with any VA updates to rules and regulations across the healthcare spectrum. HCAP will also continue to evaluate the programs in place and search for innovative ways to offer more effective training.

As of May 1, 2016, HCAP has a case load of over 3,650 veterans across the state with 11 full-time advocates; the program is currently on track to exceed the goal of 5,000 new cases per year.

Advocacy

The HCAP staff will address health care concerns by working with healthcare providers and support staff throughout the medical centers in preventing and resolving patient complaints. Advocates will assist patients in understanding their rights and responsibilities.

Staff will be strategically positioned in VA facilities across the State of Texas to address issues involving Veterans Health Administration (VHA) resources. The VHA has provided free office space/equipment and IT support within its facilities. Upon presentation of an appropriately completed VA form 10-5345 (Request for and authorization to Release Medical Records or Health Information), the VHA will grant access to medical records, information, and any pertinent data required to resolve the veteran's (or family member's) complaint. All VHA personnel are directed to cooperate with efforts of HCAP personnel to the best of their abilities.

HCAP will assist veterans in obtaining healthcare services within the local community, including non-VA healthcare providers as designated in programs such as the Choice Act.

HCAP staff will help guide patients through the process of making or rescheduling appointments. When veterans have complaints and grievances, HCAP will advocate for patients or their recognized representative.

Goals and Action Plan

Assist Veterans with Receiving Benefits



HCAP staff will work to resolve VA healthcare related billing issues by working with the VA to correct instances of improper billing and assist community care medical providers with delayed reimbursement payments. HCAP will educate veterans and their families on their responsibilities if the VA is billing the veteran for health care services.

In order to increase awareness of VA healthcare resources, HCAP will engage in public relations projects to increase community and veteran awareness of healthcare services, resources, benefits, and entitlements. HCAP will connect with and utilize local resources to maximize impact and improve veteran outcomes.

Prescription Assistance and Testing

Pharmacy and medication assistance will be provided to veterans, their families, and representatives by recognizing institutional barriers to receiving quality healthcare. HCAP will ensure veterans receive appropriate medical tests and lab work from healthcare teams inside VA medical facilities as part of the development of a long-term care plan to optimize health outcomes.

When the VA does not provide a particular medical service, the veteran can be seen by a community provider. These services are fee-based services. HCAP advocates will help coordinate these services and payments for veterans receiving non-VA care for emergent and non-emergent medical situations. HCAP will educate the veteran on the patient responsibilities to ensure that any billing for non-VA emergency care of non-service connected conditions will be submitted to the appropriate VA billing center.

Community Referrals

HCAP will also provide the veteran with community referrals for non-health care related issues, connecting the patient with veteran advocates, service providers, and stakeholders. Advocates will insure the veteran has a voice in identifying community goals and resolving issues at the local level to improve service delivery for veterans, and their families. HCAP advocates will enable veterans to easily identify and reach resources available to them within their local communities.

Women Veterans Program

The Women Veterans Program (WVP) bridges the gap between Texas women veterans and the services and benefits they have earned. The program ensures that the women veterans of Texas have equitable access to federal and state veterans' benefits and services. WVP works to increase support for women veterans throughout Texas by collaborating with federal, state, county, municipal, and private agencies that provide services to women veterans to increase their awareness of the needs of women veterans, improve and create needed services, and identify existing resources for women veterans. WVP aims to empower women veterans to expect equitable treatment in the care and services to which they are entitled and elevate public awareness of the vital roles women veterans have played in our national defense.



Goals and Action Plan

Assist Veterans with Receiving Benefits

Outreach

WVP Outreach, in coordination with the aforementioned agencies, implements conferences, seminars, training workshops, and statewide community events for the purpose of:

- Improving the awareness of women veterans of their eligibility for federal and state veterans' benefits and services
- Assessing the needs of women veterans with respect to benefits and services
- Connecting women veterans to those agencies that meet the needs of women veterans

WVP Outreach informs women veterans about the many services and benefits available to them through the Texas Veterans Commission and provides guidance and direction to women veterans applying for grants, benefits, or services including, but not limited to:

- Education, i.e. Hazlewood, Montgomery and Post 9/11 GI Bill
- Claims and claims counselors
- Mental Health Program and Military Veteran Peer Network
- Veteran Entrepreneur Program

WVP Competency Areas:

Employment

The program provides women veterans with employment assistance by conducting skills training geared specifically towards women veterans in the form of seminars, webinars, workshops, and the Women Veterans Professional Network. The WVP Employment Coordinator reaches out to employers to promote the hiring of women veterans throughout Texas. WVP refers women veterans who are not aware of the TVC Veterans Employment Services to a Veterans Career Advisor for one-on-one employment assistance.

Healthcare

WVP partners with TVC HCAP and the VA to ensure women veterans receive quality healthcare services from the VA. The TVC Women Veterans Healthcare Liaison is the lead advisor for Military Sexual Trauma and collaborates with agencies of the Texas Association of Sexual Assault relating to domestic violence.

Homelessness

WVP helps to reduce homelessness among women veterans by collaborating with the VA as well as other federal, state, and local programs regarding veteran homelessness. In collaboration with the Texas Department of Housing and Community Affairs, WVP will complete its statewide study on veteran homelessness by December 1, 2016.

Additionally, WVP reviews programs, research projects, and other initiatives designed to address the needs of the women veterans of Texas, and disseminates information regarding opportunities for women veterans throughout the network of entities with which the program collaborates. All of these efforts, as well as recognizing and honoring Texas women veterans will increase the number of women veterans identifying as a veteran and improve their awareness of eligibility for benefits, services, and opportunities.

Goals and Action Plan

Assist Veterans with Receiving Benefits



Veterans Mental Health Program

Veterans Mental Health Program (VMHP) will assist transitioning service members, Texas veterans, their family members, and survivors in accessing mental health care and support. Mental health care and support includes the Military Veteran Peer Network (MVPN), clinical mental health providers, community organizations, faith-based organizations, and justice involved veteran services.

The VMHP will address the issues facing military trauma-affected veterans. Military trauma-affected veterans, oftentimes have difficulty accessing mental health resources due to factors, which may include:

- Difficulty in recognizing the need for mental health services and support
- Lack of mental health resources available to veterans upon recognition of mental health needs
- The lack of community awareness of military-related traumas, which may exacerbate veteran mental health conditions

The VMHP will provide military trauma-informed training and technical assistance to peer-to-peer support programs, licensed mental health providers, community-based organizations, and faith-based organizations in order to create greater access and awareness for veterans to mental health resources. In addition, the VMHP will provide systematic training and technical assistance to the Texas criminal justice system in an effort to create diversion and mental health treatment options for justice involved veterans who have suffered military-related traumas.

Military Veteran Peer Network, Peer-to Peer Support

The VMHP's Military Veteran Peer Network shall provide training, technical assistance, and certification to mental health authority-based peer service coordinators and their peers to create a statewide peer-to-peer network of support for military-trauma affected veterans.

Clinical Mental Health Providers

The VMHP shall provide militarily culturally aware mental health service training and technical assistance to promote military-informed care training to community-based licensed mental health providers. This will increase the awareness and support of veterans whom suffer military-related traumas.

Community and Faith-Based Organizations

The VMHP shall encourage military trauma-informed community organizations by educating, training, and working with community organizations and faith-based organizations, regardless of provision of services, to increase awareness of military-related traumas, and to make appropriate referrals to community-based mental health resources that are available to serve military trauma-affected veterans.

Justice-Involved Veteran Services

The VMHP shall encourage military trauma-informed justice agencies by providing technical assistance, training, and working with the Texas criminal justice system to increase awareness of the effects of military-related trauma and to encourage trauma-informed responses to justice involved veterans suffering from military-related traumas.



Goals and Action Plan

Fund Direct Services to Veterans

Fund Direct Services to Veterans

The Texas Veterans Commission will provide grant funding to community nonprofit organizations and units of local government to ensure veterans receive services in the areas of General Assistance, Mental Health, Housing, and Veterans Treatment Court.

Fund for Veterans' Assistance: General Assistance

General Assistance

Fund for Veterans' Assistance (FVA) will provide grants to nonprofit organizations, veteran service organizations, posts or organizations of past or present members of the armed forces, and units of local government that provide a variety of assistance or mental health services to veterans, their families, and surviving spouses with funds from the Fund for Veterans' Assistance and other funding provided by the legislature. The FVA will ensure grant funding by January 1st of each year.

Eligibility

Eligible grant applicants are units of local government, 501(c)(19) posts or organizations of past or present members of the Armed Forces, 501(c)(3) private nonprofit corporations authorized to conduct business in Texas, and Texas chapters of 501(c)(4) veterans service organizations. The FVA publishes the Request for Applications (RFA) once per year.

Competitive Awards

All FVA grants are competitive awards. Care has been taken to publicize the grant to organizations throughout the state. The RFA is posted in the Texas Register, on eGrants, and the TVC website.

Selection Process and Priorities

FVA accepts, screens for eligibility, and scores all eligible applications. The FVA Advisory Committee reviews the evaluations and application materials and makes funding recommendations to the Texas Veterans Commission based on the priorities established by Commission. The TVC makes the final funding decisions.

FVA: Housing for Texas Heroes (H4TXH)

Housing for Texas Heroes (H4TXH)

The FVA will provide grants to nonprofit organizations, veteran service organizations, posts or organizations of past or present members of the armed forces, and units of local government that assist veterans, their families and surviving spouses to obtain, maintain, or improve housing with funds from the Fund for Veterans' Assistance other funding provided by the legislature. The FVA will ensure grant funding by January 1st of each year.

Goals and Action Plan

Fund Direct Services to Veterans



Housing for Texas Heroes (H4TXH) Eligibility

Eligible grant applicants are units of local government, 501(c)(19) posts or organizations of past or present members of the Armed Forces, 501(c)(3) private nonprofit corporations authorized to conduct business in Texas, and Texas chapters of 501(c)(4) veterans service organizations. The FVA publishes the RFA once per year.

Competitive Awards

H4TXH grants are competitive awards. Care has been taken to publicize the grant to organizations throughout the state. The RFA is posted in the Texas Register, on eGrants, and the TVC website.

Selection Process and Priorities

FVA staff accepts, screens for eligibility, and scores all eligible applications. The FVA Advisory Committee reviews the evaluations and application materials and makes funding recommendations to TVC based on priorities established by the Commission. The TVC makes the final funding decisions.

FVA: Veterans Treatment Court

Veterans Treatment Courts

The FVA will provide grants to units of local government that provide veterans with services through Veteran Treatment Court programs with funds from the Fund for Veterans' Assistance and other funding provided by the Texas Legislature.

Eligibility

Eligible grant applicants are units of local government. The FVA opens one RFA per fiscal year.

Competitive Awards

Veteran Treatment Court grants are competitive awards. Care has been taken to publicize the grant to organizations throughout the state. The RFA is posted in the Texas Register, on eGrants, and the TVC website.

Selection Process and Priorities

FVA staff accepts, screens for eligibility, and scores all eligible applications. The FVA Advisory Committee reviews the evaluations and application materials and makes funding recommendations to the Texas Veterans Commission based on the priorities established by the Commission. The TVC makes the final funding decisions.



Hazlewood Administration

Hazlewood Administration

The Texas Veterans Commission will provide effective administration of the Hazlewood Exemption Program and ensure timely reimbursements to institutions of higher education.

Hazlewood Administration

The Hazlewood Act and the Hazlewood Legacy Act are State of Texas benefits that provide qualified Texas veterans, spouses, and dependent children with an education benefit of up to 150 hours of tuition exemption, including most fee charges, at public institutions of higher education in Texas. This does not include living expenses, books, or supply fees. Applicants can apply on the Texas Veterans Commission website. The Texas Veterans Commission will provide an application tutorial on the TVC YouTube channel.

Veterans Education maintains the Hazlewood database which records information input from public institutions of higher education in Texas. This database will contain the number and classification of veterans and other eligible Hazlewood students, as well as the funding exempted by each institution for the various Hazlewood eligibility categories.

Hazlewood Reimbursements

Information on Hazlewood students is provided to the Texas Legislative Budget Board to form the basis for reimbursement of appropriated General Revenue funds and proceeds from the Hazlewood Investment Trust fund. Veterans Education staff reimburses public institutions of higher education for eligible expenses. Hazlewood program staff assist school officials with interpretation of military discharge documents in determining eligibility of Hazlewood applicants. Hazlewood staff provides officials with data entry procedures necessary to maintain accurate Hazlewood use data by eligible veterans and family members.

Schools are required to report Hazlewood recipient and cost data to Veterans Education no later than specific dates set forth in the statute. Veterans Education staff will respond to email/telephone inquiries regarding both Hazlewood and GI Bill programs received from school officials and other interested parties, such as veterans and their families.

Redundancies and Impediments



Redundancies and Impediments

1. Services for Survivors, Spouses, and Family Members

The citations in the Government Code below statutorily limit the ability of the agency to provide the associated services (outreach and grant funding) to spouses, survivors, and families of veterans. Although benefits such as the Hazlewood exemption, property tax relief, and claims and benefit representation are available to qualified family members and survivors of veterans, the below language prohibits TVC from legally providing the full complement of agency services to these groups.

§ 434.0161. USE OF FUNDS TO SUPPORT OUTREACH AND TRAINING.

The commission may use appropriated funds to purchase, for use at outreach and training functions:

- (1) promotional items that include the agency's name and contact information to be distributed to **veterans**; and

§ 434.017. FUND FOR VETERANS' ASSISTANCE

(c) Money appropriated under this subsection shall be used to:

- (1) make grants to address **veterans'** needs;

Recommendation:

Modify Government Code § 434 to allow for all TVC programs and services to be available to qualified survivors, spouses and family members when appropriate.

2. Statutory Consistency

§ 434.0078 of the Government code provides interpretive flexibility to the claims program to fulfill their statutory obligations. However, the Veteran Entrepreneur Program lacks the crucial word "unnecessarily." This omission provides inconsistency with TVC's statute and puts an undue burden on the entrepreneur program.

§ 434.0078. CLAIMS ASSISTANCE SERVICES.

- (B)(1) ensure the services provided by the commission do not **unnecessarily** duplicate services provided through the United States Department of Veterans Affairs;

§ 434.022. VETERAN ENTREPRENEUR PROGRAM.

- (f) The program shall consult with the United States Department of Veterans Affairs and the United States Small Business Administration in developing procedures under this section to ensure the services provided by this program do not duplicate services provided through the U.S. Department of Veterans Affairs or the U.S. Small Business Administration.



Redundancies and Impediments

Recommendation:

The following change to § 434.022 would provide consistency in terms of how TVC interprets its statutory authority to deliver services that are similar to those provided by the United States Department of Veterans Affairs programs.

§ 434.022. VETERAN ENTREPRENEUR PROGRAM

- (f) The program shall consult with the United States Department of Veterans Affairs and the United States Small Business Administration in developing procedures under this section to ensure the services provided by this program do not **unnecessarily** duplicate services provided through the U.S. Department of Veterans Affairs or the U.S. Small Business Administration.

3. Reliance on Donations

Subchapter E of Government Code § 434 outlines the roles and responsibilities of the Texas Women Veterans Program. While funding is appropriated to the Women Veterans Program for one full-time employee, the program must rely on community donations to fund operations which impedes employees from focusing on the program's core mission.

The following are the mandated duties under this section:

§ 434.204. GENERAL PROGRAM DUTIES. The program shall:

- (1) provide assistance to the women veterans of this state as provided by this subchapter;
- (2) perform outreach functions to improve the awareness of women veterans of their eligibility for federal and state veterans' benefits and services;
- (3) assess the needs of women veterans with respect to benefits and services;
- (4) review programs, research projects, and other initiatives designed to address the needs of the women veterans of this state;
- (5) make recommendations to the executive director regarding the improvement of benefits and services to women veterans; and
- (6) incorporate issues concerning women veterans in commission planning regarding veterans' benefits and services.

§ 434.205. ADVOCACY AND PUBLIC AWARENESS

- (a) The program shall advocate for women veterans and work to increase public awareness about the gender-specific needs of women veterans.
- (b) The program shall recommend legislative initiatives and the development of policies on the local, state, and national levels to address the issues affecting women veterans.

§ 434.206. COLLABORATION.

The program shall collaborate with federal, state, county, municipal, and private agencies that provide services to women veterans.

Redundancies and Impediments



§ 434.207 RESEARCH

- (a) The program shall monitor and research issues relating to women veterans.
- (b) The program shall disseminate information regarding opportunities for women veterans throughout the network of entities with which the program collaborates.

§ 434.208. EDUCATION

Through conferences, seminars, and training workshops with federal, state, county, municipal, and private agencies, the program shall provide guidance and direction to a woman veteran who is applying for grants, benefits, or services.

§ 434.209. HONOR AND RECOGNITION

The program shall promote events and activities that recognize and honor the women veterans of this state and women who serve in the military.

The following authority has been granted to the Women Veterans Program:

§ 434.211. FUNDING AND GRANTS. On behalf of the program, the commission may:

- (1) accept and spend funds:
 - (A) appropriated to the commission for the operation of the program; and
 - (B) received from other sources, including donations and grants; and
- (2) provide matching grants to assist in the implementation of the program's goals and objectives.

Budget Structure and Measure Definitions

A. Goal: Assist Veterans with Receiving Benefits

The Texas Veterans Commission will assist veterans with receiving benefits and services through effective advocacy and training within its nine program areas.

A.1. Objective: Maintain Veterans' Benefits Awards

To ensure veterans, their survivors, and orphans receive benefits and services through effective claims representation and training of Veterans County Service Officers, meaningful assistance with employment, education, outreach, entrepreneurial, and health care.

Outcome Measure *1. Amount of Monetary Awards (in millions of dollars) to veterans with service disabilities*

Short Definition: Amount of monetary awards (in millions of dollars) paid because of Commission advocacy in claim representation of veterans with service-connected disabilities.

Purpose/Importance: Indicates the amount of VA compensation payments in VA reports for service-connected disabilities to Texas resident veterans who have appointed the Commission or an organization for which Commission personnel are the accredited representative to represent them in their claim against VA.

Data Source: U.S. Department of Veterans Affairs (VA) - Total reported amounts of awards for Texas residents are provided by VA for one month in each quarter.

Methodology: Amount provided by VA for one month is multiplied by three to calculate the quarterly performance. Quarterly performance results are added to determine the annual performance. VA states that award amounts are consistent from one month to the next and the estimate for the quarter and the year are within a five percent accuracy range. This amount is expressed in millions and rounded to the nearest \$100,000.

Data Limitations: Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on VA to provide the data on a timely basis.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than state target

Budget Structure and Measure Definitions

Outcome Measure 2. Amount of Monetary Awards (in millions of dollars) to totally-disabled wartime veterans

Short Definition: Amount of monetary awards (in millions of dollars) paid because of Commission case development and advocacy in claims to raise or maintain the income of totally-disabled wartime veterans above the poverty line.

Purpose/Importance: Indicates the amount of VA pension payments in VA reports for non service-connected disabilities to Texas resident veterans who have appointed the Commission or an organization for which Commission personnel are the accredited representatives to represent them in their claim against VA. To be eligible for pension VA requires a Veteran to be deemed “permanently and totally disabled” by VA due to disabilities and have an income below a level set by VA annually, which is approximately the poverty line income level.

Data Source: U.S. Department of Veterans Affairs (VA) - Total reported amounts of awards for Texas residents are provided by VA for one month in each quarter.

Methodology: Amount provided, as reported by the U.S. Department of Veterans Affairs (VA) Reports, for one month is multiplied by three to calculate the quarterly performance. Quarterly performance results are added to determine the annual performance. The VA states that award amounts are consistent from one month to the next and the estimate for the quarter and the year are within a five percent accuracy range. This amount is expressed in millions and rounded to the nearest \$100,000.

Data Limitations: Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on VA to provide the data on a timely basis.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than state target

Outcome Measure 3. VA Awards (in millions of dollars) to survivors or orphans of veterans

Short Definition: Amount of monetary awards (in millions of dollars) paid because of Commission advocacy in claims representation for survivors or orphans of veterans.

Purpose/Importance: Indicates the amount of VA payments for pension and compensation in VA Reports to Texas resident survivors of veterans who have appointed the Commission or an organization for which Commission personnel are the accredited representative to represent them in their claim against VA.

Budget Structure and Measure Definitions

Data Source: U.S. Department of Veterans Affairs (VA) - Total reported amounts of awards for Texas residents are provided by VA for one month in each quarter.

Methodology: Amount provided by the U.S. Department of Veterans Affairs (VA) for one month is multiplied by three to calculate the quarterly performance. Quarterly performance results are added to determine the annual performance. The VA states that award amounts are consistent from one month to the next and the estimate for the quarter and the year are within a five percent accuracy range. This amount is expressed in millions and rounded to the nearest \$100,000.

Data Limitations: Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on VA to provide the data on a timely basis.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than state target

Outcome Measure 4. *Percent of TVC Claims granted by VA*

Short Definition: The percentage of original or reopened claims submitted by the TVC granted by the VA after initial VA rating. Does not include claims granted after continued TVC advocacy by submitting the claim to a decision review officer, filing a notice of disagreement and/or an appeal.

Purpose/Importance: Represents the success rate for claims filed prior to any further action (appeals, decision review by the VA at the regional office, responses to a notice of disagreement, etc.) by the TVC staff.

Data Source: Logs maintained by TVC staff of initial VA rating decisions.

Methodology: Decisions by the VA are reviewed at TVC Regional Offices daily. Prior to finalizing the decision, the TVC staff must sign off on each decision on claims filed by veterans appointing the TVC as their representative in their claim. From these reviews, daily logs are created which indicate the number of claims granted and the number denied. A monthly report is then compiled from these daily logs. Annual totals are derived from the monthly reports. The percentage of claims granted is calculated by dividing the number of granted by the total number of claims.

Data Limitations: Data recorded depends on the reports of individual counselors from their reviews of VA decisions. However, on regular basis, managers can crosscheck logs.

Budget Structure and Measure Definitions

Calculation Type: Non-cumulative
New Measure: No
Desired Performance: Higher than target

Outcome Measure 5. Veterans Employment Services Employment Rate

Short Definition: The percentage of Veteran Employment Services (VES) adult clients unemployed at registration who are employed within one calendar quarter of termination of all workforce and business services (exit). The measure is an entered employment rate for customers who received services under DVOP/LVER grant. “Services” does not include registration, determination of entitlement/eligibility, follow-up or support services and other contacts to obtain status or progress information or the need for additional services.

Purpose/Importance: The purpose of the measure is to report the number of veterans who gain employment after receiving VES. VES are intended to assist veterans through the employment process and retain long-term employment.

Data Source: Texas Workforce Commission’s Common Measures Performance Reporting System which pulls wage, client, and process data from various TWC information systems such as the Workforce Information System of Texas, Job Search Matching System, Work in Texas, the Learner Outcome Tracking System, the Unemployment Wage System and the Unemployment Insurance Benefits and Appeals Systems.

Methodology: The denominator is the number of VES adult clients who were unemployed or had received a layoff notice when they began receiving workforce business services and who received their last service in the performance period (exit). Exit occurs when a client does not receive an applicable service for 90 days. The numerator is the number of clients from the denominator who were employed by the end of the calendar quarter following the quarter of exit. A client is considered employed if wage records show earnings or federal or other employment records indicate employment. Performance is calculated by dividing the numerator by the denominator. Excluded from the measure may be clients who exited for noncompliance, whose SSNs do not appear valid, who at exit or during the quarter following the quarter of exit are deceased or, for at least 90 days, institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

Data Limitations: Reporting of UI wage and federal employment records lags well behind the period being reported. As an result this measure reports the entered employment rate for those clients who exit services up to one year prior to the reporting period. These reporting periods are consistent with Federal standards. Additionally, not all employers report UI wage records which limits the ability to determine whether a client entered employment. A client can exit more than once in a given year and can count in this measure each time they exit.

Budget Structure and Measure Definitions

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Outcome Measure 6. Veterans Employment Services Retention Rate

Short Definition: The percentage of Veteran Employment Services (VES) adult clients employed within one calendar quarter of termination of workforce and business services (exit) AND who are employed (by the same or another employer) in both the second and third quarters following exit. This measure is an employment retention rate for clients who received services under the DVOP/LVER Grant. "Service" does not include registration, determination of entitlement/eligibility, follow-up or support services and other contacts to obtain status or progress information or the need for additional services.

Purpose/Importance: The purpose of the measure is to report the number of veterans who gain employment after receiving VES. VES are intended to assist veterans through the employment process and retain long-term employment.

Data Source: Texas Workforce Commission's Common Measures Performance Reporting System which pulls wage, client, and process data from various TWC information systems such as the Workforce Information System of Texas, Job Search Matching System, Work in Texas, the Learner Outcome Tracking System, the Unemployment Wage System and the Unemployment Insurance Benefits and Appeals Systems.

Methodology: The denominator is the number of VES adult clients who received their last service in the performance period (exit) and were employed in the calendar quarter following the quarter that person last received an applicable service. Exit occurs when a client does not receive an applicable service for 90 days. The numerator is the number of clients from the denominator who were employed in both the second and third calendar quarters following the quarter of exit. A client is considered employed if wage records show earnings or federal or other employment records indicate employment. Performance is calculated by dividing the numerator by the denominator. Excluded from the measure may be clients who exited for non-compliance, whose SSNs do not appear valid, what exit or within three quarters following the quarter of exit are deceased or, for at least 90 days, institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

Data Limitations: Reporting of UI wage and federal employment records lags well behind the period being reported. As a result in this measure reports the retention rate for those clients who exit services up to one year prior to the reporting period. These reporting periods are consistent with Federal standards. Additionally, not all employers report UI wage records which limit the ability to determine whether a client retained employment. A client can exit more than once in a given year and can count in this measure each time they exit.

Budget Structure and Measure Definitions

Calculation Type: Non-cumulative
New Measure: No
Desired Performance: Higher than target

A.1.1 Strategy: Claims Representation and Counseling

File and appeal claims on behalf of veterans, their dependents, and their survivors. Provide outreach services and advocacy in claims by veterans, their survivors, and their orphans by Texas Veterans Commission personnel and through Veterans County Service Officers.

Output Measure 1. Number of claims filed and developed on behalf of disabled veterans

Short Definition: Number of claims for veterans’ benefits filed and developed on behalf of veterans with service-connected disabilities.

Purpose/Importance: This represents the number of claims filed through the Commission counselors against the VA by Texas veterans to establish, reopen or reestablish eligibility for disabilities, which are service-connected. Includes claims sent to the Commission by Veterans County Service Officers for representation, review and/or development.

Data Source: Claims filed for processing at the TVC regional offices are recorded on receipt.

Methodology: Data on claims numbers, office source and type of claims, including a separate claim for each issue claimed, are collected in the case management system as claims are completed and signed by the veteran at a TVC office or outreach function. This data is verified by staff in their respective regional office where the claim is sent to be submitted to the Veterans Administration (VA). Regional managers or regional office supervisors review a sample of claims on a monthly basis to ensure quality, technical correctness, and data accuracy.

Data Limitations: Source of a significant number of these claims is Veterans County Service Officers and is dependent on their training and knowledge. Because of federal privacy laws, the ability to audit this data is limited.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Budget Structure and Measure Definitions

Output Measure 2. *Number of non-service connected claims filed to the Department of Veterans Affairs*

Short Definition: Number of non-service connected claims filed to the Department of Veterans Affairs

Purpose/Importance: The number of claims filed through Commission counselors against the VA by Texas veterans to prove initial eligibility or to maintain and reestablish their eligibility for VA pension. Includes claims sent to the Commission by Veterans County Service Officers for representation, review and/or development.

Data Source: Claims filed for processing at the TVC regional offices are recorded on receipt.

Methodology: Data on claims numbers, office source and type of claim is collected in the case management system as claims are completed and signed by the veteran at a TVC office or outreach function. This data is verified by staff in their respective regional office where the claim is sent to be submitted to the Veterans Administration (VA). Regional managers or regional office supervisors review a sample of claims on a monthly basis to ensure quality, technical correctness, and data accuracy.

Data Limitations: Source of a significant number of these claims is Veterans County Service Officers and is dependent on their training and knowledge. Because of federal privacy laws, the ability to audit this data is limited.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Output Measure 3. *Claims filed and developed on behalf of survivors and orphans of veterans*

Short Definition: Number of claims for Veterans' benefits filed and developed on behalf of survivors and orphans of veterans.

Purpose/Importance: The number of claims filed through the Commission counselors against the VA by Texas survivors and/or orphans of veterans to prove initial eligibility or to maintain and reestablish eligibility for VA pension or compensation benefits. Includes claims sent to the Commission by Veterans County Service Officers for representation, review and or development.

Data Source: Claims filed for processing at the TVC regional offices are recorded on receipt.

Budget Structure and Measure Definitions

Output Measure 4. Active veterans' benefits cases for veterans represented by TVC

Short Definition: Number of active veterans' benefits cases as reported by VA for veterans, their survivors, or their orphan's represented by the Texas Veterans Commission.

Purpose/Importance: The number of cases at the Houston and Waco and other VA Regional Offices represented by the Commission or an organization for which Commission personnel act as an accredited representative.

Data Source: VA reports provided to the Commission.

Methodology: Number of active cases is recorded from data provided by VA in a special report. The number reported is the number of cases listed in the report that match used to calculate outcomes 1, 2 and 3 for goal 1.

Data Limitations: TVC depends on VA for information from reports provided.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Output Measure 5. Appeals of unfavorable VA decisions filed on behalf of veterans

Short Definition: Number of appeals of unfavorable VA decisions filed on behalf of veterans, their survivors or their orphans.

Purpose/Importance: The number of notices of disagreements, appeals to the Board of Veterans Appeals and statements of accredited representatives in appealed cases filed on behalf of Texas veterans through TVC counselors. Includes appeals sent to the Commission by Veterans County Service Officers for representation, review and/or development.

Data Source: Appeals filed for processing or that are prepared at the TVC regional offices are recorded on receipt.

Budget Structure and Measure Definitions

Methodology: Data on appeal numbers, office sources and type of appeal, including a separate appeal for each issue appealed, are collected in the case management system as appeals are completed and signed by the veteran at a TVC office or outreach function. This data is verified by staff in their respective regional office where the claim is sent to be submitted to the Veterans Administration (VA). Regional managers or regional office supervisors review a sample of appeals on a monthly basis to ensure quality, technical correctness, and data accuracy.

Data Limitations: Source of a significant number of these claims is Veterans County Service Officers and is dependent on their training and knowledge. Because of federal privacy laws, the ability for external auditors to certify this measure is restricted.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Output Measure 6. *Number of files reviewed by State Strike Force Team*

Short Definition: Number of files reviewed manually by the State Strike Force Teams of the Texas Veterans Commission.

Purpose/Importance: The purpose of this measure is to track the number of cases filed that the State Strike Force Teams has reviewed to reduce the number of backlogged veteran's claims for disability benefits at the VA.

Data Source: Data, including the name of the veteran on the claim, VA's claim number, date of claim and action(s) taken, is collected at the Houston and Waco TVC regional offices and recorded in an internal working log. The VA Claim number is unique to each claim and data entry into the log is made by the Strike Force Teams' Counselors. All changes to the log must be approved by the Division Director before the log is updated.

Methodology: The total number of VA cases filed is calculated by adding the number of unique VA claim numbers logged each month. The log is reviewed manually to check for accuracy and so that each VA case file is only counted once.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Budget Structure and Measure Definitions

Output Measure 7. Number of files reviewed by the fully-developed claims team

Short Definition: Number of Fully Developed Claims (FDC) filed in the Houston and Waco Regional Offices by the Fully Developed Claims Team submitted to VA offices for expedited rating decision.

Purpose/Importance: The purpose of this measure is to track the number of fully developed claims filed through the TVC Regional Offices to expedite a rating decision from the VA.

Data Source: Data, including the name of the veteran on the claim, VA’s claim number, date of claim and action(s) taken, is collected at the Houston and Waco TVC regional offices and recorded in an internal working log. The VA Claim number is unique to each claim and data entry into the log is made by the Fully Developed Claims Teams’ Counselors. All changes to the log must be approved by the Division Director before the log is updated.

Methodology: The total number of Fully Developed Claims filed is calculated by adding the number of unique VA Claim numbers logged each month. The log is reviewed for accuracy to ensure FDC files are not a duplicate count.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Efficiency Measure 1. VA payments to veterans represented by TVC, per dollar spent

Short Definition: VA payments to veterans represented by the Commission per dollar spent.

Purpose/Importance: The amount of payments to veterans, their dependents, and their survivors represented by TVC per state dollar spent in the Claims Representation and Counseling program during a fiscal year.

Data Source: TVC records and the VA.

Methodology: The total of outcome measures 1, 2, and 3 for Goal 1, for a fiscal year is divided by total TVC state dollar expenditures for the Claims Representation and Counseling Strategy.

Budget Structure and Measure Definitions

Data Limitations: Data for monetary recovery is provided by the VA.

Calculation Type: Non-cumulative

New Measure: No

Desired Performance: Higher than target

Efficiency Measure 2. VA payments to veterans through State Strike Force, per state dollar spent

Short Definition: VA payments to veterans, their dependents, and survivors through favorable claim decisions due to efforts of the State Strike Force Team.

Purpose/Importance: The amount of payments to veterans, their dependents, and their survivors represented by TVC State Strike Force Team per state dollar spent in a fiscal year.

Data Source: Data for monetary recovery is provided by the VA

Methodology: The total monetary benefit received by veterans, their dependents, and their survivors represented by the TVC State Strike Force Team is divided by the total state dollar expenditures for the State Strike Force Team.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

Explanatory Measure 1. Percent of VCISO's and assistants who attend initial and continuing training conferences

Short Definition: Percent of Veterans County Service Officers and assistants who attend initial and continuing education training conferences.

Purpose/Importance: Indicates the success of TVC training programs and the percent of Veterans County Service Officers (VCISO) attending at least one initial or ongoing training conference per year.

Data Source: Registration and completion records of TVC initial and continuing education training.

Budget Structure and Measure Definitions

Methodology:	Number of VCSO and assistants who have completed initial and continuing education requirements to maintain certification during the reporting period divided by the total number of VCSO and assistants who are required to attend initial and continuing education conferences during the reporting period. Expressed as a percentage.
Data Limitations:	Number is dependent on the VCSO attending training. The only ramification of not attending is that a letter is sent to the County Commissioners Court informing them that the VCSO does not meet minimum training requirements.
Calculation Type:	Noncumulative
New Measure:	No
Desired Performance:	Higher than target

A.1.2 Strategy: Veterans Employment Services

Assist Veterans with finding employment through job matching and intensive services, improve and expand employment opportunities for Veterans with disabilities.

Output Measure 1. Number of claims filed and developed on behalf of disabled veterans

Short Definition:	The proportion of veterans receiving intensive services compiled the total number of individual veterans receiving services from a Disabled Veteran Outreach Program specialists. “Intensive Services” include comprehensive assessments, in-depth interviewing and evaluation to identify employment barriers and employment goals, group and individual career coaching, short-term pre-vocational services, and development of an individual employment plan.
Purpose/Importance:	The purpose of the measure is to report the percentage of veterans who received intensive services. The importance is to determine that a veteran has received one or more of the intensive services to assist the veteran in entering the workforce again.
Data Source:	The Texas Workforce Commission (TWC) provides quarterly reports from the veterans performance Report regarding veterans receiving employment services during each quarterly reporting period. TWC’s Common Measures Performance Reporting System, which pulls wage, client, and process data from various TWC information systems such as: The Workforce Information System of Texas, Job Search Matching System, Work in Texas, the Learner Outcome Tracking System, the Unemployment Wage System, and the Unemployment Insurance Benefit and Appeals Systems.

Budget Structure and Measure Definitions

Methodology: The denominator is the unduplicated number of individual veterans receiving services, which includes but is not limited to resume preparation, job search referrals, and employment training referrals, from a Disabled Veteran Outreach Program specialist during the performance period. The numerator is the number of veterans from the denominator who received intensive services.

Data Limitations: None.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

A.1.3 Strategy: Veterans Education

Evaluate appropriateness of education and training programs offered to Veterans and other eligible persons.

Output Measure 1. Average number of participants in Veterans Education and training programs

Short Definition: This measure provides participant information on education and training programs at institutions or establishments approved by Veterans Education for veterans of the armed forces and their eligible dependents receiving GI Bill educational benefits.

Purpose/Importance: The purpose of the measure is to report utilization of services under Veterans Education and Training.

Data Source: The data for this measure, collected by the state Veterans Education staff, is derived from monthly RCS 20-0260 Education Activities Reports provided by the U.S. Department of Veterans Affairs Regional office, Waco, and recorded in the Veterans Education access database files. The activity is considered complete when the RCS report matches the Veterans Education database. These records are maintained in the Veterans Education office.

Methodology: Based on records retrieved from the Veterans Education database, the number of veterans and eligible dependents is summed for the reporting period then divided by the number of monthly reports received during the reporting period. The figure is used to derive an average monthly total of the number of participants in educational training programs.

Budget Structure and Measure Definitions

Methodology:	Based on records retrieved from the Veterans Education database, the number of veterans and eligible dependents is summed for the reporting period then divided by the number of monthly reports received during the reporting period. The figure is used to derive an average monthly total of the number of participants in educational training programs.
Data Limitations:	None.
Calculation Type:	Noncumulative
New Measure:	No
Desired Performance:	Higher than target

Output Measure 2. *Number of institution/program approval actions completed by Veterans Education for institutions/training establishments throughout the state for which eligible veterans and their family members may use federal GI Bill Educational benefits.*

Short Definition:	This measure provides the number of institution/program approval actions completed by Veterans Education for institutions/training establishments throughout the State for which eligible veterans and their families may use GI Bill educational benefits.
Purpose/Importance:	The number of institution/program approval actions completed is a direct reflection of the scope of educational opportunity available in the State for veterans and their families eligible for GI Bill benefits to engage in post-secondary education. Post-secondary education provides the medium by which military veterans may effectively and efficiently transition/reintegrate from military service to civilian society.
Data Source:	TVC personnel record institution/program approval actions in the Veterans Education database.
Methodology:	The number of institution/program approval actions are calculated by TVC personnel after they respond to an institution's request for GI Bill approval. Reports are generated by TVC personnel and reported to the VA and affected institutions.
Data Limitations:	Federal US Department of Veterans Affairs reports are generally available 2 years in arrears. Texas Veterans Commission, Veterans Education data is available Quarterly.

Budget Structure and Measure Definitions

Calculation Type: Cumulative
New Measure: Yes
Desired Performance: Higher than target

Output Measure 3. *Number of institutions/program visits completed by Veterans Education to ascertain compliance with Federal Guidelines for the administration of the GI Bill.*

Short Definition: This measure provides the number of Compliance Survey visits to institutions conducted by the Texas Veterans Commission, Veterans Education, to ascertain compliance with federal guidelines for administration of the GI Bill.

Purpose/Importance: This measure is an evaluation of institutional compliance with parameters requisite for qualification to receive GI Bill educational funds for enrolled students.

Data Source: TVC personnel records the number of institutions/program visits in the Veterans Education database.

Methodology: The total number of TVC institution/program visits is calculated by adding all TVC compliance survey visits of institutions/programs. TVC retains the number of visits conducted by type in the Veterans Education database.

Data Limitations: Texas Veterans Commission, Veterans Education data is available quarterly.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

A.1.4 Strategy: Veterans Outreach

Provide outreach to inform Veterans, their dependents, and their survivors of advocacy services provided by the Texas Veterans Commission and the Veterans County Service Officers and of other benefits available to them

Output Measure 1. *The number of public information briefings given*

Short Definition: The number of public information briefings conducted statewide, including Town Hall meetings, conferences, conventions, and any other public events sponsored by TVC or attended by TVC as a participant for outreach and marketing purposes.

Budget Structure and Measure Definitions

Purpose/Importance:	Public information briefings represent community outreach for the marketing program. Direct contact with the public allows TVC to establish relationship within veteran communities to promote services offered by TVC. It also allows veterans to meet with TVC representatives in person, often on a one-on-one basis.
Data Source:	TVC counselors/representatives who attend public information briefings.
Methodology:	Records of all public information briefings are given to the outreach and marketing staff and are kept on file. Records include date, time and location of briefing as well as which TVC counselors/representatives attended.
Data Limitations:	The source of data collection is dependable thus resulting in very little risk of data limitation.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

Output Measure 2. The amount of public information distributed

Short Definition:	The number of TVC brochures, television and radio public service announcements (PSA's) distributed statewide
Purpose/Importance:	This measure addresses the distribution of TVC literature and public service announcements (PSAs) to veterans in the state. The TVC currently prints ten different brochures used for marketing purposes. The printed material is a vital part of promoting the TVC in that the brochures are often the initial contact made with veterans. Brochures are distributed from both TVC and VCSO offices, mailed from headquarters when requested by individual veterans and are distributed via other organizations that request brochures. The TVC distributes radio and television PSAs statewide. The PSAs are also an initial contact for veterans to gather information about the TVC.
Data Source:	All brochures and PSAs are distributed from headquarters and call center employees log the numbers distributed.
Methodology:	All brochures leaving headquarters are counted and logged, then compiled for monthly and annual reports. Television and radio PSAs are on a six-month distribution cycle and are counted and logged upon distribution.

Budget Structure and Measure Definitions

Data Limitations: The source of data collection is dependable thus resulting in very little risk of error.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Output Measure 3. *Number of veteran engagements*

Short Definition: The number of veteran engagements through TVC-hosted events, webinars, social media, website, and electronic newsletters

Purpose/Importance: Veteran engagement through online and in person channels represents community outreach for the Communications and Veterans Outreach program. Through these channels, community and promote services offered by TVC. It also allows veterans to interact with TVC representatives beyond traditional TVC offices, often on a one-on-one basis.

Data Source: Automated sources include: Constant Contact for event registration; iContact for newsletter opens; Facebook insights for Facebook fans; Twitter analytics for Twitter followers; LinkedIn analytics for LinkedIn followers; Google analytics for website unique visitors.

Methodology: All data is compiled on a quarterly basis and includes data source, date, and total number of veteran engagements.

Data Limitations: The source of data collection dependent on 3rd party analytical software.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Budget Structure and Measure Definitions

A.1.5 Strategy: Veterans Entrepreneur Program

Assist Veterans with starting businesses and growing businesses through the development of their business plan, securing of capital and development of business fundamentals.

Output Measure 1. *Services provided to Veterans and their families from the Veterans Entrepreneur Program.*

Short Definition: The number of services provided to veterans and their families from the TVC Veterans Entrepreneur Program (VEP). This measure is a system-wide count of unique services provided to veterans and their families from VEP. The unique services include: (1) Resource information, (2) Seminar, (3) Business plan support, (4) Business start-up/formation, (5) Capital acquisition, (6) Marketing/business expansion support, (7) Government contracting, and (8) Copyright/patent support. While a veteran or family member may be provided more than one service, each service is unique in terms of the VEP resources required to support it and the benefit that it has to the veteran or family member. Thus, services is an unduplicated number.

Purpose/Importance: Services provided by the Veteran Entrepreneur Program are designed to lead to the creation of new, or the expansion of existing, Veteran Owned Businesses throughout the state. These businesses will represent a new or expanding tax base for the local and state economy in addition to the creation of new jobs for a diverse and sustainable economy.

Data Source: VEP consultants record the services provided to the veterans, their families and report those services to a centralized online database, which is monitored by the program manager. Reports are generated from the online database.

Methodology: The number of unique services provided to veterans and their families. Each service is unique to the start or expansion of a business along the following continuum: (1) Resource information, (2) Seminar, (3) Business plan support, (4) Business start-up/formation, (5) Capital acquisition, (6) Marketing/business expansion support, (7) Government contracting, and (8) Copyright/patent support. Records include date service rendered and next stage/step.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

Budget Structure and Measure Definitions

A.1.6 Strategy: Health Care Advocacy Program

Assist Veterans and their families in gaining access to health care facilities and resolving patient concerns and issues.

Output Measure 1. *Veteran encounters and services provided from the Health Care Advocacy Program.*

Short Definition: The purpose of this measure is to track the total number of veteran encounters and services provided by the Health Care Advocacy Program (HCAP) in seeking solutions to health care concerns and unmet needs for veterans.

Purpose/Importance: The Health Care Advocacy Program allows the Texas Veterans Commission to provide channels through which patients can seek solutions to problems, concerns, and unmet needs by working with health care providers and support staff to prevent and resolve patient concerns and issues. Health Care Advocacy Program staff interpret Veterans Health Administration medical center policies and procedures while presenting veteran concerns to appropriate personnel. Advocates assist veterans in understanding his or her rights and responsibilities, and assist veterans, their families, and Veterans Health Administration facility personnel in overcoming barriers to veteran health care. Advocates identify existing and potential problems, suggest solutions or alternatives and assist with Congressional inquiries and public relations to increase community and veteran awareness of Veterans Health Administrations health care resources and services.

Data Source: HCAP personnel will record the number of veteran encounters and services provided to the veteran on a centralized online database which is monitored by the program manager. Reports are generated from the online database.

Methodology: The total number of encounters and services provided to the veteran is calculated by adding the number of veteran encounters and services provided to the veteran which are inputted into the central online database.

Data Limitations: The report is manually reviewed for accuracy to eliminate duplication of records. Human error is a possibility.

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

Budget Structure and Measure Definitions

B. Goal: Fund for Veterans' Assistance - General Assistance

Provide grant funding to community nonprofit organizations and units of local government to ensure veterans receive services in the areas of General Assistance, Mental Health, Housing, and Veteran Treatment Courts

B.1. Objective: General Assistance Grants

Provide assistance to veterans, their families, and survivors by making grants to local nonprofit organizations and units of local government providing direct services.

Outcome Measure 1. Number of veterans, their dependents, and survivors of veterans served.

Short Definition: Number of veterans, their dependents, or survivors of veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).

Purpose/Importance: This measure provides the number of veterans, dependents, and survivors that are provided services through General Assistance and/or Veterans Mental Health grants in the Fund for Veterans' Assistance.

Data Source: Organizations that receive grants from the Fund for Veterans' Assistance are required to report the number of veterans, their dependents, and survivors of veterans served each quarter to the Texas Veterans Commission. Quarterly reports are required from all grantees.

Methodology: Organizations that receive grants from the Fund for Veterans' Assistance are required to report the number of veterans, their dependents, and survivors of veterans receiving services. The TVC staff in the Fund for Veterans' Assistance division will add all organizational totals to arrive at a cumulative amount.

Data Limitations: The number relies on the accurate reporting and documentation of services provided to veterans, their dependents, and survivors of veterans by organizations receiving grant funds. TVC will monitor grant programs according to a risk-based assessment.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Budget Structure and Measure Definitions

B.1.2 Objective: Housing for Texas Heroes Grants (H4TXH)

Provide home modification grants to local non-profit organizations and units of local government to assist veterans, their family and surviving spouse using funds provided by the Legislature.

Outcome Measure 1. Number of veterans, their dependents, and survivors of veterans served by the H4TXH program.

Short Definition: Number of veterans, their dependents, or survivors of veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).

Purpose/Importance: The purpose of this measure is to track the number of veterans, their dependents, or survivors served by H4TXH grantees during the reporting period. This measure provides information for managing grantee performance.

Data Source: Organizations receiving H4TXH grant funds are required to report the number of veterans, their dependents, and survivors of veterans served quarterly to TVC.

Methodology: TVC staff in the Fund for Veterans' Assistance Division will add all totals reported by H4TXH Grantees to arrive at the total number of veterans, their dependents, and survivors served by type of grant.

Data Limitations: None.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Outcome Measure 2. Count the number of completed home modifications provided to veterans, their dependents, or survivors through the H4TXH program.

Short Definition: The number of completed home modifications provided to veterans, their dependents, or survivors by the H4TXH program.

Purpose/Importance: The purpose of this measure is to track the number of completed home modifications for veterans, their dependents, and/or survivors completed by grantees of the H4TXH program during the reporting period. This measure provides useful information for TVC management to monitor grantees performance.

Budget Structure and Measure Definitions

Data Source:	Grantees receiving H4TXH program funds are required to report each quarter the number of home modifications projects completed for veterans, their dependents, and/or survivors and the type of work comprising each completed home modification project.
Methodology:	Grantees receiving H4TXH program funds report the number of home modifications projects completed for veterans, their dependents, and/or survivors provided through H4TXH funds. TVC staff will add the number of completed modifications from all H4TXH program reports to arrive at the total number of completed home modifications projects. All modifications are completed and signed-off by both parties for final payment, according to grant terms.
Data Limitations:	None.
Calculation Type:	Cumulative
New Measure:	No
Desired Performance:	Higher than target

B.1.3 Objective: Veterans Treatment Court Grants

Provide assistance to veterans and their families obtaining services through Veteran Treatment Court programs.

Outcome Measure 1. Number of veterans served by Veterans Treatment Court Grant Program.

Short Definition:	Number of veterans served through Veterans Treatment Court grant programs funded through the TVC Fund for Veterans’ Assistance (FVA).
Purpose/Importance:	This measure provides the number of veterans that are provided services through Veterans Treatment Court grants in the Fund for Veterans’ Assistance.
Data Source:	Organizations that receive grants from the Fund for Veterans’ Assistance are required to report the number of veterans served each quarter to the Texas Veterans Commission. Quarterly reports are required from all grantees.
Methodology:	Organizations that receive grants from the FVA are required to report the number of veterans receiving services. The TVC staff in the Fund for Veterans’ Assistance Division will add all organizational totals to arrive at a cumulative amount.
Data Limitations:	The number relies on the accurate reporting and documentation of services provided to veterans by organizations receiving grant funds. TVC will monitor grant programs according to a risk-based assessment.

Budget Structure and Measure Definitions

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

C. Goal: Hazlewood

C.1.1 Objective: Hazlewood Reimbursements

C.1.2 Objective: Hazlewood Administration

D. Goal: Indirect Administration

D.1.1 Objective: Central Administration

Historically Underutilized Business Plan

TVC will make good faith efforts to purchase from certified historically underutilized businesses.

HUB STRATEGIC PLAN PROGRESS REPORT

For the Fiscal Year Ended August 31, 2015

(Source: Texas Government Code, Section 2161.124)

Goal = Strategic Plan HUB Goal Actual = % Spent with HUBs from HUB Report	Actual for FY 14 *	Actual for FY 15 *	Goal for FY 16**
Heavy construction other than building contracts	n/a	n/a	n/a
Building construction, including general contractors and operative builders contracts	n/a	n/a	n/a
Special trade construction contracts	n/a	n/a	n/a
Professional services contracts	n/a	n/a	23.60%
Other services contracts	5.53%	12.52%	24.60%
Commodities contracts	52.19%	35.23%	21.00%

* Actual = Percent spent with HUBs from HUB report.

** Goal = Strategic Plan HUB goal.

Workforce Plan and the Texas Workforce System Strategic Plan

Overview

The Texas Veterans Commission contains a core of well-trained veteran assistance counselors, veteran employment representatives, veteran education program specialists, and grant specialists to provide assistance to veterans, their families, and survivors throughout Texas to meet the needs required to accomplish the agency mission and strategic goal. They are supported by a clerical staff. The Commission's administrative staff is located in Austin.

With approximately 1.68 million veterans living in Texas, the population of veterans in the state has remained steady for the past decade, while the overall United States veteran population has declined during the same period. This indicates a net migration of veterans to Texas. Several key issues impact the growth of the veterans' population in Texas, specifically in two age groups that tend to have the greatest need for assistance. These fall at the opposite end of the age spectrum, with younger veterans usually need education or employment assistance, while older veterans have the needs for assistance associated with aging.

Current Workforce Profile

The current commission staff has the skills necessary to address business issues of the agency. A majority of the current workforce (84 percent) has prior military service. The commission has a diverse workforce that is 50 percent White, 22 percent Hispanic, 25 percent Black, and 3 percent Other. Males comprise 57 percent of the workforce and females 43 percent.

The basic business issues of the commission are administration, Claims Representation and Counseling, Veterans Employment Services, Veterans Education and the Fund for Veterans' Assistance. The knowledge required to provide successful claims assistance, Veterans Employment Services and Veterans Education Services are knowledge of Veterans Affairs (VA) and Department of Labor (DOL) laws and operating policies and procedures. Employees must have the skills to apply the required knowledge within the U.S. Department of Veterans Affairs (VA) and the U.S. Department of Labor (DOL) system to successfully provide Veterans and their families with all of the services needed to obtain their benefits and entitlements. The critical knowledge and skills required in administration are financial, human resources, accounting, communications, purchasing and basic administrative knowledge and managerial skills required to successfully operate a state agency.

The average turnover rate of the commission in the five years from 2011 through 2015 was 21.08 percent. During this period, the turnover rate was as high as 24.93 in 2015 and reached a low of 13.7 percent in 2012. The commission turnover rate was slightly higher than the statewide turnover rate, which averaged 18 percent. It is anticipated the turnover rate will remain slightly above the statewide rate due to the number of employees eligible to retire in addition to normal attrition.

Workforce Plan and the Texas Workforce System Strategic Plan

The commission has responded to attrition by successfully recruiting new employees. The commission will continue to utilize the Veterans Employment Program and the agency's web site to fill positions as they become vacant as this has proven very successful in the past. It is anticipated the commission can continue to successfully recruit quality employees in a timely manner in response to attrition to meet agency business needs.

The agency will continue the TVC mentoring program to match experienced/skilled employees with employees seeking to learn from them. These mentoring relationships can also help less experienced/skilled employees identify their career goals and plan their career development. Because agency turnover is disproportionately high for TVC employees with less than four years of service, mentoring needs to continue to be offered and emphasized.

TVC will maintain agency career ladders to help employees identify development paths to prepare for jobs with higher-level skill requirements, as well as develop a searchable database to inventory employee training and skill sets so that employees may be identified for development and possible promotional opportunities. Supervisors will be made aware of what skill sets are critical to meeting their objectives and can plan for employee attrition. Succession planning will also address staffing or skill imbalances due to turnover and retirements.

Gap Analysis

A significant percentage (46 percent) of the agency's employees are either eligible to retire now or will be eligible within the next five years. Succession planning and knowledge transfer offer the opportunity for the next generation of TVC employees to launch new ideas that appreciate historical progress while moving services to new levels. TVC programs have high impact staff that cannot be easily replaced because of the employee's expertise and talents. In some cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position has a unique set of skills that cannot be readily found in the marketplace. TVC has a large contingent of tenured staff with institutional knowledge that cannot be quickly gained through the completion of training courses.

Currently the commission is staffed at 97 percent, though a shortage of personnel due to losses from retirement, an increased workload and competition from federal agencies is likely. Personnel shortages and the required time to train replacements as well as additional skills for existing personnel that will be required to deal with technical advances when funds become available may have a negative impact on the ability to meet future functional requirements. Of additional concern is the allocation of funds for the staff and support sections of the agency. The mandate to increase programs and services led to a significant increase in staff, however the allocation to grow support staff was limited.

The state is facing large budgetary shortfalls and will need to make adjustments (such as budget cuts, significant increases in benefit costs and/or reduced benefits, reorganizations, etc.). The workforce may experience low morale, less productivity and loyalty, and more conflict, skepticism, and fear of job loss. Employees may delay retirement resulting in an even wider variety of generations working together. As the economy continues to recover, there may be a surge of retirements by those who had delayed leaving the workforces in tougher times. The ability to stay competitive with the private sector and federal governments will continue to be a challenge to the agency.

Workforce Plan and the Texas Workforce System Strategic Plan

Strategy Development

Goals to address TVC's projected workforce gap will include the following:

Development:

- Encourage employee development by continuing the TVC's training program that requires employees to earn a minimum number of training credit each year.
- Offer employee training to help develop the critical skills. Continue to provide both internal and external classroom training, as well as online/DVD training to make training available to field employees and accommodating to employees' schedules. Continue to inform employees about training opportunities, including those offered by the TVC's Employees Assistance Program and by other agencies that TVC employees may attend at no or little cost.
- Continue to provide thorough leadership training to all levels of agency managers, as well as potential managers.
- Encourage managers to create programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments (to help them increase their knowledge/experience even if promotional opportunities are temporarily stagnant).
- Conduct regular training needs assessments to identify training of interest to employees and managers.

Recruitment:

Every area has the need to attract and retain high performing people with valuable skills. Therefore, a variety of recruitment and retention strategies are available throughout the agency including:

- Hiring and selection methods for best fit
- Compensation
- Retention bonuses
- Promoting state benefits
- Integrating staff development with career ladders
- Formal and informal orientation programs
- Positive work culture and conditions
- Work/life balance and family friendly policies including flexible work hours
- Telecommuting opportunities
- Sufficient salaries and merit increases
- Recognition programs

Retention:

TVC's executive team is committed to preparing for the future by continuously retaining and developing highly qualified personnel who will be prepared to transition into leadership and mission-critical positions in the future.

Career Development

All supervisors are responsible for planning for the development needs in their areas of responsibility. Through analysis of a position's job duties, management will work with individual employees to create individual development plans based on the required knowledge and skills. The development plans must address current and future needs.

Workforce Plan and the Texas Workforce System Strategic Plan

Leadership Development and Replacement

The following elements of discovery are essential to the leadership development and replacement process:

- Key replacement needs and critical positions to include in the succession plan
- Key competencies of job performance in all critical positions
- Key high potential people, and the individual development plans necessary to prepare them to be replacements in critical positions
- Methods for preparing and developing employees for advancement
- Processes for knowledge transfer
- Possible obstacles that make knowledge transfer difficult and possible solutions
- Priorities, desired outcomes, expected results, and timelines for implementation

Leadership succession integrates competency-based learning tracks with career development. The long-range goal is to prepare staff to perform competencies within specific at-risk functions, and to prepare them to be competitive for future career opportunities.

Workforce Plan Evaluation and Revision

The Workforce Plan will be implemented in connection with TVC's Strategic Plan. Strategic Plan changes due to leadership or legislative changes may result in adjustment to the Workforce Plan.

Human Resources (HR) will develop a stronger partnership with each of the programs and divisions to determine training needs, assist with workforce strategic and succession planning. HR will provide divisions with information regarding turnover, retirement eligibility and tenure in addition to assisting in recruiting a diverse workforce.

Future Workforce Profile

As a market-driven system, the Texas workforce system will continue to evolve and improve to meet veteran needs and deliver outstanding customer service. Accordingly, the agency's critical functions will adjust to meet the new challenges. Overall fluctuations in the economy will have an impact on TVC in terms of the agency's workforce and the need for the services our staff oversees and provides to the public at large. Legislation on the federal and state levels also impacts the operations of TVC.

It is expected that the Commission's mission, goals, and strategy will not change significantly over the next five years. Claims assistance counselors, veteran employment representatives, veteran education program specialists, and grant specialists, who are the core of the commission's professional workforce, require strong knowledge of state and federal veteran benefit programs and VA and DOL policies and procedures which affect the administration of benefits to the Texas veteran population and their families. Developing the skills required by claims assistance counselors, veteran employment representatives, veteran education program specialists, and grant specialists to competently serve Texas veterans will remain a priority in future agency workforce plans. To accomplish commission goals and meet statutory requirements, competent training must continue with Veterans County Service Officers who are critical in assisting the commission to meet its established mission, goals, and strategy. The TVC clerical staff will need support through training and equipment to keep abreast of ever-changing computer technology.

Workforce Plan and the Texas Workforce System Strategic Plan

Expected Workforce Changes

The immediate future is easier to predict, but long term planning is more difficult. Although more unknown variables exist, past experience and short term future trends are helpful when planning for the next few years. Flexibility is the key, but anticipated critical functions and workforce changes carrying TVC into the future may include:

- Changes in leadership as retirements occur
- Increased demand for efficiencies to make best use of available budget/FTEs
- Increase in less-tenured/less-experienced staff
- Improved communication and understanding of employers' needs
- Marketing services to the business community and workers
- Providing enhanced statistical analysis of data collected
- Increasing advanced research and evaluation
- Increasing focus on program integrity and fraud prevention
- Increased use of technology throughout the agency
- Increased demand for more sophisticated and integrated information and analyses
- Increased demand for knowledgeable technical assistance staff

Commission administrative personnel will require ongoing training to keep up with changes in federal budget procedures (OMB Circulars), accounting and human resource best practices and policies to efficiently use both fiscal and human resources made available to the commission by the Legislature. Training of commission personnel and Veterans County Service Officers will remain a critical function as the commission plans for future service to veteran and their families. Currently commission personnel have the necessary skills to perform their jobs due to the training made available to them. With the expectation of continued migration of veteran to Texas over the next five years, the commission may require additional Veterans Services Representatives to meet the demand. Requests for additional personnel will be for areas of the state where the projected demand for service is growing.

Workforce Plan and the Texas Workforce System Strategic Plan

Texas Workforce System Strategic Plan

Customer Service Satisfaction

It is imperative to understand the needs and expectations of employers when attempting to match qualified veterans to the employer's needs and promoting the benefits of hiring eligible veterans. TVC Veterans Employment Services uses a strategic approach by evaluating employment trends within the labor market by using the various tools provided by the Texas Workforce Commission. The Veterans Employer Liaison (VEL) staff are fully integrated with the Workforce Business Units across the state. The Veterans Employer Liaison also work very closely with Veteran Career Advisors to identify the skill sets of veterans seeking employment in an effort to match those skill sets to the employer's needs.

In an effort to anticipate the changing employer needs and ensure those needs are met, TVC employs several methods to accurately assess the current level of satisfaction and to be able to better project the future needs of the employer. Those methods include but are not limited to:

- Employer panel discussions
- On-site outreach visits
- Active participation in employer organizations such as local chamber of commerce and other professional business organizations.

To accurately evaluate and measure employer satisfaction, TVC conducts an employer customer feedback survey that is administered semi-annually. The results are reviewed and evaluated for trends and future improvement. The results are reported to the Texas Workforce Investment Council.

Data-Driven Program Improvement

TVC Veterans Employment Services continues to evaluate program data supplied by the Texas Workforce Commission. The Workforce Management Information System (MIS) provides federal and state reporting data through the Workforce Investment Performance Report (WISPR). The TVC Veterans Employment Services is mandated to report on intensive services provided by DVOP staff, Veteran Entered Employment, Retention and average earnings to the Department of Labor and Veteran Entered Employment, Retention and customers served to the Legislative Budget Board.

In addition to the reporting requirements, TVC Veterans Employment Services analyzes the data supplied by MIS to identify trends, shortfalls, staffing needs and benchmarks for the future.

Continuous Improvement and Innovation

TVC Veterans Employment Services continues to evaluate services to veterans and employers through partnerships and data collection. In addition, TVC continues to share information and best practices with stakeholders, state and federal agencies as well as veteran employment service providers nationwide.

Report on Customer Service

Focus of Customer Service Surveys – External Customers

The primary focus of the Texas Veterans Commission (TVC) is to provide veterans' assistance. Veterans' assistance is provided in three ways.

The first is assistance directed towards ensuring all Texas veterans receive every benefit to which they are entitled; and, as a corollary benefit, increase federal payments to Texas veterans and their survivors, thereby, benefiting the economy of the State of Texas. This is accomplished by Claims Representation and Counseling through assisting potential beneficiaries, helping beneficiaries apply for veteran's benefits, and preparing the evidence which will prove entitlement to the benefits. Counseling is conducted in agency field offices throughout the State, which are staffed by trained veteran assistance counselors.

Secondly, TVC provides assistance to Texas veterans through the Disabled Veterans' Outreach Program and Local Veterans' Employment Representatives, collectively known as Veterans Employment Services (VES). These services will continue to be primarily located in Texas Workforce Centers in order to better assist veterans in seeking employment and training services provided by the Texas workforce system.

In addition to the agency offices, most counties in Texas maintain Veterans County Service Offices. Veterans County Service Officers (VCSO) rely upon agency offices for technical assistance, and representation at the Department of Veterans Affairs regional offices. State law mandates TVC to provide training for VCSO.

Information Gathering Methodology

The Texas Veterans Commission (TVC) conducted a customer satisfaction survey of veterans receiving assistance through Claims Representation and Counseling, as well as a customer satisfaction survey of veterans receiving services through Veterans Employment Services (VES). The surveys were conducted at TVC regional and field offices. TVC also conducted surveys of Veterans County Service Officers (VCSO) to determine their level of satisfaction with TVC services.

TVC clients completed 175 customer satisfaction surveys regarding Claims Representation and Counseling, while 109 clients completed surveys regarding Veterans Employment Services. All surveys were anonymous. Veteran clients were asked to complete the surveys and deposit the completed surveys in collection boxes located near the entrance of the TVC offices.

The survey of Veterans County Service Officers was conducted via fax from TVC headquarters. Fifty surveys were distributed and 33 surveys were completed and returned. The VCSO were surveyed on their satisfaction with services provided by TVC. VCSO responded positively when asked if they were satisfied with the services provided by TVC as indicated by a satisfaction rate of 76 percent.

Report on Customer Service

Survey Responses

TVC Veterans Clientele

Of those completing the survey, 97 percent expressed overall satisfaction with the service provided by Claims Representation and Counseling staff. When asked if clients were treated courteously by their counselors, 97 percent responded affirmatively. A survey of facilities was not included, because the Texas Veterans Commission is provided office space within Veterans Affairs (VA) facilities; the TVC is not responsible for, nor has any control over, the operation of these VA facilities.

When asked if clients received information on how to obtain TVC services, 98 percent responded positively. More than 94 percent of clients were aware of the complaint process. Only one percent of clients responded they were not aware of the complaint process. The portion of the survey concerning complaints dealt specifically with TVC and its services. While TVC is aware of complaints made against the VA, we have no control over the timeliness of how the VA handles veterans' cases.

When clients were questioned regarding receiving information on how to obtain TVC services, 97 percent gave a positive response. Less than two percent responded they had not received printed information from the Texas Veterans Commission.

In regards to VES, 98 percent expressed overall satisfaction with the services received. When asked if clients were treated courteously by TVC staff, 98 percent responded affirmatively.

These surveys indicate TVC continues to provide a high level of service to our veteran clientele. Nevertheless, TVC will increase efforts to address customer complaints in a timely manner. TVC will also increase marketing efforts aimed at distribution of information about TVC services. The survey illustrates that TVC has a strong public awareness program, which insures that most veterans are receiving printed information about the TVC. Only one percent of TVC Claims Representation and Counseling respondents stated that they had never received printed information about the TVC. In regards to VES, less than one percent responded they had not received printed information. This indicates that a greater percentage of veterans, dependents and survivors are aware of TVC services through the distribution and marketing of printed materials.

Survey Responses

Veterans County Service Officers

Of those completing the survey, 75 percent expressed satisfaction with the service received from the TVC. In addition, 72 percent felt that TVC staff was courteous. Ninety-seven percent were satisfied with the response time from TVC counselors. Sixty-six percent of respondents found TVC staff was knowledgeable. Sixty-six percent of respondents expressed satisfaction with delivery of TVC printed information and publications. Of the 33 Veterans County Service Officers (VCSOs) that responded, 67 percent reported satisfaction in TVC's response to telephone calls, letters, and emails.

Report on Customer Service

Analysis of Findings

Overall, TVC clientele are very satisfied with TVC service. The majority of responses from TVC veteran clientele were positive. TVC needs to improve its service to VCOSs by responding to requests from VCOSs in a more efficient manner. In addition, TVC needs to consider improving the literature and publications provided to the VCOSs, as indicated in survey responses.

Given that over 84 percent of VCOS respondents were satisfied with TVC counselor's knowledge and understanding of current veterans' issues, TVC needs to continue training staff to be proficient in VA policy.

Customer Service Performance Measures:

- A. Customer Service Goal: The Texas Veterans Commission will manage agency resources to produce the highest level of service to Texas veterans, their families, and survivors.
- A.1 Customer Service Objective: To achieve a 98 percent satisfaction level from veterans and a 98 percent satisfaction level from Veterans County Service Officers receiving agency assistance.

Outcome Measures:

- 1. Percentage of Texas Veterans Commission clients who indicate that the agency provides services that meets their needs and expectations.
- 2. Percentage of Veterans County Service Officers who feel TVC service meets their needs.
- A1.1. Strategy: Conduct continuous training of Texas Veterans Commission employees and VCOS to maintain a high level of professional competence and customer service.

Output Measures:

- 1. Number of customer satisfaction surveys performed.
- 2. Number of customer satisfaction surveys of Veterans County Service Officers performed.

Efficiency and explanatory measures were not developed because the survey costs were not significant enough to measure, all surveys were conducted as a part of the normal business operations of the agency. The agency identified three distinct customer groups. Contact with these three groups is also part of the normal business operations of the agency. The surveys for these three groups were specific to each group. Survey focus and methodology are discussed in the text of this report.

Assessment of Advisory Committees

Texas Coordinating Council for Veteran Services (TCCVS)

Texas Coordinating Council for Veterans Services is a 22 member ongoing committee established on Sept. 1, 2011 as part of the Veterans Outreach Strategy (A.1.4). TCCVS was established to coordinate the activities of state agencies that assist veterans, service members, and their families; coordinate outreach efforts that ensure that veterans, service members, and their families are made aware of services; and facilitate collaborative relationships among state, federal, and local agencies and private organizations to identify and address issues affecting veterans, service members, and their families.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$45,905	\$45,905	\$45,905
Number of FTEs	1.0	1.0	1.0
Other Operating Costs	\$8,000	\$8,000	\$8,000
Total, Committee Expenditures	\$53,905	\$53,905	\$53,905
Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
1 - General Revenue Fund	\$53,905	\$53,905	\$53,905
Expenses / MOFs Difference:	\$0	\$0	\$0
Meetings Per Fiscal Year	5	5	5

Ten TVC personnel support TCCVS on a part-time basis, with one TVC employee chairing each of the nine workgroups, and one TVC employee serving as coordinator for the entire council. Agency staff coordinates all meetings, participation, and schedules, as well as prepares and publishes all documents.

The council meets at least annually and at the call of the presiding officer. The workgroups that comprise the council meet once a quarter, when the legislature is not in session.

Not later than October 1 of each even-numbered year, the council submits a report to the Governor, Lieutenant Governor, Speaker of the House of Representatives, and chairs of the appropriate committees of the legislature detailing the work of the council and any recommendations.

Assessment of Advisory Committees

TVC believes that the actions and scope of the committee's work is consistent with their authority as defined in its enabling statute and is relevant to the ongoing mission of the agency and is not redundant with other functions of other state agencies or advisory committees.

All notices for workgroup and full council meetings are posted in the Texas Register and a schedule of all meetings is posted on the TVC website. All meetings are open to the public, and the public has an opportunity to provide comment at every meeting. Historically at least 50 percent of committee meetings are attended by members of the public, however there have been instances where no members of the public attended.

In the opinion of TVC, the committee has met its mission and made substantive progress in its mission and goals. If abolished, it would not impede TVC's ability to fulfill its mission, however the need for TCCVS still exists, and it should remain codified in statute. There is great benefit in having state organizations that provide veteran services coordinate their efforts and strategize on how to best meet veterans' needs together. TCCVS also highlights needs in the veterans' community that may have gone unnoticed if it were not for the regularly scheduled meetings.

Fund for Veterans Assistance (FVA)

The Fund for Veterans' Assistance Advisory Committee is a nine member ongoing committee established on Aug. 1, 2008 as part of the General Assistance Grants Strategy (B.1.1). The FVA Advisory Committee was established to evaluate grant applications and make recommendations to the Texas Veterans Commission.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$9,000	\$9,000	\$9,000
Number of FTEs	0.2	0.2	0.2
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$9,000	\$9,000	\$9,000
Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
1 - General Revenue Fund	\$0	\$0	\$0
2 - Fund for Veterans Assistance, 0368	\$9,000	\$9,000	\$9,000
Expenses / MOFs Difference:	\$0	\$0	\$0
Meetings Per Fiscal Year	4	2	4

Assessment of Advisory Committees

Meetings are held as needed in Room 170 of the Stephen F. Austin Building in Austin, Texas where the committee reviews grant applications and produces a funding recommendation for the TVC with respect to General Assistance Grants, Housing for Texas Heroes Grants, Veterans Mental Health Grants, and Veterans Treatment Court Grants.

Most recently, the FVA Advisory Committee recommended \$4.15M in General Assistance 16-A grants and the recommendation was accepted by the Commission and implemented by the FVA. The FVA Advisory Committee presented \$14.5M in grant recommendations to the Commission on May 4, 2016.

TVC personnel provided approximately 350 work hours of support to the FVA Advisory Committee, in the form of preparation of agendas, meeting execution, and minutes, as well as summation and preparation of committee outcomes for presentation to the Commissioners.

All meetings are open to the public, and the public has an opportunity to provide comment at every meeting. Historically at least 50 percent of committee meetings are attended by members of the public, and there has been public attendance at every meeting.

In the opinion of TVC, the committee has met its mission and made substantive progress in its mission and goals. The advisory committee has reviewed over 150 grant applications over the past year, heard presentations from more than 80 potential grantees, and made funding recommendations totaling over \$20M for projects that assist veterans, their families, and survivors across Texas.

This committee has a very specific purpose that is integral to the selection process of Fund for Veterans' Assistance grants, and if abolished, it would impede TVC's ability to fulfill its mission. While awarding FVA grant funds is only a portion of the overall TVC mission, reviewing, scoring, and recommending projects for funding takes a significant amount of time and effort. Without the assistance the FVA Advisory Committee provides the burden would fall on the individual commissioners diverting a significant amount of their time and attention to only a small portion of their responsibilities.

Veterans Employment and Training Advisory Committee

The Veterans Employment and Training Advisory Committee is a nine member ongoing committee established on Dec. 12, 2011 as part of the Veterans Employment Services Strategy (A.1.2). The mission of this committee is to advise the Texas Veterans Commission on methods to improve the quality of life for veterans, their families, and survivors by providing employment services and resources which support and promote job opportunities throughout the state. The committee also works towards identifying employment needs for veterans and strives to improve partnerships with workforce boards as well as recommends training opportunities to enhance marketability of veteran job seekers.

Assessment of Advisory Committees

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$5,000	\$5,000	\$5,000
Number of FTEs	0.2	0.2	0.2
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$5,000	\$5,000	\$5,000
Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
1 - General Revenue Fund	\$5,000	\$5,000	\$5,000
Expenses / MOFs Difference:	\$0	\$0	\$0
Meetings Per Fiscal Year	4	4	4

Meetings are held quarterly in the TVC headquarters conference room at the Stephen F. Austin Building in Austin, Texas including in the early summer, in order to review applications for, and vote on, the TVC Employer of Veterans Awards Program.

TVC personnel provided staff support to the Veterans Employment and Training Advisory Committee, in the form of preparation of agendas, meeting execution, and recording minutes, as well as summation and preparation of committee outcomes for presentation to the Commissioners.

All meetings are open to the public and notices of all meeting are published in the Texas Register. Additionally, the public has an opportunity to provide comment at every meeting. Historically, less than 50 percent of committee meetings are attended by members of the public, and there have been meetings with no public attendance.

In the opinion of TVC, the committee has met its mission and made substantive progress in its mission and goals. The advisory committee is in its second year of involvement in the TVC Employer of Veterans Awards Program, a program that has successfully generated more interest among employers into wanting to hire veterans.

The committee serves the valuable function of bringing together employers who wish to hire veterans and encouraging state-wide employment of veterans, and therefore should remain codified in statute.

If abolished, the loss of the committee would not impede TVC's ability to fulfill its mission, and Veterans Employment Services will remain committed to its goal of assisting veterans in finding employment. However, even when veterans do not work with a member of the TVC staff, the efforts of the Veterans Employment and Training Advisory Committee are reflected in an increase in employers actively seeking to hire veterans – and effort that must continue.

Assessment of Advisory Committees

Veterans Communication Advisory Committee

The Veterans Communication Advisory Committee is a nine member ongoing committee established Dec. 12, 2011, as part of the Veterans Outreach Strategy (A 1.4). The Veterans Communication Advisory Committee facilitates collaboration between the Texas Veterans Commission, veterans, and the public. It also facilitates communication and achieves the mission, vision, and goals of the Committee.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$5,000	\$5,000	\$5,000
Number of FTEs	0.2	0.2	0.2
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$5,000	\$5,000	\$5,000
Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
1- General Revenue Fund	\$5,000	\$5,000	\$5,000
Expenses /MOFs Difference:	\$0	\$0	\$0
Meetings Per Fiscal Year	3	4	4

The Communication Advisory Committee meets quarterly at TVC Headquarters and delivers recommendations on media award nominations and awards for five categories: TV News / Feature; Print News/ Feature; Photojournalism; Radio News/Feature; and Student.

TVC personnel provided approximately 60 work hours of support to Veterans Communication Advisory Committee, in the form of preparation of agendas, meeting execution, and minutes, as well as summation and preparation of committee outcomes for presentation to the Commissioners.

All notices for meetings are posted in the Texas Register and a schedule of all meetings is posted on the TVC website. All meetings are open to the public, and the public has an opportunity to provide comment at every meeting. Historically, there have been instances where less than 50 percent of committee meetings are attended by members of the public, as well as instances where no members of the public attended.

Assessment of Advisory Committees

TVC believes that the actions and scope of the committee’s work is consistent with their authority as defined in its enabling statute and is relevant to the ongoing mission of the agency and is not redundant with other functions of other state agencies or advisory committees.

In the opinion of TVC, the Veterans Communication Advisory Committee has met its mission and made substantive progress in its mission and goals. If abolished, it would not impede TVC’s ability to fulfill its mission, however the need for TCCVS still exists and it should be retained. There is great benefit in facilitating collaboration between the TVC, veterans and the public through the sharing of veteran outreach events, and providing community organizations the opportunity to impact outreach efforts conducted by TVC.

Veterans County Service Officer Advisory Committee

The Veterans County Service Officer Advisory Committee is a nine member ongoing committee that is part of the Claims Representation and Counseling Strategy (A 1.1). The VCSO Advisory Committee is tasked with making recommendations to the Commission regarding training for Veterans County Service Officers (VCSOs) training.

Committee Members' Direct Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	0.0	0.0	0.0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0
Committee Members' Indirect Expenses	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$9,000	\$9,000	\$9,000
Number of FTEs	0.2	0.2	0.2
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$9,000	\$9,000	\$9,000
Method of Financing	Expended	Estimated	Budgeted
	Exp 2015	Est 2016	Bud 2017
1 - General Revenue Fund	\$9,000	\$9,000	\$9,000
Expenses / MOFs Difference:	\$0	\$0	\$0
Meetings Per Fiscal Year	4	4	4

Assessment of Advisory Committees

The committee meets four times a year including at TVC conferences and other locations as needed. The committee has no requirement to produce any deliverables or tangible outputs.

TVC personnel provided approximately 48 work hours of support to the VCSO Advisory Committee, in the form of preparation of agendas, meeting execution, and minutes, as well as summation and preparation of committee outcomes for presentation to the Commissioners.

All notices for meetings are posted in the Texas Register and a schedule of all meetings is posted on the TVC website. All meetings are open to the public, and the public has an opportunity to provide comment at every meeting. Historically there have been instances where less than 50 percent of committee meetings are attended by members of the public, as well as instances where no members of the public attended.

TVC believes that the actions and scope of the committee's work are consistent with their authority as defined in its enabling statute and are relevant to the ongoing mission of the agency and is not redundant with other functions of other state agencies or advisory committees.

In the opinion of TVC, the VCSO Advisory Committee has not made substantive progress towards its missions and goals, but should be retained. The committee has not provided much in the way of constructive input and, if abolished it would not impede TVC's ability to fulfill its mission. However, the need for the VCSO Advisory Committee still exists, and considering recent changes in Claims leadership and appointment of new committee members, there are benefits to its retention.



