



# TEXAS VETERANS COMMISSION

*Helping Veterans Starts Here*

# STRATEGIC PLAN

Fiscal Years 2023 - 2027





TEXAS VETERANS  
COMMISSION

# STRATEGIC PLAN

Fiscal Years 2023 - 2027

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


June 2022


**Member**

Laura Koerner, Chair  
Kevin Barber, Vice Chair  
Kimberlee Shaneyfelt, Secretary  
Mike Hernandez, Member  
Mary Dale, Member

**Date of Term**

December 31, 2023  
December 31, 2027  
December 31, 2023  
December 31, 2025  
December 31, 2025

Signed:   
\_\_\_\_\_  
Laura Koerner, Chair

Signed:   
\_\_\_\_\_  
Thomas Palladino, Executive Director



# TEXAS VETERANS COMMISSION

*"Helping Veterans Starts Here"*

## Mission

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 (TVC) will:

- Provide quality service through nine program areas: Claims, Veterans Employment Services, Veterans Education, Communications and Veterans Outreach, Veteran Entrepreneur, Health Care Advocacy, Veterans Mental Health, Women Veterans, and the Fund for Veterans' Assistance.
- Provide quality services through a dedicated, professional, and well-trained workforce.
- Connect with all veterans across the state, and tailor its service to meet veterans' needs and the needs of their families and survivors.
- Coordinate efforts between TVC's nine programs, and among federal, state, and local government agencies and other veteran-service organizations.
- Ensure that Texas veterans achieve and maintain the highest quality of life and well-being through its advocacy and dedication to veterans' services.
- Provide exemplary customer service to veterans, their families, and survivors through TVC's core values of Professionalism, Integrity, Compassion, Commitment, and Teamwork.

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**TEXAS VETERANS  
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# **Agency Goals and Action Plan**

**Assist Veterans with Receiving Benefits**



## **GOAL A**

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

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## **CLAIMS DEPARTMENT**

TVC Claims Department provides one-on-one personalized assistance to Texas veterans as well as 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 is accomplished through claims benefit representation, State Strike Force teams, Fully Developed Claims (FDC) teams and robust training programs.

Claims Benefit Advisors (CBAs) are accredited by the VA to represent veterans throughout the process of applying for veterans' benefits. Claims Benefit Advisors must possess a high degree of competency in the medical field and be experts in interpreting VA administrative law. The Department continues to work to maximize the compensation and pension benefits received by veterans and survivors with the minimum staff needed. In fiscal year 2021, the program brought \$4.57 billion into the state of Texas through recovered benefits for veterans and their families. This was accomplished by representing 239,201 veterans with 133 full-time employees and 267 Veterans County Service Officers (VCSOs) and their assistants. In 2015, the Claims Department reorganized into four districts, from the previous two VA regions, to decentralize program services in the state and ensure equal coverage and efficiency in the provision of services to Texas veterans. In fiscal year 2020, the Department increased its rural presence by adding nineteen Claims Benefit Advisors, which opened ten new full-time offices throughout the state, bringing the total full-time offices to 48 and two part-time offices. In Fiscal year 2022 the Frank M. Tejada VA Outpatient facility closed, to relocate its services to the new Northwest San Antonio VA Healthcare Center. The Claims Department is committed to achieving its performance measures, and through continuous education, remaining up to date with VA rules and regulations.

With the utilization of the Texas Veterans Commission (TVC) website and increased use of agency social media platforms and traditional media, the Claims Department will strengthen its presence to ensure veterans, their families, and survivors obtain benefits they have earned and deserve.

### **Claims Assistance**

Claims Benefit Advisors assist veterans by filing benefit claims with the VA, including service-connected disability compensation, dependency, indemnity compensation, and non-service-connected pension claims. Claims Benefit Advisors will continue to file fully developed claims (FDCs) with the VA for expedited rating decisions. To maximize the number of FDC claims filed in Texas, FDC advisors are located in offices throughout the state.

In representing veterans in the claims' process, Claims Benefit Advisors:

- Interview veterans and their families concerning their potential claims and benefits;
- Review, consider, and advocate for laws and regulations that apply to the facts of the individual's claim;
- Request and compile medical information and other evidence necessary to demonstrate the applicant's entitlement to the benefits claimed;
- Prepare, submit, and track the application filed with the VA for benefits;
- Advocate on behalf of the claimant throughout the application process;
- Represent appeals' 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 who are receiving mental health care;
- Assist nursing home residents and veterans' dependents in applying for VA pension or compensation benefits;
- Assist incarcerated veterans with their benefit applications; and
- Provide advice to Texas' Veterans Treatment Courts on VA benefits and entitlements.

### **Case Management System**

TVC acquired and implemented the VetraSpec electronic case management system in 2017. The decision to transition from a paper-based system to VetraSpec has proved invaluable, as it has allowed all claims for benefits to be submitted directly to the VA electronically, virtually eliminating the need for paper applications and the need to retain and maintain paper copies of confidential evidence submitted by Texas veterans in support of their claims. Further, VetraSpec permits CBAs and VCSOs to track the status of any claim where TVC has Power of Attorney (POA) and to establish veterans' POAs instantly, significantly decreasing the effort and time to submit and process VA claims. The decreased clerical requirements have permitted CBAs and their support staff to assist more veterans than before, when TVC was tied to a paper-based system. Additionally, the new system allows remote access to VA claims' status and provides access to veterans' POA from any computer with internet access. This not only increases efficiency, but also allows Claims personnel to be more mobile and accessible to Texas veterans. The transition was especially integral in enabling TVC to continue efficient and seamless services to veterans during the COVID-19 pandemic and state-wide shutdown.

### **State Strike Force Teams**

The State Strike Force team works to reduce the federal backlog of veterans' claims for disability benefits. The team also performs rating reviews to ensure that the veteran receives a rating commensurate with the evidence submitted with the claim. The team works in VA regional offices located in Waco and Houston where they also complete a review of appeals while reviewing files for accuracy. In addition, the team will assist veterans and CBAs/VCSOs in preparing and requesting evidence necessary for claims and appeals.

### **Fully-Developed Claims (FDC) Teams**

The TVC Fully Developed Claims (FDC) Team continues to file fully developed claims (FDC) to the Veteran Benefits Administration (VBA) for expedited rating decisions. They are located in the four TVC Claims districts and the Waco and Houston VA Regional Offices. The teams complete a review of claims to ensure they meet VBA standards to be filed as FDC.

### **Veteran County Service Officer (VCSO) Training**

TVC is statutorily required to provide annual VA accreditation and certification training to the network of VCSOs towards VA accreditation. VSCOs may utilize TVC's training to meet their statutory training requirements at no cost; however, VSCOs have the option to use VA-approved third-party training to meet statutory training requirements.

In a cost-effective manner, TVC will continue to offer initial training to new VCSOs, and annual certification and accreditation training through regional, in-person and online training. The



Claims Department constantly evaluates training programs and seeks new innovative ways to offer more effective training.

**Appointment Services**

In order to meet the needs of veterans, survivors, and their dependents during COVID through remote services, Claims Department began utilizing a new online appointment software for individuals to schedule appointments for remote services (and In-Office, as those services become available). Veterans throughout the state can schedule appointments for assistance with a Claims Benefit Advisor online 24-hours a day, 7-days a week (<https://www.tvc.texas.gov/claims/appointments/>).

# **VETERANS EMPLOYMENT SERVICES DEPARTMENT**

Veterans Employment Services (VES) assists veterans with finding long-term and meaningful employment by conducting job matching services for employers and providing individualized career services to veterans with significant barriers to employment. To accomplish this objective the Department of Labor (DOL) Jobs for Veterans State Grants (JVSG) program, as authorized by 38 U.S.C. §4102A(b)(5), provides funding to hire Disabled Veterans' Outreach Program Specialists (DVOPS), Local Veterans' Employment Representatives (LVERs), and Consolidated Position (CP) staff. Additionally, the State of Texas general revenue fund supports the hiring of Family Career Advisors (FCA). TVC VES staff operate across 28 Workforce Boards within American Job Centers, various Veteran Service Organizations, or military installations.

In Texas, Disabled Veterans' Outreach Program Specialists (DVOPS) are called Veteran Career Advisors (VCA), Local Veterans' Employment Representatives (LVERs) are called Veterans Employer Liaisons (VEL), and Consolidated Position staff are called Rural Veteran Career Advisors (RVCA).

VES works in conjunction with the Texas Workforce Commission (TWC) to provide eligible veterans and qualified individuals Priority of Service in accordance with priorities determined by the Department of Labor. Trained staff assist veterans with preparing job applications and résumés, performing job matches and job searches, and providing a variety of other employment services.

VES's primary goals, which contribute significantly to economic growth in Texas, are to:

1. Match qualified veteran jobseekers with the best career opportunities available;
2. Fulfill employers' needs for a qualified workforce; and
3. Increase awareness and expand career opportunities through apprenticeship programs.

**Veterans Employment Services executes four major functions:**

## **1. Veterans Career Resources**

DVOPs/VCA's provide individualized career services through job coaching and career guidance to eligible veterans and qualified spouses facing significant barriers to employment. Services provided include:

- Job coaching;
- Supportive service referrals;
- Transition assistance;
- Résumé and application assistance;
- Job search technique training;
- Job posting referrals;
- Work Opportunity Tax Credit pre-certification;

- Job Clubs;
- Post-employment follow-up;
- VA Veteran Readiness & Employment (VR&E) Orientations; and
- Soldier Recovery Unit briefings.

## **2. Veteran Recruitment**

LVERs/VELs promote the benefits of and advocate for the hiring of veterans within the local community. VELs build partnerships with employers, nonprofit organizations, and organizations that provide services to veterans and their families. Services provided include:

- Veterans' preference program assistance;
- Career fairs;
- Hiring events;
- Hiring authorities' training;
- Job posting development;
- TVC Employment Services liaison assistance; and
- Work Opportunity Tax Credit pre-certification.

## **3. Veteran Career & Recruitment Services**

CPs/RVCAs promote the benefits of both Veterans Career Resources and Veteran Career Recruitment Services listed above with a focus on serving veterans in rural communities.

## **4. Family Employment Services**

FCAs provide job-coaching services to veterans, active-duty service members, their spouses, and family members. Services provided include:

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

The organizational structure of VES creates a distinct chain of command with span of control over the four functions. The VES Director and Operations Manager, located at TVC headquarters in Austin, provide guidance and direction to five district managers, who are geographically assigned to manage frontline staff in a designated portion of the state. Each manager is supported by district supervisors who perform daily supervisory and quality control duties. Supplementing the supervisors are coaches who mentor and train VES staff.

# **VETERANS EDUCATION DEPARTMENT**

The Veterans Education Department (VetsEd) is responsible for the oversight and administration of two programs focused on veteran education benefits and programs:

1. **Federal Benefits:** As a partner with the Department of Veteran Affairs, VetsEd functions as the State Approving Agency (SAA) and provides opportunities for VA beneficiaries to obtain training and education under the GI Bill®.
2. **State Benefits and Veteran Services:** As a department within the Texas Veterans Commission, VetsEd aids public institutions of higher education and veterans or family members with:
  - the administration of the Hazlewood Tuition Exemption;
  - the administration of the Education Coordinator Program; and
  - the administration of the Veterans Education Excellence Award Program.

## **Federal Benefits**

The VetsEd department serves as the SAA for the state of Texas and works to maximize the education and training opportunities for eligible veterans and family members. The SAA reviews and approves university, college, on-the-job training, apprenticeship, vocational and technical training programs for delivery under the GI Bill®. These approvals are aligned with the requirements and allowances provided in Title 38 of the United State Code and applicable state laws for offering such programs.

The SAA program receives federal funding through an annual agreement with Department of Veteran Affairs (VA), Education Services. Each year the SAA's performance is reviewed by a Joint Peer Review Group, comprised of VA representatives and SAA representatives selected across the nation, which provides a rating of each state's performance.

The SAA's roles and responsibilities include:

- Reviewing programs of education and training for alignment with the requirements of Title 38, United States Code; appropriate accrediting and licensing bodies; the financial stability of the educational institution or training facility; and the quality of the training program.
- Approving programs of education or training within the state, allowing eligible persons to utilize GI Bill® benefits.
- Evaluating institution policies and procedures to determine compliance with federal and state rules and statutes associated with the GI Bill® and veteran education benefits.
- Conducting on-site visits to determine quality and compliance; providing technical assistance to certifying officials and responsible parties; and ensuring compliance with federal and state criteria for operation and as a post-secondary school or training facility.
- Training school officials on policies and procedures associated with the certification of VA education benefits; advocating for and aiding veterans and families; and participating in outreach events that create awareness of and interest in providing programs under the GI Bill®.

## **State Benefits and Veteran Services**

### ***Hazlewood Tuition Exemption***

The VetsEd department oversees and assists with the administration of the Hazlewood tuition exemption, which provides eligible Texas veterans, spouses, and children with up to 150 hours of tuition exemption at public institutions of higher education (IHEs) within the state.

Applicants can obtain an exemption application either from the IHE or by visiting the Texas Veterans Commission website, which provides instructions and resources for submitting the Hazlewood exemption application and supporting documentation to a public institution of higher education as part of the institution's admissions application process.

The Veterans Education Department provides technical assistance to public institutions of higher education with the review and evaluation of military service records (DD-214s), the use of VA educational and Hazlewood benefits, and the reporting of Hazlewood exemption awards and utilization by those institutions.

### ***Education Coordinator***

The Education Coordinator engages institutions of higher education throughout Texas to create and enhance awareness of veteran educational programs and benefits; encourages the use of those benefits; and encourages IHEs to create programs to provide a variety of veteran-focused services and assistance to veterans (e.g., employment and claims assistance services).

The Coordinator and VetsEd assist IHEs by sharing information, resources, and best practices as it pertains to policies, plans, and procedures that create opportunities for success of veterans and their family members in their academic careers.

The Education Coordinator and VetsEd further assist in developing and maintaining veteran-focused support programs with IHEs and community partners. They create awareness of veteran education benefits, needs, resources, and successes as partners in publicity campaigns, community outreach and resource events, and engage education officers at military installations. They collaborate with institutional agencies and community partners to provide education and ancillary services in a supportive environment.

### **Veterans Education Excellence Recognition Award Program**

The TVC administers an award program to recognize public IHEs that provide exemplary services to veteran students, and which contribute to the students' overall academic success.

Eligible IHEs are evaluated on existence and quality of twelve criteria associated with providing education and delivering services to veterans and their family members. The criteria include evaluation of services available to veteran students to include admission and enrollment policies; availability of gathering and study spaces; an identified point of contact within the IHE; new student orientation; academic support services; mental health and disability services; housing policies; faculty and staff training as it relates to veteran student concerns; career services; student organizations; and U. S. Department of Veterans Affairs work study programs.

Institutes of higher education may submit a self-nomination application for recognition between November and April of each fiscal year. Nomination applications will be reviewed by an awards committee comprised of TVC staff members. One of three levels of recognition may be awarded: Gold Level for Distinguished Services; Silver Award for Superior Services; or Bronze Level for Excellent Services.

<sup>1</sup>GI Bill® is a registered trademark of the U.S. Department of Veterans Affairs (VA). More information about education benefits offered by VA is available at the official U.S. government website at <https://benefits.va/gibill>.

# **COMMUNICATIONS & VETERANS OUTREACH DEPARTMENT**

The Communications and Veterans Outreach Department provides awareness, engagement, outreach, and resource information of services provided by the TVC and Veterans County Service Officers (VCSOs). The Outreach Department aims to ensure Texas veterans and their family members, and survivors are aware of the benefits and services earned through military service.

The Communications and Veterans Outreach Department maximizes the reach and return on investment by utilizing the following efforts; 1) Community Outreach Campaign; 2) Media Relations; 3) Social Media Platforms; 4) Electronic and Printed Publications; 5) Outreach Events; and 6) a joint call center operated in partnership with the Veterans Land Board. These efforts are cost-effective methods that allow for rapid communication and engagement.

## **1. Community Outreach Campaign:**

- Collaborate with, and/or contract with, community-based or nonprofit organizations, as well as to solicit and accept gifts and grants to fund the community outreach campaign.

## **2. Media Relations:**

- Plan, create, and distribute press releases to the veteran population and the general public via national, state, and local media channels.
- Coordinate and conduct media interviews via national, state, and local media channels.
- Plan, create, and distribute regional radio programming that includes relevant veteran topics, veteran benefits and services, and upcoming veteran-centric events.

## **3. Social Media:**

- Utilize social media platforms to disseminate relevant veteran information, veteran benefits and services, and upcoming veteran-centric events via Facebook, LinkedIn, Twitter, Instagram, and YouTube.

## **4. Print and Electronic Publications:**

- Create and distribute a monthly electronic newsletter that includes relevant veteran topics, veteran benefits and services, and upcoming veteran-centric events.
- Create and distribute an annual report with emphasis on agency successes including legislative and policy updates that affect federal, state, and local veteran benefits and services.
- Create and distribute print and electronic guides of state veterans' benefits and burial booklets in even numbered years to VCSO's and to state and federal military installations in Texas.

## **5. Outreach Events:**

- Coordinate and participate in outreach events including 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.

**6. Call Center:**

- Support the Veterans Land Board Joint Call Center through funding and training to connect veterans with information regarding the Texas Veterans Commission's programs and services.



## **VETERANS ENTREPRENEUR PROGRAM**

The Veteran Entrepreneur Program offers a comprehensive list of business consulting services to Veterans, their family members, and survivors, beginning with business ideation phase through business exit and/or closure. These services are delivered to VEP clients via one-on-one counseling and through joint participation in seminars and training workshops with federal, state, and local partners. Veteran Business Consultants travel across the State of Texas, to conduct outreach activities with TVC sister programs, facilitate business training sessions, and meet with members of the local veteran entrepreneur community.

### **Veteran Entrepreneurship Outreach and Advocacy**

The Veteran Entrepreneur Program team serve as a liaison between entrepreneurs and statewide programs that advance small business and economic development in the small business community. Program staff advocate for entrepreneurship to increase public awareness about the needs of veteran business owners and make legislative recommendations to address issues that impact the veterans business community. Additionally, VEP provides recommendations to agency leadership to help advance substantive change in securing benefits and services for veteran entrepreneurs.

### **Bridge Resources**

To foster and promote the growth of entrepreneurs, the Veteran Entrepreneur Program connects with local resources to support veteran-owned businesses. VEP partners with local, state, federal, and private agencies that offer complementary assistance to deliver economic impact in the communities where veterans and families live and operate businesses. VEP also acts as a bridge to public and private sector certification processes. These include the Statewide Historically Underutilized Business Program-HUB, VA SDVOB and VOSB certifications, and the Women-Owned Small Business Certification, offered through city Supplier Diversity Councils. These partnerships deliver diversity-driven procurement opportunities, promote minority-owned business ownership, and improve economic development for veteran-owned businesses.

### **Business Mentorship**

The Veteran Entrepreneur Program's business consultants mentor veterans on many topics including access to capital, marketing, government contracting, business plan development, copyright and patent support, mergers and acquisitions, and other areas specific to their business needs. On occasion, consultants may invite state, federal, and private sector resources to co-mentor veteran business owners, furthering business skills and education.

### **Modern Technology**

The Veteran Entrepreneur Program uses the Salesforce Customer Relationship Management System for data collection. The CRM tools generates qualitative and quantitative reports used in performance metric tracking. Future upgrades may consist of enhanced automation with a simplified user interface.

### **Business Mentorship**

The Veteran Entrepreneur Program's veteran business consultants provide one-on-one business mentorship to assist and educate veterans in the field of entrepreneurship. Business consultants may coach veterans on access to capital, marketing, government contracting, copyright and patent support, and mergers and acquisitions that are shaped by industry expectations. The veteran business consultants work in partnership with state, federal and private resources on individual cases to co-mentor and develop business skills and education for the veteran entrepreneur and business owner.

### **Modern Technology**

The Veteran Entrepreneur Program seeks opportunities to improve and update the current Salesforce customer relationship management system to reshape data collection and report metrics that support qualitative reports. Upgrades to the current system will consist of automating workflows as appropriate to reduce redundancy and simplify user interface, with the eventual goal of establishing a virtual community for external users such as veteran entrepreneurs, business owners, and partner resources.

## **HEALTH CARE ADVOCACY PROGRAM**

The Health Care Advocacy Program (HCAP) provides Texas veterans seeking health care at the Veterans Health Administration (VHA) clinics and hospitals with alternatives through which patients can seek solutions to problems, concerns, and unmet needs. In cooperation with U.S. Department of Veterans Affairs (VA) health care providers and support staff, HCAP personnel work with the VA health care staff to resolve patient concerns and prevent issues by identifying existing and potential problems and suggesting solutions or alternative options. HCAP staff also assist with constituent inquiries and public relations to increase community and veteran awareness of VHA health care resources and services.

The HCAP is completing its seventh year of productivity, having recently expanded from fourteen (14) to twenty-seven (27) authorized full-time positions. The department has established sound performance measures and implemented a continuous improvement strategy. The HCAP executes training on a continuous basis to maintain compliance with VA updates, rule changes, and regulations across the health care spectrum. They continually evaluate the procedures in place, and search for innovative ways to offer more effective and efficient training.

### **Advocacy**

The HCAP staff addresses health care concerns by working with VHA health care providers and support staff throughout the medical centers to resolve patient concerns and prevent issues. Health Care Advocates (HCAs) assist patients in understanding their rights and responsibilities. Staff are strategically positioned in VA facilities and nearby offices across the State of Texas to address issues involving VHA resources. The VHA, county organizations, and Institutes of Higher Learning (IHL) facilities have provided office space, equipment, and IT support within their facilities free of charge. Upon presentation of an appropriately completed VA Form 10-5345 (*Request for and Authorization to Release Medical Records or Health Information*), the VHA grants access to veterans' 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 the efforts of the HCAP personnel to the best of their abilities. HCAs assist veterans in obtaining health care services within the local community as well; this may include non-VA health care providers as designated in programs such as the Veterans CHOICE Program and the MISSION Act.

When patients must secure or change appointments, HCAs help guide the patient through the extensive operations of the medical center and the specific treatment teams, recognizing any discrepancies or inconsistencies which exist in securing or changing said appointments. When veterans have complaints and grievances, the HCAP advocates for patients and those who speak on behalf of veterans.

The HCAP works to resolve veteran's VA health care related billing issues by working with the VA to correct instances of improper billing, and by assisting community care medical providers with delayed payments. HCAP educates veterans and their families on their responsibilities, if the VA is billing the veteran for health care services.

HCAP engages in public relations projects to increase community and veteran awareness of health care services, resources, benefits, and entitlements. HCAP staff connect with and use

local resources to maximize impact and improve veteran health care outcomes.

### **Prescription Assistance and Testing**

Pharmacy and medication assistance are provided to veterans, their families, and representatives by recognizing and removing institutional barriers to health care. HCAP assists patients in obtaining the correct pharmaceutical formulary recommended to address specific health care needs. HCAP ensures the veteran receives appropriate medical tests and lab work from local health care teams within medical systems as part of the development of a long-term care plan to optimize health.

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

### **Community Referrals**

HCAP also provides the veteran with community referrals for non-health care related issues, connecting the patient with veteran advocates, service providers, and stakeholders. Advocates will ensure that the veteran has a voice in identifying community goals and resolving issues at the local level, potentially improving service delivery for veterans and their families. HCAP enables veterans to easily identify and reach resources available to them within their local communities. The Health Care Advocacy Program assists veterans and their families in gaining access to health care facilities and resolving patient concerns and issues.

## **WOMEN VETERANS PROGRAM**

The Women Veterans Program (WVP) ensures that the women veterans of Texas have equitable access to federal and state veterans' benefits and services. The WVP is intended to bridge the gap between Texas women veterans and the services and benefits they have earned through their military service. 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.

WVP focuses on increasing awareness of the needs of women veterans, assists in improving and creating services, and identifies 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.

No later than November 1<sup>st</sup> of even numbered years, WVP submits a report to the governor, lieutenant governor, and legislature. The report includes the estimated number of women veterans in the state of Texas, the number of women veterans who contact the commission for assistance, and the number of women veterans who receive assistance from the Texas Veterans Commission (TVC), the Texas Workforce Commission, the Department of State Health Services, and other state agencies. Additionally, the report includes any recently identified unique problems women veterans face, and recommended policy proposals, initiatives, and funding levels to address those problems.

### **Outreach**

The WVP informs women veterans about the 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:

- Claims
- Education (i.e., Hazlewood Act, Montgomery GI Bill®, and Post 9/11 GI Bill®)
- Employment
- Health Care Advocacy
- Mental Health, Military Veteran Peer Network, Peer-to-Peer Support; and
- Veteran Entrepreneur Program

### **Education**

The WVP, in coordination with federal, state, county, municipal, and private agencies, plans and conducts conferences, seminars, training workshops, and state-wide community events to:

- Improve the awareness of women veteran's eligibility for federal and state benefits and services;
- Assess the needs of women veterans with respect to benefits and services; and
- Connect women veterans to those agencies that meet the needs of women veterans.

### **Recognition**

The WVP creates public awareness by recognizing and honoring the women veterans of this state and women who serve in the military through various outreach activities and events to

include annual women veterans community outreach campaigns and Women Veterans Day events. The events and outreach increase the number of women veterans who identify as a veteran and improves women veterans' awareness of their eligibility for benefits, services, and opportunities.

## **VETERANS MENTAL HEALTH DEPARTMENT**

The Veterans Mental Health Department (VMHD) is focused on ensuring access to competent mental health services for service members, veterans, and their families. VMHD accomplishes this task by providing training, certification, and technical assistance across Texas. In addition to connecting veterans in need directly to local services, VMHD also works with partners at the national, state, and local level to address veteran-specific issues including suicide prevention/intervention, veteran homelessness, military cultural competency, peer support services, military-related trauma, women and rural veterans, and justice involvement. Across all programming, VMHD is fortunate to have the broadest definition of veteran regardless of discharge status, branch of services, or having served one day or a career. All services including training, technical assistance, and direct services provided across VMHD programming are offered freely to all who are in need.

**Military Veteran Peer Network (MVPN):** The MVPN is made of TVC-Certified Peer Service Coordinators and their peer volunteers strategically placed within the local mental health authorities across Texas to create a statewide peer-to-peer network for any service member, veteran, or family member. The MVPN provides services including direct peer-to-peer support, training on suicide prevention and military cultural competency, coordination of mental health first aid, and warm-handoffs to local resources based on the individual needs of the veteran and family.

**Justice Involved Veteran (JIV) Program:** The JIV Program works to improve veteran services across the entire criminal justice continuum. The JIV Program Managers serve as resources to provide technical assistance and training to all Veteran Treatment Courts across Texas. The JIV Program also partners with the local and state law enforcement to deliver officers relevant training such as trauma affected veterans and crisis intervention strategies. JIV Coordinators also collaborate with the local jail and state prison systems to better ensure that incarcerated veterans have access to veteran-specific services and programming.

**Veteran Provider Program:** The aim of the Veteran Provider Program is to offer licensed clinicians and any mental health professionals with training and technical assistance aimed at promoting military cultural competency. Based on the unique mental health needs of the veteran community, the Provider Program offers training tailored to the needs of the audience as it relates to suicide prevention, lethal means restriction, military traumas, and evidence-based practices. The Provider Program also oversees technical assistance to a team of veteran counselors focused on providing evidence-based treatments to trauma affected veterans in rural settings.

**Community & Faith-Based Partner Program:** The intent of the Community & Faith-Based Partner Program is to involve stakeholders and faiths of all denominations in developing and implementing strategies to support the wellbeing of veterans and their families at the local level. In addition to training and technical assistance, this aim is accomplished through the implementation of the Faith & Allegiance Initiative.

**Homeless Veteran Initiative:** Additionally, given the overlap between mental health needs and advanced risk for homelessness, VMHD is tasked with leading TVC's Homeless Veteran Initiative which aims to reduce veteran homelessness in both urban and rural settings across

Texas. Homeless Veteran Coordinators work to help veteran families experiencing or at risk of experiencing homelessness to find and access local, state, and federal resources.



# Agency Goals and Action Plan

## Fund Direct Services to Veterans

### GOAL B

The Texas Veterans Commission will provide grant funding to community nonprofit organizations and units of government to fund direct services to veterans in the areas of General Assistance, Mental Health, Housing, and Veteran Treatment Courts.

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# **FUND FOR VETERANS' ASSISTANCE**

## **Fund for Veterans' Assistance (FVA) Grants**

The Fund for Veterans' Assistance (FVA) provides 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 services to veterans, their families and surviving spouses. The FVA grant programs and services provided by grant funding are defined periodically by statewide and regional veteran needs assessment studies.

### **FVA Grant Program Goals:**

1. Provide support, services, and resources to veterans, their families, and surviving spouses where they live to improve their quality of life and strengthen their connections and integration with their communities.
2. Responsively serve eligible beneficiaries to meet acute and chronic needs.
3. Provide grant-funded services and resources that have measurable, positive outcomes.
4. Ensure grant-funded projects are available to veterans, dependents, and surviving spouses across the state.
5. Ensure a diversity of grant-funded services are available within geographic regions.
6. Fully fund grant projects that support the Fund's overall and specific program goals approved by the Commission.

### **The General Assistance Program.**

- **Employment Support:** This category includes job skills and training programs, trade school education program not longer than 6 months, tools and uniforms, job search and placement services and other employment-related services. This category provides resources that support veterans to prepare for, secure, and maintain employment, and provides transition assistance for service members and families entering civilian workforce.
- **Financial Assistance:** Financial aid that is temporary in nature to provide emergency assistance to veterans who can demonstrate financial need. This category includes rent/mortgage payments, utility payments, transportation assistance, food vouchers, child-care, assistive technology, restorative dental care, funeral expenses, and other things that support veteran families. Medical expenses and child support payments are not qualifying examples of financial aid. Gift cards, pre-paid gas cards, other pre-paid service cards, cash or cash equivalents are not allowable. Services may not include Mental Health components. Financial assistance payments shall not cover more than six months.
- **Homeless Veteran Support:** Supportive services to address acute and chronic conditions underlying the veteran's homeless status, and to support veterans who are homeless, at risk of becoming homeless, or have transitioned out of their homeless status. Services include: shelter programs, transitional housing (HUD/VASH), temporary housing, rapid re-housing programs, financial support for rent, utility payments (electric, water, gas, garbage, internet, and cell phone service) & essential needs, social programs, food & hygiene pantry services, food voucher services, household goods services, employment support, transportation assistance, assistive technology, and other qualifying resources identified through case management, such as counseling, peer-supportive services, or

mental health treatment.

- **Pro Bono Legal Services:** This includes civil legal services provided at no cost to veterans, active-duty members of the United States Armed Forces, and members of the state military forces. This service category does not include the costs for hosting or coordinating legal services clinics, criminal defense or Veterans Courts as defined in the Texas Government Code, Chapter 124.
- **Referral Services:** This category includes those programs that provide information and referral programs.
- **Supportive Services:** This category is for services and activities that provide support for veterans and their families to enable stability and promote veteran family integration with the community. This category includes financial assistance, elder care, food delivery programs, financial counseling, case management, youth programs, family service programs, reintegration, veteran homelessness prevention, and deployment readiness programs. Pre-paid service cards, such as gas, groceries, and department store-related cards are not allowable. Services may include Mental Health components if governed through case management. Financial assistance provided through Supportive Services can be provided for the duration of the grant period (12 months) if veteran need is confirmed and tracked through case management.
- **Transportation Programs & Services:** This service category is for assisting organizations that provide a transportation service to the veteran beneficiaries in their local area, county or region. Transportation service programs funded by this grant should provide transportation to/from medical, dental, mental health appointments; and transportation in support of basic needs (grocery stores, 24-hour care, community meetings, voting, court appearance, and tax offices). Gift cards, pre-paid service cards, such as gas, groceries, and department store-related cards, cash or cash equivalents are not allowable. Transportation to/from social visits, gatherings or events, political campaigns or public demonstrations are not allowed.
- **Veteran Small Business Support:** This service category is for eligible organizations and units of local government that support veterans in stabilizing or growing their 100% veteran-owned business for the purpose of maintaining self-employment.

**The Veterans Mental Health Program.** The Veterans Mental Health (VMH) Grant Program is comprised of two service categories that collectively provide counseling and treatment to veterans and their families in addressing diagnosed conditions to improve their quality of life, relationships, outlook, and successful integration with their communities.

- **Clinical Counseling Services:** Services and treatment that include evidence-based practices (EBP) for diagnosed conditions or co-occurring conditions including but not limited to: (a) trauma and stress related disorders; (b) anxiety disorders; (c) mood disorders; (d) suicide ideation and behaviors; (e) substance use disorders; (f) concerns related to identity; (g) adjustment disorders; and (h) marriage/family/relationship concerns. Integrative therapies, non-clinical services and other activities that complement or support EBP modalities can be

included in TVC funded mental health programs & services if they are supervised under the licensure of a licensed mental health professional (LMHP).

- **Peer-Delivered Services:** Services based upon the premise that an individual with a “lived experience,” in this case military service, is uniquely able to contribute to the rehabilitation and recovery of those needing services. This category includes services that are provided to veterans and their families in a non-clinical environment from trained/certified individuals and include but not limited to: operation of Peer Networking centers, support groups, information and referral services, advocacy, technical assistance, life skills training, and other direct services. Peer-support services must be supervised by certified peer specialists, social workers, and/or pastoral counselors. Non-trained/certified mentors and volunteer sponsors with shared experiences can provide services under the supervision of a trained/certified peer services provider.

### **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 a Requests for Applications (RFA) once per year.

### **Competitive Awards**

All FVA grants are competitive awards and are publicized to eligible organizations throughout the state via different means. The Request for Applications (RFA) is posted in the Texas Register, on Texas eGrants, the Texas Veterans Commission (TVC) website, and agency social media.

### **Selection Process and Priorities**

The 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 TVC Commissioners based on established service category priorities. The TVC Commissioners determine the service category priorities from year to year based on the statewide needs assessment performed based on Texas Government Code 434, Section 017, paragraph c.1. The TVC Commissioners approve the final funding decisions during the third quarter Commission meeting (usually in May).

### **Housing for Texas Heroes (H4TXH) Grants**

The FVA provides grants to nonprofit organizations, veteran service organizations, and units of local government that assist veterans, their families and surviving spouses to maintain, or improve housing with funds from the FVA and other funding provided by the legislature.

**The Housing for Texas Heroes Program provides home modifications and home repair for veterans and their families. The limit per veteran household is \$20,000 and includes projects such as:**

- a. Home modification projects to home to improve accessibility and quality of life for independent living (walkways, ramps, sliding doors, handrails, kitchen, and bathroom modifications)
- b. Home repair (plumbing, electrical, interior walls, flooring, lighting)
- c. Weatherization (doors, windows, siding, roofing)

### **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 a Requests for Applications (RFA) once per year.

### **Competitive Awards**

All H4TXH grants are competitive awards and are publicized to eligible organizations throughout the state via different means. The Request for Applications (RFA) is posted in the Texas Register, on Texas eGrants, the Texas Veterans Commission (TVC) website, and agency social media.

### **Selection Process and Priorities**

The 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 TVC Commissioners based on established service category priorities. The TVC Commissioners determine the service category priorities from year to year based on the statewide needs assessment performed based on Texas Government Code 434, Section 017, paragraph c.1. The TVC Commissioners approve the final funding decisions during the third quarter Commission meeting (usually in May).

### **Veteran Treatment Court Grants**

The Veterans Treatment Court (VTC) Grant Program supports eligible units of local government in providing services through Veterans Treatment Court (VTC) programs established under Texas Government Code §124.001-.006. Grant funding is intended to support rehabilitation for justice involved veterans to best prepare them for reintegration with their communities. Grant funding for Veteran Treatment Courts can be applied to reimburse the following VTC program expenses:

- a) Substance abuse detection including, but not limited to: SCRAM, Breathalyzer, Urine/Blood tests, skin patches, ankle detection devices.
- b) Probation Officers.
- c) Bailiff (when providing services for the VTC).
- d) Program/Court Coordinator.
- e) Licensed Mental Health providers and/or counselors applying evidence-based practices.
- f) Life Skills and Community Integration training programs.
- g) Financial Assistance for mortgage, rent, and utilities (electric, water, gas, garbage, internet, and cell phone service) for veterans while participating in the program (graduates of VTC programs serving extended probation periods not eligible).

h) Transportation assistance (bus passes, ride-share & cab fare) while participating in the program.

i) Substance Abuse Treatment (inpatient and outpatient).

j) BIP/DV/Anger Management programs; and

k) other expenses that provide or support client services

### **Eligibility**

Eligible grant applicants are units of local government. The FVA publishes a Request for Applications (RFA) once per year.

### **Competitive Awards**

Veteran Treatment Court grants are competitive awards and are publicized to eligible organizations through- out the state via different means. The Request for Applications (RFA) is posted in the Texas Register, on Texas eGrants, the Texas Veterans Commission (TVC) website, and agency social media.

### **Selection Process and Priorities**

The 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 TVC Commissioners based on established service category priorities. The TVC Commissioners determine the service category priorities from year to year based on the statewide needs assessment performed based on Texas Government Code 434, Section 017, paragraph c.1. The TVC Commissioners approve the final funding decisions during the third quarter Commission meeting (usually in May).

### **Veterans County Service Officers Grants**

The FVA sets aside five percent of anticipated grant funding each year to be exclusively available for grants to Veterans County Service Officers (VCSOs). The VCSOs apply for this funding through the appropriate grant program application for the services they propose to provide and identify the Project Manager as the VCSO on the application. The VCSOs are eligible to apply for General Assistance, Veteran Mental Health, or Housing for Texas Heroes grant programs. They are not eligible to apply for Veteran Treatment Court programs.

### **Competitive Awards**

The VCSO Funding Awards are competitive awards that are available only to VCSO projects and are publicized to all VCSOs throughout the state via different means. The Request for Applications (RFA) is posted in the Texas Register, on Texas eGrants, the Texas Veterans Commission (TVC) website, and agency social media.

### **Selection Process and Priorities**

The 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 TVC Commissioners based on established service category priorities. The TVC Commissioners determine the service category priorities from year to year based on the statewide needs assessment performed based on Texas Government Code 434, Section 017, paragraph c.1. The TVC Commissioners approve the final funding decisions during the third quarter Commission meeting (usually in May).

# **Agency Goals and Action Plan**

## **Hazlewood Administration**

### **GOAL C**

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

**TEXAS VETERANS  
COMMISSION**

## **HAZLEWOOD ADMINISTRATION**

The Hazlewood Act is a state of Texas benefit that provides 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 (IHE) in Texas. The exemption does not include living expenses, books, or supply fees.

The Veterans Education Department (VetsEd) provides technical assistance to the IHEs and the general public as it relates to the application process, awarding of the exemption, and review and evaluation of military service records (Form DD-214). The department also provides information and assistance regarding the use of VA education benefits and Hazlewood benefits as a combined package of benefits when available.

The Department is responsible for collecting and reporting data associated with the exemptions awarded by IHE and the utilization rates and ratios across veteran, child, and spouse populations. The fiscal year-end report is used by the Legislative Budget Board to proportionally reimburse IHE for the costs of exempting – or not charging – tuition under the Hazlewood benefit.

The VetsEd department maintains a customer service center and responds to inquiries from veterans, family members, and school officials regarding the use of veteran federal and state education benefits.



# Historically Underutilized Business Plan

The Historically Underutilized Business (HUB) program requires that each state agency make a good-faith effort to award procurement opportunities to businesses certified as HUBs. The HUB program is governed by Texas Government Code, Chapter 2161, and the administrative rules established by the Texas Comptroller of Public Accounts (CPA) in Texas Administrative Code (TAC), Title 34, Part 1, Chapter 20, Subchapter D. The goal of this good-faith effort is to actively involve HUBs in Texas procurement processes and ensure they receive a fair share of state business.

To be certified as a HUB, a business must meet the following eligibility requirements:

- A for-profit entity that has not exceeded the size standard prescribed by 34 TAC §20.294, and has its principal place of business in Texas; and
- At least 51 percent owned by an Asian Pacific American, Black American, Hispanic American, Native American, American woman and/or Service-Disabled Veteran, who reside in Texas and actively participate in the control, operations, and management of the entity's affairs.

## **HUB Participation**

The Texas Veterans Commission (TVC) makes a good-faith effort to make purchases and award contracts to HUBs whenever possible. TVC has developed strategies to increase the agency's HUB participation and to ensure the agency follows all the laws and rules established for the statewide HUB program.

## **HUB Outreach**

TVC considers the method in which competitive awards and non-competitive purchases are distributed among the various HUB groups. TVC's purchasers pay attention to ensure that competitive awards and non-competitive purchases are distributed among all HUB groups and are not concentrated within just one or two HUB groups. TVC routinely communicates HUB program and certification procedures directly to non-certified HUBs via telephone and email. TVC has also utilized its Veterans Entrepreneur Program to distribute information regarding the HUB program and certification procedures to noncertified HUBs.

## **HUB Goal**

TVC makes a good-faith effort to award procurement opportunities to businesses certified as historically underutilized.

## **HUB Objective**

TVC makes a good-faith effort to increase its utilization of HUBs to meet or exceed the statewide HUB goals established by the Texas Comptroller of Public Accounts (CPA). TVC has implemented policies to ensure that competitive contracts and non-competitive purchases are awarded to HUB vendors who provide the best value and are most cost-efficient to the agency. TVC's purchases consist of professional services and commodities.

Statewide HUB goals by procurement category:

- 23.7% = professional services contracts

- 26.0% = other services contracts
- 21.1% = commodities contract

TVC is committed to reach its goal of purchasing from HUBs as much as possible. Due to the small number of professional services and other services contracts awarded by TVC, the agency is motivated to make up the difference in HUB awards through its procurement of goods and commodities. However, TVC is continually striving to increase procurements with HUB vendors in all categories and will continue to explore new opportunities whenever possible.

### **HUB Strategy**

To meet the agency's goals and objectives, TVC has established strategies that include:

- Complying with HUB planning and reporting requirements.
- Utilizing the CPA's Centralized Master Bidders List (CMBL) and HUB search to ensure that a good-faith effort is made to increase the award of goods and services contracts and non-competitive purchases to HUBs.
- Adhering to the HUB purchasing procedures and requirements established by the CPA's Statewide Procurement Division (SPD).
- Informing staff of procurement procedures that encourage HUBs to compete for state contracts.
- Utilizing HUB resellers from the Department of Information Resources' (DIR) cooperative contracts as often as possible.
- Promoting HUBs in the competitive bid process for goods and services.
- Promoting HUBs in the non-competitive purchase of goods and services.
- Increasing TVC's HUB Coordinator attendance and/or participation at HUB-related trainings and events.
- Increase awareness of procurement opportunities and HUB certification procedures through the TVC website.

# Agency Workforce Plan and the Texas Workforce System Strategic Plan

## Overview

The Texas Veterans Commission (TVC) contains a core of well-trained veteran assistance counselors, veteran employment representatives, veteran education program specialists, and grant specialists to aid 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. TVC administrative staff is located in Austin, Texas.

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 veteran 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, younger veterans usually needing education or employment assistance, and older veterans usually need services 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 (83 percent) has prior military service. TVC has a diverse workforce that is 43 percent White, 28 percent Black, 26 percent Hispanic, and 3 percent Other. Males comprise 57 percent of the workforce and 43 percent are females.

The basic business issues of TVC are administration, Claims, 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 VA and the 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 the basic administrative knowledge and managerial skills required to successfully operate a state agency.

The average turnover rate of TVC in the five years from 2017 to 2021 was 15.25 percent. During this period, the turnover rate was as high as 19.28 in 2018 and reached a low of 11.05 percent in 2020. TVC turnover rate was lower than the statewide turnover rate, which averaged 19.66 percent. It is anticipated the turnover rate will remain under the statewide rate.

TVC has responded to attrition by successfully recruiting quality employees. TVC will continue to utilize the Veterans Employment Program, Work in Texas, and the agency's website 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 and skilled employees with employees seeking to learn from them. These mentoring relationships can also help less experienced and 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 (20 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 ability to stay competitive with the private sector and federal governments will continue to be a challenge to the agency.

### **Strategy Development**

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

#### **Development**

- Encourage employee development by continuing TVC's training program that requires employees to earn a minimum number of training credit each year.
- Offer employee training to help develop critical skills. Continue to provide both internal and external classroom training, as well as online and DVD training to make training available to field employees and accommodating 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 developmental assignments (to help them increase their knowledge and experience even if promotional opportunities are temporarily stagnant).
- Conduct regular training needs assessments to identify training of interest to employees and managers.

### **Recruitment**

Every division 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;
- Awarding bonuses;
- Promoting state benefits;
- Integrating staff development with career ladders;
- Establishing formal and informal orientation programs;
- Creating positive work culture and conditions;
- Maintaining work/life balance and family friendly policies including flexible work hours;
- Telework opportunities;
- Ensuring sufficient salaries and merit increases; and
- Creating 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.

### **Leadership Development and Replacement**

The following elements 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 employees, 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; and
- 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 and assist with workforce strategic and succession planning. HR will provide divisions with information regarding turnover, retirement eligibility, and tenure, in addition to assist in developing and 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 TVC'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 U.S. Department of Veterans Affairs (VA) and Department of Labor (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 staff will need support through training and equipment to keep abreast of ever-changing computer technology.

### **Expected Workforce Changes**

The immediate future is easier to predict, but long-term planning is more difficult. Although more unknown variables exist, 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 that will carry TVC into the future may include:

- Changes in leadership as retirements occur;
- Increased demand for efficiencies to make best use of available budget and full-time employees;
- Increase in less-tenured and less-experienced staff;

- Improved communication and understanding 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; and
- 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 veterans 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 veterans 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.

### **Employment Service Satisfaction**

It is imperative to understand the employers' needs and expectations when attempting to match qualified veterans to the employers' needs and when 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 VEL's also work very closely with Veteran Career Advisors to identify the skill sets of veterans seeking employment to match those skill sets with employers' needs. 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 the 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 throughout the year. The results are reviewed and evaluated for trends and for future improvement.

### **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). TVC Veterans Employment Services is mandated to report on intensive services provided by Disabled Veterans' Outreach Program (DVOP) staff, Veteran Entered Employment,

Retention on and average earnings to the Department of Labor, and 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 on and best practices with stakeholders, state, and federal agencies, as well as veteran employment service providers nationwide.



**SYSTEM  
OBJECTIVE:**

**KEY ACTIONS / STRATEGIES / OUTCOMES:**

*Increase  
Business and  
Industry  
Involvement*

**ACTION:**

Expand Social Media to Target Employers

**STRATEGY:**

Utilize all avenues of social media to include Facebook, Twitter, LinkedIn, & YouTube to inform small, medium, and large businesses of TVC services.

**OUTCOMES:**

Employers will have a better understanding of how TVC can assist them in understanding the needs and issues surrounding veteran employment. Market TVC services to employers. Employers will learn how TVC can assist them with veteran hiring to fulfill their business needs.

**ACTION:**

Fund Memberships in Professional Organizations

**STRATEGY:**

TVC employment services will fund employer liaison memberships to local chambers of commerce allowing for business services staff to have access to multiple employers at one time. Also allows for presentation of veteran information to the membership.

**OUTCOMES:**

More businesses will learn how TVC can assist them with their hiring needs. Relationships between businesses and TVC staff will be developed, and more veteran job opportunities will be created.

**ACTION:**

Utilize Employer Satisfaction Surveys

**STRATEGY:**

Survey a percentage of employers who receive services from TVC's employer liaisons to determine satisfaction and identify service positives and negatives.

**OUTCOMES:**

Survey results will be used to reinforce procedures, improve training of staff, identify new opportunities, and keep employer services focused on the needs of business.

**SYSTEM  
OBJECTIVE:**

**KEY ACTIONS / STRATEGIES / OUTCOMES:**

*Increase Business  
and Industry  
Involvement*

**ACTION:**

Partner with Employers on Hiring Events

**STRATEGY:**

Help employers plan, advertise, and produce veteran hiring events. Increase involvement yearly.

**OUTCOMES:**

Veterans get hired and employers fill their vacancies. Win-Win for both. Working as a team with employers on hiring events helps develop long-term hiring relationships benefiting veterans.

**ACTION:**

Participate in Corporate Events, Discussions, Presentations, etc.

**STRATEGY:**

TVC Employer Liaisons will be encouraged to learn more about the employers they support by participating in employer activities and events where veteran's employment can be marketed. Giving presentations at employer training events can expand the hiring relationship from one contact to multiple contacts at one business.

**OUTCOMES:**

When business relationships are established, employers are more likely to utilize TVC services and become a veteran friendly employer which results in more job opportunities for veterans.

**SYSTEM  
OBJECTIVE:**

**KEY ACTIONS / STRATEGIES / OUTCOMES:**

*Expand Licensure  
and Industry  
Certifications*

**ACTION:**

Publish Database of Texas Licensing Agencies and Distribute to Military

**STRATEGY:**

Provide veterans and transitioning military service members with contact information on licensing requirements and application process using a single source to eliminate the need to "hunt" for information.

**OUTCOMES:**

Veterans will be able to quickly identify the agency responsible for their specific license, identify the requirements for the license, and obtain the appropriate application for licensing.

**ACTION:**

Advocate through Texas Coordinating Council Veterans Services for Improved Legislation to Recognize Military Skills in Licensing

**STRATEGY:**

Use the influence of the Coordinating Council's Veterans Services Committee to inform, educate, and encourage legislators to pass legislation to make veteran licensing in Texas a simple smooth process. Work toward full acceptance of veterans and spouses' licenses issued by other states as well as certifications for military skills that can be applied to licensing requirements.

**OUTCOMES:**

Eliminates the need for veterans to have to duplicate time and effort to obtain a Texas license when they have already earned one in another state. Saves the veteran the expense of the application and allows for quicker access to the workforce. The veteran/spouse benefits as well as employers.

**SYSTEM  
OBJECTIVE:**

**KEY ACTIONS / STRATEGIES / OUTCOMES:**

***Expand Licensure  
and Industry  
Certifications***

**ACTION:**

Develop a Texas Resource Based Upon National Occupational Licensing Database Corresponding with Military Occupations

**STRATEGY:**

A crosswalk for military to civilian occupations will be designed and added to the Texas Veterans Portal and other veteran resource sites to assist veterans in targeting career search and resumes to appropriate businesses.

**OUTCOMES:**

Veterans will be able to identify civilian careers that consist of the same skill sets and experience they have gained through military service. This expedites job hunting and allows for targeted resumes to be sent to the employer seeking the veterans' skills and experience.

**ACTION:**

Post Military Occupational Specialty (MOS) Classifications that Correspond to Licensed Occupations

**STRATEGY:**

TVC will expand on, and coordinate with, Texas Department of Licensing and Regulation (TDLR) and individual agencies to compile an expanded comparison list of MOS classifications and their comparable civilian occupation(s). Multiple veteran oriented resources will be used to share this information to veterans and transitioning service members.

**OUTCOMES:**

Veterans will be able to easily identify those civilian careers and licensing requirements that directly correspond to their military career and skills. Licenses can be applied for quickly to make the veteran applicant "job ready" for employers. Veterans can obtain the appropriate license and be an immediate resource for employers.

# Report on Customer Service

The Texas Veterans Commission is required to evaluate Customer Service and provide a report to the Office of the Governor (OOG) and the Legislative Budget Board (LBB) per Texas Government Code Chapter 2114. Obtaining direct input from Texas veterans and their families is highly important in understanding if the agency is meeting their needs.

This report contains **the** five elements listed below:

1. Inventory of external customers served by each strategy listed in the 2022-23 General Appropriations Act (GAA)
2. Brief description of information-gathering methods
3. Chart detailing levels of customer-determined service quality
4. Analysis of findings
5. Performance measure information

## 1. Inventory of External Customers

The following table lists external customers served by each strategy listed in the 2022–23 General Appropriations Act (GAA) and a brief description of the types of services provided to them.

Strategy	External Customer	Types of Services
A.1.1. Strategy: Claims	1) Veteran County Service Officers 2) Veterans/Dependents	1) Provide training, testing, and accreditation; Provide professional claims guidance 2) Assistance and representation through the Claims process to include, but not limited to, Disability Compensation, Non-service-connected pension and associated appeals
A.1.2. Strategy: Veterans Employment Services	1) Veterans with barriers to employment 2) Employers	1) Job matching and referrals, resume assistance, job search, workshops, vocational guidance 2) Outreach
A.1.3. Strategy: Veterans Education	1) Institutions of Higher Education/Career Schools and Colleges/Training Facilities/Employers/Licensing Boards 2) Veterans/Dependents	1) Federal approval process for GI Bill and VA education benefits. 2) Information/Outreach
A.1.4. Strategy: Veterans Outreach	All TVC Customers	Information/Outreach

A.1.5. Strategy: Veteran Entrepreneur Program	Prospective & Incorporated Veteran Entrepreneurs	Business Plans, Marketing Strategies, Government Contracting, Financing, Exit Strategies
A.1.6. Strategy: Health Care Advocacy Program	Veterans/Dependents	Resolving VA Healthcare issues like medical, billing, prescriptions, and outreach
<b>A.1.7. Strategy: Women Veterans Program</b>	Female Veterans	Connect women veterans to local, state, and federal resources
B.1.1. Strategy: General Assistance Grants	Grant Beneficiaries from General Assistance and Veteran Mental Health Programs	Grant Funding
B.1.2. Strategy: Housing for Texas Heroes	Grant Beneficiaries from Housing 4 Texas Heroes Program	Grant Funding
B.1.3. Strategy: Veterans Treatment Courts	Grant Beneficiaries from Justice-Involved Veterans	Grant Funding
C.1.1. Strategy: Hazlewood Administration	1) Institutions of Higher Education 2) Veterans/Family Members	1) Oversight/Administration of Data Reporting/Technical Assistance and Advisory Services 2) Information and Outreach
<b>D.1.1. Strategy: Central Administration</b>	N/A	N/A

## 2. Brief Description of Information-Gathering Methods

### Overview

The goal of the customer surveys is to obtain and analyze data to identify and prioritize areas for improvement. Therefore, the agency can make data-driven decisions to improve the customer experience.

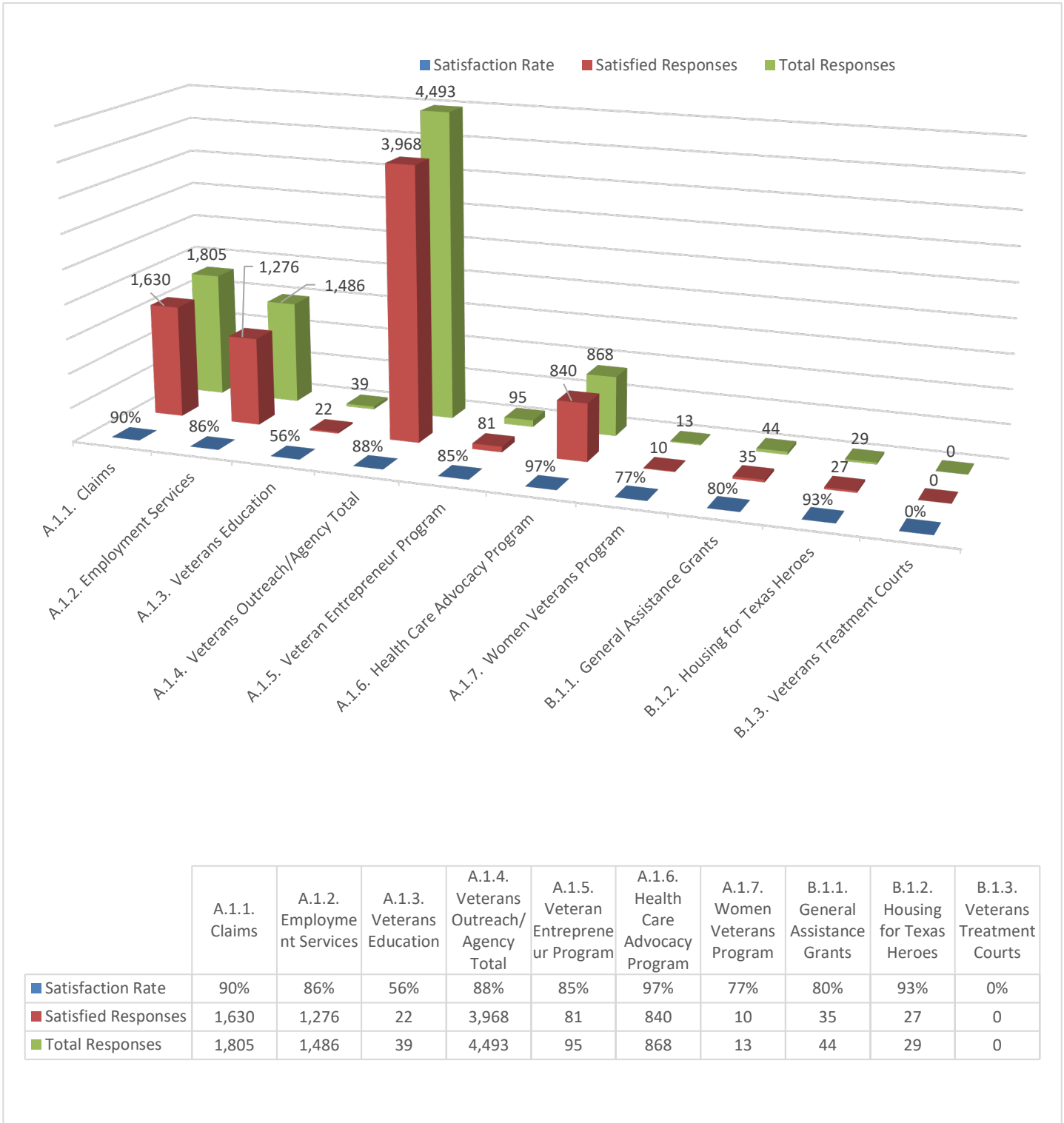
### Survey Implementation

The table below lists each strategy’s survey timeframe and implementation for how the survey is distributed.

Strategy	Survey Timeframe	Survey Implementation
A.1.1. Strategy: Claims	Sep. 1, 2020 – Aug. 31, 2021	Customer feedback provided by Survey Monkey to District Staff for corrective action and response.
A.1.2. Strategy: Veterans Employment Services	Sep. 1, 2020 – Aug. 31, 2021	Included in staff signature block; emailed to veteran clients and employers based on services entered in Work In Texas
A.1.3. Strategy: Veterans Education	Sep. 1, 2020 – Aug. 31, 2021	Offered via link in e-mail signature block for VetsEd staff
A.1.4. Strategy: Veterans Outreach	Sep. 1, 2020 – Aug. 31, 2021	Offered via the TVC website, monthly eVets newsletter, and social media outlets.
A.1.5. Strategy: Veteran Entrepreneur Program	Sep. 1, 2020 – Aug. 31, 2021	Included in staff signature block.
A.1.6. Strategy: Health Care Advocacy Program	Sep. 1, 2020 – Aug. 31, 2021	Offered in person to veterans served by the strategy, linked in e-mail signature block, and printed link on staff business cards.
A.1.7. Strategy: Women Veterans Program	Dec. 22, 2020 – Aug. 31, 2021	Offered via Survey Monkey link by email and in staff signature block.
B.1.1. Strategy: General Assistance Grants	Sep. 1, 2020 – Aug. 31, 2021	Offered to beneficiaries via the FVA Assistance Directories and through FVA Grantees who provide GA and VMH grant-funded services.
B.1.2. Strategy: Housing for Texas Heroes	Feb. 9, 2021 – Aug. 31, 2021	Offered to beneficiaries via the FVA Assistance Directories and through FVA Grantees who provide H4TXH grant-funded services.
B.1.3. Strategy: Veterans Treatment Courts	Feb. 9, 2021 – Aug. 31, 2021	Offered to beneficiaries via the FVA Assistance Directories and through FVA Grantees who provide VTC grant-funded services.
C.1.1. Strategy: Hazlewood Administration	Refer to A.1.3. Strategy: Veterans Education	Refer to A.1.3. Strategy: Veterans Education
D.1.1. Strategy: Central Administration	N/A	N/A

### 3. Chart Detailing Levels of Customer-Determined Service Quality

The following table is a data summary of survey responses by each customer group.





#### 4. Analysis of Findings

Overall, the Texas Veterans Commission reached an overall satisfaction rate of 88% by clientele who were satisfied with services provided in FY21. The agency total is reflected in A.1.4. Strategy: Veterans Outreach/Agency Total, which is a sum total of all the programs data. The agency collected 4,493 surveys and 3,968 customers responded satisfied or very satisfied.

The data shown above is based only on customers completing the survey and may not represent the total number of customers served. The percentage is calculated by dividing the number of customers who indicated they were satisfied by the total number of customer responses to the survey. Strategies utilized the survey tool, Survey Monkey and Salesforce to collect responses.

A.1.6. Strategy: Health Care Advocacy Program received the highest satisfaction rate of 97%. This strategy conducted its survey from September 1, 2020, ending August 31, 2021, and offered the survey in person to veterans served, linked it in e-mail signature blocks, and printed the survey link on staff business cards.

#### **Suggestions for Future Research Improvement**

The Sunset Advisory Commission's 2018-2019 recommendations required that the agency provide a survey to Texas veterans about their experience with agency programs and overall needs. Standard questions about customer service, with a corresponding scale, to measure customer satisfaction. These questions should be in addition to survey questions in use now, which address customer satisfaction specific to the agency's programs and services. Collecting this information would ensure TVC has regular, direct feedback from the population the agency serves. A standardized survey for implementation began in FY21.

Each fiscal year, the agency will review and update each customer service survey process to ensure all strategies regularly obtain direct input from Texas veterans and their families, which is highly important in determining whether the agency is meeting their needs. Ensuring the survey is easily accessible on business cards, website, social media, and the eVets newsletter will increase survey responses collected to make data-driven decisions to improve the customer experience.

**5. Performance Measure Information**

The following table lists a summary of customer service measures, and estimated FY23 performance measures by each strategy.

<b>STRATEGY</b>	<b>% of Customer Satisfaction</b>	<b>Total Customer Responses</b>	<b>Estimated FY23 Satisfaction Rate</b>
<b>A.1.1 Strategy:</b> Claims	90%	1,805	75%
<b>A.1.2 Strategy:</b> Veterans Employment	86%	1,486	75%
<b>A.1.3 Strategy:</b> Veterans Education	56%	39	75%
<b>A.1.4 Strategy:</b> Veterans Outreach/Agency Total	88%	4,493	75%
<b>A.1.5 Strategy:</b> Veteran Entrepreneur	85%	95	75%
<b>A.1.6 Strategy:</b> Health Care Advocacy Program	97%	868	75%
<b>A.1.7. Strategy:</b> Women Veterans Program	77%	13	75%
<b>B.1.1 Strategy:</b> General Assistance Grants	80%	44	75%
<b>B.1.2 Strategy:</b> Housing for Texas Heroes Grants	93%	29	75%
<b>B.1.3 Strategy:</b> Veterans Treatment Courts*	0%	0	75%
<b>C.1.1 Strategy:</b> Hazlewood Administration	Refer to A.1.3. Strategy: Veterans Education	Refer to A.1.3. Strategy: Veterans Education	Refer to A.1.3. Strategy: Veterans Education
<b>D.1.1. Strategy:</b> Central Administration	N/A	N/A	N/A

\*B.1.3 Strategy: Veterans Treatment Courts\* surveys were distributed, but there were no responses provided by customers.

# Budget Structure and Measures

## OUTCOME MEASURES

### 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; Strategy: 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.

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 1</b>	<b>VA Monetary Awards (in millions of \$) to Vets w/Service-Connected Disabilities</b>

Definition:	Amount of monetary awards (in millions of dollars) paid because of Commission advocacy in claims representation of veterans with service-connected disabilities.
Data Limitations:	Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on the VA to provide the data on a timely basis.
Data Source:	US Department of Veterans Affairs (VA) Total reported amounts of awards for Texas residents are provided by the VA for one month in each quarter.
Methodology:	Data is provided by the U.S. Department of Veterans Affairs (VA) from a VA database for all Texas Veteran Dependents and Survivors within a specified period represented by the Commission. Annual performance is the aggregate performance of the quarterly measures, within a 5% accuracy range. This amount is expressed in millions and rounded to the nearest 100,000.
Purpose:	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 the VA.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 2</b>	<b>VA Monetary Awards (Million \$) to Totally Disabled Wartime Veterans</b>

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.
Data Limitations:	Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on the VA to provide the data on a timely basis.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA) in the VA database.
Methodology:	Claims data is collected from the VA database reporting for Pension cases filed within a specified period.
Purpose:	Indicates the amount 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 representative to represent them in their claim with the 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 the VA annually, which is approximately the poverty line income level.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Goal No. 1**                    **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1**            **Ensure Veterans Receive Claims, Employment and Education Benefits**  
**Measure 3**                    **VA Awards (Million \$) to Survivors or Orphans of Veterans**

Definition:	Amount of monetary awards (in millions of dollars) paid because of Commission advocacy in claims representation for survivors or orphans of veterans.
Data Limitations:	Data is provided by the U.S. Department of Veterans Affairs (VA), and the Commission is dependent on the VA to provide the data on a timely basis.
Data Source:	U.S. Department of Veterans Affairs (VA) - Total reported amounts of awards for Texas residents are provided by the VA for one month in each quarter.
Methodology:	Data is provided by the U.S. Department of Veterans Affairs (VA) from a VA database for all Texas Veteran Dependents and Survivors within a specified period represented by the Commission.
Purpose:	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 the VA.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

## Non-Key

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**

**Objective No. 1**                **Ensure Veterans Receive Claims, Employment and Education Benefits**

**Measure 4**                      **% Of Favorable VA Claim Rating Decisions Filed under TVC Power of Attorney**

Definition:	A favorable VA rating is one which grants a claimant a federal or state benefit. This measure identifies all claims filed under TVC Power of Attorney for benefits with Department of Veterans Affairs (VA), versus the total number of the VA claim rating decisions filed under the Texas Veterans Commission (TVC) Power of Attorney which grant a favorable rating.
Data Limitations:	TVC is dependent on the VA as the source of data.
Data Source:	Data is provided through a report provided by the VA.
Methodology:	The percentage is derived by taking the number of favorable VA claim rating decisions and dividing by the number of total VA claims filed on behalf of veterans under the TVC Power of Attorney.
Purpose:	This percentage represents the success rate of the VA's rated claims developed through the TVC claims assistance services under the TVC Power of Attorney.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Non-Key**

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**

**Objective No. 1**              **Ensure Veterans Receive Claims, Employment, and Education Benefits**

**Measure 5**                      **% VA Claims Decisions Reviewed by the Strike Force Teams**

Definition:	Strike Force Teams review VA Claims decisions for errors within 14 days of decision. When errors are identified, the file is returned to VA for further review and correction.
Data Limitations:	Data is provided by a report from the VA.
Data Source:	Weekly report provided by VA and Strike Force Team review tracking.
Methodology:	The percentage of claims decisions reviewed will be calculated by taking the number of claims decisions reviewed by the Strike Force Teams divided by the total number of VA claims decisions.
Purpose:	To track the quality of VA claims decisions submitted under the TVC Power of Attorney in order to reduce errors and increase efficiency.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

## Non-Key

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**

**Objective No. 1**                **Ensure Veterans Receive Claims, Employment, and Education Benefits**

**Measure 6**                        **% of Veterans Employed/Enrolled 2<sup>nd</sup>-4<sup>th</sup> Quarters Post-Exit**

Definition:	The percentage of those Veterans and other Eligible Participants employed or in education/training in the 2nd quarter after completion of services (exit) who are also employed or in education/training in the 3rd & 4th quarters. Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.
Data Limitations:	This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the Outcome Measures of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.
Data Source:	Snapshots of data extracted from various Texas Workforce Commission Information systems and merged to identify Participants, their periods of participation, and their post exit Outcome Measures. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Measure Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.
Methodology:	The denominator is the number of VETS Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days: are institutionalized, called to active military duty, receiving treatment, or providing care to a family member. The numerator is the number of Participants from the denominator who were employed or in education/training in the 3rd and 4th quarters after exit. Performance is calculated by dividing the numerator by the denominator. A participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.



# Budget Structure and Measures

Purpose:	To assess effectiveness of VETS services in promoting employment or further education over an extended period after services conclude.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1**                **Ensure Veterans Receive Claims, Employment, and Education Benefits**  
**Measure 7**                        **% of Education Program Approvals Accepted by the VA**

Definition:	This measure provides the percentage of education program approvals completed and accepted by the Department of Veterans Affairs (VA).
Data Limitations:	None
Data Source:	TVC, Veterans Education staff record receipt and disposition of education program approval in the TVC, Veterans Education database.
Methodology:	The percentage is calculated by dividing the number of education program approvals accepted by the VA by the total number of education program approvals submitted.
Purpose:	The TVC Veterans Education Staff provides quality assurance and approves education programs. This measure evaluates whether those actions lead to VA acceptance of approvals.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1**                **Ensure Veterans Receive Claims, Employment, and Education Benefits**  
**Measure 8**                        **% Institution Visits Completed by GI Bill Compliance Team**

Definition:	The measure compares the number of institution visits completed by the Texas Veterans Commission (TVC), Veterans Education Department as compared to the number assigned by the Department of Veterans Affairs (VA).
Data Limitations:	None
Data Source:	The Veterans Education staff records the number of institution surveys completed within the TVC, Veterans Education database.
Methodology:	The percentage is calculated by totaling all compliance survey visits of institutions completed by TVC Veterans Education Department and dividing by the number of surveys assigned from the VA.
Purpose:	The purpose of this measure is to evaluate the agency's activity to determine institutional compliance with parameters requisite for qualification to receive GI Bill educational funds for enrolled students.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1**                **Ensure Veterans Receive Claims, Employment, and Education Benefits**  
**Measure 9**                        **% Customer Satisfaction**

Definition:	Percentage of customer survey responses that express satisfaction with services provided by the Texas Veterans Customers TVC.
Data Limitations:	Data is based only on customers completing the survey and may not represent the total number of customers served.
Data Source:	Online Survey Tool – Using Survey Monkey, the survey will be available on the TVC website for any customer to provide a response. If a customer email address is on file, TVC departments will email each customer after an interaction with a TVC employee.
Methodology:	The percentage is calculated by dividing the number of customers who indicated they were satisfied by the total number of customer responses to the survey.
Purpose:	This measure informs whether TVC staff are meeting the needs of customers served.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment, and Education Benefits</b>
<b>Measure 10</b>	<b>% Of Veteran Entrepreneurs Who Certify as a TX Veteran Owned-Business</b>

Definition:	The percentage of veteran entrepreneurs who certify as a Texas Veteran-Owned business through the TVC VEP measures a system-wide count of unique certifications provided to veterans as a percent of total number of veterans served. While a veteran may be provided more than one service, each certification is unique to the veteran's business. Thus, the percentage of certifications completed is an unduplicated number.
Data Limitations:	None
Data Source:	VEP consultants record the certifications in a centralized online database which is monitored by the program Director. Reports are generated from the online database.
Methodology:	The number of veterans who certify their business as a Texas Veteran-Owned business is divided by the total number of veterans served by the TVC VEP.
Purpose:	This measure informs how TVC services are influencing the certification of Texas Veteran-Owned business, which leads to business sustainability and growth, thus representing a continued and expanding local and state tax base, in addition to the creation of new jobs for a diverse and sustainable economy.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

**Goal No. 1**                    **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1**            **Ensure Veterans Receive Claims, Employment, and Education Benefits**  
**Measure 11**                 **% Veteran Encounters & Services that have a Positive Outcome from HCAP**

Definition:	Percentage of Health Care Advocate (HCA) cases that resulted in a positive outcome. This measures the degree of effectiveness that services are being provided to veterans and their dependents. There are twenty (20) case types being addressed by HCAs as follows: Appointments or Referrals with various Medical & Dental Clinics, Billing Issues with the VA and non-VA, Choice Program/Tri-West, Complaints with medical professionals or support staff; Eligibility & Enrollment, Fee Basis Referrals, Pharmacy & Prescription; Prosthetic, Sensory Aids, and Transportation. Veterans and their family members may be provided more than one service; HCAs regularly make inquiries as to other areas.
Data Limitations:	None
Data Source:	HCAP records all cases in a centralized online database.
Methodology:	The percentage is derived from the total positive cases divided by the total number of gradable cases.
Purpose:	The HCAP staff deal with a variety of veteran health issues to improve their quality of life. This measure evaluates the efforts of HCAP staff in helping veterans and their families receive services.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

## 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; B.1.1 Strategy: 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.

#### New Outcome

**Goal No. 2**                      **Ensure Veterans Receive General Asst, Mental Health, & Housing Svcs**

**Objective No. 1**                **Provide Assistance Grants**

**Measure 1**                      **% of FVA Mental Health Grant Beneficiaries Reported Improvement**

Definition:	Percent of unduplicated veterans, dependents, and surviving spouses who received grant-funded mental health services that reported an improvement with managing their stress and emotional triggers as a result of those grant-funded services.
Data Limitations:	The percent relies on the accurate and timely reporting and documentation of mental health services provided to veterans, their dependents, and surviving spouses, and the participation of mental health clients in reporting outcomes (how they feel) after the mental health services have been provided.
Data Source:	Organizations (Grantees) that receive grants from the Fund for Veterans Assistance are required to report the number of unduplicated veterans, their dependents and surviving spouses served each quarter. Mental Health grantees are required to ask their clients (grant beneficiaries) outcome questions after mental health services are provided. Quarterly reports are required from all grantees.
Methodology:	A percentage of mental health beneficiaries who report an improvement with managing their life stress and emotional triggers will be calculated by dividing the number of beneficiaries who have reported an improvement by the total number of unduplicated beneficiaries who have received mental health services. The outcome of that calculation will be reported as the percent of FVA mental health grant beneficiaries who reported an improvement with managing their life stress and emotional triggers as a result of grant-funded services.
Purpose:	This measure provides the percentage of mental health grant beneficiaries who reported an improvement with managing their life stress and emotional triggers as a result receiving services that are provided services through Mental Health grants in the Fund for Veterans Assistance.
Calculation Type:	Non-Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

## Efficiency Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 1</b>	<b>VA Payments to Veterans Represented by TVC, Per Dollar Spent</b>

Definition:	VA payments to veterans represented by the Commission per dollar spent.
Data Limitations:	TVC is dependent on the VA to provide the data on a timely basis.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA) and TVC.
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 Benefits and Assistance provide to Veterans and their Families strategy.
Purpose:	The amount of payments to veterans, their dependents, and their survivors represented by TVC per state dollar spent in the Claims Benefit Advisors Department during a fiscal year.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target



# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 2</b>	<b>VA Payments to Vets through State Strike Force Team/State \$ Spent</b>

Definition:	VA payments to Veterans, their dependents, and survivors through favorable claim decisions due to the quality control efforts of the State Strike Force Team.
Data Limitations:	None
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.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

## Output Measures

### 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; A.1.1 Strategy: Claims Assistance to Veterans and their Families**  
**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.**

**Goal No. 1                      Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**  
**Objective No. 1                Ensure Veterans Receive Claims, Employment and Education Benefits**  
**Measure 1                        Number of Claims Filed and Fully Developed on Behalf of Disabled Veterans**

Definition:	Number of claims for veterans' benefits filed and fully developed on behalf of veterans with service-connected disabilities.
Data Limitations:	Electronic claims filing allows multiple sources to file on behalf of claimants: Case Management System (CMS), VCSO, eBenefits. Due to federal privacy laws, the ability to audit this data is limited.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA).
Methodology:	Data on claim 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. Claims data is collected from the VA databases for compensation cases filed within a specified period.
Purpose:	This represents the number of service-connected disability claims filed or developed by TVC Claims Benefit Advisors and Veteran County Service Officers (VCSOs) on behalf of the veterans represented under the TVC power of attorney.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 2</b>	<b># of Non-Service-Connected Claims Filed to Dept Veterans Affairs</b>

Definition:	Number of Non-Service-Connected Claims Filed to the Department of Veterans Affairs (VA).
Data Limitations:	Electronic filing allows multiple sources for claims filing on behalf of claimants: Case Management System (CMS), VCSO, eBenefits (direct filing). Due to federal privacy laws, the ability to audit this data is limited.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA) through the VA databases or reports.
Methodology:	Data on claim 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. Claims data is collected from the VA databases for Pension cases filed within a specified period.
Purpose:	This represents the number of non-service-connected disability claims filed or developed by TVC Claims Benefit Advisors and Veteran County Service Officers (VCSOs) on behalf of the veterans represented under the TVC power of attorney. Includes claims sent to the VA on behalf of the Commission by Veterans, or Veteran County Service Officers for representation, review, and/or development.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 3</b>	<b>Claims Filed and Developed on Behalf of Survivors/Orphans of Veterans</b>

Definition:	Number of claims for veterans' benefits filed and developed on behalf of survivors and orphans of veterans.
Data Limitations:	Electronic filing allows multiple sources for claims filing on behalf of claimants: Case Management System (CMS), VCSO, eBenefits (direct filing). Due to federal privacy laws, the ability to audit this data is limited.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA) through the VA databases or reports.
Methodology:	Data on claim 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. Claims data is collected from the VA databases for Survivor and Orphan cases filed within a specified period.
Purpose:	The number of claims filed through TVC Claims Benefit Advisors with the Department of Veterans Affairs (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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 4</b>	<b>Active Veterans Benefits Cases for Veterans Represented by TVC</b>

Definition:	Number of active veterans' benefits cases as reported by VA for veterans, their survivors, or their orphans represented by the Texas Veterans Commission.
Data Limitations:	TVC depends on VA for information from reports provided.
Data Source:	Data is provided by the U.S. Department of Veterans Affairs (VA) in the VA database.
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.
Purpose:	The number of active veteran benefit cases as reported by VA for veterans, their survivors, or their orphans represented by the Texas Veterans Commission.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 5</b>	<b>Number of Claim Decisions Reviewed by State Strike Force Teams</b>

Definition:	Number of claims decisions reviewed by the State Strike Force Teams of the Texas Veterans Commission.
Data Limitations:	The State Strike Force Team is dependent upon the Veterans Affairs for reports to conduct their reviews.
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 claims decisions are calculated by adding the number of unique VA Claim numbers logged each month. The log is reviewed manually to check for accuracy so that each VA claims decision is counted only once.
Purpose:	The purpose of this measure is to track the number of claims decisions that the State Strike Force Teams have reviewed to reduce the number of backlogged Veteran's claims for disability benefits at the VA.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

## 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; 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.

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Measure 1</b>	<b>Percent of Veterans that Receive Individualized Career Services</b>

Definition:	The proportion of Veterans receiving Individualized Career Services compared to the total number of individual Veterans receiving Participatory services from a Disabled Veteran Outreach Program Specialists (DVOPs). “Participatory Services” generally do not include staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services. “Individualized Career Services” include more intensive Participatory Services such as 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.
Data Limitations:	None
Data Source:	Snapshots of data extracted from various Texas Workforce Commission Information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly changes and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.
Methodology:	The denominator is the unduplicated number of individual veterans receiving Participatory 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 Individualized Career Services from TVC Disabled Veteran Outreach Program Specialists.

# Budget Structure and Measures

Purpose:	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.
Calculation Type:	Non-Cumulative
New Measure:	No
Target Attainment:	Higher than state target



# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Appropriateness of Education and Training Programs Offered</b>
<b>Strategy No. 3</b>	<b>Veterans Education</b>
<b>Measure 1</b>	<b># Approval Actions Completed by Vet Ed</b>

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 federal GI Bill® educational benefits.
Data Limitations:	Federal U.S. Department of Veterans Affairs reports are generally available 2 years in arrears. Texas Veterans Commission, Veterans Education data is available Quarterly.
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.
Purpose:	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 federal 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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Strategy No. 4</b>	<b>Veteran Outreach</b>
<b>Measure 1</b>	<b># of Veteran Engagements</b>

Definition:	The number of veteran engagements through TVC-hosted events, webinars, social media, website and electronic newsletters.
Data Limitations:	The source of data collection is dependent on 3rd party analytical software.
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.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Strategy No. 5</b>	<b>Veteran Entrepreneur Program</b>
<b>Measure 1</b>	<b># of Entrepreneur Services Provided to Vets &amp; Their Families</b>

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 family member. Thus, services are an unduplicated number.
Data Limitations:	None
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 Director. 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 the date of the service rendered and next stage/step.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 1</b>	<b>Ensure Veterans, Their Dependents &amp; Survivors Receive All Due Benefits</b>
<b>Objective No. 1</b>	<b>Ensure Veterans Receive Claims, Employment and Education Benefits</b>
<b>Strategy No. 6</b>	<b>Health Care Advocacy Program</b>
<b>Measure 1</b>	<b># of Vet Encounters &amp; Services Provided from Health Care Advocacy Program (HCAP)</b>

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.
Data Limitations:	The report is manually reviewed for accuracy to eliminate duplication of records. Human error is a possibility.
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 Director and Operations 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.
Purpose:	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. HCAP staff interpret Veterans Health Administration (VHA) medical center policies and procedures while presenting veteran concerns to appropriate personnel. Advocates assist veterans in understanding their rights and responsibilities, and assist veteran's, their families, and VHA facility personnel in overcoming barriers to veteran's health care. Advocates identify existing and potential problems, suggest solutions or alternatives, and assist with Constituent Inquiries and public relations to increase community and veterans' awareness of VHA health care resources and services
Calculation Type:	Cumulative
New Measure:	No
	Higher than state target

# Budget Structure and Measures

## New Output (Key) Measure 1.1.7.1 Women Veterans Program

**Goal No. 1**                      **Ensure Veterans, Their Dependents & Survivors Receive All Due Benefits**

**Objective No 1**                **Ensure Veterans Receive Claims, Employment, and Education Benefits**

**Strategy No. 7**                **Women Veterans Program**

**Measure 1**                      **# of Veterans Engagements by the Women Veterans Program (WVP)**

Definition:	The number of veteran engagements through TVC hosted events, community events, social media, and email requests.
Data Limitations:	None
Data Source:	The WVP staff members are required to document the number of veterans engaged at TVC hosted events, community events, through social media, and email requests using a centralized online database which is monitored by the WVP Director. Automated sources include Constant Contact for event registration; iContact, Facebook Insights for Facebook fans, Twitter Analytics for Twitter followers; LinkedIn Analytics for LinkedIn followers; Google Analytics for website visitors. The WVP Director can generate reports to track the number of veteran engagements.
Methodology:	The total number of veteran engagements is calculated by adding the number of veteran engagements through reports generated from the centralized online database.
Purpose:	The WVP hosts events, conducts outreach, provides educational workshops, seminars, webinars, etc., and attends community events, as well as post on social media to promote awareness of benefits and services available to women veterans that were earned through their military service. The purpose of this measure is to evaluate the effect of outreach efforts conducted by staff.
Calculation Type:	Cumulative
New Measure:	Yes
Target Attainment:	Higher than state target

# Budget Structure and Measures

## 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; B.1.1 Strategy: 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.

<b>Goal No. 2</b>	<b>Ensure Veterans Receive General Asst, Mental Health, &amp; Housing Svcs</b>
<b>Objective No. 1</b>	<b>Provide Assistance Grants</b>
<b>Strategy No 1</b>	<b>General Assistance Grants</b>
<b>Measure 1</b>	<b>Number of Veterans, Their Dependents, &amp; Survivors Served by FVA Grants</b>

Definition:	Number of Veterans, their dependents, or survivors of Veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).
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.
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 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 Department will add all organizational totals to arrive at a cumulative amount.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

**B.1. Objective; B.1.2 Strategy: Housing for Texas Heroes Grants (H4TXH)**  
 Provide home modification grants to local nonprofit organizations and units of local government to assist veterans, their family and surviving spouses using funds provided by the Legislature.

**Goal No. 2**                      **Ensure Veterans Receive General Asst, Mental Health, & Housing Svcs**  
**Objective No. 1**                **Provide Assistance Grants**  
**Strategy No. 2**                **Housing for Texas Heroes Grants**  
**Measure 1**                      **Number of Veterans Served by the Housing for Texas Heroes (H4TXH) Pgm**

Definition:	Number of Veterans, their dependents, or survivors of Veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).
Data Limitations:	None
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 Department 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.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

# Budget Structure and Measures

<b>Goal No. 2</b>	<b>Ensure Veterans Receive General Asst, Mental Health, &amp; Housing Svcs</b>
<b>Objective No. 1</b>	<b>Provide Assistance Grants</b>
<b>Strategy No. 2</b>	<b>Housing for Texas Heroes Grants</b>
<b>Measure 2</b>	<b># of Completed Home Modifications Provided to Veterans</b>

Definition:	The number of completed home modifications provided to Veterans, their dependents, or survivors by the H4TXH program.
Data Limitations:	None
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.
Purpose:	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.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target



# Budget Structure and Measures

**B.1. Objective; B.1.3 Strategy: Veterans Treatment Court Grants**  
 Provide assistance to veterans and their families obtaining services through Veteran Treatment Court programs.

**Goal No. 2**                      **Ensure Veterans Receive General Asst, Mental Health, & Housing Svcs**  
**Objective No. 1**                **Provide Assistance Grants**  
**Strategy No. 3**                **Veterans Treatment Courts**  
**Measure 1**                      **Number of Veterans Served by Veterans Treatment Court Grant Program**

Definition:	Number of Veterans served through Veterans Treatment Court grant programs funded through the TVC Fund for Veterans' Assistance (FVA).
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.
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 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 receiving services. The TVC staff in the Fund for Veterans' Assistance Department will add all organizational totals to arrive at a cumulative amount.
Purpose:	This measure provides the number of Veterans that are provided services through Veterans Treatment Court grants in the Fund for Veterans Assistance.
Calculation Type:	Cumulative
New Measure:	No
Target Attainment:	Higher than state target

**C. Goal: Hazlewood**

**C.1. Objective; C.1.1 Strategy: Hazlewood Administration**

**D. Goal: Indirect Administration**

**D.1. Objective; D.1.1 Strategy: Central Administration**

# Information Resource Planning

## Goal:

Support Business Strategy and Goals by Optimizing and Securing Information Resource Equipment.

## Objective:

### **Align Information Technology (IT) plans and resources to meet agency and programs' needs.**

To provide excellent customer service, IT will build strong relationships with all our business stakeholders. IT will work together with all program and department directors to ensure their missions are a priority. IT will modify processes to align with our business partners. We will evaluate mobile and digital methods and provide efficient IT solutions to be a positive force multiplier and help our agency accomplish our top priority - helping veterans.

## Objective:

### **Improve cost saving by reducing redundant business applications.**

A comprehensive examination of all applications and tools is required in order to consolidate IT resources at the agency level. The proliferation of funding streams warrants a deliberate and strategic roadmap to align all departments' tools and applications according to the agency's vision. Separate applications currently meet single business needs but require evaluation to improve efficiency. We are committed to transparency, reducing costs, flexible and adaptable approaches, and deploying emerging technologies that meet our customers' needs.

## Objective:

### **Protect resources and agency information by implementing security best practices and complying with state and federal security requirements.**

TVC will conduct IT security assessments to determine systems' capability and weakness, which is essential to identify solutions and mitigating vulnerabilities. IT will maintain strict compliance with Department of Information Resources (DIR) Cybersecurity framework and follow the recommendation of the Federal National Institute of Standards and Technology (NIST) regulation and best business practices. The agency will stay aligned to the DIR State Strategic Plan and evaluate and deploy cost-effective cybersecurity tools. TVC will participate in the State sponsored EDR Solution to protect and secure all endpoints. Additionally, TVC will protect agency data from unauthorized access and data corruption throughout its lifespan.

# Contract Manager Training

The Texas Veterans Commission (TVC) must comply with the Texas Comptroller of Public Accounts (CPA) system of training, testing, certification, and continuing education for state agency contract management personnel in accordance with the Texas Government Code.

Specifically, a state agency employee must be certified as a Certified Texas Contract Manager (CTCM) to engage in contract management functions on behalf of a state agency if the employee has the job title of “contract manager”, “contract administration manager” or “contract technician”; performs contract management activities as fifty percent (50%) or more of his/her job activities; or manages any contract in excess of \$5,000,000.

Individuals may obtain certification as a CTCM through the CPA after completion of the training course and successful certification exam.

## **Certification and Continuing Education**

Certifications and renewals issued after January 1, 2018, will be issued for three (3) years for Certified Texas Contract Developers and Certified Texas Contract Managers. Continuing education for procurement professionals renewing a three (3) year certification are required to take twenty-four (24) hours of SPD-sponsored in-person or online continuing education. One (1) of the twenty-four (24) hours must be ethics, to maintain certification. In addition, one (1) hour may be a non-SPD-sponsored elective of your choice. Your hours are tracked on your transcript.

If renewing under a dual certification, procurement professionals are required to take thirty-six (36) hours of SPD-sponsored in-person or online continuing education. One (1) of the thirty-six (36) hours must be ethics, to maintain certification. In addition, two (2) hours may be a non-SPD-sponsored elective of your choice. Your hours are tracked on your transcript.

All certified procurement professionals are also required to take the Renewal Refresher course offered by SPD once every three years in order to maintain certification. The Renewal Refresher course does not count towards continuing education hours. The Renewal Refresher course must be completed no earlier than two years following the date of initial certification or last renewal. Renewal Refresher courses completed prior to two years following the date of initial certification or last renewal will not be considered applicable to the Renewal Refresher requirement.

Procurement professionals certified prior to January 2018 renewing a five (5) year certification may renew under the previous requirement of 80-hours of continuing education provided the training meets the previous policy and timeline for renewals. Procurement professionals renewing a five (5) year certification may also elect to renew under the current continuing education requirements stated above. Your expiration date remains the same with either option. Once a certification is renewed, all current rules and procedures apply.

If you allow your certification to expire, an extension may be requested within thirty (30) calendar days from the date of expiration. If the Division approves the extension, you have sixty (60) calendar days from the date of extension approval to complete the requirements for renewal. If you fail to meet the renewal requirements, your certification will not be renewed.





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