

STRATEGIC PLAN

Fiscal Years 2025 – 2029



TEXAS VETERANS COMMISSION

"Helping Veterans Starts Here"





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COMMISSION**

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STRATEGIC PLAN

Fiscal Years 2025 - 2029

by the

Texas Veterans Commission

June 2024

Member

Laura Koerner, Chair
Kevin Barber, Member
Mary Dale, Secretary
Mike Hernandez, Member
Charles Wright, Member

Date of Term

December 31, 2029
December 31, 2027
December 31, 2025
December 31, 2025
December 31, 2029

Signed:

Laura Koerner, Chair

Signed:

Thomas Palladino, Executive Director

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Mission

To advocate for and provide superior service 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 their 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.**

External / Internal Assessment

The Texas Veterans Commission (TVC) provides free services to veterans, their families, and survivors through nine program areas: Claims Department, Veterans Employment Services, Veterans Education Services, Communications and Outreach, Veteran Entrepreneur Program, Health Care Advocacy, Veterans Mental Health Department, Women Veterans Program, and the Fund for Veterans' Assistance. Also, it provides support by accrediting and certifying Veteran County Service Officers across the state and certifying Military Veteran Peer Network Peer Service Coordinators in mental health authorities across Texas. TVC indirectly serves many more veterans by providing funding to non-profit and government organizations in the Lone Star State.

The agency's most significant external factor is the large number of veterans that reside in Texas. At more than 1.5 million veterans, the state is proudly home to more veterans than any other state in the nation. That creates a higher demand for services that TVC and other veteran serving organizations provide. Additionally, Texas has the largest estimated population of women veterans with over 200,000 in the state.

Additional external factors specific to veteran's mental health include more than 500 veteran deaths by suicide in Texas annually (VA), and the new number of veterans experiencing homelessness increased by 19% in 2023 (HUD). The TVC Veterans Mental Health Department addresses these concerns with the cooperation of other government agencies and non-profit organizations and has implemented recent legislation to address these factors.

The agency's most significant internal factor is the collocation of many of its direct service providers in other federal, state, and county offices at no cost to the state. Most of our Claims and Health Care Advocacy representatives are collocated in VA Medical Centers or Regional Offices in Texas. Most of our Veteran Employment Services employees are located in the 28 State Workforce Boards offices across the state. Additionally, we have Claims and Employment staff at several military installations, county veteran affairs offices, and university veteran resource centers. This necessitates the consistent renewal of agreements, MOUs, and contracts for office space for TVC personnel.

Additional factors are expected to influence the agency's trajectory for the duration of this strategic report's time period. New legislation will influence the agency's actions, as well as the 2024 Veteran Needs Assessment which will be received by the TVC on May 31, 2024.

External Assessment – Federal Legislation

Senate Bill 3373 – Sergeant First Class Heath Robinson Honoring our Promise to Address Comprehensive Toxics (PACT Act) was enacted by the 117th Congress in 2022.

The PACT Act added over 20 presumptive conditions for burnt pits, Agent Orange, and other toxic exposures. This granted veterans the opportunity to file claims for conditions not previously listed or acknowledged, and ultimately receive treatment.

The PACT Act expands and extends eligibility for VA health care for veterans with toxic exposures and veterans of the Vietnam, Gulf War, and post 9-11 eras. Veterans can now directly access healthcare services without the need to apply for Veterans' Affairs (VA) disability benefits first. This allows eligible veterans to receive healthcare services more easily and quickly.

The Texas Veterans Commission is leading all states with 169,806 PACT Act claims filed and has registered 789,420 veterans in VA health care as of March 2024.

External Assessment – State Legislation

During previous legislative sessions, the Texas Legislature increased the Texas Veterans Commission's ability to provide direct services to veterans through the Agency's appropriations, thus expanding the Commission's ability to advocate for and serve Texas veterans, their families, and survivors. However, the appropriated funds for TVC's indirect budget (central administration) are not sufficient to support the current level of TVC's direct services.

Message from the Executive Director

Service before self is a core value that we carry not only as a philosophy, but as a day-to-day practice serving Texas veterans, their families, and survivors. More than 80% of the Texas Veterans Commission (TVC) staff are veterans. When those of us answered the call of service to our great nation, we knew we served a greater purpose than our own motivations. We first served our country. Now, it is our honor to assist our fellow brothers and sisters who served in the military.

The Texas Veterans Commission was created in 1927 as the State Service Office to aid veterans of previous wars, including World War I. Our purpose has always been to function as the state appointed advocate of Texas veterans as they attempt to secure the benefits rightfully earned in exchange for their service in our nation's armed forces.

That purpose continues today. TVC's expansion of services in the past decade has been broad: encompassing new programs and initiatives to more comprehensively meet the needs of all Texas veterans and their families and allow them to access the benefits they earned. The Agency exists to holistically provide services at every phase of a veteran's transition from the military, as well as increasing their physical and mental quality of life throughout their lifetime.

It has been an honor to serve as Executive Director of Texas Veterans Commission since 2010, and as a past president of the National Association of State Directors of Veterans Affairs. Partnerships are vital in guiding the trajectory of veteran's services. We work with our partners at every level: from our federal partners at the Department of Veterans Affairs and Department of Labor, to our fellow state agencies including the Veterans Land Board and the Texas Lottery Commission, to our county and city partners with veterans' affairs offices, and our non-profit grantees and partners who provide additional direct services to veterans, like home repairs and counseling.

This 2025-2029 Strategic Plan provides TVC's goals and strategies for the five-year planning period to provide superior services to veterans; Texas is home to more veterans than any other state. With the leadership of the Agency's five Commissioners and the support of the Governor, Texas Legislature, and our partners, we will proudly continue to serve those who served.

TVC Operational Goals and Action Plan

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

Specific Action Items to Achieve Goal

1. File and appeal successful VA claims on behalf of veterans, their dependents, and their survivors.
2. Assist veterans with finding employment through job matching and career services and expand employment opportunities for veterans, including those with disabilities.
3. Approve education and training programs across Texas for federal veteran educational benefits to ensure that institutions and employers are complying and qualified to provide training to veterans and other eligible persons.
4. Provide outreach through community events, traditional and online media, published materials, and other methods, to inform veterans, their dependents, and survivors of the advocacy services provided by TVC.
5. Assist veterans with starting and growing businesses through the development of their business plan, securing capital, and development of business fundamentals.
6. Provide direct assistance and advocacy to veterans who are experiencing difficulty in gaining access to VA health care facilities, as well as expand health care providers opportunities to treat veterans' health issues.
7. Connect women veterans to benefits and services to ensure women veterans in Texas have access to equitable care and services.
8. Ensure access to competent mental health services for service members, veterans, and their families through training, certification, and technical assistance across Texas focusing on suicide prevention, justice involved veterans, veteran homelessness, peer support, military cultural competency, and community and faith-based partnerships.

HOW OUR GOALS SUPPORT EACH STATEWIDE OBJECTIVE

1. *Accountable to tax and fee payers of Texas.*

TVC helps generate billions of dollars in economic impact by connecting veterans with the benefits they earned. Revenue is generated by assisting veterans in starting businesses or receiving an education with their benefits. Additionally, the Agency focuses on fiscally responsible stewardship of taxpayer dollars by partnering with many organizations, and collocating our regional offices in the VA, Workforce Solutions Offices, and other locations.

2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

TVC holistically serves veterans, and as such, can quickly connect them to resources either in Agency, or in the network of government and non-profit partnerships.

3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*

The Agency closely monitors and regularly reviews its performance measures to ensure that Texas veterans and their families are receiving the services they earned.

4. *Attentive to providing excellent customer service.*

TVC is committed to providing the best customer service by listening to the needs of veterans. All Agency departments send out customer satisfaction surveys and encourage completion to guarantee an accurate appraisal of the quality of services rendered.

5. *Transparent such that agency actions can be understood by any Texan.*

The Agency ensures that all public meetings and actions are publicized. Through published materials, outreach mediums to include the website, and other sources, TVC is dedicated to showing Texans how it works for them.

GOAL TWO: 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 Veterans Treatment Courts.

Specific Action Items to Achieve Goal

1. Provide grants to local nonprofit organizations and units of local government that provide direct services to veterans, their families, and survivors.
2. Provide housing modifications to veterans, their families and survivors using funds appropriated by the legislature for the Housing for Texas Heroes grant program.
3. Provide grants to units of local government for Veterans Treatment Court services.

HOW OUR GOALS SUPPORT EACH STATEWIDE OBJECTIVE

1. *Accountable to tax and fee payers of Texas.*

The Fund for Veterans Assistance exists due to the generosity of Texans who either buy a Texas Lottery ticket or donate through a hunting license or other state service. TVC carefully administers and with an advisory committee selects the grantees awarded funds to ensure the accountable use of those dollars.

2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

The Agency efficiently selects grantees, and provides the public with their contact information, to effectively connect veterans with additional direct services not provided by TVC.

3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*

Each year, TVC carefully reviews the performance of each entity awarded a grant to ensure they are providing excellent services to veterans and their families.

4. *Attentive to providing excellent customer service.*

The Agency seeks feedback each year for not only how the grants department is reaching customer satisfaction, but also if the grants awarded provide exceptional service to veterans.

5. *Transparent such that agency actions can be understood by any Texan.*

The grants are presented and reviewed in a public forum to provide a transparent process. Additionally, the grantees are listed on the TVC website to give the public direct access to those awarded funds.

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

Specific Action Items to Achieve Goal

1. Administer the Hazlewood tuition exemption to provide eligible Texas veterans, spouses, and children with up to 150 hours of tuition exemption at public institutions of higher education within the state.
2. Maintain the Hazlewood exemption database and provide data to the Legislative Budget Board for the Legacy reimbursement.

HOW OUR GOALS SUPPORT EACH STATEWIDE OBJECTIVE

1. *Accountable to tax and fee payers of Texas.*

TVC ensures this valuable service to eligible Texas veterans and their families is accountable by maintaining the Hazlewood Exemption database and providing guidance to higher education, students, and other stakeholders.

2. *Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

The Agency works with the administration of Hazlewood, while State Comptroller's Office performs reimbursement to universities and colleges—ensuring both agencies working together provide the best results for all stakeholders.

3. *Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.*

The Agency works with several professional associations and other government partners to select and implement the best operating procedures to fulfill this goal.

4. *Attentive to providing excellent customer service.*

TVC provides outreach to assist both prospective students and the institutions of higher education. The Agency seeks customer satisfaction results to verify the best service is provided.

5. *Transparent such that agency actions can be understood by any Texan.*

TVC promotes the Hazlewood Exemption through our website, social media, and outreach events.

Redundancies and Impediments

<p>Service, Statute, Rule, or Regulation (Provide Specific Citation if Applicable)</p>	<p>Texas Government Code Sec. 434.214</p>
<p>Describe Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations.</p>	<p>Subsection (c) requires agencies to include a link to the veterans' website established under Sec. 434.102. That website belongs to DIR and because veterans' issues are not part of DIR's mission, it is not updated regularly.</p>
<p>Provide Agency Recommendation for Modification or Elimination.</p>	<p>Change the website to TVC's Women Veterans Program's website at https://www.tvc.texas.gov/women-veterans/</p>

SUPPLEMENTAL SCHEDULES



BUDGET STRUCTURE

Goals, Objectives, and
Performance Measures

**TEXAS VETERANS
COMMISSION**

OUTCOME MEASURES

1. 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.

1.1. Description

Through effective training and advocacy, provide effective claims representation, veterans education approvals, employment services, outreach, veteran entrepreneur services, healthcare advocacy, women veterans, and the veterans mental health services, and assistance to veterans, their dependents, and survivors.

Goal No. 1 Objective No. 1 Measure 1	Ensure veterans, their dependents, and survivors receive all due benefits.
	Ensure veterans receive claims, employment, and education benefits.
	VA monetary awards (Million \$) to veterans with service-connected disabilities.
DEFINITION	The amount of Monetary Awards (in Millions of Dollars) paid because of Commission advocacy in Claims representation of veterans with service-connected disabilities.
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.
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 veterans with service-connected disabilities. 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.
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.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 2	VA monetary awards (Million \$) to totally disabled wartime veterans.
DEFINITION	The amount of monetary awards (in Millions of Dollars) paid because of Commission case development and advocacy in Claims to raise or maintain the income of totally disabled wartime veterans above the poverty line.
PURPOSE	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.
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.
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.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 3	VA monetary awards (Million \$) to survivors or orphans of veterans.
DEFINITION	The amount of monetary awards (in Millions of Dollars) paid because of Commission advocacy in Claims representation for survivors or orphans of veterans.
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.
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.
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.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1 (non-key)	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 6	Percentage of veterans employed/enrolled 2 nd -4 th 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.
PURPOSE	To assess effectiveness of VETS services in promoting employment or further education over an extended period after services conclude.
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.
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.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 7	Percentage of Education Program approvals completed within 30 days.
DEFINITION	This measure provides the percentage of education program approvals completed by the Texas Veterans Commission's (TVC) Veterans Education Department received within the reporting period from institutions throughout the state, and then allows for approved institutions to provide education and training opportunities for eligible veteran VA beneficiaries utilizing federal GI Bill educational benefits.
PURPOSE	The purpose of this measure is to report responsiveness of TVC Veterans Education staff in processing applications for approval, and to provide these opportunities and allow programs to leverage GI Bill benefits for veterans and eligible VA beneficiaries. The Veterans Education Department serves as the State Approving Agency as defined within Title 38, U.S.C.
DATA SOURCE	TVC, Veterans Education staff record receipt and disposition of education program approval packages in the TVC, Veterans Education database.
METHODOLOGY	The percentage is calculated by dividing the number of education program approvals completed within 30 days by the total number of program applications received.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 8	Percentage of Veterans 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).
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.
DATA SOURCE	TVC Veterans Education staff record receipt and disposition of education program approvals 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.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 9	Percentage of Institution visits completed by TVC 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).
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.
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.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 10	Percentage of Customer Satisfaction.
DEFINITION	Percentage of customer survey responses that express satisfaction with services provided by the Texas Veterans Commission (TVC).
PURPOSE	This measure informs whether TVC staff are meeting the needs 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.
DATA LIMITATIONS	Data is based only on customers completing the survey and may not represent the total number of customers served.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 11	% of veteran entrepreneurs who certify as a Texas veteran-owned business.
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 percentage 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.
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.
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 divided by the total number of veterans served by the TVC VEP.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 12	% Veteran encounters & services that have a positive outcome from HCAD.
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 makes inquiries as to other areas.
PURPOSE	The HCA staff deal with a variety of veteran health issues to improve their quality of life. This measure evaluates the efforts of HCA staff in helping veterans and their families receive services.
DATA SOURCE	HCAD 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.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Measure 13	Percentage of veterans that receive individualized career services.
DEFINITION	This metric compares the number of veterans receiving individualized career services to those obtaining basic career services from Disabled Veteran Outreach Program Specialists (DVOPs). Individualized services include comprehensive assessments, in-depth interviewing, career coaching, short-term pre-vocational services, and creating employment plans. In contrast, basic career services encompass resume preparation, job search, and training referrals, but exclude administrative tasks like registration, eligibility checks, and follow-up inquiries.
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.
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 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 represents the unique count of veterans receiving basic career services, including resume preparation, job search, and training referrals, from a DVOP specialist within the performance period. The numerator is those veterans, from the denominator group, who also received individualized career services from the same specialists.
DATA LIMITATIONS	None.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

OUTCOME MEASURES

2. Ensure Veterans Receive General Assistance, Mental Health, & Housing Services

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.

2.1. Description

Percentage 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.

Goal No. 2	Ensure veterans receive General Assistance, Mental Health, & Housing services.
Objective No. 1	Provide Assistance Grants.
Measure 1	Percentage 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 life stress and emotional triggers because of those 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 FVA.
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.
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.
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

OUTPUT MEASURES

1. Goal: Ensure veterans, their dependents & survivors receive all due benefits.

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

1.1. Description

Number of claims for veterans' benefits filed and fully developed on behalf of veterans with service-connected disabilities.

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 1	Claims benefits & assistance to veterans and their families.
Measure 1	Number of claims filed and 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.
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.
DATA SOURCE	Data is drawn from agency Claims Management System.
METHODOLOGY	Data on claim numbers, office source, and type of claims are collected in the case management system as claims are completed and signed by the veteran at a TVC office or outreach function.
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, ability to audit this data is limited.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1 (non-Key)	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 1	Claims benefits & assistance to veterans and their families.
Measure 3	Claims filed and developed on behalf of survivors / orphans of veterans.
DEFINITION	Number of claims for veterans' benefits filed and developed on behalf of survivors and orphans of veterans.
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 DVA pension or compensation benefits. Includes claims sent to the Commission by Veterans County Service Officers for representation, review and or development.
DATA SOURCE	Data is drawn from agency Claims management system.
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.
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, ability to audit this data is limited.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 1	Claims benefits & assistance to veterans and their families.
Measure 4	Active veterans' benefits cases for veterans represented by TVC.
DEFINITION	Number of active veterans' benefits cases as reported by VA for veterans, their survivors, or their orphans represented by the Texas Veterans Commission.
PURPOSE	The number of active veteran benefit cases as reported by VA for veterans, their survivors, or their orphans represented by Texas Veterans Commission.
DATA SOURCE	TVC depends on VA for information from reports provided.
METHODOLOGY	Number of active cases is recorded from data provided by VA in a special report. The number reported is the number of cases listed in the report that match used to calculate outcomes #1, #2 and #3 for goal 1.
DATA LIMITATIONS	TVC depends on VA for information from reports provided
CALCULATION TYPE	Non-cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 1	Claims benefits & assistance to veterans and their families.
Measure 5	Number of claim decisions reviewed by the State Strike Force Team.
DEFINITION	Number of claims decisions reviewed by the State Strike Force Teams of the Texas Veterans Commission.
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.
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 only counted once.
DATA LIMITATIONS	The State Strike Force Team is dependent upon the VA for reports to conduct their reviews.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents, and survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 3	Veterans Education Department (Vets Ed).
Measure 1	Number of approval actions completed by Veterans Education.
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.
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.
DATA SOURCE	TVC personnel record institution/ program approval actions in the Veterans Education database.
METHODOLOGY	The number of institution/program approval actions are calculated by TVC personnel after they respond to an institution's request for GI Bill© approval. Reports are generated by TVC personnel and reported to the VA and affected institutions.
DATA LIMITATIONS	Federal VA reports are generally available two years in arrears. TVC Veterans Education data is available quarterly.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 4	Communications and Veterans Outreach Department.
Measure 1	Number of veteran engagements.
DEFINITION	The number of veteran engagements through TVC online-hosted events, webinars, social media, website, and electronic newsletters.
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.
DATA SOURCE	Automated sources include: 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. Zoom tracks public participation in online events.
METHODOLOGY	All data is compiled on a quarterly basis and includes the data source, date, and the total number of veteran engagements.
DATA LIMITATIONS	The source of data collection dependent on 3rd party analytical software.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 5	Veteran Entrepreneur Program (VEP)
Measure 1	Number of entrepreneur services provided to veterans and their families.
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.
PURPOSE	Services provided by VEP are designed to lead to the creation of new, or the expansion of existing, Veteran-Owned Businesses (VOB) throughout the state. These businesses will represent a new or expanding tax base for the local and state economy in addition to the creation of new jobs for a diverse and sustainable economy.
DATA SOURCE	VEP consultants record the services provided to the veterans and 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 date service rendered and next stage/step.
DATA LIMITATIONS	None
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 6	Health Care Advocacy Department (HCAD).
Measure 1	Number of veteran services provided by HCAD.
DEFINITION	The purpose of this measure is to track the total number of veteran encounters and services provided by the Health Care Advocacy Department (HCAD) in seeking solutions to health care concerns and unmet needs for veterans.
PURPOSE	HCAD allows TVC 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. HCAD staff interpret the 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 veterans, their families, and VHA facility personnel in overcoming barriers to veteran health care. Advocates identify existing and potential problems, suggest solutions or alternatives, and assist with constituent inquiries and public relations to increase community and veteran awareness of VHA health care resources and services.
DATA SOURCE	HCAD personnel will record the number of veteran encounters and services provided to the veteran on a centralized online database. This database is monitored by the HCAD Director and Operations Manager.
METHODOLOGY	The total number of encounters and services provided to the veteran is calculated by adding the number of veteran encounters and services provided to the veteran which are inputted into the central online database.
DATA LIMITATIONS	The report is manually reviewed for accuracy to eliminate duplication of records. Human error is a possibility.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 7	Women Veterans Program (WVP).
Measure 1	Number of veteran engagements provided by the WVP.
DEFINITION	The number of veteran engagements through TVC hosted events, community events, social media, website, and email requests.
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.
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’s engagements are calculated by adding the number of veteran engagements through reports generated from the centralized online database.
DATA LIMITATIONS	None
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 1	Ensure veterans, their dependents & survivors receive all due benefits.
Objective No. 1	Ensure veterans receive claims, employment, and education benefits.
Strategy 8	Veterans Mental Health Department (VMHD)
Measure 1	Number of veteran engagements provided by VMHD.
DEFINITION	The total number of outreach engagements provided by Veterans Mental Health Department includes technical assistance; training; stakeholder engagement with national, state, and local partners; and community resource connection.
PURPOSE	The purpose of this measure is to capture the number of outreach engagements provided by the Veterans Mental Health Department to veterans, their families, and veteran-serving stakeholders across the State of Texas.
DATA SOURCE	VMHD staff track the provision of outreach engagements provided to veterans and veteran stakeholders through a centralized database that is monitored by VMHD Director and Operations Manager.
METHODOLOGY	Outreach engagements are aggregated across all VMHD programs through the centralized database.
DATA LIMITATIONS	None
CALCULATION TYPE	Cumulative
NEW MEASURE	Yes
TARGET ATTAINMENT	Higher than target

OUTPUT MEASURES

2. Ensure veterans receive General Assistance, Mental Health & Housing Services.

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

2.1. Description

Number of veterans, their dependents, and survivors of veterans served by the Fund for Veterans' Assistance Grants.

Goal No. 2	Ensure veterans receive General Assistance, Mental Health, Housing, and Veterans Treatment Court Services.
Objective No. 1	Provide Assistance Grants.
Strategy 1	FVA General Assistance Grants.
Measure 1	Number of veterans, their dependents & survivors served by FVA Grants.
DEFINITION	Number of veterans, their dependents, or survivors of veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).
PURPOSE	This measure provides the number of veterans, dependents, and survivors that are provided services through the General Assistance and/or Veterans Mental Health grants in the FVA.
DATA SOURCE	Organizations that receive grants from the FVA are required to report the number of veterans, their dependents and survivors of veterans served each quarter to the Commission. Quarterly reports are required from all grantees.
METHODOLOGY	Organizations that receive grants from the FVA are required to report the number of veterans, their dependents and survivors of veterans receiving services. The TVC staff in the FVA Department will add all organizational totals to arrive at a cumulative amount.
DATA LIMITATIONS	The number relies on the accurate reporting and documentation of services provided to veterans, their dependents, and survivors of veterans by organizations receiving grant funds. TVC will monitor grant programs according to a risk-based assessment.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 2	Ensure veterans receive General Assistance, Mental Health, Housing, and Veterans Treatment Court Services.
Objective No. 1	Provide Assistance Grants.
Strategy 2	Housing 4 Texas Heroes Grants (H4TXH).
Measure 1	Number of veterans served by the H4TXH Program.
DEFINITION	Number of veterans, their dependents, or survivors of veterans served through grant programs funded through the TVC Fund for Veterans' Assistance (FVA).
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.
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 FVA 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.
DATA LIMITATIONS	None.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 2	Ensure veterans receive General Assistance, Mental Health, Housing, and Veterans Treatment Court Services.
Objective No. 1	Provide Assistance Grants.
Strategy 2	Housing 4 Texas Heroes Grants (H4TXH).
Measure 2	Number of completed home modifications provided to veterans.
DEFINITION	The number of completed home modifications provided to veterans, their dependents, or survivors by the H4TXH program.
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.
DATA SOURCE	Grantees receiving H4TXH program funds are required to report each quarter the number of home modifications projects completed for veterans, their dependents, and/or survivors and the type of work comprising each completed home modification project.
METHODOLOGY	Grantees receiving H4TXH program funds report the number of home modifications projects completed for veterans, their dependents, and/or survivors provided through H4TXH funds. TVC staff will add the number of completed modifications from all H4TXH program reports to arrive at the total number of completed home modifications projects. All modifications are completed and signed-off by both parties for final payment, according to grant terms.
DATA LIMITATIONS	None.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Goal No. 2	Ensure veterans receive General Assistance, Mental Health, Housing, and Veterans Treatment Court Services.
Objective No. 1	Provide Assistance Grants.
Strategy 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).
PURPOSE	This measure provides the number of veterans that are provided services through Veterans Treatment Court grants in the FVA.
DATA SOURCE	Organizations that receive grants from the FVA are required to report the number of veterans served each quarter to the Commission. Quarterly reports are required from all grantees.
METHODOLOGY	Organizations that receive grants from the FVA are required to report the number of veterans receiving services. The TVC staff in the FVA Department will add all organizational totals to arrive at a cumulative amount.
DATA LIMITATIONS	The number relies on the accurate reporting and documentation of services provided to veterans by organizations receiving grant funds. TVC will monitor grant programs according to a risk-based assessment.
CALCULATION TYPE	Cumulative
NEW MEASURE	No
TARGET ATTAINMENT	Higher than target

Historically Underutilized Business Plan

The Historically Underutilized Business (HUB) program requires state agencies to make a sincere effort to allocate procurement opportunities to certified HUBs. The program is governed by the 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 objective is to actively involve HUBs in Texas procurement processes and ensure they receive a fair share of state business.

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

- Being a for-profit entity that adheres to the size standard specified by 34 TAC §20.294 and having its primary place of business in Texas.
- Being 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) actively supports HUB and complies with all relevant laws and regulations.

HUB Outreach

TVC ensures fair distribution of awards and purchases among HUB groups. TVC communicates directly with non-certified HUBs to provide information on HUB programs and certification procedures.

HUB Goal

TVC provides procurement opportunities to certified historically underutilized enterprises, ensuring fair consideration and equal opportunities for all businesses.

HUB Objective

The TVC aims to enhance its utilization of HUB to meet or exceed statewide goals set by the Texas Comptroller of Public Accounts. TVC has implemented policies to ensure that competitive contracts and non-competitive purchases are awarded to HUB vendors who provide value and are cost-efficient. TVC's purchases include professional services, other services, and commodities (goods). The statewide HUB goals by procurement category are:

- 23.7% for professional services contracts
- 26.0% for other services contracts
- 21.1% for commodities contracts

TVC is dedicated to procuring from HUBs to the greatest extent possible. Due to the limited number of contracts awarded by TVC, the agency aims to compensate for the shortfall in HUB awards through its procurement of goods and commodities. Nevertheless, TVC consistently works to enhance procurements with HUB vendors across all categories and will explore new opportunities whenever they arise.

HUB Strategy

TVC has established strategies to fulfill the agency's goals and objectives, including adhering to HUB planning and reporting requirements, utilizing the CPA's Centralized Master Bidders List (CMBL) and HUB search, complying with 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, 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, and enhancing awareness of procurement opportunities and HUB certification procedures through the TVC website.

Agency Workforce 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 clerical staff in their respective regions. TVC administrative staff is located in Austin, Texas.

With approximately 1.53 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 the business issues of the agency. A majority of the current workforce (81 percent) has prior military service. TVC has a diverse workforce that is 43 percent White, 24 percent Black, 27.9 percent Hispanic, and 3 percent Other. Males comprise 55.5 percent of the workforce and 44.5 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 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 last three years from 2021 to 2023 was 17.9 percent. During this period, the turnover rate was as high as 19.8 percent in FY23 and reached a low of 13.1 percent in 2021. In FY23 TVC turnover rate was higher than the statewide turnover rate, which averaged 18.7 percent. It is anticipated the turnover rate will fall below the statewide average in FY24.

TVC has responded to attrition by successfully recruiting quality employees. TVC will continue to utilize the Veterans Employment Program, Work in Texas, LinkedIn, TVC social media platforms, the agency's career page, and employee referrals to fill positions as they become vacant. TVC has also implemented an internship program through Hiring our Heroes which places highly skilled and educated transitioning service members, veterans, and military spouses with employers committed to hiring the intern. TVC's recruiting efforts have proven successful in obtaining quality employees in a timely manner in response to attrition to meet agency business needs.

The agency continues to encourage a 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 (18 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 90 percent, though a shortage of personnel due to losses from retirement, an increased workload and competition from other state and 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 credits each year.
- Offer employee training to help develop critical skills. Continue to provide both internal and external classroom training, as well as online training to make training available to field employees and accommodating employees' schedules. Continue to inform employees about training opportunities, including those offered by TVC's Employee Assistance Program and by other agencies that TVC employees may attend at little to no cost.
- Continue to inform and encourage employees to enhance skills through the expert led, online video tutorials offered through LinkedIn Learning, a paid service offered by TVC for all employees.
- 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 the development needs in their areas of responsibility. Through analysis of a position's job duties, management will collaborate 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 assisting 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 for 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 benefits advisors, 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 benefits advisors, 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.

The 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 the 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, the 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 services is growing.

Workforce Development System Strategic Plan

Texas Veterans Commission FY 2024 – FY 2031 Partner Agency Action Plan

POLICY & PLANNING

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective – Identify and collect industry-based certification data.

System Strategy – Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.

AGENCY ACTIONS	Start Date	End Date	OUTCOME
Collaborate with Texas Workforce Commission’s Information, Innovation, and Insight team to determine requirements for implementing a method to collect industry-based certification data in WorkInTexas.com.	09/23	08/26	TVC VES will identify the requirements for implementing a method to collect industry-based certifications for the veterans and other eligible persons served within the WorkInTexas.com (WIT)
Work jointly with the intra-agency Veterans Education Department (Vets Ed) to identify industry-based certifications provided by on-the-job training programs.	09/23	08/26	TVC VES in collaboration with TVC Vets Ed will devise a list of industry-based certifications provided through on-the-job training programs.
Coordinate through the National Association of State Workforce Agencies’ Veterans Committee to determine if other states have developed an innovative method for collecting and reporting industry-based certification data of veterans.	11/23	06/24	TVC VES in collaboration with the National Association of State Workforce Agencies may identify innovative methods for collecting and reporting industry-based certifications of veterans and other eligible customers.
Establish a process for veteran career advisors to collect industry-based certification data from veterans and for veteran employer liaisons to identify employer industry-based certification requirements for use in case conferencing.	07/24	06/25	Veteran Career Advisors will use established processes to identify and capture in WIT industry-based certifications of veterans, allowing for Veteran Employment Liaisons to better identify job-ready veterans for employers.
Implement strategies and procedures developed during the first four actions and report that data to the Texas Workforce Investment Council.	08/26	08/27	TVC VES will provide a report on the strategies and procedures developed to identify and collect industry-based certification data.

Report on Customer Service

The Texas Veterans Commission evaluates customer service satisfaction and provides the 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 vital to determine how the agency meets their needs.

This report contains the five elements listed below:

1. Inventory of external customers served by each strategy listed in the 2024-25 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

Inventory of External Customers

The following table lists external customers served by each strategy listed in the 2024–25 General Appropriations Act (GAA) and a brief description of the types of services provided to them.

Strategy	External Customer	Types of Services
1.1.1. 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.
1.1.2. Strategy: Veterans Employment Services (VES)	1) Veterans with barriers to employment 2) Employers	1) Job matching and referrals, resume assistance, job search, workshops, vocational guidance. 2) Outreach
1.1.3. Strategy: Veterans Education (Vets Ed)	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 and outreach

1.1.4. Strategy: Communications & Veterans Outreach	All TVC Customers	Information/Outreach to encourage use of benefits and services.
1.1.5. Strategy: Veteran Entrepreneur Program	Prospective & Incorporated Veteran Entrepreneurs	Business plans, marketing strategies, government contracting, financing, exit strategies.
1.1.6. Strategy: Health Care Advocacy Department	Veterans/Dependents	Resolving VA Healthcare issues like medical, billing, prescriptions, and outreach.
1.1.7. Strategy: Women Veterans Program (WVP)	Women veterans	Connect women veterans to local, state, and federal resources.
1.1.8. Strategy: Veterans Mental Health Department (VMHD)	Veterans, their families, and veteran-serving stakeholders.	Outreach engagements include technical assistance; training; stakeholder engagement with national, state, and local partners; and community resource connection.
2.1.1. Strategy: General Assistance Grants	Grant beneficiaries from General Assistance and Veteran Mental Health Programs	Grant funding
2.1.2. Strategy: Housing 4 Texas Heroes	Grant beneficiaries from Housing 4 Texas Heroes Program	Grant funding
2.1.3. Strategy: Veterans Treatment Courts	Grant beneficiaries from Justice-Involved Veterans	Grant funding
3.1.1. Strategy: Hazlewood Administration	1) Institutions of Higher Education 2) Veterans/Family members	Oversight/Administration of data reporting/technical assistance and advisory services information and outreach

Brief Description of Information-Gathering Methods

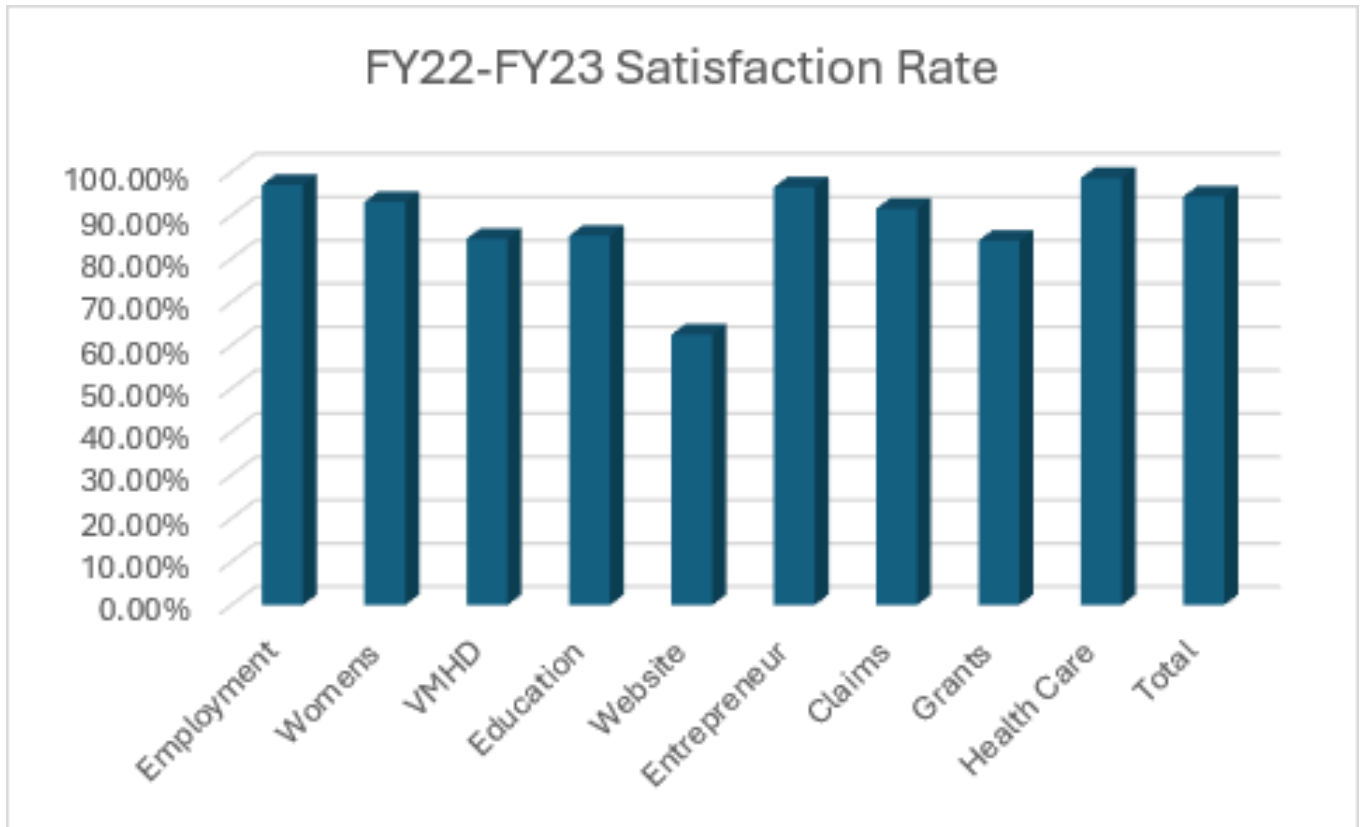
Survey Implementation

The table below lists each strategy's timeframe and how the information is gathered.

Strategy	Survey Timeframe	Survey Implementation
1.1.1. Strategy: Claims	Sep. 1, 2021 – Aug. 31, 2023	Customer feedback provided by Survey Monkey and through Flexbooker end of session satisfaction survey.
1.1.2. Strategy: Veterans Employment Services (VES)	Sep. 1, 2021 – Aug. 31, 2023	Survey included in staff signature block; emailed to veteran clients and employers based on services entered in Work- In-Texas website.
1.1.3. Strategy: Veterans Education (Vets Ed)	Sep. 1, 2021 – Aug. 31, 2023	Survey offered via link in e-mail signature block of Vets Ed staff.
1.1.4. Strategy: Veterans Outreach	Sep. 1, 2021 – Aug. 31, 2023	Survey offered via the TVC website and monthly E-Vets newsletter.
1.1.5. Strategy: Veteran Entrepreneur Program (VEP)	Sep. 1, 2021 – Aug. 31, 2023	Survey included in staff signature block.
1.1.6. Strategy: Health Care Advocacy Department (HCAD)	Sep. 1, 2021 – Aug. 31, 2023	Survey offered in person to veterans served by the strategy, linked in e-mail signature block, and printed link on staff business cards.
1.1.7. Strategy: Women Veterans Program (WVP)	Sep. 1, 2021 – Aug. 31, 2023	Survey offered via Survey Monkey link by email and in staff signature block.
1.1.8. Strategy: Veterans Mental Health Department (VMHD)	Sep. 1, 2021 – Aug. 31, 2023	Survey provided in staff email signature blocks.
2.1.1. Strategy: General Assistance Grants	Sep. 1, 2021 – Aug. 31, 2023	Offered to beneficiaries via the FVA assistance directories and through FVA grantees who provide GA and VMHD grant-funded services.
2.1.2. Strategy: Housing for Texas Heroes	Sep. 1, 2021 – Aug. 31, 2023	Offered to beneficiaries via the FVA assistance directories and through FVA grantees who provide H4TXH grant-funded services.
2.1.3. Strategy: Veterans Treatment Courts	Sep. 1, 2021 – Aug. 31, 2023	Offered to beneficiaries via the FVA assistance directories and through FVA grantees who provide VTC grant-funded services.
3.1.1. Strategy: Hazlewood Administration	Refer to A.1.3. Strategy: Veterans Education	Captured in 1.1.3. Strategy: Veterans Education

Chart Detailing Levels of Customer-Determined Service Quality

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



	1.1.1. Claims	1.1.2. Employment Services	1.1.3. Veterans Education	1.1.4. Website Survey	1.1.5. Veteran Entrepreneur Program	1.1.6. Health Care Advocacy Dept.	1.1.7. Women Veterans Program	1.1.8. Veterans Mental Health Dept.	2.1.2. Grants	<u>TOTAL</u>
Satisfaction Rate	91.58%	97.07%	85.33%	62.50%	96.52%	98.68%	93.10%	84.62%	84.19%	91.99%
Satisfied Responses	21,565	2,216	64	140	666	598	27	11	197	25,484
Total Responses	23,548	2,283	75	224	690	606	29	13	234	27,702

1. Analysis of Findings

Overall, the Texas Veterans Commission reached an overall customer satisfaction rate of 92% in both FY22 and FY23.

The agency continues to show strong performance overall with meeting customer needs. The data shows the most responses primarily come from the largest departments, which include claims, healthcare advocacy, and employment. They all show high customer satisfaction with the service provided; those departments were 91% or above. Entrepreneur also showed high customer satisfaction and many responses. The survey captured on the website shows a lower satisfaction rate, some from customers dissatisfied with the website. TVC will be launching a new website in FY24. Other programs and departments received far less feedback, but overall, still have satisfaction with the TVC employee service they received.

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. TVC will continue to ensure the survey is easily accessible on emails, websites, social media, and the E-Vets newsletter to increase survey responses. This is important to guarantee the agency meets the needs of the public and makes data-driven decisions to improve the customer experience.

The agency updated the survey at the start of FY24 to provide conformity of questions to ensure accurate ratings. TVC will change the survey at the start of FY25 to better capture the categories provided by the LBB to include satisfaction with facilities, complaint process, and printed materials.

2. Performance Measure Information

STRATEGY	FY22-23 % of Customer Satisfaction	FY22-23 Total Customer Responses	Estimated FY24 Satisfaction Rate
1.1.1 Strategy: Claims	92%	23,548	93%
1.1.2 Strategy: Veterans Employment	97%	2,283	97%
1.1.3 Strategy: Veterans Education	85%	75	85%
1.1.4 Strategy: Veterans Outreach	63%	224	50%
1.1.5 Strategy: Veteran Entrepreneur	97%	690	95%
1.1.6 Strategy: Health Care Advocacy Department	99%	606	98%
1.1.7. Strategy: Women Veterans Program	77%	13	75%
1.1.8. Strategy: Veterans Mental Health Department	93%	29	75%
2.1.1 Strategy: General Assistance Grants	84.19%	234	75%
2.1.2 Strategy: Housing for Texas Heroes Grants	Refer to results for 2.1.1. Strategy	Refer to results for 2.1.1. Strategy	Refer to results for 2.1.1. Strategy
2.1.3 Strategy: Veterans Treatment Courts	Refer to results for 2.1.1. Strategy	Refer to results for 2.1.1. Strategy	Refer to results for 2.1.1. Strategy
3.1.1 Strategy: Hazlewood Administration	Refer to results for 1.1.3. Strategy	Refer to results for 1.1.3. Strategy	Refer to results for 1.1.3. Strategy

Certification of Compliance with Cybersecurity Training

LAURA KOERNER
US Navy Veteran
Chairwoman

MARY LOPEZ DALE
US Army Veteran
Secretary

MIKE P. HERNANDEZ
Corporal, US Marine Corps (Retired)
Member



TEXAS VETERANS COMMISSION

KEVIN BARBER
US Army Veteran
Member

CHUCK WRIGHT
US Marine Corps Veteran
Member


THOMAS P. PALLADINO
Colonel, US Army (Retired)
Executive Director

Certification of Certificate of Compliance Cybersecurity Training

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Executive Director

Commissioner Chair


Thomas Palladino (Apr 9, 2024 15:12 CDT)
Signature


Laura Koerner (Apr 12, 2024 12:46 CDT)
Signature

Thomas P. Palladino
Printed Name

Laura Koerner
Printed Name

Executive Director
Title

Chairwoman
Title

Date

Date



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