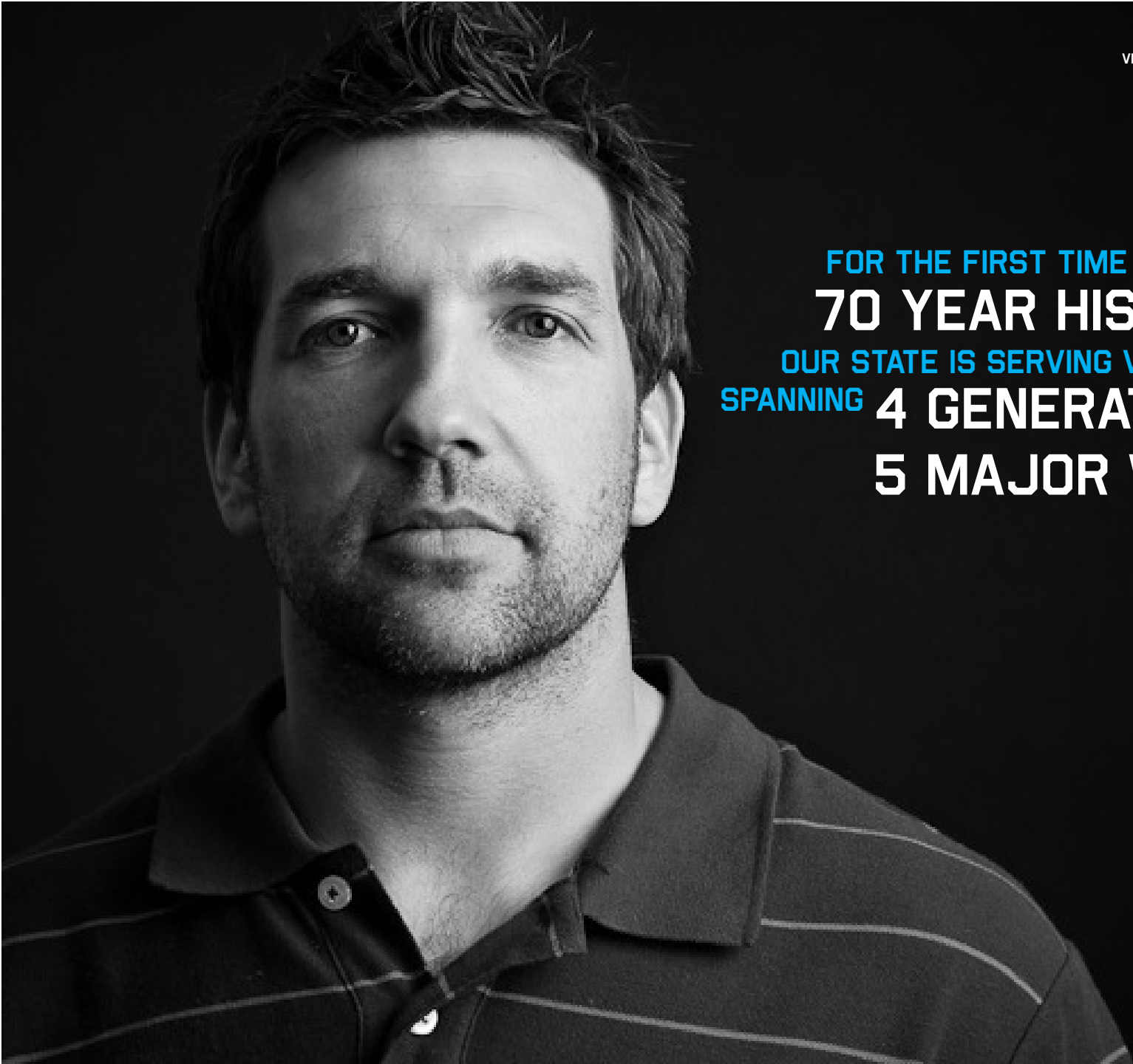




JOINT COMMITTEE ON WAYS AND MEANS
SUB COMMITTEE ON TRANSPORTATION AND ECONOMIC DEVELOPMENT
MARCH 2015





FOR THE FIRST TIME IN ODVA'S
70 YEAR HISTORY
OUR STATE IS SERVING VETERANS
SPANNING **4 GENERATIONS**
5 MAJOR WARS

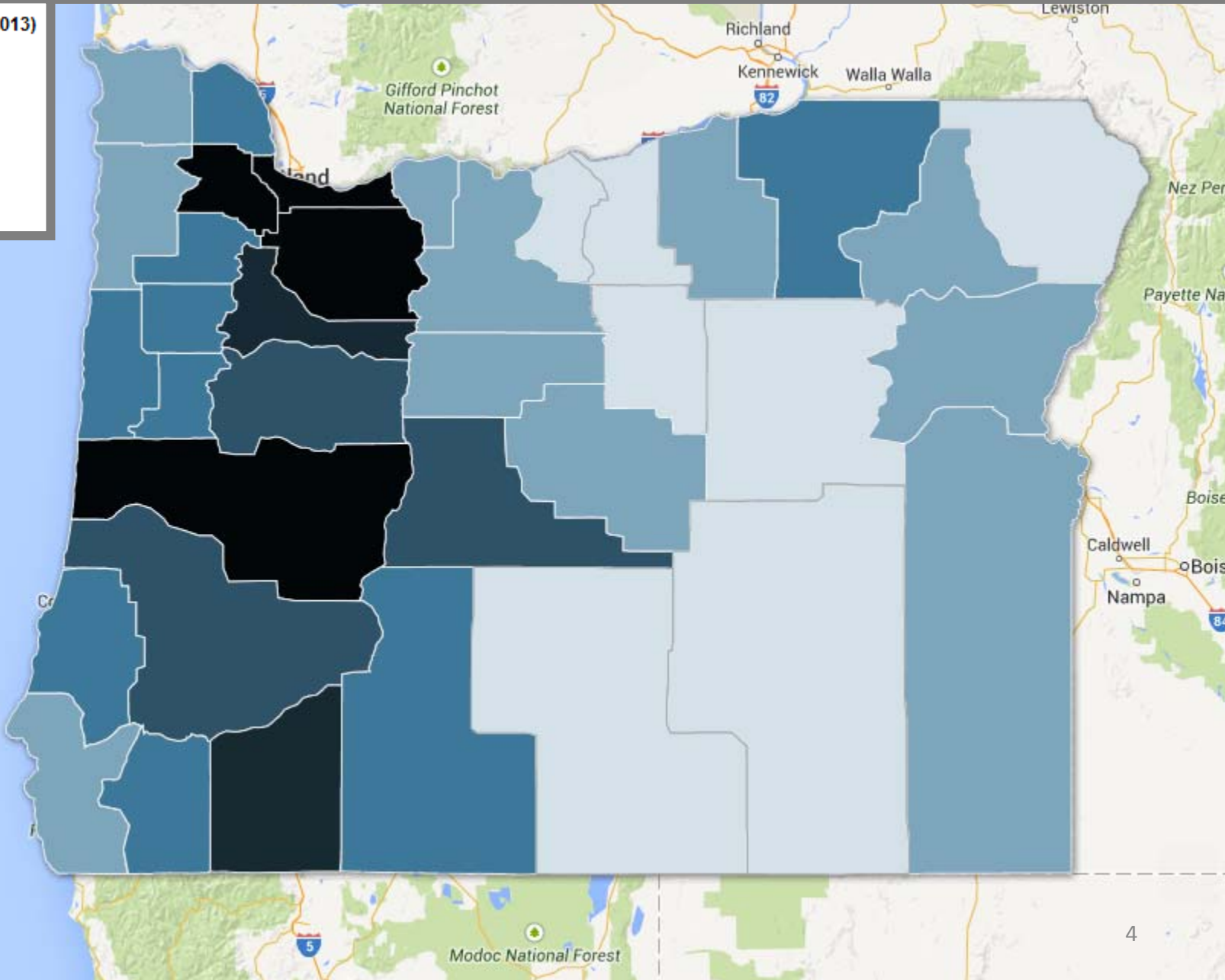


1 OUT OF 10
OREGONIANS IS A VETERAN

322,355
VETERANS IN THE STATE

Veteran Population (2013)

- 200 to 1,000
- 1,000 to 5,000
- 5,000 to 10,000
- 10,000 to 20,000
- 20,000 to 30,000
- 30,000 to 45,000



6.5%

8.5%

37.2%

25.9%

15.3%

6.6%

WWII

KOREA

VIETNAM

PEACETIME

GULF WAR

IRAQ/AFGHANISTAN

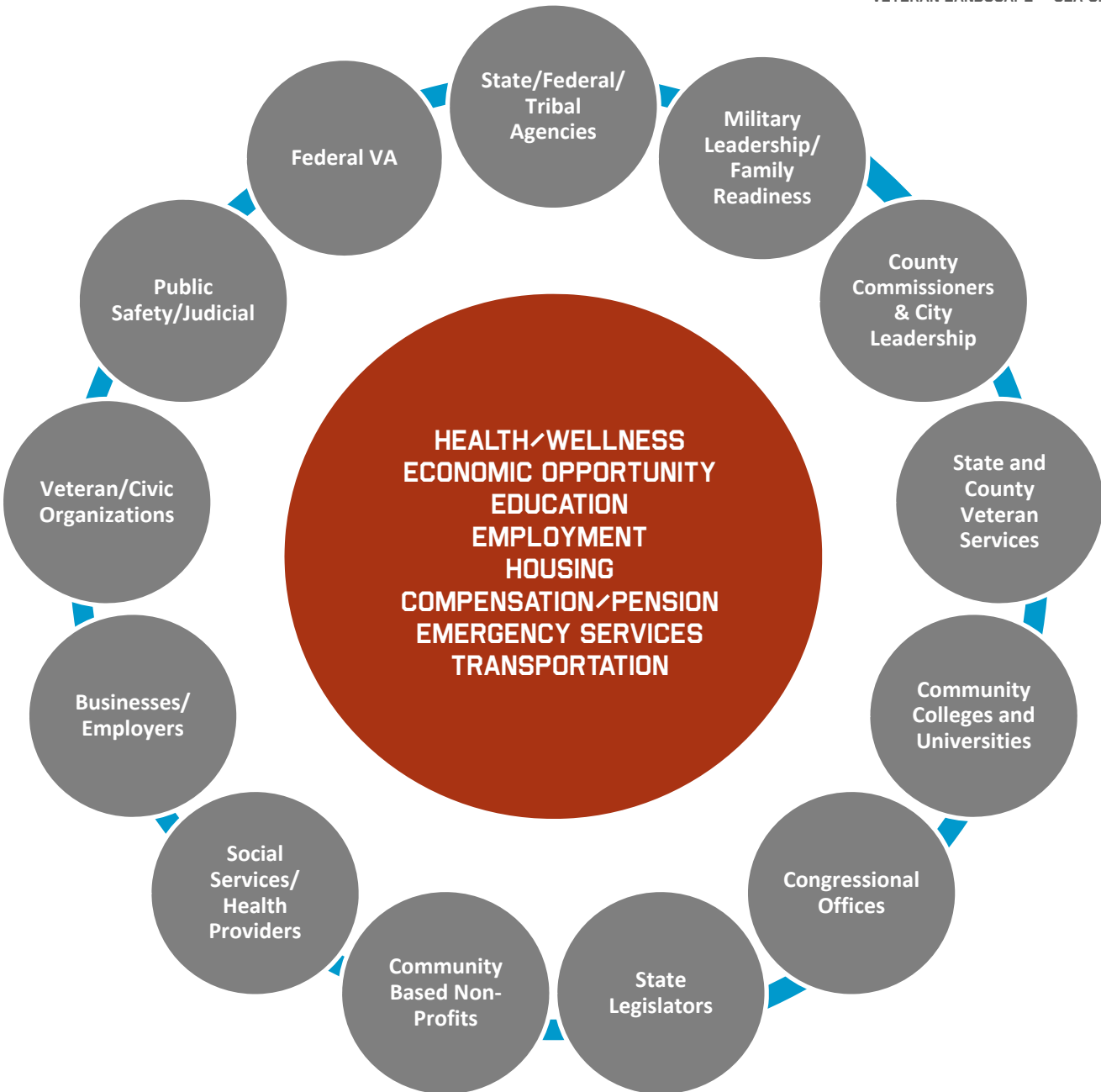


- AGING VETERANS**
- DISABLED VETERANS**
- STUDENT VETERANS**
- WOMEN VETERANS**
- RURAL VETERANS**
- MINORITY VETERANS**
- TRIBAL VETERANS**
- JUSTICE INVOLVED VETERANS**
- HOMELESS VETERANS**



NEARLY **31,000** OREGONIANS HAVE
DEPLOYED IN RECENT CONFLICTS.

ALMOST **38%** WERE MEMBERS OF THE
OREGON NATIONAL GUARD
AND RESERVE.





OUR VISION

Veterans and their families thrive in Oregon



OUR MISSION

ODVA serves and honors veterans through our leadership, advocacy and strong partnerships



OUR VALUES

Respect, Integrity,
Stewardship and Excellence

STRATEGIC GOALS AND OBJECTIVES 2014-2019

TARGET
VETERAN SERVICES

Serve more veterans and serve them better

MOBILIZE
PARTNERSHIPS

Leverage all resources available to veterans

DRIVE
VETERAN ENGAGEMENT

Amplify awareness of resources
and build the Oregon veterans brand

INVIGORATE
CORE OPERATIONS

Build a better, stronger and more durable department for
future generations through our responsible, resourceful
and creative management

CORE VETERAN PROGRAMS



STATEWIDE VETERAN SERVICES



HOME LOAN PROGRAM



AGING VETERAN SERVICES

ALL PROGRAM EXPENDITURES

CORE VETERAN PROGRAMS



STATEWIDE VETERAN SERVICES

\$10.7 MILLION GF
796K OF



HOME LOAN PROGRAM

\$15 MILLION OF



AGING VETERAN SERVICES

\$65.6 MILLION OF

Communications and Information Services

Finance

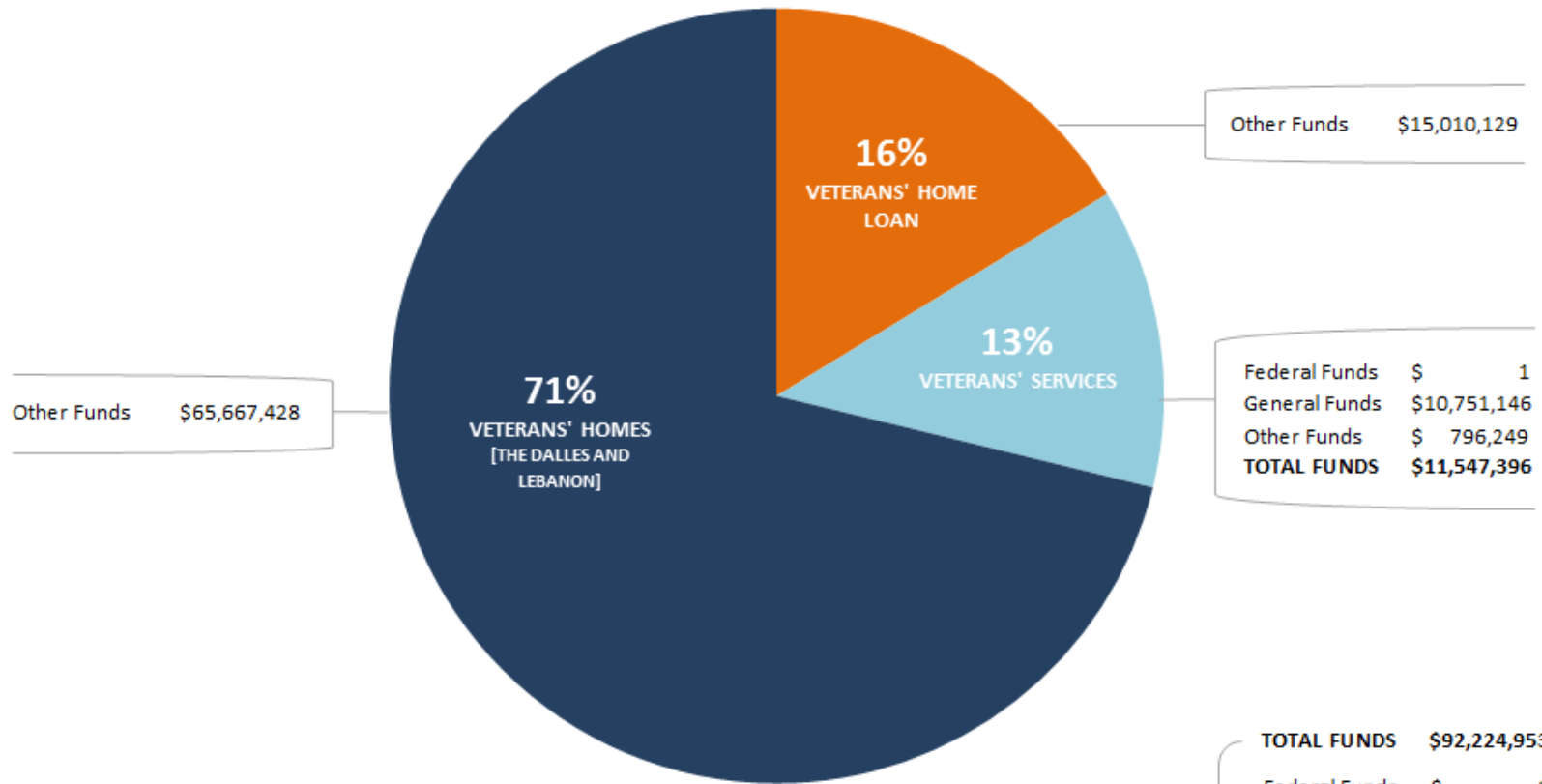
Administration

Facility and Construction Management

Human Resources



2015-17 OPERATIONAL EXPENDITURES



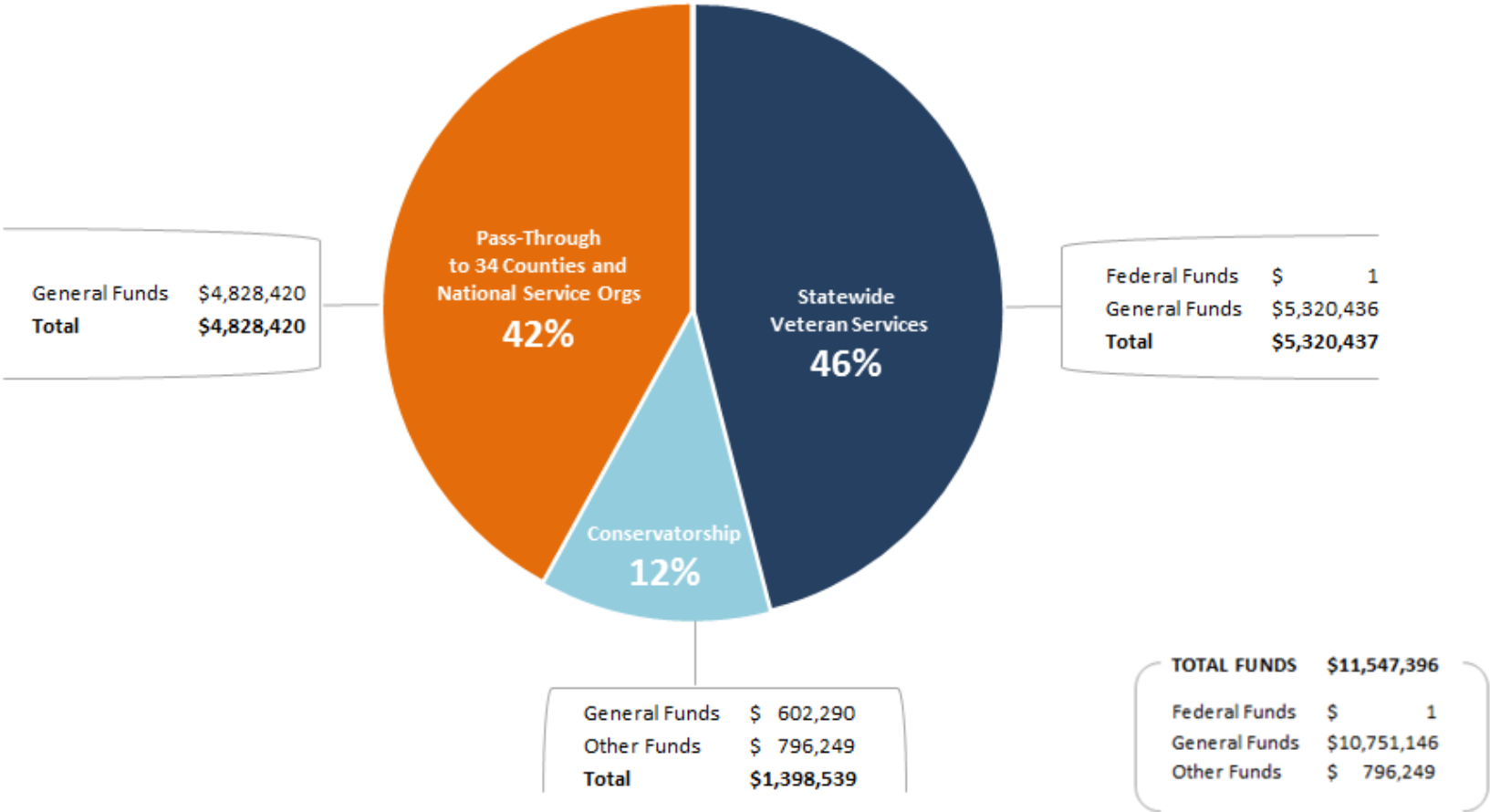
Federal Funds	\$	1
General Funds	\$	10,751,146
Other Funds	\$	796,249
TOTAL FUNDS		\$11,547,396

TOTAL FUNDS		\$92,224,953
Federal Funds	\$	1
General Funds	\$	10,751,146
Other Funds	\$	81,473,806

*Excludes Debt Service and Nonlimited Expenditures
 [Veterans' Home Loan Program \$318,333,710; Veterans' Homes Loan \$2,618,940]



2015-17 STATEWIDE VETERAN SERVICES BUDGET





STATEWIDE VETERAN SERVICES

COUNTY VETERAN SERVICE OFFICES
TRAINING AND CERTIFICATION
CLAIMS REVIEW AND APPEALS

CONSERVATORSHIP
EDUCATIONAL AID
EMERGENCY ASSISTANCE

FEDERAL VA FOR DECISION



STATEWIDE VETERAN SERVICES

- Power of Attorney
- Training and Certification
- Claims Review and Appeals



VETERAN FILES CLAIM THROUGH



COUNTY VETERAN SERVICE OFFICES

3 OUT OF 10

VETERANS HAVE ACCESSED THEIR FEDERAL BENEFITS



>71,000

TOTAL CLAIMS FILED UNDER ODVA'S POWER OF ATTORNEY IN FY13-14

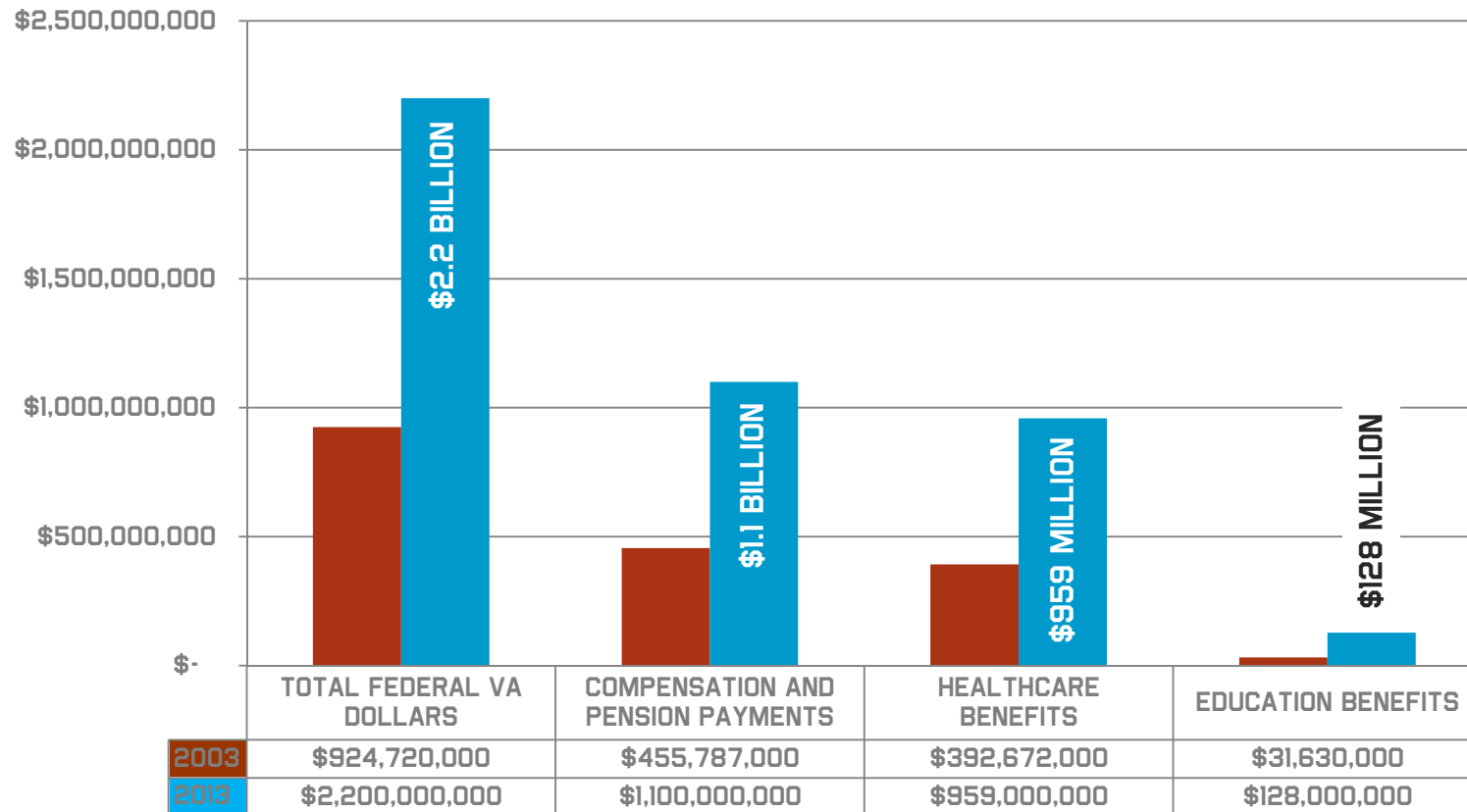
>16,000

NEW CLAIMS IN FY13-14



FEDERAL VETERAN BENEFIT DOLLARS RECEIVED IN OREGON

2003 - 2013 COMPARISON



\$92 MILLION

PER MONTH IN DISABILITY AND PENSION
PAYMENTS WAS RECEIVED BY
64,899 OREGON VETERANS IN 2013

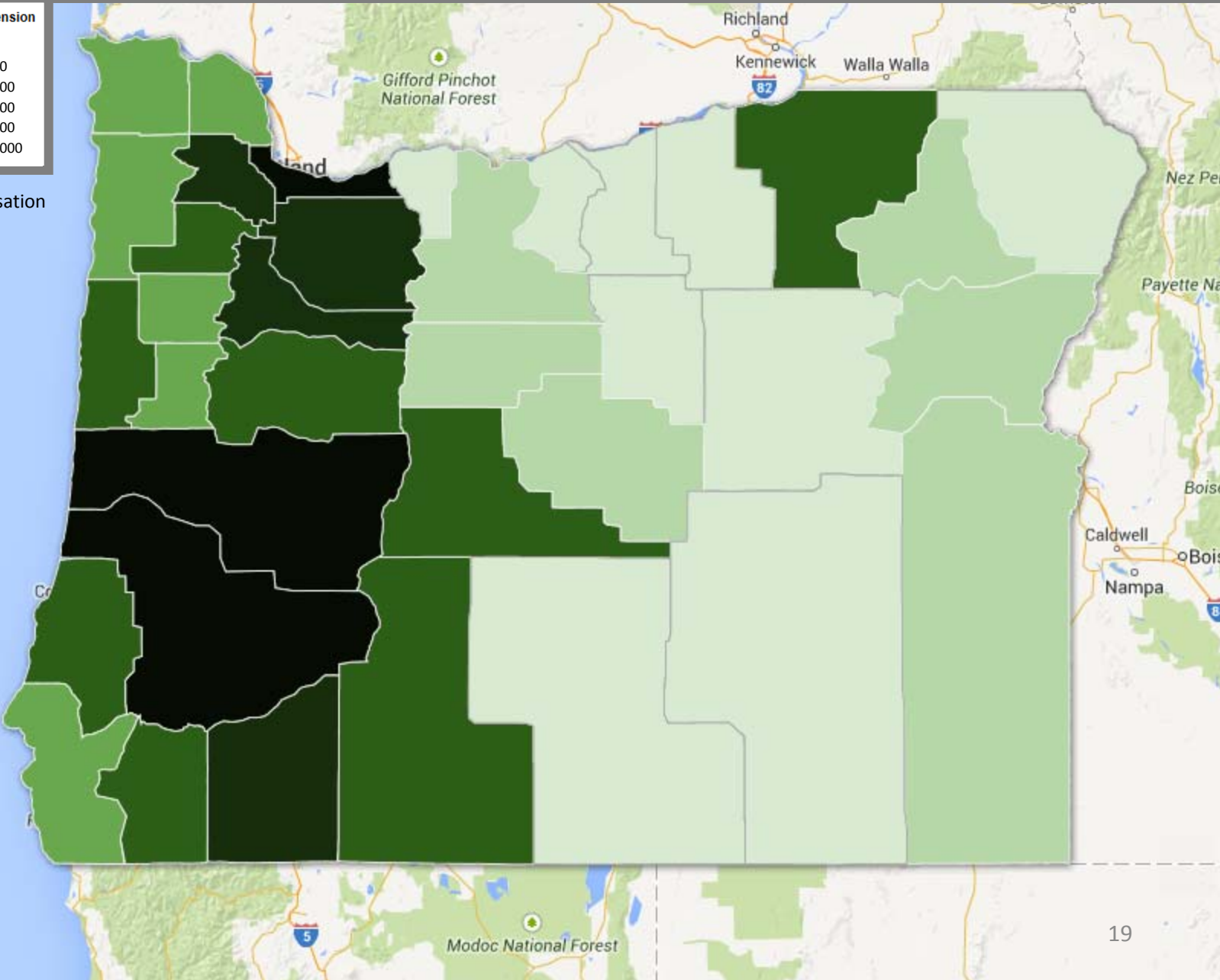
\$16,953 ANNUAL AVERAGE
EXCEEDS THE NATIONAL AVERAGE OF **\$14,917**









Total 2013 Compensation and Pension

- \$600,000 to \$5,000,000
- \$5,000,000 to \$10,000,000
- \$10,000,000 to \$20,000,000
- \$20,000,000 to \$50,000,000
- \$50,000,000 to \$90,000,000
- \$90,000,000 to \$120,000,000

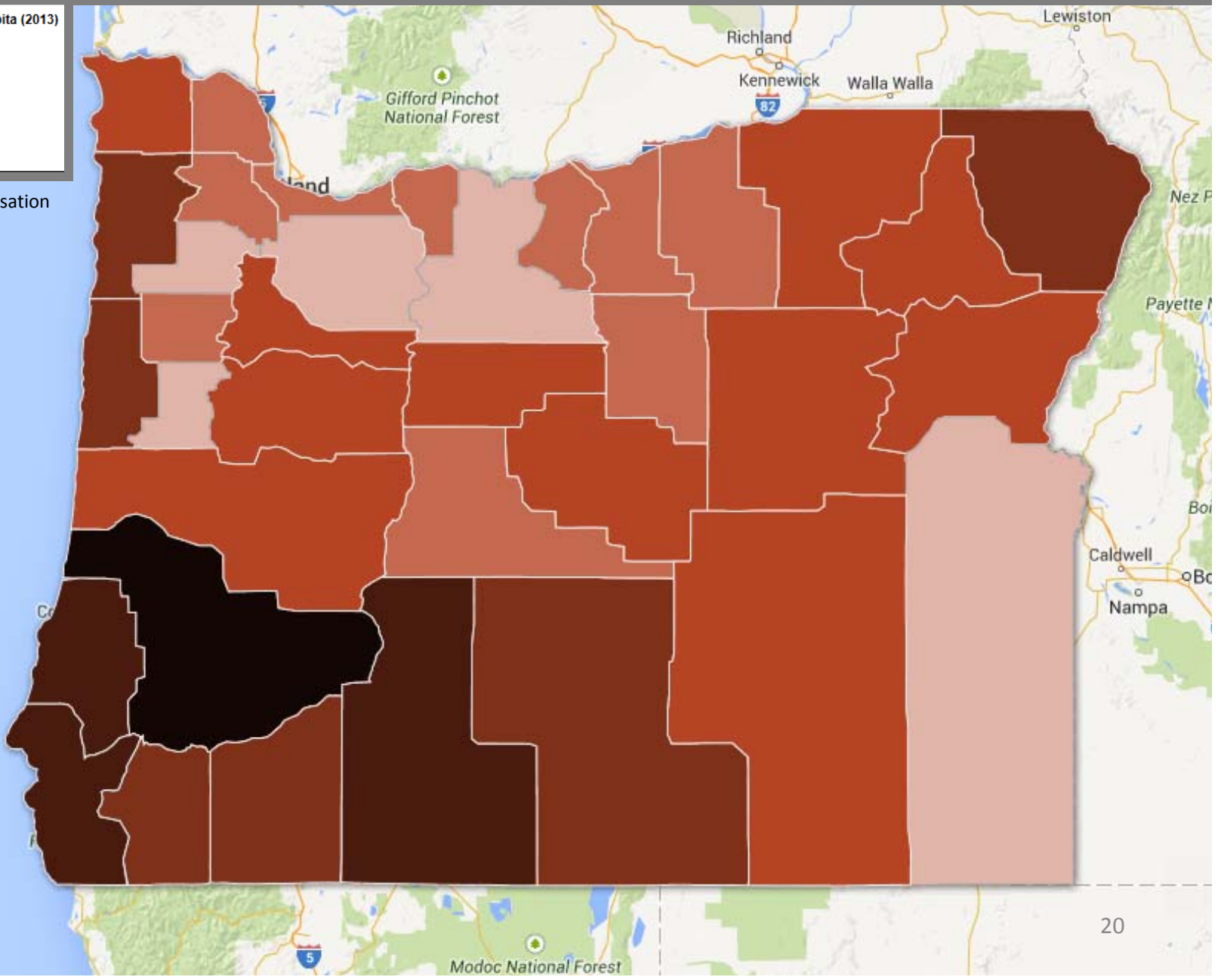
2013 Statewide Compensation and Pension average = **\$16,953 per veteran**



Compensation and Pension Per Capita (2013)

-  \$2,000 to \$2,500
-  \$2,500 to \$3,000
-  \$3,000 to \$4,000
-  \$4,000 to \$5,000
-  \$5,000 to \$6,000
-  \$6,000 to \$8,000

2013 Statewide Compensation and Pension average = **\$3,400 per capita**



STATEWIDE VETERAN SERVICES BUDGET DRIVERS

ODVA STRATEGIC PLAN GOALS AND OBJECTIVES:

- **TARGET VETERAN SERVICES:**
Serve more veterans and serve them better
- **MOBILIZE PARTNERSHIPS:**
Leverage all resources available to veterans
- **DRIVE VETERAN ENGAGEMENT:**
Amplify awareness of resources and build the Oregon veteran brand
- **INVIGORATE CORE OPERATIONS:**
Build a better, stronger, and more durable department for future generations through our responsible, resourceful and creative management

SECRETARY OF STATE REVIEW AND RECOMMENDED CONSIDERATIONS (SEPT. 2014):

- Further expand and enhance the partnership with county veteran service offices to jointly develop clear standards, training and reporting
- Expand partnerships to ensure information sharing, outreach and referrals with key state agencies and other partners
- Focus efforts for the success of veterans in education, employment and housing
- Determine data needs and strategies to improve outreach, policy decision-making, and veterans' outcomes with partner agencies

FIVE MAJOR BUDGET DRIVERS FOR ODVA'S POLICY OPTION PACKAGES:

- Identify more veterans
- Submit more and better claims
- Draw down significant federal funds
- Coordinate and leverage partners
- Invest in up-front preventative strategies that will reduce expensive back-end safety net services at the state and local level

STATEWIDE VETERAN SERVICES POLICY OPTION PACKAGES

PACKAGE 101 \$360,774 GF (includes reduction of \$90,638 in OF)

Training and Certification (Agency Priority #1)

- Meet the county veteran service officer training workload demands
- Refocus Statewide Veteran Services in Portland and Salem to serve more veterans and serve them better
- Align existing positions with actual work performed and appropriate funding

PACKAGE 102 \$1,328,932 GF (includes reduction of \$313,932 OF)

Statewide and County Outreach (Agency Priority #2)

- Preserve funding for counties to serve more veterans and serve them better
- Meet the county veteran service officer training demands
- Drive veteran engagement through robust and critical outreach processes

PACKAGE 103 \$398,478 GF

Modernize IT Hardware and Project Analysis (Agency Priority #3)

- Modernize hardware and software for efficiency and effectiveness and establish a veteran's contact database

PACKAGE 104 \$422,7312 GF

Strategic Partnerships (Agency Priority #4)

- Staff key policy areas for health/wellness and education/economic opportunity to develop intentional and strategic relationships with state, local, federal and tribal agencies, non-profits and others to increase veterans' access and utilization of existing resources

STATEWIDE VETERAN SERVICES EXPECTED OUTCOMES

SIGNIFICANT RETURN ON INVESTMENT (ROI)

By identifying more eligible veterans and increasing the number of new claims, we expect to:

- Draw down an additional **\$90.8 MILLION EVERY FISCAL YEAR** in federal VA Disability Compensation and Pension payments that are **DIRECT CASH BENEFITS** to Oregon veterans.
 - For **EVERY 100 ADDITIONAL VETERANS** ODVA identifies, connects with and represents under its power of attorney, we expect to draw down an **ADDITIONAL \$1 MILLION OF FEDERAL VA COMPENSATION** into veterans' bank accounts
- Compensation and Pension payments **STIMULATES OREGON'S RURAL AND URBAN ECONOMIES**.
 - These payments **CONTINUE YEAR AFTER YEAR** throughout the life of an eligible veteran.

PROPOSED DELETE



KPM 2

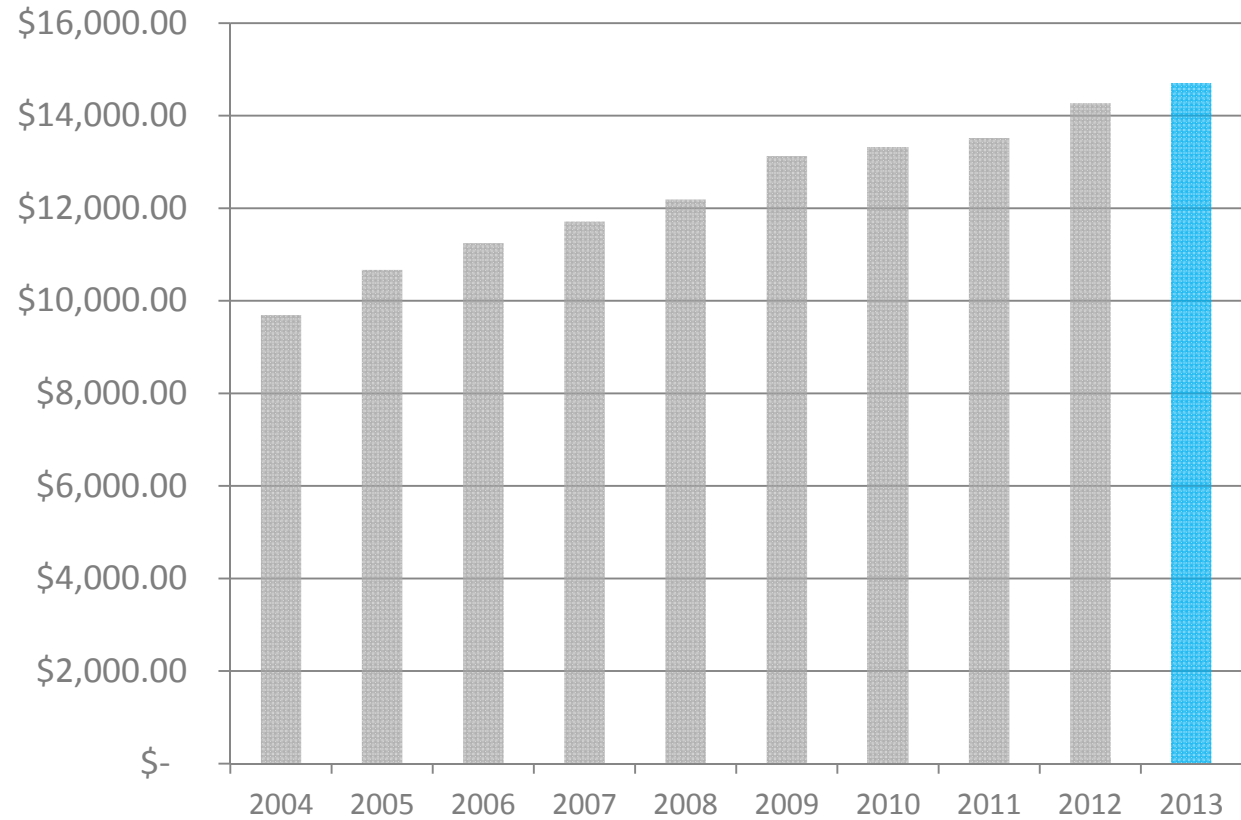
DISABILITY COMPENSATION

Average U.S. Department of Veterans Affairs (federal VA) disability compensation received per Oregon veteran.

GOAL: >\$13,131
(National Average)

RESULT: \$14,695

DISABILITY COMPENSATION DOLLARS



PROPOSED NEW

REPLACES
KPM 2

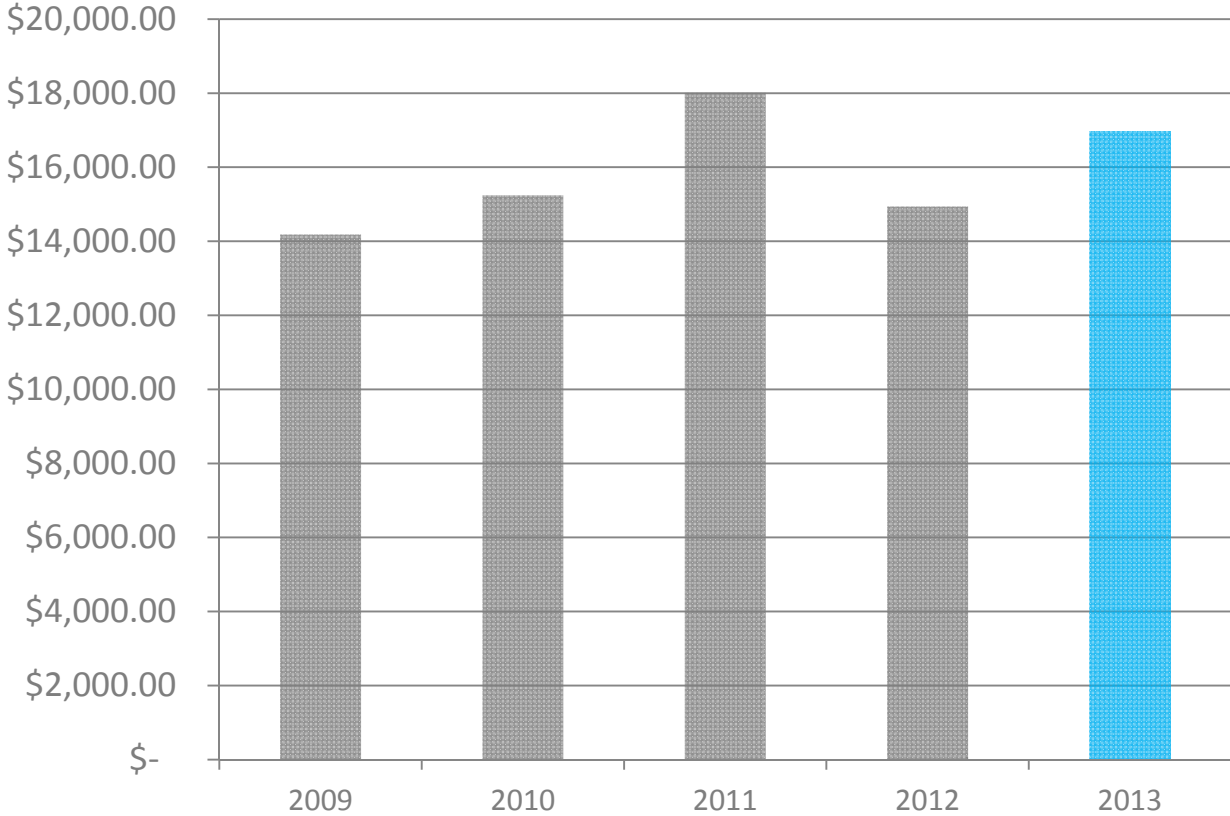
DISABILITY COMPENSATION AND PENSION BENEFITS

Average amount of disability and pension compensation received per Oregon veteran who receives these benefits.

GOAL: Exceed national average

RESULT: \$16,953

DISABILITY AND PENSION DOLLARS



PROPOSED DELETE



KPM 3

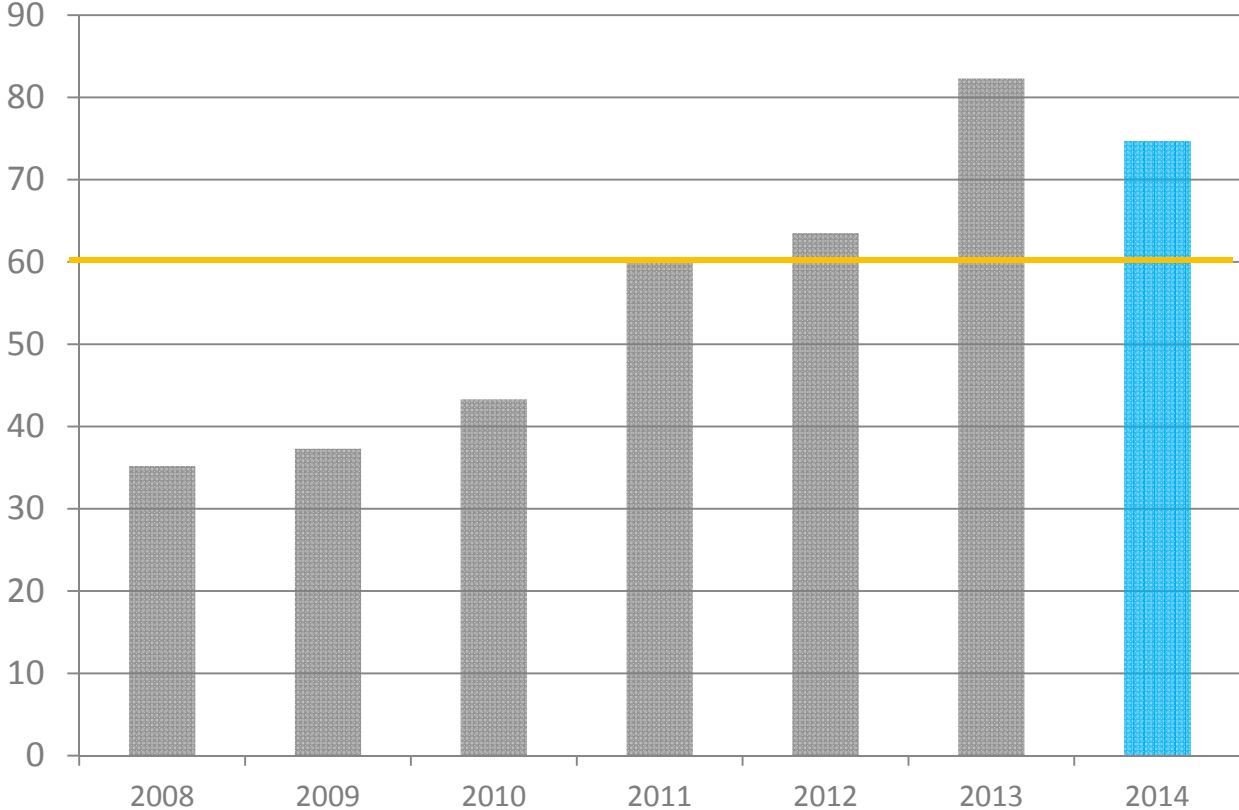
RECOVERY OF NEW FEDERAL DOLLARS

Recovery of new federal benefit dollars for Oregon veterans, their dependents, and survivors with ODVA claims representation.

GOAL: > \$60 million

RESULT: \$74.7 million

RECOVERY OF NEW FEDERAL DOLLARS



PROPOSED NEW

REPLACES
KPM 3

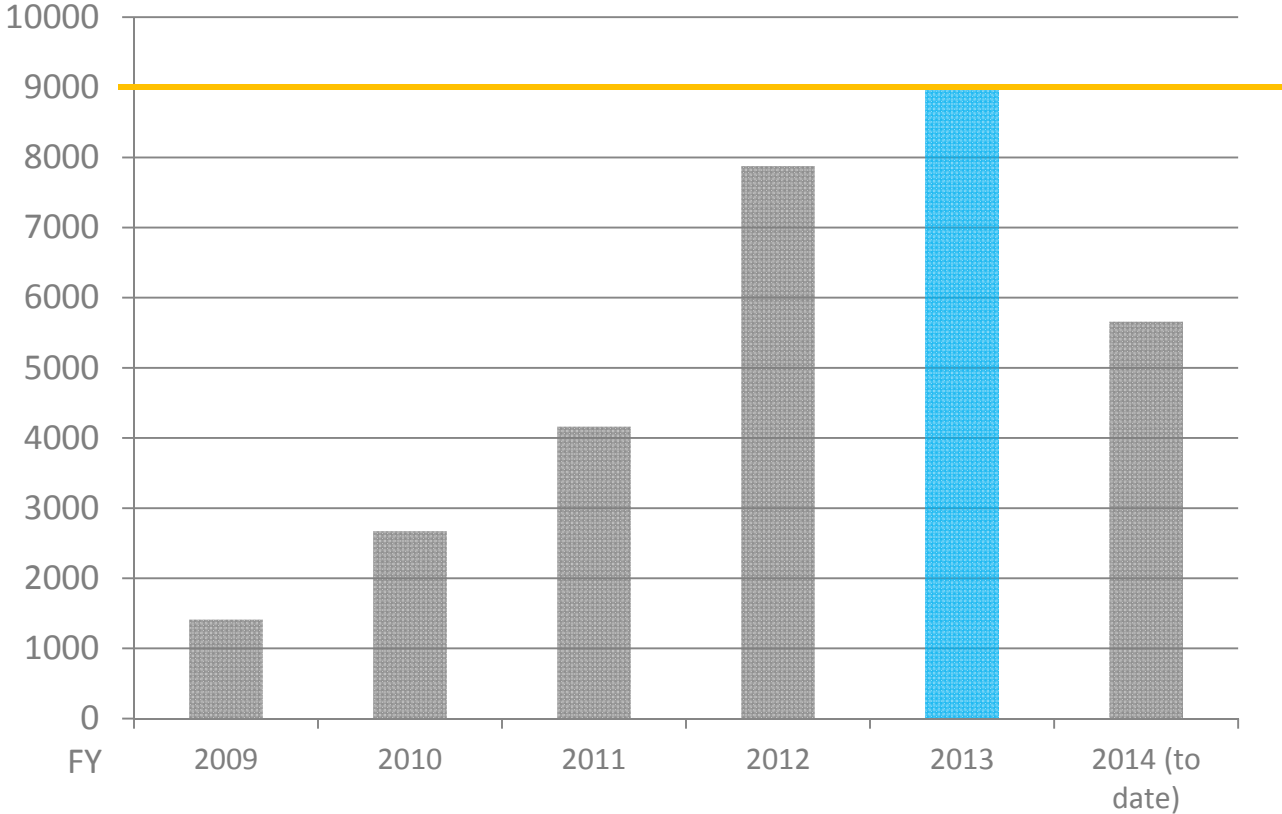
POWERS OF ATTORNEY

Number of powers of attorney granted by veterans to veteran service officers and the agency

GOAL: > previous calendar year

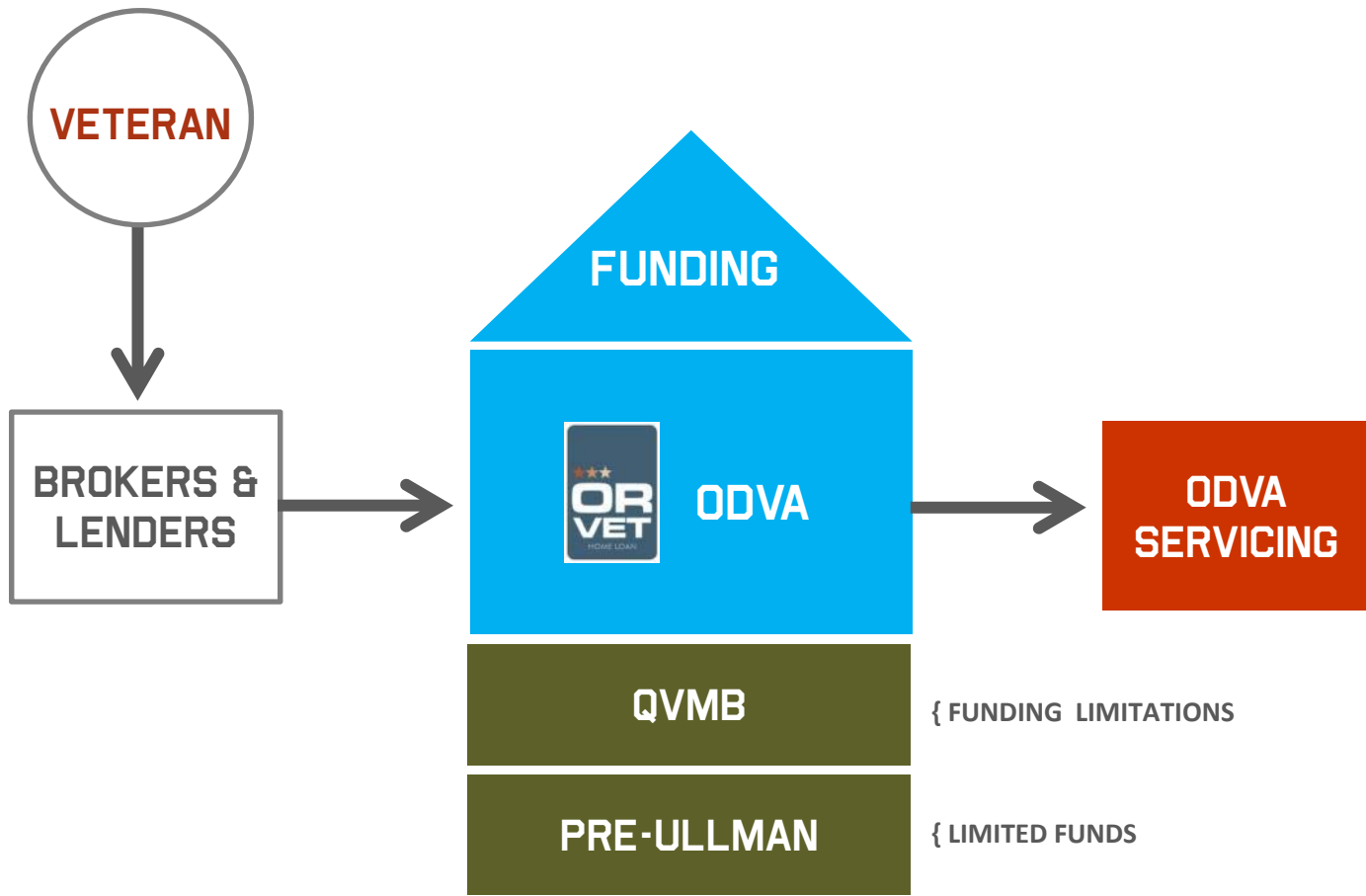
RESULT: 8,961 (2013)

NUMBER OF POWERS OF ATTORNEY



VETERAN HOME LOAN PROGRAM

ORIGINATION AND SERVICING





HOME LOAN PROGRAM BUDGET DRIVERS

ODVA STRATEGIC PLAN GOALS AND OBJECTIVES:

- **TARGET VETERAN SERVICES:**
Serve more veterans and serve them better
- **MOBILIZE PARTNERSHIPS:**
Leverage all resources available to veterans
- **DRIVE VETERAN ENGAGEMENT:**
Amplify awareness of resources and build the Oregon veteran brand
- **INVIGORATE CORE OPERATIONS:**
Build a better, stronger, and more durable department for future generations through our responsible, resourceful and creative management

SECRETARY OF STATE REVIEW AND RECOMMENDED CONSIDERATIONS (SEPT. 2014):

- Further expand and enhance the partnership with county veteran service offices to jointly develop clear standards, training and reporting
- Expand partnerships to ensure information sharing, outreach and referrals with key state agencies and other partners
- Focus efforts for the success of veterans in education, employment and housing
- Determine data needs and strategies to improve outreach, policy decision-making, and veterans' outcomes with partner agencies

THREE MAJOR BUDGET DRIVERS FOR ODVA'S POLICY OPTION PACKAGES:

- Reenergize the Veterans' Home Loan Program
- Support the increased demands of the veterans' home loan program for loan origination and servicing.
 - 2013-15 biennium
 - Increased home loan production.
 - Calendar year 2014: more than \$58 million in Veteran Home Loans (second best year in dollar volume since 1997) and continued to service a \$229+ million loan portfolio.
 - 2015-17 biennium
 - Anticipate continued trend of increased home loan production.
- Support 21st century veterans' services through integrated information technology

HOME LOAN PROGRAM POLICY OPTION PACKAGES

PACKAGE 101 Reduces Expenditures form Home Loan Program by \$22,899 OF Training and Certification (Agency Priority #1)

- Meet the county veteran service officer training workload demands
- Refocus Statewide Veteran Services in Portland and Salem to serve more veterans and serve them better
- Align existing positions with actual work performed and appropriate funding

PACKAGE 102 Reduces Expenditures from Home Loan Program by \$313,932 OF Statewide and County Outreach (Agency Priority #2)

- Preserve funding for counties to serve more veterans and serve them better
- Meet the county veteran service officer training demands
- Drive veteran engagement through robust and critical outreach processes

PACKAGE 105 \$132,849 OF Demand for New Veteran Home Loans (Agency Priority #5)

- Meet the increasing demands for processing veteran home loans with efficiency, effectiveness and customer service

PACKAGE 106 \$250,000 OF Modernize IT and Project Analysis (Agency Priority #6)

- Increase efficiencies and improve customer service in the home loan program by establishing an end-to-end IT system from loan origination to servicing



KPM 1A

DELINQUENT ACCOUNTS

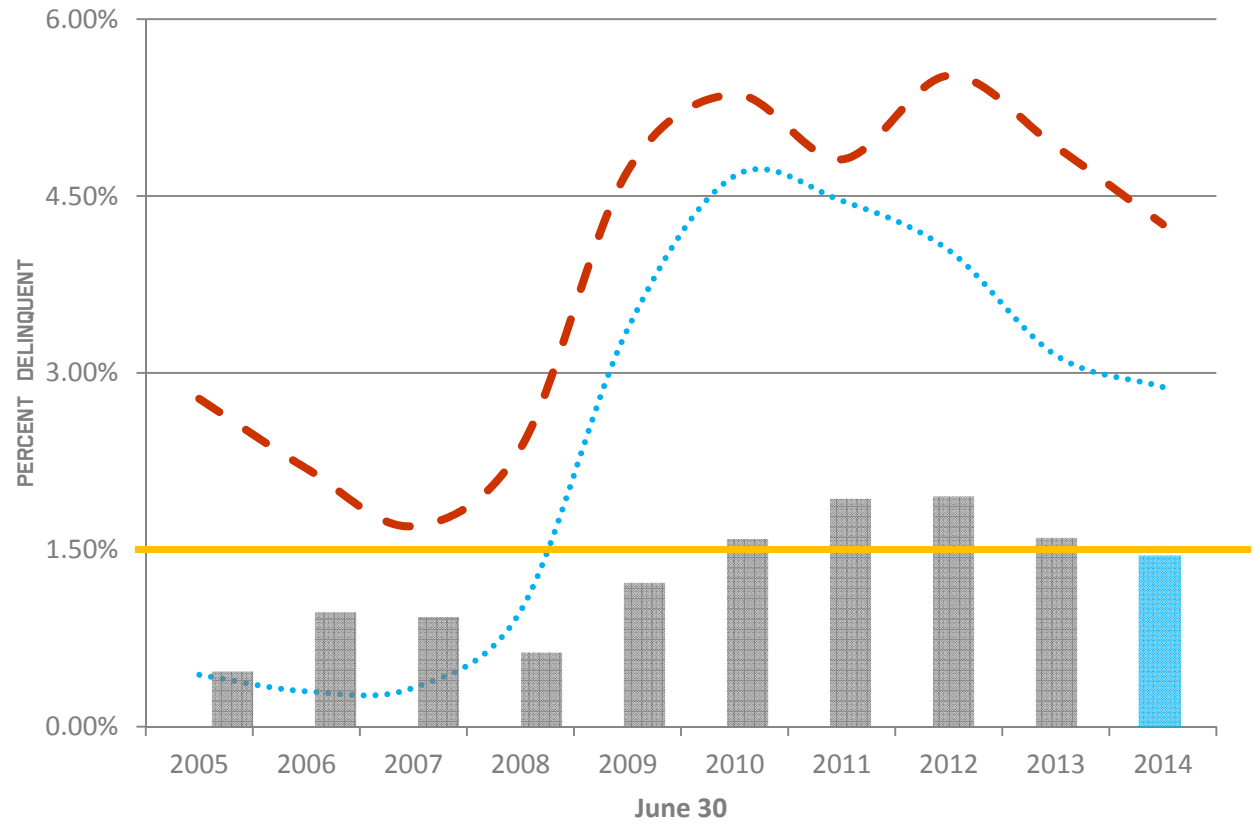
Percentage of ODVA home loan accounts that are delinquent.

GOAL: < 1.5%

RESULT: 1.45%

LOAN DELINQUENCY

— Federal VA ····· Conventional (Prime)



PROPOSED NEW

PROPOSED
KPM

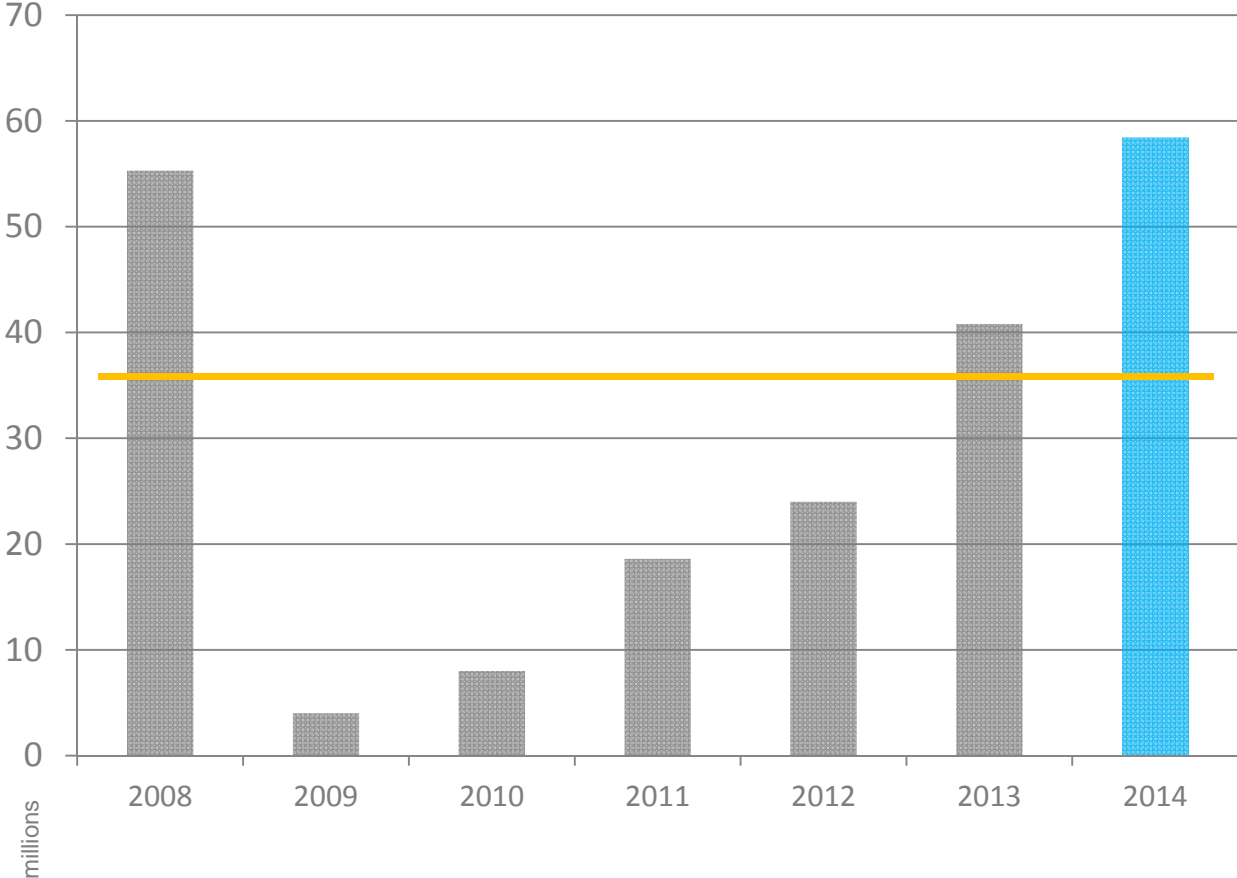
INCREASE LOAN ORIGINATION

Increase the loan origination volume to \$35 million or more in new loans per year.

GOAL: > \$35 million

RESULT: \$58 million

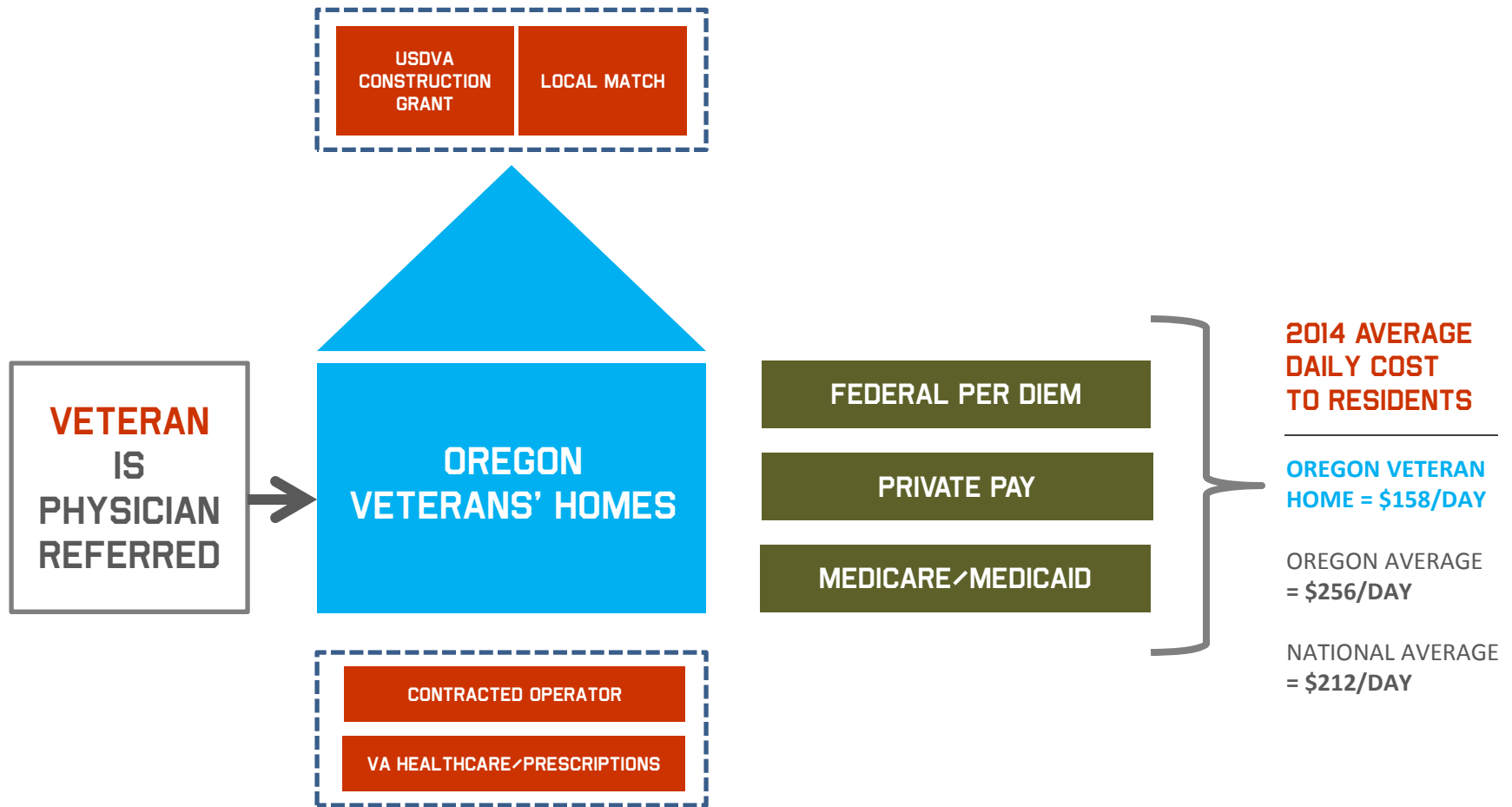
LOAN ORIGINATION



AGING VETERAN SERVICES

OREGON VETERANS' HOMES
CONSERVATORSHIP





AGING VETERAN SERVICES BUDGET DRIVERS

ODVA STRATEGIC PLAN GOALS AND OBJECTIVES:

- **TARGET VETERAN SERVICES:**
Serve more veterans and serve them better
- **MOBILIZE PARTNERSHIPS:**
Leverage all resources available to veterans
- **DRIVE VETERAN ENGAGEMENT:**
Amplify awareness of resources and build the Oregon veteran brand
- **INVIGORATE CORE OPERATIONS:**
Build a better, stronger, and more durable department for future generations through our responsible, resourceful and creative management

SECRETARY OF STATE REVIEW AND RECOMMENDED CONSIDERATIONS (SEPT. 2014):

- Expand partnerships to ensure information sharing, outreach and referrals with key state agencies like Department of Human Services and Oregon Health Authority as well as other partners.
- Clarify how state and federal benefits affect one another for Oregon
- Expand advocacy for changes at the federal VA.

FIVE MAJOR BUDGET DRIVERS FOR ODVA'S POLICY OPTION PACKAGES:

- New Aging Veteran Services director to oversee program area
- Increase the effectiveness of the liaison services to the Oregon veteran homes (policy package).
- Maintain fiscal integrity and high standards of quality care for the two veterans' homes with combined expenditures of almost \$33 million each year.
- The *Nursing Care Facility Needs Assessment Report for Oregon Veterans 2015-2035* highlighted the need for ODVA to more broadly influence long-term care, resources and support for aging veterans across Oregon.
- Provide outreach and engagement to the unique needs of aging veterans who make up 52% of Oregon's veteran population.

AGING VETERAN SERVICES PROGRAM

PACKAGE 107 \$9,050 OF

Increases Veterans Home Efficacy (Agency Priority #7)

- Increase the effectiveness of the liaison services to the Oregon veteran homes

AGING VETERAN SERVICES DIRECTOR \$220,000 OF

New Essential Advocate Position

- Ensure the fiscal integrity, sustainability and high standards of quality care for the two veterans' homes which are a \$65 million core agency program and account for 71% of ODVA's biennial expenditures.
- Leverage the federal VA, state agencies, local governments, and community partners for aging veterans.
- Oversee the conservatorship program that serves aging veterans who are unable to manage their own finances.
- Provide outreach and engagement to the unique needs of aging veterans who make up 52% of Oregon's veteran population.

Note: This is an Other Funds expenditure request that has been implemented. The position was not included in the GRB and requires authority from the Legislature to be continued in the 15-17 biennium.

PROPOSED NEW



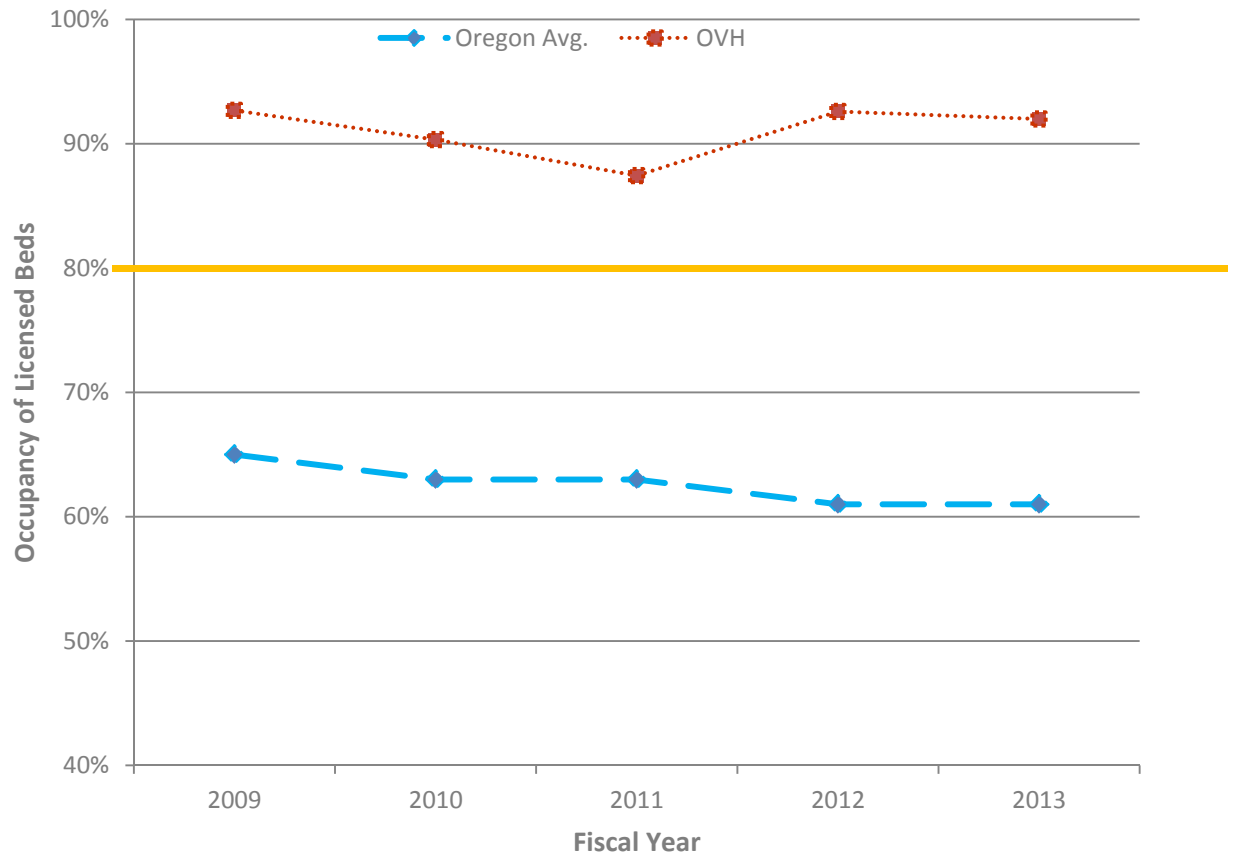
OCCUPANCY

Maintain an occupancy rate for of at least 80% for licensed beds in both veterans' homes.

GOAL: > 80%
(Oregon Average 2013 = 61%)

RESULT: 92%

AVERAGE OCCUPANCY



Source: Office for Oregon Health Policy & Research; Oregon Health Care Association

PROPOSED NEW

PROPOSED KPM

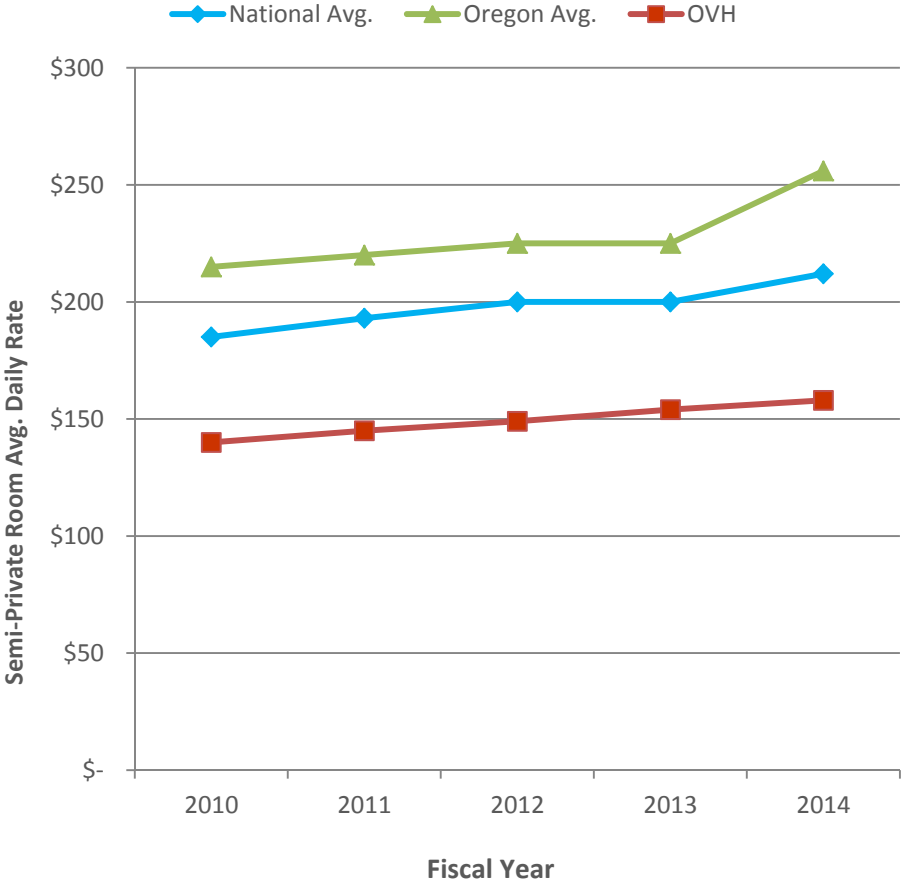
MAINTAIN BELOW MARKET PRIVATE PAY RATES

Maintain below-market private pay rates for both veterans' homes that are below the median rate charged by Oregon nursing homes.

GOAL: Remain below Oregon market private pay rates.

RESULT: \$158/day
\$35,770 annual savings

RESIDENT PRIVATE PAY RATES



2014 AVERAGE DAILY COST TO RESIDENTS

OREGON VETERAN HOME = \$158/DAY

OREGON AVERAGE = \$256/DAY

NATIONAL AVERAGE = \$212/DAY

Source: Genworth Financial Reports



A NEW CADENCE FORWARD

APPENDIX

42-44	Major Program Budget Information
45	Changes to the Agency – 10 Year Look Back
46	Audit Results
47-48	Secretary of State Review of Veteran Services Considerations/ODVA Response
49-50	10% Reduction Options
51	Containing Costs
52	Long Term Vacancies
53	Position Reclassifications
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57-58	Agency Bills and Other Key Veteran Legislation
59	Agency Organizational Chart
60	5-year Goals and Objectives
61	Key Performance Measure: Customer Satisfaction
62	2013 Compensation and Pension Benefits by Counties
63	Veteran Extended Outreach Grant Program
64	Ending Balance Form

MAJOR PROGRAM BUDGET INFORMATION

Statewide Veteran Services | Expenditures: \$4,476,101 General Funds; \$1 Federal Funds

Caseload: ODVA, in partnership with the County Veteran Service Offices provides claims and counseling advocacy and representation to Oregon's 322,000 veterans, resulting in more than 7,384 new claims filed on their behalf during fiscal year 2013. In that same time, 2,037 Notice of Disagreements (NOD), 2,257 Statement of the Cases and 972 Form 9's (continuation of the NOD process) were filed for veterans through ODVA's Claims and Appeals offices. Currently, ODVA holds Power of Attorney for nearly 86,000 Oregon veterans (as of April 2014).

Customers: This division has the responsibility to provide services to more than 322,000 veterans in Oregon, their family members who may qualify for benefits, as well as the county and national veteran service offices and service provider organizations across Oregon. Federal, state, local and non-profit organizations who offer benefits and services (employment, homelessness resources, mental health, etc.)

Positions and FTE: 2015-17 Governor's Budget funds 24 Statewide Veteran Services positions and two Policy Operation positions (23.5 FTE).

Certification and Training | Expenditures: \$440,381 General Funds

Workload: Responsible for training and certification of 16 state and 55 county veteran service officers. As of July 2014, nine new VSO's were trained, six new certifications were awarded, and 36 recertifications were issued during the 2013-15 biennium.

Customers: 34 County Veteran Service Offices. Currently, there are 55 CVSOs, employed by 34 counties (claims for Marion and Polk counties are currently handled by Statewide Veteran Services in Salem) and 16 state veteran service officers.

Positions and FTE: 2015-17 Governor's Budget funds two positions (2.0 FTE).

County Veteran Service Officers (CVSOs) Program | Expenditures: \$4,714,480 General Funds

Workload: ODVA provides support to the County Veterans Service Offices through training, guidance, claims review and appellate representation; advocacy for our veterans, dependents and /or survivors in pursuit of benefits; and interoperability with the U.S. Department of Veterans Portland Regional Office. ODVA passes through to the counties \$3.5 million in general funds to support enhancement and expansion of CVSO operations. The administration of these monies requires counties that provide veterans services to file an annual application to receive funding and then submit quarterly reports of activities and expenditures in order to receive payment. The 2013 Oregon Legislative Assembly provided the Oregon Department of Veterans' Affairs with \$1,000,000 in funding for the Veterans' Extended Outreach Grant Program to support county veteran service offices. This provision marks the first time money has been allocated for a competitive grant to increase outreach to veterans.

Customers: 34 County Veteran Service Offices, including 55 CVSO's.

Positions and FTE: 2015-17 Governor's Budget funds 0 positions (0 FTE).

MAJOR PROGRAM BUDGET INFORMATION

National Service Organizations (NSO) | Expenditures: \$113,940 General Funds

Workload: The NSOs submit an annual request for funding to ODVA and this is reviewed and processed by the department for approval and budgeting. The monies are then distributed on a quarterly basis following the review and processing of NSO quarterly reports of expenditure and activities.

Customers: The National Service Organizations.

Positions and FTE: 2015-17 Governor's Budget funds 0 positions (0 FTE).

Conservatorship | Expenditures: \$602,290 General Fund and \$796,249 Other Funds

Workload: As of June 30, 2014 ODVA had 146 Conservatorship clients and nine Representative Payee clients in the Conservatorship program. The program has served 1,652 clients over the lifetime of this program.

Customers: Program customers include: veterans, USDVA, courts, guardians, case managers, family members, residential care facilities, foster homes, nursing homes, doctors, pharmacies, hospitals, utilities companies, attorneys, insurance companies, accountants, Defense Finance and Accounting Service, Social Security Administration, realtors, state, county, and federal agencies, Department of Justice, probation officers, police departments, investigators, vendors such as rental companies, yard maintenance, veterinarian offices, personal assistant escorts, travel agents, airlines, hotels, etc.,

Source of Funding: General Funds and Other Funds. Other Funds are generated by fees charge to client accounts under Conservatorship and Representative Payee Program.

Positions and FTE: 2015-17 Governor's Budget funds seven positions (7.5 FTE).

Educational Aid | Expenditures: \$88,983 General Funds

Workload: During the 2013-15 biennium, approximately 35 veterans per month were receiving Educational Aid monies, while another 250 veterans were on the waiting list. 900 applications were received, but not all applicants were able to obtain the benefit due to shortages in funding.

Customers: Veterans and Oregon higher education institutions.

Positions and FTE: 2015-17 Governor's Budget funds 0 positions (0 FTE).

MAJOR PROGRAM BUDGET INFORMATION

Emergency Financial Assistance Program | Expenditures: \$314,971 General Funds

Workload: In 2014, total grant applications received were 367 while funding allowed for only 169 of those applications to be granted.

Customers: Veterans, private and public institutions where a veteran may hold a debt or need to make payments to receive a service.

Positions and FTE: 2015-17 Governor's Budget funds 0 positions (0 FTE).

Oregon Veterans Homes | Expenditures: \$65,667,428 Other Funds. \$2,618,940 General Funds

No General Funds have been provided for Veterans' Homes operational costs.

Workload: The Agency contracts with an operator to manage the operations of the Oregon Veterans' Homes. The facility in The Dalles has a 151-bed capacity with 90% average occupancy level. The new facility in Lebanon opened in the Fall of 2014 has a 154-bed capacity.

Customers: Care at the Oregon Veterans' Homes is an earned benefit available to veterans, their spouses, and parents who had a child die while serving in the United States Armed Forces. To be eligible for this benefit, qualifying veterans must have served as defined by the U.S. Department of Veterans Affairs (Federal VA) and received an honorable discharge from their branch of service.

Positions and FTE: 2015-17 Governor's Budget funds four positions (4.0 FTE).

Home Loan Program | Expenditures: \$15,010,129 Other Funds

Loan Program dollars continue to subsidize non-loan program related functions for services and supplies and indirect personnel costs.

Workload: The Home Loan Program has been most robust when large numbers of veterans returned to Oregon, such as after World War II, the Korean War, and the Vietnam War. In recent years, fewer veterans, coupled with the housing market recession, high unemployment, low conventional mortgage rates, and the inability to use QVMB monies for refinancing, has resulted in a significant portfolio reduction of home loans.

Customers: Home Loan customers include veterans, private-sector mortgage lenders, realtors, mortgage brokers, appraisers, title companies, insurance companies, and credit reporting agencies. The Department also has partnered in the past with Oregon Housing and Community Services (OHCS) to make tax-exempt funds available through OHCS for low- and moderate-income housing.

Positions and FTE: 2015-17 Governor's Budget funds 11 positions (11.0 FTE) for Direct Loan Services and 40 (40.0 FTE) other agency operational positions, for a total of 51 (51.0 FTE) positions.

CHANGES TO THE AGENCY 10 YEAR LOOK BACK

- Development and implementation of 5-year strategic plan beginning early 2014
- Significant number of retirements created high staff and management turnover
- Expansion and enhancement of County Veteran Service offices
- Reallocation of funding from home loan Other Funds for veteran services to General Funds
- Creation of emergency grant program
- Major reduction in funding for emergency and educational aid programs
- 4 Task Force's that drove policy for the veteran community and agency
- Creation and defunding of Campus Veteran Service Officer Program
- Implementation of "Cloud-Based" claims management system called VetraSpec
- Authorization for two additional veterans homes
- Expanded Loan Origination Network
- Measure 70 (increase the number of veterans eligible for loans)
- Increase in maximum allowable home loan amount and lower down payment requirement
- Construction and opening of second Veterans' Home in Lebanon
- Housing market collapse created a reduction in agency staffing

AUDIT RESULTS

FINANCIAL STATEMENT AUDITS

Loan Program, Years Ending June 30, 2014 and 2013

Loan Program, Years Ending June 30, 2013 and 2012

Veterans' Home Program, Years Ending June 30, 2014 and 2013 (contracted)

Veterans' Home Program, Years Ending June 30, 2013 and 2012 (contracted)

Clean Opinions, No audit findings

PERFORMANCE AUDITS

The Audits Division also conducted a review of Veteran Services and commented on the Department's strategic plan, developed in 2014. This review recommended that the agency identify and implement ways to better identify veterans; strengthen the oversight of County Veteran Service Officers; improve and expand training; and continue to strengthen and develop key partnerships with other agencies and service providers.

SECRETARY OF STATE REVIEW OF VETERAN SERVICES

Link to full review: <http://sos.oregon.gov/audits/Documents/2014-18.pdf>

SECRETARY OF STATE REVIEW OF VETERAN SERVICES

Considerations

Our limited review noted the following strategies ODVA could consider to further improve coordination of veteran services in Oregon:

- seek methods to expand and continue advocacy for changes at the federal VA;
- seek opportunities for clarifying its informational materials;
- clarify how state and federal benefits affect one another for Oregon veterans and coordinate training on that to CVSOs as well as caseworkers at partner agencies;
- expand its partnerships with agencies to ensure sharing information amongst agencies is effective and streamlined to foster outreach activities to veterans, and consider opportunities to collaborate on effective methods to disseminate veteran benefit information to those eligible;
- partner with DHS and OHA to develop the PARIS data management and referral process to help ensure veterans receive the maximum benefits to which they are entitled;
- seek opportunities to assist the Oregon Employment Department to market the availability and advantages of employment services provided for veterans;
- consider the needs of homeless veterans now and past 2015, and partner collaboratively with other public agencies and local service providers to ensure that resources are known and available to the homeless and at risk veteran community;
- partner with Oregon educational institutions with approved GI Bill programs to assist in outreach for recruiting new student veterans and to maximize student veteran success;
- develop a strategy to determine data needs and uses as they relate to the department's strategic framework and improvements to services, then partner with other state agencies to collect and analyze data on veterans;
- seek additional methods to gather strategies that could improve veteran services at the state and local level, and advocate for those strategies with relevant agencies and stakeholders;
- develop essential and well-defined CVSO reporting expectations and requirements to ensure the quality of work intended; and
- develop clear CVSO performance standards, and clarify those with the individuals to whom CVSOs report, and develop training specifically for CVSO referral work.



Oregon

John A. Kitzhaber, MD, Governor

Department of Veterans' Affairs
700 Summer St NE
Salem, OR 97301-1285
SERVING
OREGON VETERANS
SINCE 1945

September 10, 2014

Gary Blackmer, Director
Oregon Audits Division
Secretary of State
255 Capitol Street NE, Suite 500
Salem, Oregon 97301

Dear Mr. Blackmer:

Thank you for the opportunity to comment on the general review report of veteran services in Oregon. The Oregon Department of Veterans' Affairs (ODVA) appreciates the professionalism, work and expertise of the Secretary of State's Audit Team to provide an essential and welcome outside perspective that will help us deliver better outcomes for veterans.

The importance and timeliness of this shared review of veteran services cannot be overemphasized. For the first time in the ODVA's nearly 70-year history, our state is striving to serve veterans who span four generations and five major wars. Oregon has an estimated 322,000 veterans and we are a diverse group: men and women, urban and rural, every age and every ethnicity.

Earlier this year, ODVA developed a strategic framework for the agency and continues to develop implementation strategies. Our approach is not about wholesale change, but a series of targeted course corrections that over time will produce transformative results.

As the report outlined, the core veteran services that ODVA provides and coordinates result in vital state and federal benefits and resources for Oregon veterans and have an enormous impact on the state's overall economy. In 2013, our efforts helped draw down more than \$2.2 billion in federal veteran benefit dollars into the state. More than \$1.1 billion of these funds were a direct result of our core work and awarded as disability and pension payments to veterans and their families.

We are proud of our team, partners and work to date, but we know our efforts to better serve veterans and their families are just beginning. With a new management team, the department began a comprehensive review to examine its mission, evaluate and prioritize its programs, and account for the changing needs of our veteran community. The Audit Team's input and considerations are a valued addition to our department's plans and we will incorporate them as we continue to refine and implement our strategic plan.

Audit Team's Considerations

The specific considerations of the Audit Team for veteran services in Oregon are on target and align well within ODVA's strategic framework. We agree that ODVA and our partners must focus on and improve in key areas to:

- Expand advocacy for changes at the federal VA.

"Where EVERYDAY is Veterans' Day"



SECRETARY OF STATE REVIEW OF VETERAN SERVICES

- Expand partnerships to ensure information sharing, outreach and referrals with key state agencies and other partners.
- Clarify how state and federal benefits impact each other for Oregon veterans.
- Determine data needs and strategies to improve outreach, policy decision-making, and veterans' outcomes with partner state agencies.
- Focus efforts for the success of veterans in education, employment and housing.
- Further expand and enhance the partnership with county veteran service officers (CVSOs) to jointly develop clear standards, training, and reporting.
- Seek additional methods to gather strategies to improve veteran services at state and local level and advocate for those strategies with relevant agencies and stakeholders.

The veterans' community we serve is large, diverse and has interests across broad policy areas. We have key underserved groups of veterans like women, students, seniors, rural residents, tribal members, and justice-involved veterans. As a population, we also have unique interests across such policy areas as healthcare, education, employment and housing. The combined breadth of the veterans' population we serve and their diverse needs demands a cohesive strategy and approach to veteran services.

While our mission is large and our agency is small, we have tremendous resources to leverage in the federal VA, fellow state agencies, local governments, and community partners. Veteran services are not always about ODVA providing a service directly, but often more broadly about our leadership, advocacy, and partnerships on behalf of veterans.

Implementation

Over the last few months, ODVA has shared the department's strategic framework and it resonates with both our veterans' community and diverse public and private partners. Candidly, though, the framework is still high level with significant opportunity for us to expand and refine our strategies.

As we continue that essential strategic planning, we are also concurrently working to implement key strategies. Over the last 12 months, we have taken a number of critical steps and have had some powerful results to highlight in veteran services:

- Continued pass through of roughly \$3.5 million to expand and enhance the regional network of CVSOs.
- Implemented \$1 million Veterans' Extended Outreach Grant Program with CVSOs to increase awareness and ensure eligible veterans submit claims with representation.
- Sought and received funding to expand training for CVSOs to boost the number of successful claims and dollars returned to Oregon veterans.
- Began the Package This Claim program to allow CVSOs to file claims electronically to increase efficiency and decrease mailing costs.
- Sought and received federal VA's Highly Rural Transportation Grant of \$400,000 to increase access to care for rural veterans.

2 of 3

- Submitted nearly 16,000 new claims and more than 71,000 total claims filed under ODVA's power of attorney during fiscal years 2013 and 2014.
- Increased the dollar amount of federal Disability Compensation and Pension payments to Oregon veterans to \$1.1 billion, which amounts to \$92 million in cash payments each month for Oregon veterans.
- Hosted the annual County Veteran Service Officers Training Conference in support of training and certification of veteran service officers throughout the state.
- Expanded on data sharing with fellow state agencies and increased veteran referrals.
- Co-hosted Veteran Service Provider Summit with Oregon National Guard.
- Increased awareness of veteran benefits with implementation of email subscriptions, a news blog, CVSO websites, focused social media marketing, a 40-page veteran benefit magazine, an electronic newsletter and informational publications to reach a measurable 62,000 veteran impressions per month.

Conclusion

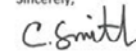
As one of the top state department of veterans' affairs in the nation, ODVA has a strong foundation for veteran services and is proud of our efforts to serve and honor veterans. At the same time, we also know how broad our mission is in serving a diverse veterans' community across issues like healthcare, education, employment and housing.

Our veteran services systems are also under pressure to keep up with the demand from four generations of veterans with impacts from five major wars. ODVA must focus on further developing and implementing our strategic framework to better serve veterans and their families. Beyond the individual and family benefits, a thoughtful approach will draw down federal funds, coordinate and leverage partners, and invest in up-front preventative strategies that will reduce expensive back-end safety net services at the state and local level.

Moving forward, the department has an excellent opportunity to further help veterans and their families thrive in Oregon. The considerations outlined in the report are aligned with our own review and we are committed to incorporating the Audit Team's considerations into our strategies to target veteran services, mobilize partnerships, drive veteran engagement and invigorate core operations.

Again, we thank the Audit Team for their significant efforts to comprehensively review veteran services in Oregon and provide the department with reasoned and thoughtful considerations.

Sincerely,



Cameron Smith
Director

Enclosure

3 of 3

10% REDUCTION OPTIONS

ACTIVITY OR PROGRAM (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	DESCRIBE REDUCTION (DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	RANK AND JUSTIFICATION (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1.Reduce Distribution to Counties (CVSO)	THIS ACTION WOULD WEAKEN THE STATEWIDE NETWORK OF VETERAN SERVICE OFFICERS AND RESULT IN FEWER FEDERAL DOLLARS FLOWING INTO THE STATE.	\$184,974 GF	
2. Reduce Distribution to National Service Organizations.	THIS ACTION WOULD WEAKEN THE STATEWIDE NETWORK OF VETERAN SERVICE OFFICERS AND RESULT IN FEWER FEDERAL DOLLARS FLOWING INTO THE STATE.	\$5,697 GF	
3.Reduce Emergency Assistance	SIGNIFICANTLY REDUCES AMOUNT AVAILABLE TO VETERANS IN CRISIS NEEDING GAP FINANCING TO AVOID HOMELESSNESS, UNEMPLOYMENT AND OTHER EMERGENCIES.	\$223,790 GF	
First 5% GF Reduction Increment		<u>\$414,461 GF</u>	
1.Reduce Distribution to Counties (CVSO)	THIS ACTION WOULD WEAKEN THE STATEWIDE NETWORK OF VETERAN SERVICE OFFICERS AND RESULT IN FEWER FEDERAL DOLLARS FLOWING INTO THE STATE.	\$184,974 GF	
2.Reduce Distribution to National Service Organizations	THIS ACTION WOULD WEAKEN THE STATEWIDE NETWORK OF VETERAN SERVICE OFFICERS AND RESULT IN FEWER FEDERAL DOLLARS FLOWING INTO THE STATE.	\$5,697 GF	
3.Reduce Emergency Assistance and Educational Assistance	ELIMINATES AMOUNT AVAILABLE TO VETERANS IN CRISIS NEEDING GAP FINANCING TO AVOID HOMELESSNESS, UNEMPLOYMENT AND OTHER EMERGENCIES. ELIMINATES EDUCATIONAL ASSISTANCE.	\$180,164 GF	
4.Reduce .5 FTE Pos #0008.160	CREATES BACKLOG IN FILING INFORMATION RELATED TO CLAIMS AND TELEPHONE ANSWERING NEEDS.	\$43,626 GF	
Second 5% GF Reduction Increment		<u>\$414,461 GF</u>	
Total 10% GF Reduction		<u>\$828,922 GF</u>	

10% REDUCTION OPTIONS

5% & 10% REDUCTION OPTIONS (ORS 291.216)

ACTIVITY OR PROGRAM (WHICH PROGRAM OR ACTIVITY WILL NOT BE UNDERTAKEN)	DESCRIBE REDUCTION (DESCRIBE THE EFFECTS OF THIS REDUCTION. INCLUDE POSITIONS AND FTE IN 2015-17 AND 2017-19)	AMOUNT AND FUND TYPE (GF, LF, OF, FF. IDENTIFY REVENUE SOURCE FOR OF, FF)	RANK AND JUSTIFICATION (RANK THE ACTIVITIES OR PROGRAMS NOT UNDERTAKEN IN ORDER OF LOWEST COST FOR BENEFIT OBTAINED)
1. Reduce Veterans' Home Loan Program	THIS ACTION WOULD HAMPER EFFORTS TO SERVICE PORTFOLIO, MAKE LOANS AND REACT TO CHANGES IN THE REAL ESTATE MARKET.	\$797,626 OF	
2. Reduce Veterans' Home Program	THIS ACTION WOULD RESTRICT THE NUMBER PATIENTS WHO COULD BE PROVIDED SKILLED NURSING CARE AT THE OREGON VETERANS' HOME.	\$3,284,338 OF	
First 5% OF Reduction Increment		<u>\$4,081,964 OF</u>	
1. Reduce Veterans Home Loan Program	THIS ACTION WOULD HAMPER EFFORTS TO SERVICE PORTFOLIO, MAKE LOANS AND REACT TO CHANGES IN THE REAL ESTATE MARKET (-4 POS, -4.00 FTE).	\$797,626 OF	
2. Reduce Veterans Home Program	THIS ACTION WOULD RESTRICT THE NUMBER PATIENTS WHO COULD BE PROVIDED SKILLED NURSING CARE AT THE OREGON VETERANS' HOME.	\$3,284,338 OF	
Second 5% OF Reduction Increment		<u>\$4,081,964 OF</u>	
10% OF Reduction		<u>\$8,163,928 OF</u>	

CONTAIN COSTS

- 2004 and 2012 Layoffs (37 FTE Total)
 - \$2.4 million in 2005-07 biennium (OF)
 - \$1.5 million in 2013-15 biennium (OF)

- Elimination of the Campus VSO Program
 - \$1.3 million in 2011-13 biennium (OF)

- USDVA Moving Toward Electronic Claims Filing
 - Streamline Operations

- Restructure of Educational Aid Program
 - \$260 thousand in 2013-15 biennium (GF – reduction of one-time monies)

- Consolidation of outreach materials into one publication (OF)

LONG TERM VACANCIES

Agency	Authorization	Position	RDC	Pos Type	Anticipated Fill Date	Reason Narrative	Reason Category	XREF	GF	OF	FF	LF	Vac 7-11	Vac 12+
27400	000083200	0008016	102	PF	02/01/15	Used to finance Temp employee	8	001-10-00-00000	0	61104	0	0	0	1
27400	000083350	0008049	211	PF	02/01/15	Used to finance Temp employee	8	001-30-00-00000	0	56448	0	0	0	1
27400	000084850	0027005	122	PF	04/01/15	Used to finance Temp employee	8	001-30-00-00000	0	128184	0	0	1	0
27400	000084860	0027007	102	PF	02/01/15	Used to finance Temp employee	8	001-30-00-00000	0	111072	0	0	0	1
27400	000085200	0102015	302	PF	11/01/14	Reviewing unit needs and requirements anticipated fill	2	001-40-00-00000	0	96456	0	0	0	1
27400	000085840	0393001	122	PF	02/01/15	Used to finance Temp employee	8	001-30-00-00000	0	140880	0	0	0	1

POSITION RECLASSIFICATIONS

FY 2013	FY 2014
<p>Pos#0023.094 From: C5246, Compliance Spec 1, s/r 21 To: C0861, Program Analyst 2, s/r 27 Oregon Veterans' Home, Administration Division</p>	<p>Pos#0031.013 From: X7002, Principal Exec. Manager B, s/r 26X To: X7004, Principal Exec. Manager C, s/r 28X Salem Claims, Veterans Services Division</p>
<p>Pos#0378.001 From: X7008, Principal Exec. Manager E, s/r 33X To: X0873, Operations & Policy Analyst 4, s/r 32 Senior Policy Advisor, Administration Division</p>	<p>Pos#0031.014 From: X7002, Principal Exec. Manager B, s/r 26X To: X7004, Principal Exec. Manager C, s/r 28X Portland Claims, Veterans Services Division</p>
	<p>Pos#0031.018 From: X7002 Principal Exec. Manager B, s/r 26X To: X7004, Principal Exec. Manager C, s/r 28X Conservatorship Program, Veterans Services Division</p>

NEW HIRES

Listing of all new hires made during the 2013-2015 biennium:

<u>Classification</u>	<u>Salary step</u>	<u>Date</u>	<u>Salary Justification*</u>
C0322 PSR2	\$2145 (step1)	07.28.14	
T0322 PSR2 (temp)	\$12.17/\$2110 (step1)	10.09.14	
C0103 OS1	\$2188 (step 2)	12.08.14	
C0323 PSR3	\$2451 (step 3)	11.01.13	veteran subject experience
C0324 PSR4	\$3032 (step 4)	09.04.13	loan servicing expertise
C0104 OS2	\$2352 (step 2)	08.05.13	
T0104 OS2 (temp)	\$13.35/\$2314 (step1)	04.28.14	
C0104 OS2	\$2314 (step1)	06.24.14	
T0104 OS2 (temp)	\$13.61/\$2360 (step1)	02.02.15	
C0107 AS1	\$2451 (step1)	08.26.13	
C0107 AS1	\$2451 (step1)	11.25.13	
C0107 AS1	\$2451 (step1)	01.01.14	
C0107 AS1	\$2584 (step 2)	02.19.14	transfer in/promo
C0107 AS1	\$2538 (step1)	10.28.14	
C4012 FacMainSpec	\$2817 (step 3)	12.09.13	technical maintenance skill
C0108 AS2	\$3290 (step 5)	11.03.14	veteran subject experience
C0798 VSO Entry	\$2775 (step 2)	08.01.13	transfer in/equal
C0798 VSO Entry	\$3290 (step 5)	01.27.15	veteran subject experience
C1001 Loan Spec1	\$3838 (step 5)	09.04.13	loan processing/closing expertise
C1001 Loan Spec1	\$3896 (step 5)	12.16.13	loan processing/closing expertise
C0436 ProcCtrctSpec1	\$4161 (step 6)	12.22.14	transfer in/promo
T0759 SupplySpec2(temp)	\$23.53/\$4079 (step 9)	04.08.14	specific inventory expertise

NEW HIRES

Listing of all new hires made during the 2013-2015 biennium:

<u>Classification</u>	<u>Salary step</u>	<u>Date</u>	<u>Salary Justification*</u>
T1484 ISS4 (temp)	\$21.01/\$3641 (step 1)	08.19.13	
C1484 ISS4	\$4048 (step 3)	12.09.13	IT helpdesk expertise
C0864 PubAffrsSpec1	\$3607 (step 1)	10.06.14	
Z0830 ExecAsst	\$4979 (step 6)	01.01.15	transfer in/promo
T0854 Proj Mgr (temp)	\$31.28/\$5421 (step 9)	01.17.14	inventory system expertise
T1002 Loan Spec 2 (temp)	\$29.410/\$5098 (step 7)	07.01.13	loan systems expertise
C1002 Loan Spec 2	\$3838 (step 1)	07.15.13	transfer in/promo
C1339 TrngDevSpec2	\$5028 (step 6)	09.02.14	veteran subject matter expertise
T1485 ISS5 (temp)	\$31.99/\$5545 (step 7)	01.06.15	IT systems expertise
C1486 ISS6	\$5038 (step 6)	09.02.14	IT project mgmt expertise
T1487 ISS7 (temp)	\$40.11/\$6952 (step 9)	07.01.13	IT systems expertise
T1487 ISS7 (temp)	\$40.11/\$6952 (step 9)	07.19.13	IT systems expertise
C1487 ISS7	\$7197 (step 9)	12.01.14	transfer in/equal
X7006 PEM/D	\$6226 (step 6)	12.02.13	transfer in/promo
X7006 IA PEM/D	\$6760 (step 5)	09.03.13	IT mgmt expertise
X0873 OPA4	\$7438 (step 8)	09.09.13	transfer in/promo
Z7008 PEM/E	\$6134 (step 4)	09.03.13	veteran subject matter expertise
T7008 IA PEM/E (temp)	\$52.13/\$9035 (step 9)	07.01.13	IT mgmt expertise
Z7010 PEM/F	\$8917 (step 9)	02.01.15	long-term care expertise

*Individual salary justifications on file at the agency.



IT/CAPITAL CONSTRUCTION PROJECTS

Agency: ODVA

Project Name	Project Description	Estimated Start Date	Estimated End Date	Project cost to date	Estimated 15-17 Costs	All biennia total project cost	Base or POP	Project Phase: I=Initiation, P=Planning, E=Execution, C=Close-out	If continuing project - Has it been rebaselined for either cost, scope or schedule? Y/N - If Y, how many times?	Purpose: L=Lifecycel Replacement; U=Upgrade existing system; N= New system	What Program or line of business does the project support?
SharePoint Intranet	Implement a SharePoint infrastructure using SharePoint online (SaaS). This will be used to create much needed collaborative spaces for interdepartmental communication and information sharing. It will also be used as our agencies file system and a tool to server multiple known and unknown challenges faced by the agency including communication to staff, the creation and automation of forms submissions, project management and an agency IS help-desk.	Estimated fall 2015	Estimated as a roughly 12-15 month project. End date will depend on start date.	\$ -	\$ 269,498.00	\$ 269,498.00	POP	I	N/A	N	Entire agency.
Contact Database/List	Creation of a single database or list of Veteran contact information to include basic data related to outreach and ODVA service use that can be share with all department and reported on using basic business intelligence tools. We anticipate using SharePoint for this project and it is therefore dependent on the project above being funded and approved. Currently this data resides on a hodge podge of various databases and formats--none of which communicate and all of which are silo'd.	Estimated Winter 2016	6 month project anticipated.	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	POP	I	N/A	U	Veteran Services, Public Information, Loans Department, Admin Department
Basic infrastructure refresh	Refresh some key printers for the entire agency, refresh scanners in RIMS in order to be able to remove all PC's currently running Windows XP and refresh some basic software.	Estimated fall 2015	6-8 month project.	\$ 79,000.00	\$ 79,000.00	\$ 79,000.00	POP	I	N/A	L	

LEGISLATION IMPACTING AGENCY OR VETERANS

AGENCY BILLS

SB 250	Repeals outdated statutes.
SB 251	Clarifies Department of Veterans' Affairs status and authority as fiduciary and representative payee appointed by United States Department of Veterans Affairs and United States Social Security Administration.
SB 252	Exempts Department of Veterans' Affairs from requirement to request or participate in resolution conference in connection with foreclosure of residential trust deed when department is acting in capacity as beneficiary of loan made by department pursuant to statute.
SB 253	Exempts personally identifiable and contact information of veterans and persons serving on active duty or as reserve members with Armed Forces of United States, National Guard or other reserve component from disclosure as public records when information was obtained by Department of Veterans' Affairs in performance of department's duties and functions.

OTHER KEY VETERAN BILLS

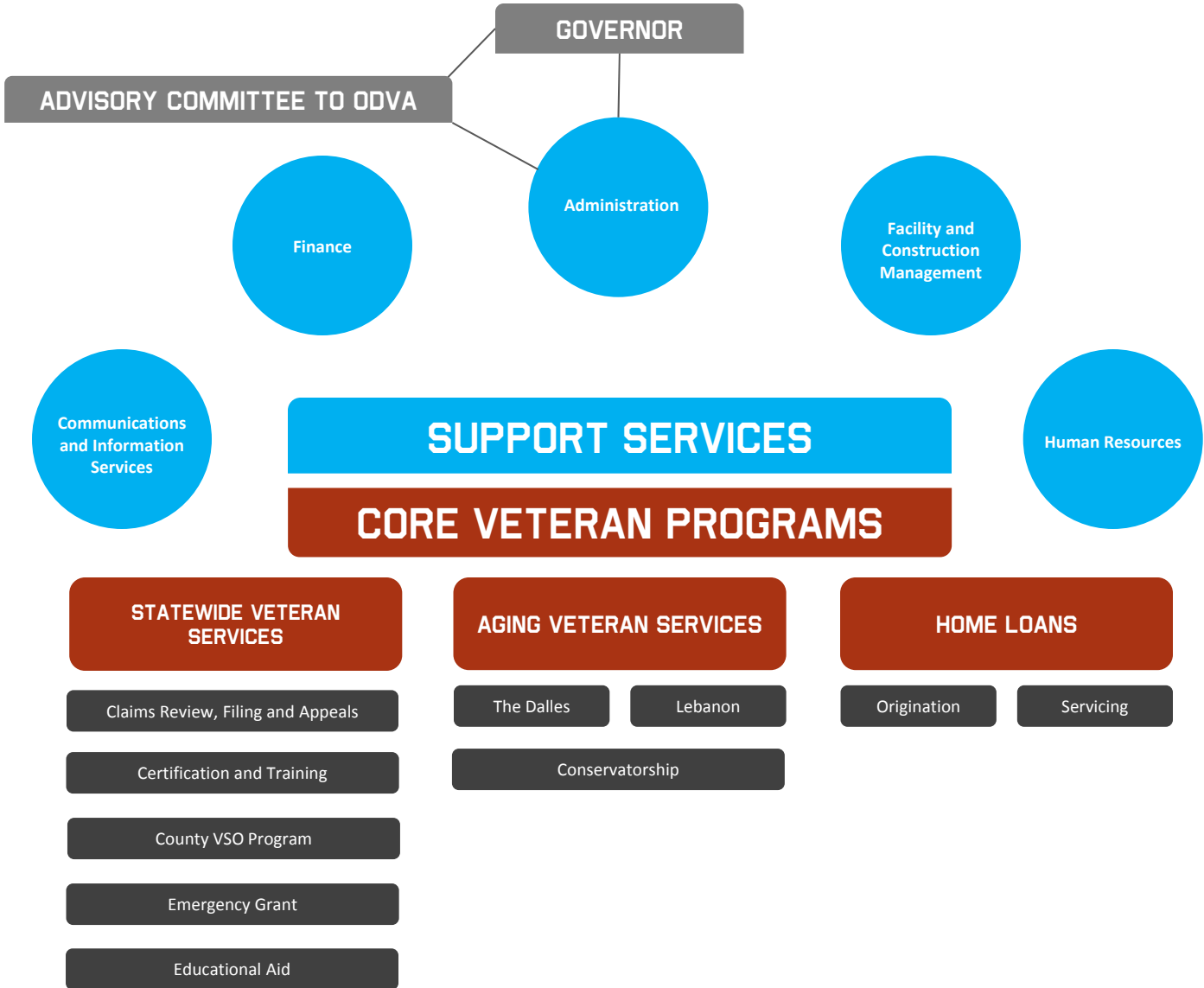
HB 2036	Provides that U.S. Highway 395 shall be known as World War I Veterans Memorial Highway.
HB 2108	Extends sunset for tax credit for provision of medical care to residents of Oregon Veterans' Home.
HB 2230	Requires Director of Oregon Health Authority to notify Director of Veterans' Affairs upon receipt of certain written information from member or veteran of uniformed service, if authorized to do so by member or veteran.
HB 2539	Directs Department of Veterans' Affairs to submit report related to delivery and usage of medical services by women veterans to interim legislative committees no later than July 1, 2016.
HB 2645	Requires community colleges and public universities to establish priority enrollment system for qualified students who are active members of Armed Forces of the United States or qualified veterans.
HB 2658	Permits Department of Transportation to issue veterans' recognition registration plate to Gold Star Family member who is sibling of person who was killed in action in armed conflict while serving in Armed Forces of United States.
HB 2691	Establishes Task Force on Procuring Through Business Enterprises Owned or Operated by Disabled Veterans.
HB 2793	Directs Department of Veterans' Affairs and county veterans' service officers to provide aid and assistance to Korean Vietnam War veteran to obtain health care coverage and services and, upon determination that veteran is not eligible for health care coverage and services under federal and state laws, to implement program to provide such coverage and services.
HB 2838	Establishes Oregon Incarcerated Veterans Outreach Program in Department of Veterans' Affairs to conduct outreach and provide assistance to incarcerated veterans and spouses and dependents of incarcerated veterans.
HB 2839	Allows credit against income taxes for employment of qualified military veterans.

LEGISLATION IMPACTING AGENCY OR VETERANS

OTHER KEY VETERAN BILLS

HB 2840	Establishes Oregon Educational and Workforce Development Bridge Loan Program in Department of Veterans' Affairs to conduct outreach and provide loans to veterans and disabled veterans who are enrolled in approved course of study, approved professional training or approved workforce development program in connection with institution of higher education, and who are eligible to receive federal educational aid or other financial assistance that is temporarily unavailable.
HB 2897	Directs Department of Veterans' Affairs to develop program under which department, pursuant to contracts with credit unions, provides loan guarantees or credit guarantees for qualified veterans for purpose of refinancing existing purchase-money mortgages or similar mortgages of homes used primarily as principal residence by veterans.
HB 2899	Allocates lottery moneys to further economic development by assisting veterans to apply for federal and state veterans' benefits and aid.
HB 3112	Creates income tax credit for member of military organization that contributes financial resources to Veterans' Educational Aid Account prior to dissolution.
HB 3116	Establishes task force to study how to provide benefits for disabled veterans through preferred worker program and to make recommendations for legislation to include disabled veterans in preferred worker program.
HJM 9	Urges Congress to recognize presumption of service connection for Blue Water Vietnam War veterans exposed to Agent Orange.
HJR 22	Proposes amendment to Oregon Constitution to include providing services to veterans among public purposes for which net proceeds of Oregon State Lottery may be spent.
SB 54	Extends sunset for tax credit for provision of medical care to residents of Oregon Veterans' Home.
SB 87	Modifies law regarding requirement that public employer grant preference to veteran and disabled veteran in selection process for competitive position.
SB 88	Excludes veterans' disability benefits from calculation of spousal support awards in family law proceedings.

SB 89	Directs Department of Veterans' Affairs to submit report to interim legislative committees, no later than July 1, 2016, regarding delivery of veterans' services.
SB 90	Directs Department of Veterans' Affairs to submit report to interim legislative committees, no later than July 1, 2016, regarding delivery of veterans' services.
SB 157	Directs Department of Veterans' Affairs to submit report to interim legislative committees, no later than July 1, 2016, regarding implementation of veterans' and servicemembers' specialty treatment courts.
SB 434	Grants higher property tax exemption on property of veterans with service-connected disabilities of 100 percent.
SB 638	Authorizes county governing bodies to appoint county volunteer veterans' ombudsmen to provide support services and assistance to veterans and their spouses, dependents and survivors that are not provided by county veterans' service officers.
SB 5539	Appropriates moneys from General Fund to Department of Veterans' Affairs for certain biennial expenses.





OUR VISION

Veterans and their families thrive in Oregon



OUR MISSION

ODVA serves and honors veterans through our leadership, advocacy and strong partnerships



OUR VALUES

Respect, Integrity, Stewardship and Excellence

TARGET VETERAN SERVICES

Serve more veterans and serve them better

Invest in a 21st century veterans' services system.

Ensure veteran service officers across Oregon are well staffed and resourced.

Focus statewide veteran services on training, claims review, advocacy, and support.

Better connect veterans to community resources.

DRIVE VETERAN ENGAGEMENT

Amplify awareness of resources and build the Oregon veterans brand

Deepen the connection with the veteran community.

Promote a positive image of veterans and their families.

Build the Oregon veterans brand.

Ensure a seamless and positive experience by veterans seeking services.

MOBILIZE PARTNERSHIPS

Leverage all resources available to veterans

Maximize up-front, preventative resources to reduce expensive, back-end safety net systems.

Bring the veterans' lens to key outcome areas in health/wellness and education/economic opportunity.

Collaborate to create, connect and support statewide networks for veterans and family resources.

Partner across federal, tribal, state and local governments.

Engage private, non-profit and philanthropic sectors.

INVIGORATE CORE OPERATIONS

Build a better, stronger and more durable department for future generations through our responsible, resourceful and creative management

Reenergize the Veterans' Home Loan program.

Provide the best in care at the Oregon Veterans' Homes.

Support 21st century veteran services through integrated information technology.

Maintain fiscal integrity and sustainability of the department's programs.

Infuse a culture of service that champions our values and vision through leadership, training, communication and accountability.

KPM 5

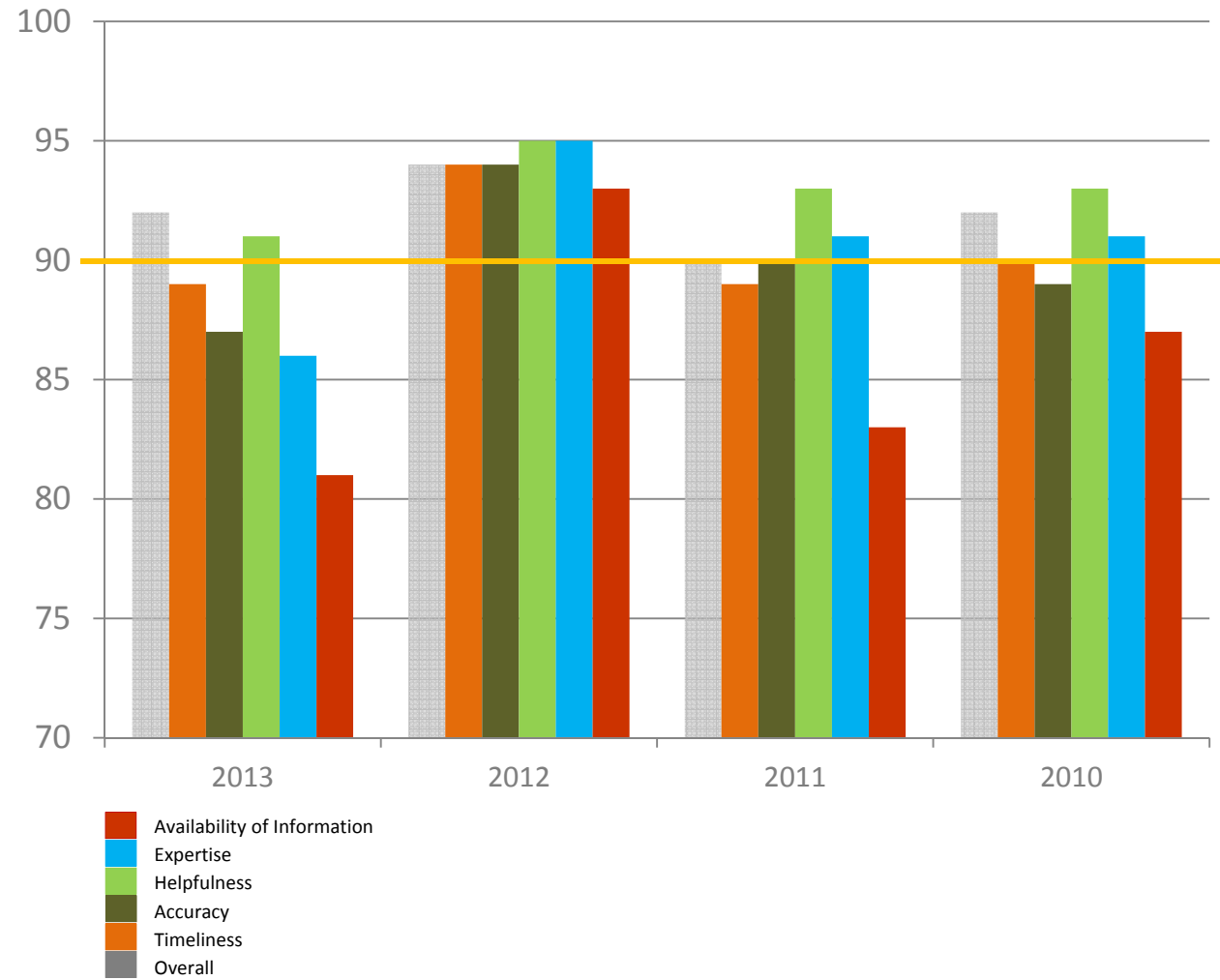
CUSTOMER SATISFACTION

Percentage of customers rating their satisfaction with the agency as "good" or "excellent."

GOAL: >90%

RESULT: 90% or higher across all areas of measurement

CUSTOMER SATISFACTION



2013 COMPENSATION AND PENSION BENEFITS BY COUNTIES

County Name	Veteran Population	Total 2013 Compensation and Pension	2013 Compensation and Pension Per Capita
Baker	1,936	\$7,570,000	\$3,910
Benton	5,694	\$14,214,000	\$2,496
Clackamas	34,848	\$80,115,000	\$2,298
Clatsop	4,125	\$12,521,000	\$3,035
Columbia	5,874	\$16,693,000	\$2,841
Coos	8,018	\$40,187,000	\$5,012
Crook	2,458	\$7,507,000	\$3,054
Curry	2,955	\$16,566,000	\$5,606
Deschutes	14,739	\$44,073,000	\$2,990
Douglas	13,004	\$92,649,000	\$7,124
Gilliam	244	\$726,000	\$2,975
Grant	743	\$2,432,000	\$3,273
Harney	942	\$2,946,000	\$3,127
Hood River	1,665	\$4,366,000	\$2,622
Jackson	20,551	\$88,303,000	\$4,296
Jefferson	2,077	\$7,911,000	\$3,808
Josephine	9,512	\$45,791,000	\$4,814
Klamath	6,908	\$36,963,000	\$5,350
Lake	916	\$4,246,000	\$4,635
Lane	30,208	\$119,947,000	\$3,970
Lincoln	5,136	\$21,261,000	\$4,139
Linn	11,757	\$44,319,000	\$3,769
Malheur	2,404	\$5,805,000	\$2,414
Marion	23,914	\$75,082,000	\$3,139
Morrow	1,019	\$2,630,000	\$2,580
Multnomah	43,528	\$118,732,000	\$2,727
Polk	7,132	\$19,677,000	\$2,758
Sherman	282	\$786,000	\$2,787
Tillamook	2,515	\$11,646,000	\$4,630
Umatilla	5,932	\$21,196,000	\$3,573
Union	2,446	\$9,068,000	\$3,707
Wallowa	869	\$3,520,000	\$4,050
Wasco	3,170	\$7,602,000	\$2,398
Washington	35,265	\$89,410,000	\$2,535
Wheeler	239	\$626,000	\$2,619
Yamhill	9,328	\$23,204,000	\$2,487
Total	322,353	\$1,100,290	



VETERAN EXTENDED OUTREACH GRANT PROGRAM

County	Grant Received
Baker	\$10,500.00
Clackamas	\$45,405.00
Clatsop	\$2,300.00
Columbia	\$41,700.00
Coos	\$2,300.00
Crook	\$15,049.75
Curry	\$2,300.00
Deschutes	\$31,046.00
Douglas	\$50,406.61
Harney	\$3,135.41
Jackson	\$25,000.00
Jefferson	\$2,300.00
Josephine	\$68,100.00
Lake	\$13,283.00
Lane	\$37,452.78
Lincoln	\$2,300.00
Linn	\$16,500.00
Malheur	\$14,000.00
Morrow	\$8,569.50
Multnomah	\$74,877.17
Tillamook	\$2,300.00
Umatilla	\$53,540.00
Wallowa	\$9,612.00
Wasco	\$2,300.00
Washington	\$40,723.00
Yamhill	\$25,000.00
TOTALS:	\$600,000



ENDING BALANCE FORM

Other Fund Type	Program Area (SCR)	Treasury Fund #/Name	Category/Description	and/or Statutory	2013-15 Ending		2015-17 Ending		Comments
					In LAB	Revised	In CSL	Revised	
N/L	SCR 087	Fund 657 VH Trust Fund 929 OR Trust Fnd	TRUST FUND	ORS 406.050	700,000	700,000	800,000	800,000	Lebanon Veterans Home is scheduled to complete construction and monies may be necessary to bring operations online. Completion of security upgrade projects at The Dalles
N/L	SCR 087	Fund 408 Sinking Fund Fund 447 O/w/VF Fund 970 ODVA SR 73 Fund 972 Rplmnt Eqty	Operations, Loan Program & Investment Pool	Article XI-A Sec 1 ORS 408.365	246,274,681	246,274,681	141,695,675	141,695,675	This balance could fluctuate significantly based upon scheduling of bond calls. Prepayments on mortgages in this low interest rate environment is extremely unpredictable. SCR 087 transfers out to Other Fund Limited SCR 001 & SCR 002.
Limited	SCR 003	Fund 601 VH Operation Fund 1400 Leb Vet Home	Operations	ORS 408.368	1,632,628	2,632,628	596,496	2,596,496	Assumes construction of the Lebanon Veterans Home is completed as scheduled.