

**SB 5538 BUDGET REPORT and MEASURE SUMMARY**

**Joint Committee On Ways and Means**

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**Department of Veterans' Affairs  
2019-21**

PRELIMINARY

## **Budget Summary\***

	2017-19 Legislatively Approved Budget <sup>(1)</sup>	2019-21 Current Service Level	2019-21 Committee Recommendation	Committee Change from 2017-19 Leg. Approved	
				\$ Change	% Change
General Fund	\$ 7,550,791	\$ 8,025,966	\$ 8,025,966	\$ 475,175	6.3%
General Fund Debt Service	\$ 1,017,323	\$ 2,249,440	\$ 2,249,440	\$ 1,232,117	121.1%
Lottery Funds	\$ 15,400,349	\$ 14,779,342	\$ 19,150,462	\$ 3,750,113	24.4%
Other Funds Limited	\$ 100,525,917	\$ 103,405,833	\$ 104,611,079	\$ 4,085,162	4.1%
Other Funds Nonlimited	\$ 228,025,000	\$ 193,025,000	\$ 193,025,000	\$ (35,000,000)	(15.4%)
Other Funds Debt Service Nonlimited	\$ 219,521,159	\$ 215,754,089	\$ 215,754,089	\$ (3,767,070)	(1.7%)
Federal Funds Limited	\$ 1,000,000	\$ 1,000,000	\$ 1,525,000	\$ 525,000	52.5%
Total	\$ 573,040,539	\$ 538,239,670	\$ 544,341,036	\$ (28,699,503)	(5.0%)

## **Position Summary**

Authorized Positions	100	97	104	4
Full-time Equivalent (FTE) positions	97.13	96.71	103.59	6.46

<sup>(1)</sup> Includes adjustments through December 2018

\* Excludes Capital Construction expenditures

## **Summary of Revenue Changes**

The Oregon Department of Veterans' Affairs (ODVA) is funded with a mix of General Fund (1.9 percent), Lottery Funds (3.5 percent), and Other Funds (94.3 percent). The Department also receives Federal Funds (0.3 percent of total revenue) for certain U.S. Department of Veterans' Affairs (USDVA) grants.

The most significant Other Funds sources are: veteran home loan repayments; dedicated fund general obligation bond proceeds; fees and charges for services from the conservatorship program and loan-related services; rent from leasing space within the Veterans' building; Veterans' Homes resident payments, including funds from the USDVA, Medicare and Medicaid reimbursements, insurance companies, and private payers; and investment earnings. The Oregon War Veterans' Fund, a constitutionally-dedicated fund, receives nearly all of the Department's Other Funds revenues except those for the Veterans' Homes. The trend on Other Funds revenue, projected out through 2023, is expected to be modestly higher than in recent years.

With the passage of Ballot Measure 96 (2016), funding for ODVA increased due to the addition of Lottery Funds. Measure 96 directs 1.5 percent of net lottery proceeds into a Veterans' Services Fund to provide services for the benefit of veterans. Total lottery revenue dedicated to

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veterans' services is projected to be \$21.9 million for the 2019-21 biennium. Lottery Funds will be allocated to ODVA for budgeted Lottery Funds expenditures, primarily in the Statewide Veteran Services Program and the Aging Veteran Services Program.

The Department receives General Fund to support the Veterans' Services Program, Aging Veteran Services, and debt service in the Veterans' Home Program on bonds sold for capital construction projects.

### **Summary of Transportation and Economic Development Subcommittee Action**

The Department has four major operational functions: veterans' services, the veteran home loan program, aging veteran services, including the two veterans' homes (in The Dalles and Lebanon), and core operations. ODVA recognizes the need to maximize current veteran benefits provided by federal, state, local governments, and nonprofits and is working to develop and deepen fully engaged partnerships.

The Subcommittee recommended a budget of \$544,341,036 total funds and 104 positions (103.59 FTE). This is a 5.0 percent decrease from the 2017-19 Legislatively Approved Budget and an additional four positions (6.46 FTE).

#### **Loan Program**

In 1945, Oregon citizens voted to create a Veterans' Home Loan program, established in Article XI-A of the Oregon Constitution. The Home Loan Program provides low-interest rate mortgages on single family, owner-occupied homes to qualified veterans. Although state-based veteran housing benefits currently exist in 28 states, Oregon is one of five states in the nation grandfathered under federal tax law to offer a state veteran home loan program. Historically, this enhanced housing benefit has generally resulted in significantly lower home loan interest rates than are normally available in the marketplace, which have been achieved through the issuance of tax-free, state general obligation bonds called Qualified Veteran Mortgage Bonds (QVMB). QVMB's have limitations on how they can be used, most notably, borrowers must apply for a loan within 25 years of discharge from military service and funds cannot be used for refinancing. The Home Loan Program has limited amounts of less restrictive bond monies from which it can also make loans to veterans who apply for a loan after 25 years from date of discharge (Measure 70 loans). It is this money being used to finance loans made to Oregon veterans that were made eligible as a result of the passage of Measure 70 in 2010. The program offers financing up to the Fannie Mae limit, currently \$484,350 for a single family unit.

The Loan Program is supported entirely by Other Funds expenditure limitation. The revenues are derived from loan and contract repayments, proceeds from bond sales (both of which are constitutionally dedicated for certain veteran programs), fee and rental income, and investment earnings. In addition to being constitutionally dedicated, Loan Program funds are restricted by federal tax law, bond covenants, standby bond purchase agreements and liquidity provider agreements.

The Subcommittee recommended a budget of \$17,394,754 Other Funds expenditure limitation and 47 positions (46.79 FTE). This is a 4.6 percent increase from the 2017-19 Legislatively Approved Budget. The recommended budget includes the following packages:

Package 101, 21<sup>st</sup> Century Service Delivery. This package increases Other Funds expenditure limitation by \$870,000 in the Home Loan Program for the following investments:

- \$250,000 is provided on a one-time basis to purchase and install an “end to end” home loan system. This will integrate loan origination and servicing functions into one application, creating efficiencies and reducing errors. The Department also requested and received approval for this project in the 2017-19 Legislatively Approved Budget; however, determined that further development of the business requirements was required prior to implementation.
- \$120,000 supports agency-wide technology investments that will enable the Department to accommodate enterprise information security policy changes, expand network capability, consolidate database solutions, and modernize application support and services. Additional funding for this investment is also provided in the Aging Veteran Services Program.
- \$500,000 is provided on a one-time basis to continue the refresh of the ODVA state office building and complete renovation of the second floor, including replacing the carpet and painting the walls. Additional funding for this project is also provided in the Veterans’ Services and Aging Veteran Services Programs.

Package 102, Target Veteran Services. Package 102 provides \$227,517 Other Funds expenditure limitation and one position (1.00 FTE) to increase the number of veteran home loans, including those in underserved markets. A Business Development Representative position (Program Analyst 3), funded with home loan revenues, is established to identify new contractual lending partners, including mortgage brokers and lenders, enhance business relationships with existing clients, and provide training and education to lenders and real estate professionals. The approved amount includes \$191,247 for Personal Services and \$36,270 for Services and Supplies, including travel, training, and office expenditures.

#### **Veterans’ Services Program**

The Veterans’ Services Program is responsible for providing advocacy and benefits to veterans, their dependents, and survivors. The program provides benefits counseling, claims and appellate representation, certification and training for counties and national service organizations, educational assistance, emergency financial assistance, and other service delivery partnerships across the state. Veterans’ services programs include: Statewide Veterans Services, County Veteran Service Officers (CVSOs), National Service Organizations (NSO), Tribal Veteran Representatives Program (TVR), and the Emergency Financial Assistance Program.

Prior to the 2017-19 biennium, Veterans’ Services Programs received primarily General Fund along with various Other Funds resources. With the passage of Ballot Measure 96 (2016), this program receives Lottery Funds as the predominant funding source for providing services to veterans across Oregon.

The Subcommittee recommended a budget of \$7,469,372 General Fund, \$15,929,778 Lottery Funds, \$107,729 Other Funds expenditure limitation, \$1,525,000 Federal Funds expenditure limitation, and 40 positions (39.80 FTE). The total funds budget of \$25,031,879 is a 4.0 percent

increase from the 2017-19 Legislatively Approved Budget and nine less positions (6.33 FTE). The recommended budget includes the following packages:

Package 090, Analyst Adjustments. Package 090 provides \$753,659 Lottery Funds, \$107,729 Other Funds, \$525,000 Federal Funds, and five positions (4.88 FTE) to support the following Veterans' Services Program activities:

- \$145,930 Lottery Funds and \$525,000 Federal Funds are added to establish three positions (3.00 FTE) that will allow the agency to serve as the U.S. Department of Veterans Affairs (USDVA) State Approving Agency (SAA) for veterans' education programs beginning October 1, 2019. SAAs approve education and training programs that are eligible to receive GI Bill benefits and provide technical assistance and outreach to schools and veterans. USDVA reimburses SAAs for direct costs incurred to perform SAA functions, including salaries and benefits, travel, and other administrative expenses, up to an annual maximum contract amount (approximately \$300,000 for Oregon). Personal Services limitation of \$554,172 is provided to support a Compliance Specialist 1, Education Specialist 1, and an Operations and Policy Analyst 4; and an additional \$116,758 is provided for Services and Supplies expenditures, including travel, training, and certification costs.
- \$500,000 Lottery Funds and one position (1.00 FTE) is provided for Tribal Veteran Representative programs and partnerships. A Tribal Veteran Coordinator position (Program Analyst 3) is established to serve as a liaison between ODVA and Tribal Veteran Offices to assist with connecting tribal veterans to Federal VA services. Personal Services limitation of \$192,046 is included for the position and an additional \$107,954 for associated Services and Supplies expenditures, including outreach, travel, and training. The package also includes \$200,000 of pass-through funding to Tribal Veteran Offices to expand and enhance their programs and services.
- \$215,458 is provided through a combination of \$107,729 Lottery Funds and \$107,729 Other Funds to establish an Internal Auditor 3 position (0.88 FTE). The Internal Auditor will provide ODVA with an effective internal audit function, allowing the Department to examine its programs and services for effectiveness, efficiency, and compliance with applicable rules and regulations.

Package 101, 21<sup>st</sup> Century Service Delivery. Package 101 increases Lottery Funds expenditure limitation in the Veterans' Services Program by \$237,500 on a one-time basis to continue the refresh of the ODVA state office building and complete renovation of the second floor, including replacing the carpet and painting the walls. Additional funding for this project is also provided in the Home Loan and Aging Veteran Services Programs.

Package 102, Target Veteran Services. Package 102 increases Lottery Funds expenditure limitation by \$60,000 in the Veterans' Services Program to enhance training for state, country, tribal, and National Service Organization veteran service officers (VSOs). ODVA holds the power of attorney for claims filing with the USDVA and is responsible for the training, certification, and accreditation of all county and state VSOs. Since 2015, the number of state and county veteran service officers has increased by 46%. Funding will be used to cover the costs of conferences, professional legal trainers, other specialized trainers, travel, and other costs incurred in conducting the expanded need for training.

Package 103, Mobilize Partnerships. Package 103 increases Lottery Funds expenditure limitation by \$2,389,708 in the Veterans' Services Program for the following investments:

- The National Service Organizations (NSO) pass-through funding is increased by \$354,708, for total NSO funding of \$600,000. Approved funding represents a 145 percent increase over current service level and is intended to expand the work of the NSOs to provide critical services to veterans, including filing disability compensation benefit claims and increasing the availability of local veteran services.
- \$1,000,000 is added for the Campus Veteran Grant Program to provide grants to Oregon community colleges and public universities. Campus Veteran Grants are awarded to expand and enhance existing veteran programs on college campuses that help veterans successfully transition from military service to college life, succeed in college, complete educational goals, and transition from college to the workforce and community. The package provides one-time funding for the program at the level approved in the 2017-19 biennium.
- Lottery Funds support for the Veterans' Services Grant Fund is increased by \$500,000 on a one-time basis, for total funding of \$1,070,900, to expand the number and amount of grants available to community partners, including non-profits, National Service Organizations, and other state, county, local, and tribal governmental agencies. Grants are awarded for services and programs that benefit veterans, including mental and physical health care, housing security, employment opportunities, education, and transportation accessibility.
- \$500,000 is added for a new Veterans Health Care Transportation Grant Program to provide veterans with access to health and behavioral health care transportation, including point to point transportation services. ODVA currently receives an annual Highly Rural Transportation Grant (HRTG) from the USDVA, which provides \$50,000 per year for each of Oregon's highly rural counties. Funding for the new grant program will allow ODVA to provide grants for transportation services in rural counties that don't qualify for the federal HRTG, increasing transportation accessibility to medical appointments for veterans in rural areas. Initial funding for the new program is approved as one-time.
- \$35,000 is also provided for costs incurred to administer grant programs, including providing state and regional training conferences to share best practices, innovations, and strategic planning.

### **Oregon Veterans' Home Program**

The Oregon Veterans' Home Program provides the state's most vulnerable veterans and their families with skilled nursing, Alzheimer's and memory-related and rehabilitative care in an environment understanding the unique needs of the men and women who served our country. Currently, there are two facilities located in Oregon, one in The Dalles and the second in Lebanon. A third Veterans' Home is in stages of preliminary planning for Roseburg. Care at the Oregon Veteran's 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. The ODVA contracts with Veterans Care Centers of Oregon (VCCO), a non-

profit organization, for the day-to-day operation of the facility. The contract with VCCO followed the state's competitive procurement process and has resulted in the delivery of award-winning high quality care to veterans.

The Oregon Veterans' Home Program is a self-sustaining program, operating entirely on Other Funds revenues. General Fund is appropriated for debt service on Article XI-Q Bonds issued for capital projects, including construction of a classroom at The Dalles Veterans' Home for training nursing staff as well as a parking lot at the Lebanon Veterans' Home.

The Subcommittee recommended a budget of \$2,249,440 General Fund, \$87,108,596 Other Funds expenditure limitation and five positions (5.00 FTE). The total funds budget of \$89,358,036 is a 5.4 percent increase from the 2017-19 Legislatively Approved Budget.

### **Aging Veteran Services**

The Aging Veteran Services Division is a newly established division starting with the 2019-21 biennium. This Division was established with the intent to address the needs and concerns of the rapidly aging veteran demographic and their families. According to a report from the Oregon Office of Economic Analysis, the population of adults 65 years and older will grow by four percent annually and will represent 22 percent of all Oregonians by 2040. Moreover, as early as 2027, a projected 55 percent of Oregon's veterans will be over 65. This aging population will need access to long-term care, home and community based services, adult foster care, prescription medications, and increased health and dental care. Aging Veteran Services collaborates with all state, federal, and community partners to ensure aging veterans, their families, and caregivers receive advocacy and services.

The Division incorporates the Conservatorship Program, Aging Veteran Outreach and the Veteran Volunteer Program. The Conservatorship Program assists veterans in managing their financial affairs by functioning as a conservator or a representative payee. The Aging Veteran Outreach works collaboratively with agency partners to coordinate benefits and services specific to the aging population. They educate other agencies and the public regarding aging veterans' benefits and file claims on behalf of veterans residing in a veterans' home or participating in the conservatorship program. The Veteran Volunteer Program was established during the 2017 Legislative Session to create a volunteer network trained to locate and assist veterans with their benefits. The Program provides training and oversight on an ongoing basis for volunteers.

The Subcommittee recommended a budget of \$556,594 General Fund, \$3,220,684 Lottery Funds expenditure limitation, and 12 positions (12.00 FTE). The recommended budget includes the following packages:

Package 101, 21<sup>st</sup> Century Service Delivery. Package 101 increases Lottery Funds expenditure limitation by \$757,500 in the Aging Veteran Services Program for the following investments:

- \$400,000 is provided to continue replacement of the Department's conservatorship system software application. The conservatorship system enables court-appointed ODVA conservators and trust officers to deliver conservatorship and representative payee services. The current legacy system is outdated and supported by the original retired development on contract with the Department. ODVA also

requested and received \$600,000 for this project in the 2017-19 legislatively approved budget. This package provides one-time funding for additional project management, business analysis, system integration, development, and implementation costs.

- \$120,000 supports agency-wide technology investments that will enable the Department to accommodate enterprise information security policy changes, expand network capability, consolidate database solutions, and modernize application support and services. Additional funding for this investment is also provided in the Home Loan Program.
- \$237,500 is provided on a one-time basis to continue the refresh of the ODVA state office building and complete renovation of the second floor, including replacing the carpet and painting the walls. Additional funding for this project is also provided in the Home Loan and Veterans' Services Programs

Package 102, Target Veteran Services. Package 102 adds \$172,753 Lottery Funds and one position (1.00 FTE) to the Aging Veteran Services Program for conservatorship and representative payee services. A Representative Payee position (Administrative Specialist 2) is established to accommodate increased caseload, allowing ODVA to better serve existing clients and accept new clients. Personal Services limitation of \$137,753 is included for the position and an additional \$15,000 for associated Services and Supplies. The package also includes \$20,000 for statutorily mandated initial and continuing education and training required for conservatorship and representative payee staff certification.

### **Nonlimited**

This program includes two types of expenditures: Nonlimited bond and loan expenditures, as well as Nonlimited debt service expenditures.

- Nonlimited bond-related expenditures are for planning and issuing bonds. They include bond counsel and attorney fees, State Treasury bond fees and fees relating to preparing bond disclosure documents. Nonlimited loan-related expenditures consist of costs that are charged back to the loan balances and eventually collected. These expenditures include loans made to veterans, payment of property taxes, hazard insurance, foreclosure, and state-owned property costs and other costs incurred to protect the state's interest in property secured by a loan. The proceeds from the bond sales provide the capital necessary to issue the loans.
- Nonlimited debt service expenditures are for the principal and interest payments due on outstanding bonds and any net payments from interest rate swaps.

The Subcommittee recommended a budget of \$408,779,089 Other Funds Nonlimited. This is an 8.7 percent decrease from the 2017-19 Legislatively Approved Budget.



**Summary of Maximum Supervisory Ratio**

ORS 291.227 requires state agencies that employ more than 100 employees to report their maximum supervisory ratio for the biennium. Prior to the 2019-21 Approved Budget, ODVA has had 100 or fewer employees and has not been required to provide span of control reports. The agency will begin reporting its maximum supervisory ratio in the 2019-21 biennium.

**Summary of Performance Measure Action**

See attached “Legislatively Approved 2019-2021 Key Performance Measures.”

PRELIMINARY

## DETAIL OF JOINT COMMITTEE ON WAYS AND MEANS ACTION

Oregon Department of Veterans' Affairs  
 April McDonald -- 503-877-8125

DESCRIPTION	GENERAL FUND	LOTTERY FUNDS	OTHER FUNDS		FEDERAL FUNDS		TOTAL ALL FUNDS	POS	FTE	
			LIMITED	NONLIMITED	LIMITED	NONLIMITED				
2017-19 Legislatively Approved Budget at Dec 2018 *	\$ 8,568,114	\$ 15,400,349	\$ 100,525,917	\$ 447,546,159	\$ 1,000,000	\$ -	\$ 573,040,539	100	97.13	
2019-21 Current Service Level (CSL)*	\$ 10,275,406	\$ 14,779,342	\$ 103,405,833	\$ 408,779,089	\$ 1,000,000	\$ -	\$ 538,239,670	97	96.71	
<b>SUBCOMMITTEE ADJUSTMENTS (from CSL)</b>										
<b>SCR 001 - Loan Program</b>										
Package 101: 21st Century Service Delivery										
Services and Supplies (Data Processing)	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000			
Capital Outlay	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000			
Package 102: Target Veteran Services										
Personal Services	\$ -	\$ -	\$ 191,247	\$ -	\$ -	\$ -	\$ 191,247	1	1.00	
Services and Supplies	\$ -	\$ -	\$ 36,270	\$ -	\$ -	\$ -	\$ 36,270			
<b>SCR 002 - Veterans' Services Program</b>										
Package 090: Analyst Adjustments										
Personal Services	\$ -	\$ 319,197	\$ 97,979	\$ -	\$ 525,000	\$ -	\$ 942,176	5	4.88	
Services and Supplies	\$ -	\$ 234,462	\$ 9,750	\$ -	\$ -	\$ -	\$ 244,212			
Other Special Payments	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000			
Package 101: 21st Century Service Delivery										
Capital Outlay	\$ -	\$ 237,500	\$ -	\$ -	\$ -	\$ -	\$ 237,500			
Package 102: Target Veteran Services										
Services and Supplies (Other Services & Supplies)	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000			
Package 103: Mobilize Partnerships										
Services and Supplies	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000			
Special Payments (Dist. To Other Gov't Unit)	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000			
Special Payments (Dist. To Non-Gov't Units)	\$ -	\$ 854,708	\$ -	\$ -	\$ -	\$ -	\$ 854,708			
<b>SCR 004 - Aging Veteran Services</b>										
Package 101: 21st Century Service Delivery										
Services and Supplies	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000			
Capital Outlay	\$ -	\$ 637,500	\$ -	\$ -	\$ -	\$ -	\$ 637,500			
Package 102: Target Veteran Services										
Personal Services	\$ -	\$ 137,753	\$ -	\$ -	\$ -	\$ -	\$ 137,753	1	1.00	
Services and Supplies	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000			
<b>TOTAL ADJUSTMENTS</b>	<b>\$ -</b>	<b>\$ 4,371,120</b>	<b>\$ 1,205,246</b>	<b>\$ -</b>	<b>\$ 525,000</b>	<b>\$ -</b>	<b>\$ 6,101,366</b>	<b>7</b>	<b>6.88</b>	
<b>SUBCOMMITTEE RECOMMENDATION *</b>	<b>\$ 10,275,406</b>	<b>\$ 19,150,462</b>	<b>\$ 104,611,079</b>	<b>\$ 408,779,089</b>	<b>\$ 1,525,000</b>	<b>\$ -</b>	<b>\$ 544,341,036</b>	<b>104</b>	<b>103.59</b>	
% Change from 2017-19 Leg Approved Budget	19.9%	24.4%	4.1%	-8.7%	52.5%	0.0%	-5.0%	4.0%	6.7%	
% Change from 2019-21 Current Service Level	0.0%	29.6%	1.2%	0.0%	52.5%	0.0%	1.1%	7.2%	7.1%	

\*Excludes Capital Construction Expenditures

# Legislatively Approved 2019 - 2021 Key Performance Measures

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**Agency:** Veterans' Affairs, Department of

**Mission Statement:**

The Oregon Department of Veterans' Affairs (ODVA), serves and honors veterans through our leadership, advocacy and strong partnerships.

Legislatively Approved KPMs	Metrics	Agency Request	Last Reported Result	Target 2020	Target 2021
1. b. Loan Program - Loan Origination. Increase the loan origination volume to \$35 million or more in new loans per year.		Approved	\$76.90	\$60.00	\$60.00
1. a. Loan Program - Delinquent Accounts - Percentage of Oregon Department of Veterans' Affairs home loan accounts that are delinquent.		Approved	0.91%	1.50%	1.50%
2. a. Oregon Veterans Homes - Maintain an occupancy rate of at least 80% for licensed beds in both Veteran Homes.		Approved	88%	80%	80%
2. b. Oregon Veterans Homes - Maintain below-market veteran private pay rates.		Approved	\$223.00	\$356.00	\$377.00
3. Veteran Services - Disability Compensation and Pension Benefits - Amount of average U.S. Department of Veterans Affairs (federal VA) disability and pension compensation received per Oregon Veteran who receives these benefits.		Approved	\$15,229.00	\$16,814.00	\$17,318.00
4. Veteran Services - Power of Attorney (POA) - Number of powers of attorney granted by veterans to veteran service officers and the Department.		Approved	11,997	13,464	13,733
5. Customer Satisfaction - Percentage of customers rating their satisfaction with the Oregon Department of Veterans' Affairs customer service as "good" or "excellent": overall, timeliness, accuracy, helpfulness, expertise, and availability of information.	Timeliness	Approved	91%	90%	90%
	Accuracy		95%	90%	90%
	Availability of Information		92%	90%	90%
	Expertise		92%	90%	90%
	Overall		97%	90%	90%
	Helpfulness		94%	90%	90%
6. Best Practices - Percent of total applicable best practices met by the Board.		Approved	100%	100%	100%
7. Reducing Veteran Homelessness - Percentage of veteran homeless households who exited into permanent housing and retained that housing for six months or longer.		Approved	No Data	80%	80%

**LFO Recommendation:**

The Legislative Fiscal Office recommends approval of the proposed Key Performance Measures and targets.

**SubCommittee Action:**

The Transportation and Economic Development Subcommittee approved the Legislative Fiscal Office recommendations.