Strategic Plan

For Fiscal Years 2019-2023

TEXAS GENERAL LAND OFFICE & VETERANS LAND BOARD

GEORGE P. BUSH, COMMISSIONER AND CHAIRMAN

June 8, 2018

Submitted to the Governor's Office Budget Division and the Legislative Budget Board

Agency Strategic Plan

For Fiscal Years 2019-2023

TEXAS GENERAL LAND OFFICE & VETERANS' LAND BOARD

June 8, 2018

Signed: _____ Approved: _____

George P. Bush, Land Commissioner

Mark Havens, Chief Clerk

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Strategic Plan

Agency Mission Statement

The Texas General Land Office primarily serves the schoolchildren, veterans, and the environment of Texas. The agency does so by preserving our history, maximizing state revenue through innovative administration, and through the prudent stewardship of state lands and natural resources.

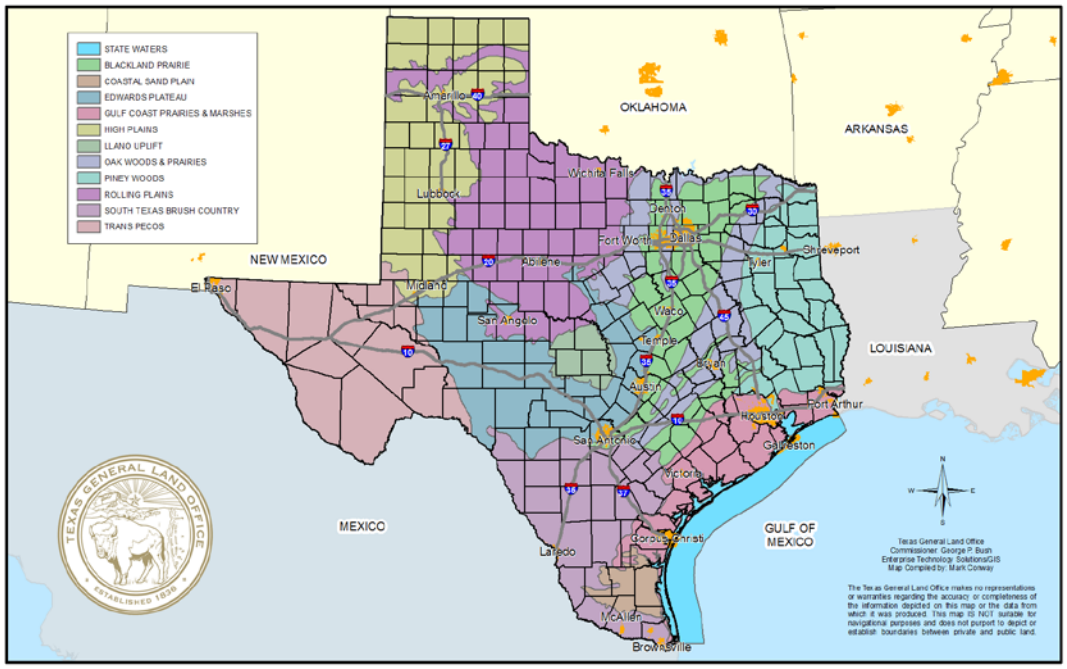
Agency Philosophy

Transparency and collaboration in governance are lofty goals, but ones that are readily obtainable through a well-defined, common mission that embodies a shared consciousness and respect for all staff. Integrity, adaptability, and collaboration among staff are integral parts of our operation, and it is our staff that will be tasked with carrying out this mission on a daily basis. Therefore, we will work to ensure the professional and personal growth of all GLO staff members, our agency's most valuable asset.

We will accomplish our goals using the highest standards of ethics, professionalism, transparency, fairness, and responsiveness towards those we serve – the citizens of Texas – and among those with whom we serve – our fellow staff members. In adhering to these principles, the Texas General Land Office will become the standard by which effective governance is measured throughout the state.

State of Texas Geographic Map

The Texas General Land Office serves all regions of the State of Texas.



AGENCY OPERATIONAL GOAL AND ACTION PLAN

A. Goal: Enhance State Assets

Enhance State Assets and Revenues by Managing State-owned Lands.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Conduct on-the-ground surveys, field inspections, and appraisals of state-owned and Permanent School Fund land and provide professional and technical assistance.

2. Evaluate and determine the market value of mineral tracts for oil, gas and hard mineral leasing; conduct lease sales and process lease applications; issue geophysical and prospect permits for mineral exploration; and review pooling and unitization applications to ensure that the state's interests are protected.

3. Monitor drilling, production, and field practices to ensure lease compliance; review oil and gas measurement issues; conduct lease reconciliations, conduct limited reviews and field audits of production reports and payments; and process, monitor and assess penalties and interest on monthly royalty reports and payment violations.

4. Repair and improve beach and other coastal assets and oversee the removal of dangerous and abandoned structures in State waters.

5. Conduct strategic acquisitions and dispositions of investment-grade real assets within the real estate portfolio and manage the disposition and leasing of sovereign, rural, and coastal lands.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

    - Continue to generate as much revenue for the Permanent School Fund as possible via transactions involving our real assets and minerals.

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 divisions within the General Land Office (GLO) primarily work together as an interdisciplinary team. As such, the revenue-generating divisions involved with augmenting revenues derived from Permanent School Fund real property rely on skilled in-house professionals such as (but not limited to) field inspectors, surveyors, and appraisers, all of which provide competent, expedient services for functions necessary to effectuate transactions.

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

    - The core functions of leasing Permanent School Fund land and minerals and acquiring and disposing of real assets are achieved by developing and continuously improving clear and focused objectives to maximize revenues in a practical manner. At the same time, all divisions strive to remain nimble and adapt with technological and financial changes in the business world.

4. Attentive to providing excellent customer service.

    - GLO staff is always responsive and provides professional and technical assistance to not only the general public but also to other state and federal agencies as requested. Phones and e-mails are promptly answered by knowledgeable staff.

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

    - GLO staff communicates agency goals and methods through interaction with lawmakers, other state agencies, and the general public.
    - Meetings of the School Land Board (SLB) are held monthly to approve sales, trades, exchanges, and purchases of land for the Permanent School Fund. In addition, the SLB approves some permits, leases, and easements for state-owned submerged land. SLB meetings are open to the public and since 2005 have been webcast live. In addition, SLB meeting agendas are posted in the Texas Register and can be accessed via the Texas Secretary of State website. Agendas must be posted seven working days prior to an SLB meeting.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

AGENCY OPERATIONAL GOAL AND ACTION PLAN

B. Goal: Protect the Coastal Environment

Protect the Environment, Promote Wise Resource Use, and Create Jobs.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Protect and revitalize the natural resources and economy of the coast through the State Coastal Management Program, State Open Beaches Act, State Dune Protection Act, Federal Coastal Zone Management Act, Natural Resources Damage Assessments and Oil Spill prevention and response using Federal, State and local funding.

2. Provide the public with water quality analysis of beaches along the coast through the Beach Watch Program.

3. Use the GLO's permit service center and outreach efforts to guide permit applicants and customers through federal and state processes so that they can more efficiently obtain permits and implement projects.

4. Seek out and remove potential coastline pollution sources and safety hazards including derelict vessels and structures.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

    - Enforce Open Beaches Act, Dune Protection Act, and Natural Resource Damages Assessments fairly and responsibly along the coast, and ensure compliance through diligent management and monitoring of contracts and grants.
    - Administer funding programs openly and help local communities leverage funding for coastal projects.
    - Ensure responsible parties are held accountable for response costs for spill cleanups.

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.

    - Perform a Cost Benefit Analysis for all Coastal Erosion Response and Protection Act Projects.
    - Develop a Coastal Resiliency Master Plan that will allow for a prioritization and strategic implementation of coastal projects.
    - Engage inter-divisional and inter-agency cross training opportunities to assist with prevention, monitoring and response activities, paving the way for coordinated efforts and improved personnel efficiency.

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

    - State performance measures reported to the Legislative Budget Board (LBB) accurately, on time, tracked and analyzed.
    - Reporting to the U.S. Fish and Wildlife Service, U.S. Department of Commerce' National Oceanic and Atmospheric Administration (NOAA) and U.S. Environmental Protection Agency (EPA) on performance measures, or goals and objectives met during established reporting periods.
    - Consistently exceed key state performance measures for prevention and response activities including facility certification and readiness programs, vessel monitoring and tracking, and spill response efforts.

4. Attentive to providing excellent customer service.

    - Use the permit service center and outreach efforts to help applicants with permits and help GLO staff understand community concerns.
    - Maintain the Texas coasts website and application that allows people to find coastal access and recreational locations.
    - Maintain a dedicated 24/7 public emergency notification line with other response agencies for easy & immediate spill notification.

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

    - Provide legislature with agency reports (Coastal Management Program (CMP) Biennial Report and Coastal Erosion Planning & Response Act (CEPRA) Report) and make reports available to public on website.
    - Provide project information and deliverables on website and through community outreach efforts.
    - Ensures that spill related documents, including historical spill information, are readily accessible on the web.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

AGENCY OPERATIONAL GOAL AND ACTION PLAN

C. Goal: Veterans Land Board (VLB)

Provide Benefit Programs to Texas Veterans.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Educate Veterans on not only the VLB programs but on all Veteran programs provided by the State of Texas.
2. Increase awareness of the VLB Loan, Texas State Veterans Home, and Texas State Veterans Cemetery Programs.
3. Focus the VLB Loan Program to meet increased demand through an effective education program produced in the coming years.
4. Work with contracted partners to meet and exceed State and Federal Regulations for the VLB Texas State Veterans Home Program as the demand continues to grow in our underserved Veteran areas.
5. Prepare for the increased demand to utilize earned burial benefits resulting from renewed efforts to educate Veterans and their families on VLB programs.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
    - Veterans programs are funded by Veterans for Veterans through the revenue generated by loans and State Veteran Home operations. Efficiently and effectively utilize these funds to execute VLB programs and educate Veterans on all programs provided by Federal, State, and County agencies as directed by the Veterans Land Board.
    - Become the trusted agency that Texas Veterans turn to for support in not only VLB programs but all Veteran benefit programs.
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.
    - Texas laws require that state agencies develop and comply with purchasing accountability and risk analysis procedures. The GLO purchasing staff applies state purchasing laws in an effort to prevent abuse and waste.
    - Established the Office of Compliance to conduct conflict and other checks on purchases in an effort to prevent fraud, abuse and waste.

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

    - The primary measure of effectiveness is the increase in loan applications.
    - The primary measure of performance is the efficiency of our loan processing.
    - The primary measure of effectiveness is the level of compliance in U.S. Department of Veterans' Affairs (VA)/Department of Aging Disability Services inspections and a minimum overall Centers for Medicare & Medicaid Services (CMS) Nursing Home rating of three stars. The primary measure of performance is 90% or better during the annual Family Resident Survey.
    - The primary measure of effectiveness is the Veterans Cemetery Grants Compliance Review, which measures operational performance standards in accordance with the VA Grant Award agreement.

4. Attentive to providing excellent customer service.

    - Continue to strengthen the VLB brand through customer satisfaction by maintaining land loan processing timeliness from contract to closing of less than 30 days.
    - Continue to work to maintain buyer's loan solvency through loss mitigation efforts that achieve no less than 80% of delinquent land accounts removed from forfeiture.
    - Utilize competition and develop written standards in negotiating new contracts to ensure that the VLB can provide the best possible care for our Veterans.
    - Primary measures of performance are results from the National Cemetery Administration's Survey of Satisfaction, which are distributed to the next-of-kin and funeral directors to measure customer satisfaction.
    - Secure increased expansion and improvement opportunities through VA grant award funding and public and private support through financial donations for the Cemetery Program.

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

    - State Law guarantees the public has a right to access government records. The Texas General Office/Veterans Land Board is committed to open government and has staff dedicated to ensuring that all requests for public information are responded to quickly and efficiently.
    - Pursuant to Texas Senate Bill 20, contract and purchase information with links to applicable documents are provided on the GLO agency website.
    - Quarterly VLB Board meetings are open to the public and since 2005 have been webcast live. In addition, Board meeting agendas are posted in the Texas Register and can be accessed via the Texas Secretary of State website.
    - On-line Public Notices, Press Releases, Editorials and Newsletters are posted to the GLO website.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

AGENCY OPERATIONAL GOAL AND ACTION PLAN

D. Goal: Community Development and Revitalization

Oversee Housing and Infrastructure Disaster Recovery.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Develop a sustainable program that includes three deployable 10-person teams with specialized knowledge and pre-positioned vendor pool contracts that can be mobilized immediately to respond quickly to presidentially declared disasters.
2. Develop short-term and long-term recovery solutions based on grant funding requirements.
3. Coordinate with units of local governments and state agencies to identify disaster recovery needs and provide grants that support the rebuilding and revitalization of communities and establish through master planning pre-identified projects to improve resiliency.
4. Provide specialized, technical assistance to Regional Councils of Government (COGs), municipalities, and residents in line with identified program and national objectives and affirmatively furthering fair housing.
5. Oversee compliance of program goals and deliverables through Community Development and Revitalization's monitoring function.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
    - CDR does not require state funds to operate as grants are sourced through federal funding. However, it is our fiduciary duty to leverage federal taxpayer dollars to maximize assistance to communities. Additionally, quarterly reports are submitted identifying progress with national objectives and program activities.
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.
    - Federal requirements limit administrative funding to 5 percent, maximizing the allocation of program dollars to communities. The monitoring function serves to minimize fraud, waste and abuse, and provides process improvement through continuous evaluation of program activities.
3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.
    - Program monitoring operations continuously assess functions to evaluate program activities and facilitate process improvement. Success is measured through state and federal performance targets.

4. Attentive to providing excellent customer service.

    - A dedicated team ensures the highest level of customer satisfaction by finding solutions to issues as they arise. This is an agile team which can be utilized as first responders to future disasters by providing outreach services and guidance to potential applicants.

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

    - TexasRebuilds.org includes disaster recovery information to citizens, vendors, and subrecipients as well as federal reports that identify quarterly program progress. In addition, the public may participate through open comment periods.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Federal funds are not immediately provided until public law sets aside funds for a particular disaster event. Therefore, federal funds are restricted to the grant to which they are allocated and cannot be used to mobilize Community Development and Revitalization in the event of a future disaster. As a result, the inability to rapidly deploy significantly delays the assistance that could otherwise be provided by maintaining a mobile team. To ensure the mobility of disaster assistance, general revenue contingency funds, to support deployable teams, are needed to facilitate timely response to events ahead of potential federal funds. Furthermore, maintaining a mobile team capability allows the organization to evaluate the disaster area and determine total U.S. Department of Housing and Urban Development (HUD) funds needed for long-term recovery post disaster.

INTERNAL FACTORS

Technological Assessment

Mission Statement: Enterprise Technology Solutions serves the GLO by providing technology solutions that enhance and harmonize the people, processes, and data that drive agency business.

The GLO IT Organization

Enterprise Technology Solutions (ETS) is the information technology (IT) organization of the General Land Office (GLO). ETS serves all program areas within the GLO using a "shared services" business model that prioritizes the efficient use of information resources across the enterprise. The department is organized into small, functional teams. Matrix-style management allows resources from different teams to be combined as-needed, to meet business requirements. In ETS, project implementation adheres to agile principles, and team members embrace core values that include innovation, information security, and continuous improvement.

IT Strategy

All technology projects and operational activities adhere to an enterprise information technology strategy that seeks to strike a balance between minimizing costs and delivering innovation. The rapid pace of change in the technology field has led ETS to adopt a continuous improvement mentality that encourages the frequent evaluation of new tools, techniques, and strategies. Specific strategy choices are a product of collaboration between the Chief Clerk, the Chief Information Officer, the ETS leadership team, and the Office of Information Security. When making decisions about IT strategy, the team considers a wide array of information, including:

- Agency goals and objectives;
- Recent legislation and regulatory requirements;
- Statewide technology priorities described in the State Strategic Plan for IT Management; and,
- Prominent trends in the technology industry.

Agency Alignment

Enterprise Technology Solutions aligns its resources and priorities with the agency's mission and goals. This alignment is primarily accomplished through the GLO's Technology Governance Process (TGP). The TGP ensures a structured and transparent approach to project selection. A board made up of members of the agency's senior management team evaluates technology project requests. For each project, alignment with agency goals is weighed alongside costs, benefits, risks, and other factors. After careful consideration, the board submits its recommendations to the Land Commissioner, who makes a final decision on which projects best serve the interests of the agency and its missions.

State Strategic Plan for IT Management

Several initiatives that are currently planned or underway demonstrate the alignment between the GLO and the State Strategic Plan for IT Management.

Reliable and Secure Services

- *Security* – the GLO continues its information security focus on many fronts, including educating agency staff, secure coding practices, and implementing new technologies that classify and protect data such as software defined networking and data loss prevention.
- *Continuity* – several software-as-a-service implementations and a cloud-based identity management solution lead the GLO's effort to increase business continuity.

Mature IT Resources Management

- *IT Planning and Governance* – The GLO's Technology Governance Process forms the foundation from which all agency IT projects and services are delivered. It ensures accountability, transparency, and alignment.
- *Workforce* – Agency leadership supports workforce development and training activities. This is evident by the continued funding of budget requests targeted toward staff development.

Cost Effective and Collaborative Solutions

- *Legacy Modernization* –The rapid pace of change in the technology field means that the work to remediate legacy technologies never truly ends. The GLO attempts to identify important systems and upgrade or replace them before reliability, risk, and other issues impact agency operations. The Mobile Application for Oil Spill (MAFOS) project is an example of a current initiative that will result in the modernization and consolidation of four systems used to support the Oil Spill program.
- *Cloud Services* – The GLO is aggressive in its adoption of cloud-based applications. In fact, cloud is the preferred strategy for all new agency software when the business requirements fit a cloud-based technology profile.

Data Utility

- *Open Data* – For years the GLO has posted its internally-created GIS data on its website so that anyone may use it. Now, the agency is working to create oil and gas production datasets that will be shared via the Statewide Open Data Portal.
- *Data Analytics* – An innovative, proof-of-concept project is currently underway that will leverage analytics and artificial intelligence to analyze oil and gas data in the hopes of identifying additional revenue for the Permanent School Fund.

REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS	
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Texas Natural Resources Code, Sec. 61.067(d) and Texas Government Code, Sec. 572.055(c).
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The Natural Resources Code allows the agency to accept donations for the Adopt-a-Beach program. However, the Government Code prohibits agencies from accepting anything of value from a business entity regulated by that agency, except for an agency regulating the operation or inspection of motor vehicles or an agency charged with enforcing the parks and wildlife laws of this state.
Provide Agency Recommendation for Modification or Elimination	Recommend amending the Government Code, Sec. 572.055(c) to include the GLO in Sec. 572.055(c) as an agency for which the limitation does not apply. This will allow the GLO to accept donations for the Adopt-a-beach program from more business entities interested in cleaning up Texas beaches.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The Adopt-a-beach program would capitalize on fund raising opportunities for the benefit of Texas beaches.
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Texas Natural Resources Code, Sec. 33.602, et seq.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The Coastal Erosion Planning & Response Act (CEPRA) program is subject to biennial appropriations from general revenue each legislative session. This process restricts long-term planning and the implementation of projects that take several years.
Provide Agency Recommendation for Modification or Elimination	Recommend providing for a dedicated funding source and/or a revolving trust fund for the CEPRA program. The funding could be accomplished by dedicating 2% of Coastal Hotel Occupancy Taxes to the CEPRA program long-term.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The amendment would allow for long-term planning and would allow for projects to be completed more efficiently. For instance, a project could be researched, designed, and built through one contracting process and over several years, instead of re-contracting for each phase of a project as funding is appropriated.
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	33 U.S. Code, Sec. 2326
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The U.S. Army Corps of Engineers (USACE) is required to use the least costly alternative in disposing of sediment when conducting dredging projects. As a result, the USACE will often deposit dredge material in off-shore locations, instead of beneficially planning the material in locations on the coast.
Provide Agency Recommendation for Modification or Elimination	Recommend requiring the USACE, along with providing funding for the USACE, to place dredge material in beneficial locations when conducting dredging operations, or factor in other benefits such as ecological benefits. The state of Texas or local sponsors could provide the funding to USACE for a portion of the incremental cost.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The use of beneficial material decreases the cost of beach nourishment and marsh restoration projects by half. Also, requiring the beneficial use of dredge material by the USACE would help with the sediment loss along the Texas coast.
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Texas Natural Resource Code, Sec. 33.052 and 16 U.S. Code, Sec. 1451
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Coastal management compliance in Texas and coastal project selection occurs through a multi- agency process with the GLO being the primary agency. Due to some coastal management functions being split between agencies, the process is often complex and inefficient.
Provide Agency Recommendation for Modification or Elimination	Recommend legislation designating a lead agency for each area to the extent possible. Allowing coastal management functions to be held by a single state agency would provide a more efficient and effective coastal management, while making the public aware of one agency for all their coastal management needs.

REDUNDANCIES AND IMPEDIMENTS

REDUNDANCIES AND IMPEDIMENTS - Continued	
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Consolidating coastal functions into one agency would allow for more efficient use of state resources, and help the state more easily comply with federal laws. For instance, the public would go to one state agency when making applications for coastal related grants for the same project. In turn, the state would only be making one review of that grant application and only managing that application at one agency, instead of spreading those reviews and management over several agencies.
NATURAL DISASTER-RELATED REDUNDANCIES AND IMPEDIMENTS	
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Governor of Texas designates a state agency to take the lead for disaster recovery.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Effective July 1, 2011, the Governor designated the General Land Office as the lead agency for long-term disaster recovery in Texas. Since FEMA conducted the temporary short-term housing program for FEMA designated recipients, no state agency had been designated for short-term housing. Effective September 14, 2017, the Governor designated the General Land Office as the lead agency for short-term disaster recovery in Texas. As a result, the General Land Office rapidly pulled together a team and developed a plan while simultaneously conducting the new short-term housing mission. This greatly complicated housing recovery which led to delays and inefficiencies.
Provide Agency Recommendation for Modification or Elimination	Recommend the GLO be designated as the lead agency for the temporary short-term housing program for FEMA designated recipients of housing solutions. The GLO recommends the designation be assigned in the state response and recovery plans.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	More rapid execution of temporary housing and a more rapid recovery for Texas communities.
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	2018-19 General Appropriations Act, Article VI, General Land Office and Veterans' Land Board (GLO), does not provide rider state funded appropriation authority for a Contingency Appropriation for Disaster Recovery Program in response to a federal or state declared disaster.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	The requirement to use federal funding provided for specific events limits the agency's ability to plan for future events, conduct exercises and outreach with local, state, tribal, and federal partners, and provide a comprehensive recovery organizational structure to conduct timely and effective short-term housing response.
Provide Agency Recommendation for Modification or Elimination	Recommend funding to the GLO to maintain personnel, structure, and a management database to allow for planning, outreach, and execution of a timely and effective response to temporary and permanent housing requirements to speed community recovery.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	The recommended funding will save time by having a management framework post event, which will allow for faster recovery. In addition, the state funding could be reimbursed if the federal government allocates federal funds to the disaster event.
Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Texas is a local rule state for housing permitting resulting in regulations that vary greatly by locality.
Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	These regulations limit or even preclude installation of mobile housing units or towed recreational vehicles for temporary housing in many areas, and complicate the installation in others. This slows the GLO's ability to house recipients.
Provide Agency Recommendation for Modification or Elimination	Recommend Political Subdivisions enact ordinances that come into effect, with minimal time lag, during a disaster event that requires direct housing support, to eliminate or streamline permitting requirements. The Legislature should enact legislation to encourage the elimination or streamlining of these ordinances during disasters, or alternatively, allow the Governor to waive local permitting for 18 months following the date of a disaster declaration.
Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change	Enacting such policies will greatly speed temporary housing response enabling communities to plan for, and execute a rapid recovery.

Supplemental Schedules

Schedule A: Budget Structure

A. Goal: Enhance State Assets - Enhance State Assets and Revenues by Managing State-owned Lands.

Objectives and Outcome Measures

Objective: Generate Revenue from the Lease of State-owned Lands.

Outcome Measures:

- Percent of Permanent School Fund Uplands Acreage Leased - KEY
- Percent of Oil and Gas Revenue from Audits/Reconciliations of Mineral Leases
- Gas Utility Savings Generated by State Energy Marketing Program
- Total Mega Watt Hours (MWh) Sold Per Year

Objective: Sale and Purchase of Real Property

Outcome Measures:

- Annual Gross Rate of Return on RESFA Investments - KEY
- 5-Year Average Annual Gross Return of RESFA Investments

Objective: Maintain oversight of the Alamo and Alamo Complex.

Outcome Measures: N/A

Strategies and Output, Efficiency and Explanatory Measures

A.1.1. Strategy: Energy Lease Management and Revenue Audit - Assess the revenue potential of state lands for energy leasing and conduct aggressive energy leasing and revenue management activities.

Output Measures:

- Number of Active Mineral Leases Managed
- Number of Mineral Value Assessments Performed
- Number of Mineral Lease Documents Processed
- Amount of Revenue From Audits/Lease Reconciliations - KEY

Efficiency Measures:

- Program Cost As a Percent of Revenue Generated
- Average Management Cost Per Mineral Lease
- Average Revenue Detected Per Auditor/Account Examiner
- Program Cost As a Percent of Detected Revenue

Explanatory/Input Measures:

- Annual Mineral Lease Revenue (Millions)
- Amount of Detected Revenue Collected

A.1.2. Strategy: Energy Marketing - Promote the sale and use of state-owned energy resources, including renewable energy resources, to maximize the revenues generated by assets and develop public-private partnerships and programs to promote economic development.

Output Measures:

- Average Monthly Volumes of Gas Sold In Million British Thermal Units (MMBtu) - KEY
- Annual Revenue from Electric Marketing
- Number of Acres Evaluated for Renewable Energy Development Projects
- Permanent School Fund Revenue from Renewable Energy Development Projects

Efficiency Measures:

- Program Cost As a Percent of Utility Savings and Permanent School Fund Revenue
- Percent of Revenue Enhancement Generated by State Energy Marketing Program

Explanatory/Input Measures:

- Number of Customers in State Energy Marketing Program

A.1.3. Strategy: Defense and Prosecution - Prosecute for the defense of title to Permanent School Fund lands and the Relinquishment Act, royalty deficiencies and other mineral lease claims or cases.

- Output, Efficiency, Explanatory Measures: N/A

A.1.4. Strategy: Coastal and Uplands Leasing - Promote and conduct Coastal and Upland/Surface leasing activities for Permanent School Fund and state agency lands.

Output Measures:

- Annual Revenue from Uplands Surface Leases - KEY
- Number of Active Uplands Surface Leases Managed
- Number of Permanent School Fund Uplands Acres Leased
- Number of Uplands Field Inspection Reports Completed
- Number of Active Coastal Leases Managed
- Annual Revenue from Coastal Leases - KEY

Efficiency Measures:

- Program Cost as a Percent of Revenue Generated

Explanatory/Input Measures:

- Dollar Amount of Surface Damage Fee Assessments Collected

A.2.1. Strategy: Asset Management - To evaluate, acquire, and dispose of real property on behalf of the Permanent School Fund and to evaluate and dispose of underutilized state-owned land.

Output Measures:

- Evaluations of Permanent School Fund and Other State Agency Land

Efficiency Measures:

- Disposition Transactions, Percent Above Fair Market Value
- Acquisition Transactions, Percent Below Fair Market Value

Explanatory/Input Measures:

- Percent Receipts Released to State Board of Education/Texas Education Agency - KEY

A.2.2. Strategy: Surveying and Appraisal - Conduct surveys and appraisals on Permanent School fund and state agency lands.

- Output, Efficiency, Explanatory Measures: N/A

A.3.1. Strategy: Preserve & Maintain Alamo Complex - Preserve, maintain and restore the Alamo Complex and its contents and the protection of the historical and architectural integrity of the exterior, interior, and grounds of the Alamo complex.

Output Measures:

- Number of Alamo Shrine Visitors
- Number of Alamo Gift Shop Visitors
- Alamo Gift Shop Revenue in Dollars

Efficiency Measures:

- Alamo Operational Cost Per Visitor (In Dollars) - KEY
- Alamo Net Revenue Per Visitor (In Dollars) - KEY

Explanatory/Input Measures: N/A

Schedule A: Budget Structure

B. Goal: Protect the Coastal Environment - Protect the Environment, Promote Wise Resource Use, and Create Jobs.

Objectives and Outcome Measures

Objective: Protect and Maintain Texas' Coastal and Natural Resources

Outcome Measures:

- Percent of Shorelines Maintained, Protected, Restored - KEY
- Percent of Non-CEPRA Funds Leveraged
- Percent Beach Waters Meeting or Exceeding Water Quality Standards

Objective: Provide constant capability to prevent or respond to oil spills and decrease the number of spills

Outcome Measures: N/A

Strategies and Output, Efficiency and Explanatory Measures

B.1.1. Strategy: Coastal Management - Administer federally-funded Texas Coastal Management Program (CMP), CMP grants, Coastal Impact Assistance Program (CIAP), Beach Watch, state-funded beach management programs and a coastal erosion control and beach nourishment program.

Output Measures:

- Number of Joint Permit Application Forms (JPAFs) processed
- Number of Coastal Management Program Grants Awarded - KEY
- Number of Federal Actions and Activities Reviewed
- Number of Volunteers Participating in Cleanups
- Trash Collected by Volunteers
- Number of Beach Water Samples Collected

B.1.2. Strategy: Coastal Erosion Control Grants - Develop and implement a comprehensive Coastal Erosion Response Grants Program.

Output Measures:

- Number of Miles of Shoreline Maintained, Protected and Restored

Explanatory/Input Measures:

- Cost/Benefit Ratio for Coastal Erosion Planning and Response Act Projects - KEY

B.2.1. Strategy: Oil Spill Response - Develop and implement an oil spill response program and respond quickly and efficiently to oil spills.

Output Measures:

- Number of Oil Spill Responses - KEY

Explanatory/Input Measures:

- Number of Incident Calls Reported to Emergency Reporting System
- Total Amount of Oil Spill Response Program Costs Recovered

B.2.2. Strategy: Oil Spill Prevention - Develop and implement a comprehensive oil spill prevention program to monitor the integrity of oil transport through Texas' coastal waters.

Output Measures:

- Number of Prevention Activities - Oil Handling Facilities
- Number of Prevention Activities – Vessels - KEY
- Number of Oil Spill Related Patrols
- Number of Derelict Vessels Removed from Texas Coastal Waters

Explanatory/Input Measures:

- Number of Certified Oil Handling Facilities
- Number of Derelict Vessels in Texas Coastal Waters

Schedule A: Budget Structure

C. Goal: Veterans' Land Board (VLB) - Provide Benefit Programs to Texas Veterans.

Objectives and Outcome Measures

Objective: Veterans' Benefit Programs

Outcome Measures:

- Percent Loan Income Used for Administration - KEY
- Percent of Delinquent VLB Land Program Loans Removed from Forfeiture - KEY

Strategies and Output, Efficiency and Explanatory Measures

C.1.1. Strategy: Veterans' Loan Programs - Provide veterans with benefit information, below-market lending opportunities, and efficient loan services; manage active loan accounts and bond funds to ensure the financial integrity of VLB loan programs.

Output Measures:

- Number of Real Estate Professionals Trained
- Dollar Value of VLB Housing Loans Purchased from Participating Lenders
- Dollar Value of Land and Home Improvement Loans Funded by the VLB
- Number of Land and Home Improvement Loans Funded by the VLB - KEY
- Number of VLB Housing Loans Purchased from Participating Lenders
- Number of Land and Home Improvement Pre-Applications Received by the VLB

Efficiency Measures:

- Percent of Debt Service, Loan Demand and Program Costs Self-Funded
- Percent of Delinquent Loans in Portfolio
- Percent of Foreclosed Loans in Portfolio
- Average Number of Processing Days for VLB Land Program Loans
- Average Number Loans with Loss Mitigation Services per Specialist

Explanatory/Input Measures:

- Number of VLB Land Loans Serviced by Outside Contractors

C.1.2. Strategy: State Veterans' Homes - Administer nursing home facilities to ensure veterans receive quality nursing home care.

Output Measures:

- Occupancy Rate at Veterans Homes - KEY

C.1.3. Strategy: State Veterans' Cemeteries - Provide burial sites for Texas veterans.

Output Measure:

- Percent of Total Burial Space Remaining

Explanatory/Input Measures:

- Number of Interments Provided by the State Veterans Cemetery Program

Schedule A: Budget Structure

D. Goal: Community Development and Revitalization - Oversee Housing and Infrastructure Disaster Recovery.

Objectives and Outcome Measures

Objective: Provide Grants for Housing and Infrastructure Projects and Activities

Outcome Measures: N/A

Strategies and Output, Efficiency and Explanatory Measures

D.1.1. Strategy: Housing Projects and Activities - Oversee Housing Projects and Activities

Output Measures:

- Number of Completed Housing Projects - KEY
- Direct Cost of Completed Housing Projects
- Number of Beneficiaries Served by Completed Housing Projects
- Number of Completed Housing Activities - KEY
- Direct Cost of Completed Housing Activities
- Number of Beneficiaries Served by Completed Housing Activities
- Total Number of QA/PI Onsite Reviews Conducted - KEY
- Total Number of QA/PI Desk Reviews Conducted - KEY

D.1.2. Strategy: Infrastructure Projects and Activities - Oversee Infrastructure Projects and Activities

Output Measures:

- Number of Completed Infrastructure Projects - KEY
- Direct Cost of Completed Infrastructure Projects
- Number of Beneficiaries Served by Completed Infrastructure Projects
- Number of Completed Infrastructure Activities – KEY
- Direct Cost of Completed Infrastructure Activities
- Number of Beneficiaries Served by Completed Infrastructure Activities

Schedule B: Performance Measure Definitions

Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Generate Revenue from the Lease of State-owned Lands		
Outcome Measure:	**Percent of Permanent School Fund Uplands Acreage Leased**		
	Definition This measure reflects the percentage of PSF surface inventory leased for uplands surface leases, uplands special documents and uplands commercial leases.		
	Data Limitations The percentage of uplands acres leased may vary annually and from each quarter, due to land sales by the agency, lease renewal cycles, and the economy.		
	Data Source Internal databases provide a summary of the total acres in the PSF inventory and the total acres leased.		
	Methodology The total acres leased is divided by the total acres in the inventory to calculate the percentage.		
	Purpose To track the overall increase/decrease in the percentage of PSF uplands acres leased.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Outcome Measure:	**Percent of Oil and Gas Revenue from Audits/Reconciliations of Mineral Leases**		
	Definition Derived by dividing annual collections from audits and lease reconciliations of State mineral leases by annual mineral lease revenue		
	Data Limitations None		
	Data Source Source of data is the internally generated management reports.		
	Methodology Divide the total annual collections from audits and lease reconciliations by the total annual mineral lease revenue.		
	Purpose To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher

Outcome Measure:	**Gas Utility Savings Generated by State Energy Marketing Program**		
	Definition Total dollar savings of all customers purchasing gas from the State Energy Marketing Program as opposed to "tariff" gas from local suppliers. Include fixed priced volumes but translate the fixed price back to an equivalent indexed price as part of this analysis.		
	Data Limitations Timing issues associated with lead/lag and rates filed subject to refund.		
	Data Source Internal management reports and utility tariffs.		
	Methodology The difference between the delivered gas costs associated with the in-kind gas volumes and State Energy Marketing Program, and the alternate gas cost available from the local suppliers.		
	Purpose To determine the savings public retail customers within the program enjoy as a result of purchases made from the Energy Resources, State Energy Marketing Program.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Outcome Measure:	**Total Mega Watt Hours (MWh) Sold Per Year**		
	Definition Total number of MWh sold within the year for the electric power contract portfolio. A contract portfolio is the number of contracts within the program as of the end of the measurable period.		
	Data Limitations Timing issues associated with the difference between the reported amounts and the billed amounts. Volumes are not reported until payment is collected.		
	Data Source Internal management reports and external reports from contracted agent for electric service.		
	Methodology Total number of MWh billed within the year, as reported by the State Energy Marketing group and the contracted agent for electric service.		
	Purpose To determine the energy growth within the State Energy Marketing Program as deliveries occur to public retail customers within the program portfolio.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Sale and Purchase of Real Property		

Outcome Measure:	**Annual Gross Rate of Return on RESFA Investments**		
	Definition The annual rate of rate of return on investments.		
	Data Limitations Availability of external funds statements at same intervals as measurement – some may need to be estimated.		
	Data Source An independent third-party investment performance measurement agent calculates agency's investment portfolio performance. The performance measurement agent submits a summary table of time-weighted returns to the agency's Funds Management Division. The table serves as the agency's source document. Data for the performance measurement agent's calculations originates from information submitted by the agency's third-party investment managers directly to the performance measurement agent. The performance measurement agent maintains said data.		
	Methodology Time-weighted gross one-year portfolio return, without cash equivalents, as calculated by third-party performance measurement agent.		
	Purpose To determine overall performance of measurable investment assets employed and in production.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Outcome Measure:	**5-Year Average Annual Gross return of RESFA Investments**		
	Definition A measurement of the average annual gross total return over rolling 5-year periods on the real assets in the RESFA managed by TXGLO.		
	Data Limitations Performance is calculated as of the end of each calendar quarter. The calendar quarters do not match the state's fiscal quarters. Therefore, GLO will use the June 30 ending quarter to report the fiscal year ending August 31 performance.		
	Data Source Performance will be performed externally by an independent performance measurement agent. Monthly and quarterly accounting and cash flow data will be provided by the GLO to the external agent to assist in the performance calculation.		
	Methodology An independent third-party investment performance measurement agent calculates agency's investment portfolio performance. The performance measurement agent submits a summary table of time-weighted returns to the agency's Funds Management Division. The table serves as the agency's source document. Data for the performance measurement agent's calculations originates from information submitted by the agency's third-party investment managers directly to the performance measurement agent. The performance measurement agent maintains said data.		
	Purpose To measure the Average Annual Gross Total Return on real assets as compared to a recognized industry standard benchmark. Favorable returns will grow the Permanent School Fund investments for future generations.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher

Goal:	Protect the Environment, Promote Wise Resource Use, and Create Jobs
Objective:	Protect and Maintain Texas' Coastal and Natural Resources

Outcome Measure:	**Percent of Shorelines Maintained, Protected, Restored**		
	Definition A measure of the percentage of critically-eroding shorelines maintained, protected or restored through completion of erosion response construction projects. This measure is expressed as the ratio of miles of critically-eroding shoreline maintained, protected or restored to the mileage of critically-eroding shoreline determined by the Land Commissioner. Critically eroding shorelines is identified by the Land Commissioner as "critical coastal erosion area" which is defined under TNRC §33.601 (4) as a coastal area that is experiencing historical erosion, according to the most recently published data of the Bureau of Economic Geology of the University of Texas at Austin, that the commissioner finds to be a threat to (a)public health, safety or welfare; (b) public beach use or access;(c)general recreation;(d)traffic safety; (e) public property or infrastructure;(f) private commercial or residential property;(g)fish or wildlife habitat;(h)an area of regional or national importance.		
	Data Limitations The level of state appropriations obligated for the CEPRA program. Targets should be set using the formulas shown in the Method of Calculation.		
	Data Source Information collected and published generally by the Bureau of Economic Geology (BEG) and specific information collected for the implementation of each erosion project.		
	Methodology The numerator for this measure indicates the level of project construction activity of the erosion response program and should use the mileage target for the output measure 2.1.2 Op1 (# of miles of coastal shoreline restored and maintained annually) which is derived using a formula that takes into account state funding levels in a biennium. The denominator is the number of miles of critically eroding developable coastline identified by the Land Commissioner. E.g., if the biennium mileage target for output measure 2.1.2 Op 1 was 20 miles, and the denominator is 60 miles of critically developable coastline, the biennium target for this measure would be 33%. For each biennium, the first year should be based on achievement of 25% of the total biennium target, the second year based on achievement of 75% of the total biennium target.		
	Purpose Measures how much progress is being made in remedying shoreline erosion and represents a good planning and decision-making tool.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher

Outcome Measure:	**Percent of Non-CEPRA Funds Leveraged**		
	Definition The ratio of total non-CEPRA funds, including the value of in-kind contributions, to total CEPRA funds obligated under Project Cooperation Agreements (PCA).		
	Data Limitations The amount of non-CEPRA funding successfully sought may not be as high as expected due to circumstances beyond the GLO's sphere of control (e.g. federal match requirements may be changed in future years).		

	Data Source Executed PCAs outlining the amount of non-CEPRA funds matched to state appropriated CEPRA funds obligated to specific CEPRA projects.		
	Methodology The amount of non-CEPRA funds matched to state appropriated CEPRA funding commitments obligated to approved CEPRA projects, as outlined in Project Cooperation Agreements (PCAs) executed during each reporting period. The numerator for this measure indicates the amount of non-CEPRA funding committed to approved CEPRA projects as obligated under executed PCAs. The denominator for this measure indicates the amount of CEPRA state-appropriated funds committed to approved CEPRA projects as obligated under executed PCAs.		
	Purpose To measure the extent/success to which state appropriated CEPRA funds can be matched with non-CEPRA funds, thereby leveraging the ability of limited state funds for CEPRA projects. Optimization of funding for CEPRA is vital to the state's ability to protect public beaches, other coastal shorelines, public infrastructure, and private property. Funding spent on CEPRA projects will also save millions in future public funds for post-storm cleanup and recovery.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Outcome Measure:	**Percent of Beach Waters Meeting or Exceeding Water Quality Standards**		
	Definition The Texas Beach Watch Program is a quasi-regulatory program that monitors water for Enterococcus bacteria along the Texas Coast. Enterococcus bacteria thrive in waters where sewage or storm runoff is present. When Enterococcus levels exceed those recommended by the Environmental Protection Agency (EPA) and standards promulgated by the Texas Commission on Environmental Quality (TCEQ), water quality advisories are recommended.		
	Data Limitations Continued EPA federal funding and additional funding to expand the sampling locations and number of weeks monitored per year; Equipment and database malfunctions.		
	Data Source Commercial Laboratories/universities/local governments conduct water collecting and testing and report all Enterococcus bacteria testing results.		
	Methodology Calculation derived from samples collected and results reported from the Commercial Labs/universities and local governments. The program monitors at 62 recreational beaches. Within the 62 of 169 recreational beaches, multiple water samples are collected at 165 stations.		
	Purpose To ensure notification to the public on Enterococcus bacteria levels that exceed water quality standards and to provide the TCEQ with advisory information for TCEQ's 303(d)/305(b) assessment in order to protect human health by identifying beaches with persistent advisories.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Provide Benefit Programs to Texas Veterans		
Objective:	Veterans' Benefit Programs		

Outcome Measure:	**Percent Loan Income Used for Administration**		
	Definition To determine administrative cost for administrating the VLB programs.		
	Data Limitations Data will be limited to funds expended and encumbered at 8/31 and loan interest and Veterans' Program revenues receipted as of 8/31 of each fiscal year.		
	Data Source Data for the measure will be taken from the 8/31 ANPS report for Fund 522 and report, BD ZZ LP LAR Interest calc Fund 522 from ANPS.		
	Methodology Total funds expended/encumbered for the measure (taken from the 8/31 ANPS report for Fund 522) will be divided by total loan interest and other Veterans' Program generated revenues (taken from BD ZZ LP LAR Interest calc Fund 522, from ANPS) to come up with a percent.		
	Purpose Provide an indication of actual cost incurred by a self-supporting program and to ensure that cost is being reviewed by the agency.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Outcome Measure:	**Percent of Delinquent VLB Land Program Loans Removed from Forfeiture**		
	Definition This measure represents the percent of delinquent contract for deed accounts that are eligible for forfeiture (more than 120 days delinquent) and VLB staff performs loss mitigation services to remove the property from forfeiture.		
	Data Limitations None		
	Data Source Program loan servicers database		
	Methodology A report is created and posted to a secure portal by the contracted program servicer. The report is retrieved monthly by the VLB staff.		
	Purpose To maintain a low percentage of forfeited land loans.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Generate Revenue from the Lease of State-owned Lands		
Strategy:	Assess State Lands' Revenue Potential and Manage Energy Leases/Revenues		

Output Measure:	**Number of Active Mineral Leases Managed**		
	Definition This number reflects the number of oil, gas and other mineral tracts that are currently leased and in good standing.		
	Data Limitations None		
	Data Source Utilizing GLO base and Microsoft access applications.		
	Methodology Using GLO databases and Microsoft Access, appropriate queries are set up to derive the number of active or producing leases.		
	Purpose To evaluate leasing policies and the marketplace.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Output Measure:	**Number of Mineral Value Assessments Performed**		
	Definition Mineral value assessments are performed on prospective leases to determine the amount of bonus, royalty and rental that should be charged and how long the primary term should be. This number includes assessments of tracts proposed for lease by sealed bid, Relinquishment Act and highway right-of-way tracts, and other state agency and miscellaneous tracts.		
	Data Limitations As the number of assessments is driven largely by industry demand, it is subject to numerous external factors. And, the amount of time spent assessing a specific tract and/or mineral there under varies depending upon the unique characteristics of the tract. Therefore, the number of assessments does not necessarily relate directly to the total work output.		
	Data Source The data is collected from internal reports.		
	Methodology Summation of the numbers contained in the internal reports.		
	Purpose This output measure tracks the number of tracts assessed for lease. As the number of tracts assessed is directly related to industry demand, this measure is indicative of market conditions, such as, oil and gas prices, technological innovation and new discoveries of oil and gas, as well as other minerals.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Number of Mineral Lease Documents Processed**		
	Definition The number represents mineral royalty documents filed, electronically or by paper, associated with oil, gas, or hard minerals taken in-kind or in cash. Documents include original filings, adjustments, amendments, deletions and corrections generally made by producers, but a small number may be generated internally.		
	Data Limitations None		
	Data Source The number of documents is summed from querying the agency database and internal management reports. These documents are called GLO-1, GLO-2, GLO-3, MA-3, and TIK (take in kind) reports. An SSRS report extracts the data from the RRAC reporting system and is combined with other internal reports.		
	Methodology Add the number of production documents (original filings, adjustments, amendments, deletions and corrections) and the number of payment documents. This total equals the number of mineral lease documents processed.		
	Purpose The number processed indicates compliance with the terms of the lease agreement as relates to leasing state lands that require reporting and payment of royalties. The number processed also indicates the amount of data analyzed during other processes related to the leasing state lands such as audits, reconciliation, and collections.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Amount of Revenue from Audits/Lease Reconciliations**		
	Definition Total revenue detected from audits/reconciliations of oil and gas leases. Revenue also includes assessments for late paying and late reporting. Revenue is considered detected when an exception has been identified, quantified, and a billing notice has been sent.		
	Data Limitations GLO databases and systems and the Railroad Commission.		
	Data Source Source of revenue data is from the GLO database and from requested documents provided by the auditee and from the revenue detections/collections from Sage MIP Accounting system.		
	Methodology Summation of the annual detections from audits of federal and mineral leases and from the revenue detections (billing invoices).		
	Purpose To collect revenue due from the sale and lease of State-owned lands and to assess State lands' revenue potential from mineral production and to ensure the reporting companies and royalty payers are in compliance with the terms of the lease agreement.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Efficiency Measure:	**Program Cost As a Percent of Revenue Generated**		
	Definition The cost to manage state leases vs. the income generated from those leases.		
	Data Limitations None		
	Data Source Program expenditures are derived from the agency's financial system Sage MIP Accounting system and revenues (annual mineral lease revenue) are derived from Cash Management Division (Sage MIP Accounting system and Summary of Wire Transfer from BOEMRE by Fiscal Year).		
	Methodology Program expenditures are divided by the annual mineral lease revenue.		
	Purpose To measure the cost effectiveness of our management of state leases.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Average Management Cost Per Mineral Lease**		
	Definition Average cost to manage each mineral lease. The number of active mineral leases managed is shown under output measures for this strategy.		
	Data Limitations None		
	Data Source Expenditures are derived from the agency's Sage MIP Accounting system.		
	Methodology Expenditures divided by the number of active leases managed equals the average management cost per mineral lease.		
	Purpose To measure the cost effectiveness of each lease.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Average Revenue Detected Per Auditor/Account Examiner**		
	Definition Total reconciliation revenue detected divided by the total number of auditors/account examiners.		
	Data Limitations Internal and Railroad Commission.		
	Data Source Sources of data are internally generated from the program area's information system and Sage MIP Accounting system.		

	Methodology Divide total annual reconciliation revenue detections by number of auditors/account examiners.		
	Purpose To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Efficiency Measure:	**Program Cost As a Percent of Detected Revenue**		
	Definition Program cost, defined as actual funds expended by the audit and reconciliation functions, divided by total detected revenue.		
	Data Limitations Agency's financial system and GLO databases.		
	Data Source Source of data is from the agency's financial Sage MIP Accounting system.		
	Methodology Divide total program costs by total detected revenue.		
	Purpose To collect revenue due from leases of State-owned lands and to assess State lands' revenue potential from mineral production and to ensure the reporting companies/royalty payers are in compliance with the terms of the lease agreement.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Explanatory Measure:	**Annual Mineral Lease Revenue (Millions)**		
	Definition The annual mineral lease revenue is the sum of the royalty, rental and bonus.		
	Data Limitations None		
	Data Source Revenues (annual mineral lease revenue) are derived from Cash Management Division (Sage MIP Accounting system and Summary of Wire Transfer from BOEMRE by Fiscal Year).		
	Methodology Utilizing the Sage MIP Accounting system, add the revenue from the following departments: 121 (School land/Special board rental/bonus), 122 (School land/special board royalty), 222 (Take-in-kind/special board royalty); and utilizing BOEMRE (Summary of wire transfer), add OCS Royalties (PSF data only). The royalty data tabulated from the cash management and BOEMRE wire transfer comprise the Annual mineral lease revenue (millions).		
	Purpose To indicate the amount of revenue paid by companies that lease state minerals.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher

Explanatory Measure:	**Amount of Detected Revenue Collected**		
	Definition Amount of detected revenue collected from audits and lease reconciliations and collection efforts associated with Legal Services' Energy attorneys.		
	Data Limitations None		
	Data Source Source of data is the agency's Sage MIP Accounting system.		
	Methodology Sum of the total audit/lease reconciliation revenue collected, including related collection efforts by Legal Services.		
	Purpose To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Generate Revenue from the Lease of State-owned Lands		
Strategy:	Energy Marketing		
Output Measure:	**Average Monthly Volume of Gas Sold in Million British thermal Units (MMBtu)**		
	Definition The monthly volumes disposed of through sales, transfer, storage, and/or transportation, storage, or imbalance use.		
	Data Limitations Timeliness of receipt of external reports.		
	Data Source Internal management reports, external transportation and storage reports, and external imbalance statements.		
	Methodology Using the total of all production volumes available, the total sales and uses (balancing – make-up gas) are summed to assure that all volumes are accounted for via some type of disposition. The average is derived by taking the amounts sold each month and obtaining an average for the quarter.		
	Purpose Intended to show total dispositions further segregated into revenue and expense categories.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher

Output Measure:	**Annual Revenue from Electric Marketing**		
	Definition The PSF revenue enhancement from electricity delivered to Public Retail Customers.		
	Data Limitations Data only available in service functions where sales occur.		
	Data Source The information comes from contracted values for the sale of units of electricity and usage projections based on historical demand provided by the traditional utilities and the customers themselves.		
	Methodology The difference between the costs associated with generation and delivery of the electricity to Public Retail Customers and the receipts from the sales of these units of electricity.		
	Purpose The measure is intended to indicate the increase in revenue that the State Energy Marketing Program will generate and contribute to the Permanent and Available School Funds.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Acres Evaluated for Renewable Energy Development Projects**		
	Definition Number of PSF acres evaluated that are eligible for Renewable Energy Development. Requests may be written or verbal, from internal or external customers. Evaluation includes the potential for renewable energy development and/or the desirability of retention of renewable energy rights on PSF land prior to disposition. Evaluation is based on a variety of internal and external factors including, renewable energy resource potential and compatibility with other planned or existing projects.		
	Data Limitations None		
	Data Source Research sources may include other GLO program areas, internally and/or externally produced maps, and data from regulatory entities and private industry. Documentation of requests and research are retained in the Renewable Energy working and/or lease files and in the Performance Measures folders.		
	Methodology Using documentation from requests, count all acres evaluated during the quarter.		
	Purpose Provides for another source of highest and best use of our state lands and aids in maximizing revenue to the Permanent School Fund.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Permanent School Fund Revenue from Renewable Energy Development Projects**		
	Definition Revenue generated from the leases associated with renewable energy projects.		
	Data Limitations The lessee capturing and reporting the information correctly.		

	Data Source GLO internal monthly and quarterly management reports of renewable energy revenue.		
	Methodology Summation of revenue reported by lessees of renewable energy.		
	Purpose Provides for another source of the highest and best use of state lands and aids in maximizing revenue to the Permanent School Fund.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Efficiency Measure:	**Program Cost As a Percentage of Utility Savings and Permanent School Fund Revenue**		
	Definition The funds expended for the gas and oil In-Kind Program divided by the sum of the utility savings to the customers and the revenue enhancement to the PSF.		
	Data Limitations Tariff filings used to calculate utility savings may lead, lag, or be filed subject to refund, thereby, distorting savings calculations.		
	Data Source Internal management reports and program expenditures.		
	Methodology The sum of direct and indirect overheads divided by the sum of the utility savings for the customers and the enhancement to the PSF.		
	Purpose Reflects the net margin of the program, on a percentage basis.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Percent of Revenue Enhancement Generated by State Energy Marketing Program**		
	Definition Amount of total revenue enhancement received from in-kind oil, gas, and power sales, divided by total annual Energy Resources royalty mineral lease revenue.		
	Data Limitations None		
	Data Source Internal management reports.		
	Methodology Amount of in-kind oil, gas, revenue enhancement plus enhancement divided by total annual Energy Resources royalty revenue from mineral leases.		
	Purpose This calculation will reflect what portion of total oil and gas revenues are attributable to the State Energy Marketing Program.		

	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Explanatory Measure:	**Number of Customers in State Energy Marketing Program**		
	Definition The number of customers participating in the State Energy Marketing Program.		
	Data Limitations None		
	Data Source The data is collected from internal reports.		
	Methodology Summation of the numbers of contracts executed.		
	Purpose To measure the actual number of customers actually taking advantage of the savings offered.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Generate Revenue from the Lease of State-owned Lands		
Strategy:	Coastal and Uplands Leasing and Inspection		
Output Measure:	**Annual Revenue from Uplands Surface Leases**		
	Definition This measure reflects the total revenue collected from uplands commercial leases, uplands surface leases, uplands special documents and uplands miscellaneous easements.		
	Data Limitations Due to the varying renewal cycles, and payment requirements, such as some leases or easements pay the total consideration up front, others require monthly, quarterly, or annual payments; some periods will reflect higher lease revenue than others.		
	Data Source Internal database tracks the consideration received for each instrument.		
	Methodology Sum of all payments received during each quarter.		
	Purpose To determine the revenue generated from uplands leasing and easement activities.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Number of Active Uplands Surface Leases Managed**		
	Definition This measure counts the total number of active uplands commercial leases, upland surface leases, uplands special documents and uplands miscellaneous easements.		
	Data Limitations The total number of active uplands leases may vary annually, and from each quarter, due to lease renewal cycles, changes in the economy, and land sales.		
	Data Source Internal database tracks the total number active uplands leases and easements.		
	Methodology The total number reflects all active instruments in the PSF inventory at the time the report is generated each quarter.		
	Purpose To track the overall increase/decrease in the number of active upland leases and easements managed.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Output Measure:	**Number of PSF Uplands Acres Leased**		
	Definition This measure reflects the total acres of upland property leased.		
	Data Limitations Changes in the inventory (i.e., land sales, acquisitions) and the economy may cause an unexpected variance in data.		
	Data Source Internal database provides a summary of the total acres of PSF upland property leased.		
	Methodology The numbers used for calculations reflect average acreage in the inventory at the time the reports are generated each quarter.		
	Purpose To track the overall increase/decrease in the total acres of upland property leased.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Output Measure:	**Number of Uplands Field Inspection Reports Completed**		
	Definition The number of field inspections resulting in a field report, memo or other written report.		
	Data Limitations None		
	Data Source Tracked through the monthly summary of Uplands activities.		

	Methodology Utilize internal reports to track inspections reported by Uplands staff. Total number of inspections done during each quarter.		
	Purpose Track number of inspections completed and relationship of inspections performed to leases issued.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Active Coastal Leases Managed**		
	Definition This value is the total number of active coastal instruments.		
	Data Limitations None		
	Data Source Internal automated database is maintained on the number of instruments by instrument type.		
	Methodology Counting the total number of active coastal instruments each quarter utilizing automated database.		
	Purpose Track the total number of coastal instruments managed and new instruments issued. Used to track fluctuations in issuance of instruments from quarter to quarter and year to year.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Output Measure:	**Annual Revenue from Coastal Leases**		
	Definition This value equals the total revenue collected from coastal instruments.		
	Data Limitations Due to the varying payment and renewal schedules, (i.e., initial, one-time, monthly, quarterly, or annual payments), some periods will reflect higher lease revenue than others.		
	Data Source Revenues from coastal leases are tracked by an automated information system.		
	Methodology Adding all revenue received during each quarter generated by coastal instruments.		
	Purpose To determine amount of revenue received from coastal instruments. Data is used to assess increase/decrease in revenue activity.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Efficiency Measure:	**Program Cost As a Percent of Revenue Generated**		
	Definition Percentage relationship of program cost versus revenue received from uplands and coastal instruments.		
	Data Limitations Estimation difficulty based on complexity of projects.		
	Data Source Revenues from uplands instruments and coastal instruments are tracked by an internal database. The expenditure report is created by the agency's internal accounting system.		
	Methodology Determined by dividing program expenditures allocated to management of Uplands and Coastal instruments by the total revenue generated from these instruments.		
	Purpose Track program cost in relation to revenue generated. Ensure land use fees are adequate to cover program costs for these instruments.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Explanatory Measure:	**Dollar Amount of Surface Damage Fee Assessments Collected**		
	Definition A Surface Damage Fee is collected from permitees, lessees and other entities whose activities impact state-owned properties. The primary source of revenue at this time is generated by fees assessed for geophysical permits.		
	Data Limitations It is difficult to accurately project future collections, as the number of dollars collected is driven largely by market demand and is subject to numerous external economic factors.		
	Data Source The data is collected from internal reports.		
	Methodology Summation of the dollar amounts contained in the internal reports.		
	Purpose This output measure tracks the total dollars collected for surface damages to state-owned properties. Typically, the amount collected is directly related to the size and scope of the impacts caused by the permitted activity, therefore this measure is indicative of such impacts on state-owned properties.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Sale and Purchase of Real Property		
Strategy:	PSF and State Agency Real Property Evaluation/Acquisition/Disposition		

Output Measure:	**Evaluations of Permanent School Fund and Other State Agency Land**		
	Definition Using automated internal management reports as the source of data, this number represents the total number of property evaluations performed on PSF and other state agency land.		
	Data Limitations None		
	Data Source An internal database is used to store, sort, report, and retrieve evaluation reporting data.		
	Methodology The number of evaluations completed represents a percentage of the total number of required property evaluations performed on other state agency land. An evaluation is tabulated upon completion of the first draft property report.		
	Purpose To measure, track, and assess progress of evaluations.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Efficiency Measure:	**Disposition Transactions, Percent of Fair Market Value**		
	Definition This measure reflects the extent to which Fee Simple PSF dispositions exceed fair market value (FMV) by reflecting the disposition prices as a percentage of the FMV for all dispositions during the period.		
	Data Limitations Data derived from the database must be verified by reviewing disposition documents due to data entry lag times. Dispositions related to the Paseo del Este transaction from 1998 are omitted from the performance measure calculation.		
	Data Source The Agency Lease and Asset Management Operations (ALAMO) system provides a summary of disposition price and FMV for each Fee Simple disposition.		
	Methodology The percentage is calculated as the total disposition price for all sales during the period divided by the total FMV for all sales during the period.		
	Purpose To measure the managerial efficiency and/or agency achievement with regard to negotiating Fee Simple disposition prices that exceed FMV.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Efficiency Measure:	**Acquisition Transactions, Percent of Fair Market Value**		
	Definition This measure reflects the extent to which PSFS acquisitions are at or below fair market value (FMV) by reflecting the acquisition prices as a percentage of the FMV for all acquisitions during the period.		

	Data Limitations Data derived from the database must be verified by reviewing acquisition documents due to data entry lag times.		
	Data Source The Agency Lease and Asset Management Operations (ALAMO) system provides a summary of acquisition prices and FMV for each acquisition.		
	Methodology The percentage is calculated as the total acquisition price for all acquisitions during the period divided by the total FMV for all acquisitions during the period.		
	Purpose To measure the managerial efficiency and/or agency achievement with regard to negotiating acquisition prices below FMV.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Explanatory Measure:	**Percent receipts Released to SBOE/TEA**		
	Definition The annual amount released from the Real Estate Special Fund Account ("RESFA") to SBOE/TEA and/or ASF as determined annually by the School Land Board.		
	Data Limitations Data from external performance measurement reports are calculated on calendar quarters and will thus not match state's fiscal quarter timing. GLO will use June 30 data for calculation.		
	Data Source Data will be extracted from GLO accounting records and external performance measurement reports.		
	Methodology Divide actual annual amount released from the RESFA to SBOE/TEA and/or ASF by the trailing 16-quarter market value of the RESFA.		
	Purpose The Purpose of this measure is to determine the annual amount of RESFA assets released to SBOE/TEA and/or ASF expressed as a percentage of the total market value of the RESFA assets.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Alamo Complex		
Strategy:	Alamo Complex		
Output Measure:	**Number of Alamo Shrine Visitors**		
	Definition An electronic tabulation of the number of individuals that enter the Alamo Shrine.		
	Data Limitations The equipment which tabulates the number of individuals is a camera based system and is subject to known counting anomalies.		

	Data Source Data is captured using a camera based system developed by a third party vendor (hereinafter referred to as the visitor counting system or "System"). Currently the agency has deployed the visitor counting system at four sites, one each at the Alamo “Shrine”, the Alamo “Long Barracks”, the Alamo “Gift Shop”, and the Alamo “Annex” (facilities). A daily tabulation is generated from the System with counts for each of the facilities separately, and is stored in a permanent electronic file on the Alamo servers. As a precaution (or back up), a copy is also retained by the vendor.		
	Methodology One of the visitor counting systems or sites is located at the entrance of the Alamo “Shrine”, and it tabulates individuals entering the Shrine each day.		
	Purpose To calculate a representative number of visitors to the Alamo Shrine on a daily and periodic basis (e.g. quarterly, annually, etc.). Visitation impacts all areas of Alamo operational requirements – including, but not limited to, maintenance, utilities, horticultural, administration, and education.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Alamo Gift Shop Visitors**		
	Definition An electronic tabulation of the number of individuals that enter the Alamo (Complex) Gift Shop.		
	Data Limitations The equipment which tabulates the number of individuals is a camera based system and is subject to known counting anomalies.		
	Data Source Data is captured using a camera based system developed by a third party vendor (hereinafter referred to as the visitor counting system or "System"). Currently, the agency has deployed the visitor counting system at four sites, one each at the Alamo “Shrine”, the Alamo “Long Barracks”, the Alamo “Gift Shop”, and the Alamo “Annex” (facilities). A daily tabulation is generated from the System with counts for each of the facilities separately, and is stored in a permanent electronic file on the Alamo servers. As a precaution (or back up), a copy is also retained by the vendor.		
	Methodology One of the visitor counting systems or sites is located at the Alamo (Complex) Gift Shop, and it tabulates individuals entering the Gift Shop each day.		
	Purpose To calculate a representative number of visitors to the Alamo (Complex) Gift Shop on a daily and periodic basis (e.g. quarterly, annually, etc.). Visitation impacts all areas of Alamo operational requirements – including, but not limited to maintenance, utilities, horticultural, administration, and education. In addition, visitation to the Alamo (Complex) Gift Shop has a direct correlation to the Gift Shop revenue that is generated.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Alamo Gift Shop Revenue in Dollars**		
	Definition The amount of revenue generated by contracting out the operation of the gift shop to a third party.		

	Data Limitations None		
	Data Source Payments made by the third party contractor are captured monthly and reported to the accounting system. Variable income is calculated at the end of the fiscal year.		
	Methodology Total Alamo Gift Shop Revenue received from the third party contractor.		
	Purpose Gift Shop sales generate the majority of the revenue that supports the operations at the Alamo Complex. This metric will provide the Legislature with an ability to measure the success of the gift shop in generating revenue at the Alamo Complex.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Efficiency Measure:	**Alamo Operational Cost per Visitor**		
	Definition A measure of the efficiency of the operations at the Alamo Complex. This measure is expressed as a ratio of the costs to operate the Alamo Complex to a representative number of visitors at the Alamo Complex. The Alamo Complex in this context is defined as the historical Shrine and public access area in and around the Shrine, Gift shop, Long Barracks, etc. within the walls of the property. It does not include the public street or state-owned buildings adjacent to the property.		
	Data Limitations An exact total count of visitors to the Alamo Complex is not currently possible given the public's free access to the complex via multiple points of ingress and egress. Currently the agency has only four facilities at the complex with electronic measurement capability of its visitors.		
	Data Source Operational Costs (expenses) for the Alamo Complex are captured in the agency's accounting system. Due to the ability of visitors to elect to enter any building which allows public access, and the limitation of only four electronic measurements of attendance; the agency will utilize the higher of the four electronic measurements as the representative number of visitors to the Alamo Complex for the ratio calculation (Number of Visitors).		
	Methodology The ratio is calculated by dividing the total Operational Cost (dollars) by the Number of Visitors (#).		
	Purpose Provides transparency of the expenditures as a function of the public visitation at the Alamo Complex.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Alamo Net Revenue Per Visitor**		
	Definition A measure of the net revenue generation capability of the Alamo Complex as a function of public visitation. This measure is expressed as a ratio of the net revenue to a representative number of visitors at the Alamo Complex. The Alamo Complex in this context is defined as the historical Shrine and public access area in and around the Shrine, Gift shop, Long Barracks, etc. within the walls of the property. It does not include the public street or state-owned buildings adjacent to the property.		

	Data Limitations An exact total count of visitors to the Alamo Complex is not currently possible given the public's free access to the complex via multiple points of ingress and egress. Currently the agency has only four facilities at the complex with electronic measurement capability of its visitors.		
	Data Source Alamo Complex revenue (e.g. donations, vending, rental, tours) and Operational Costs (expenses) are captured in the agency's accounting system. Due to the ability of visitors to elect to enter any building which allows public access, and the limitation of only four electronic measurements of attendance; the agency will utilize the higher of the four electronic measurements as the representative number of visitors to the Alamo Complex for the ratio calculation (Number of Visitors).		
	Methodology The Alamo (Complex) Net Revenue equals the total Alamo Complex revenue for a defined time period less the Operational Costs for that same time period. The ratio is calculated by dividing the Alamo Net Revenue (dollars) by the Number of Visitors (#).		
	Purpose Provides an indication of net revenue as a function of visitation at the Alamo Complex.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Protect the Environment, Promote Wise Resource Use, and Create Jobs		
Objective:	Protect and Maintain Texas' Coastal and Natural Resources		
Strategy:	Coastal Management		
Output Measure:	**Number of Joint Permit Application Forms Processed**		
	Definition Using internal records, the number of responses associated with permitting assistance in the Individual and Small Business Assistance Program. Joint Permit Applications are processed each year by the Permit Service Center (PSC).		
	Data Limitations None		
	Data Source Database maintained by PSC staff.		
	Methodology Using an internal database, report quarterly the total number of joint permit application forms processed by the PSC.		
	Purpose This function is highly important to the success of the projects undertaken at the community level. These efforts are essential to keep the projects on going and prevent excessive delays.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Number of Coastal Management Program Grants Awarded**		
	Definition Using internal agency reports, the number of grants and contracts awarded each year by the Coastal Management Division.		
	Data Limitations None		
	Data Source CMP grant database.		
	Methodology The team efforts enumerated above within the definition are tracked and aggregated on a quarterly basis for reporting Purposes.		
	Purpose The function of grant administration represents over 50 percent of the budget associated with the program area and aids significantly in assisting our coastal communities to maintain safe beaches, healthy dunes, clean beaches and accessibility.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Federal Actions and Activities Reviewed**		
	Definition Using internal agency reports, the number of federal consistency certifications and determinations for federal actions and activities technically-reviewed by the coastal management staff.		
	Data Limitations Sometimes the permitee provides insufficient data to make determinations regarding the potential impacts to our natural resources. When this occurs, the permitee is contacted for the warranted information. Projects are also received that fall outside the coastal zone boundary, that are not technically-reviewed or included in these measures.		
	Data Source Database of permit applications from the Corps of Engineers and other federal agencies.		
	Methodology Quarterly summation of reviews conducted.		
	Purpose To track certifications and determinations for federal agency projects on the Texas coast.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Volunteers Participating in Cleanups**		
	Definition The number of volunteers is calculated by adding up the total number of volunteers reporting to each check-in location reported by the local volunteer coordinators.		
	Data Limitations Human error only. With the training and commitment level of our volunteers, these risks are minimal.		

	Data Source Database of information is maintained regarding all volunteers and recruitment efforts.		
	Methodology Aggregating the number of volunteers from data sheets maintained at each cleanup effort.		
	Purpose Critical to the success of this endeavor. There is not enough staff employed to perform cleanups independent of volunteers. Additionally, these hands on types of experiences help better educate our citizens and communities regarding our coastal areas and keeping them free of debris.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Trash Collected by Volunteers**		
	Definition The amount of trash is calculated by adding the total pounds of trash collected at each cleanup site as reported by the local volunteer coordinators.		
	Data Limitations Very minimal, with the exception of having to depend on the accuracy of sites that do not have access to scales in order to weigh the trash collected at the check-in point location. With the formula provided above, and the training and commitment level of the local Adopt-A-Beach volunteer coordinators, these risks are minimal.		
	Data Source Texas General Land Office Adopt-A-Beach local volunteer coordinator worksheets that document the amount of trash removed during the cleanup.		
	Methodology The amount of trash collected by volunteers is calculated by weighing in bags and debris on scales, and/or by calculating trash bags amounts using the following formula: Number of bags multiplied by 25 pounds equals pounds of trash then divided by 2,000 equals tons of trash. This is done at each check-in site location and reported by the local volunteer coordinators. Summation of Data Source.		
	Purpose The Purpose of this measure is that it records the amount of marine debris found on accessible public beaches and bays in Texas. Additionally, this information is instrumental in helping us better educate our citizens and communities regarding Texas coastal areas, keeping them free of debris and safe for all to enjoy.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Beach Water Samples Collected**		
	Definition The Texas Beach Watch Program is a quasi-regulatory program that monitors water for Enterococcus bacteria along the Texas Coast. Enterococcus bacteria thrive in waters where sewage or storm runoff is present. When Enterococcus levels exceed those recommended by the Environmental Protection Agency (EPA) and standards promulgated by the Texas Commission on Environmental Quality (TCEQ), water quality advisories are recommended.		
	Data Limitations Continued EPA federal funding and additional funding to expand the sampling locations and number of weeks monitored per year; Equipment and database malfunctions.		

	Data Source Commercial Laboratories/universities/local governments conduct water collecting and testing and report all Enterococcus bacteria testing results.		
	Methodology Calculation derived from samples collected and results reported from the Commercial Labs/universities and local governments. The program monitors at 62 of 169 recreational beaches. Within the 62 of 169 recreational beaches, multiple water samples are collected at 165 stations.		
	Purpose To ensure notification to the public on Enterococcus bacteria levels that exceed water quality standards and provide the TCEQ with advisory information for TCEQ's 303(d)305(b) assessment in order to protect human health by identifying beaches with persistent advisories.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Goal:	Protect the Environment, Promote Wise Resource Use, and Create Jobs		
Objective:	Protect and Maintain Texas' Coastal and Natural Resources		
Strategy:	Coastal Erosion Control Grants		
Output Measure:	**Number of Miles of Shoreline Maintained, Protected and Restored**		
	Definition Miles of coastal shoreline protected, restored, or maintained through the coastal erosion initiatives.		
	Data Limitations Monitoring for the proper construction is one facet of CEPRA project management, but on-going monitoring to measure the anticipated results is also an integral part of reviewing the success of this program.		
	Data Source Monitoring of project execution as documented in project engineering/design and construction deliverables.		
	Methodology The number of miles restored is reasonably measurable as documented through project construction deliverables and verified via monitoring: 1) A beach nourishment baseline three-dimensional measurement of cubic yards of sand placed per lineal foot of coastal shoreline. The method of calculation establishes a three-dimensional baseline measurement of 10 cubic yards of sand per linear foot of beach shoreline. 2) A marsh acreage conversion factor to lineal footage measurement and define the amount of area restored or protected. The recommended conversion is 25 acres of maintained, protected or restored marsh to one mile of shoreline maintained, protected or restored. The basic formula should be: [($CEPRA) x (3.0 leverage factor)] ÷ ($1.5 M/mile avg. cost) = # miles biennia target. To work through an example, if $10M CEPRA funds were appropriated in a particular biennia, then the formula would be solved as such: [($10M CEPRA) x (3.0)] ÷ $1.5 M/mile =20 miles as the biennial target.		

	Purpose The Coastal Erosion Planning and Response Act (CEPRA) is significant in providing for protection of our public beaches, public infrastructure, public property, and private property. It will also save millions in future public funds for post-storm cleanup and recovery.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Explanatory Measure:	**Cost/Benefit Ratio for Coastal Erosion Planning and Response Act Projects**		
	Definition Benefit/Cost Ratio for CEPRA Projects		
	Data Limitations Given that the measure must be reported annually, project close-out/determination of final project costs of all subject projects examined (e.g. projects will be on different schedules, each project may face timeline challenges-permitting delays, turtle nesting season delays, construction delays-that will affect the availability of final completion and hence known actual project costs) will vary. Consequently, this crucial piece of information may not be available for all projects in the study universe by the end of the biennium, but only a sub-set thereof, given the varying timelines of projects under construction at different times during a given biennium.		
	Data Source The General Land Office and Veterans' Land Board (GLO) is statutorily required to collect this information. In the past, the agency has done so in conjunction with the University of Texas at Austin School of Architecture Community and Regional Planning program and private engineering firms in undertaking a study to facilitate the calculation of the cost-benefit ratio of each subject project. The GLO (CEPRA staff with the assistance of Financial Management staff) will determine which construction projects should be considered in the study and provide project-related information, including project construction data and final total project costs based on paid invoices and construction payment applications. At least 20 percent of the projects completed per fiscal year/biennium and at least one project from each category for which a project was undertaken should be included in the study universe.		
	Methodology Each biennium, the benefit-to-cost (B/C) ratio will be calculated by a CEPRA study, using a universe of CEPRA construction projects funded during the preceding biennium. The study will be performed by a Professional Services Provider under contract to the agency. Comparing the estimated benefits to the project costs shows the net benefits of the assessed projects. Dividing the estimated benefits by the cost produces the B/C ratio. B/C ratios greater than one indicate the cost effectiveness of a project. In short, for each constructed CEPRA project, project benefits are calculated by considering storm damage reduction benefits, beach visitation benefits (if for a BN-DR type project) and the natural resource restoration benefits (derived through quantification of natural resource benefits). These benefits are examined against the estimated project life and multiplier effects taken into consideration, along with present-value and inflation adjustments.		
	Purpose This measure provides information regarding the economic and financial benefits the state receives from the money spent on Coastal Erosion Planning and Response Act (CEPRA) projects. This will help the legislature determine the benefits of funding CEPRA, increase program transparency, and make information easily accessible when future funding decisions are being made.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Protect the Environment, Promote Wise Resource Use, and Create Jobs		
Objective:	Prevent and Respond to Oil Spills		

Strategy:	Oil Spill Response		
Output Measure:	**Number of Oil Spill Responses**		
	Definition This number includes GLO physical responses to reported spills that occur on or threaten coastal waters.		
	Data Limitations There are many factors beyond the agency's control which affect the number of reported spills.		
	Data Source The program area's Main Oil Spill Application (MOSA).		
	Methodology Anytime a Response Officer goes to the site of a notification (with the exception of duplicates and drills), the appropriate field is marked in MOSA for the incident. A standardized query is performed of the MOSA data for the quarter and a report is generated.		
	Purpose This measure provides an indication of the program's spill response activity. as required by OSPRA 40.004(a).		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Lower
Explanatory Measure:	**Number of Incident Calls Reported to the Emergency Reporting System**		
	Definition This 24-hour state-wide environmental emergency reporting line is used by the GLO, TCEQ, and the RRC for notification of incidents requiring immediate evaluation/response by the appropriate jurisdictional agency.		
	Data Limitations None		
	Data Source The Program Area's 1-800 Database		
	Methodology All incoming calls to the 1-800-832-8224 emergency reporting line are entered into the database and tallied every quarter.		
	Purpose This 24-hour state-wide environmental emergency reporting line is used by the GLO, TCEQ, and the RRC for notification of incidents requiring immediate evaluation/response by the appropriate jurisdictional agency.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Explanatory Measure:	**Total Amount of Oil Spill Response Program Costs Recovered**		
	Definition Total monies recovered to the Coastal Protection Fund through fines, penalties, response cost reimbursements, and National Pollution Funds Center reimbursements.		
	Data Limitations None		

	Data Source The Agency's Abila MIP accounting system.		
	Methodology A report is run using Abila MIP to determine all monies posted for penalties, response related reimbursements, and facility certifications during a given reporting period. Revenues falling under the preceding categories are housed under unique revenue GLA codes that are used to query MIP. The resulting report returns the total revenue reported under this measure.		
	Purpose This measure is intended to address the extent to which the program complies with Section 40.153 of the Natural Resources Code, which states: "The commissioner shall recover to the use of the fund, either from persons responsible for the unauthorized discharge or otherwise liable or from the federal fund, jointly and severally, all sums owed to or expended from the fund."		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Protect the Environment, Promote Wise Resource Use, and Create Jobs		
Objective:	Prevent and Respond to Oil Spills		
Strategy:	Oil Spill Prevention		
Output Measure:	**Number of Prevention Activities - Oil Handling Facilities**		
	Definition Preventive activities at oil handling facilities include audits and inspections conducted to determine response preparedness, adequacy of responses and prevention initiatives.		
	Data Limitations None		
	Data Source The program area's Compliance Database.		
	Methodology A standardized query in the Compliance Database is processed and utilizes the projects table, which contains all facility-related activities entered by field staff. The standardized query is filtered to return a specific criterion, facility-related activity. The resulting report will then list only facility-related activities performed during the time period identified by the query. The report is used to furnish a count.		
	Purpose The measure indicates the number of facility-related prevention and preparedness activities conducted by program personnel. Activities are conducted in both announced and unannounced fashion to facilitate comprehensive compliance with known pollution prevention and preparedness practices. These facility activities are designed to elevate oil pollution awareness, identify potential oil spill problems, and raise preparedness factors across the spectrum of facilities in accordance with the Oil Spill Prevention and Response Act.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Prevention Activities - Vessels		
	Definition This number for preventive activities involving vessels reflects the number of audits, inspections, and other prevention activities conducted on vessels and vessel operators located in or planning to transit Texas coastal waters.		
	Data Limitations None		
	Data Source The program area's Compliance Database.		
	Methodology A standardized query in the Compliance Database is processed and utilizes the projects table, which contains all vessel-related activities entered by field staff. The standard query is filtered to return a specific criterion, vessel-related activity. The resulting report will then list only vessel-related activities performed during the time period identified by the query. The report is used to furnish a count.		
	Purpose The measure indicates the number of prevention activities conducted by program personnel. Activities are conducted in both announced and unannounced fashion to facilitate comprehensive compliance with known pollution prevention and preparedness practices. These vessel activities are designed to elevate oil pollution awareness, identify potential oil spill problems, and raise preparedness factors across the spectrum of vessels in accordance with the Oil Spill Prevention and Response Act.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Oil Spill Related Patrols		
	Definition This number includes all patrols done by GLO personnel via boat or aircraft in/over harbors, waterways and via vehicle on public property near oil handling facilities and docks.		
	Data Limitations None		
	Data Source The program area's Compliance Database.		
	Methodology Forms have been developed to capture patrol information. Field staff enters all patrol activity into the database. A standardized query in the Compliance Database is processed and utilizes the projects table, which contains all patrol activity entered by field staff. The standard query is filtered to return a specific criterion, patrol activity. The resulting report will then list only patrol related activities performed during the time period identified by the query. The report is used to furnish a count,		
	Purpose This activity is critical to the prevention of oil spills and to their timely reporting. It has been proven that the “presence” of regulatory or law enforcement personnel deters violations of the law. The patrol is one of the primary methods GLO uses to obtain “presence.” In addition, patrols allow the GLO to keep up with the changing world of the waterfront. New facilities are identified, vessels are monitored and unreported spills are found.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Number of Derelict Vessels Removed from Texas Coastal Waters**		
	Definition This number includes all derelict vessels subject to removal in Texas coastal waters under Natural Resources Code, Sec. 40.108.		
	Data Limitations None		
	Data Source DVS/ An internal database for vessels identified as derelict and subject to removal.		
	Methodology Number is derived by a standard query to total the number of derelict vessels removed. Once a vessel is removed, the record is marked as removed.		
	Purpose Relating to the removal and disposal of certain vessels and structures in Texas coastal waters.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Explanatory Measure:	**Number of Certified Oil Handling Facilities**		
	Definition The number of oil handling facilities subject to General Land Office jurisdiction. This number includes all facilities identified and certified as being within the operations of which are determined to have the potential of spilling oil into Texas coastal waters.		
	Data Limitations None		
	Data Source The Program Area's Compliance Database.		
	Methodology A standardized query in the database is run utilizing the facilities table and a report is generated which lists all facilities currently certified by the Program Area.		
	Purpose This number is indicative of a work amount that is required to be coordinated on a periodic basis to ensure facilities comply with Section 40.109 of the Oil Spill Prevention & Response Act.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Explanatory Measure:	**Number of Derelict Vessels in Texas Coastal Waters**		
	Definition The number includes all derelict vessels subject to removal in Texas coastal waters.		
	Data Limitations None		
	Data Source DVS - The internal database for vessels identified as derelict and subject to removal.		

	Methodology The number is derived by totaling the number of derelict vessels remaining to be removed. Once the vessel is removed, the record is marked indicating such. Only those vessels/structures that have not yet been removed make up this reporting number.		
	Purpose H.B. No. 2096 amended Section 40.108 of the Natural Resources Code relating to the removal and disposal of certain vessels and structures in Texas coastal waters.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Goal:	Provide Benefit Programs to Texas Veterans		
Objective:	Veterans' Benefit Programs		
Strategy:	Veterans' Loan Programs		
Output Measure:	**Number of Real Estate Professionals Trained**		
	Definition This measure reflects the number of real estate professionals who have been trained regarding the programs of the TVLB.		
	Data Limitations None		
	Data Source Sign in sheets will be maintained to track attendance at training sessions for professionals from the real estate industry. Some training could be on a one-to-one basis. Data will be compiled by management through reports generated from spreadsheets. Targeted professions include those licensed by the Texas Real Estate Commission and the Texas Association of Realtors.		
	Methodology The number of attendees at each real estate professionals session will be added to obtain the total number of professionals who were trained.		
	Purpose The purpose of this measure is to inform and train professionals of the real estate industry about opportunities available to Texas veterans. These professionals are the traditional first contacts veterans make for the purchase of land or a home.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Dollar Value of VLB Housing Loans Purchased from Participating Lenders**		
	Definition This measure reflects the dollar value of housing program loans purchased from participating lenders by the VLB contracted program administrator.		
	Data Limitations The dollar value of loans purchased may be impacted by economic conditions; market supply and demand; applicable state and federal rules, regulations, and laws; generally accepted lending industry standards and practice; and availability of qualified staffing.		

	Data Source Program Loan Administrator database.		
	Methodology A report is created and posted to a secure portal by the contracted program administrator. The report is retrieved monthly by the VLB staff.		
	Purpose To measure the outcome of the VLB goal to meet the demand for eligible veterans home loans.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Dollar Value of Land and Home Improvement Loans Funded by the VLB**		
	Definition This measure represents the dollar value of land and home improvement loans funded by Veterans Land Board (VLB) staff.		
	Data Limitations The dollar value of loans originated may be impacted by economic conditions; market supply and demand; state and federal rules, regulations, and laws; generally accepted lending industry standards and practice; and availability of qualified staffing.		
	Data Source VLB Mortgage Builder database.		
	Methodology A monthly report created by the VLB Staff is retrieved from the Mortgage builder data base specifying the dollar value of land and home improvement loans funded.		
	Purpose To measure the outcome of the VLB goal to provide land and home improvement loan services to eligible Texas veterans and to increase loan value to the Veterans Land Fund.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Land and Home Improvement Loans Funded by the VLB**		
	Definition This measure represents the total number of land and home improvement loans funded by Veterans Land Board (VLB) staff.		
	Data Limitations The number of loans originated may be impacted by economic conditions; market supply and demand; state and federal rules, regulations, and laws; generally accepted lending industry standards and practice; and availability of qualified staffing.		
	Data Source VLB Mortgage Builder database.		
	Methodology A monthly report created by VLB staff is retrieved from the Mortgage builder data base specifying the number of land and home improvement loans funded.		

	Purpose To measure the outcome of the VLB goal to provide land and home improvement loan services to eligible Texas veterans and to increase loan value to the Veterans Land Fund.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of VLB Housing Loans Purchased from Participating Lenders**		
	Definition This measure reflects the total number of housing program loans purchased from participating lenders by the VLB contracted program administrator.		
	Data Limitations The number of loans purchased may be impacted by economic conditions; market supply and demand; applicable state and federal rules, regulations, and laws; generally accepted lending industry standards and practice; and availability of qualified staffing.		
	Data Source Program Loan Administrator database.		
	Methodology A report is created and posted to a secure portal by the contracted program administrator. The report is retrieved monthly by the VLB staff.		
	Purpose To measure the outcome of the VLB goal to meet the demand for eligible veterans home loans.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Land & Home Improvement Pre-Applications Received by the Veterans' Land Board (VLB)**		
	Definition This measure reflects the number of Land and Home Improvement pre-applications received by the Texas Veterans Land Board (VLB).		
	Data Limitations None		
	Data Source The Mortgage Builder program utilized by the Loan Operations team of the VLB maintains a reporting system that allows the VLB at any time to view the exact number of pre-applications that have been received by the VLB. Reviewing these reports and the que system allows the VLB to know if our progression towards the yearly goal is on track.		
	Methodology The number of Land loan and Home Improvement loan pre-applications are retrieved from the Mortgage Builder program and displayed on VLB dashboard system in the Communications and Loan Origination areas of the VLB. This information is available on each computer within this system as well. This allows each employee to receive the latest information for all loan programs.		

	Purpose The purpose of this measure is to inform the entire VLB community on the progress of the team as they work towards achieving the goals set on a fiscal year basis. This information is then used as a basis for the upcoming yearly Marketing Plan.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Efficiency Measure:	**Percent of Debt Service, Loan Demand and Program Costs Self-Funded**		
	Definition This measure determines the effectiveness of the VLB in self-funding its programs.		
	Data Limitations None		
	Data Source The information is obtained primarily from vouchers submitted to the Comptroller's office requesting warrants for the purchase of land, housing, and home improvement loans; the payment of administrative expenses; and the payment of debt service on outstanding VLB bonds.		
	Methodology The dollar amount of warrants not funded due to lack of funds is divided by the dollar amount of total warrants funded, then subtracted from 1, then converted to a percentage by multiplying the result times 100.		
	Purpose The measure indicates the percentage of VLB expenses funded through the management of VLB bond funds. A measure of 100% indicates that no draws are required from the state's general revenue fund to administer VLB programs.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Efficiency Measure:	**Percent of Delinquent Loans in Portfolio**		
	Definition This measure reflects the percent of all land, housing, and home improvement loans in the TVLB portfolio which are 90 or more days delinquent. It included loans originated by TVLB and participating lenders.		
	Data Limitations None		
	Data Source For Purpose of the quarterly reports, data provided as of the end of each quarter will be used to calculate the number of delinquent accounts. A report supplied by the land loan servicer provides the number of land loans 90 or more days delinquent. Financial reports from the Program Administrator provide statistics on delinquent housing and home improvement program loans. A report is supplied from the land loan servicer to determine the number of active land loan accounts. Housing and home improvement program active accounts are provided by the Program Administrator.		

	Methodology Reports provided by the Program Administrator and land loan servicer provide the number of program loans that are 90 or more days delinquent. The number of delinquent and active accounts for each program are entered into a master spreadsheet and added to obtain the total number of delinquent loans and the total number of active loans. This total number of delinquent accounts is divided by the total number of active loans in the portfolio to obtain the percentage of delinquent loans.		
	Purpose Tracking delinquent loans enables the TVLB to have an overview of the rate of delinquency in all TVLB programs. Identifying delinquent loans gives the agency and servicers the opportunity to work with veterans to remedy their delinquency in an attempt to keep accounts from being foreclosed.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Percent of Foreclosed Loans in Portfolio**		
	Definition This measure reflects the percent of all land, housing, and home improvement loans in the TVLB portfolio that are foreclosed and possible losses. It includes loans originated by TVLB and participating lenders.		
	Data Limitations None		
	Data Source This measure reflects the percent of all land, housing, and home improvement loans in the TVLB portfolio that are foreclosed and possible losses. It includes loans originated by TVLB and participating lenders.		
	Methodology The number of foreclosed loans for each program and the number of active accounts are entered into a master spreadsheet and added to obtain the total number of foreclosed loans and the total number of active accounts. The total number of foreclosed accounts is divided by the total number of active loans in the portfolio to obtain the percentage of foreclosed loans.		
	Purpose To ensure the stability of all loan programs, the percentage of all properties in foreclosure is carefully monitored.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Lower
Efficiency Measure:	**Average Number of Processing Days for VLB Land Program Loans**		
	Definition This measure reflects the cumulative average processing days between receipt of buyer/seller land contracts to the date of funding.		
	Data Limitations None		
	Data Source VLB Mortgage Builder database.		

	Methodology A monthly report created by the VLB Staff is retrieved from the Mortgage builder data base specifying the YTD average number of processing days between receipt of buyer/seller land contracts to the date of funding.		
	Purpose To maintain a processing time goal of 30-days or less from receipt of buyer/seller land contracts to the date of funding.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Efficiency Measure:	**Average Number Loans with Loss Mitigation Services per Specialist**		
	Definition This measure reflects the average number of land loan accounts each Loss Mitigation staff handles.		
	Data Limitations None		
	Data Source The TLVB Delinquency/Forfeiture Database and the Customer Information File from the land loan servicer are the sources for the data. Reports are generated to show the number of accounts that are provided with loss mitigation services. Organizational charts are used to determine the number of Loss Mitigation staff.		
	Methodology Monthly, electronic report will be generated from the TVLB Delinquency/Forfeiture Database and the Customer Information File provided by the contract servicer. The reports show information on accounts over 120 days delinquent, accounts in forfeiture, and the inventory of foreclosed accounts. The data is entered into master spreadsheet. The total of the specified accounts is averaged each quarter. The fiscal year to date figure is the average of the same data for the appropriate time frame. (i.e., Dec., Jan., Feb. will be used for 2nd quarter activity. FYTD activity at the end of the second quarter will be the average of Sept. through Feb.) Data on the number of staff is averaged in the same manner. The average loans handled are divided by the average specialists to obtain the average number of accounts the specialists handle during any particular time frame. Relevant staff consists of all Loss Mitigation Specialists.		
	Purpose The purpose of the measure is to ensure that adequate staff is provided to effectively handle loss mitigation services for all land accounts. Accounts that are delinquent more than 120 days or in forfeiture/foreclosure require loss mitigation services.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Explanatory Measure:	**Number of VLB Land Loans Serviced by Outside Contractors**		
	Definition This measure reflects the number of active land loan accounts that are serviced by our servicer, Dovenmuehle Mortgage Inc. (DMI).		
	Data Limitations None		
	Data Source Loan servicing data for the Land program loans are maintained on the contracted program loan servicer's database. Reports are generated by contracted servicer and downloaded by VLB staff.		

	Methodology Monthly reports indicate the number of active accounts and the status of those accounts. The number of active accounts change daily, so the count at the last day of the month will be used for the calculation.		
	Purpose The Purpose of the measure is to track the number of active land loans serviced by DMI.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Provide Benefit Programs to Texas Veterans		
Objective:	Veterans' Benefit Programs		
Strategy:	State Veterans' Homes		
Output Measure:	**Occupancy Rate at Veterans Homes**		
	Definition This measure compares the ratio of occupied veterans' nursing home beds to the number of beds available.		
	Data Limitations None		
	Data Source Daily census reports are provided to the Veterans Land Board by the operators of the Texas State Veterans Homes.		
	Methodology The average number of occupied beds of an accounting period, divided by the total number of available beds for the same period, determines the occupancy rate.		
	Purpose The Purpose of this measure is to maximize operational revenues that meet or exceed operational costs plus bond indebtedness while meeting veterans appropriate demand for skilled nursing care.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Provide Benefit Programs to Texas Veterans		
Objective:	Veterans' Benefit Programs		
Strategy:	State Veterans' Cemeteries		
Output Measure:	**Percent of Total Burial Space Remaining**		
	Definition The measure represents the estimated available burial space, using a percentage, which also includes the total number of current interments at each cemetery.		
	Data Limitations None		

	Data Source The contract operator of each cemetery maintains interment activity data regarding interment of Veterans and their families.		
	Methodology Reports are submitted from each cemetery periodically or as needed highlighting the number of new interments in a given period. The reports are generated to indicate the percentage of total used interment space and the estimated remaining percentage of interment space.		
	Purpose The purpose of this measure is to monitor interments at the Texas State Veterans Cemeteries to ensure maximum availability and utilization of burial benefits by Veterans and their families.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Explanatory Measure:	**Number of Interments Provided by the State Veterans Cemetery Program**		
	Definition This measure represents the number of veterans and dependents who have been buried in a Texas State Veterans' Cemetery.		
	Data Limitations None		
	Data Source The contract operator of each cemetery maintains daily burial sheets regarding interments of veterans and dependents.		
	Methodology Reports are submitted monthly from each cemetery operator showing the number of new interments during the month. The reports are totaled to obtain the number of interments during any specified period.		
	Purpose The purpose of this measure is to monitor interments at the Texas State Veterans Cemeteries to ensure maximum utilization of burial benefits by veterans and their families.		
	New Measure No	**Calculation Method** Noncumulative	**Target Attainment** Higher
Goal:	Oversee Housing and Infrastructure Disaster Recovery		
Objective:	Provide Grants for Housing and Infrastructure Projects and Activities		
Strategy:	Oversee Housing Projects and Activities		

Output Measure:	Number of Completed Housing Projects		
	Definition Represents the number of completed housing projects. Projects are defined as being contained in the following categories: *Construction of new housing *Construction of new replacement housing *Rehabilitation/reconstruction of residential structures *Multi-family Lease and Repair *Direct Assistance for Limited Home Repair (DALHR) - Project *Partial Repair and Essential Power for Sheltering (PREPS) New project categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The project is classified as closed when all construction is completed and has been inspected and all funds expended to the grantee by the GLO. Projects are defined as being contained in the following categories: *Construction of new housing *Construction of new replacement housing *Rehabilitation/reconstruction of residential structures *Multi-family Lease and Repair *Direct Assistance for Limited Home Repair (DALHR) - Project *Partial Repair and Essential Power for Sheltering (PREPS) New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Direct Cost of Completed Housing Projects
	Definition Direct cost of housing projects that are considered closed.
	Data Limitations None.
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.

	Methodology The project is classified as closed when all construction is completed and has been inspected and closed and all funds expended. Projects are defined as being contained in the following categories: *Construction of new housing *Construction of new replacement housing *Rehabilitation/reconstruction of residential structures *Multi-family Lease and Repair *Direct Assistance for Limited Home Repair (DALHR) - Project *Partial Repair and Essential Power for Sheltering (PREPS) New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Number of Beneficiaries Served by Completed Housing Projects**		
	Definition A count of the beneficiaries assisted by completed housing projects.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The number of beneficiaries is the sum of beneficiaries assisted by a closed housing project. Beneficiaries served are defined in the application, which may be defined as number of houses, units being repaired or constructed depending on the nature of the project. Projects are defined as being contained in the following categories: *Construction of new housing *Construction of new replacement housing *Rehabilitation/reconstruction of residential structures *Multi-family Lease and Repair *Direct Assistance for Limited Home Repair (DALHR) - Project *Partial Repair and Essential Power for Sheltering (PREPS) New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Completed Housing Activities		
	Definition Represents the number of housing activities completed. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The activity is classified as closed when all associated required steps are completed and all funds have been expended. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Direct Cost of Completed Housing Activities		
	Definition Direct cost of housing activities in which all grant funded activities have been completed. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Clearance and demolition *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The activity is classified as closed when all associated required steps are completed and all funds have been expended. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Clearance and demolition *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Beneficiaries Served by Completed Housing Activities		
	Definition A count of the beneficiaries assisted by completed housing activities. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Clearance and demolition *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The number of beneficiaries is the sum of beneficiaries assisted by a housing activity. Beneficiaries served are defined in the application, which may be defined as number of buildings acquired, rented, demolished, etc. depending on the nature of the project. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of relocation properties *Affordable Rental Housing *Clearance and demolition *Code enforcement *Compensation for Disaster-related losses (Louisiana and Texas) *Homeownership Assistance (with waiver only) *Homeownership Assistance to low- and moderate-income *Housing incentives to encourage resettlement *Relocation payments and assistance *Rental Assistance (waiver only) *Direct Leasing *Manufactured Housing Units and travel trailers / or RVs New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the housing program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Total Number of QA/PI Onsite Reviews Conducted**		
	Definition Measure represents the number of onsite compliance area reviews performed by Community Development and Revitalization QA&PI, conducted under both housing and non-housing programs.		
	Data Limitations No limitations		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization department.		
	Methodology The number reported is the actual number of compliance areas reviewed.		
	Purpose The measure meets statutory and agency requirements		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Output Measure:	**Total Number of QA/PI Desk Reviews Conducted**		
	Definition Measure represents the number of desk compliance area reviews performed by Community Development and Revitalization QA/PI conducted under both housing and non-housing programs.		
	Data Limitations None identified		
	Data Source The data is gathered by program from Department databases		
	Methodology The number reported is the actual number of compliance areas reviewed.		
	Purpose The measure meets statutory and agency requirements.		
	New Measure No	**Calculation Method** Cumulative	**Target Attainment** Higher
Goal:	Oversee Housing and Infrastructure Disaster Recovery		
Objective:	Provide Grants for Housing and Infrastructure Projects and Activities		
Strategy:	Oversee Infrastructure Projects and Activities		

Output Measure:	Number of Completed Infrastructure Projects		
	Definition Represents the number of completed infrastructure projects. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The infrastructure project is classified as closed when all construction has been inspected and closed by the local authorities, reported to the GLO, and all funds expended to the grantee by the GLO. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Direct Cost of Completed Infrastructure Projects		
	Definition Direct cost of infrastructure projects in which all grant funded activities have been completed. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The infrastructure project is classified as closed when all items related to the infrastructure project have been inspected and closed by the local authorities, and reported to the GLO. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	**Number of Beneficiaries Served by Completed Infrastructure Projects**		
	Definition A count of the beneficiaries assisted by completed infrastructure projects. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The number of beneficiaries is the sum of beneficiaries assisted by an infrastructure project. The number of beneficiaries is calculated at the application phase as the number of persons included within the project-defined service area. Projects are defined as being contained in the following categories: *Construction of buildings for the general conduct of government *Construction/reconstruction of streets *Construction/reconstruction of water lift stations *Construction/reconstruction of water/sewer lines or systems *Rehabilitation/reconstruction of a public improvement *Rehabilitation/reconstruction of other non-residential structures *Rehabilitation/reconstruction of public facilities New project categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Completed Infrastructure Activities		
	Definition Represents the number of infrastructure activities completed through infrastructure activity options. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The infrastructure activity is classified as closed when all related grant funds have been expended. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Direct Cost of Completed Infrastructure Activities		
	Definition Direct Cost of infrastructure activities in which all grant funded activities have been completed. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The infrastructure activity is classified as closed when all related grant funds have been expended. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Output Measure:	Number of Beneficiaries Served by Completed Infrastructure Activities		
	Definition A count of the beneficiaries served by completed infrastructure activities. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Data Limitations None.		
	Data Source The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Methodology The infrastructure activity is classified as closed when all related grant funds have been expended. The number of beneficiaries is calculated at the application phase as the number of persons included within the project-defined service area. Activities are defined as being contained in the following categories: *Acquisition - general *Acquisition of buildings for the general conduct of government *Acquisition, construction, reconstruction of public facilities *Capacity building for nonprofit or public entities *Clearance and demolition *Debris removal *Dike/dam/stream-river bank repairs *Disposition *Econ. Development or recovery activity that creates/retains jobs *Privately owned utilities *Public Services New activity categories may be added as needed based upon new directives from funding agencies.		
	Purpose To evaluate the GLO on the infrastructure program.		
	New Measure Yes	**Calculation Method** Cumulative	**Target Attainment** Higher

Schedule C: Historically Underutilized Business Plan

The Texas General Land Office (GLO) is submitting its Historically Underutilized Business (HUB) Strategic Plan in compliance with the Tex. Gov. Code §2161.123 and with the Tex. Gov. Code §2161.002(c) for adopting rules based on results from the State of Texas Disparity Study. This HUB Plan outlines the agency's good faith efforts to meet or exceed agency specific HUB goals to increase the use of HUB businesses in the agency's procurements.

HUB Program Policy

It is the policy of the GLO HUB program to promote fair and competitive business opportunities which maximize the inclusion of minority, women and service-disabled veterans owned businesses, certified through the Statewide Support Services Division (SSSD) needed to support the mission and operations of the agency. The GLO sets agency specific HUB goals consistent with its unique purchases, geographic availability of HUBs, the agency's historical utilization of HUBs, and other relevant factors. The GLO's proactive approach in the procurement process ensures that the greatest opportunity for state business has been extended to as many HUB certified vendors as possible.

The GLO has established and maintained procurement systems and procedures that are non-discriminatory with respect to race, religion, sex, or national origin.

Goals

Procurement Category	HUB Goals FY19-20
Heavy Construction	Not Applicable
Building Construction	2.00%
Special Trades	1.00%
Professional Services	2.00%
Other Services	6.00%
Commodities	1.00%

The agency considers the following factors when determining strategies for HUB participation:

1. Agency's mission and operations;
2. HUB availability in the geographic location of the work;
3. Historical HUB utilization by percentage awarded to HUBs in each procurement category;
4. Size, scope of the work, risk to the health, safety and welfare of the state's veterans nursing homes residents;
5. Specialized certifications, licensing or industry specific business practices; and
6. Experience and ability to meet the requirement for Medicare, Medicaid, and Department of Veterans Affairs.

HUB Programs

Outreach

- Agency procurements posted on the Electronic State Business Daily (ESBD) include email notifications to the Texas Association of African American Chambers of Commerce (TAAACC), Texas Association of Mexican American Chambers of Commerce (TAMACC), minority/women trade associations, and minority business development centers. The information distributed includes the link to the agency's ESBD posting and pre-solicitation conference information.
- Outreach efforts are coordinated regionally with other state agencies, universities, external stakeholders (Prime contractors, potential subcontractors, Procurement Technical Assistance Centers, Small Business Development Centers) to increase effectiveness and productivity. An annual HUB vendor forum is co-sponsored with several other state agencies to recruit qualified minority owned businesses. HUB eligible vendors are encouraged to become HUB certified. GLO proactively encourages current HUB vendors to re-certify in a timely manner.
- Mentor-Protégé teams are monitored regularly.
- HUB Team attends state agency sponsored HUB vendor forums, business opportunity conferences, and economic opportunity forums across the state to educate HUB vendors regarding agency contracting opportunities. HUB Team attends HUB Discussion Workshop meetings and trainings to assist in refining "best practices".

HUB Subcontracting

- HUB Team works closely with project managers and internal subject matter experts throughout agency divisions to identify areas with opportunities for subcontracting. GLO may contact other agencies to gain knowledge in standard industry practices and other agency experiences regarding subcontracting.
- ESBD postings for $100,000 or more where subcontracting opportunities have been identified include a HUB Subcontracting Plan (HSP). A HUB Package consisting of a HUB Probability Statement, an HSP form, the associated HUB goal, and a list of referenced HUBs is included with these ESPD postings. ESBD postings include the pre-solicitation conference sign-in sheet to provide interested HUB subcontractors the contact information of the Prime contractors in attendance.
- HUB Team presents how to properly complete the HSP form during pre-solicitation conferences. An HSP Power Point presentation exists on the agency website to assist vendors in submitting a compliant response. Courtesy HSP reviews are offered to assist with HSPs meeting requirements to mitigate delays toward the next step of technical review.
- The HUB team monitors the HSP throughout the life of the contract by requiring the contractors to provide monthly Progress Assessment Reports (PAR) to project managers. Project managers include copies of the monthly PARs to the HUB Team during the invoicing process. This coordination effort results in increased HUB subcontracting participation.

In addition, the GLO provides:

- In-Reach activities such as arranging an internal agency HUB forum to introduce HUBs to agency decision makers. HUB forums may be conducted with other agencies co-housed in the same building as the GLO.
- Training for internal purchasers, program areas, project managers, and contract management team regarding HUB statutes, policies, internal procedures, and best practices.
- Reporting of HUB information monthly and quarterly to agency programs, bi-annual reports to the Statewide Support Services Division and Legislative Budget Board, and annual progress reports to the legislature.

Schedule D: Statewide Capital Planning

Pursuant to the "Instructions for Preparing and Submitting Agency Strategic Plans" for Fiscal years 2019-2023, Part 2 - Supplemental Elements, Schedule D: Statewide Capital Planning, the General Land Office (GLO) will separately submit its capital planning information to The Higher Education Coordinating Board (THECB) by July 2, 2018 as required by the Bond Review Board (BRB) and in accordance with the 2018-19 GAA, Article IX, Section 11.03, Statewide Capital Planning.

Schedule E: Agency Workforce Plan

General Land Office
and
Veterans' Land Board

Workforce Plan

Fiscal Years 2019 to 2023

June 2018

I. Agency Overview

A. Agency Mission

The Texas General Land Office primarily serves the schoolchildren, veterans, and the environment of Texas. The agency does so by preserving our history, maximizing state revenue through innovative administration, and through the prudent stewardship of state lands and natural resources.

B. Agency Strategic Goals and Objectives

- Enhance State Assets – Enhance State assets and revenues by managing State-owned lands
- Protect the Coastal Environment – Protect the environment, promote wise resource use, and create jobs
- Veterans' Land Board – Provide benefit programs to Texas Veterans
- Community Development and Revitalization – Oversee disaster recovery infrastructure and housing projects
- Preserving and Promoting Texas History – Maintain historical land grant records and maps and preserve and promote the Alamo

C. Agency Core Business Functions

Appraisal Services	The Alamo	Archives and Records	Asset Management
Coastal Resources	Communications	Community Development and Revitalization	Compliance
Construction Services	Contract Management	Energy Resources	Enterprise Technology Solutions
Financial Management	General Counsel	Governmental Relations	Human Resources
Information Security	Internal Audit	Investment Management	Leasing Operations
Oil Spill	Surveying Services	Veterans Land Board	

D. Anticipated Changes to the Mission, Strategies, and Goals over the next five years

The GLO will continue to grow into a more agile and transparent agency by examining its functions to ensure Texans receive the maximum benefits from their resources. Since the last strategic plan was prepared, the agency began administering the short-term and long-term recovery and restoration of housing infrastructure, planning and economic development in many areas of the state, including those impacted by Hurricane Harvey.

In addition, coastal protection continues to be a key objective at the GLO. The GLO will strengthen and enhance its focus on projects that improve resiliency and build a stronger coastline before the next natural disaster.

The GLO's focus on the Alamo continues to focus on preserving the historic shrine and its artifacts so Texans can remember it today as well as preserve the shrine for the many generations that will follow us. Along with preserving the Alamo, the GLO continues to safeguard and enhance how Texas's archives are conserved for the future. Through public outreach efforts and the use of enhance technology, more citizens have access to the magnificent collection of Texas history than ever before.

The GLO continues to modernize how we oversee the management of Texas' vast land, oil and gas, minerals, and renewable holdings to maximize the returns to the Permanent School Fund for the benefit of our Texas school children.

As overseers of Texas natural and historic resources, the GLO is the custodian of vast state historical and natural resources. Over the next five years we will continue to seek out ways to diversify and ensure we continue protecting and enhancing the benefits we provide to the Texas citizens.

Our Veterans programs continue to grow as we provide the State's veterans access to land, home and home improvement loans. Also, we are honored to provide access to State Veterans Homes and State Veterans Cemeteries for those who served our country. The agency continues to look for opportunities to expand our outreach efforts. Within the next five years, a new veterans home will open in the Houston area.

To continue to accomplish our mission, the GLO will become more effective in utilizing our knowledge and human resources, update our processes to become more efficient, and enhance our use of technology to ensure we create collaboration to fulfill the GLO's mission. As we recruit, engage and provide for our employees, we anticipate the implementation of the statewide Enterprise Resource Planning (ERP) for human resources known as CAPPS will be implemented during this strategic planning period.

II. Current Workforce Profile

A. Workforce Demographics

At the end of fiscal year 2017, the GLO employed 571 classified, regular full and part-time employees based on data from the Uniform Statewide Payroll/Personnel System (USPS).[1]

- The workforce was comprised of 52.4% males and 47.6% females.
- The agency's workforce was comprised of approximately 62.7% Caucasian-Americans, 21.7% Hispanic-Americans, 11.6% African-Americans, and 4.0% other ethnic groups. Information on the agency's workforce compared to the statewide civilian workforce is outlined in the Table 1.

Table 1

2017 GLO Workforce and Statewide Civilian Workforce Comparison[2] (by Percentage)										
Job Category	Caucasian American		African America		Hispanic American		Other		Females	
	GLO	State	GLO	State	GLO	State	GLO	State	GLO	State
Officials/Administrators	76.9	64.0	8.7	7.4	12.5	22.1	1.9%	N/A	37.5	37.4
Professional	61.5	59.2	11.1	10.4	21.6	19.3	5.5	N/A	46.4	55.3
Technician	60.9	49.2	8.7	14.4	30.4	27.2	0.0	N/A	13.0	55.3
Para-Professional		N/A		N/A		N/A	3.8%	N/A	56.6	N/A
Administrative Support	53.6	45.3	17.9	14.8	28.6	34.8	0.0	N/A	78.6	72.1
Protective Services	N/A	45.5	N/A	19.8	N/A	31.3	N/A	N/A	N/A	25.6

- The average age for classified employees in fiscal year 2017 was 47.9 years of age. When looking at the workforce by age group, the approximate breakdown of the age group was as follows:

    - 6.7% of the workforce is under 30
    - 20.3% of the workforce was 30 years of age but not yet 40
    - 28.3% of the workforce was 40 years of age but not yet 50
    - 28.4% of the workforce was 50 years of age but not yet 60
    - 16.3% of the workforce was 60 years of age or over

- In looking at tenure with the GLO, the approximate breakdown of employees' length of service was as follows:

    - 19.8% of the workforce had less than 2 years of service
    - 22.2% of the workforce had between 2 years but less than 5 years of service
    - 22.6% of the workforce had between 5 years but less than 10 years of service
    - 12.8% of the workforce had between 10 years of service but less than 15 years of service
    - 22.6% of the workforce had more than 15 years of service

- When looking at state length of service, approximately 55.9% of our workforce has 10 or more years of state service, 19.4% has 5-10 years of state service, and 24.7% of the workforce has less than 5 years of state service.
- Veterans comprised 13.57 % of the agencies workforce in the second quarter of fiscal year 2018.

[1] This analysis does not include the Commissioner of the General Land Office, board members, or temporary employees, such as summer interns as of December 31, 2017.

[2] Statewide statistics were taken from the Texas Workforce Commission's "Equal Employment Opportunity and Minority Hiring Practices Report for Fiscal Years 2015-2016, Table 1, Page 6", Released on January 2015. The report indicated that TWC excluded the statewide percentages for the Para-Professional category because it was not available separately from their BLS source report. Accordingly, there is no Statewide para-professional statistics available for comparison. Job categories where the GLO percentages are less than 80 percent of the state percentage are shaded in gray (for those job categories found at the GLO). Agency recruitment will continue to seek out many ways to reach those segments of the state workforce that are underrepresented at the GLO to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

B. Retirement Eligibility

Over the next five years, there is a potential for the agency to be impacted by retirements. Currently, 44.7% of the workforce is over the age of 50. Using employee's ages and state service credits as shown in USPS as of August 31, 2017, the GLO estimates that approximately 22.7% of the agency's employees could retire by the end of fiscal year 2023. This does not include other creditable state service that employees may have, which may not be reflected in USPS.

If these employees elected to retire, the agency could lose important institutional knowledge and expertise. Strategies for addressing the potential retirement and loss of knowledge include:

- Formal knowledge transfer programs
- Succession planning
- Documentation of agency procedures
- Cross training of employees
- Peer to peer sharing
- Mentoring
- Development of leadership competencies
- Creation of a team driven atmosphere
- Development of needed technical skills
- Development of a leadership management program

C. Employee Turnover

Turnover is a critical issue for any organization, and the GLO is no exception. Table 2 shows a comparison of the agency's turnover rates with the statewide turnover rates for fiscal years 2013 to 2017. In fiscal year 2017, the agency experienced a lower agency turnover rate (10.3%) than the statewide rate. One reason for this decrease was the complete transition of the Alamo's protective security functions to the Alamo Trust.

Table 2

Fiscal Year	Statewide Turnover	Agency Turnover
2017	18.6%	10.3%
2016	17.6%	20.8%
2015	18.0%	16.1%
2014	17.5%	7.1%
2013	17.6%	10.3%

In the next five years, the agency anticipates higher turnover rates. Some separations will be retirements due to the agency's workforce demographics. If the current labor market conditions continue to be tight, we could experience turnover if employees have career growth opportunities outside the agency.

D. Critical workforce skills and competencies

Skills are needed in the following substantive areas for the GLO to accomplish its basic business functions:

- Mortgage and loan processing
- Long-term care facility and cemetery construction and management

- Real estate leasing, sale, development, investment, and management
- Energy (including renewable energy) leasing, sale, and management
- Coastal improvement, protection, and management
- Community development and revitalization, including Community Development Block Grant (CDBG) fund distribution
- Historical asset (including documents, oral history, and the Alamo Complex) archiving, preservation, maintenance, restoration, and management

To succeed at its substantive functions, GLO employees need competencies in:

- Business process management
- Communication/marketing
- Customer service
- Financial services and fund management
- Grant management
- Leadership management
- Problem solving
- Research and analysis
- Change management
- Contract management
- Data and information management
- Historic preservation
- Information technology
- Negotiation/facilitation/collaboration
- Project management
- Strategic planning

III. Future Workforce Profile

A. Expected Workforce Changes

- Create an agile and flexible workforce with a shared consciousness and empowered execution to achieve the GLO's mission.
- Engage a workforce that is innovative and fluid that embraces collaboration and is project focused.
- Develop an organization that continually learns and transforms to meet changing demands.
- Increase emphasis on the use of technology to serve customers and to revise and streamline work processes to make them more efficient and effective.
- Create a talent management program that attracts and retains qualified employees.
- Develop mechanisms to manage a workforce created by the integration of flex-scheduling and telecommuting.

B. Future Workforce Skills Needed

The GLO's future workforce needs include having a workforce with:

- Expertise in using technology to improve productivity to provide innovation programs and excellent customer service.
- Creativity, innovation, business acumen, and flexibility.
- Strategic focus and change management abilities.
- The aptitude to develop programs to transfer knowledge (such as cross training, process documentation, and mentoring).
- Collaborative abilities to foster interactions with staff, other state agencies, and the state population.
- A team focus that embraces the diversity of the workforce to create a shared purpose and vision.

- Leaders that motivate their staff, build and maintain morale, and encourage staff development.

C. Anticipated Increase/Decrease in Number of Employees Needed to do the Work

The GLO anticipates needing additional FTEs in fiscal years 2019 through 2023 for discrete projects, as noted below.

- Implementation of CAPPS, the State of Texas ERP system for human resources and financial management, will require a dedicated team of change managers and subject matter experts. This will result in a temporary increased need for additional staff. We anticipate needing 4-7 FTEs for this project.
- Increased workload demands, other than those associated with CAPPS implementation, will be addressed by the reallocation of FTEs within the agency.
- Increased and changing demands will also be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

D. Critical Functions

The General Land Office's critical functions are:

- Managing and maximizing revenues from millions of state-owned surface and mineral acres.
- Providing Texas veterans access to low-cost home, land and home improvement loans, quality nursing home care, and dignified burial sites.
- Archiving, conserving, and making available more than 35 million historical land documents and veterans' oral histories.
- Preventing oil spills and ensuring cleanup of oil spills in state waters.
- Cleaning and protecting Texas beaches, dunes, and coastal areas.
- Overseeing the management of the Texas Alamo Complex.
- Managing the distribution of Community Development and Revitalization funds to help communities recover from hurricanes and wildfire disasters.
- Operating the State Power Program to serve public retail customers.

To successfully complete these critical functions, the GLO relies on a strong set of support areas with expertise in areas such as:

Legal Services	Auditing	Information Technology
Financial Reporting and Management	Minerals Leasing and Energy Marketing	Contract Management
Funds Management	Budgeting	Human Resources
Communications	Procurement	Governmental Relations
Asset Management	Construction and Design	Asset Management
Surveying and Appraisal	Facilities Management	Veterans Support

IV. Gap Analysis — Anticipated Surplus or Shortage of Workers or Skills

The GLO does anticipate an employee skill shortage in fiscal years 2019-2023 in the follow areas:

- Accountants and Financial positions
- Appraisers
- Contract Specialist
- Grant Coordinators
- Information Technology positions

The Austin-Round Rock-San Marcos labor market has an unemployment rate of 3.1% (March 2018). The Texas unemployment rate for the same period was 4.1% (March 2018). This continues to lessen the available poll of qualified applicants to fully staff the agency in a reasonable time frame. Many job postings dates must be extended to recruit a robust qualified applicant pool.

Increased workload demands will be addressed by the reallocation of employees within the agency. As needed, we will optimize the use of technology and will develop more efficient work processes. The use of temporary or contract workers will provide support for specific needs such as information technology position, auditing, and grant management work.

However, the GLO will continuously monitor the needs of the agency and make adjustment to address competency and skill gaps that might occur due to staffing changes or new technological needs (for example, the implementation of CAPPS).

V. Strategy to Address Changing Workforce Needs

To address the potential gaps between the current workforce and future demands, the GLO has developed goals for the current workforce plan. These are based on a range of factors identified through analyzing the agency and its workforce.

Potential Gap I	**Employees with the competencies, skills, innovation and creativity needed to lead and motivate staff, communicate effectively, resolve conflict, and coordinate with other divisions in the agency, especially during times of change and challenges, to meet agency goals.**
Goal	To employ leaders who can effectively lead, develop, and manage their staff during times of change.
Rationale	Change Management: changes can lead to reduced productivity, morale, and loyalty, and increased conflict and turnover. The GLO needs employees who are adept at working effectively and productively during times of change. In addition, we need leaders who can both: • lead and motivate their staff, build and maintain morale, productivity, and loyalty, resolve conflict, and retain valued staff, and • identify and implement ways to be fiscally responsible, operate more efficiently, and fulfill the agency's mission.

Action Steps	• Continue to provide leadership and management professional development and training. Include other high-potential employees to prepare them for future leadership roles. • Educate senior managers on how to approach professional development and training so they will be prepared to support this program to develop their management and high potential staff. • Educate agency managers/team leaders on leadership competencies that are essential during times of change. Provide them with tools to help our leaders increase morale, loyalty, optimism, and productivity on their teams. • Provide several avenues employees may use to resolve conflict and manage stress that may result during times of change.
Potential Gap II	**Employees with the technology competencies and skills needed to develop, maintain, and fully utilize the agency's continually advancing computer systems.**
Goal	To employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future agency computer systems.
Rationale	As the agency continues to use technology to improve the efficiency and productivity of its work and its customer service, the agency will need adequate staffing of qualified information technology workers and with employees who are willing and able to learn to use new and more advanced computer systems and applications on an on-going basis. This will be especially important with upcoming ERP deployments.
Action Steps	• Recruit employees with highly technical skills to further develop and refine the information management systems. • Encourage employees to take computer training by allowing job-related courses to count toward the employees required annual training credits. • Providing options for increased online programs and services could lead to the need for staff with more web- oriented skills. • Evaluate compensation for IT staff to ensure compensation is competitive in the market and adequate to both attract and retain high-quality staff members.
Potential Gap III	**Maintaining employees with valuable institutional knowledge, expertise, and experience; employees needed to replace future retirees; and/or employees with the competencies and skills needed to fill vacancies.**
Goal	To maintain a competent and knowledgeable workforce the GLO must be able to effectively develop, recruit, and retain employees with the appropriate skills to accomplish our mission.

Rationale	Approximately 22.7 percent of the GLO workforce is estimated to be eligible to retire by the end of fiscal year 2023. Shortages of certain workers in the labor market will make filling some positions difficult, such as is presently the case for loan specialist, appraisers, certified contract specialists, grant coordinators and information technology positions. The GLO must work to retain its existing employees with valuable institutional knowledge, skills and experience. Also, we need to develop employees with the interest and ability to learn new competencies so they are prepared to progress into more advanced positions.
Action Steps	Monitor and develop the agency's need for **Succession Management** by: • Encouraging institutional knowledge and program information is retained by enhancing written procedures and cross-training of business functions and processes. • Reviewing the status of program succession management efforts as part of the Chief Clerk's annual evaluation meetings with program area Deputies. • Providing supervisors and team leaders professional development leadership training classes to help them learn the skills that will be needed should they move into management positions. Continue to reinforce previous **Employee Development** training by: • Enhancing the GLO's professional development and training program. • Providing leadership training to all levels of agency managers, as well as potential managers. • Encouraging managers to plan employee training targeted at employee skill development in areas of importance for succession management. • Encouraging managers to encourage employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments. Continue the following **Recruitment and Retention** efforts**:** • Ensure we review and make compensation decisions based on market conditions and employee performance • Market GLO positions to achieve a qualified applicant pool • Train and encourage managers to: o offer flexible schedules and telecommuting arrangements where appropriate o provide flexible and challenging work/projects for staff • Monitor turnover data, employee survey results, and exit interview feedback to identify and address any trends or issues that could be contributing to turnover