

Strategic Plan

For The Fiscal Years of 2017-2021



TEXAS GENERAL LAND OFFICE & VETERANS' LAND BOARD

GEORGE P. BUSH, COMMISSIONER AND CHAIRMAN

June 24, 2016

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

Agency Strategic Plan

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June 24, 2016

Signed: _____

George P. Bush, Land Commissioner

Approved: _____

Anne Idsal, 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.

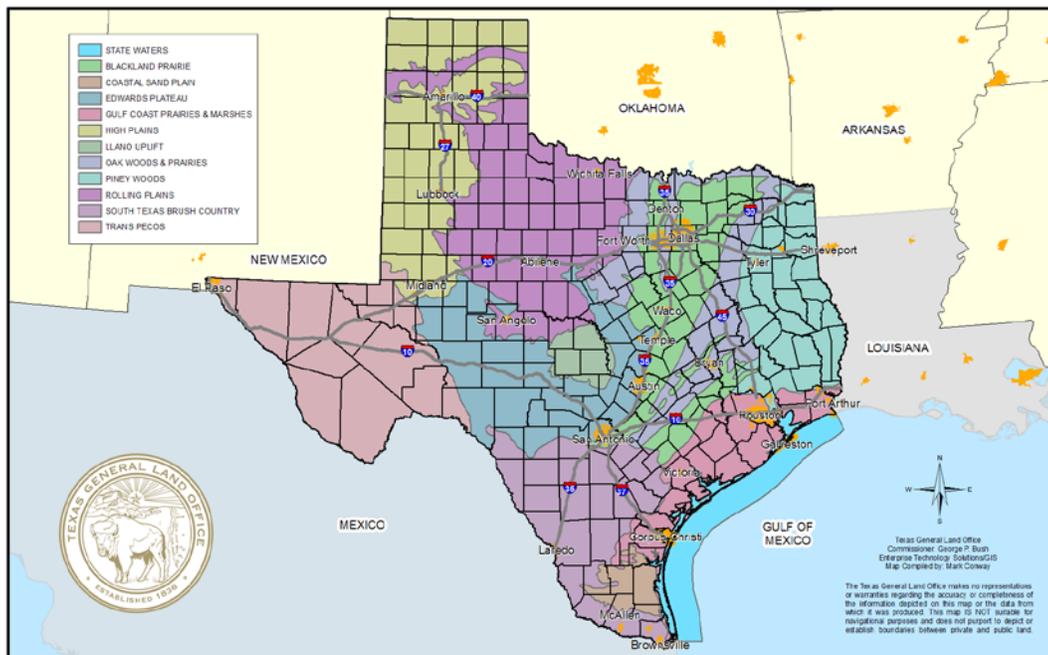
Agency Philosophy

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 by achieving the goals set forth in the state 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. 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 in order 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. 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

Provide Benefit Programs to Texas Veterans.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Educate Veterans on not only the Veteran Land Board (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. 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 Long-Term Disaster Recovery through Community Economic Development, Infrastructure, and Housing Projects.

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. 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.
3. 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.
4. 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. 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.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>16-17 General Appropriations Act, Article VI, General Land Office and Veterans' Land Board (GLO), Rider 20, Contingency Appropriation for Disaster Recovery Program: provides for 4 FTEs and \$353,846 in General Revenue per fiscal year (2016-2017) in response to a federal or state declared disaster upon receipt of approval letter from the Legislative Budget Board (LBB).</p>	<p>The FTE and budget allocations are insufficient to mobilize an effective team on the ground. Also, the General Revenue funds in this rider cannot be used unless all federal funds have been depleted. This restriction limits our ability to plan and respond to future events due to the fact that current federal funds cannot be used for future events.</p>	<p>Recommend to increase the Contingency Appropriation for Disaster Recovery Program to 10 FTEs with an appropriate increase in General Revenue funds per fiscal year. Also, recommend granting the GLO authority to access these funds independent of the availability of current federal funds.</p>	<p>The recommended 10 FTEs allows for staff to perform administrative functions in conjunction with the deployment of a team to the disaster area. In addition, the Contingency Appropriation could be reimbursed if the federal government allocates federal funds to the disaster event.</p>
<p>Texas Natural Resources Code, Sec. 61.067(d) and Texas Government Code, Sec. 572.055(c).</p>	<p>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.</p>	<p>Recommend to amend 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.</p>	<p>The Adopt-a-beach program would capitalize on fund raising opportunities for the benefit of Texas beaches.</p>
<p>Texas Natural Resources Code, Sec. 33.602, et seq.</p>	<p>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.</p>	<p>Recommend to provide 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.</p>	<p>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.</p>

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
33 U.S. Code, Sec. 2326	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.	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.	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.
Texas Natural Resource Code, Sec. 33.052 and 16 U.S. Code, Sec. 1451	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.	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.	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.

REDUNDANCIES AND IMPEDIMENTS

Service, Statute, Rule or Regulation (Provide Specific Citation if applicable)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Texas Natural Resource Code, Sec. 40.108	<p>Reduced workload costs for agency staff may be realized through an expansion of authority and mechanisms for public notification and placarding of derelict vessels. The current GLO removal process is restricted by a set of orders and hearings with the assumption that these derelict structures and vessels possess discernible value that requires a notice procedure and 20 day waiting period. Many abandoned watercrafts do not have full identification numbers and hold no intrinsic value. Allowing the GLO to securely attach a visible notice directly to these unmarked vessels stating the vessel will be removed if not claimed or removed within 10 days will expedite efforts to reduce dangerous debris and reduce workload costs.</p>	<p>DRAFT LANGUAGE “If there is no discernible registration or other identification insignia, and the derelict structure or vessel is deemed to have no intrinsic value, a peace officer or authorized public employee securely attaches to the marine debris a notice stating that the marine debris shall be removed by the public agency if not claimed or removed within 10 days.”</p> <p>The addition to the code would exist in subsection (c). We would likely add the language above to read: "or disposing of a vessel or structure, except: (1) that the commissioner may remove a vessel or structure involved in an actual or threatened unauthorized discharge of oil without a hearing. (2) If there is no discernible registration or other identification insignia, and the derelict structure or vessel is deemed to have no intrinsic value, a peace officer or authorized public employee securely attaches to the marine debris a notice stating that the structure or vessel shall be removed by the public agency if not claimed or removed within 10 days."</p>	<p>GLO Oil Spill Prevention and Response, Texas Parks and Wildlife, and local government vessel management strategies would benefit. Expediting the removal of derelict vessels decreases the possibility of the vessels being moved by forces of nature or through human contact, which can dramatically increase removal costs.</p>

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
- Number of Heavy-Duty Natural Gas Vehicles

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:

- Total Number of Interments Provided

Explanatory/Input Measures:

- Number of Interments Provided by the State Veterans Cemetery Program

Schedule A: Budget Structure

D. Goal: Community Development and Revitalization - Oversee Long-Term Disaster Recovery through Community Development, Infrastructure, and Housing Projects.

Objectives and Outcome Measures

Objective: Provide Grants for Repair and Reconstruction

Outcome Measures: N/A

Strategies and Output, Efficiency and Explanatory Measures

D.1.1. Strategy: Rebuild Housing - Rebuild or repair single- and multi-family homes in storm damaged areas.

Output Measures:

- Total Number of QA/PI Onsite Reviews Conducted - KEY
- Total Number of QA/PI Desk Reviews Conducted - KEY
- Number of Completed Housing Construction Projects

D.1.2. Strategy: Rebuild Infrastructure - Rebuild the infrastructure in storm damaged communities.

Output Measures:

- Number of Completed Non-Housing Construction Projects

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/Collection Internal databases provide a summary of the total acres in the PSF inventory and the total acres leased.		
	Calculation Methodology The total acres leased is divided by the total acres in the inventory to calculate the percentage.		
	Purpose/Importance To track the overall increase/decrease in the percentage of PSF uplands acres leased.		
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection Source of data is the internally generated management reports.		
	Calculation Methodology Divide the total annual collections from audits and lease reconciliations by the total annual mineral lease revenue.		
	Purpose/Importance To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.		
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection Internal management reports and utility tariffs.		
	Calculation 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/Importance 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 Type 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/Collection Internal management reports and external reports from contracted agent for electric service.		
	Calculation 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/Importance 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 Type Noncumulative	Target Attainment Higher
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Sale and Purchase of Real Property		

Annual Gross Rate of Return on RESFA Investments			
Outcome Measure:	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/Collection		
	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.		
	Calculation Methodology		
Time-weighted gross one-year portfolio return, without cash equivalents, as calculated by third-party performance measurement agent.			
Purpose/Importance			
To determine overall performance of measurable investment assets employed and in production.			
New Measure	Calculation Type	Target Attainment	
No	Noncumulative	Higher	
5-Year Average Annual Gross return of RESFA Investments			
Outcome Measure:	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/Collection			
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.			

	<p>Calculation Methodology</p> <p>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.</p>		
	<p>Purpose/Importance</p> <p>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.</p>		
	<p>New Measure</p> <p>No</p>	<p>Calculation Type</p> <p>Noncumulative</p>	<p>Target Attainment</p> <p>Higher</p>
<p>Goal:</p>	<p>Protect the Environment, Promote Wise Resource Use, and Create Jobs</p>		
<p>Objective:</p>	<p>Protect and Maintain Texas' Coastal and Natural Resources</p>		
<p>Outcome Measure:</p>	<p style="text-align: center;">Percent of Shorelines Maintained, Protected, Restored</p> <p>Definition</p> <p>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 legally 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.</p> <p>Data limitations</p> <p>The level of state appropriations obligated for the CEPRA program. Targets should be set using the formulas shown in the Method of Calculation.</p> <p>Data Source/Collection</p> <p>Information collected generally by the Bureau of Economic Geology (BEG) and specific information collected for the implementation of each erosion project.</p>		

	<p>Calculation 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.</p> <p>Purpose/Importance Provides to the legislature how much progress is being made in remedying shoreline erosion and represents a good planning and decision-making tool.</p> <table border="1" data-bbox="331 709 1471 800"> <thead> <tr> <th data-bbox="331 709 711 751">New Measure</th> <th data-bbox="711 709 1092 751">Calculation Type</th> <th data-bbox="1092 709 1471 751">Target Attainment</th> </tr> </thead> <tbody> <tr> <td data-bbox="331 751 711 800">No</td> <td data-bbox="711 751 1092 800">Noncumulative</td> <td data-bbox="1092 751 1471 800">Higher</td> </tr> </tbody> </table>			New Measure	Calculation Type	Target Attainment	No	Noncumulative	Higher
New Measure	Calculation Type	Target Attainment							
No	Noncumulative	Higher							
Outcome Measure:	Percent of Non-CEPRA Funds Leveraged								
	<p>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).</p>								
	<p>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).</p>								
	<p>Data Source/Collection PCAs outlining the amount of non-CEPRA funds matched to state appropriated CEPRA funds obligated to specific CEPRA projects.</p>								
	<p>Calculation 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 under executed PCAs. The denominator for this measure indicates the amount of CEPRA state-appropriated funds committed to approved CEPRA projects as obligated under PCAs.</p>								
	<p>Purpose/Importance 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.</p>								
	<table border="1" data-bbox="331 1766 1471 1854"> <thead> <tr> <th data-bbox="331 1766 711 1808">New Measure</th> <th data-bbox="711 1766 1092 1808">Calculation Type</th> <th data-bbox="1092 1766 1471 1808">Target Attainment</th> </tr> </thead> <tbody> <tr> <td data-bbox="331 1808 711 1854">No</td> <td data-bbox="711 1808 1092 1854">Noncumulative</td> <td data-bbox="1092 1808 1471 1854">Higher</td> </tr> </tbody> </table>			New Measure	Calculation Type	Target Attainment	No	Noncumulative	Higher
New Measure	Calculation Type	Target Attainment							
No	Noncumulative	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/Collection Commercial Laboratories/universities/local governments conduct water collecting and testing and report all Enterococcus bacteria testing results.		
	Calculation 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/Importance 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	Calculation Type	Target Attainment
No	Noncumulative	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/Collection 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.		
	Calculation 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/Importance 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 Yes	Calculation Type 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/Collection Program loan servicers database		
	Calculation 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/Importance To maintain a low percentage of forfeited land loans.		
		New Measure No	Calculation Type Noncumulative
Goal:	Establish and carry out policies governing purchasing and service contracts		
Objective:	Assist Historically Underutilized Businesses to receive state contracts		
Outcome Measure:	Percent of Total Dollar Value of Commodity and Service Contracts Awarded to HUBs		
	Definition The percentage of total dollars of contracts awarded to HUBs in the six procurement categories: heavy construction other than building contracts, building construction including general contractors and operative builders contracts, special trade construction contracts, professional services contracts, other services contracts, and commodities contracts.		
	Data limitations Data is from an expenditure report and is not all from one source. Other data, i.e. procurement card payments, subcontracting, etc. are collected and reported through alternate means.		
	Data Source/Collection Report is obtained from the agency's in-house HUB report. Data for this report is collected primarily from USAS and Texas Building and Procurement Commission's vendor database.		

	Calculation Methodology		
	The percentage is obtained by dividing the HUB expenditures by all expenditures. This percentage is automatically calculated on the report.		
	Purpose/Importance		
	This measure addresses the extent to which the agency abides with the Commission's policy of encouraging the use of HUBs in state procurement based on Disparity Study findings.		
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection		
	Utilizing GLO base and Microsoft access applications.		
	Calculation Methodology		
	Using GLO databases and Microsoft Access, appropriate queries are set up to derive the number of active or producing leases.		
	Purpose/Importance		
	To evaluate leasing policies and the marketplace.		
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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.		

	<p>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.</p>		
	<p>Data Source/Collection The data is collected from internal reports.</p>		
	<p>Calculation Methodology Summation of the numbers contained in the internal reports.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Number of Mineral Lease Documents Processed		
	<p>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.</p>		
	<p>Data limitations None</p>		
	<p>Data Source/Collection 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.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>

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/Collection 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.		
	Calculation Methodology Summation of the annual detections from audits of federal and mineral leases and from the revenue detections (billing invoices).		
	Purpose/Importance 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 Type 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/Collection 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).		
	Calculation Methodology Program expenditures are divided by the annual mineral lease revenue.		
	Purpose/Importance To measure the cost effectiveness of our management of state leases.		
	New Measure No	Calculation Type Noncumulative	Target Attainment Lower
Efficiency	Average Management Cost Per Mineral Lease		

Measure:	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/Collection		
	Expenditures are derived from the agency's Sage MIP Accounting system.		
Calculation Methodology			
Expenditures divided by the number of active leases managed equals the average management cost per mineral lease.			
Purpose/Importance			
To measure the cost effectiveness of each lease.			
New Measure	Calculation Type	Target Attainment	
No	Noncumulative	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/Collection		
	Sources of data are internally generated from the program area's information system and Sage MIP Accounting system.		
	Calculation Methodology		
Divide total annual reconciliation revenue detections by number of auditors/account examiners.			
Purpose/Importance			
To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.			
New Measure	Calculation Type	Target Attainment	
No	Noncumulative	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/Collection Source of data is from the agency's financial Sage MIP Accounting system.		
	Calculation Methodology Divide total program costs by total detected revenue.		
	Purpose/Importance 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 Type 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/Collection 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).		
	Calculation 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/Importance To indicate the amount of revenue paid by companies that lease state minerals.		
		New Measure No	Calculation Type Noncumulative
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/Collection Source of data is the agency's Sage MIP Accounting system.		

	<p>Calculation Methodology Sum of the total audit/lease reconciliation revenue collected, including related collection efforts by Legal Services.</p>		
	<p>Purpose/Importance To collect revenue due from the lease of State-owned lands and to assess State lands' revenue potential from mineral production.</p>		
	<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Higher</p>
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/Collection		
	Internal management reports, external transportation and storage reports, and external imbalance statements.		
	Calculation 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/Importance			
Intended to show total dispositions further segregated into revenue and expense categories.			
	<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Higher</p>
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.		

	<p>Data Source/Collection 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.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Number of Acres Evaluated for Renewable Energy Development Projects		
	<p>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.</p>		
	<p>Data limitations None</p>		
	<p>Data Source/Collection 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.</p>		
	<p>Calculation Methodology Using documentation from requests, count all acres evaluated during the quarter.</p>		
	<p>Purpose/Importance Provides for another source of highest and best use of our state lands and aids in maximizing revenue to the Permanent School Fund.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	PSF Revenue from Renewable Energy Development Projects		
	<p>Definition Revenue generated from the leases associated with renewable energy projects.</p>		
	<p>Data limitations The lessee capturing and reporting the information correctly.</p>		

	Data Source/Collection GLO internal monthly and quarterly management reports of renewable energy revenue.		
	Calculation Methodology Summation of revenue reported by lessees of renewable energy.		
	Purpose/Importance 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 Type Cumulative	Target Attainment Higher
Output Measure:	Number of Heavy Duty Natural Gas Vehicles		
	Definition Estimated number of heavy-duty natural gas vehicles with a gross vehicle weight rating (GVWR) of 8,500 pounds or more.		
	Data limitations Inherent risks of obtaining information that is either not current or inaccurate.		
	Data Source/Collection Annual estimate of heavy-duty natural gas vehicles, based on data collected from Alternative Fuels Data Center, supplemented by a GLO survey of data from public and private sources, including the Comptrollers Office, Clean Cities coordinators around the state, natural gas fuel providers, the Texas Building and Procurement Commission and Energy Information Administration (EIF).		
	Calculation Methodology Aggregation of data collected from the sources noted above.		
	Purpose/Importance This measure aids in ascertaining whether the use of natural gas vehicles is increasing, decreasing or stagnating. It will help chart the impact of the other performance measures.		
		New Measure No	Calculation Type Noncumulative
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/Collection Internal management reports and program expenditures.		

	Calculation 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/Importance		
	Reflects the net margin of the program, on a percentage basis.		
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection		
	Internal management reports.		
	Calculation Methodology		
Amount of in-kind oil, gas, revenue enhancement plus enhancement divided by total annual Energy Resources royalty revenue from mineral leases.			
Purpose/Importance			
This calculation will reflect what portion of total oil and gas revenues are attributable to the State Energy Marketing Program.			
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection		
	The data is collected from internal reports.		
	Calculation Methodology		
Summation of the numbers of contracts executed.			
Purpose/Importance			
To measure the actual number of customers actually taking advantage of the savings offered.			
	New Measure	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection Internal database tracks the consideration received for each instrument.		
	Calculation Methodology Sum of all payments received during each quarter.		
	Purpose/Importance To determine the revenue generated from uplands leasing and easement activities.		
	New Measure No	Calculation Type 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/Collection Internal database tracks the total number active uplands leases and easements.		
	Calculation Methodology The total number reflects all active instruments in the PSF inventory at the time the report is generated each quarter.		
	Purpose/Importance To track the overall increase/decrease in the number of active upland leases and easements managed.		
	New Measure No	Calculation Type 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/Collection Internal database provides a summary of the total acres of PSF upland property leased.		
	Calculation Methodology The numbers used for calculations reflect average acreage in the inventory at the time the reports are generated each quarter.		
	Purpose/Importance To track the overall increase/decrease in the total acres of upland property leased.		
	New Measure No	Calculation Type 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/Collection Tracked through the monthly summary of Uplands activities.		
	Calculation Methodology Utilize internal reports to track inspections reported by Uplands staff. Total number of inspections done during each quarter.		
	Purpose/Importance Track number of inspections completed and relationship of inspections performed to leases issued.		
	New Measure No	Calculation Type 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/Collection		
	Internal automated database is maintained on the number of instruments by instrument type.		
	Calculation Methodology		
	Counting the total number of active coastal instruments each quarter utilizing automated database.		
	Purpose/Importance		
	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	Calculation Type	Target Attainment
	No	Noncumulative	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/Collection		
	Revenues from coastal leases are tracked by an automated information system.		
	Calculation Methodology		
Adding all revenue received during each quarter generated by coastal instruments.			
Purpose/Importance			
To determine amount of revenue received from coastal instruments. Data is used to assess increase/decrease in revenue activity.			
	New Measure	Calculation Type	Target Attainment
	No	Cumulative	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/Collection		
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.			
Calculation Methodology			
Determined by dividing program expenditures allocated to management of Uplands and Coastal instruments by the total revenue generated from these instruments.			

	Purpose/Importance 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 Type Noncumulative	Target Attainment Lower
Explanatory Measure:	Dollar Amount of Surface Damage Fee Assessments Collected		
	Definition A Surface Damage Fee is collected from permittees, 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/Collection The data is collected from internal reports.		
	Calculation Methodology Summation of the dollar amounts contained in the internal reports.		
	Purpose/Importance 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 Type Noncumulative
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/Collection An internal database is used to store, sort, report, and retrieve evaluation reporting data.		

	<p>Calculation 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.</p>		
	<p>Purpose/Importance To measure, track, and assess progress of evaluations.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Efficiency Measure:	Disposition Transactions, Percent of Fair Market Value		
	<p>Definition This measure reflects the extent to which PSFS dispositions exceed fair market value (FMV) by reflecting the disposition prices as a percentage of the FMV for all dispositions during the period.</p>		
	<p>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.</p>		
	<p>Data Source/Collection The Agency Lease and Asset Management Operations (ALAMO) system provides a summary of disposition price and FMV for each disposition.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance To measure the managerial efficiency and/or agency achievement with regard to negotiating disposition prices that exceed FMV.</p>		
		<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>
Efficiency Measure:	Acquisition Transactions, Percent of Fair Market Value		
	<p>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.</p>		
	<p>Data limitations Data derived from the database must be verified by reviewing acquisition documents due to data entry lag times.</p>		
	<p>Data Source/Collection The Agency Lease and Asset Management Operations (ALAMO) system provides a summary of acquisition prices and FMV for each acquisition.</p>		

	<p>Calculation 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.</p>		
	<p>Purpose/Importance To measure the managerial efficiency and/or agency achievement with regard to negotiating acquisition prices below FMV.</p>		
	<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Lower</p>
Explanatory Measure:	Percent receipts Released to SBOE/TEA		
	<p>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.</p>		
	<p>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.</p>		
	<p>Data Source/Collection Data will be extracted from GLO accounting records and external performance measurement reports.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance The Purpose/Importance 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.</p>		
		<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>
Goal:	Enhance State Assets and Revenues by Managing State-owned Lands		
Objective:	Alamo Complex		
Strategy:	Alamo Complex		
Output Measure:	Number of Alamo Shrine Visitors		
	<p>Definition Captures the number of individuals that visit the Alamo Shrine.</p>		
	<p>Data limitations An individual that does not enter the Shrine is not counted. Likewise, an individual that leaves the Shrine and enters again will be counted twice.</p>		

	Data Source/Collection		
	Data is captured using a system called Flonomics. A camera is used to count individuals entering the Shrine each day. A daily report is generated from the system and stored in a permanent file on the Alamo servers. A copy is also stored on the Flonomics' servers.		
	Calculation Methodology		
	All individuals entering the Shrine will be counted using the Flonomics system.		
	Purpose/Importance		
	To know how many people visit the Alamo Shrine. The number of visitors impacts all operational areas of Alamo operations – maintenance, utilities, horticultural, administration, and education.		
	New Measure	Calculation Type	Target Attainment
	No	Cumulative	Higher
Output Measure:	Number of Alamo Gift Shop Visitors		
	Definition		
	Captures the number of individuals that enter the Gift Shop		
	Data limitations		
	An individual that leaves the gift shop and enters again will be counted twice.		
	Data Source/Collection		
	Data is captured using a system called Flonomics. A camera is used to count individuals entering the Gift Shop each day. A daily report is generated from the system and stored in a permanent file on the Alamo servers. A copy is also stored on the Flonomics' servers.		
	Calculation Methodology		
All individuals entering the Gift Shop will be counted using the Flonomics system.			
Purpose/Importance			
To know how many people visit the Gift Shop. The number of visitors impacts all operational areas of Alamo operations – maintenance, utilities, horticultural, administration, and education. Gift shop revenue accounts for the majority of revenue that supports the operations at the Alamo Complex.			
	New Measure	Calculation Type	Target Attainment
	No	Cumulative	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/Collection			
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.			

	<p>Calculation Methodology Total Alamo Gift Shop Revenue received from the third party contractor.</p>			
	<p>Purpose/Importance 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.</p>			
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>	
Efficiency Measure:	Alamo Operational Costs per Visitor			
	<p>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 the total number of visitors at the Alamo Complex.</p>			
	<p>Data limitations An exact count of total visitors to the Alamo Complex is not possible given the public's free access to the complex via multiple points of entry.</p>			
	<p>Data Source/Collection All expense data from Alamo operations is captured in the accounting system monthly. Operational costs are all expenses of running the Alamo Complex. There are consistently more visitors to the Gift Shop than the Shrine. Therefore, the Number of Gift Shop Visitors is more representative of the number of visitors to the Alamo Complex.</p>			
	<p>Calculation Methodology The ratio of operational costs to number of visitors is calculated by dividing the total cost of operations by the total number of visitors to the Alamo Complex.</p>			
	<p>Purpose/Importance Provides the Legislature with an understanding of how the costs to operate the Alamo Complex correlate to the number of visitors.</p>			
		<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Lower</p>
Efficiency Measure:	Alamo Net Revenue Per Visitor			
	<p>Definition Measures the amount of revenue generated by the Alamo Complex for each visitor. This is expressed as a ratio of the net revenue to the total number of visitors at the Alamo Complex.</p>			
	<p>Data limitations An exact count of total visitors to the Alamo Complex is not possible given the public's free access to the complex via multiple points of entry.</p>			
	<p>Data Source/Collection The data used will be the Alamo Net Revenue (includes donations, vending, rental, tours) and number of visitors.</p>			

	Calculation Methodology The ratio of Alamo Net revenue to the number of visitors is calculated by dividing the Alamo Net revenue by the total number of visitors.		
	Purpose/Importance This measure provides the Legislature with net revenue generated from each visitor to the Alamo Complex.		
	New Measure No	Calculation Type 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/Collection Database maintained by PSC staff.		
	Calculation Methodology Using an internal database, report quarterly the total number of joint permit application forms processed by the PSC.		
	Purpose/Importance 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 Type 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/Collection CMP grant database.		

Calculation Methodology		
The team efforts enumerated above within the definition are tracked and aggregated on a quarterly basis for reporting Purpose/Importances.		
Purpose/Importance		
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	Calculation Type	Target Attainment
No	Cumulative	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 permittee provides insufficient data to make determinations regarding the potential impacts to our natural resources. When this occurs, the permittee 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/Collection		
	Database of permit applications from the Corps of Engineers and other federal agencies.		
	Calculation Methodology		
Quarterly summation of reviews conducted.			
Purpose/Importance			
To track certifications and determinations for federal agency projects on the Texas coast.			
New Measure	Calculation Type	Target Attainment	
No	Cumulative	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/Collection			
Database of information is maintained regarding all volunteers and recruitment efforts.			
Calculation Methodology			
Aggregating the number of volunteers from data sheets maintained at each cleanup effort.			

	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Trash Collected by Volunteers		
	<p>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.</p>		
	<p>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.</p>		
	<p>Data Source/Collection Texas General Land Office Adopt-A-Beach local volunteer coordinator worksheets that document the amount of trash removed during the cleanup.</p>		
	<p>Calculation 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/Collection.</p>		
	<p>Purpose/Importance The Purpose/Importance 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.</p>		
		<p>New Measure No</p>	<p>Calculation Type Cumulative</p>
Output Measure:	Number of Beach Water Samples Collected		
	<p>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.</p>		

	<p>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.</p>		
	<p>Data Source/Collection Commercial Laboratories/universities/local governments conduct water collecting and testing and report all Enterococcus bacteria testing results.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
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		
	<p>Definition Miles of coastal shoreline re-nourished, restored or maintained through the coastal erosion initiatives.</p>		
	<p>Data limitations Monitoring for the proper construction in one facet of CEPRA projects, but on-going monitoring to measure the anticipated results will also be an integral part of reviewing the success of this program.</p>		
	<p>Data Source/Collection Monitoring the design and engineering plans.</p>		

	<p>Calculation Methodology</p> <p>The number of miles restored is reasonably measurable through construction project plans and specifications and verified via monitoring:</p> <p>1) A 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.</p> <p>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.</p> <p>The basic formula should be: $[(\\$CEPRA) \times (3.0 \text{ leverage factor})] \div (\\$1.5 \text{ M/mile avg. cost}) = \# \text{ 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) \times (3.0)] \div \\$1.5 \text{ M/mile} = 20 \text{ miles}$ as the biennial target.</p>		
	<p>Purpose/Importance</p> <p>The Coastal Erosion Planning and Response Act (CEPRA) is significant in providing for protecting our public beaches, public infrastructure and private property. It will also save millions in future public funds for post-storm cleanup and recovery.</p>		
	<p>New Measure</p> <p>No</p>	<p>Calculation Type</p> <p>Cumulative</p>	<p>Target Attainment</p> <p>Higher</p>
<p>Explanatory Measure:</p>	<p align="center">Cost/Benefit Ratio for Coastal Erosion Planning and Response Act Projects</p>		
	<p>Definition</p> <p>Benefit/Cost Ratio for CEPRA Projects</p>		
	<p>Data limitations</p> <p>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.</p>		
	<p>Data Source/Collection</p> <p>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 Bureau of Economic Geology 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.</p>		

<p>Calculation Methodology</p> <p>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.</p>			
<p>Purpose/Importance</p> <p>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.</p>			
<p>New Measure</p> <p>No</p>		<p>Calculation Type</p> <p>Noncumulative</p>	<p>Target Attainment</p> <p>Higher</p>
<p>Goal:</p>	<p>Protect the Environment, Promote Wise Resource Use, and Create Jobs</p>		
<p>Objective:</p>	<p>Prevent and Respond to Oil Spills</p>		
<p>Strategy:</p>	<p>Oil Spill Response</p>		
<p>Output Measure:</p>	<p>Number of Oil Spill Responses</p>		
	<p>Definition</p> <p>This number includes GLO physical responses to reported spills that occur on or threaten coastal waters.</p>		
	<p>Data limitations</p> <p>There are many factors beyond the agency’s control which affect the number of reported spills.</p>		
	<p>Data Source/Collection</p> <p>The program area's Main Oil Spill Application (MOSA).</p>		
	<p>Calculation Methodology</p> <p>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.</p>		
	<p>Purpose/Importance</p> <p>This measure provides an indication of the program’s spill response activity. as required by OSPRA 40.004(a).</p>		
<p>New Measure</p> <p>No</p>		<p>Calculation Type</p> <p>Cumulative</p>	<p>Target Attainment</p> <p>Lower</p>

Number of Incident Calls Reported to the Emergency Reporting System			
Explanatory Measure:	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/Collection		
	The Program Area's 1-800 Database		
	Calculation Methodology		
All incoming calls to the 1-800-832-8224 emergency reporting line are entered into the database and tallied every quarter.			
Purpose/Importance			
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	Calculation Type	Target Attainment	
No	Noncumulative	Lower	

Total Amount of Oil Spill Response Program Costs Recovered			
Explanatory Measure:	Definition		
	Total monies recovered to the Coastal Protection Fund through fines, penalties, response cost reimbursements, facility certification fees, and National Pollution Funds Center reimbursements.		
	Data limitations		
	None		
	Data Source/Collection		
	The Agency's Abila MIP accounting system.		
	Calculation 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/Importance			
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	Calculation Type	Target Attainment	
No	Noncumulative	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/Collection The program area's Compliance Database.	
	Calculation 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/Importance 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 Type 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/Collection The program area's Compliance Database.	

	<p>Calculation Methodology</p> <p>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.</p>		
	<p>Purpose/Importance</p> <p>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.</p>		
	<p>New Measure</p> <p>No</p>	<p>Calculation Type</p> <p>Cumulative</p>	<p>Target Attainment</p> <p>Higher</p>
Output Measure:	Number of Oil Spill Related Patrols		
	<p>Definition</p> <p>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.</p>		
	<p>Data limitations</p> <p>None</p>		
	<p>Data Source/Collection</p> <p>The program area's Compliance Database.</p>		
	<p>Calculation Methodology</p> <p>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,</p>		
	<p>Purpose/Importance</p> <p>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.</p>		
	<p>New Measure</p> <p>No</p>	<p>Calculation Type</p> <p>Cumulative</p>	<p>Target Attainment</p> <p>Higher</p>
Output	Number of Derelict Vessels Removed from Texas Coastal Waters		

Measure:	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/Collection		
	DVS/ An internal database for vessels identified as derelict and subject to removal.		
	Calculation 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/Importance			
Relating to the removal and disposal of certain vessels and structures in Texas coastal waters.			
New Measure	Calculation Type	Target Attainment	
Yes	Cumulative	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/Collection		
	The Program Area's Compliance Database.		
	Calculation 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/Importance			
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	Calculation Type	Target Attainment	
No	Noncumulative	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/Collection DVS - The internal database for vessels identified as derelict and subject to removal.		
	Calculation 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/Importance 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 Type 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/Collection 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.		
	Calculation 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/Importance 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 Yes	Calculation Type Cumulative	Target Attainment Higher
Output	Dollar Value of VLB Housing Loans Purchased from Participating Lenders		

Measure:	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/Collection		
	Program Loan Administrator database.		
	Calculation 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/Importance			
To measure the outcome of the VLB goal to meet the demand for eligible veterans home loans.			
New Measure	Calculation Type	Target Attainment	
No	Cumulative	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/Collection		
	VLB Mortgage Builder database.		
	Calculation 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/Importance			
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	Calculation Type	Target Attainment	
No	Cumulative	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.			

	<p>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.</p>		
	<p>Data Source/Collection VLB Mortgage Builder database.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Number of VLB Housing Loans Purchased from Participating Lenders		
	<p>Definition This measure reflects the total number of housing program loans purchased from participating lenders by the VLB contracted program administrator.</p>		
	<p>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.</p>		
	<p>Data Source/Collection Program Loan Administrator database.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance To measure the outcome of the VLB goal to meet the demand for eligible veterans home loans.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Number of Land & Home Improvement Pre-Applications Received by the Veterans' Land Board (VLB)		
	<p>Definition This measure reflects the number of Land and Home Improvement applications received by the TVLB Communications, Outreach and Marketing Team of the VLB.</p>		
	<p>Data limitations None</p>		

	<p>Data Source/Collection</p> <p>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.</p>		
	<p>Calculation Methodology</p> <p>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.</p>		
	<p>Purpose/Importance</p> <p>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.</p>		
	<p>New Measure</p> <p>Yes</p>	<p>Calculation Type</p> <p>Cumulative</p>	<p>Target Attainment</p> <p>Higher</p>
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/Collection		
	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.		
	Calculation 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/Importance			
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.			
	<p>New Measure</p> <p>No</p>	<p>Calculation Type</p> <p>Noncumulative</p>	<p>Target Attainment</p> <p>Higher</p>
Efficiency	Percent of Delinquent Loans in Portfolio		

Measure:	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/Collection For Purpose/Importance 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.		
	Calculation 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/Importance 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 Type 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/Collection 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.		

	<p>Calculation 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.</p>		
	<p>Purpose/Importance To ensure the stability of all loan programs, the percentage of all properties in foreclosure is carefully monitored.</p>		
	<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Lower</p>
Efficiency Measure:	Average Number of Processing Days for VLB Land Program Loans		
	<p>Definition This measure reflects the cumulative average processing days between receipt of buyer/seller land contracts to the date of funding.</p>		
	<p>Data limitations None</p>		
	<p>Data Source/Collection VLB Mortgage Builder database.</p>		
	<p>Calculation 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.</p>		
	<p>Purpose/Importance To maintain a processing time goal of 30-days or less from receipt of buyer/seller land contracts to the date of funding.</p>		
		<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>
Efficiency Measure:	Average Number Loans with Loss Mitigation Services per Specialist		
	<p>Definition This measure reflects the average number of land loan accounts each Loss Mitigation staff handles.</p>		
	<p>Data limitations None</p>		
	<p>Data Source/Collection 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.</p>		

	<p>Calculation 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.</p>		
	<p>Purpose/Importance 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.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
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/Collection		
	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.		
	Calculation 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/Importance		
	The Purpose/Importance of the measure is to track the number of active land loans serviced by DMI.		
	<p>New Measure No</p>	<p>Calculation Type Noncumulative</p>	<p>Target Attainment Higher</p>
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/Collection Daily census reports are provided to the Veterans Land Board by the operators of the Texas State Veterans Homes.		
	Calculation 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/Importance The Purpose/Importance 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	Calculation Type	Target Attainment	
No	Noncumulative	Higher	
Goal:	Provide Benefit Programs to Texas Veterans		
Objective:	Veterans' Benefit Programs		
Strategy:	State Veterans' Cemeteries		
Output Measure:	Total Number of Interments Provided		
	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/Collection The contract operator of each cemetery maintains interment activity data regarding interment of Veterans and their families.		
	Calculation 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/Importance 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 Yes	Calculation Type 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/Collection The contract operator of each cemetery maintains daily burial sheets regarding interments of veterans and dependents.		
	Calculation 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/Importance 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 Type Noncumulative
Goal:	Oversee Long-Term Disaster Recovery thru Community Development, Infrastructure, and Housing Projects		
Objective:	Provide Grants for Repair and Reconstruction		
Strategy:	Rebuild or repair Damaged Homes		
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/Collection The data is gathered from information maintained by the Community Development and Revitalization department.			
	Calculation Methodology The number reported is the actual number of compliance areas reviewed.			
	Purpose/Importance The measure meets statutory and agency requirements			
	New Measure Yes	Calculation Type 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/Collection The data is gathered by program from Department databases			
	Calculation Methodology The number reported is the actual number of compliance areas reviewed.			
	Purpose/Importance The measure meets statutory and agency requirements.			
		New Measure Yes	Calculation Type Cumulative	Target Attainment Higher
Output Measure:	Number of Completed Housing Construction Projects			
	Definition Number housing construction projects in which all grant funded construction activities have been completed.			
	Data limitations No limitations.			
	Data Source/Collection The data is gathered from information maintained by the Community Development and Revitalization Program.			
	Calculation Methodology The project is closed when all construction activities have been inspected and closed by the local authorities, reported to the GLO, and all funds expended to the grantee by the GLO.			

	Purpose/Importance This measure is a pertinent performance measure to evaluate the GLO on the CDBG housing program.		
	New Measure No	Calculation Type Cumulative	Target Attainment Higher
Goal:	Oversee Long-Term Disaster Recovery thru Community Economic Development and Housing Projects		
Objective:	Provide Grants for Repair and Reconstruction		
Strategy:	Rebuild Infrastructure		
Output Measure:	Number of Completed Non-Housing Construction Projects		
	Definition Number of non-housing construction projects in which all grant funded construction activities have been completed.		
	Data limitations No limitations.		
	Data Source/Collection The data is gathered from information maintained by the Community Development and Revitalization Program.		
	Calculation Methodology The project is closed when all construction activities have been inspected and closed by the local authorities, and reported to the GLO.		
	Purpose/Importance This measure is a pertinent performance measure to evaluate the GLO on the CDBG non-housing program.		
	New Measure No	Calculation Type Cumulative	Target Attainment Higher
Goal:	Establish and carry out policies governing purchasing and service contracts		
Objective:	Assist Historically Underutilized Businesses to receive state contracts		
Strategy:	Increase the use of Historically Underutilized Businesses through purchasing and service contracts		
Output Measure:	Number of HUB Contacted for Bid Proposals		
	Definition The number of HUB contacted (via telephone or formal written bid) for bids and/or proposals for acquisition of goods, services, and public utility contracts.		

	<p>Data limitations The VCID is a separate database from the main purchasing system. The degree of accuracy is dependent upon the information for each affected contract being entered into two separate systems.</p>		
	<p>Data Source/Collection Procurement staff members enter into the agency’s Vendor Contact Information Database (VCID) all vendors contacted for goods, services, and public utility contracts.</p>		
	<p>Calculation Methodology The report generated shows the number of HUBs contacted for bids and/or proposals by gender and ethnicity for any specified reporting period.</p>		
	<p>Purpose/Importance This measure addresses the extent to which the agency makes a good faith effort to provide economic opportunities to HUBs in contracting for state government contracts by contracting directly with the HUB. The agency abides with the Commission’s policy of ensuring that HUBs are included in each procurement opportunity.</p>		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output Measure:	Number of HUB Contracts Awarded		
	Definition The number of HUB awards for goods, services, and public utility contracts.		
	Data limitations The accuracy of the report generated is dependent upon the accuracy of ethnicity/gender type entered into REPERS for each requisition.		
	Data Source/Collection Procurement staff members enter into the agency’s Requisitioning, Encumbrance, Purchasing, Expenditure, Reporting System (REPERS) the gender and ethnicity of the vendor for each requisition award.		
	Calculation Methodology The report generated shows the number of HUB awards by ethnicity and gender for selected purchasing (goods, services and public utility) contracts for any specified reporting period.		
	Purpose/Importance This measure addresses the extent to which the agency assists HUBs in receiving contract awards through its efforts to participate in outreach programs in order to increase economic opportunities in state purchasing for HUBs.		
	<p>New Measure No</p>	<p>Calculation Type Cumulative</p>	<p>Target Attainment Higher</p>
Output	Dollar Value of HUB Contracts Awarded		

Measure:	Definition		
	The total dollar amount of contracts awarded to HUBs in the six procurement categories: heavy construction other than building contracts, building construction including general contractors and operative builders contracts, special trade construction contracts, professional services contracts, other services contracts, and commodities contracts.		
	Data limitations		
	Data is from an expenditure report and is not all from one source. Other data, i.e. procurement card payments, subcontracting, etc. are collected and reported through alternate means.		
	Data Source/Collection		
	Report is obtained from the agency's in-house HUB report. Data for this system is collected primarily from USAS and Texas Building and Procurement Commission's vendor database.		
Calculation Methodology			
The report generated shows the total HUB expenditures for any reporting period.			
Purpose/Importance			
This measure addresses the extent to which the agency makes a good faith effort to assist HUBs in receiving awards.			
New Measure	Calculation Type	Target Attainment	
No	Cumulative	Higher	

Schedule C: Historically Underutilized Business Plan

In accordance with the Instructions for Preparing and Submitting Agency Strategic Plans Fiscal Years 2017-2021, the Texas General Land Office and Veterans' Land Board has chosen to satisfy the requirement of this Schedule C by including a copy of the HUB report completed pursuant to the Eighty-fourth Legislature, General Appropriations Act, 2016-2017 Biennium, Article IX, Section 7.07. See report below.

Texas General Land Office Historically Underutilized Business Plan Fiscal Year 2016

The Texas General Land Office (GLO) is respectfully submitting its Historically Underutilized Business (HUB) information required to comply with the reporting requirements of Article IX, Sec. 7.06 and 7.07.

- HUB Assessment Reports for FY14 and FY15 (Attachments A and B, respectfully, to this Schedule C)
- Texas General Land Office HUB Strategic Plan demonstrates and maintains future compliance with Texas Government Code § 2161.123, and outlining the agency's good faith efforts to meet or exceed the agency-specific HUB goals, increasing the use of HUB businesses in the agency's procurement.

Texas General Land Office Mission

The General Land Office provides minority, women and service disabled veteran-owned businesses with equal business opportunities in state contracting. The GLO bases its HUB goals on its unique missions and on the State of Texas Disparity Study. Government Code §2161.002 (c).

Texas General Land Office Commitment

As defined by the Texas Government Code, Title 10, Subtitle 10, Chapter 2161, subchapter A, the GLO is committed to making a good faith effort to increase contracting and purchasing opportunities in state procurement with Historically Underutilized Business (HUBS).

The GLO continues our commitment through the following efforts:

Outreach

- Provide training and assistance to vendors on how to properly complete HUB Subcontracting Plans (HSP). This includes attending pre-solicitation conferences to review the HSP requirements. The Pre-solicitation conference sign-in sheet is posted on the ESBD so that interested HUB subcontractors are able to contact those in attendance.
- Encourage vendors that are HUB eligible to become HUB certified, and remind HUBs to re-certify.
- Monitor current Mentor-Protégé teams as well as form new Mentor-Protégé teams.
- Attend state agency sponsored HUB vendor forums, business opportunity conferences across the state in order to educate HUBs on the agency's mission related contracting

opportunities. Annually sponsor or co-sponsor a HUB vendor forum. This is an opportunity to recruit qualified minority owned vendors

- Attend HUB discussion workshop meetings and trainings, using this information to educate agency staff.

Forums

- Host and/or co-host annual economic opportunity forums.
- Participate in economic opportunity forums to recruit additional HUBs

In reach

- Perform research regarding potential HUB vendors and serve as a liaison between agency program areas and vendors.
- Arrange a HUB presentation for HUBs wishing to introduce themselves to the agency.
- Promote and monitor the Mentor/Protégé Program and strive to add additional teams.
- Develop and maintain HUB brochure regarding the agency's procurement and HUB program for distribution at economic opportunity forums.
- The Centralized Master Bidder's List (CMBL) and HUB Directory will continually be referenced and researched to encourage the agency's HUB participation of qualified HUBs to participate in agency needs.
- Provide HUB policy and procedures, amend as needed.
- Identify subcontracting opportunities in bid documents and provide HUB/CMBL subcontractor search list that may be helpful in providing goods and services required for each project.

Training

- Provide training to internal purchasers, program areas and project managers on HUB statutes.
- Attend pre-bid solicitation presentations and provide subcontracting instructions.
- Train and assist minority, women and service disabled veterans owned businesses in acquiring HUB certification.

Reporting

- Collecting and maintaining supporting documentation for supplemental reports.
- Collecting and maintaining monthly progress reports for all prime contractors.
- Preparing and maintaining HUB usage reports on a monthly basis, and ensure those reports contain all required information.

The agency's HUB Strategic Plan is responsive to the Sec. 7.07 (a) (1) and (a) (3) (E)-(F). Agency #305 General Land Office refers to the 2009 Texas Disparity Study conducted by the Comptroller of Public Accounts, Texas Procurement and Support Services Division (TPASS) for the information requested in Sec. 7.07 (a)(3)(A)-(D) . The General Land Office's HUB goals and strategic plan incorporated the 2009 Disparity Study's findings and results.

The activities stated in Sec. 7.07 (3) (A)-(D) are activities associated with conducting a disparity study. These reporting requirements were also included in Rider 18, from the previous legislative session. TPASS addressed these reporting activities in its response to the State Auditor's Office (SAO) Report No. 15-006, October 2014, Page 83-84 (see excerpt below). The General Land Office is in agreement with TPASS' statement and furthermore notes, the agency has not been

appropriated any funds to conduct future disparity study activities nor does the agency currently have the expertise, information required, or resources to sufficiently conduct these activities.

C. We did not include Items (a) through (d) of Rider 18 in the assessment instrument. This decision was based on the fact that state agencies and institutions of higher education neither have sufficient resources nor the required information to perform quarterly tasks identified in items (a) through (d). Conducting items (a), (b), and (c) requires access to “Availability” data. In that respect, one must have an exhaustive list of all Ready, Willing, and Able minority (not limited to HUB vendors) and non-Minority vendors in Texas to be able to perform those tasks. Conducting “statistical disparities by race, ethnicity, and gender” in “firms earning” and “in the area of utilization of women- and minority owned firms” and “in commercial construction” is a very complex task which requires a high level of statistical expertise and collection of relevant data through surveys and interviews, which would be nearly impossible to conduct on a quarterly basis. Likewise, item (d), which requires an analysis of “anecdotal testimony of disparate treatment ... [of] business owners,” is a lengthy and costly process and practically impossible to conduct on a quarterly basis. Anecdotal data for recording “disparate treatment as presented by business owners” must be collected through public hearings, focus groups, and statewide surveys of business owners. The process of collecting anecdotal testimonies is often lengthy and extremely costly, and it requires a high level of expertise and resources. These tasks are commonly performed when conducting a disparity study and may take a year or longer to complete. In that respect, items (a), (b), (c), and (d) listed in Rider 18 can be performed by conducting a new statewide Disparity Study or updating the Texas Disparity Study-2009, which we already have underway.

Texas General Land Office is committed to complying with all of the HUB program’s requirements and is available to answer any questions.

Mindy Cohen, HUB Coordinator

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512-936-1487

Schedule C: Historically Underutilized Business Plan
Attachment A: FY 14 HUB Assessment Report

Quarterly Assessment of HUB Related Activities

Agency / IHE Name: TGLO
 Agency / IHE Number: 305
 Report Date: 9/1/2013 Thru 8/31/2014

NOTE: The following assessment is about HUB related activities during the above referenced period in your Agency/Institution.

1-Your Agency/IHE HUB Goals.

Category	Goal	Percent
Heavy Construction	N/A	N/A
Building Construction	8.70%	28.91
Special Trades	21.80%	14.71%
Professional Services	22.20%	4.54%
Other Services	13.10%	5.34%
Commodities	12.30%	1.34%

2a-Prime Contract: Total expenditure during this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority	Disabled Vet in	Disabled Vet Not in	Non HUB	Hub Total
Heavy Construction	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building Construction	\$0.00	\$0.00	\$2,713,092.22	\$0.00	\$7,807.04	\$0.00	\$0.00	\$6,823,852.75	\$2,720,899.26
Special Trade Construction	\$0.00	\$0.00	\$135,235.31	\$0.00	\$29,326.41	\$0.00	\$0.00	\$991,823.88	\$164,561.72
Professional Services	\$0.00	\$12,372.43	\$475,525.04	\$332,938.70	\$432,905.23	\$0.00	\$0.00	\$27,895,940.30	\$1,253,741.40
Other Services	\$1,441,297.94	\$368,915.76	\$2,085,073.80	\$0.00	\$4,700,585.06	\$0.00	\$0.00	\$153,315,518.91	\$8,595,872.56
Commodities	\$5,210.01	\$114,439.13	\$32,801.76	\$0.00	\$704,214.38	\$0.00	\$0.00	\$64,098,697.70	\$856,665.28
Totals	\$1,446,507.95	\$495,727.32	\$5,441,728.13	\$332,938.70	\$5,874,838.12	\$0.00	\$0.00	\$253,125,833.54	\$13,591,740.22

Schedule C: Historically Underutilized Business Plan

Attachment A: FY 14 HUB Assessment Report

2b-Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter.

Category	African American	Asian American	Hispanic	Native American	Non minority	Disabled Vet in	Disabled Vet	Non HUB	Hub Total
Heavy Construction	NA	NA	NA	NA	NA	NA	NA	NA	NA
Building Construction	0	0	3	0	2	0	0	21	5
Special Trade Construction	0	0	1	0	1	0	0	33	2
Professional Services	0	1	7	1	3	0	0	76	12
Other Services	3	7	13	0	28	0	0	469	51
Commodities	3	6	6	0	38	0	0	256	53
Totals	6	14	30	1	72	0	0	855	123

3a-Subcontract: Total expenditure during this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority Woman	Disabled Vet HUB	Disabled Vet NOT HUB	Non Hub	Hub Total
Heavy Construction	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building Construction	\$0.00	\$0.00	\$ 37,653.25	\$0.00	\$ 711.62	\$0.00	\$0.00	\$ 36,423.00	\$ 38,364.84
Special Trade Construction	\$0.00	\$ 2,805.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$ 2,805.00
Professional Services	\$0.00	\$ 51,861.97	\$ 502.00	\$0.00	\$ 18,235.00	\$0.00	\$0.00	\$ 60,740.00	\$ 70,598.97
Other Services	\$0.00	\$0.00	\$ 29,799.50	\$0.00	\$ 22,469.95	\$0.00	\$0.00	\$ 380,190.66	\$ 52,249.45
Commodities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Totals	\$0.00	\$54,666.97	\$67,954.75	\$0.00	\$41,416.57	\$0.00	\$0.00	\$477,353.66	\$164,018.26

3b-Subcontract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority Woman	Disabled Vet HUB	Disabled Vet NOT HUB	Non Hub	Hub Total
Heavy Construction	NA	NA	NA	NA	NA	NA	NA	NA	NA
Building Construction	0	0	1	0	1	0	0	1	2
Special Trade Construction	0	1	0	0	0	0	0	0	1
Professional Services	0	5	1	0	4	0	0	4	10
Other Services	0	0	4	0	6	0	0	8	10
Commodities	0	0	0	0	0	0	0	0	0
Totals	0	6	6	0	11	0	0	13	23

**Schedule C: Historically Underutilized Business Plan
Attachment A: FY 14 HUB Assessment Report**

4-New Vendors: Number of vendors (prime and sub) utilized in this quarter which were not used during the last 2 Years.

Category	African American	Asian American	Hispanic	Native American	Non minority	Disabled Vet in	Disabled Vet	Non HUB	Hub Total
Heavy Construction	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building Constuction	0	0	0	0	0	0	0	0	0
Special Trade Constuction	0	0	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0	0	0
Other Services	0	0	0	0	0	0	0	0	0
Commodities	0	0	0	0	0	0	0	0	0
Totals	0	0	0	0	0	0	0	0	0

5- Sponsored or participated in local and statewide settings to encourage HUB participation in state procurement activities.

Event Activity	Number Hosted	Number Attended
Economic Opportunity Forum	3	10
Annual Meeting/Setting	2	4
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)	4	6
Other (Please explain) HUB Discussion Worgroup (HDW) Meetings, Internal HUB Forums, SACC Meeting, Pre-Proposal Bid Meetings	7	8

6- Mentor-Protégé Program.

Active Mentor-Protégé Program	Number Of Programs Ongoing	Number Of Programs Added In FY
TGLO	4	4

7- HUB Program Staffing

Hub Staffing	Staff Size Allocated	Staff Size Current
Staff size	1	1

Schedule C: Historically Underutilized Business Plan
Attachment A: FY 14 HUB Assessment Report

8- Work related Activities Conducted by Hub Staff:

Hub Program Personnel	Percent Of Weekly Hours With Hub	Percent Of Weekly Hours With Purchasing	Percent Of Weekly Hours Withcontract
96%	96%	4%	0

9- Justification for not reaching the intended goals and other remarks.

Comment
<p>Building and Construction: Both Procurement and HUB sent email notification announcements to the CMBL and HUB Directory for all solicitations. Outreach and notification announcements were sent to trade organizations about solicitations and pre-bid conferences. The HUB Coordinator attended 3 out of 6 pre-bid conferences to encourage potential prime contractors to meet and greet HUB subcontractors. Review of the proper completion of the HSP was presented. There were 6 Veteran Home renovation projects of which 2 HUBs were awarded contracts, and 1 Non-HUB Prime contractor had a 68% HUB subcontracting Good Faith Effort. Special Trades: Opportunities for HUBs are found at the Veteran Homes. Due to the home's locatons, it can be difficult to identify ready, willing and able HUBs to do the work.</p>

**Schedule C: Historically Underutilized Business Plan
Attachment B: FY 15 HUB Assessment Report**

Quarterly Assessment of HUB Related Activities

Agency / IHE Name: TGLO
 Agency / IHE Number: 305
 Report Date: 9/1/2014 Thru 8/31/2015

NOTE: The following assessment is about HUB related activities during the above referenced period in your Agency/Institution.

1-Your Agency/IHE HUB Goals.

Category	Goal	Percent
Heavy Construction	N/A	N/A
Building Construction	28.91%	31.67 %
Special Trades	14.71%	16.27%
Professional Services	4.54%	18.46%
Other Services	5.34%	3.45%
Commodities	1.34%	1.19%

2a-Prime Contract: Total expenditure during this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority	Disabled Vet in	Disabled Vet Not in	Non HUB	Hub Total
Heavy Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Building Construction	\$25,316.25	\$412,896.69	\$445,186.57	\$0.00	\$13,049.65	\$0.00	\$0.00	\$5,444,531.18	\$896,449.16
Special Trade Construction	\$6,761.56	\$0.00	\$233,022.82	\$0.00	\$0.00	\$0.00	\$0.00	\$1,234,428.03	\$239,784.38
Professional Services	\$7,365.75	\$0.00	\$386,569.35	\$25,269.93	\$3,555,442.16	\$0.00	\$0.00	\$17,944,629.31	\$3,974,647.19
Other Services	\$1,038,854.74	\$352,197.63	\$1,292,613.77	\$0.00	\$4,267,266.33	\$0.00	\$0.00	\$200,942,896.85	\$6,950,932.47
Commodities	\$9,503.95	\$196,903.96	\$51,654.59	\$0.00	\$751,054.34	\$0.00	\$0.00	\$84,063,586.00	\$1,009,116.84
Totals	\$1,087,802.25	\$961,998.28	\$2,409,047.10	\$25,269.93	\$8,586,812.48	\$0.00	\$0.00	\$309,630,071.37	\$13,070,930.04

Schedule C: Historically Underutilized Business Plan

Attachment B: FY 15 HUB Assessment Report

2b-Prime Contract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter.

Category	African American	Asian American	Hispanic	Native American	Non minority	Disabled Vet in	Disabled Vet	Non HUB	Hub Total
Heavy Construction	0	0	0	0	0	0	0	0	0
Building Construction	1	1	3	0	2	0	0	14	7
Special Trade Construction	1	0	1	0	0	0	0	36	2
Professional Services	1	0	7	1	4	0	0	70	13
Other Services	3	2	9	0	29	0	0	419	43
Commodities	3	3	6	0	17	0	0	174	29
Totals	9	6	26	1	52	0	0	713	94

3a-Subcontract: Total expenditure during this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority	Disabled Vet HUB	Disabled Vet NOT	Non Hub	Hub Total
Heavy Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Construction	\$ -	\$ -	\$ 928,099.52	\$ -	\$ 183,450.58	\$ -	\$ -	\$ 2,669,003.62	\$ 1,111,550.10
Special Trade Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ 70,176.75	\$ -	\$ -	\$ 1,500.00	\$ -	\$ -	\$ 71,802.10	\$ 71,676.75
Other Services	\$ 180,921.00	\$ -	\$ 2,200.00	\$ -	\$ 30,611.00	\$ -	\$ -	\$ 12,210.66	\$ 213,732.00
Commodities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Totals	\$ 180,921.00	\$ 70,176.75	\$ 930,299.52	\$ -	\$ 215,561.58	\$ -	\$ -	\$ 2,753,016.38	\$ 1,396,958.85

3b-Subcontract: Number of HUB/non-HUB vendors (ongoing and new) utilized this quarter.

Category	African American	Asian American	Hispanic American	Native American	Non minority	Disabled Vet HUB	Disabled Vet NOT	Non Hub	Hub Total
Heavy Construction	0	0	0	0	0	0	0	0	0
Building Construction	0	0	7	0	5	0	0	28	12
Special Trade Construction	0	0	0	0	0	0	0	0	0
Professional Services	0	3	0	0	1	0	0	4	4
Other Services	1	0	1	0	2	0	0	2	4
Commodities	0	0	0	0	0	0	0	0	0
Totals	1	3	8	0	8	0	0	34	20

Schedule C: Historically Underutilized Business Plan
Attachment B: FY 15 HUB Assessment Report

4-New Vendors: Number of vendors (prime and sub) utilized in this quarter which were not used during the last 2 Years.

Category	African American	Asian American	Hispanic	Native American	Non minority	Disabled Vet in	Disabled Vet	Non HUB	Hub Total
Heavy Construction	0	0	0	0	0	0	0	0	0
Building Constuction	1	1	1	0	1	0	0	5	4
Special Trade Constuction	1	0	0	0	0	0	0	19	1
Professional Services	1	0	0	0	1	0	0	11	2
Other Services	1	0	1	0	13	0	0	138	15
Commodities	2	2	3	0	7	0	0	63	14
Totals	6	3	5	0	22	0	0	236	36

5- Sponsored or participated in local and statewide settings to encourage HUB participation in state procurement activities.

Event Activity	Number Hosted	Number Attended
Economic Opportunity Forum	5	6
Annual Meeting/Setting	0	2
Advocacy Group Meeting (i.e., TAAACC, TAMACC, etc.)	0	2
Other (Please explain) HUB Discussion Worgroup (HDW) Meetings, Internal HUB Forums, SACC Meeting, Pre-Proposal Bid Meetings	0	2

6- Mentor-Protégé Program.

Active Mentor-Protégé Program	Number Of Programs Ongoing	Number Of Programs Added In FY
TGLO	2	0

Schedule C: Historically Underutilized Business Plan
Attachment B: FY 15 HUB Assessment Report

7- HUB Program Staffing

Hub Staffing	Staff Size Allocated	Staff Size Current
Staff size	2	2

8- Work related Activities Conducted by Hub Staff:

Hub Program Personnel	Percent Of Weekly Hours With Hub	Percent Of Weekly Hours With Purchasing	Percent Of Weekly Hours Withcontract
1	10	70	20
1	50	10	40

9- Justification for not reaching the intended goals and other remarks.

Comment
The Agency did not meet the HUB goal in Commodities. Agency missions which fall under this category are the transportation of natural gas and oil. This accounted for 56% of the total expenditures in this category. In addition, \$3.4m was expended on pharmaceuticals for our Veteran homes. As of 9/15/15, the agency has three HUB Program staff to assist the agency in meeting its goals.

Schedule D: Statewide Capital Planning

Pursuant to the “Instructions for Preparing and Submitting Agency Strategic Plans” for Fiscal years 2017-2021 Part 2 - Supplemental Elements Schedule D: Statewide Capital Planning, please be advised that the General Land Office (GLO) has separately submitted (completed) its capital planning information to The Higher Education Coordinating Board (THECB) as required by the Bond Review Board (BRB). This submission is in accordance with the 2016-17 GAA, Article IX, Section 11.03.

Please note that the General Land Office has included projects which are either anticipated or envisioned at this time based on numerous programs and statutory requirements associated with performing its duties or in support of its identified strategies. Most, if not all, of these projects are in their formative stages and have not been submitted to potential vendors for proposals and as such are subject to change in scope, potential cost and timing. Additionally, due to the timing of the Strategic Plan, the General Land Office may identify additional projects or eliminate (or reduce in priority) some of these reported projects as part of its upcoming Legislative Appropriations Request.

In addition, one of the projects submitted pursuant to the agency’s response is classified as an information resources related project, which is a part of an overall GLO Technology Plan. The GLO Technology Plan is tied directly to four strategies: Asset Enhancement, Coastal Protection, Veterans’ Programs, and Enterprise Support. This plan is compliant with State of Texas Department of Information Resources (DIR) requirements as well as in line with DIR initiatives. Please see the Information Technology Detail section of the LAR for specific projects included in this plan.

Schedule E: Agency Workforce Plan

**General Land Office
and
Veterans' Land Board
Workforce Plan
Fiscal Years 2017 to 2021**



June 2016

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 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 long-term disaster recovery through community economic development, 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

Asset Enhancement	Coastal Protection	Veteran’s Land Board	Investment Management
The Alamo	Archives and Records	Office of General Counsel	Communications
Compliance	Contract Management	Enterprise Technology Solutions	Financial Management
Government Relations	Human Resources	Internal Audit	Ombudsman

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

Although no significant changes are anticipated in 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. We will continue to become more effective in utilizing our human resources, updating our processes to become more efficient, and enhancing our use of technology (including the implementation of the statewide Enterprise Resource Planning (ERP) for human resources known as CAPPS).

II. Current Workforce Profile

A. Workforce Demographics

At the end of calendar year 2015, the GLO employed 573 individuals based on data from the Uniform Statewide Payroll/Personnel System (USPS).¹

- The workforce was comprised of 54% males and 46% females.
- The agency’s workforce was comprised of approximately 64% Caucasian-Americans, 21% Hispanic-Americans, 11% African-Americans, and 4% other ethnic groups. Information on the agency’s workforce compared to the statewide civilian workforce is outlined in the Table 1.

Table 1

2015 GLO Workforce and Statewide Civilian Workforce Comparison ² (by Percentage)										
Job Category	Caucasian American		African American		Hispanic American		Other		Females	
	GLO	State	GLO	State	GLO	State	GLO	State	GLO	State
Officials/Administrators	77.55	65.42	7.14	7.12	13.27	20.90	2.04	N/A	39.80	37.48
Professional	65.72	60.01	10.06	10.96	18.87	18.55	5.35	N/A	44.65	54.88
Technician	55.17	48.85	6.90	13.75	34.48	28.82	3.45	N/A	17.24	51.31
Para-Professional	51.79	N/A	16.07	N/A	30.36	N/A	1.79	N/A	57.14	N/A
Administrative Support	51.72	49.20	20.69	13.58	27.59	33.00	0.00	N/A	75.86	72.80
Protective Services	55.56	49.91	55.56	16.96	44.44	30.01	0.00	N/A	11.11	24.58

- The average age of the workforce was 46.9 years of age. When looking at the workforce by age group, the approximate breakdown of the age group was as follows:
 - 7% of the workforce is under 30
 - 23% of the workforce was 30 years of age but not yet 40
 - 29% of the workforce was 40 years of age but not yet 50

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

² Statewide statistics were taken from the Texas Workforce Commission’s “Equal Employment Opportunity and Minority Hiring Practices Report for Fiscal Years 2013-2014, 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 various ways to reach those segments of the state workforce that are underrepresented at the GLO in an effort to obtain an applicant pool that reflects the diversity of the state, and thereby help reduce the differentials noted above.

- 28% of the workforce was 50 years of age but not yet 60
- 13% 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:
 - 22% of the workforce had less than 2 years of service
 - 16% of the workforce had between 2 years but less than 5 years of service
 - 17% of the workforce had between 5 years but less than 10 years of service
 - 14% of the workforce had between 10 years of service but less than 15 years of service
 - 22% of the workforce had more than 15 years of service
- When looking at state length of service, approximately 52% of our workforce has 10 or more years of state service, 18% has 5-10 years of state service, and 30% of the workforce has less than 5 years of state service.

B. Retirement Eligibility

Over the next five years, there is a potential for the agency to be impacted by retirements. Currently, 41% of the workforce is over the age of 50. Using employee's ages and state service credits as shown in USPS as of December 31, 2015, the GLO estimates that approximately 25% of the agency's employees could retire by the end of fiscal year 2021. 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 and 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
- Development of leadership competencies
- Creation of a team driven atmosphere
- Development of needed technical skills

C. Employee Turnover

Turnover is an important 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 2011 to 2015. In fiscal year 2015, the agency experienced a higher agency turnover rate due in part to the transition to a new administration and retirements.

Table 2

Fiscal Year	Statewide	Agency Turnover
2015	18.0%	16.1%
2014	17.5%	7.1%
2013	17.6%	10.3%
2012	17.3%	6.5%
2011	16.8%	16.8%

D. Critical workforce skills

Skills are needed in the following substantive areas in order 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:

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

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 retaining 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)
- 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 2017 through 2021 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 3-6 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
- Information technology

- Financial reporting and management
- Funds management
- Budgeting
- Communications
- Surveying and appraisal
- Auditing
- Minerals leasing and energy marketing
- Construction/design
- Asset management
- Facilities management
- Contract management
- Human resources
- Governmental relations

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

The GLO does not anticipate an employee skill shortage in fiscal years 2017-21. Increased workload demands will be addressed by the reallocation of employees within the agency. Increased and changing demands will be facilitated by optimum utilization of technology and by continuous review and development of efficient work processes.

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

In order 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, in order to meet agency goals.
<i>Goal</i>	To employ leaders who are able to effectively lead, develop, and manage their staff during times of change.
<i>Rationale</i>	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, including managers who can both: <ul style="list-style-type: none"> • lead and motivate their staff, build and maintain morale, productivity, and loyalty, resolve conflict, and retain valued staff, and • identify and implement ways to save money, operate more efficiently, and otherwise fulfill the agency’s mission.
<i>Action Steps</i>	<ul style="list-style-type: none"> • Continue to provide leadership and management training. Include other high-potential employees to prepare them for future leadership roles. • Educate senior managers on the approach of this training so they will be prepared to support this program to develop their management staff. • Educate agency managers/team leaders on leadership skills needed during times of

	<p>difficult change to help them increase morale, loyalty, optimism, and productivity.</p> <ul style="list-style-type: none"> • Provide several avenues employees may use to resolve conflict and manage stress that may result during time 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.
<i>Goal</i>	To employ staff with the technology skills needed to develop, maintain, and fully utilize the existing and future agency computer systems.
<i>Rationale</i>	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 employees with 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.
<i>Action Steps</i>	<ul style="list-style-type: none"> • Recruit employees with highly technical skills to further develop and refine the information management systems • Continue to offer employees the option of taking computer training to reach field staff and fit employee schedules. • Encourage employees to take computer training by allowing job-related courses to count toward employees' required annual training credits • Continually evaluate IT staffing to consider any need to add, shift, and/or train staff to respond to agency technology needs (For example, an increased emphasis on more online programs and services could lead to the need for more 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
<i>Goal</i>	To maintain a competent and knowledgeable workforce the GLO must be able to effectively develop, recruit, and retain high performing/high potential employees.
<i>Rationale</i>	<p>Approximately 25 percent of the GLO workforce is estimated to be eligible to retire by the end of fiscal year 21. 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 and information technology positions.</p> <p>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.</p> <p>The GLO must also be prepared to recruit and hire external candidates for vacancies to fulfil the agency's mission.</p>

<i>Action Steps</i>	<p>Monitor and develop the agency's need for Succession Planning training by:</p> <ul style="list-style-type: none"> • Encouraging programs to ensure that institutional knowledge and important program information is retained through the use of detailed written procedures and cross-training to ensure continuity of business functions and processes • Reviewing the status of program succession planning efforts as part of the Chief Clerk's annual evaluation meetings with program area Deputies • Including team leaders in management training classes to help them learn the skills that will be needed should they move into management positions <p>Continue to reinforce previous Employee Development training by:</p> <ul style="list-style-type: none"> • Continuing the GLO's training program, which requires all employees to earn a minimum number of training credits each year • Focusing on agency needs for certified contract specialist/managers and project managers, and providing applicable training • 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 planning • Encourage managers to encourage employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments • Conducting regular training needs assessments to identify training of interest to employees and managers <p>Continue the following Recruitment and Retention efforts:</p> <ul style="list-style-type: none"> • Offering and maintaining competitive salaries to the extent possible • Promoting the use of non-monetary rewards for exceptional performance • Broadly marketing GLO positions in an effort to achieve a qualified applicant pool • Coordinating with employees familiar with targeted positions to seek assistance with recruiting • Training and encouraging managers to be able to: <ul style="list-style-type: none"> ○ offer flexible schedules and telecommuting arrangements where appropriate ○ provide flexible and challenging work/projects for staff ○ identify differences in workplace experience across generations and motivate employees across several generations in the workforce • Monitoring turnover data, employee survey results, and exit interview feedback to identify and address any trends or issues that could be contributing to turnover
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