

THE COMMONWEALTH OF VIRGINIA

**DEPARTMENT OF VETERANS SERVICES
COMMISSIONER'S 2003 ANNUAL REPORT**

TO

GOVERNOR MARK R. WARNER

AND

THE VIRGINIA GENERAL ASSEMBLY

VIRGINIA -- HOME OF AMERICA'S PATRIOTS



COMMONWEALTH of VIRGINIA

Department of Veterans Services

Office of the Commissioner

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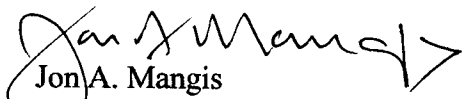
January 15, 2004

Governor Mark R. Warner
Members of the General Assembly:

Herewith is the Commissioner's 2003 Annual Report of the Commissioner of Veterans Services, in accordance with Chapter 20 of the Code of Virginia.

I would be pleased to discuss any element of the report or answer any questions you may have.

Sincerely,


Jon A. Mangis
Commissioner

cc: Sandra Bowen,
Secretary of Administration

DEPARTMENT OF VETERANS SERVICES

2003 ANNUAL REPORT

TO

GOVERNOR MARK R. WARNER

AND THE VIRGINIA GENERAL ASSEMBLY

EXECUTIVE SUMMARY

The Department of Veterans Services became an agency of the Commonwealth of Virginia on July 1, 2003. The origin of this new veterans' service delivery system is the product of the voice of Virginia's veterans and the organizations and agencies that serve them. Extensive research by a Governor's Advisory Commission provided a vehicle for that voice to be heard, and resulted in improved programs for Virginia's veterans and their families.

Based upon the Governor's Advisory Commission findings, both the Senate (SB 1092) and the House (HB 1774) passed legislation to re-engineer existing veterans service programs, and consolidate them into a single agency that provides a "one-stop" service conduit veterans and their families can rely on for effective and efficient assistance.

Guiding the Department of Veterans Services in its mission are three new citizen boards. The Board on Veterans Services reviews existing programs and recommends changes and improvements. The Joint Leadership Council of Veterans Service Organizations provides advice on veterans' issues and service delivery, and the Veterans Service Foundation seeks out funding alternatives to assist in sponsoring veterans' programs.

Fiscal stability has been maintained throughout the consolidation process. Allocation of resources has allowed the Department of Veterans Services to direct funds and personnel as needed among the various programs. This method of operation permits the Department to achieve the objectives of each program within existing resources and in the most cost effective and efficient manner possible. Service delivery improvements have been realized by the consolidation and conversion resulting in increased travel to remote locations to assist veterans and the restoration of some vacant positions.

Achievements and accomplishments during the first six months of operation proclaim the success the new veterans service agency has experienced. Goals, objectives, and initiatives have been identified to ensure continued success.

This report will take you through the events that led to the historical revitalization and re-energizing of veterans' service programs in Virginia. It will illustrate the commitment of this administration to provide the best service possible to those whose military service ensures the freedom and protection the citizens of Virginia and this nation enjoy each day.

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PREFACE

In 2002, Governor Mark Warner commissioned a blue ribbon panel to review the existing Commonwealth programs supporting veterans and to make recommendations for changes and improvements. This Governor's Advisory Commission was comprised of distinguished Virginia veterans who were completely committed to ensuring that the more than 780,000 veterans living within the borders of the Commonwealth received the world-class supportive care and benefits befitting the invaluable service they had provided their nation and state. This required annual report and much of its contents represent actions taken on recommendations made by this Commission. Many of the recommendations they sought were enacted by the Virginia Assembly or through the Executive Order of the Governor.

The Governor expresses his personal appreciation and thanks to this concerned group of Virginians for the commitment of their experience and time to help the Commonwealth improve its veterans services programs.

EXECUTIVE AND LEGISLATIVE INITIATIVES

At the request of the Governor, the Virginia Assembly enacted sweeping changes in the state's veterans support activities as incorporated in SB1092 and HB1774. This legislation:

- Established a Commissioner of Veterans Services
- Consolidated Veterans Services into a single agency
- Established a policy level Board of Veterans Services
- Created a Joint Leadership Council of Veterans Service Organizations
- Established a Veterans Services Foundation

It is the intent of the Governor and the Legislature that this initiative will:

- Improve services for Virginia's veterans and their families
- Give veterans a clear, high level voice in federal, state and local government
- Create a new, unified structure that will function in a businesslike and entrepreneurial manner
- Elevate the Board for Veterans Services to enhance its authority, focus and importance
- Eliminate duplication of administrative functions
- Enhance fund raising efforts to provide more financial and human resources for veterans services

EXECUTIVE ORDER NO. 40

In late 2002, Governor Mark Warner issued Executive Order 40, setting the Commonwealth's policy for improving services for veterans. Recognizing the sacrifice and commitment of Virginia's 780,000 veterans, the Governor directed:

- All state agencies to identify opportunities for improving services to veterans and to implement appropriate changes.
- All state agency heads to renew their commitment to veterans' preference in hiring.
- The Secretary of Administration to develop quantifiable performance benchmarks for the delivery of direct services to veterans to ensure the highest possible quality of service delivery.
- The Secretaries of Administration, Commerce and Trade to develop a joint strategy for attracting more military retirees to the Commonwealth, including making such recommendations as may seem appropriate.
- The Secretary of Administration to give a high priority to efforts to obtain federal grants, private contributions, and other resources for improving services to veterans in Virginia.

In a report of state agency services to veterans, Secretary of Administration, Sandra D. Bowen, articulated the impact that Executive Order 40 has had on the services offered to veterans by Commonwealth agencies.

“For the first time, the array of services currently offered by 15 agencies has been documented in one place. The availability of these services can now be more effectively communicated to the veteran community, thereby enhancing access to these useful services. Thirty Nine percent of agencies are expanding services to veterans as a result of Executive Order 40, the majority of which did not previously provide direct or unique services to veterans. Another twenty-eight percent have requested additional assistance or indicated a willingness to partner with the Department of Veterans Services, thereby providing fertile ground for additional service expansions in the future” (See Appendix A)

THE VETERANS SERVICES TEAM

With the enactment of Executive Order 40, SB1092 and HB1774, a new Veterans Services Team has been established to undertake the Commonwealth's commitment to its veteran citizens. This team is headed by the Commissioner of Veteran Services, who is the Commonwealth's accountable executive charged with executing the mandates of Virginia's new Veterans Services initiative. In addition to this chief executive, the Veterans Services Team also includes the appointed members of the Board of Veterans Services, The Joint Leadership Council of Veterans Service Organizations and the Veterans Services Foundation. Added to this leadership array are the dedicated employees within the Department of Veterans Services.

This formidable team is entirely committed to ensuring and improving the provision of high quality support services to the more than 780,000 veterans who reside in the Commonwealth of Virginia. This team is divided into five sections and provides the following services:

- Benefits Services
- Veterans Care Center
- Cemetery Services
- Veterans Education Approving Services
- Administrative Services

Moreover, through its increasingly collaborative interface with the many other agencies in state government, the Veterans Services Team will be able to multiply its effectiveness as it advocates on behalf of all the veterans of the Commonwealth. (See Appendix C)

COMMENTS FROM JON MANGIS, COMMISSIONER, DEPARTMENT OF VETERANS SERVICES

The Commonwealth of Virginia enjoys a long history of its citizens serving the nation, from the defense of struggling colonial villages to young men and women on duty today in Afghanistan, the Balkans, Iraq and other military assignments worldwide. Virginia has a population of over 780,000 plus veterans, plus their spouses and families. The Department of Veterans Services also serves the survivors of deceased veterans. A substantial portion of the Commonwealth's veteran population is comprised of persons with long-term military relationships. In fact, Virginia is home to one of the largest retired military populations in the nation. Clearly, the veteran is one of Virginia's most precious resources.

Through recent actions by the Governor and the legislature, a new Department of Veterans Services has been created. Today, formerly fragmented veteran programs have been consolidated into the newly created Department of Veterans Services. This long overdue action will show immediate administrative results and will provide a vehicle that will allow veterans greater access to benefits and services from the U.S. Department of Veterans Affairs and the Commonwealth of Virginia. Strongly advocated by the Governor, this veterans reorganization initiative received bipartisan support in both houses of the state legislature and in addition, was strongly supported by state veterans service organizations. This is the most meaningful change in the Commonwealth's support of veterans' services in more than a generation.

Three new citizen boards also have been created as part of the veterans services restructuring. The Board of Veterans Services has been established to review and oversee existing programs and recommend changes and improvements. The Joint Leadership Council of Veterans Service Organizations has been created to advise the Department on methods of providing support for ongoing veterans services and programs and addressing veteran issues on an ongoing basis. Finally, the Veterans Services Foundation has been established to search out and seek funds to assist in the financing of veterans' programs.

Under the stewardship of Governor Warner, the veterans initiative has been comprehensively implemented throughout state government and all agencies of the Commonwealth have been directed to identify opportunities to improve services to veterans and to implement appropriate changes (Executive Order #40).

Working together with the newly established entities and other state agencies, it is my commitment to build a better program for Virginia's veterans. We will provide for improved access to professional claims officers by strategically locating claims assistance offices, reviewing itinerant services locations, and improving our outreach.

Over the next five years, I believe we can significantly increase the amount of direct benefit payments to disabled Virginia veterans and their survivors flowing into the Commonwealth from the USDVA by improving access to claims assistance and encouraging the use of USDVA medical facilities. (See Appendix B)

The Department of Veterans Services is experiencing a cultural change and a renewed spirit of advocacy for the veterans and their survivors. We are searching for new opportunities to reach Virginia's veterans population. Our objective is to create a "one-stop services" support structure. We will strive to market the services of the Veterans Cemetery in Amelia, to improve the services of the Veterans Care Center and now, most recently, incorporate the services of the State Approving Agency in the Department's umbrella of services.

We will work vigorously to gain federal funding for a second Veterans Care Center in Richmond and to complete construction of the new State Veterans Cemetery in Suffolk. We will also continue our efforts to maintain and protect the existing USDVA medical facilities in Virginia and to lobby that department and our state Congressional delegation to improve on existing facilities and expand community based outpatient services, so Virginia's veterans can have health care access within a reasonable distance from their home.

In my view, there is no reason why Virginia cannot be at the top of the list of those states providing outstanding assistance to their veteran population and in return, gain the respect of those members of its population who, when called upon, consistently put state and nation before self.

The Department of Veterans Services is a new and re-energized agency dedicated to assisting veterans of all wars obtain all state and federal benefits to which they may be entitled. We are committed to maximizing the economic potential of these entitlements to the veterans, and consequently, enhance the overall economy of the Commonwealth of Virginia.

COMMENTS FROM DR. JOHN ANDERSON, CHAIRMAN OF THE BOARD OF VETERANS SERVICES

The Board of Veterans Services has successfully assumed its legislated role as the policy-making arm of the Department of Veterans Services. The Board has developed subcommittees that provide oversight of the three specific areas for which it is now responsible, that were previously serviced by separate independent policy-making activities. These subcommittees (Care Centers, Cemeteries and Benefits) have met, reviewed all pertinent existing documentation, received input from interested parties and submitted reports to the Office of the Commissioner and the entire Board detailing outstanding issues and making recommendations for specific actions. After reviewing these subcommittee reports, the Board of Veterans Services in coordination with the Commissioner of Veterans Services, has prioritized those issues and recommendations needing definitive attention by either the Board or the Commissioner. The Board will track these until satisfactory completion. To facilitate collaboration between the Board, the Foundation, and the Joint Leadership Council, the chairmen of each of these organizations has been invited to serve *ex officio members* on the other two, or to send a representative to any meeting. All Board meetings have been well attended and highly participatory.

COMMENTS FROM DAN MILLER, CHAIRMAN, JOINT LEADERSHIP COUNCIL

I believe that the purpose of the Joint Leadership Council (JLC) is to represent the various veterans' service organizations that are current members of the JLC. In that, our responsibility is to present to the Department of Veterans Services issues that we (the VSO's) perceive as problems or concerns for the veterans of the Commonwealth and also present plausible solutions for those issues that will best serve the needs of the veterans of the Commonwealth. Hopefully, the solutions will either be low-cost or no cost. The second function as the VSO's perceive their role, is to present new and innovative programs that will provide more and better services and benefits to the more than 780,000 veterans of the Commonwealth. Hopefully, these new programs will be either self-funding or be able to bring in more financial resources to the Commonwealth's economy.

VETERANS SERVICES FOUNDATION, JOHN HANSON, CHAIRMAN

The Veterans Services Foundation was legislatively created to collaborate with the Department of Veterans Services and the Board on Veterans Services to raise funds for veterans' services and programs.

The objective will be to review potential sources of funds and then seek private donations, grants and other resources to improve Commonwealth services to Virginia veterans.

MISSION

The Virginia Department of Veterans Services is committed to ensuring that those citizens of the Commonwealth who have served in the armed forces of the United States, along with their eligible beneficiaries, receive health care, benefits, educational and burial services to which they are entitled. This is a small token of appreciation for the services they have rendered to their state and country.

GOALS AS ESTABLISHED BY THE BOARD OF VETERANS SERVICES

- Continue to review the structural reorganization as recommended by the Governor's Advisory Commission for veterans affairs and codified under SB1092 and HB1774 to further consolidate veteran service programs as deemed appropriate.
- Develop and market the concept of veteran services/benefits as an economic engine for the Commonwealth.
- Ensure a smooth transition between program oversight and management functions and replacement activities under structural reorganization.
- Facilitate and sustain collaborative culture among all stakeholders involved in veteran services throughout the Commonwealth.
- Improve business functionality and accountability of all aspects of veterans service activities.

OBJECTIVES AS ESTABLISHED BY THE BOARD OF VETERANS SERVICES

CARE CENTERS

- Continue advocacy with USDVA for construction and support of second State Veterans Care Center in Richmond
- Seek Legislative backing to permit Medicaid authorization forms to be filed by eligible veterans at the VVCC locations rather than at their home address
- Improve accountability of all business functions at the VVCC
- Select and appoint members to an advisory board for the VVCC

CEMETERIES

- Recruit and select a Director of Virginia Veterans Cemeteries
- Work with state and federal officials and other involved parties to increase the federal burial allowance for veterans
- Analyze the various options and select the optimum approach to maximize efficient use of the Commonwealth's two veterans cemeteries
- Improve the highway signage for the two veterans cemeteries

BENEFIT SERVICES

- Maximize use of Veterans Services offices to facilitate Virginia veterans applying for and obtaining federal benefit entitlements
- Integrate Veterans Education and Training activities as an integral part of the Department of Veterans Services
- Develop a coordinated strategy with allied veterans service organizations and the General Assembly to promote and fund an aggressive campaign to increase benefits going to Virginia veterans
- Establish collaborative interfaces with sister state agencies (e.g. planning districts, workers compensation agency) in order to reach more veterans across the Commonwealth with regard to benefits.

ACHIEVEMENTS AND ACCOMPLISHMENTS

Since the establishment of the Department of Veterans Services on July 1, 2003, several milestones have been achieved in the furtherance of the department's goals and objectives:

OPERATIONS

➤ **Consolidation of Veterans Services**

The greatest milestone has been the consolidation of a large network of veteran service programs provided by the Commonwealth of Virginia to its veteran citizens. This consolidation incorporated the re-engineering of all agency services and increased access to programs offered by the Commonwealth and includes:

- Claims and Appeals
- War Orphans Education Program
- Burial Benefits
- Long-term Care
- Assisted Living
- Quality Educational Programs
- Statewide Benefits Supermarkets
- Administrative Services

➤ **Spirit of Advocacy**

The employees of the Department of Veterans Services have worked together for six months building relationships as well as systems. A true team work environment exists and is building each day toward a comraderie that can only spell success. A mindset of one agency providing multiple services. We are building a team spirit of advocacy for Virginia's veteran population.

➤ **Three New Boards**

In concert with the consolidation of veteran service programs, three new entities were formed to advise and provide counsel and support on veterans' issues, and to seek out and provide supplemental funding.

- Board of Veterans Services
- Joint Leadership Council of Veterans Service Organizations
- Veterans Services Foundation.

Each board has held meetings and early indications are they are aggressively moving toward addressing issues of paramount importance to the veteran community.

➤ **Conversion of Virginia Veterans Care Center**

Efficiency was further achieved through consolidation by avoiding the purchase of expensive liability insurance coverage for the Virginia Veterans Care Center. As a private run entity, the cost of liability insurance would have been over \$2 million. As a state run facility the cost of insurance was lowered to less than \$400,000.

➤ **Enhanced Service Delivery**

As a result of re-engineering the Administrative Services, a cost savings was realized. These savings were used to further enhance the benefits services to veterans and their families. Itinerary travel was resumed to several locations and two part-time benefits support positions were restored in Cedar Bluff and in the Roanoke Claims Examination Division.

➤ **Supermarket of Veterans Benefits**

New strides are being made in acquiring the collective support of existing veterans' resources to augment service delivery. On November 6, 2003, the Department of Veterans Services hosted a Virginia Supermarket of Veterans Benefits at John Tyler Community College in Chester, VA. State and federal agencies from across the Commonwealth participated in this event that underscored the "one-stop services" concept of the newly formed Department of Veterans Services.

Federal agencies Participating were McGuire Veterans Medical Center, the U. S. Department of Veterans Affairs Roanoke Regional Office, the U. S. Social Security Administration, U. S. Department of Labor and the U. S. Small Business Administration. State agencies included the Board of Elections, the Community College System, Department of Aging, Department of Game and Inland Fisheries, Department of Health, Department of Military Affairs, Department of Motor Vehicles and a host of other federal and state agencies and members of the Richmond area congressional delegation also participated in this event. Veterans and their families were able to apply for benefits, receive information on eligibility for benefits, both state and federal, obtain assistance in obtaining military medals and records, and acquire information regarding military retiree matters and minority veterans programs.

The success of the supermarket program has proven its effectiveness in fostering a unity of purpose among the various veteran programs and services available throughout the Commonwealth of Virginia, and will serve to continue to bring these factions together in a collective effort to serve Virginia's veterans and their families.

CAPITAL PROJECTS

➤ **Groundbreaking – Hampton Roads Cemetery**

On September 8, 2003, 500 people attended the formal Groundbreaking Ceremony for the Albert G. Horton Memorial Veterans Cemetery in Suffolk. The Governor, federal and state Legislators and officials expressed their support and thanks to veterans of Virginia. Dedication is on schedule for November 2004.

➤ **Richmond Care Center**

The proposed Richmond Care Center has received federal top priority ranking and is awaiting final funding approval from the United States Department of Veterans Affairs. The state matching funds, (35%), have been authorized and will remain in place until the project is completed.

➤ **Renovation to Roanoke Care Center**

An application for a grant from the U. S. Department of Veterans Affairs has been submitted for much needed renovations at the Virginia Veterans Care Center in Roanoke, VA. We are awaiting funding approval by the United States Department of Veterans Affairs.

FURTHER CONSOLIDATION

The Department of Veterans Services will further expand its services on January 1, 2004, through the incorporation of the State Approving Agency under its umbrella of service. The State Approving Agency (SSA), formerly housed in the Department of Education, performs all duties necessary for the inspection, approval and supervision of courses or programs or tests to be pursued by veterans and eligible persons under the provisions of Chapters 30, 32, 35, and 36 of Title 38 USC. Types of programs or courses include accredited and nonaccredited courses, apprenticeship and on-the-job training programs, tests for licensing and certification.

OPERATIONAL INITIATIVES

- **Update claims officer training in USDVA laws & regulations to improve claims development and maximize monetary benefits to veterans and their families. Obtain funding for training on an annual basis.**

TIME LINE: June 2004

COST: First training session cost will be approximately \$12,000. Long-term funding for minimal annual training programs will be developed in cooperation with the Veterans Service Foundation.

- **In FY2004, increase the number of veteran benefit claims submitted to USDVA by 5% over the previous year, increase the grant rate on initial claims to 70%, and target a 23% approval rate for back award appeals.**

TIME LINE: July 2004

COST: Accomplished within the current budget.

- **Evaluate the current field office structure, location, and staffing levels in order to improve service delivery based on veteran demographic distributions statewide.**

TIME LINE: June 2004

COST: Time and travel of Commissioner, Deputy Commissioner and Field Office Managers to visit offices and meet together to discuss strategy will be contained to current budget.

- **Improve efficiency and effectiveness of nursing home care delivery by conducting a thorough operational study of all business functions and set operational goals.**

TIME LINE: February-March 2004

COST: Staff time in collecting and analyzing information will be contained to current budget.

OPERATIONAL INITIATIVES, CONTINUED

- **Conduct study of veteran demographics and develop marketing plan to improve and maximize burial rates at Amelia and Suffolk cemeteries.**

TIME LINE: June 2004

COST: Advertising through local and statewide media services and speaking at veterans' service functions will be contained to current budget.

- **Increase veterans' awareness of federal and state benefits through enhanced outreach programs and communication through a variety of media and outlets, including Supermarkets of Veterans Benefits, electronic newsletters, public service announcements, and other activities.**

TIME LINE: June 2004

COST: Accomplished within current budget.

- **Increase veterans access to and awareness of USDVA certified educational and training programs with increased outreach activities and study of current programs to establish growth targets.**

TIME LINE: June 2004

COST: Accomplished within current budget.

CAPITAL INITIATIVES

➤ **Complete Construction of Suffolk State Veterans Cemetery on Schedule.**

TIME LINE: Fall 2004

COST: \$6,500,000 (100 % Federal Funds)

➤ **Obtain final approval of federal matching construction grant for a new veterans care center in Richmond. Virginia's second veterans care center is top ranked, but still awaiting final federal VA funding.**

TIME LINE: Fall 2004

COST: Federal 65% Grant: \$14,750,000 (awaiting federal approval)

State 35% Bond: \$ 7,942,000 (in place until completed)

➤ **Complete renovations at the Veterans Care Center in Roanoke, VA**

TIME LINE: Spring 2005

COST: Federal 65% Grant: \$404,300 (awaiting federal approval)

State 35% Share: \$217,000 (VVCC Revenue)

APPENDIX A

Executive Order 40: Report of State Agency Services to Veterans

Directive 1 – All state agencies are directed to identify opportunities for improving services to veterans and to make and implement appropriate changes. All agencies are to report on their progress on this directive to the Secretary of Administration by June 30, 2003.

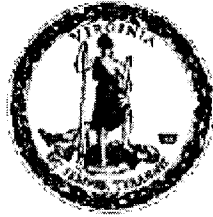
Directive 2 – All state agency heads are directed to renew their commitment to veterans' preference in hiring.

Directive 3 – The Secretary of Administration is directed to develop quantifiable performance benchmarks for delivery of direct services to veterans to endure the highest possible degree of service delivery.

Directive 4 – The Secretaries of Administration and Commerce and Trade are directed to develop a joint strategy for attracting more military retirees to the Commonwealth, including such recommendations as may seem appropriate, by October 1, 2003.

Directive 5 – The Secretary of Administration is directed to give a high priority to efforts to obtain federal grants, private contributions, and other resources for improving services to veterans in Virginia.

COMMONWEALTH OF VIRGINIA



OFFICE OF THE GOVERNOR

Executive Order 40

IMPROVING SERVICES FOR VIRGINIA'S VETERANS

By virtue of the authority vested in me as Governor under Article V of the Constitution of Virginia and under the laws of the Commonwealth, including but not limited to, Chapter 1 of Title 2.2 and Section 2.2-2100 of the Code of Virginia, and subject to my continuing and ultimate authority and responsibility to act in such matters, I hereby set for the Commonwealth's policy for improving services for veterans.

Importance of Veterans' Services

The Commonwealth is home to 780,000 veterans who have served the cause of freedom in war and peace, from World War I to Afghanistan. The men and women serving in our armed forces have fervently and gallantly protected our nation's principles and freedoms throughout our history. Their service to our country – past and present – underscores dramatically the fact that freedom needs dedicated men and women to defend it and to sustain it.

It is only right, indeed it is imperative, that our Commonwealth provide the best possible service to veterans and their families, including assistance with obtaining federal benefits, nursing home or assisted living care at the Virginia Veterans Care Center, assistance in employment opportunities, or burial services at the Veterans Cemetery in Amelia County.

The Governor's Advisory Commission

The Governor's Advisory Commission for Veterans' Affairs (hereinafter referred to as "the Commission"), formulated recommendations to enhance the effectiveness of Virginia's veteran programs within available resources for both current and future needs. The Commission made a number of recommendations that are included in the administration's legislative package for the 2003 General Assembly. However, the importance of serving our veterans demands that we take action now to improve services and to meet better the needs of veterans and their families.

Directives for Improving Veterans Services

- I hereby direct all state agencies to identify opportunities for improving services to veterans and to make and implement appropriate changes. All agencies are to report on their progress on this directive to the Secretary of Administration by June 30, 2003.
- I hereby direct all state agency heads to renew their commitment to veterans' preference in hiring.
- I hereby direct the Secretary of Administration to develop quantifiable performance benchmarks for delivery of direct services to veterans to ensure the highest possible degree of service delivery.
- I hereby direct the Secretaries of Administration and Commerce and Trade to develop a joint strategy for attracting more military retirees to the Commonwealth, including such recommendations as may seem appropriate, by October 1, 2003.
- I hereby direct the Secretary of Administration to give a high priority to efforts to obtain federal grants, private contributions, and other resources for improving services to veterans in Virginia.

This Executive Order shall be effective immediately upon its signing and shall remain in full force and effect until June 30, 2006, unless amended or rescinded by further Executive Order.

Given under my hand and the Seal of the Commonwealth of Virginia, this 16th day of December, 2002.

Mark R. Warner, Governor

Attest:

Secretary of the Commonwealth

Directive 1

All state agencies are directed to identify opportunities for improving services to veterans and to make and implement appropriate changes. All agencies are to report on their progress on this directive to the Secretary of Administration by June 30, 2003.

Synopsis of State Agency Services to Virginia's Veterans

Executive Order 40 directed all state agencies to "identify opportunities for improving services to veterans and to make and implement appropriate changes." All agencies were directed to report on their progress on this directive to the Secretary of Administration by June 30, 2003.

- 79 state agencies have responded to date
 - 15 agencies identified veterans as a unique customer group and provide unique or direct services to veterans
 - 64 agencies did not identify veterans as a unique customer group and thus do not provide unique services to veterans at present
- 31 agencies (39%) identified ways to offer new or improved services to veterans
 - 9 currently provide unique services to veterans
 - 22 do not currently provide unique services to veterans
- 22 agencies (28%) requested assistance from the Department of Veterans Services on providing new services to veterans or indicated a willingness to partner with DVS.
- 5 agencies reported special recognition programs for their employees who are veterans
- 1 agency (Department of Business Assistance) reported an external recognition program – the Virginia Small Business Veteran of the Year Award

Executive Order 40: Report of State Agency Services to Veterans

- In response to the final report of the Governor's Advisory Commission for Veterans Affairs, Governor Warner immediately issued Executive Order 40 in December 2002
 - EO 40 directed all state agencies to "identify opportunities for improving services to veterans and to make and implement appropriate changes."
 - All agencies were directed to report on their progress on this directive to the Secretary of Administration by June 30, 2003.
 - The report in your binders includes a synopsis along with an overview of existing and expanding services to veterans.

- Executive Order 40 has had a significant impact on the services offered to veterans by the Commonwealth's agencies.
 - For the first time, the array of services currently offered by 15 agencies has been documented in one place.
 - The availability of these services can now be more effectively communicated to the veteran community.
 - ◆ Enhancing access to these useful services.
 - Examples of agency services to veterans, beyond those of Dept. of Veterans Services:
 - ◆ *Dept. Human Resource Management:*
 - Active job recruitment efforts in veteran community, including job fairs at Ft. Lee and McGuire VA Medical Center, information clearinghouse with veterans groups for career fairs and employment opportunities, registered participant in DOD Operation Transition for separating/retiring military, their own Veterans Outreach Council, useful web links to with other resources for veterans, etc.
 - ◆ *Va. Employment Commission:*
 - Served 54,121 Va. veterans in FY2003 with career guidance, job search assistance and employment referrals
 - Helped approx. 15,000 veterans a year secure employment
 - Operates the Disabled Veterans Outreach & Local Veterans Employment Representative Programs
 - Provides Transition Assistance Program services to 8 military based in Va., serving another 15,000 veterans a year
 - ◆ *Dept. Housing and Community Development:*
 - Grant funds for homeless shelters that served 1,120 homeless veterans in FY2002
 - Grant funds for construction of 22 bed transitional housing facility for veterans on grounds of McGuire VA Medical Center in Richmond

- ♦ *Dept. of Labor and Industry:*
 - Va. Registered Apprenticeship Program with active veterans participation
 - ♦ *Va. Housing Development Authority:*
 - VA home ownership loan guarantee program - low interest financing, extended rate locks and flexible program options
 - Home ownership education classes on military bases (open to active duty and veterans) – 186 classes to date with over 4, 100 participants
 - ♦ On and on, 15 agencies total providing direct or special services to Virginia’s veterans
- ❑ 5 agencies reported special recognition or other programs for employees who are veterans
 - ❑ 1 agency (Department of Business Assistance) reported an external recognition program
 - Virginia Small Business Veteran of the Year Award
 - ❑ Additionally, 39% of the reporting agencies (31) are expanding services to veterans as a result of Executive Order 40
 - The majority of these agencies did not previously provide direct or unique services to veterans.
 - Examples of new services now being offered:
 - ♦ DGS
 - Now advertising job opportunities on a website targeted to the recruitment of veterans
 - ♦ State Board of Elections:
 - Extending voter registration opportunities and absentee voting information to veterans residing in veterans facilities
 - Partnering with veterans service organizations to distribute voter’s rights information
 - ♦ Virginia Tourism Corporation
 - Now waiving the fee to the Navy Seabee Veterans to display brochures statewide, saving veterans group \$800 annually
 - ♦ Gunston Hall
 - Will offer free admission to veterans and their spouses and families on Veterans Day and Memorial Day
 - ♦ Science Museum of VA.
 - Free admission to veterans to museum exhibits the entire Veterans Day weekend (Sat. through Mon.)

- ♦ Va. Museum of Natural History
 - Discounted museum admission to veterans and their families
 - ♦ Library of Va.
 - Establishing policy to allow access to 250,000 WWII separation notices in their collection starting this fall around Veterans Day
 - Proof of service info important for obtaining benefits
 - ♦ On and on, with total of 31 agencies expanding direct or special services to veterans
- Another 28% of the reporting agencies (22) have requested additional assistance or indicated a willingness to partner with DVS to enhance services to veterans
- Provides fertile ground for additional service expansions in the future.
- Will continue this periodic survey of agencies to maintain the momentum built with the 2002-2003 reforms.

Additional Executive Order 40 Directives

- ❑ The additional directives of Executive Order 40 are all being pursued currently with additional reporting requirements in October and December.
 - State agencies renew their commitment to veterans' preference in hiring
 - ◆ Dept. Human Resource Mgmt. has very active veteran requirement activities that they will continue
 - SOA develop quantifiable performance benchmarks for delivery of direct services to veterans to ensure highest possible degree of service delivery
 - ◆ Looking forward to this board providing input to the Dept. of Vet Services strategic plan
 - ◆ Included in DVS annual report to Governor and Gen. Assembly in December
 - SOA & SOCT develop joint strategy for attracting more military retirees to Commonwealth
 - ◆ Recommendations under development and will be reported next month
 - SOA give high priority to obtain federal grants, private contributions and other resources for improving services to veterans
 - ◆ DVS applied for \$404,000 in federal VA grant for facility improvements at VVCC, Roanoke
 - ◆ Other VA federal grants also being investigated and pursued
 - Results on all of these efforts in Dept. Veterans Services Annual Report in December to Governor and General Assembly
- ❑ In conclusion, Governor Warner's EO 40 has had a tremendous effect on the services offered or will be offered to veterans in Virginia
 - Commissioner Mangis and the Dept. of Veterans Services will continue and expand this momentum

Section 1 – Agencies that provide unique or direct services to veterans (15)

- Department of Veterans Services (Secretary of Administration):
 - Commonwealth's primary veterans service agency
 - Provides extensive benefit claims, care center and cemetery services
 - Veterans Benefit Claims
 - 15 offices statewide assisting veterans with federal and state benefits
 - Federal benefits: Service-connected disabilities, pension, educational, dependency and indemnity compensation, medical and rehabilitation services
 - State benefits: Dependent tuition waivers and professional representation at personal hearings at federal VA regional office and Board of Veterans Appeals in Washington, DC
 - Veterans Care Center
 - 240-bed facility in Roanoke: 180 beds for nursing and long-term care; 60 beds for assisted living
 - Services: Nursing and long-term care; assisted living, alzheimer's unit, ambulance and transportation, pharmacy, canteen
 - Proposed 2nd Care Center in Richmond: Awaiting federal VA construction grant; state matching funds already authorized
 - Veterans Cemeteries
 - Amelia: Opened 1997
 - Suffolk: Groundbreaking Sept. 2003; Scheduled Opening Fall 2004
- Department of Human Resource Management (Secretary of Administration):
 - Established Veterans Outreach Council in June 2002
 - Brings together veterans groups and state agencies to learn about customer needs, communicates available job opportunities, resources, and services within state government
 - Developed a veterans web page at <http://www.dhrm.state.va.us/veterans.htm>
 - Serves as resource for information and services available to veterans
 - Maintained and created links between DHRM and other state agency websites to provide additional information about veteran-related services
 - Developed relationships with veterans groups to communicate state recruitment process and to obtain information about employment opportunities for veterans
 - DHRM serves as a conduit of information regarding career fairs and available employment opportunities for veterans
 - Participated in annual job fairs targeted towards veterans at Ft. Lee and the McGuire VA Medical Center
 - Maintained a program specifically designed to capture veteran demographic information within the state work force through the state's Personnel Information Management System (PMIS)
 - Registered with Operation Transition (Transition Bulletin Board), an automated system sponsored by the Department of Defense containing a list of job want ads and other useful information for separating/retiring military and federal civilian personnel

- Initiated the Commonwealth's Equal Employment Opportunity Compliance Program. One of the tools of the program allows agencies to track the potential disparate impact of employment practices against minorities, women, and veterans
- Department of Housing and Community Development (Secretary of Commerce and Trade):
 - Serves Virginia's veterans through grant programs
 - Homeless shelters that received grant funds served 1,120 homeless veterans in FY 2002 (FY 2003 numbers pending)
 - Provided grant funds for construction of 22 bed transitional housing facility for veterans on grounds of McGuire VA Medical Center in Richmond
- Department of Labor and Industry (Secretary of Commerce and Trade):
 - Veterans actively participate in Virginia's Registered Apprenticeship Program. Program staff works diligently to encourage veteran participation
- Virginia Employment Commission (Secretary of Commerce and Trade):
 - Served 54,121 Virginia veterans in FY 2003
 - Major services include career guidance, job search assistance, and employment referrals
 - Helped 15,239 Virginia veterans secure employment in FY 2002
 - Helped 14,859 Virginia veterans secure employment in FY 2003
 - Operates the Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) Program
 - Federally funded (staffing grant)
 - \$3.1 million in federal FY 2003
 - Will increase to \$3.8 million in federal FY 2004
 - 38 DVOP and 23.5 LVER positions at VEC offices around the Commonwealth
 - Provides Transition Assistance Program (TAP) services at eight military bases in Virginia
 - Given to personnel separating from the military
 - Three-day workshop that teaches job search and interview skills
 - Serves over 15,000 future veterans a year
- Virginia Housing Development Authority (Secretary of Commerce and Trade):
 - Offers the VA home ownership loan guarantee program – low interest rate financing, extended rate locks, and flexible program options
 - Provides home ownership education classes on military bases (open to active duty and veterans) – 186 classes to date with 4,147 participants
- Department of Education (Secretary of Education):
 - State Approving Agency (SAA) for veterans eligible for Montgomery G.I. Bill (MGIB) benefits

- Over 500 post-secondary education and training establishments in Virginia are approved for veterans education and training benefits under MGIB
 - U.S. Department of Veterans Affairs requires SAA approval in order to disburse MGIB benefits
- Library of Virginia (Secretary of Education):
 - Collection includes approximately 250,000 World War II separation notices
 - These notices represent the only proof of service for some veterans (necessary for obtaining benefits, health care, etc.)
 - Library is currently developing a policy as to who can access the records
- Department for the Aging (Secretary of Health and Human Resources):
 - Veterans 60 and older who meet agency eligibility requirements are served through Virginia's 25 local Area Agencies on Aging (AAAs)
 - The department has received a grant from the federal Administration on Aging to fund three pilot programs to test the feasibility of identifying and intervening with male caregivers
 - Two of the programs will focus specifically on retired military personnel
- Department of Medical Assistance Services (Secretary of Health and Human Resources):
 - Contracts with local Departments of Social Services to determine Medicaid eligibility for all Virginians
 - Several types of income/resources of veterans are not included in determining income eligibility
 - Veterans still able to receive these benefits without impacting their potential eligibility for Medicaid
 - Virginia Medicaid program provides reimbursement for services rendered to eligible veterans residing in the Virginia Veterans Care Center
- Department for the Blind and Vision Impaired (Secretary of Health and Human Resources):
 - Maintains close relationship with U.S. Department of Veterans Affairs and with VA Medical Centers in the Commonwealth
 - DBVI and USDVA routinely refer clients to each other
 - DBVI and USDVA services often complement each other: DBVI has a trained staff who assist veterans in their homes, while USDVA often assists by purchasing assistive devices recommended by DBVI staff
- Department of Game and Inland Fisheries (Secretary of Natural Resources):
 - Offers the Disabled Veteran Lifetime License to hunt and fish for \$5.00
 - Offers free freshwater fishing permits to organized groups from VA hospitals in Virginia
- Department of Historic Resources (Secretary of Natural Resources):
 - Lists on the Virginia Historic Landmarks and on the National Register of Historic Places those buildings, monuments, and sites associated with outstanding veterans

- Assists community organizations to gain approval for historical highway markers that recognize outstanding historic military service
- Manages grants to maintain and improve graves and monuments
- Marine Resources Commission (Secretary of Natural Resources):
 - Offers free saltwater recreational fishing licenses to organized groups of military veterans residing in VA hospitals in Virginia

Section 2 – Agencies that identified new or improved services to veterans and implementation timetable (31)

- Commonwealth Competition Council (Secretary of Administration):
 - Assist veterans interested in public-private partnerships through the Public Private Partnership Education Infrastructure Act (no timetable for completion)
- Council on Human Rights (Secretary of Administration):
 - The Council will change the complaint form to request military status. This will help to determine the volume of veteran complaints, which may prove valuable to the Department of Veterans Services (as soon as possible)
- Department of General Services (Secretary of Administration):
 - Will advertise DGS job opportunities on a website targeted to the recruitment of veterans (immediate)
- Department of Human Resource Management (Secretary of Administration):
 - Develop tool to crosswalk jobs by military codes to civilian occupations (March 2004)
 - Educate state HR personnel on how to translate military job duties/experience into civilian terminology (April 2004)
 - Partner with military transition offices through the Transition Assistance Program in order to communicate state recruitment process and available employment opportunities within state government (November 2003 and ongoing)
 - Provide guidance to state agencies regarding the sharing of information about attracting veterans to state government (November 2003 and ongoing)
 - Outreach through veterans group (December 2003 and ongoing)
 - Promote services through the DHRM Career Center for veterans to translate military resumes to civilian resumes and to provide job search assistance (September 2003 and ongoing)
- Department of Veterans Services (Secretary of Administration):
 - Offer remote benefit claims filing (July 2003 to July 2004)
 - In conjunction with local, state, and federal agencies, offer workshops and seminars for veterans in order to explain veterans benefits (January 2004 to January 2005)

- Through the Veterans Services Foundation, collaborate with private and government entities on fundraising efforts (January 2004 to June 2004)
- State Board of Elections (Secretary of Administration):
 - Recommend to the “Help America Vote Act of 2002” (HAVA) Implementation team that voter registration opportunities and absentee voting information be extended to veterans who reside in veteran facilities, and enlist the assistance of veterans organizations in distributing voter’s rights information (timetable under development)
- Board of Accountancy (Secretary of Commerce and Trade):
 - Institute a system to allow veterans direct access to the Executive director, either by phone or in writing, for assistance with:
 - Determining qualifications to take the CPA examination
 - Completing required applications and supporting documents
 - Allowing extra time for comply with renewal provisions for maintaining a CPA license
 - These measures will eliminate the “middleman” and enhance service to veterans (will be implemented by September 30, 2003)
- Department of Housing and Community Development (Secretary of Commerce and Trade):
 - The National Policy Academy on Homelessness is being developed
 - New initiative that will affect veterans
 - First meeting of policy team – October 2003
 - Department of Veterans Services will be a member of the policy team
 - No timetable given for implementation of these measures
- Virginia Tourism Corporation (Secretary of Commerce and Trade)
 - Offer Navy Seabee Veterans the opportunity to display and distribute its brochure at no charge, saving the veterans \$800 annually
- Department of Education (Secretary of Education):
 - Seek approval for an additional position to assist with the below measures (immediately)
 - Reduce the length of time to review, approve, and notify the Department of Veterans Services of new or revised programs approved for veterans education benefits (approximately 90 days after hiring of new staff)
 - Reduce the length of time to inspect new post-secondary schools and training establishments (approximately 90 days after hiring of new staff)
 - Provide technical assistance to improve the level of service and accuracy of benefit certifications by officials of post-secondary schools and training establishments
 - Present MGIB education benefit information at military TAP briefings (beginning October 1, 2003)
 - Develop and provide additional outreach publications (August 15, 2003)

- Gunston Hall (Secretary of Education):
 - Will offer free admission to veterans, their spouses, and their families on Veterans Day and Memorial Day
 - The Education Director will write a passage giving a synopsis of the military service of George Mason and his sons which will be incorporated into all public tours of Gunston Hall's Mansion and grounds on Veterans Day and Memorial Day

- Library of Virginia (Secretary of Education):
 - Collection includes approximately 250,000 World War II separation notices
 - These notices represent the only proof of service for some veterans (necessary for obtaining benefits, health care, etc.)
 - The Library is currently organizing the World War II History Commission records, is developing a policy as to who can access the records, and is developing a form for patrons to request the records
 - Timetable for implementation is the week of November 10, 2003. The Library plans to broadcast the availability of the collection widely, and will offer a free talk on the collection on November 12 at the Library

- Science Museum of Virginia (Secretary of Education)
 - On Veterans Day weekend (the Saturday through Monday of Veterans Day weekend), veterans will receive free admission to the to museum exhibits (but not films)

- State Council of Higher Education for Virginia (SCHEV) (Secretary of Education):
 - Virginia Guaranteed Assistance Program (VGAP) – Eligibility for Veterans: VGAP, a state financial aid program, requires students to be in a dependent status. Veterans are considered independent, so veterans are not eligible for VGAP. This would require a Code change for this to occur. The financial aid directors have asked for a change to be made. This may be among the SCHEV recommendations for the 2004 legislative package
 - Veterans Outreach – SCHEV has requested and is currently getting approval to participate in the Veterans Work-Study program. This enables eligible veterans to receive a work-study allowance while they pursue educational training
 - Transition Assistance Program (TAP) – SCHEV staff will engage military Human Resources personnel at Virginia military bases regarding participation in TAP briefings for outgoing service personnel. SCHEV would provide information about the educational choices at Virginia's non-public institutions
 - No timetable given for implementation of the above measures

- Virginia Museum of Fine Arts (Secretary of Education):
 - Until recent budget cuts curtailed the use of special advertising for vacant positions, the VMFA had placed special ads in veterans' publications to attract more veteran applicants for positions with the museum. These publications included "Veteran's Outpost," "Veterans Enterprise," "Veteran Recruiter," and "Veteran's Employment Journal." If our financial status improves, VMFA will reinstate this action

- For a one-month period in FY 2003, the museum offered free one-year family memberships to all military personnel. In the future, VMFA will consider offering an ongoing discounted family membership for veterans
- As stated in VMFA's response: "We will make a decision about offering an ongoing discounted family membership for veterans by October 1, 2003 and, if we decide to proceed, will publicize the opportunity through our promotional materials beginning in 2004. (Our Board of Trustees approves membership levels and fees. The Board will meet again in mid-September, 2003). We will track the number of veterans who take advantage of the opportunity and will have data ready to report beginning on July 1, 2004 and every six months thereafter"
- Virginia School for the Deaf, Blind, and Multi-Disabled (Secretary of Education):
 - Veterans working for the agency will receive special recognition during the month of November. This will be accomplished by sending the veterans a special appreciation announcement, publishing their names in the on-site Personnel Touch newsletter, or having a special day to honor those specifically with impairments
 - Veterans will be given assistance in completing agency applications
 - Veterans will receive an invitation to attend agency programs, i.e., graduation, Spring Fling, etc.
 - Veterans will be allowed to sit in on American Sign Language workshops based on space availability
 - The above measures will be implemented immediately
- Virginia Museum of Natural History (Secretary of Education)
 - Offer discounted museum admission to veterans and their families
 - Offer "FREE ADMISSION" coupons to veterans for museum special events
 - Offer a 10% discount to veterans on Veterans Day and Memorial Day annually
 - Involve members of "Friends of the VNMH" in recruitment of veterans as museum members, friends members, volunteers, and donors
 - Encourage retiring veterans to relocate to the Martinsville/Henry County area and participate actively in museum activities and events.
- Department of the Treasury (Secretary of Finance):
 - Continue to encourage veterans to apply for job opportunities in Treasury (July 31, 2003)
 - Ensure that veterans are aware of new state/federal programs directed to veterans and veteran benefits and disseminate relevant materials (July 31, 2003)
 - Assist the Board of Veterans Services with recommendations relevant to programs, resources and opportunities to assist veterans, including evaluating veterans service efforts and programs, rendering technical or other advice, etc. (when requested)
 - Establish links on Treasury's website to other veteran-related websites such as the Department of Human Resource Management (DHRM), the Secretary of Administration, and the Department of Veteran Services (September 30, 2003)
 - Encourage staff participation in veteran-related volunteer organizations (ongoing)

- Department for the Aging (Secretary of Health and Human Resources):
 - The Department for the Aging has been in contact with the DVS to discuss the possibility of developing a pamphlet on services for Virginia's veterans
 - Pamphlet would inform veterans about services available through DVS, the Department for the Aging, and the 25 local Area Agencies on Aging
 - No timetable for completion

- Virginia Department for the Deaf and Hard of Hearing (Secretary of Health and Human Resources):
 - VDDHH could work with the Department of Veterans Services to provide veterans with information about the Technology Assistance, Virginia Relay, and Outreach Services programs
 - The VDDHH Director will contact the Commissioner for Veterans Services to initiate this relationship
 - In addition, VDDHH will identify opportunities to meet with local chapters of the American Legion and Veterans of Foreign Wars to provide program information
 - Timetable for implementation of these new services – FY 2004

- Department of Health Professions (Secretary of Health and Human Resources):
 - While on active duty, many veterans had the training or obtained the credentials that may meet the education or training requirements necessary to obtain or retain a license, certificate, or registration
 - The Department of Health Professions proposes to identify military credentials that would, in whole or part, satisfy Virginia requirements and promulgate these qualifications on a new web page on the DHP website
 - The new feature would include information about any waivers and rules that may be advantageous to veterans
 - The website would feature links to such other websites, such as the U.S. Department of Labor's Veteran's Employment and Training Service and the U.S. Army's "COOL" website, which cross walks Military Occupation Specialties with civilian credential and licensing requirements
 - The timetable for completion is October 1, 2003

- Department of Medical Assistance Services (Secretary of Health and Human Resources):
 - Improve outreach services to veterans and their families to increase their awareness of the full range of medical and mental health services that are available to eligible veterans under the Medicaid or FAMIS
 - Meet with DVS to discuss outreach mechanisms (Summer 2003)
 - Develop print materials on services available to veterans (Summer/Fall 2003)
 - Distribute print materials to designated sites (Fall 2003)
 - Develop a section on the DMAS website which provides up to date information on services available to veterans. Ask DVS to add a link from the DVS website to the new section of the DMAS website (Fall 2003)
 - Develop a mechanism whereby designated sites can order additional printed material (Fall 2003)

- Conduct a survey of all fifty states on ways each has improved the eligibility process or range of services available to veterans
 - Meet with DVS to discuss other state Medicaid programs and assistance provided to veterans. Discuss potential questions for the survey (Summer 2003)
 - Develop and conduct the survey (Fall 2003)
 - Form a workgroup to review the results. Determine which enhancements/services would require new regulations or legislation to implement (Fall 2003/Winter 2004)
 - For those enhancements/services which do not require new regulations or legislation, develop a timetable for implementation (Winter 2004)
 - For those enhancements/services which require new regulations or legislation, develop fiscal and program impact statements for consideration in the development of budget and legislative initiatives for the 2005 General Assembly (Spring/Summer 2004)

- Department of Rehabilitative Services (Secretary of Health and Human Resources):
 - DRS has begun discussions with the U.S. Department of Veterans Affairs to determine if there is the potential for a special funding program at the Woodrow Wilson Rehabilitation Center for veterans, using Chapter 19 USDVA funds for “Independent Living”

- Department of Environmental Quality (Secretary of Natural Resources):
 - DEQ will make available to DVS and the Secretary of Administration, as requested, information regarding DEQ outreach and assistance programs, including:
 - Virginia Brownfields Assessment Program
 - Virginia Voluntary Remediation Program
 - Virginia Brownfields Marketplace
 - Virginia Brownfields/Land Renewal Program
 - Virginia Small Business Assistance Loan Fund
 - Virginia Small Business Compliance Assistance Program

- Department of Game and Inland Fisheries (Secretary of Natural Resources):
 - Provide a new veteran’s conservation license plate with an appropriate logo and designed to recognize those veterans who are also hunters, fishers, and wildlife enthusiasts (FY 2004/FY 2005)
 - Promote shooting sports for veterans as our new firing ranges come on-line in the next several years on selected wildlife management areas in the Commonwealth (dependent of DGIF budget and rollout of new facilities)

- Chippokes Plantation Farm Foundation (Secretary of Natural Resources):
 - The Chippokes Farm & Forestry Museum can begin soliciting for veteran volunteers, targeting those with an interest in antique farm and forestry equipment, tools, and house wares up to the 1930s. Veteran volunteers with expertise in steam and gasoline engines can provide valuable expertise in

restoring and maintaining the museum's collection of gasoline engines, tractors, etc. Volunteers are also needed to help with special events, carpentry work, grass mowing, etc. (within three months the museum will begin soliciting for veteran volunteers through military newspapers)

- Department of Correctional Education (Secretary of Public Safety):
 - Plans for recognizing DCE employees who are veterans:
 - Hold a "DCE/Veterans Night at the Diamond" baseball event on a date that is close to Memorial day
 - Nominate veterans for local, state, and national awards, particularly volunteer service awards
 - Hold an annual veteran recognition luncheon at the DCE Central Office on a date that is close to Memorial Day or Veterans Day
 - Send out agency-wide notices on Memorial Day and Veterans Day to recognize DCE veterans
 - Improve recruitment of veterans as DCE volunteers
 - Though actively recruits veterans as volunteers, it has almost always been on an individual basis
 - DCE will reach out to veterans groups to recruit additional volunteers
 - Volunteer Veteran Recruitment Days – DCE recruiters visit veterans organizations
 - Flyers, brochures, announcements in veteran newsletters, etc.
 - No timetable given for implementation of the above measures
- Department of Juvenile Justice (Secretary of Public Safety):
 - DJJ will seek to establish relationships with military bases in the Commonwealth as a means of informing persons being discharged from the military of employment opportunities with DJJ (September 30, 2003)
- Center for Innovative Technology (Secretary of Technology):
 - CIT will recognize veteran employees by acknowledging them on the last workday prior to Veterans Day (implement November 10, 2003)
- Department of Motor Vehicles (Secretary of Transportation):
 - DMV provided DVS with office space at the DMV office at 2300 W. Broad Street in Richmond. DVS personnel will provide services to veterans every Friday at this new location. This facility is handicap accessible, with free parking (implemented July 11, 2003)
 - DMV wishes to determine is it can provide space in some of its other customer service centers for DVS and other groups and organizations that help veterans receive their benefits (December 2003)
 - Due to the severe budgetary constraints placed on all agencies, any additional space-sharing arrangements beyond the trial period will be subject to DVS reimbursing DMV for any office space, equipment or supplies DMV provides

- DMV can provide veterans with links to various online services at its web site, www.dmvnow.com, which can help them apply for and receive their benefits (December 2003)
- Motor Vehicle Dealer Board (Secretary of Transportation):
 - All applicants for a salespersons license must become certified. A primary step in the certification process is passing an examination
 - By August 15, 2003, the Motor Vehicle Dealer Board will extend a formal offer to DVS to conduct training sessions or other informational sessions to assist veterans in preparing to take the certification examination

Section 3 – Agencies that requested assistance from or seek to work with the Department of Veterans Services and the Secretary of Administration (22)

- Compensation Board (Secretary of Administration):
 - Welcomes any advice or recommendation from the Department of Veterans Services regarding opportunities to assist veterans
- Department of Employment Dispute Resolution (Secretary of Administration):
 - Welcomes any advice or recommendation from the Department of Veterans Services regarding opportunities to assist veterans
- State Board of Elections (Secretary of Administration):
 - Will recommend that the HAVA Implementation Team invite a representative of the Department of Veterans Services to participate in a discussion of the opportunities to include veterans in the voter education projects
- Board of Accountancy (Secretary of Finance):
 - Asks that the Department of Veterans Services add a link from the DVS website to the BOA website for those veterans seeking information about CPAs, CPA firms, and CPA licenses
- Department of Housing and Community Development (Secretary of Commerce and Trade):
 - Letter from DHCD stated that Department of Veterans Services will be part of National Policy Academy on Homelessness policy team, with first meeting scheduled for October
- Department of Labor and Industry (Secretary of Commerce and Trade):
 - Requests that Department of Veterans Services train its benefit claims specialists to direct potential wage claimants to DOLI for investigation of wage claims
 - Requests that DVS provide Labor Law Division staff on the services available to veterans so that they can advise veterans they come into contact with and then refer them to the proper agencies for assistance

- Virginia Employment Commission (Secretary of Commerce and Trade):
 - VEC points out that the Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representative (LVER) Program staff positions are 100% federally funded.
 - The Maximum Employment Level (MEL) imposed on state agencies sometimes means there is a delay in filling DVOP and LVER positions
 - Because the federal government recaptures unused funds, the Commonwealth loses federal money when DVOP and LVER positions remain vacant
 - VEC requests consideration be given to exempting the DVOP and LVER positions from the MEL limitation, and that the Office of the Secretary of Administration advocate for and advance this request

- Department of Education (Secretary of Education):
 - Approve the transfer of the State Approving Agency (SAA) function to the Department of Veterans Services or create liaison opportunities between DVS and the SAA by regular meetings and briefings to educate other agencies on the functions and roles of the SAA and MGIB education benefits available to the citizens of the Commonwealth
 - Preliminary discussions have been held with Deputy Secretary of Administration Sheryl Bailey and Chief Deputy Commissioner for Veterans Services Bert Boyd regarding the feasibility of moving the Veterans Education Service to DVS

- Library of Virginia (Secretary of Education):
 - The Library will work with DVS and state/local veterans organizations and seek their assistance in notifying veterans of the availability of the World War II History Commission records

- Virginia Museum of Fine Arts (Secretary of Education):
 - If VMFA proceeds with the measures outlined in Section 2 above, DVS and the Secretary of Administration can assist by publicizing the availability of the discounted family membership for veterans in newsletters or on websites

- Virginia School for the Deaf, Blind, and Multi-Disabled (Secretary of Education):
 - In regards to the measures outlined in Section 2 above, the school requests that DVS:
 - Post announcements in their respective agencies
 - Create flyers to be included with monthly benefit checks to inform veterans of the American Sign Language workshop information
 - Disseminate information to the agencies regarding activities planned for veterans

- Department of the Treasury (Secretary of Finance):
 - Disseminate information gathered from agencies in regard to the Governor's Advisory Commission for Veterans' Affairs pursuant to Executive Order 40 (2002) on efforts to improve services for Virginia's veterans
 - Continue to update relevant websites for veteran resources for DHRM, the Secretary of Administration, and the Department of Veteran Services and other relevant websites for agencies and staff to access for information, programs and available resources

- Virginia Department for the Deaf and Hard of Hearing (Secretary of Health and Human Resources):
 - DVS can assist VDDHH by:
 - Providing contact information for appropriate veterans groups
 - Working with VDDHH to identify strategies to employ in doing outreach to veterans

- Department of Health Professions (Secretary of Health and Human Resources):
 - Requests a link from the DVS website to the Department of Health Professions' website

- Department of Medical Assistance Services (Secretary of Health and Human Resources):
 - DVS can assist DMAS with the initiative outlined in Section 2 above by
 - Appointing a DVS contact person to assist DMAS
 - Adding a link from the DVS website to the new section of the DMAS website

- Department of Rehabilitative Services (Secretary of Health and Human Resources):
 - DRS would be interested in any assistance that DVS can provide in increasing referrals between the USDVA and DRS for disabled veterans who would like to become employed or may need vocational evaluation or medical services from the Woodrow Wilson Rehabilitation Center

- Department of Game and Inland Fisheries (Secretary of Natural Resources):
 - Assistance from both the Secretary of Administration's Office and DVS in publicizing activities and events, availability of sites, etc. would be of great assistance. Encouragement to DMV from both would help. Further, if DVS would give DGIF statistics on the number of veterans in Virginia and demographics as to localities, concentrations, etc., DGIF could better market its services. Likewise, DGIF would be pleased to consider any other assistance that it can provide to veterans from any source

- Chippokes Plantation Farm Foundation (Secretary of Natural Resources):
 - Requests that DVS provide information on how to reach veterans

- Department of Correctional Education (Secretary of Public Safety):
 - DCE requests that DVS

- Identify and compile a list of all veterans organizations in the Commonwealth of Virginia, and furnish this list to DCE
- Establish a working relationship with DCE to help with job recruitment, volunteer recruitment, dissemination of information, etc.
- Department of Juvenile Justice (Secretary of Public Safety):
 - DJJ requests that DVS provide a list of military installations in Virginia and points of contact at those bases for use in DJJ efforts to inform persons leaving the military of employment opportunities with DJJ
- Department of Motor Vehicles (Secretary of Transportation):
 - DVS can assist by:
 - Beginning to identify those areas of service that would be most appropriate to have in the DMV customer service centers
 - Determining which areas of the state DMV may be able to help supplement the services already offered by DVS
 - Determining which other veteran service entities could assist in providing veteran services at DMV customer service centers
 - DVS also can provide links to DMV that will assist in setting up a DMV web site source for veterans in search of benefit information and other veteran services online

Section 4: Agencies with Employee Recognition & other Programs for Veterans
(5)

- Virginia School for the Deaf, Blind and Multi-Disabled
- Department of Conservation and Recreation
- Department of Correctional Education
- Department of Criminal Justice Services
- Department of Rail and Public Transportation

Directive 2

All state agency heads are directed to renew their commitment to veterans' preference in hiring.

The Department of Human Resource Management (DHRM) has worked closely with the veteran community and the Department of Veterans Services (DVS). DHRM has assisted greatly in providing a foundation for veterans to realize a hiring preference within all sectors of employment.

Within the areas of State and Federal employment, DHRM has provided demographic studies to support and identify the areas of success as well as those areas that need to be strengthened.

The DHRM management is always prepared to take their message to any veterans service group or other constituent groups to address this and any other personnel issue. Their technical assistance is second to none and can be timely delivered.

DHRM's outreach services include the Veteran Outreach Council (VOC), which was established with the primary mission to develop and implement an active recruitment program that targets the employment of qualified veterans in state government. The Council consists of membership from state agencies within the Executive Branch of government. The VOC will work to enhance the exchange of information between veterans and state agencies that will facilitate the employment of individuals currently being discharged from the military and those with prior military service. DHRM along with other state agencies will actively participate in career fairs targeted toward military personnel. Additionally, the VOC will network with military special interest groups to stay abreast of the employment issues and needs of our veterans.

Under the programs and events heading in DHRM's website, a directory of electronic services and events are maintained and updated regularly. They offer links to state, federal and private resources to assist veterans with employment issues.

This action is taken to place the veteran in the position to receive a preference in hiring based on their expanded experience, knowledge and abilities acquired through military service.

Re-employment rights are strongly advocated by DHRM. Veterans are made aware of their rights to return to their previous civilian employment upon discharge from the military.

The endeavors of DHRM extend into the future; but for the near term, a list of those endeavors is provided:

1. Develop tool to crosswalk jobs by military codes to civilian occupations (2004)
2. Educate state Human Resource personnel on how to translate military job duties/experience into civilian terminology (2004)
3. Partner with military transition offices through the Transition Assistance Program in order to communicate state recruitment process and available employment opportunities within state government (Ongoing)
4. Provide guidance to state agencies regarding the sharing of information about attracting veterans to state government (Ongoing)
5. Outreach through veterans groups (Ongoing)
6. Promote services through the DHRM Career Center for veterans to translate military resumes to civilian resumes and to provide job search assistance (Ongoing)

Directive 3

The Secretary of Administration is directed to develop quantifiable performance benchmarks for delivery of direct services to veterans to endure the highest possible degree of service delivery.

The Secretary of Administration has developed several important quantifiable performance benchmarks for delivery of direct services to veterans. Further, the Secretary has incorporated these benchmarks into the expectations of the Commissioner and the entire Department of Veterans Services.

Below is a partial list of those quantifiable performance benchmarks:

1. The substantial completion of the second State veteran cemetery in Suffolk by the Fall of 2004.
2. Dedication of the State cemetery on Veterans Day 2004
3. Update the design on the second proposed State nursing home in Richmond in FY 2004.
4. Completion of the second State home within 30 months of receipt of federal funds.
5. Complete the renovation of the existing State nursing home in Roanoke within 12 months of receipt of federal funds.
6. Submit resolutions to the National Association of State Departments of Veterans Affairs in 2004 to solicit support of an increase in the \$300 burial to \$500 from the USDVA. Also, to solicit their support to have the USDVA remove the administrative restriction on the placement and payment of per diem to the State for those veterans rated 70% or greater.
7. Conduct a study of underserved DVS service areas in the State by March 2004 and implement a new service delivery structure beginning in May 2004.
8. Conduct a Department training conference by May 2004.
9. Increase the grant rate on initial claims; increase the number of benefit claims submitted to the USDVA and to improve the grant rate on back-award appeals pending before the USDVA.
10. Conduct an operation study of the major business functions of the State nursing home by March 2004
11. Conduct a study of demographics and develop a marketing plan to improve and maximize the burial rates at both State cemeteries by June 2004.
12. Increase outreach programs in the certification of more educational and training programs by June 2004. Also, to increase veteran awareness of other benefits and veteran programs through veteran benefit "supermarkets", electronic newsletters, and public service announcements and become regular contributors to State veteran service organizations' newsletters by June 2004.

Directive 4

The Secretaries of Administration and Commerce and Trade are directed to develop a joint strategy for attracting more military retirees to the Commonwealth, including such recommendations as may seem appropriate, by October 1, 2003.

Attracting and Retaining Military Retirees in Virginia

Virginia has a strong link to the military with every branch of service represented by major installations across the state. Once here, many active-duty military decide to call Virginia home and Virginia ranks fourth among all states in the total number of military retirees. Thus, military retirees are a significant segment of Virginia's population with tremendous economic and community impact. The Department of Defense (DOD) Statistical Report on the Military Retirement System for 2002 indicates that over 127,000 military retirees reside in the Commonwealth of Virginia.

A recent study at Old Dominion University identified several key benefits that the Hampton Roads region derives from the military retiree sector. These substantial benefits also apply to the to the state as whole. The study's key demographic, labor force and educational findings are outlined below.¹

➤ **Demographics of Military Retirees**

- ◆ 54 percent of military personnel retire after they have served 20 years
- ◆ The mean number of years of service is 20.9 for enlisted members and 23.4 for officers
- ◆ There are eight times as many retired enlisted military members than there are retired officers.
- ◆ The mean age of a military retiree is 43

➤ **Labor Force Participation of Military Retirees and Spouses**

- ◆ The majority of retirees work full time after retiring and 78 percent either work or go to school
- ◆ The most common position taken by a military retiree is managerial or administrative in character
- ◆ 46 percent of military retirees feel that more than half of their military skills and training were useful in their jobs
- ◆ When military retirees take a job after retiring, typically they intend to work until a normal retirement age (60 – 69 years old)
- ◆ 53% of military retiree spouses work either full or part time
- ◆ Military retirees and spouses are highly valued by employers. Generally military retirees are recognized as more mature and disciplined, with a superior work ethic and excellent interpersonal skills.

¹ "Military Retirees in Hampton Roads," *The State of the Region: Hampton Roads 2003* (September 2003: Regional Studies Institute, Old Dominion University).

➤ **Educational Experience of Military Retirees**

- ◆ A much higher percentage of military retirees have completed high school than is true in the U.S. population, but a much lower percentage overall has earned baccalaureate or graduate degrees.
- ◆ However, significant differences exist between the educational experience of enlisted and officer retirees
- ◆ High school diploma/GED is the highest education attained for 94% of enlisted retirees
- ◆ BS/BA or postgraduate degree is the highest education attained for 86 % of officer retirees

The ODU study also identified a substantial economic impact for military retirees in Hampton Roads. The numerical impact and economic significance of military retirees are multiplied at the state level. Based on the DOD Statistical Report on the Military Retirement System for 2002, the total economic impact to the state of Virginia has been calculated and summarized below.

➤ **Economic Impact of Military Retirees²**

- ◆ The Department of Defense (DOD) paid military retirees in Virginia \$250.6 million monthly in 2002, *more than \$3.0 billion annually*. This amount will certainly increase with the impending federal approval of concurrent receipt that will allow military retirees to also receive certain earned veterans disability payments.
- ◆ DOD payments to military retirees *exclude* any income received as disability compensation from the US Department of Veterans Affairs, or income received by surviving spouses as part of the Survivor's Benefit Plan, an optional income insurance program available to retiring military members.
- ◆ These payments are not subject to the business cycle and thus provide a great deal of economic stability to the state.
- ◆ Retirement stipends also are adjusted for inflation via a formula keyed to the Consumer Price Index (CPI).
- ◆ The real purchasing power of military retirees is unlikely to decline significantly in the future.

Military retirees often choose to live outside their native state. The ODU study identified the top location decision factors and the top six states for military retirees, summarized below:³

➤ **Six most important factors determining where military retirees live:**

- ◆ Close to base commissary or exchange
- ◆ Close to military medical care
- ◆ Climate
- ◆ Owned a home in the area
- ◆ Employment opportunities
- ◆ Close to family

² DOD Statistical Report on the Military Retirement System, 2002 and ODU The State of the Region: Hampton Roads 2003 Report

³ ODU The State of the Region: Hampton Roads 2003.

➤ **Six states with the most military retirees (descending order):**

- ◆ California
- ◆ Florida
- ◆ Texas
- ◆ Virginia
- ◆ Georgia
- ◆ North Carolina

Recommendations

The data above confirm that military retirees are tremendous assets to Virginia that contribute significantly to the economic and community well-being of the state. Other states also recognize the positive characteristics of military retirees and have launched programs to attract and retain this group.

Virginia has tended to naturally attract military retirees with its numerous and large military installations, favorable climate and strategic location on the eastern seaboard. However, we cannot continue to depend on these natural advantages to maintain our favorable standing with military retirees. Thus, Governor Warner directed the Secretaries of Administration and Commerce and Trade to develop joint strategies for attracting more military retirees to the Commonwealth.

The following recommendations are made to attract and retain military retirees to Virginia:

- Fund the military waiver that provides in-state tuition and fees to the children and spouses of military personnel (*Included in Governor Warner's Proposed Budget for the 2004-2006 Biennium*).
- The Administration and Commerce and Trade Secretariats conduct a joint study to identify specific characteristics attractive to Virginia's military retirees and recommend potential techniques to further attract and retain this group of citizens.
- Direct Virginia's Commission on Military Bases to focus on retaining substantial base commissary and military medical care facilities in Virginia, especially in Hampton Roads and Northern Virginia.
- Develop a joint program with Virginia's active duty military commands to include federal Veterans Affairs benefit workshops as part of the military retirement process, with special emphasis on Hampton Roads given the extremely high percentage of military retirees residing in Hampton Roads.
- Develop a joint program with VEC, the Workforce Development Initiative, and other agencies to address key military retiree employment concerns.

Directive 5

The Secretary of Administration is directed to give a high priority to efforts to obtain federal grants, private contributions, and other resources for improving services to veterans in Virginia.

- The DVS has received a 6.5 million dollar federal grant for the construction of the second veteran cemetery in Virginia. Secretary of Administration gives high priority to obtain federal grants, private contributions and other resources for improving services to veterans
 - DVS applied for \$404,000 in federal VA grant funds for facility improvements at VVCC, Roanoke
 - An earlier grant request for more than 14.7 million dollars has moved to a priority one group by the USDVA. Other VA federal grants are also being investigated and pursued.

APPENDIX B

U. S. DEPARTMENT OF VETERANS AFFAIRS GEOGRAPHICAL EXPENDITURES IN VIRGINIA

FEDERAL FISCAL YEAR 2002

GEOGRAPHIC DISTRIBUTION OF VA EXPENDITURES FOR FY 2002

VIRGINIA

Expenditures in \$000

COUNTY/CITY	Veteran Population	Total Expenditures	Compensation & Pension	Education & Voc Rehab	Insurance & Indemnities	CNSTR	GOE	VA MEDICAL CARE - FY 2002	
								Total Unique Patients	Medical Expenditures
ACCOMACK	4,053	6,359	4,167	107	278			496	1,806
ALBEMARLE	7,256	6,380	3,692	243	533			445	1,912
ALLEGHANY	1,521	3,338	1,708	145	115			312	1,371
AMELIA	1,157	3,346	1,079	20	63			299	2,184
AMHERST	3,170	5,687	3,184	79	240			611	2,184
APPOMATTOX	1,400	2,418	1,437	62	109			228	810
ARLINGTON	14,929	22,249	13,479	1,975	1,433			846	5,361
AUGUSTA	6,879	11,105	6,620	256	472			1,017	3,757
BATH	468	746	509	11	50			52	176
BEDFORD	7,119	15,765	7,088	219	445			1,238	8,013
BLAND	888	1,377	889	26	70			123	391
BOTETOURT	3,572	9,736	4,033	152	254			750	5,297
BRUNSWICK	1,888	4,819	2,135	85	113			404	2,486
BUCHANAN	1,543	4,566	2,863	113	154			376	1,436
BUCKINGHAM	1,506	2,109	1,711	25	120			51	253
CAMPBELL	5,405	9,410	5,329	180	413			1,016	3,487
CAROLINE	2,364	4,611	1,977	97	140			388	2,397
CARROLL	2,725	6,974	3,954	246	229			610	2,545
CHARLES CITY	710	1,582	622	12	51			117	896
CHARLOTTE	1,078	4,603	1,814	52	100			468	2,637
CHESTERFIELD	27,007	43,894	18,841	1,160	1,881			4,043	22,011
CLARKE	1,494	2,723	997	16	101			252	1,609
CRAIG	544	1,796	769	190	44			140	793
CULPEPER	3,463	4,753	2,357	149	237			370	1,363
CUMBERLAND	720	3,231	979	25	62		503	405	2,164
DICKENSON	1,288	4,811	3,141	111	115			388	1,445
DINWIDDIE	2,468	5,883	2,530	117	184			450	3,052
ESSEX	964	3,409	1,915	82	78			202	1,333
FAIRFAX	94,209	104,453	73,716	6,997	7,947			3,702	15,794
FAUQUIER	6,605	4,019	1,973	247	467			329	1,331
FLOYD	1,280	4,268	2,099	689	101			333	1,379
FLUVANNA	2,320	2,883	1,892	69	121			184	800
FRANKLIN	5,164	13,181	5,601	182	318			1,138	7,081
FREDERICK	6,470	12,133	4,648	400	442			1,262	6,643
GILES	1,717	4,437	2,207	127	141			379	1,962
GLOUCESTER	4,739	8,413	5,509	380	291			490	2,234

GOOCHLAND	1,483	3,066	1,122	80	127	196	1,738
GRAYSON	1,704	4,074	2,245	134	129	383	1,566
GREENE	1,530	1,361	976	26	68	105	291
GREENSVILLE	1,328	2,013	960	23	57	148	973
HALIFAX	3,365	11,062	6,817	179	249	674	3,817
HANOVER	8,540	12,358	6,587	503	553	791	4,715
HENRICO	24,608	38,713	15,133	1,194	2,007	3,297	20,379
HENRY	5,518	13,001	5,381	218	460	1,416	6,942
HIGHLAND	355	481	304	6	24	46	146
ISLE OF WIGHT	3,185	6,263	3,582	172	211	349	2,299
JAMES CITY	7,241	9,107	6,017	347	379	536	2,363
KING AND QUEEN	614	1,899	773	502	42	87	581
KING GEORGE	2,221	3,426	1,555	183	137	185	1,551
KING WILLIAM	1,314	2,413	936	30	87	149	1,361
LANCASTER	1,724	2,672	1,427	8	127	225	1,109
LEE	2,250	7,289	4,813	114	183	520	2,178
LOUDOUN	16,058	6,063	1,784	284	827	686	3,167
LOUISA	2,758	4,474	2,206	338	182	291	1,747
LUNENBURG	1,562	3,987	1,752	61	90	317	2,085
MADISON	1,177	1,861	1,196	29	87	96	549
MATHEWS	1,366	3,679	2,314	770	86	106	509
MECKLENBURG	3,356	7,509	3,616	100	245	702	3,547
MIDDLESEX	1,458	2,084	1,259	19	103	167	703
MONTGOMERY	6,057	11,261	5,529	964	443	910	4,325
NELSON	1,503	2,446	1,503	28	105	209	810
NEW KENT	1,579	2,669	1,150	71	111	213	1,337
NORTHAMPTON	1,345	2,321	1,697	65	108	163	451
NORTHUMBERLAND	1,758	2,448	1,346	15	112	196	975
NOTTOWAY	1,665	4,322	2,134	71	143	382	1,973
ORANGE	3,288	4,596	2,726	112	234	302	1,523
PAGE	2,392	5,807	2,177	42	196	563	3,392
PATRICK	1,777	4,142	2,072	49	142	422	1,879
PITTSYLVANIA	5,680	11,404	6,217	214	417	1,147	4,556
POWHATAN	2,452	4,026	1,848	71	143	283	1,964
PRINCE EDWARD	1,558	3,079	2,187	97	119	137	675
PRINCE GEORGE	4,110	9,502	5,330	619	254	1,308	3,300
PRINCE WILLIAM	34,569	49,152	25,893	5,818	2,148	1,516	5,746
PULASKI	3,906	7,556	3,843	561	322	723	2,830
RAPPAHANNOCK	719	1,316	498	35	61	115	722
RICHMOND	952	2,262	869	8	58	164	1,327
ROANOKE	9,498	26,804	12,966	551	838	1,955	12,449
ROCKBRIDGE	2,185	4,956	2,225	53	177	441	2,501
ROCKINGHAM	5,957	9,629	5,001	239	460	1,133	3,928
			8,378				
			1,169				

NORFOLK (CITY)	28,497	60,929	34,705	5,161	2,144			3,428	18,919
NORTON (CITY)	348	1,152	522	17	28			110	585
PETERSBURG (CITY)	4,152	17,549	9,664	467	368			3,256	7,050
POQUOSON (CITY)	1,438	2,318	1,672	144	105			112	397
PORTSMOUTH (CITY)	12,063	28,031	17,558	1,681	965			1,428	7,828
RADFORD (CITY)	1,107	2,569	1,130	252	83			217	1,104
RICHMOND (CITY)	16,912	70,225	24,254	2,234	1,547		362	6,581	40,117
ROANOKE (CITY)	10,241	72,723	19,075	1,016	951		22,774	3,513	28,350
SALEM (CITY)	2,968	13,836	4,007	160	308			2,025	8,180
STAUNTON (CITY)	2,736	4,486	2,419	151	252			494	1,663
SUFFOLK (CITY)	7,249	14,013	8,764	981	428			740	3,839
VIRGINIA BEACH (CITY)	59,003	108,975	74,556	13,289	3,753			4,203	17,377
WAYNESBORO (CITY)	2,309	3,229	1,800	59	183			355	1,188
WILLIAMSBURG (CITY)	955	3,235	2,701	120	75			70	339
WINCHESTER (CITY)	2,440	5,924	2,420	341	217			561	2,946
	763,522	1,487,455	791,389	80,011	55,786		32,724	101,757	520,601
VIRGINIA Congressional District Totals									
TOTAL CONG. DIST (01)	98,215	164,096	108,842	12,328	5,654			7,834	37,272
TOTAL CONG. DIST (02)	77,397	154,002	99,262	16,966	5,280			7,552	32,494
TOTAL CONG. DIST (03)	60,459	187,327	68,002	7,968	3,976		1,040	15,510	102,462
TOTAL CONG. DIST (04)	76,546	171,203	101,161	8,998	5,542			12,539	55,502
TOTAL CONG. DIST (05)	60,345	125,864	63,225	2,337	4,539		29	10,934	55,734
TOTAL CONG. DIST (06)	62,495	188,607	74,699	3,391	5,259		22,774	15,510	80,746
TOTAL CONG. DIST (07)	68,888	106,393	51,966	3,616	5,172		503	8,221	44,993
TOTAL CONG. DIST (08)	62,359	86,196	55,063	6,682	5,472			3,099	18,965
TOTAL CONG. DIST (09)	52,048	141,970	72,960	5,528	4,269			13,124	59,214
TOTAL CONG. DIST (10)	79,357	75,797	43,131	4,834	5,297			4,480	22,535
TOTAL CONG. DIST (11)	65,414	86,000	53,079	7,363	5,326		8,378	2,954	10,685
VIRGINIA (Totals)	763,522	1,487,455	791,389	80,011	55,786		32,724	101,757	520,601

Notes:

Veteran population estimates as of September 30, 2002. Data from VetPop 2001 Model adjusted for Census 2000.

The count of unique patients is based on the home residence of the patient. The expenditure data shown

in the column "Medical Expenditures" is the actual cost to the VA for the medical care provided

to the unique patients. CD's are 108th Congress for Medical Expenditures. All other expenditure data is for the 107th Congress.

CNSTR - Construction; GOE - General Operating Expenses

APPENDIX C

ORGANIZATIONAL CHART

**DEPARTMENT OF VETERANS SERVICES
 ORGANIZATIONAL CHART
 (As of December 2003)**

