

Native American Veterans:
**A Strategy to Improve Employment and Training
Services on Tribal Lands**

Prepared by:



VETERANS' EMPLOYMENT AND TRAINING SERVICE
UNITED STATES DEPARTMENT OF LABOR

Introduction

Purpose: This report documents the Veterans' Employment and Training Service's (VETS) strategy for addressing the recommendations in the U.S. Department of Labor's 2010 Report to Congress on the Employment Needs of Native American Veterans Living on Tribal Lands. The strategy outlined herein is consistent with the President's initiative to Strengthen Tribal Communities through Education and Economic Development. This report also responds to two other requirements:

- Recommendations in Government Accountability Office (GAO) Report 13-664 (September 2013), Native Americans: DOL Needs a Clear Plan to Improve Employment and Training Services on Tribal Lands; and
- Congressional Appropriations Conference Report to the Consolidated Appropriations Act, 2014, requiring the Secretary of Labor to submit to the House and Senate Appropriations Committees by June 30, 2014, a strategy to implement recommendations from the Department's 2010 Report on Employment Needs of Native Americans Living on Tribal Lands.

Background: In 2009 Congress mandated that the Secretary of Labor submit a report assessing employment needs of American Indian and Alaska Native and Native Hawaiian veterans living on tribal lands. The report was submitted to Congress on August 10, 2010, with the following recommendations:

1. Boost economic development on tribal lands;
2. Collaborate across Federal and State agencies with tribal governments;
3. Launch a communications program focused on outreach to Native American veterans on tribal lands;
4. Map inventoried employment needs of Native American veterans against existing programs and services available to veterans to identify unmet needs and eliminate overlaps;
5. Create an advisory committee subgroup to institutionalize an increased focus on Native American veteran employment issues; and
6. Allow for flexibility in existing employment programs to better meet the needs of Native American veterans.

In 2012, Congress initiated a GAO study to determine the progress the Department had made in addressing the six recommendations listed above. The GAO published its final report (13-664) in September 2013. In the report, GAO recommends that the Secretary of Labor do the following:

- Ensure the Department has a written strategy to position the agency to efficiently and effectively respond to the 2010 recommendations, including the identification of roles

and responsibilities, as well as the goals, costs, and time frames to complete their implementation;

- Identify and disseminate lessons-learned and promising practices from DOL and other agencies' efforts; and
- Expand collaboration with other agencies to leverage agency resources. This effort could include working through the Advisory Committee on Veterans' Employment, Training and Employer Outreach (ACVETEO) and other efforts, strengthening relationships with agencies that also serve Native American veterans, such as the Department of Defense (DOD), Veterans Affairs (VA), Education, Health and Human Services, the Small Business Administration (SBA), and the Bureau of Indian Affairs (BIA).

On December 19, 2013, the Department received a letter from Chairman Sanders and other members of the Senate Committee on Veterans' Affairs requesting that VETS:

- Describe how VETS collects best practices from innovative programs and shares them with others;
- Provide a detailed implementation strategy including meaningful benchmarks, for implementing the recommendations in the Department's 2010 Report on the Employment Needs of Native American Veterans Living on Tribal Lands not later than February 2014;
- Consider whether there are low cost ways to conduct a needs assessment, such as partnering with organizations that serve this population or conducting an informal survey, to determine what gaps exist; and
- Describe efforts VETS has taken to collaborate with the Department's Division of Indian and Native American Programs (DINAP) and other agencies, such as the VA, the Bureau of Indian Affairs, entities serving Native Hawaiians, such as the state of Hawaii Office of Hawaiian Affairs, and tribal governments, to leverage their resources and expertise to improve the quality of outreach to this population.

As part of the Consolidated Appropriations Act, 2014, VETS was directed to provide a report that outlines VETS strategy to implement the recommendations in the Department's 2010 Report on the Employment Needs of Native American Veterans Living on Tribal Lands.

"A September 2013 GAO report highlighted that the Department has yet to implement fully the recommendations in its October 2010 report assessing the employment needs of Native American veterans living on tribal lands, including Indian reservations, Alaska Native villages, and Hawaiian Home Lands. The agreement directs the Secretary to submit a report to the House and Senate Appropriations Committees by June 30, 2014 that includes a strategy to implement the October 2010 report's recommendations, including goals, benchmarks, costs, and time frames. If recommendations are disputed by the Department, the Committee requests the report include information on why the recommendations cannot be implemented. The agreement encourages the Department to continue to work with the Departments of Defense and Veterans' Affairs and other

agencies to develop or obtain data to assess the employment needs of Native American veterans returning to live on tribal lands.”

Implementation Strategy

The strategy herein is a policy to engage American Indian, Alaska Natives and Native Hawaiian veterans residing on reservations, villages, and home lands to improve employment services to and outcomes for this population. This strategy is subject to the Department of Labor’s Tribal Consultation Policy which states that,

“In accordance with Executive Order 13175, when formulating and implementing policies that will have tribal implications, it is the Department’s policy that, to the extent practicable and permitted by law, consultation with affected Indian tribes will occur. As stated in the executive order, this refers to proposed legislation, regulations, policies, or actions that have substantial direct effects on one or more Indian tribes, on the relationship between the Federal Government and Indian tribes, and on the distribution of power and responsibilities between the Federal Government and Indian tribes.”

The Planning and Funding part of this strategy constitutes actions that can have a direct effect on veterans and tribes on reservations, villages and home lands. Therefore a state must not implement the Planning and Funding elements in this strategy that directly affect veterans living on these lands until VETS has conducted a meaningful and timely consultation with tribes.

This implementation strategy will be carried out in collaboration with the Employment and Training Administration and the Native American Employment and Training Council, a statutory-mandated advisory committee that advises the Secretary on all aspects of the operation and administration of programs authorized under P.L. 105-220, Section 166, of the Workforce Investment Act of 1998.

The Department’s strategy for addressing the 2010 Report recommendations includes the 10 elements below that are grouped into 3 categories.

Planning and Funding:

- Require states’ 5-Year Strategic Plans for Fiscal Years 2015 to 2019 address how they will serve Native American veterans on tribal lands in collaboration with tribal governments;
- Allow states to request Special Initiative (SI) funds to support services to Native American veterans on tribal lands;
- Encourage Homeless Veteran Reintegration Program applications focused specifically on homeless Native American veterans on tribal lands; and
- Seek congressional authorization to conduct a pilot to provide Jobs for Veterans State Grant funds (JVSG) to tribes.

Interagency Collaboration and Outreach:

- Continue interagency collaboration with VA, SBA, DOD, BIA and the Indian Health Service (IHS);
- VETS and ETA's DINAP will develop strategic alliances and gather feedback with VA and SBA to address employment needs of Native American veterans on tribal lands;
- Develop and implement a focused outreach strategy for stakeholders and Native American veterans on tribal lands.

Committee Research and Reports:

- Create an ACVETEO subcommittee to focus on the employment needs of Native American veterans on tribal lands;
- Establish an internal VETS working group to address best practices for serving the employment needs of Native American veterans on tribal lands; and
- Establish an internal reporting regime that captures activities, practices, and lessons learned. This regime will use technology such as Share Point and leverage the Employment and Training Administration's Workforce One Community of Practice.

Planning and Funding

1. Require 5-Year JVSG Strategic Plans for FY 2015 - FY 2019 to Address How to Serve Native American Veterans on Tribal Lands

VETS' guidance will require states to explicitly describe how they will, in consultation with tribes, serve Native American veterans on tribal lands in their 5-year JVSG Strategic Plans which will take effect at the start of FY 2015. The VETS' guidance will solicit specific ideas on how employment services for Native American veterans on tribal lands can best be executed by the state in collaboration with tribal governments. The goal is to involve states in addressing the needs of the Native American veteran population on tribal lands by engaging them in tribal consultation so they are more informed about the challenges, priorities and opportunities that exist regarding veterans' employment on tribal lands and by establishing initiatives in their 5-Year JVSG Strategic Plans. States will be required to specify in their 5-Year JVSG Strategic Plans the programs and services that are currently underway to address this population and what actions the states will initiate to improve these programs and/or services for FY 2015 – FY 2019. In each state, VETS has a Director for Veterans Employment and Training who will monitor states' outreach plans and ensure that tribal consultation takes place for VETS programs.

VETS will disseminate its guidance to states in July 2014 to allow them to prepare their program plan changes in their 5-year plans. States will submit their 5-Year JVSG plans to VETS for review and approval. The JVSG program budget for FY 2014 is \$175 million. Although some states can expect to incur additional costs for serving Native American veterans on tribal lands,

VETS intends to cover these costs by shifting funding from states that declare an excess during the year. VETS anticipates being able to remain within its JVSG appropriation amount. Specifying programs and services for this Native American population is a new requirement in the states' 5-Year JVSG Strategic Plans. Therefore, the initial benchmark will be 5-Year JVSG State Strategic plans that address the employment needs of Native American veterans on tribal lands.

The timeline for state plan submission and review is below.

Action Item	Due Date
VETS provides states guidance for 5-Year JVSG Plan	July 2014
State submits approved 5-Year JVSG plan to grants.gov	September 15, 2014

2. Allow States to Request Special Initiative (SI) Funds to Support Native American Veterans on Tribal Lands

Consistent with the President's initiative to Strengthen Tribal Communities Economic Development, the Department will allow more flexibility in funding through the JVSG program by publishing separate guidance establishing opportunities for states to apply for SI funding in order to provide employment services to Native American veterans on tribal lands. VETS will review, prioritize, and award SI funds based on a) availability of funds, b) population of Native American veterans on tribal lands, and the c) demonstration of probable SI success. The goal is to identify new and innovative ways of reaching out to Native American veterans on tribal lands. The JVSG program budget will cover the costs for these SI awards which are estimated to be up to \$300,000 each. The benchmark for this element is to fund two to four SI programs in FY 2015.

Action Item	Due Date
SI Guidance Issued	October 2014
Application Period	October 2014- March 2015
Funding Provided	December 2014 – August 2015

3. Encourage Applications for Homeless Veterans Reintegration Program (HVRP) grants Focused Specifically on Homeless Native American Veterans on Tribal Lands

HVRP is a program within the Department that provides services to assist in reintegrating homeless veterans into meaningful employment and stimulates the development of effective service delivery systems that will address the complex problems facing homeless veterans.

HVRP was initially authorized under Section 738 of the Stewart B. McKinney Homeless Assistance Act in July 1987. It is currently authorized under Title 38 U.S.C. Section 2021, as added by Section 5 of Public Law 107-95, the Homeless Veterans Comprehensive Assistance Act of 2001. Funds are awarded on a competitive basis to eligible applicants such as: state and local Workforce Investment Boards, public agencies, for-profit/commercial entities, and non-profit organizations, including faith based and community based organizations.

Grantees provide an array of services utilizing a case management approach that directly assists homeless veterans as well as provide critical linkages for a variety of supportive services available in their local communities. The program is "employment focused" and veterans receive the employment and training services they need in order to re-enter the labor force, including job placement, training, job development, career counseling, and resume preparation.

VETS encourages potential service providers for homeless Native American veterans on tribal lands to apply for HVRP grants. The strategy will be to continue improving the capacity to serve this population. VETS will confer with VA, the Department of Housing and Urban Development (HUD), and the Inter-Agency Council on Homelessness (ICH) and conduct outreach activities to identify service providers who may be providing special reintegration or housing services for the homeless Native American veterans on tribal lands. When service providers are identified, VETS will target them for technical assistance from the VETS' Competitive Grant Technical Assistance Center. The Technical Assistance Center (TAC) is a cooperative agreement between VETS, the National Coalition for Homeless Veterans, and the Advocates for Human Potential to provide technical assistance to HVRP grantees and prospective grantees. The goal of this strategic element is to develop a capacity among homeless service providers to serve Native American homeless veterans on tribal lands. The initial benchmark is to award up to three HVRP grants to serve Native American veterans on tribal lands in FY 2015.

Action Item	Due Date
Conduct search for Homeless Service Providers	July 30, 2014

Submit List to Technical Assistance Center (TAC)	August 15, 2014
TAC Conducts Technical Assistance	October 2014-Feb 2015
Solicitation for HVRP Grants issued	April 2015
Application Period	April-May 2015
Application Review	May 2015
Grant Announcements	June 2015
Grant Award Effective	July 1, 2015

4. Seek Congressional Authorization to Conduct a Pilot to Provide JVSG Funds to Tribes

The Department will seek Congressional authorization for authority to conduct a pilot to award JVSG funds to tribes for employment services. VETS currently has no authority to provide JVSG funds to tribes. In accordance with Chapter 4102A(b)(3)(5) of Title 38, VETS is limited to providing JVSG funding to states. To more effectively address the needs of Native American veterans on tribal lands, VETS will request authority to conduct a pilot program for JVSG funding to be provided to tribal entities to provide employment services for Native American veterans on selected tribal lands. The goal of the pilot will be to determine if employment outcomes can be improved for this population by providing JVSG services. The successful implementation of a pilot will serve as a benchmark for this strategic element.

Interagency Collaboration and Outreach

5. Continue Interagency Collaboration with the VA, SBA, DOD, HUD, ICH, IHS and BIA

VETS will continue to collaborate with ETA’s DINAP and with other partners in FY 2014. The Department has reached out to a number of agencies including: BIA, SBA, the Department of Agriculture, the Social Security Administration, the Department of Education, and the ICH, while continuing to develop close working relationships with VA’s Office of Tribal Government Relations and the IHS. VETS’ staff has joined with VA to conduct outreach training events that include: the Pala Tribal Western Regional Summit in April 2013; the Cherokee, NC summit in May 2013; and the Southwest Regional Training Summit Flagstaff, AZ in March 2014. In May 2014, VETS participated in a VA Regional Training Summit in Choctaw, Mississippi and will

participate in a Summit in Oklahoma scheduled in August 2014. VETS will continue these outreach efforts in FY 2015.

The Department has reached out to other federal agencies to discuss ways to leverage information and resources to assist Native American veterans on tribal lands. Discussions were held with BIA in January 2014; the Social Security Administration in January, February, and March 2014; the Department of Agriculture in February 2014; the Department of Education in January 2014; the ICH in January 2013 and March 2014; and SBA's Office of Native American Affairs in January 2014.

VETS and ETA's DINAP are working with the VA's Office of Tribal Government Relations and SBA's Office of Native American Affairs on initiatives that will codify the agencies' commitment to work together to promote employment and small business entrepreneurship for Native American veterans to include those living on tribal lands. SBA's Office of Native American Affairs continues to share with VETS its scheduled outreach workshops with Native American groups.

VETS will also participate in initiatives and outreach by the SBA and the VA's Outreach Conferences throughout the year such as the SBA's Native veteran focused "Reboot to Business" which is to be held in Albuquerque, New Mexico. This training features a customized curriculum with Native-specific programs.

VETS and ETA are working with VA's Office of Economic Opportunity to promote the Veteran Employment Center on eBenefits, the single authoritative source for connecting all transitioning servicemembers, veterans, and their families with both public and private sector employment opportunities. This collaboration with the VA also offers connections to the resources and services with several existing programs that will greatly assist in supporting Native American veterans.

- The Homeless Veteran Supported Employment Program (HVSEP) provides vocational assistance, job development and placement, and ongoing support to improve employment outcomes among homeless veterans and veterans at-risk of homelessness. Formerly homeless veterans who have been trained as Vocational Rehabilitation Specialists (VRSs) provide these services.
- VA's Compensated Work Therapy (CWT) Program is a national vocational program comprised of three unique programs which assist homeless veterans in returning to competitive employment: Sheltered Workshop, Transitional Work, and Supported Employment. Veterans in CWT are paid at least the Federal or state minimum wage, whichever is higher.

The Vocational Rehabilitation and Employment (VR&E) Program assists veterans with service-connected disabilities to prepare for, find, and keep suitable jobs. Services that may be provided include: comprehensive rehabilitation evaluation to determine abilities, skills, and interests for

employment; employment services; assistance finding and keeping a job; and on-the-job training, apprenticeship, and non-paid work experiences.

The VA, VR&E and the DOL/VETS agree that the successful readjustment of veterans with disabilities into the civilian workforce is a mutual responsibility and concern. In order to advance, improve, and expand employment opportunities for all veterans with disabilities (including the Native American/Alaskan Native veterans), both agencies have developed a new National Memorandum of Agreement (MOA) that will accompany the Technical Assistance Guide (TAG). The TAG describes standard operating procedures for all partners, including VETS, VR&E, and SA staff who work with veterans in the VR&E Program. It outlines the roles and responsibilities of each organization and the processes to be followed to ensure these veterans achieve successful employment outcomes. Once the National MOA is updated, each Regional Office will also complete a corresponding MOA at the local level to delineate VA/VR&E and DOL/VETS joint collaboration.

Over the past 18 months, VETS has conducted meetings with tribal leaders and representatives, Native American organizations, and state workforce agencies to strengthen relationships and learn more about the challenges and employment needs of Native American veterans on tribal lands. VETS met with and provided briefings to tribal leaders from the Nineteen Tribe Consortium in Arizona in December 2012; designated representatives for over 100 tribes in California in December 2012; and held meetings with the veterans' representative from the Cheyenne and Arapaho Tribes of Oklahoma in January and May 2013. VETS met with a representative of the Lumbee Tribe of North Carolina in November 2012, and conducted training sessions for the Native American Veterans' Association in California in May 2013. Representatives from VETS and DINAP made presentations at the 35th Native Indian and Native American Training event in Sioux Falls, SD in April 2014, where the representatives conducted training for Workforce Investment Act grantees that serve Native American veterans on tribal lands.

6. Develop Strategic Alliance with VA and SBA

VETS, DINAP, VA's Office of Tribal Government Relations, Veterans Benefits Administration's (VBA) Office of Economic Opportunity, and SBA's Office of Native American Affairs will develop a Strategic Alliance Memorandum by September 29, 2014, to validate their joint commitment to work together in the spirit of cooperation to help small businesses and promote employment to meet the particular needs of the Native American veteran community to include those veterans on tribal lands.

Using this strategic alliance, we will collaborate with VA to expand partnerships with private sector companies focused on Native American veterans.

The goal is to codify the cooperative relationships and address the needs of Native American veterans on tribal lands. The benchmark will be successful execution of the plans outlined in the strategic alliance document. Establishing this strategic alliance requires no additional funding.

Action Item	Due Date
Sign and Publish Memorandum	September 29, 2014

7. Develop and Implement a Focused Outreach Strategy for Native American Veterans on Tribal Lands and Key Stakeholders

In FY 2015, the Department will implement a focused outreach plan that will address the wide spectrum of stakeholders in the states with the largest population of Native American veterans living on tribal lands. The outreach plan will be directed at four separate groups: Members of Congress, other government agencies that serve Native American veterans, specifically VA, Veteran Service Organizations, and Native American Tribes with the largest density of veterans living on tribal lands.

VETS’ strategy is to leverage its efforts and resources to encourage a regional and local dialogue that helps to identify the actions and resources that will have significant impact at the state and local levels and help ensure veterans on tribal lands are aware of the employment services available to them.

Some tribal lands are vast and geographically secluded, presenting a challenge to VETS’ outreach efforts. To mitigate this challenge, the outreach plan will take a more focused and cost effective approach, focusing on tribal lands with the largest Native American veteran population. This outreach will be carried out by the state Directors for Veterans’ Employment and Training (DVET) in collaboration with the American Job Centers and the JVSG program staff.

Since FY 2013, VETS has demonstrated a robust effort to reach out to the Native American veterans on tribal lands. Federal staff members have led outreach efforts in many states and have coordinated and promoted the involvement of JVSG staff in serving Native American veterans on tribal lands. Some examples of those efforts are detailed in Appendix 1.

VETS’ goals are to ensure that Congress, other government agencies, and Veteran Service Organizations are aware of this strategy to address the employment needs of Native American veterans on tribal lands, to gain their support, and to leverage their activities that serve this population. More importantly our goal is also to ensure that Native American veterans on tribal lands are aware of the programs and services available to them at VBA’s regional offices and the American Job Centers and the location of these centers. VETS’ benchmark for this element is to

increase and document outreach. The additional cost for this outreach program will be minimized by meeting with tribal representatives during tribal conferences, visiting tribes within the vicinity of other scheduled travel destinations, and other cost-effective solutions.

Committees, Research, and Reports

8. Create a Subcommittee for the ACVETEO

The ACVETEO is a non-discretionary federal advisory committee and is subject to the Federal Advisory Committee Act (FACA), 5 U.S.C. App. 2. The ACVETEO is responsible for assessing the employment needs of the Nation's veterans. Such needs may include transition assistance, protection of employment and re-employment rights, education, skills training, and integration into the workforce, among others, and assisting the Assistant Secretary for Veterans Employment and Training (ASVET) in outreach activities to employers. The ACVETEO is responsible for evaluating the effectiveness with which existing DOL programs deliver required services to America's veterans and, where deficiencies are detected, to recommend appropriate remedial action.

During the April 10, 2014, meeting of the ACVETEO, a subcommittee comprised entirely of ACVETEO members was established to advise on special populations such as disabled veterans, women veterans, and Native American veterans on tribal lands, in accordance with the recommendations of the 2010 Report to Congress and the recommendations of GAO Report 13-664. One goal of this subcommittee is to institutionalize and increase focus on employment issues of Native American veterans living on tribal lands. The establishment of this subcommittee is significant as it acknowledges the need to address the needs of Native American veterans. The ACVETEO is in a position to evaluate services to this population and make recommendations to the Secretary in its annual report. There are minimal incidental costs associated with this initiative, which will be handled within the VETS' budget. Information on the recommendations of this subcommittee will be provided in the annual ACVETEO report to Congress.

9. Establish an Internal Working Group to Address Best Practices for Serving the Employment Needs of Native American Veterans on Tribal Lands

VETS has established an internal working group whose membership includes the VETS' field staff selected from states with the largest population of Native American veterans living on tribal lands. The working group will meet at least quarterly to raise awareness within the agency, review reports, and share best practices and new ideas on how to serve Native American veterans on tribal lands. The benchmark for this strategic element will be the establishment of the internal working group and development of a work plan.

Action Item	Due Date
Selection of Committee Members	Complete
Conduct first meeting	Complete
Develop a work plan and goals	Complete
Publish work plan and goals	NLT August 31, 2014

10. Establish an Internal Reporting Regime that Captures Activities, Practices, and Lessons Learned.

VETS will establish an internal reporting system to track outreach activities for Native American veterans on tribal lands and compare different approaches and practices in the states to determine those that are most cost effective and results driven. By establishing a robust internal reporting system, the agency can continually document the level of effort and progress made on Native American veteran employment initiatives within each state and region. Capturing this information will facilitate an exchange of best practices between regions and states. VETS will also require its Directors for Veterans Employment and Training (DVETs) in each state to document in their quarterly report, their outreach activities, services, consultation and contacts with Native American veterans on tribal lands, and any examples of the state addressing Native American veterans living on tribal lands employment goals and objectives in its 5-Year JVSG strategic plan. This information will be shared with the VETS internal working group referenced above and observed for best practices or lessons learned that might be shared with the regions. This regime will use technology such as Share Point and leverage the Employment and Training Administration’s Workforce One Community of Practice. The benchmark for this strategic element is establishing a robust internal reporting system for FY 2015. No additional funding will be required outside of the FY 2015 VETS appropriation.

Action Item	Due Date
Memorandum Issued	August 2014
Implementation	Sept-Oct 2014

Summary

Since the Department’s 2010 Report to Congress on the Employment Needs of Native American Veterans Living on Tribal Lands, the Department has increased efforts to address the needs of this population. The outreach noted in this paper and at Appendix 1 demonstrates this

commitment. The Department has also significantly increased its outreach to other federal agencies that serve this population in order to gain insights and leverage other services being provided.

The Department is confident that requiring 5-year JVSG Strategic plans, promoting special initiatives, expanding services to homeless veterans, and developing pilot programs to focus on employment services for Native American veterans on tribal lands will help address the critical needs of this population. In addition, an effective outreach focused on the employment needs of Native American veterans living on tribal lands coupled with improved outreach to stakeholders, will allow the Department to address the 2010 recommendations more effectively. Finally, the establishment of focused committees and a reporting regime will allow the Department to effectively capture and disseminate lessons learned and best practices that can be used to improve services to Native American veterans on tribal lands. The crosswalk below shows that each of the strategic elements addresses one or more of the recommendations in the 2010 DOL Report with no additional funding required.

Crosswalk of Strategy with the 2010 Recommendations and Cost

Strategy Element	2010 Report Recommendations Addressed	Cost
Including Native American Veterans on Tribal Lands as a Focus in the States' JVSG 5-Year Strategic Plans	1, 2, and 4	No additional funding required
Special Funding Initiatives	1 and 6	No additional funding required
Encourage Participation in HVRP	1 and 6	No additional funding needed
Seek Authority for Pilot to Authorize JVSG Grant Funds to Tribes	1, 2, and 6	No additional funding needed
Interagency Collaboration	2 and 3	No additional funding required
Develop Strategic Alliance with DINAP, VA, and SBA	2 and 3	No additional funding required

Develop and Implement a Focused Outreach	3	No additional funding required
Establish a Subcommittee for the ACVETEO	5	No additional funding required
Establish an Internal Working Group on Native American Veterans on Tribal Lands	4 and 5	No additional funding required
Establish an Internal Reporting Regime that Captures Activities, Practices, and Lessons Learned.	4 and 6	No additional funding required