

Department of Veterans Affairs

15-17 Operating Budget Request

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Appropriation Period: 2015-17

305 - Department of Veterans Affairs

A001 Administrative Services

The Department of Veterans Affairs (DVA) Administrative Services unit provides legislative, stakeholder, public, and federal Veterans' Administration (VA) coordination for the department. It is also the center of strategic planning and provides centralized support for all of the department's products and services, including budget, accounting, and payroll services; human resources; and publications and information services.

A002 Institutional Services

DVA operates veterans' homes in Spokane, Retsil, and Orting, with a combined residential capacity of 575. These facilities offer skilled nursing and long-term care for honorably discharged veterans (and some spouses) who are or may likely become disabled and medically indigent. At Orting, assisted living and domiciliary services are also provided. The homes use an interdisciplinary team approach to providing nursing, clinic, rehabilitative therapy, therapeutic activity, and social services. Ninety-four percent (94%) of the cost for these services is recovered from federal and local sources.

A003 Veterans Disability Services and Support

The Veterans Disability and Claims Support program delivers critical services to the state's vulnerable veteran population living in both urban and rural areas. This network provides advocacy services and representation to ensure that veterans and their family members are able to understand and navigate the complicated federal system. The role of the federal Veterans' Administration is to adjudicate; it does not provide community claims support. DVA operates a statewide network that includes 34 contracted professional licensed war trauma counselors and 100 contracted service officers to provide disability claims services.

A004 Veterans Community-Based Services

The Veterans' community-based program incorporates an agency division and a statewide network of veteran groups that perform veteran outreach and reintegration services. Outreach includes claims assistance, financial assistance, homeless prevention, incarcerated veteran reintegration, estate management, post-traumatic stress disorder treatment, and conservation corps participation.

**Agency Performance Measure
Incremental Estimates for the Biennial Budget**

Agency: 305 Department of Veterans Affairs

Budget Period: 2015-17

Activity: A001 Administrative Services

M2	8R	Retirement Buyout Costs	No measures linked to decision package
PL	A0	Near GF-S 15% reduction	No measures linked to decision package
PL	N1	Central Office Funding Restoration	No measures linked to decision package
PL	R3	Veterans Benefits Outreach & Svcs	No measures linked to decision package
PL	R4	Veterans Owned Business Rep	No measures linked to decision package

Activity: A002 Institutional Services

M1	90	Maintenance Level Revenue	No measures linked to decision package
M2	04	Food Inflation	No measures linked to decision package
M2	8R	Retirement Buyout Costs	No measures linked to decision package
M2	9M	Medical Inflation	No measures linked to decision package
M2	9S	Equipment Replacement Costs	No measures linked to decision package
M2	9W	Operating Costs/Proposed Cap Proj	No measures linked to decision package
PL	A0	Near GF-S 15% reduction	No measures linked to decision package

Activity: A003 Veterans Disability Services and Support

M2	8R	Retirement Buyout Costs	No measures linked to decision package
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Activity: A004 Veterans Community-Based Services

M2	8R	Retirement Buyout Costs	No measures linked to decision package
PL	A0	Near GF-S 15% reduction	No measures linked to decision package
PL	N2	Veterans Conservation Corps	No measures linked to decision package
PL	N3	Veterans Svcs Organizations	No measures linked to decision package
PL	N4	DOC Enhanced Veterans Reentry	No measures linked to decision package
PL	N5	VIP & PC Outreach	No measures linked to decision package
PL	N6	Veterans Outreach Administration	No measures linked to decision package
PL	R1	Behavioral Health Services Program	No measures linked to decision package
PL	R2	Enterprise Veterans Case Mgmt Sys	No measures linked to decision package
PL	R5	WA State Military Transition Council	No measures linked to decision package

State of Washington
Recommendation Summary

9:27:25AM

Agency: **305 Department of Veterans Affairs**

9/29/2014

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
2013-15 Current Biennium Total	727.3	14,967	106,403	121,370
CL 02 Biennialization of Funds		(4)	14,874	14,870
CL 03 One Time Costs		(85)	(912)	(997)
Total Carry Forward Level	727.3	14,878	120,365	135,243
Percent Change from Current Biennium		(.6)%	13.1%	11.4%
M1 90 Maintenance Level Revenue				
Carry Forward plus Workload Changes	727.3	14,878	120,365	135,243
Percent Change from Current Biennium		(.6)%	13.1%	11.4%
M2 04 Food Inflation			208	208
M2 05 Mitigate IT Risks		6	74	80
M2 8R Retirement Buyout Costs		152	309	461
M2 9M Medical Inflation			872	872
M2 9S Equipment Replacement Costs			957	957
M2 9W Operating Costs/Proposed Cap Proj	43.5		(6,177)	(6,177)
Total Maintenance Level	770.8	15,036	116,608	131,644
Percent Change from Current Biennium	6.0%	.5%	9.6%	8.5%
PL A0 Near GF-S 15% reduction	(2.0)	(2,225)		(2,225)
PL N1 Central Office Funding Restoration		569		569
PL N2 Veterans Conservation Corps		436		436
PL N3 Veterans Svcs Organizations		496		496
PL N4 DOC Enhanced Veterans Reentry	1.0	250		250
PL N5 VIP & PC Outreach	2.0	207		207
PL N6 Veterans Outreach Administration		208		208
PL R1 Behavioral Health Services Program		530		530
PL R2 Enterprise Veterans Case Mgmt Sys		600		600
PL R3 Veterans Benefits Outreach & Svcs	1.0	162		162
PL R4 Veterans Owned Business Rep	0.5	100		100
PL R5 WA State Military Transition Council	0.5	95		95
Subtotal - Performance Level Changes	3.0	1,428		1,428
2015-17 Total Proposed Budget	773.8	16,464	116,608	133,072
Percent Change from Current Biennium	6.4%	10.0%	9.6%	9.6%

M1 90 Maintenance Level Revenue

GF-F and GF-L funding adjustment based on an updated forecast for the 15-17 biennium.

M2 04 Food Inflation

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes. These 24/7 operations require monthly purchases of food products for the dietary needs of Veterans. WDVA request an increase in spending authority of \$208,000 for the biennium in order to meet cost increases for meat, produce, dairy and other dietary-related products and supplies required to operate the homes.

M2 05 Mitigate IT Risks

Request an increase of \$80,000 spending authority to fund replacement of mission-critical I.T. infrastructure equipment, vendor services to upgrade and migrate system applications from end-of-life Windows XP PCs, and a mandatory security audit.

M2 8R Retirement Buyout Costs

WDVA is experiencing an aging workforce as more and more employees become eligible for retirement. Along with these retirement benefits, employees may have a good size of leave balances, for which they would be able to buy-out. In the 2015-2017 biennium, WDVA will have at minimum of 76 employees eligible for these benefits. As our workforce gets older, our needs for additional funding authority will increase to be able to accommodate these buy-out amounts and still maintain the necessary staff to remain in compliance with federal and state laws and regulations.

M2 9M Medical Inflation

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes. These 24/7 operations require monthly purchases of food products for the dietary needs of Veterans. WDVA request an increase in spending authority of \$872,000 for the biennium in order to meet cost increases related to medical services and supplies required to operate the homes

M2 9S Equipment Replacement Costs

Request \$956,972 in increased spending authority to purchase equipment items identified by the veterans' homes as essential, job required, life, quality, or safety related.

M2 9W Operating Costs/Proposed Cap Proj

The Department of Veterans Affairs wishes to adjust the current funding levels of \$6,729,000 for the Walla Walla Veterans Home to the new projected levels for 15-17 biennium with the facility to open July 1, 2016.

PL A0 Near GF-S 15% reduction

For the 2015-17 budget, the Office of Financial Management (OFM) asked agencies to re-base state program budgets to a level below the Maintenance Level budget request. OFM asked all agencies to then identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near General Fund-State Maintenance Level budgets. Below is a breakdown of the 15 percent reduction by Program:

		FY 2016	FY 2017	Total
"	Program 10	(\$287,625)	(\$281,175)	(\$568,800)
"	Program 20	(\$801,225)	(\$795,525)	(\$1,596,750)
"	Program 35	(\$35,850)	(\$23,400)	(\$59,250)

PL N1 Central Office Funding Restoration

For agencies that have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM)

Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Central Office functions.

PL N2 Veterans Conservation Corps

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Veterans Conservation Corps contracts within the agency's Veterans Services Program.

PL N3 Veterans Svcs Organizations

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's efforts in processing veterans claims and entitlements through its Veteran Service Organization contracts within the agency's Veterans Services Program.

PL N4 DOC Enhanced Veterans Reentry

This initiative is charged with developing the infrastructure for a full-service delivery model for the underserved veteran offender population in the Washington State Department of Corrections (DOC) programs who are transitioning to work release, community supervision, and ultimately reentry into our communities. The program focuses on enrolling veterans in the Federal Veterans Health Administration (VHA) health care system and pursuing all other applicable VA benefits and entitlements. Results of this program includes potential avoidance of state and Medicaid health care costs for this population and a boost to our state's economy from receiving additional federal revenue for veterans in the form of benefits and entitlements to include: disability compensation and pension payments and educational benefits. The ultimate outcome is an economically stable and self-sufficient veteran population who are not at risk of homelessness, unemployment or re-offending. The Washington Department of Veterans Affairs (WDVA) and the Department of Corrections (DOC) has developed a process to integrate the veteran offender program with the community corrections system creating synergy with the existing six Community Justice Centers (CJCs) in state. Proactively addressing and responding to offender needs should result in potentially reducing veteran offender recidivism into the prison system. WDVA and DOC will work in collaboration with the Veterans Justice Outreach Program and Homeless Veteran Coordinators Offices with the Veteran Integrated Service Network (VISN 20), Veteran Health Administration (VHA) and staff at the Veterans Benefits Administration, and the Seattle VA Regional Office.

This investment will develop and partially implement a comprehensive service model targeting the state's underserved veteran offender population, who have anything other than a dishonorable discharge, who will be reintegrating to Pierce or Cowlitz County Work Release, and it will provide outreach to Pierce County/King County veteran field offenders through the Pierce County/King County CJC's. It provides staff and stakeholder training in prison and community settings as well as direct client advocacy and service coordination to increase the number of incarcerated veterans accessing health care and employing their exclusive benefits, pensions and entitlements in individual reentry planning and execution. This funding enables DOC to develop a comprehensive and coordinated veteran centric process and procedures. (See attachments A and B.)

PL N5 VIP & PC Outreach

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Veterans Benefits Outreach and Services within the agency's Veterans Services Program.

Not funding this decision package will result in decreased outreach and access to information and opportunities for veterans connecting to their earned benefits and services. Given the recent events at the Federal VA level, it is even more important for the Washington Department of Veterans Affairs (WDVA) to reach out and connect with veterans as they separate from the military ensuring they understand and can gain access to the many state, federal and local benefits and services they have earned through their military service. Without the support of these outreach positions, WDVA will not have the opportunity to replicate some of the successful services developed at Joint Base Lewis McChord (JBLM) to other bases in the state.

This package will fund two positions to allow for an increase in outreach and access to Washington State veterans.

First, a Veterans Benefit Assistant, which is critical to the successful delivery of case management, outreach, financial support for transitioning veterans through the Veterans Innovations Program. This program served an average of 221 veterans per year since 2009. In 2013, we saw an increase of 306 veterans served, a growth rate which cannot be sustained without this continued support staff.

Second, an outreach liaison located in Lakewood, WA near JBLM for the Transitioning Warrior Program. This position is essential for increased outreach and access to veterans and transitioning servicemembers from JBLM, US Navy Region Northwest, and the US Coast Guard. With a drawdown rate of nearly 1,000 veterans per month, this position is critical to increase outreach and access to military installations providing informational briefings, case management, and direct assistance to transitioning servicemembers on veterans benefits, services, employment, education, and general transition assistance. This outreach liaison has engaged 103 transitioning service members since the project began in June 2014.

What problem or opportunity is the agency trying to address?

The purpose of restoring this program is to continue the agency's efforts to increase outreach initiatives across the state. Many underserved veterans are located in the Bremerton, Everett and Whidbey Island areas. These WDVA positions are necessary to increase veterans' access to financial support and case management services as well as the direct case management support and services to transitioning servicemembers at JBLM, Navy Region Northwest, and the US Coast Guard. They also carry the additional workload resulting from military downsizing, helping newly separated veterans identify gainful employment and preventing veteran homelessness.

PL N6 Veterans Outreach Administration

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's veterans outreach efforts providing critical support functions, including training and education for Veteran Service Organizations and other Washington Department of Veterans Affairs (WDVA) contractors and staff within the agency's Veterans Services Program.

PL R1 Behavioral Health Services Program

The Behavioral Health Services Program within the Washington Department of Veterans Affairs (WDVA) is addressing the need for mental health and readjustment counseling in underserved Eastern Washington to combat veterans, Washington State National Guard and Reserve members who served in combat or natural disasters and their immediate family members and significant others. This program also serves veterans who have experienced Military Sexual Trauma (MST) while serving in war or peacetime. Therefore these services will focus on the rural areas Eastern Washington where the current WDVA mental health providers are underfunded and will fund two new one-year contract providers in Eastern Washington where there is currently a void of WDVA contract providers. These remote locations are geographically unrealistic for veterans to travel to the closest Federal VA Hospitals and Vet Centers particularly in inclement weather and over mountain passes in the winter.

At the same time, there is a strong need for instructional and educational programs on veteran cultural competencies such as military culture, Post-traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), Peer Mentoring, and Military Sexual Trauma (MST).

1. Currently there is insufficient funding for veterans resources in eastern Washington. Often veterans in the rural areas of this state have no, or very limited, access to local therapists who specialize in working with veterans suffering with PTSD. Currently, existing WDVA PTSD providers in the rural communities of Washington State are underfunded and veterans rely on pro-bono counseling services, if it exists, in an attempt to meet the veterans need.

This investment will be used to provide one-year increased funding to existing WDVA mental health providers in Eastern Washington. Direct service readjustment counseling will be increased to combat veterans, Washington State National Guard and Reserve members who served in Operation Desert Storm or Gulf War II, or natural disasters, and their immediate family members and significant others. This program also serves veterans who have experienced MST who served in war or peacetime. The primary goal is to fill gaps in Washington State left by the Federal VA mental health system at least for one year.

To address the problems faced by veterans in rural portions of the state, the WDVA will add two more PTSD licensed mental health providers as well as create two new positions for case managers in Eastern Washington for a one-year project. These case managers will be strategically placed to assist eligible clients in connecting to the resources in their community. This outreach enables veterans and family members to better their quality of life. Healthcare providers and additional support systems all will benefit from this temporary expansion of services. Without the assistance of case managers, therapists consume time researching and connecting veterans to resources, thus taking away from direct clinical hours and decreasing the benefit of limited therapy sessions.

2. In creating more access to services for veterans, a portion of funding will assist in developing a pilot program to initiate group

therapy at Stafford Creek Correctional Facility in Aberdeen, WA for eligible veterans in the Vet Pod. Examples of therapy groups are anger management, communication skills and self-regulation practices. These skills are aimed to assist the veteran offender with transition back to civilian life and potentially reduce recidivism.

3. The WDVA currently has a robust training program in collaboration with Edmonds Community College Veterans Training Support Center (VTSC) providing education and customized training on Military Culture, Post-traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), Military Sexual Trauma (MST), and Suicide Prevention to service providers and community partners. Thousands of professions and non-professionals alike are trained annually through this program. The direct result would be a more educated system of providers and veteran service officers (VSOs) who often are the first individuals to have direct contact with a veteran in need.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$530,000 of the total.

PL R2 Enterprise Veterans Case Mgmt Sys

Providing an enterprise veterans case management (EVCN) system that recognizes a veteran where he/she enters and re-enters in-person, by phone, on-line, and wherever they may access benefits across multi-jurisdictional agencies. The enterprise veterans case management (EVCN) system will drive work process automation and system integration in the form of a veteran Management System that will achieve significant business and service gains, minimize business risk, lower transaction costs and vastly speed up benefit and entitlement processing.

Review of current processes supports an internal WDVA efficiency gain of 40% in scope and timeliness of services; potential integration initiatives across the entire veteran support system would result in even greater gains through shared processing, lowered transaction costs and improved response times. This translates into WDVA being better able to meet its functional and customer service expectations in the face of significant, imminent growth in numbers of transitioning service personnel into the state.

Further, significant financial and service gains can be harvested for both veterans and the State of Washington by modernizing WDVA work processes and electronically sharing critical work data and status determination between veteran services programs within WDVA. The proposed EVCN will also have the flexibility and functionality to accommodate sharing of critical information with Federal Veterans Affairs (VA), County/City, Non-Profit service community, and the commercial sector should the need arise and funding is available to expand the system's technical capabilities. Preliminary return on investment (ROI) studies show that this enterprise system would pay itself back within a two year period in the face of a 30-50% rise in transitioning veteran population and escalation of veterans transitioning to civilian employment as the Department of Defense (DoD) downsizes following its involvement in Iraq and Afghanistan.

The estimated cost of the feasibility study and development of a case management system is approximately \$600,000. Efforts continue to refine estimated costs through critical needs assessment and guidance and support from the Office of the Chief Information Office (OCIO).

PL R3 Veterans Benefits Outreach & Svcs

This request will fund two additional one-year positions to increase outreach and access of information and opportunities for veterans to connect to their earned benefits and services. The temporary positions are critical to the successful delivery of expanding case management, outreach, financial support for transitioning service members from Joint Base Lewis McChord (JBLM), US Navy Region Northwest, and the US Coast Guard. With a drawdown rate of nearly 1,000 veterans per month, these positions will increase outreach and access to military installations to provide active case management, informational briefings, and direct assistance on veterans benefits, services, employment, education, and transition assistance.

This request will also purchase additional transitional beds for homeless veterans in King and Pierce Counties for one year. Currently, the number of homeless veterans in King and Pierce Counties exceeds the total bed allocation for veterans within the non-profit organizations managing these beds. There is currently high demand in both of these counties for homeless beds for veterans. An indirect benefit of veterans utilizing these beds affords the opportunity for Washington Department of Veterans Affairs (WDVA) to connect these veterans to necessary resources and services available to them to potentially assist them out of homelessness. WDVA's goal is to double the bed access as well as comprehensive case management services to produce successful outcomes for the veterans of King and Pierce Counties.

Many of the underserved veterans reside in the Bremerton, Everett and Whidbey Island areas. These positions will be utilized to address the high concentration of veteran population in these areas and increase outreach and access efforts to financial support and case management; as well as the direct case management support and services to transitioning servicemembers at Joint Base Lewis McChord, Navy Region Northwest, and the US Coast Guard in order to respond to the workload associated with the increased drawdown rate to promote gainful (livable) employment and potentially prevent veteran homelessness and potentially reduce the state's veteran unemployment. These positions will increase the coordination of existing resources at the state/county/federal level to provide critical transition support services for veterans and transitioning service members.

The funding of transitional beds and case management services for homeless veterans allows WDVA to provide the best opportunity to serve veterans and their families in the two larger populated counties in the state. Increasing the number of transition beds for veterans is a combined priority for the US Government and Washington State. Accessing existing services with community partners strengthens WDVA and the State of Washington's position as the most veteran friendly state in the nation. WDVA's primary goal is to serve the veteran and provide the most comprehensive wrapped-around services and resources available.

PL R4 Veterans Owned Business Rep

WDVA requests authority to spend \$100,000 in FY 2015 to jumpstart outreach and support services to veterans who are either starting businesses or seeking to increase procurements from state agencies in accordance with RCW 43.60A.195 and 43.60A.200, Governor's Executive Order 13-01 and HB 2744 from the 2014 Legislative Session. This program has significant potential not only to help agencies increase the amount of business done with veteran owned businesses, but also to greatly increase the number of veteran owned businesses currently certified through the Washington State Department of Veterans Affairs and the number of veterans who start their own businesses thus increasing the number of employed veterans.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$100,000 of the total.

PL R5 WA State Military Transition Council

The Governor established the Washington State Military Transition Council (WSMTC) by Executive Order on May 2013. This high level, far reaching, council has great responsibility to coordinate actions, remove barriers and show outcomes on the seamless transition of service members to our communities. While WDVA was given the charge to chair and support the important work of the Council, there were no new resources provided to conduct the business operations. WDVA has attempted to absorb the workload within current resources, but the scope and complexity of the Council are proving to be above the agency's capacity. The council needs more direct program support above and beyond merely clerical assistance in order to effectively execute the following:

" Develop, synchronize and execute the operating guidance and strategic communications plan for the WSMTC. (See attachments A & B).

" Develop strategies and coordinating data sharing, data warehousing and longitudinal studies to accomplish outcomes that support the connection to Results Washington.

" Synchronize a network of influential executive cabinet level leaders, senior military leaders of all service components in WA, state and federal veteran legislative staff, and multiple stakeholders in the WSMTC to identify and solve obstacles in policy or processes that impede a seamless transition for Guard/Reserve and active duty service members. (See attachment C).

" Coordinate the development of a Washington State's public/private technology solution partnership for ensuring veteran employment through a proposed Veteran's Transitional Management Network (VetNet). The ultimate outcome is an economically stable, healthy and self-sufficient veteran population that achieves the highest employment rate and reduces the number of weeks a service member remains on unemployment insurance. (See attachment D).

" Advance the creation of sustainable cross-jurisdictional, linked system approach in Washington State that increases the coordination of existing resources at the state/county/Federal level.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$95,000 of the total.

State of Washington
Recommendation Summary

9:28:57AM

Agency: **305 Department of Veterans Affairs**

9/29/2014

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
Program: 010 Administration				
2013-15 Current Biennium Total	18.9	3,922	26	3,948
CL 02 Biennialization of Funds		(1)		(1)
CL 03 One Time Costs		(80)		(80)
Total Carry Forward Level	18.9	3,841	26	3,867
Percent Change from Current Biennium		(2.1)%		(2.1)%
Carry Forward plus Workload Changes	18.9	3,841	26	3,867
Percent Change from Current Biennium		(2.1)%		(2.1)%
M2 05 Mitigate IT Risks		3		3
M2 8R Retirement Buyout Costs		98		98
Total Maintenance Level	18.9	3,942	26	3,968
Percent Change from Current Biennium		.5%		.5%
PL A0 Near GF-S 15% reduction		(569)		(569)
PL N1 Central Office Funding Restoration		569		569
PL R4 Veterans Owned Business Rep	0.5	100		100
Subtotal - Performance Level Changes	0.5	100		100
2015-17 Total Proposed Budget	19.4	4,042	26	4,068
Percent Change from Current Biennium	2.6%	3.1%		3.0%
Program: 020 Veterans Services				
2013-15 Current Biennium Total	63.7	10,653	9,719	20,372
CL 02 Biennialization of Funds		(3)	(122)	(125)
CL 03 One Time Costs		(5)	(5)	(10)
Total Carry Forward Level	63.7	10,645	9,592	20,237
Percent Change from Current Biennium		(.1)%	(1.3)%	(.7)%
Carry Forward plus Workload Changes	63.7	10,645	9,592	20,237
Percent Change from Current Biennium		(.1)%	(1.3)%	(.7)%
M2 05 Mitigate IT Risks		3	9	12
M2 8R Retirement Buyout Costs		54		54

Total Maintenance Level	63.7	10,702	9,601	20,303
Percent Change from Current Biennium		.5%	(1.2)%	(.3)%
PL A0 Near GF-S 15% reduction	(2.0)	(1,597)		(1,597)
PL N2 Veterans Conservation Corps		436		436
PL N3 Veterans Svcs Organizations		496		496
PL N4 DOC Enhanced Veterans Reentry	1.0	250		250
PL N5 VIP & PC Outreach	2.0	207		207
PL N6 Veterans Outreach Administration		208		208
PL R1 Behavioral Health Services Program		530		530
PL R2 Enterprise Veterans Case Mgmt Sys		600		600
PL R3 Veterans Benefits Outreach & Svcs	1.0	162		162
PL R5 WA State Military Transition Council	0.5	95		95
Subtotal - Performance Level Changes	2.5	1,387		1,387
2015-17 Total Proposed Budget	66.2	12,089	9,601	21,690
Percent Change from Current Biennium	3.9%	13.5%	(1.2)%	6.5%
Program: 035 Veterans Homes				
2013-15 Current Biennium Total	644.7	392	96,658	97,050
CL 02 Biennialization of Funds			14,996	14,996
CL 03 One Time Costs			(907)	(907)
Total Carry Forward Level	644.7	392	110,747	111,139
Percent Change from Current Biennium			14.6%	14.5%
M1 90 Maintenance Level Revenue				
Carry Forward plus Workload Changes	644.7	392	110,747	111,139
Percent Change from Current Biennium			14.6%	14.5%
M2 04 Food Inflation			208	208
M2 05 Mitigate IT Risks			65	65
M2 8R Retirement Buyout Costs			309	309
M2 9M Medical Inflation			872	872
M2 9S Equipment Replacement Costs			957	957
M2 9W Operating Costs/Proposed Cap Proj	43.5		(6,177)	(6,177)
Total Maintenance Level	688.2	392	106,981	107,373
Percent Change from Current Biennium	6.7%		10.7%	10.6%
PL A0 Near GF-S 15% reduction		(59)		(59)
Subtotal - Performance Level Changes	0.0	(59)		(59)
2015-17 Total Proposed Budget	688.2	333	106,981	107,314
Percent Change from Current Biennium	6.7%	(15.1)%	10.7%	10.6%

Agency Budget Request Decision Package Summary**(Lists only the agency Performance Level budget decision packages, in priority order)****Agency: 305 Department of Veterans Affairs**9/29/2014
9:30:34AM**Budget Period: 2015-17****Decision Package**

<u>Code</u>	<u>Decision Package Title</u>
PL-A0	Near GF-S 15% reduction
PL-N1	Central Office Funding Restoration
PL-N2	Veterans Conservation Corps
PL-N3	Veterans Svcs Organizations
PL-N4	DOC Enhanced Veterans Reentry
PL-N5	VIP & PC Outreach
PL-N6	Veterans Outreach Administration
PL-R1	Behavioral Health Services Program
PL-R2	Enterprise Veterans Case Mgmt Sys
PL-R3	Veterans Benefits Outreach & Svcs
PL-R4	Veterans Owned Business Rep
PL-R5	WA State Military Transition Council

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 90 Maintenance Level Revenue
Budget Period: 2015-17
Budget Level: M1 - Mandatory Caseload and Enrollment Changes

Recommendation Summary Text:

GF-F and GF-L funding adjustment based on an updated forecast for the 15-17 biennium.

Fiscal Detail

Operating Expenditures	<u>Total</u>
Total Cost	

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0364 Veterans Administrat	1,972,509	3,506,824	5,479,333
001 General Fund	0523 Board, Room and Meal	(6,632,403)	(6,506,635)	(13,139,038)
Total Revenue		(4,659,894)	(2,999,811)	(7,659,705)

Package Description:

This decision package provides an adjustment in the veterans homw (Program 035) federal and local expenditure authroity based on a revenue forecast for the 2015-2017 biennium.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Performance Measure Detail

Activity: **A002Institutional Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

What are the other important connections or impacts related to this proposal?

What alternatives were explored by the agency, and why was this alternative chosen?

What are the consequences of adopting or not adopting this package?

What is the relationship, if any, to the state's capital budget?

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

September 29, 2014

Fiscal Year 2016 Revenue Projections by Facility and Source				
Facility	Federal	Local	Medicaid	Total
Washington Veterans Home	\$ 15,030,168	\$ 5,775,916	\$ 6,511,955	\$ 27,318,039
Washington Soldiers Home	\$ 9,084,161	\$ 2,017,725	\$ 2,247,544	\$ 13,349,430
Spokane Veterans Home	\$ 8,099,619	\$ 2,781,178	\$ 2,429,929	\$ 13,310,726
	\$ 32,213,948	\$ 10,574,819	\$ 11,189,428	\$ 53,978,195

Current FY Appropriation	\$ 33,760,979	\$ 11,856,330	\$ 10,736,002	\$ 56,353,311
Variance	(\$1,547,031)	(\$1,281,511)	\$453,426	(\$2,375,116)

Fiscal Year 2017 Revenue Projections by Facility and Source				
Facility	Federal	Local	Medicaid	Total
Washington Veterans Home	\$ 15,147,080	\$ 5,775,916	\$ 6,511,955	\$ 27,434,951
Washington Soldiers Home	\$ 9,085,065	\$ 2,017,725	\$ 2,247,544	\$ 13,350,334
Spokane Veterans Home	\$ 8,154,081	\$ 2,781,178	\$ 2,429,929	\$ 13,365,188
	\$ 32,386,225	\$ 10,574,819	\$ 11,189,428	\$ 54,150,472

FY 2016 Projected Revenue	\$32,213,948	\$10,574,819	\$11,189,428	\$53,978,195
Variance	\$ 172,277	\$0	\$0	\$172,277

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 04 Food Inflation
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes. These 24/7 operations require monthly purchases of food products for the dietary needs of Veterans. WDVA request an increase in spending authority of \$208,000 for the biennium in order to meet cost increases for meat, produce, dairy and other dietary-related products and supplies required to operate the homes.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-2 General Fund - Basic Account-Federal	69,680	69,680	139,360
001-7 General Fund - Basic Account-Private/Local	34,320	34,320	68,640
Total Cost	104,000	104,000	208,000

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	11,898	11,898	23,796
001 General Fund	0364 Veterans Administrat	63,055	63,055	126,110
001 General Fund	0523 Board, Room and Meal	29,047	29,047	58,094
Total Revenue		104,000	104,000	208,000

Package Description:

Each biennium, the WDVA submits a decision package that provides best estimates of dietary cost-related price increases that is projected to occur over the next biennium. Veterans home operations are directly impacted by higher food costs, which cannot be absorbed by current funding without increased spending authority. This request is vital in meeting the Governor's priority for Healthy and Safe Communities for Washingtonians.

Dietary-related costs are split by categories to reflect the component of WDVA's dietary products and supply purchases:

- " Dishes / Flatware
- " Equipment in food service
- " Food Purchases
- " Non-Prescription Drugs (supplements)

- " Housekeeping Supplies
- " Pest Controls

- " Water Testing

The food inflation is based on a compound average annual growth over the past 5 years as recorded by the Veteran homes. The cost centers involved at the homes are Dietary Services, Maintenance Services, and Housekeeping Services.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Provide required well-rounded dietary needs of Veterans residing in the homes, to include special dietary needs specific to a Veteran.

Performance Measure Detail

Activity: A002Institutional Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, in WDVA Results Washington framework, one of the agency's goals is to provide quality care and services to our Veterans in our homes.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes; Healthy and Safe Communities. The WDVA Nursing Homes play a vital role in providing long-term skilled nursing care to geriatric and disabled, medically indigent veterans that require 24/7 care in a skilled nursing facility.

What are the other important connections or impacts related to this proposal?

This funding request comes as a result of the continued increases in food and dietary cost-related prices that are beyond the control of the homes. WDVA is subject to current market pricing and master contract pricing negotiated by the Department of Enterprise Services.

What alternatives were explored by the agency, and why was this alternative chosen?

For the majority of its food purchases, the WDVA follows the guidelines and master contracts negotiated by the Contracting and Purchasing division of the Department of Enterprise Services. To assure freshness and availability, the WDVA also occasionally works with local businesses for fresh meat, vegetables, fruit, and dairy and bread products.

Despite these efforts, the market continues to affect and dictate food prices. This request is a 'capacity' request. Even if usage volumes remain constant, increased prices for food, medical and pharmaceuticals require increased 'fiscal capacity' to meet new cost levels.

What are the consequences of adopting or not adopting this package?

If not funded, the Homes will have to absorb the incremental increase in food prices, which will negatively affect other direct care services provided, particularly nursing care. The Homes do not have current capacities to absorb inflationary impact.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts need to implement.

Expenditure and revenue calculations and assumptions

See attached worksheet for the Compound Average Annual Growth.

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

This entire request is not a one-time cost increase. The increases are a result of vendor price increases in cost over Fiscal Year 14.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods\Other Services	104,000	104,000	208,000

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 05 Mitigate IT Risks
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

Request an increase of \$80,000 spending authority to fund replacement of mission-critical I.T. infrastructure equipment, vendor services to upgrade and migrate system applications from end-of-life Windows XP PCs, and a mandatory security audit.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	4,750	1,689	6,439
001-2 General Fund - Basic Account-Federal	40,463	4,977	45,440
001-7 General Fund - Basic Account-Private/Local	22,222	3,571	25,793
08V-6 Veterans Stewardship Account-Non-Appropriated	1,565	763	2,328
Total Cost	69,000	11,000	80,000

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	4,369	478	4,847
001 General Fund	0364 Veterans Administrat	30,968	3,937	34,905
001 General Fund	0523 Board, Room and Meal	24,348	2,665	27,013
001 General Fund	0541 Contributions Grants	3,000	1,468	4,468
Total Revenue		62,685	8,548	71,233

Package Description:

Routers at DVA facilities, and system applications installed on Windows XP PCs at the Washington Veterans Home have reached end-of-life and vendor support, and must be replaced. The Cisco Security Monitoring Analysis and Response System (MARS) has failed and reached end-of-life, and must be replaced. DVA's last mandatory security audit was performed in 2012.

DVA previously purchased Router devices for our 6 facilities, each of which reaches end of life and vendor support on October 31, 2016. System applications Niagara (boiler monitor system), Metasys (HVAC monitor system), Secure Perfect (Access Control system), and Responder 4000 (Nurse's Call system) are installed on Windows XP computers which have reached end of life and support and must be reinstalled by vendor during PC refresh in July, 2015. Last mandatory security audit was completed in 2012. Our

Cisco MARS device has reached end-life and is non-operational, leaving WDVA without the capability to detect, identify, manage and counter security threats to our network infrastructure.

The first line item includes replacing 6 Router devices at DVA facilities with new leased Routers using DES Enterprise Services.

The second line item includes purchasing vendor services to upgrade system applications Niagara (boiler monitor system), Metasys (HVAC monitor system), Secure Perfect (access control system), and Responder 4000 (nurse's call system) at the Washington Veterans Home with current vendor supported software, to be reinstalled by vendor on Windows 7 PCs during PC refresh in July, 2015.

The third line item includes contracting with an independent consultant to conduct our mandatory I.T. Security Audit to ensure that DVA's I.T. Security Program remains in compliance with OCIO I.T. Security Standards and Policies.

The final line item includes purchasing the Solarwinds Log and Event Manager to replace the failed Cisco Security Monitoring Analysis and Response System (MARS) device, and ensure WDVA remains in compliance with OCIO Security Standard 141.10 section 10, "Security Monitoring and Logging".

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Increase employee productivity and minimize risk of loss of revenue by maintaining 100% network uptime across the DVA LAN/WAN. Two previously established performance outcomes/measures are associated with this decision package which, as stated in our strategic plan, reflect "WDVA's commitment to high quality, long term care services to Washington veterans at the least possible cost to the state". They are, "satisfy customer needs at an 85% minimum" measured by a semi-annual resident survey, and "maximize federal and other recoveries by maintaining a 95% bed-fill rate". See page 11 of the WDVA Strategic Plan.

Replacing Router devices at our facilities will ensure continuous, uninterrupted network connectivity and access to the clinical and financials suites in our enterprise healthcare system at all DVA facilities. If Router devices reach end of life and are not replaced, network connectivity interruptions would occur, which would prevent access to our mission-critical healthcare system. Upgrading 4 vendor supported system applications and reinstalling them on Windows 7 PCs will ensure uninterrupted operation of these systems. If these systems are not upgraded and migrated from current Windows XP PCs, they will be vulnerable to malware and viruses and will eventually fail. Bringing in an independent consultant to conduct our Security Audit will ensure that DVA's Security Program and processes and procedures are valid, and will fulfill OCIO I.T. Security Standards requirement that agencies ensure an independent audit is performed every 3 years. Purchasing Solarwinds Log and Event Manager to replace the end-of-life MARS device will ensure WDVA remains in compliance with OCIO Security Standards and Policies. If the failed MARS device is not replaced, then WDVA will not have the capability to detect, identify, monitor, manage, log and counter security threats to our network infrastructure, and will fall out of compliance with OCIO Security Standard 141.10 section 10, Security Monitoring and Logging, which requires agencies to "develop and document a logging strategy that addresses each system based on risk and complexity of the system".

New Router devices to be reinstalled at all agency facilities by October 31, 2016, before end of life. Vendor software to be upgraded and reinstalled on new Windows 7 PCs at the Washington Veterans Home during new PC refresh no later than July 31, 2015. Security audit is required every 3 years, and will be completed by August 29, 2015. Solarwinds Log and Event Manager will be installed as a virtual appliance, and will be completed by August 29, 2015.

Performance Measure Detail

Activity:

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, the improvements in this decision package are in direct support of the following agency strategic goals:

Quality Health Services Outreach and Access

Provide quality care and services in our veterans' homes. Provide information and opportunities for veterans to connect to their earned benefits.

This decision package also supports the governor's budget priority to "protect vital services to seniors and disabled individuals".

End of life Router devices must be replaced to ensure uninterrupted connectivity to the agency's network and mission-critical healthcare system. Vendor supported system applications must be upgraded and migrated from end-of-life Windows XP PCs to ensure uninterrupted operation, and mitigate any risks of malware and virus infections. Security audit is required every 3 years to remain compliant with OCIO security policies and standards. End-of-life Security Monitoring Analysis and Response System (MARS) must be replaced with Solarwinds Log and Event Manager to provide WDVA I.T. staff with the capability to detect, identify, manage, and log security threats to the WDVA network infrastructure and the SGN, and to ensure WDVA remains compliant with OCIO Security Standards and Policies. Solarwinds Log and Event Manager will also provide incident response capability by alerting WDVA I.T. staff when an issue or incident arises that matches a threat pattern or exceeds a threat threshold on the network infrastructure, which will enable WDVA to meet the requirements of OCIO Security Standard 141.10, section 11 which requires agencies to "ensure timely and effecting handling of I.T. security incidents", and "establish, document, and distribute an incident response plan to be used in the event of a system compromise".

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes, this package supports the Governor's priority regarding Healthcare, which supports the DVA goal to "provide quality care and services in our veterans' homes". This package also supports the Governor's budget priority to "protect vital services to seniors and disabled individuals", as well as OCIO strategies regarding "modernization of state government", and "improving the security posture of the state of Washington".

This decision package is also in direct support of our agency's goal to "provide quality care and services in our veterans' homes", which supports the governor's priority regarding Healthcare. This package also supports the WDVA strategic goal to "provide information and opportunities for veterans to connect to their earned benefits". Replacing end-of-life Routers to ensure uninterrupted connectivity to the WDVA network and mission-critical healthcare system, and upgrading system applications at the Washington Veterans Home contributes to our ability to successfully meet both of these agency strategic goals. Funding for the Security Audit and Solarwinds Log and Event Manager will contribute towards the OCIO strategy to "improve the security posture of state government".

What are the other important connections or impacts related to this proposal?

By replacing end-of-life Router devices at agency facilities, we can ensure that our facilities have continuous, uninterrupted connectivity to the WDVA LAN/WAN and to our enterprise healthcare system, and can continue to provide quality healthcare at our veterans' homes and meet the agency goals regarding client "Outreach and Access", "Continuous Improvement" and "Quality Health Services". Upgrading and migrating system applications from Windows XP PCs at the Washington Veterans Home will allow us to continue to provide a safe, secure and comfortable environment for the residents and mitigate the risks of malware and virus infections. Bringing in an independent consultant to conduct our Security Audit will ensure that WDVA's Security Program and processes and procedures are valid, and will fulfill OCIO I.T. Security Standards requirement that agencies ensure an independent audit is performed every 3 years. Purchasing Solarwinds Log and Event Manager will provide WDVA I.T. staff with the capability to detect, identify, manage, and log security threats to the WDVA network infrastructure and the SGN, and to ensure WDVA remains compliant with OCIO Security Standards and Policies. Solarwinds Log and Event Manager will also provide incident response capability by alerting WDVA I.T. staff when an issue or incident arises that matches a threat pattern or exceeds a threat threshold on the network infrastructure, which will enable WDVA to meet OCIO Security Standard 141.10, section 11 which requires agencies to "ensure timely and effecting handling of I.T. security incidents", and "establish, document, and distribute an incident response plan to be used in the event of a system compromise".

This package will have a positive impact on DES. WDVA will lease Cisco Router devices through DES Enterprise Services.

What alternatives were explored by the agency, and why was this alternative chosen?

The alternative to bringing in an independent consultant to conduct our Security Audit would be to do nothing, which would cause WDVA to be non-compliant with OCIO Information Technology Security Standards effective August, 2015.

The alternative to replacing Router devices at DVA facilities would be to do nothing, and risk failure of the devices. If a Router is not replaced at end-of-life and fails, connectivity to the WDVA network and to our mission-critical, enterprise healthcare system would be interrupted, which would have a negative impact on the vulnerable resident population at our veterans' homes.

The alternative to purchasing vendor services to upgrade and migrate system applications at the Washington Veterans Home from Window XP PCs to new Windows 7 PCs would be to do nothing, and risk malware and virus infections, and system downtime for continuing to use end-of-life, unsupported Windows XP PCs.

The alternative to purchasing Solarwinds Log and Event Manager would be to do nothing, which would leave WDVA without intrusion detection and prevention capability, would put the agency network infrastructure and SGN at risk, and would cause WDVA to fall out of compliance with OCIO Security Standards and Policies.

What are the consequences of adopting or not adopting this package?

The agency would not have intrusion detection and prevention capability, which would put the WDVA network and SGN at risk, and would cause WDVA to fall out of compliance with OCIO Information Technology Security Standards. We would also risk an interruption of connectivity to our mission-critical enterprise healthcare system, potentially putting our resident population of vulnerable veterans at risk. System application PCs running the Windows XP operating system at the Washington Veterans Home are no longer supported by the vendor, and would be at risk of virus and malware infections and system downtime for the HVAC and boiler monitor system, and Access Control and Nurse's Call system.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

Some new contracts would need to be negotiated.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Cisco Routers (6 ea.)

**FY 2016 > Recurring cost of \$7,500 per year for DES equipment lease

**FY 2017 > Recurring cost of \$7,500 per year for DES equipment lease

Security Audit

FY 2016 One-time cost of \$8,000

Solarwinds Log and Event Manager

FY 2016 One-time cost of \$20,000

FY 2017 > Recurring cost of \$3,500 per year for software maintenance

Vendor Services to upgrade and migrate System Applications from end-of-life Windows XP PCs to new supported PCs:

Responder 4000 (nurse's call system)

FY 2016 One-time cost of \$1,500

eAXxess Security Management System (access control system)
FY 2016 One-time cost of \$20,000

Metasys (HVAC monitoring system)
FY 2016 One-time cost of \$10,000

Niagara (plant boiler monitor system)
FY 2016 One-time cost of \$2,000

All costs include additional 10% + 8.7% taxes
**Cost also includes DES lease management fee and interest

Distinction between one-time and ongoing costs:

Budget impacts in future biennia:

1. Cisco Routers have a recurring cost of \$7,500 per year beginning in FY 2016 for DES equipment lease, which includes SMARTNet maintenance costs.
2. Security Audit will have a one-time cost of \$8,000 for FY 2016.
3. Solarwinds Log and Event Manager will have a one-time cost of \$20,000 for FY 2016, and an ongoing cost of \$3,500 per year beginning in FY 2017 for software maintenance.
4. Vendor Services to upgrade and migrate System Applications from end-of-life Windows XP PCs to new supported PCs will incur the following costs:
 - a. Responder 4000 (nurse's call system) will have a one-time cost of \$1,500.
 - b. eAXxess (access control system) will have a one-time cost of \$20,000.
 - c. Metasys (HVAC monitoring system) will have a one-time cost of \$10,000.
 - d. Niagara (plant boiler monitor system) will have a one-time cost of \$2,000.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods\Other Services	49,000	11,000	60,000
J Capital Outlays	20,000		20,000
Total Objects	69,000	11,000	80,000

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 8R Retirement Buyout Costs
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

WDVA is experiencing an aging workforce as more and more employees become eligible for retirement. Along with these retirement benefits, employees may have a good size of leave balances, for which they would be able to buy-out. In the 2015-2017 biennium, WDVA will have at minimum of 76 employees eligible for these benefits. As our workforce gets older, our needs for additional funding authority will increase to be able to accommodate these buy-out amounts and still maintain the necessary staff to remain in compliance with federal and state laws and regulations.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	76,219	75,819	152,038
001-2 General Fund - Basic Account-Federal	116,017	116,017	232,034
001-7 General Fund - Basic Account-Private/Local	38,672	38,672	77,344
Total Cost	230,908	230,508	461,416

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	39,446	39,446	78,892
001 General Fund	0364 Veterans Administrat	76,571	76,571	153,142
001 General Fund	0523 Board, Room and Meal	38,672	38,672	77,344
Total Revenue		154,689	154,689	309,378

Package Description:

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Performance Measure Detail

Activity: A001Administrative Services

Incremental Changes

No measures submitted for package

Activity: A002Institutional Services

Incremental Changes

No measures submitted for package

Activity: A003Veterans Disability Services and Support

Incremental Changes

No measures submitted for package

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. This will enable us to continue to provide information and opportunities for veterans to connect to their earned benefits and to continue to provide quality care and services to our veterans residing in our homes.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This will help us to help the governor in reaching his goals of a prosperous economy for our veterans and a healthy and safe community.

What are the other important connections or impacts related to this proposal?

As employees leave the agency, this would enable us to hire a replacement within a reasonable amount of time, thus avoiding having positions vacant for long periods of time.

What alternatives were explored by the agency, and why was this alternative chosen?

What are the consequences of adopting or not adopting this package?

By not being able to have the appropriate funding levels to hire replacement employees, positions would have to remain vacant for long periods of time to enable the agency to recover from the amount of funding dollars that a leaving employee would take with them. This could, also, cause the agency to not be in compliance with appropriate federal and state regulations.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

These costs would be a one-time cost at the time of the employees retirement. However, this would impact future biennia as additional employees become retirement eligible.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	214,500	214,501	429,001
B Employee Benefits	16,408	16,407	32,815
Total Objects	230,908	230,908	461,816

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 9M Medical Inflation
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes. These 24/7 operations require monthly purchases of food products for the dietary needs of Veterans. WDVA request an increase in spending authority of \$872,000 for the biennium in order to meet cost increases related to medical services and supplies required to operate the homes

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-2 General Fund - Basic Account-Federal	292,120	292,120	584,240
001-7 General Fund - Basic Account-Private/Local	143,880	143,880	287,760
Total Cost	436,000	436,000	872,000

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	49,878	49,787	99,665
001 General Fund	0364 Veterans Administrat	264,347	264,347	528,694
001 General Fund	0523 Board, Room and Meal	121,775	121,775	243,550
Total Revenue		436,000	435,909	871,909

Package Description:

Each biennium, the WDVA submits a decision package that provides best estimates of medical-related price increases that is projected to occur over the next biennium. Veterans home operations are directly impacted by medical inflation, which cannot be absorbed by current funding without increased spending authority. This request is vital in meeting the Governor's priority for Healthy and Safe Communities for Washingtonians.

Medical-related costs are split by categories to reflect the component of WDVA's medical services and supply purchases:

- " Medical Transportation
- " Health Insurance Premiums
- " Medical Care Commodities
- " Medical Professional Services

- " Hospital Services
- " Pharmaceuticals

- " Medical Ancillary Services

The medical inflation is based on a compound average annual growth over the past 5 years as recorded by the veteran homes. The cost centers involved at the homes are Health Services Unit, Ancillary Services, Physician, Clinic, and Pharmacy operations.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Provide high quality medical services needs of Veterans residing in the homes, to include special medical needs specific to a Veteran.

Performance Measure Detail

Activity: A002Institutional Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, in WDVA Results Washington framework, one of the agency's goals is to provide quality care and services to our Veterans in our homes.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes; Healthy and Safe Communities. The WDVA Nursing Homes play a vital role in providing long-term skilled nursing care to geriatric and disabled, medically indigent veterans that require 24/7 care in a skilled nursing facility.

What are the other important connections or impacts related to this proposal?

This funding request comes as a result of the continued increases in medical cost-related prices that are beyond the control of the homes. Ever-changing medical technology and continuously improving standards of care require consistent investment in modern medical supplies and services.

What alternatives were explored by the agency, and why was this alternative chosen?

For the majority of its medical purchases, particularly supplies, the WDVA follows the guidelines and master contracts negotiated by the Contracting and Purchasing division of the Department of Enterprise Services. The WDVA does have an exception to state procurement contracts for certain pharmaceuticals that can be purchased through Federal VA contract.

Despite these efforts, the market continues to affect and dictate medical and pharmaceutical price increases. This request is a 'capacity' request. Even if usage volumes remain constant, increased prices for food, medical and pharmaceuticals require increased 'fiscal capacity' to meet new cost levels.

What are the consequences of adopting or not adopting this package?

If not funded, the Homes will have to absorb the incremental increase in medical and pharmaceutical prices, which will negatively affect other direct care services provided, particularly nursing care. The Homes do not have current capacities to absorb inflationary impact.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts need to implement.

Expenditure and revenue calculations and assumptions

See attached worksheet for the Compound Average Annual Growth.

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

This entire request is not a one-time cost increase. The increases are a result of medical and pharmaceutical increases in cost over Fiscal Year 14.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods\Other Services	239,800	239,800	479,600
N Grants, Benefits & Client Services	196,200	196,200	392,400
Total Objects	436,000	436,000	872,000

I. CRITICAL (Life/Safety, Essential Job Requirement, Medicare/Medicaid/USDVA Compliance Requirement)

- a. Mandatory to meet patient care needs.
- b. Degradation of services if not received. A written justification will be required prior to funds being allocated. Survey items. Required to maintain certification/licensing.
- c. A written justification will be required prior to funds being allocated. Survey items. Required to maintain certification/licensing.
- d. A Survey item or required to maintain certification/licensing.

II. NEED (Scheduled Replacements, Demonstrated Economic Benefit)

- a. Items scheduled to be replaced. (No degradation of services but enhances patient care and demonstrates economic benefit.)

III. OPTIONAL (Nice-to-Have)

- a. Enhances programmatic needs and no direct impact to patient care.

Owner	Priority	ITEM DESCRIPTION	QTY.	EST. UNIT COST	FY 2016		FY 2017		JUSTIFICATION	
					QTY.	EST.COST	QTY.	EST.COST		
Retsil	Plant	1	Facility Bariatric Beds	6	\$ 5,000.00	3	\$ 15,000.00	3	\$ 15,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1220
Orting	Dietary	1	Steam table	2	\$ 3,000.00	1	\$ 3,000.00	1	\$ 3,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1221
Spokane	Dietary	1	Food delivery cart system	3	\$ 17,000.00	3	\$ 51,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1222
Retsil	Nursing	1	Facility Extra Long Beds	2	\$ 5,000.00	2	\$ 10,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1223
Orting	Dietary	1	Air Curtain Refrigerator	1	\$ 11,000.00	1	\$ 11,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1224
Spokane	Plant	1	Resident room privacy curtains	65	\$ 120.00	65	\$ 7,800.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1225
Retsil	Plant	1	Facility Beds - Regular	10	\$ 3,500.00	5	\$ 17,500.00	5	\$ 17,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1226
Orting	Dietary	1	Plate warmer	2	\$ 3,000.00	1	\$ 3,000.00	1	\$ 3,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1227
Spokane	Plant	1	Security camera system	1	\$ 15,000.00	1	\$ 15,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1228
Retsil	Plant	1	Facility Bed Parts	1	\$ 13,000.00	1	\$ 13,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1229
Orting	Dietary	1	Range	1	\$ 4,500.00	-	\$ -	1	\$ 4,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1230
Spokane	Plant	1	Smoke doors	20	\$ 1,500.00	10	\$ 15,000.00	10	\$ 15,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1231
Retsil	Nursing	1	Lift Slings	30	\$ 200.00	20	\$ 4,000.00	10	\$ 2,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1232
Orting	Dietary	1	Camcart	2	\$ 2,000.00	1	\$ 2,000.00	1	\$ 2,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1233
Spokane	Nursing	1	Regular beds	35	\$ 1,300.00	-	\$ -	35	\$ 45,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1234
Retsil	Nursing	1	Vander Lift II B-450	3	\$ 3,000.00	2	\$ 6,000.00	1	\$ 3,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1235
Orting	Dietary	1	Heat on Demand System	1	\$ 6,000.00	-	\$ -	1	\$ 6,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1236
Spokane	Nursing	1	Wheel chairs	10	\$ 250.00	5	\$ 1,250.00	5	\$ 1,250.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1237
Retsil	Nursing	1	Vera II B450 Sit to Stand Lifts	3	\$ 3,500.00	2	\$ 7,000.00	1	\$ 3,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1238
Orting	Dietary	1	Grill	1	\$ 3,000.00	-	\$ -	1	\$ 3,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1239
Spokane	Nursing	1	Secure lock system for wheel chair	12	\$ 200.00	12	\$ 2,400.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1240
Retsil	Dietary	1	Flat grill/griddle	2	\$ 5,000.00	1	\$ 5,000.00	1	\$ 5,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1241
Orting	Dietary	1	Tilting Steam Jacketed Kettles	2	\$ 4,000.00	1	\$ 4,000.00	1	\$ 4,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1242

Owner	Priority	ITEM DESCRIPTION	QTY.	EST. UNIT COST	FY 2016		FY 2017		JUSTIFICATION	
					QTY.	EST.COST	QTY.	EST.COST		
Orting	Nursing	1	Attendant Vital Signs Monitor, NIBP, Nellcor SpO2, SureTemp	2	\$ 1,849.99	1	\$ 1,849.99	1	\$ 1,849.99	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1243
Retsil	Nursing	1	Standard & Bariatric Shower/Commode Chairs	5	\$ 270.00	4	\$ 1,080.00	1	\$ 270.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1244
Orting	Nursing	1	MED CARTS	2	\$ 4,500.00	2	\$ 9,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1245
Orting	Nursing	1	SLINGS FOR LIFTS	8	\$ 495.00	4	\$ 1,980.00	4	\$ 1,980.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1246
Orting	Nursing	1	VOLUMETRIC INFUSION PUMP FLO-GUARD 6201	1	\$ 1,437.00	1	\$ 1,437.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1247
Pharmacy		1	MTS Gemini Heat Sealer	4	\$ 2,889.63	4	\$ 11,558.52		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1248
Retsil	Dietary	1	Refrigeration storage racks***	25	\$ 300.00	15	\$ 4,500.00	10	\$ 3,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1249
Retsil	Dietary	1	Robot Coupe Blenders	2	\$ 4,500.00	2	\$ 9,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1250
Retsil	Dietary	1	Tllting Skillet - Brazing Pan	1	\$ 25,000.00	1	\$ 25,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1251
Retsil	Nursing	1	Mattresses	50	\$ 500.00	30	\$ 15,000.00	20	\$ 10,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1252
Retsil	Nursing	1	Fall prevention "winged" mattresses	15	\$ 650.00	10	\$ 6,500.00	5	\$ 3,250.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1253
Retsil	Custodial	1	High Speed Burnisher	2	\$ 2,100.00	1	\$ 2,100.00	1	\$ 2,100.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1254
Orting	Plant	1	Advantage with Rapid Fill Reservoir	4	\$ 25,000.00	2	\$ 50,000.00	2	\$ 50,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1255
Retsil	Nursing	2	Over bed tables	11	\$ 138.00	7	\$ 966.00	4	\$ 552.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1256
Retsil	Nursing	2	Oxygen concentrator 10 LPM	2	\$ 1,100.00	2	\$ 2,200.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1257
Retsil	Nursing	2	Oxygen concentrator 5 LPM	3	\$ 570.00	3	\$ 1,710.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1258
Orting	Dietary	2	Toaster	2	\$ 800.00	1	\$ 800.00	1	\$ 800.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1259
Orting	Dietary	2	Blixer	1	\$ 800.00	1	\$ 800.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1260
Orting	Dietary	2	Fryer	1	\$ 1,500.00		\$ -	1	\$ 1,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1261
Spokane	Laundry	2	Replace Large cloths washer	1	\$ 10,000.00	1	\$ 10,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1262
Spokane	Laundry	2	Replace small cloths washer & dryer	1	\$ 4,000.00		\$ -	1	\$ 4,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1263
Spokane	Plant	2	Replace phone system	1	\$ 35,000.00	1	\$ 35,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1264
Retsil	Custodial	2	Floor Resurfacing Machine	1	\$ 6,000.00	1	\$ 6,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1265
Retsil	Plant	2	60in riding lawn mower	1	\$ 13,000.00	1	\$ 13,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1266
Retsil	Custodial	2	Spot Extractor	4	\$ 1,200.00	2	\$ 2,400.00	2	\$ 2,400.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1267
Orting	Dietary	2	Hydration Containers	8	\$ 200.00	4	\$ 800.00	4	\$ 800.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1268
Orting	Dietary	2	Soft Serve Machine	2	\$ 7,000.00	1	\$ 7,000.00	1	\$ 7,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1269
Orting	Dietary	2	Utility Carts	6	\$ 200.00	3	\$ 600.00	3	\$ 600.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1270
Spokane	Nursing	2	Nu-Step exercise machine-therapy	1	\$ 5,000.00		\$ -	1	\$ 5,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1271
Spokane	Custodial	2	Carpet extractor	1	\$ 2,000.00		\$ -	1	\$ 2,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1272

Owner	Priority	ITEM DESCRIPTION	QTY.	EST. UNIT COST	FY 2016		FY 2017		JUSTIFICATION	
					QTY.	EST.COST	QTY.	EST.COST		
Spokane	Laundry	2	Laundry label maker	1	\$ 1,000.00	1	\$ 1,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1273
Retsil	Custodial	2	Carpet Steam Cleaner	2	\$ 3,500.00	1	\$ 3,500.00	1	\$ 3,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1274
Retsil	Nursing	2	Suction Machine	2	\$ 154.00	1	\$ 154.00	1	\$ 154.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1275
Retsil	Custodial	2	Custodial House Keeping Carts	4	\$ 1,100.00	2	\$ 2,200.00	2	\$ 2,200.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1276
Orting	Plant	2	Victory Prep Table Refrigerator 96681	1	\$ 2,300.00	1	\$ 2,300.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1277
Orting	Plant	2	Hobart Undercounter Dishwasher A2432	1	\$ 6,600.00	1	\$ 6,600.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1278
Orting	Plant	2	Goodway Firetube Boiler Cleaner RAM-4X-20-KIT	1	\$ 5,000.00	1	\$ 5,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1279
Retsil	Nursing	2	Digital W/C scales	5	\$ 1,650.00	3	\$ 4,950.00	2	\$ 3,300.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1280
Retsil	Dietary	2	Refrigerator Sandwich unit	2	\$ 4,500.00	1	\$ 4,500.00	1	\$ 4,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1281
Retsil	Plant	2	Portable Air Conditioner	5	\$ 800.00	5	\$ 4,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1282
Orting	Plant	2	Adfinity X20R 14OAH Gel Batteries	1	\$ 7,000.00	1	\$ 7,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1283
Orting	Nursing	2	HOYER LIFTS	2	\$ 2,600.00		\$ -	2	\$ 5,200.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1284
Orting	Nursing	2	ULTRASOUND BLADDER SCANNER #30305909	1	\$ 8,840.00	1	\$ 8,840.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1285
Retsil	Custodial	2	Back Pack Vacuum	1	\$ 1,200.00	1	\$ 1,200.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1286
Retsil	Custodial	2	Vacuum Cleaners	6	\$ 500.00	4	\$ 2,000.00	2	\$ 1,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1287
Retsil	Custodial	2	Rolling Ladder	1	\$ 2,100.00	1	\$ 2,100.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1288
Retsil	Plant	2	Refrigerant Recovery Unit	1	\$ 700.00	1	\$ 700.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1289
Retsil	Plant	2	Refrigerant Recovery Cylinders	4	\$ 250.00	4	\$ 1,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1290
Retsil	Plant	2	Coil Cleaning System	1	\$ 2,000.00	1	\$ 2,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1291
Retsil	Plant	2	Confined Space Atmospheric Gas Detector	1	\$ 2,000.00	1	\$ 2,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1292
Retsil	Dietary	2	Reach in Refrigerator/freezer combo unit	1	\$ 10,000.00	1	\$ 10,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1293
Orting	Plant	2	BX2360T60 'Kubota 23 HP 4 WD diesel tractor with turf tires and 60" mid mount mower. GCK60-23BX Kubota 3 bag catcher. BX3027 Boot Kit	1	\$ 14,000.00	1	\$ 14,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1294
Orting	Dietary	2	Pan Racks	2	\$ 200.00	1	\$ 200.00	1	\$ 200.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1295
Orting	Dietary	2	Refrigerated Prep Table	1	\$ 15,000.00	1	\$ 15,000.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1296
Orting	Dietary	2	Food Scales	2	\$ 260.00	1	\$ 260.00	1	\$ 260.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1297
Orting	Dietary	2	Cereal Dispensers	6	\$ 240.00	3	\$ 720.00	3	\$ 720.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1298
Orting	Plant	2	18 HP Hammermill Chipper SC183	1	\$ 5,500.00	1	\$ 5,500.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1299
Orting	Plant	2	13 HP Stump Grinder SG1314B	1	\$ 4,500.00	1	\$ 4,500.00		\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1300
Retsil	Nursing	2	Thermoscan Tympanic Thermometer	5	\$ 190.00	3	\$ 570.00	2	\$ 380.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1301

Owner	Priority	ITEM DESCRIPTION	QTY.	EST. UNIT COST	FY 2016		FY 2017		JUSTIFICATION	
					QTY.	EST.COST	QTY.	EST.COST		
Retsil	Nursing	2	Merry walkers large	1	\$ 400.00	1	\$ 400.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1302
Retsil	Nursing	2	Merry walkers small	1	\$ 350.00	1	\$ 350.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1303
Retsil	Nursing	2	Blood Pressure Cuff on stand	15	\$ 290.00	7	\$ 2,030.00	8	\$ 2,320.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1304
Orting	Dietary	2	Tray Delivery Carts	2	\$ 2,000.00	1	\$ 2,000.00	1	\$ 2,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1305
Retsil	Plant	2	Weed Eater	4	\$ 450.00	2	\$ 900.00	2	\$ 900.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1306
Retsil	Dietary	2	Cold food delivery Cart	4	\$ 1,000.00	4	\$ 4,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1307
Retsil	Dietary	2	Conveyor Toaster	5	\$ 2,000.00	3	\$ 6,000.00	2	\$ 4,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1308
Retsil	Dietary	2	Deep Fryer	1	\$ 18,500.00	-	\$ -	1	\$ 18,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1309
Retsil	Nursing	2	Medication refrigerators	2	\$ 200.00	1	\$ 200.00	1	\$ 200.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1310
Retsil	Activities	2	K1 Lightweight folding tables 96"x30"	40	\$ 370.00	20	\$ 7,400.00	20	\$ 7,400.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1311
Retsil	Dietary	2	MDR tables	15	\$ 500.00	10	\$ 5,000.00	5	\$ 2,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1312
Retsil	Dietary	2	MDR bariatric chair	5	\$ 900.00	3	\$ 2,700.00	2	\$ 1,800.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1313
Retsil	Dietary	2	MDR chairs	50	\$ 300.00	25	\$ 7,500.00	25	\$ 7,500.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1314
Retsil	Activities	2	Folding Chairs w/ 2 portable two tier storage racks	150	\$ 40.00	100	\$ 4,000.00	50	\$ 2,000.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1315
Retsil	Custodial	2	Air Mover Floor Dryers	4	\$ 250.00	4	\$ 1,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1316
Retsil	Dietary	2	stainless steel utility carts	2	\$ 750.00	1	\$ 750.00	1	\$ 750.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1317
Retsil	Laundry	2	Anti Fatigue Mat	2	\$ 800.00	2	\$ 1,600.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1318
Retsil	Plant	2	Welder	1	\$ 5,200.00	1	\$ 5,200.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1319
Retsil	Plant	2	Welding Cart	1	\$ 500.00	1	\$ 500.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1320
Retsil	Plant	2	Job Boxes	3	\$ 1,500.00	3	\$ 4,500.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1321
Retsil	Plant	2	Confined Space Rescue System	1	\$ 10,000.00	1	\$ 10,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1322
Retsil	Nursing	2	2 stage IV pumps	2	\$ 4,300.00	1	\$ 4,300.00	1	\$ 4,300.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1323
Retsil	Plant	2	Floor Jack	1	\$ 500.00	1	\$ 500.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1324
Retsil	Dietary	2	bussing/utility carts	4	\$ 270.00	2	\$ 540.00	2	\$ 540.00	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1325
Retsil	Plant	2	John Deere XUV 625i	1	\$ 15,000.00	1	\$ 15,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1326
Retsil	Plant	2	John Deere 3033R Utility Tractor	1	\$ 35,000.00	1	\$ 35,000.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1327
Retsil	Plant	2	Platform Lift	1	\$ 2,200.00	1	\$ 2,200.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1328
Retsil	Plant	2	Furniture Crate Mover	1	\$ 1,400.00	1	\$ 1,400.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1329
Retsil	Plant	2	Desk Mover	1	\$ 500.00	1	\$ 500.00	-	\$ -	Existing equipment has outlived functional life. MAINTENANCE & OPERATIONS/REQUIRED REPLACEMENT -- CFR 483.15 and CFR 483.35 and WAC 1080, 1100,1200 and 1330

\$ 650,495.51

\$ 306,475.99

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 9S Equipment Replacement Costs
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

Request \$956,972 in increased spending authority to purchase equipment items identified by the veterans' homes as essential, job required, life, quality, or safety related.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-2 General Fund - Basic Account-Federal	487,872	229,857	717,729
001-7 General Fund - Basic Account-Private/Local	162,624	76,619	239,243
Total Cost	650,496	306,476	956,972

Revenue

<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	84,564	39,842	124,406
001 General Fund	0364 Veterans Administrat	403,308	190,015	593,323
001 General Fund	0523 Board, Room and Meal	162,624	76,619	239,243
Total Revenue		650,496	306,476	956,972

Package Description:

The veterans' homes have identified critical equipment purchases that must be made in the 15-17 biennia to sustain business. The needs fall into several classifications including resident and employee safety, regulatory compliance, quality of life, quality of care and efficiency opportunities. On the attached document details what is being replaced, its priority, the units required, the unit cost, the total cost, the requesting department, its location and the purchase justification.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The performance outcomes expected is the improvement of the physical resources available for the direct care of the residents.

Performance Measure Detail

Activity: **A002Institutional Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. This request ties to WDVS's goal of 'Quality Health Services' by providing quality care and services to the veterans in our homes.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This request, also, ties to the Governor's goal of 'Healthy and Safe Communities' by providing quality care and services to the veterans in our homes.

What are the other important connections or impacts related to this proposal?

The other connections associated with this package include replacement of existing equipment past their useful life, revised regulatory requirements, new technology, and increased administrative duties. This package will provide for a safer, non-comprotable environment for our residents and a safer, more productive workplace for staff.

What alternatives were explored by the agency, and why was this alternative chosen?

Each of the items requested represents an equipment requirement that exceeds the agency's ability to fund within the carry-forward appropriation. Each program formulated a prioritized list of equipment replacement needs, noting the items needing replacement, noting the replacement cost, and provided a justification statement regarding the purchase.

What are the consequences of adopting or not adopting this package?

Denying spending authority will result in either deferred procurement of a shift of other agency resources to cover these purchases. Deferrals will result in increased risk to the resident and staff. A shift in resources would result in the degradation of our service levels. Both would result in poorer efficiency and effectiveness.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Because of BASS system printing limitations, which allows the display of only basic financial data, worksheets showing the department, location, item priority, unity required, unit cost, total cost, what is being replaced, and the justification are included with

the printed version of this decision package and attached as an Excel file to the electronic version.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlays	650,496	306,476	956,972

Walla Walla FY 2017 Census, Rate and Revenue Assumptions and Projections

	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Total
Days Per Month	31	31	30	31	30	31	31	28	31	30	31	30	365

TOTAL DAYS PROJECTED by PAYOR GROUP	Measure	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Total
MEDICARE A														
Medicare A Billable Days	Monthly	0	31	60	93	90	153	186	168	186	180	186	180	
Billable Co-Insurance Days	Monthly	0	11	30	47	45	77	93	84	93	90	93	90	
Medicaid Co-Insurance (non billable)	Monthly	0	(6)	(15)	(23)	(23)	(38)	(47)	(42)	(47)	(45)	(47)	(45)	
Medicare B Physician Billing (40% allowance)	Monthly													
Medicare B Physician Visits														
VA Per Diem Billable Days		0	29	57	88	86	145	177	160	177	171	177	171	
MEDICAID:														
Medicaid Billable Days	Monthly	0	186	450	744	720	1,116	1,488	1,344	1,488	1,440	1,488	1,440	
Medicare B Physician Visits	Monthly													
Medicare D Average Amount	Monthly													
VA Per Diem Billable Days	Monthly	0	167	405	670	648	1,004	1,339	1,210	1,339	1,296	1,339	1,296	
Private Pay:														
Resident Billable Days	Monthly	0	31	60	93	90	155	186	168	186	180	186	180	
Medicare B Physician Visits	Monthly													
Medicare B Therapy Amount	Monthly													
Medicare D Average Amount	Monthly													
VA Per Diem Billable Days	Monthly	0	26	51	79	77	132	158	143	158	153	158	153	
Enhanced VA Per Diem (70% and Above Service Connected)														
Billable Days	Monthly	0	62	180	310	310	434	589	532	589	570	589	570	

CENSUS PROJECTIONS (by end of month)	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Total
Medicare	1	2	3	3	5	6	6	6	6	6	6	6	
Medicaid	6	15	24	24	36	48	48	48	48	48	48	48	
Private	1	2	3	3	5	6	6	6	6	6	6	6	
Enhanced	2	6	10	10	14	19	19	19	19	19	19	19	
Total Skilled Census by Month	10	25	40	40	60	80							
Medicare Projected %	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	
Medicaid Projected %	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	
Private Projected %	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	
Enhanced Projected %	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	24%	
	100.00%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

RATE ASSUMPTIONS by PAYOR GROUP:	Measure	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Total
MEDICARE A														
Medicare A Per Patient Day Amount	Daily													
Co-Insurance Daily Rate	Daily													
Medicare B Physician Billing	Per Visit													
Pharmacy Billing	Percentage													
Therapy Billing	Percentage													
VA Per Diem Daily Rate	Daily													
MEDICAID:														
Medicaid Daily Rate:	Daily													
Residents Projected % of Daily Rate	Daily													
Federal Projected % of Daily Rate (FMAP)	Daily													
State Projected % of Daily Rate	Daily													
Medicare B (Physician Billing)	Per Visit													
Pharmacy Billing (\$345 per resident)	Percentage		\$ 2,070	\$ 5,175	\$ 8,280	\$ 8,280	\$ 12,420	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	
Therapy Billing	Percentage													
VA Per Diem Daily Rate	Monthly													

CENSUS

ATES

REVENUE PROJECTIONS by PAYOR GROUP:		Measure	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Total
Private Pay:															
Resident Participation	Daily														
Medicare B (Physician Billing)	Per Visit														
Medicare B (Therapy Billing)	Percentage														
Pharmacy Billing	Percentage		\$ 345	\$ 690	\$ 1,035	\$ 1,035	\$ 1,725	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	
VA Per Diem Daily Rate	Daily														
Enhanced VA Per Diem (70% and Above Service Connected)															
Va Enhanced Per Diem Rate	Daily														
Therapy Billing	Percentage														
Pharmacy Billing	Percentage														
MISC REVENUE PROJECTIONS															
MEDICARE A															
Medicare A Per Patient Day Amount		\$ -	\$ 16,861	\$ 32,635	\$ 50,584	\$ 48,952	\$ 83,218	\$ 101,167	\$ 91,377	\$ 101,167	\$ 97,904	\$ 101,167	\$ 97,904	\$ 822,936	
Co-Insurance Daily Rate (1% allowance)		\$ -	\$ 1,672	\$ 4,560	\$ 7,068	\$ 6,840	\$ 11,628	\$ 14,136	\$ 12,768	\$ 14,136	\$ 13,680	\$ 14,136	\$ 13,680	\$ 114,304	
Medicaid Co-Insurance (non billable)		\$ -	\$ (836)	\$ (2,280)	\$ (3,534)	\$ (3,420)	\$ (5,814)	\$ (7,068)	\$ (6,384)	\$ (7,068)	\$ (6,840)	\$ (7,068)	\$ (6,840)	\$ (57,152)	
Medicare B Physician Billing														\$ -	
VA Per Diem Daily Rate		\$ -	\$ 3,137	\$ 6,072	\$ 9,411	\$ 9,107	\$ 15,483	\$ 18,822	\$ 17,001	\$ 18,822	\$ 18,215	\$ 18,822	\$ 18,215	\$ 153,107	
Less Allowance for Bad Debt		\$ -	\$ (8)	\$ (23)	\$ (35)	\$ (34)	\$ (58)	\$ (71)	\$ (64)	\$ (71)	\$ (68)	\$ (71)	\$ (68)	\$ (572)	
Total Revenue Earned-Medicare Resident		\$ -	\$ 20,826	\$ 40,963	\$ 63,493	\$ 61,445	\$ 104,457	\$ 126,987	\$ 114,698	\$ 126,987	\$ 122,890	\$ 126,987	\$ 122,890	\$ 1,032,623	
MEDICAID:															
Residents Participation		\$ -	\$ 9,700	\$ 23,468	\$ 38,800	\$ 37,549	\$ 58,201	\$ 77,601	\$ 70,091	\$ 77,601	\$ 75,098	\$ 77,601	\$ 75,098	\$ 620,808	
Residents Participation (Pending Medicaid)														\$ -	
FMAP (Federal)		\$ -	\$ 7,913	\$ 19,145	\$ 31,653	\$ 30,632	\$ 47,480	\$ 63,306	\$ 57,180	\$ 63,306	\$ 61,264	\$ 63,306	\$ 61,264	\$ 506,449	
DSHS (State)		\$ -	\$ 7,913	\$ 19,145	\$ 31,653	\$ 30,632	\$ 47,480	\$ 63,306	\$ 57,180	\$ 63,306	\$ 61,264	\$ 63,306	\$ 61,264	\$ 506,449	
Net Amount Billed Under Medicaid Benefit		\$ -	\$ 25,527	\$ 61,758	\$ 102,107	\$ 98,813	\$ 153,160	\$ 204,213	\$ 184,451	\$ 204,213	\$ 197,626	\$ 204,213	\$ 197,626	\$ 1,633,705	
Medicare B (Physician Billing)															
Therapy Billing															
VA Per Diem Daily Rate		\$ -	\$ 17,831	\$ 43,141	\$ 71,326	\$ 69,025	\$ 106,989	\$ 142,652	\$ 128,847	\$ 142,652	\$ 138,050	\$ 142,652	\$ 138,050	\$ 1,141,213	
Pharmacy Billing (see below for actual amounts)		\$ -	\$ 2,070	\$ 5,175	\$ 8,280	\$ 8,280	\$ 12,420	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	\$ 16,560	\$ 135,585	
Less allowance for bad debt		\$ -	\$ (97)	\$ (235)	\$ (388)	\$ (375)	\$ (582)	\$ (776)	\$ (701)	\$ (776)	\$ (751)	\$ (776)	\$ (751)	\$ (6,208)	
Total Revenue Earned-Medicaid Resident		\$ -	\$ 45,331	\$ 109,839	\$ 181,324	\$ 175,742	\$ 271,987	\$ 362,649	\$ 329,156	\$ 362,649	\$ 351,485	\$ 362,649	\$ 351,485	\$ 2,904,295	
Private Pay:															
Resident Participation		\$ -	\$ 7,161	\$ 13,860	\$ 21,483	\$ 20,790	\$ 35,805	\$ 42,966	\$ 38,808	\$ 42,966	\$ 41,580	\$ 42,966	\$ 41,580	\$ 349,965	
Physician Billing														\$ -	
Therapy Billing														\$ -	
VA Per Diem		\$ -	\$ 2,807	\$ 5,433	\$ 8,420	\$ 8,149	\$ 14,034	\$ 16,841	\$ 15,211	\$ 16,841	\$ 16,298	\$ 16,841	\$ 16,298	\$ 137,171	
Pharmacy Billing		\$ -	\$ 345	\$ 690	\$ 1,035	\$ 1,035	\$ 1,725	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 2,070	\$ 17,250	
Less allowance for bad debt		\$ -	\$ (72)	\$ (139)	\$ (215)	\$ (208)	\$ (358)	\$ (430)	\$ (388)	\$ (430)	\$ (416)	\$ (430)	\$ (416)	\$ (3,500)	
Total Revenue Earned-Medicare Resident		\$ -	\$ 10,241	\$ 19,844	\$ 30,724	\$ 29,766	\$ 51,206	\$ 61,447	\$ 55,701	\$ 61,447	\$ 59,532	\$ 61,447	\$ 59,532	\$ 500,886	
Enhanced VA Per Diem (70% and Above Service Connected)															
Va Enhanced Per Diem Rate		\$ -	\$ 26,102	\$ 75,780	\$ 130,510	\$ 130,510	\$ 182,714	\$ 247,969	\$ 223,972	\$ 247,969	\$ 239,970	\$ 247,969	\$ 239,970	\$ 1,993,435	
MISC REVENUE PROJECTIONS															
3rd Party Insurance															
Less allowance for bad debt															
Meals															
Total Revenue Earned-Misc.															

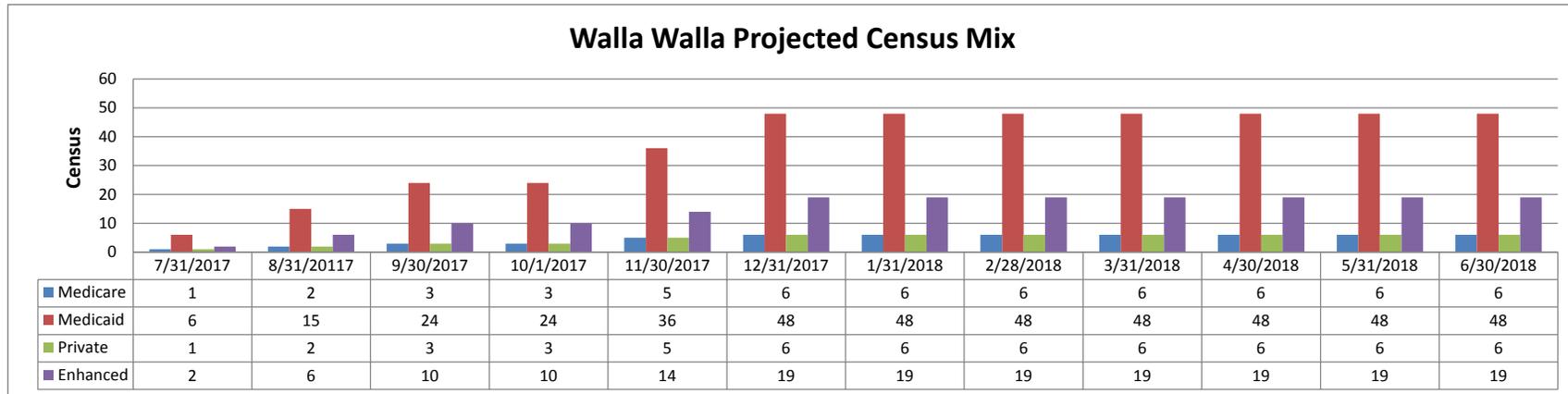
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PROJECTIONS

Medicare Data

Days per Month		31	31	30	31	30	31	31	28	31	30	31	30		
Medicare A Days Billed	Medicare (Days and Dollars)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum	
FY16															
Projected Days Billed		0	31	60	93	90	153	186	168	186	180	186	180	1,513	
Actual Days Billed															
Variance															
Total \$ Amount Billed to Medicare		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum	
FY17 Avg. Rate projection		\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	\$ 543.91	
Projected Monthly Revenue Earned (Medicare A)		\$ -	\$ 16,861	\$ 32,635	\$ 50,584	\$ 48,952	\$ 83,218	\$ 101,167	\$ 91,377	\$ 101,167	\$ 97,904	\$ 101,167	\$ 97,904	\$ 822,935.83	
Actual Amount Earned															
Variance															
Co-Insurance Amounts by Calendar Year FY 2017	\$152.00														
Total Medicare A Co-Ins Days	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17															
Projected Co-Insurance days (Medicare and Hmo Combined)	0	11	30	47	45	77	93	84	93	90	93	90			
Actual Co-Ins Days															
Variance															
Total Medicare A Co-Ins Dollars	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17	\$ -	\$ 1,672	\$ 4,560	\$ 7,068	\$ 6,840	\$ 11,628	\$ 14,136	\$ 12,768	\$ 14,136	\$ 13,680	\$ 14,136	\$ 13,680	\$ 114,304		
Check	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE		
Co-Ins. Days Billed to Medicaid	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17															
Projected days Billed to Medicaid	0	6	15	23	23	38	47	42	47	45	47	45			
Actual Medicaid Co-Ins.															
Variance															
Co-Ins. \$'s Billed to Medicaid (uncollectible)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17	\$ -	\$ 836	\$ 2,280	\$ 3,534	\$ 3,420	\$ 5,814	\$ 7,068	\$ 6,384	\$ 7,068	\$ 6,840	\$ 7,068	\$ 6,840	\$ 57,152		
Co-Ins. Days Billed to a Secondary Insurance	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17															
Projected days Billed to Co-Ins.	0	4	12	19	18	31	37	34	37	36	37	36			
Actual Days Billed to Co-Ins.															
Variance															
Co-Ins. \$'s Billed to a Secondary Insurance	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17	\$ -	\$ 669	\$ 1,824	\$ 2,827	\$ 2,736	\$ 4,651	\$ 5,654	\$ 5,107	\$ 5,654	\$ 5,472	\$ 5,654	\$ 5,472	\$ 45,722		
Allowance for Uncollectible (standard 1%)	\$ -	\$ (7)	\$ (18)	\$ (28)	\$ (27)	\$ (47)	\$ (57)	\$ (51)	\$ (57)	\$ (55)	\$ (57)	\$ (55)	\$ (457)		
Net	\$ -	\$ 662	\$ 1,806	\$ 2,799	\$ 2,709	\$ 4,605	\$ 5,598	\$ 5,056	\$ 5,598	\$ 5,417	\$ 5,598	\$ 5,417	\$ 45,264		
Co-Ins. Days Billed to Resident	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17															
Projected days Billed to Resident	0	1	3	5	5	8	9	8	9	9	9	9			
Actual Days Billed to Co-Ins.															
Variance															
Co-Ins. \$'s Billed to Resident	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Sum		
FY17	\$ -	\$ 167	\$ 456	\$ 707	\$ 684	\$ 1,163	\$ 1,414	\$ 1,277	\$ 1,414	\$ 1,368	\$ 1,414	\$ 1,368	\$ 11,430		
Allowance for Uncollectible (standard 1%)	\$ -	\$ (2)	\$ (5)	\$ (7)	\$ (7)	\$ (12)	\$ (14)	\$ (13)	\$ (14)	\$ (14)	\$ (14)	\$ (14)	\$ (114)		
Net	\$ -	\$ 166	\$ 451	\$ 700	\$ 677	\$ 1,151	\$ 1,399	\$ 1,264	\$ 1,399	\$ 1,354	\$ 1,399	\$ 1,354	\$ 11,316		

Pay Source	Census Targets by Pay Source And Date											
Pay Source	7/31/2017	8/31/2017	9/30/2017	10/1/2017	11/30/2017	12/31/2017	1/31/2018	2/28/2018	3/31/2018	4/30/2018	5/31/2018	6/30/2018
Medicare	1	2	3	3	5	6	6	6	6	6	6	6
Medicaid	6	15	24	24	36	48	48	48	48	48	48	48
Private	1	2	3	3	5	6	6	6	6	6	6	6
Enhanced	2	6	10	10	14	19	19	19	19	19	19	19
Total Census	10	25	40	40	60	79	79	79	79	79	79	79



NOTE: Census targets are assumed at end of each month. Example: July 31st would have a census of 10 total residents.

	Census Mix Projected
Medicare	8.00%
Medicaid	60.00%
Private	8.00%
Enhanced	24.00%
	100.00%

	Projected Rates	
Medicare	\$ 543.91	Current Median Rehab RUG Rate \$527.43; 7 year average Rate Increase 1.03%;
Medicaid	\$ 137.24	Per rates Analyst at DSHS (no yearly percentage increase calculated)
Private	\$ 231.00	Programs current daily rate
Enhanced Per Diem	\$ 421.00	Average Rate of three existing Facilities
Basic Per diem	\$ 106.52	Rate Effective 10/01/2015; 25 Increase per year

Medicare Co-Insurance Split	
Source	Percentage
Medicaid	50%
Insurance	40%
Private	10%

Based on 50% of total monthly Medicare A days billed.

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: 9W Operating Costs/Proposed Cap Proj
Budget Period: 2015-17
Budget Level: M2 - Inflation and Other Rate Changes

Recommendation Summary Text:

The Department of Veterans Affairs wishes to adjust the current funding levels of \$6,729,000 for the Walla Walla Veterans Home to the new projected levels for 15-17 biennium with the facility to open July 1, 2016.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>	
001-2 General Fund - Basic Account-Federal	(2,959,803)	18,092	(2,941,711)	
001-7 General Fund - Basic Account-Private/Local	(2,836,113)	(399,652)	(3,235,765)	
Total Cost	(5,795,916)	(381,560)	(6,177,476)	
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>	
FTEs	3.5	83.5	43.5	
Revenue				
<u>Fund</u>	<u>Source</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001 General Fund	0355 Fed Rev Non-Assist	(734,959)	(109,601)	(844,560)
001 General Fund	0364 Veterans Administrat	(2,764,844)	(412,307)	(3,177,151)
001 General Fund	0523 Board, Room and Meal	(2,836,113)	(399,652)	(3,235,765)
Total Revenue		(6,335,916)	(921,560)	(7,257,476)

Package Description:

The Walla Walla State Veterans Home is currently in the bidding phase of construction and is expected to be complete and open for the care of residents beginning in July 2016. The facility will meet the long term care needs of veterans in Walla Walla and the surrounding area counties, focusing on those veterans who require skilled nursing care, or are in need of nursing facility care because of service connected disabilities, dementia and other qualifying conditions. Operating costs will be funded through the collection of revenues from Medicare, Medicaid, the US Department of Veterans Affairs, Long Term Care Insurance and the veterans themselves. The hiring of staff will meet the gradual build of census over the course of the first year of operation.

When the Walla Walla Veterans Home package was presented for the 13-15 Biennium budget, DVA took into account a 3% cost of living reduction placed on state workers. This package reinstates that 3%.

Also, presented in the 13-15 Biennium budget, WDVA was under an agreement with DSHS to the fact that WDVA would have spending authority to spend the FMAP portion of Medicaid monies received. At the beginning of the 13-15 biennium that situation

was no longer applicable. WDVA now get 100% expenditure recovery (Object S).

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The Walla Walla State Veterans Home will provide long term care services to the 144,000 veterans and their families living in the eastern Washington counties surrounding Walla Walla.

Performance Measure Detail

Activity: **A002Institutional Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. It supports our 'quality health services' goal in providing quality care and services to the veterans in our homes.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. It supports the 'Healthy and Safe Communities' goal listed on the Governor's Results Washington priorities.

What are the other important connections or impacts related to this proposal?

The opening of the Walla Walla State Veterans Home will also receive support from the agency's central office functions and the state veterans home program pharmacy operations.

The community will benefit from the 101 new staff positions created for the operation of the state veterans home.

What alternatives were explored by the agency, and why was this alternative chosen?

No other alternatives were explored

What are the consequences of adopting or not adopting this package?

The state will be unable to operate the newly constructed Walla Walla State Veterans Home.

What is the relationship, if any, to the state's capital budget?

This package is related to the opening of the Walla Walla Veterans Home shortly before the facility is ready for occupancy. WDVA is starting the construction phase of the project this spring with a projected completion date of June 30, 2016.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

No further changes are required to existing statutes or rules. New certifications and contracts will be required with DSHS and USDVA to operate the facility.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

All costs relating to the operation and upkeep of the Walla Walla Veterans Home will be ongoing. Major equipment purchase and construction of the facility will be one-time costs. Staffing of the facility at full capacity will be 101 FTE's.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	(3,653,003)	(906)	(3,653,909)
B Employee Benefits	(1,397,513)	92,099	(1,305,414)
C Professional Svc Contracts	(24,000)		(24,000)
E Goods\Other Services	(658,000)		(658,000)
G Travel	(22,500)		(22,500)
J Capital Outlays	(14,400)		(14,400)
N Grants, Benefits & Client Services	(325,500)	144	(325,356)
S Interagency Reimbursements		(1,012,897)	(1,012,897)
T Intra-Agency Reimbursements	(240,000)		(240,000)
Total Objects	(6,334,916)	(921,560)	(7,256,476)

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: A0 Near GF-S 15% reduction
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For the 2015-17 budget, the Office of Financial Management (OFM) asked agencies to re-base state program budgets to a level below the Maintenance Level budget request. OFM asked all agencies to then identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near General Fund-State Maintenance Level budgets. Below is a breakdown of the 15 percent reduction by Program:

		FY 2016	FY 2017	Total
" Program 10	(\$287,625)	(\$281,175)		(\$568,800)
" Program 20	(\$801,225)	(\$795,525)		(\$1,596,750)
" Program 35	(\$35,850)	(\$23,400)		(\$59,250)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	(1,124,700)	(1,100,100)	(2,224,800)
Total Cost	(1,124,700)	(1,100,100)	(2,224,800)
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	-2.0	-2.0	-2.0

Package Description:

Per OFM's instruction, below is a prioritize list of Programs affected by the 15 percent reductions:

" Program 35 - Veterans Home (\$59,250).

The WDVA serves veterans in three Veterans Nursing Homes located in Orting, Retsil and Spokane, where veterans are treated with the dignity and respect they deserve in settings that provide a sense of belonging unique to veterans. There are a total of 575 skilled nursing beds between the three homes and approximately 564.0 total FTEs to operate the facilities. In recent years, the Program has worked vigorously to maximize its abilities to generate Federal and local revenues in order to be less reliant on GF-State funding. However, the Veterans Home Program still has a small GF-State appropriation.

" Program 10 - Central Office (\$568,800).

Central Office includes the agency's headquarters and major functions such as Information Technology, Accounting, Budget, Compliance/Risk Management, Human Resources, Payroll, Central Purchasing, Public Affairs/Communication, Contracts, and Training and Development/LEAN Unit.

" Program 20 - Veterans Services (\$1,596,750).

Veterans Services include the following programs:

- o The Building 9 Homeless Program - Provides a safe and stable housing for homeless veterans who are committed to returning to employment and/or independent living.
- o Veterans Claims and Benefits - WDVA contracts with seven Veterans Services Organizations and five independent contractors to provide claims processing service statewide. This network is responsible for over 80% of all claims submitted in Washington.
- o Veterans Estate Management Program - WDVA manages the financial affairs of veterans when they have been declared incompetent to manage their own finances by the Federal VA or Social Security Administration.
- o Veterans Innovations Program - Provides emergency financial assistance to veterans, including the National Guard/Reserve, who are experiencing temporary financial hardship. The program also finances employment training before their VA benefits kicks-in.
- o Homeless Veterans Reintegration Project - Provides services to homeless veterans in King, Kitsap, Pierce, Snohomish, and Thurston counties. Resources help create a path for homeless veterans to reintegrate into the workforce and obtain sustainable independent living.
- o County Programs and Services - 1) Homeless Services - Address the needs of homeless veterans in King County by identifying and targeting for services, eligible veterans who are homeless or are at risk of homelessness and not currently using available services. 2) Financial and Housing Support Services - Determine eligibility for housing, financial assistance, and supportive service needs of eligible veterans. Provide referrals to other crisis intervention services, e.g. alcohol/drug counseling, low-income housing, family counseling and job training. 3) Call Center - Provides a toll-free number for veterans, active duty members, National Guard members, Reservists and their families to receive information and assistance on state or federal veterans benefits. 4) Military Family Outreach - Provides prevention and intervention strategies for those most at-risk and in need to reduce or prevent homelessness.
- o Incarcerated Veterans - WDVA partners with Spokane, Clark, Pierce, King and Thurston Counties to develop Veteran Courts or Dockets to handle some veteran cases. Each County sets specific treatment and case management requirements to ensure veterans address the behavioral, substance abuse or other issues which contributed to their involvement in the criminal justice system. The goal of each program is to help the veteran reintegrate into their community through viable employment, safe shelter and reunification with families.
- o The Veterans Conservation Corps - helps one veteran at a time to find their own personal mission, whether that is an environmental education, a different training program or employment. Combat veterans often find healing in working in habitat restoration or other conservation efforts.
- o Vet Corps Navigators - Individual members are stationed at college campuses as Navigators. The Vet Corps member assists all veterans in their pursuit of secondary Education. This includes connecting with their G.I. Bill, veterans benefits, housing, training, emergency assistance, counseling, and mentoring.
- o Employment Specialists - Bridge the gap between an unemployed veteran and a potential employer. Employment Specialists assist with: resume building, strengths assessments, employer training, internships, setting education goals, job fairs, networking.
- o Transition Specialists - Work with military installations throughout the state assisting veterans in transition. A transition specialist will connect veterans separating from the military, with services that meet their post military goals, such as ACAP/Taps, college connections, job connections, resource referrals.
- o Post-Traumatic Stress Disorder (PTSD) and War Trauma Counseling Program - creates community-based avenues to counseling services that are less formal, offering the highest level of confidentiality. There is no cost and no visit limit. Services provided throughout the program include:
 - " Individual
 - " Couples
 - " Family
 - " Veteran group counseling
 - " Military Sexual Trauma

Some contractors offer group services to women veterans and spouses of veterans. Veterans may be referred to specialized inpatient or outpatient treatment offered by the U.S. Department of Veterans Affairs Medical Centers or Vet Centers in WA. Licensed mental health professional contractors offer a wide range of specialized treatment services, as well as linkage to a variety of other services.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Activities that are negatively affected by the 15 percent reduction exercise:

" Program 35 - Veterans Home (\$59,250). - No specific activity will be directly affected by this reduction. In recent years, the

Program has worked vigorously to maximize its abilities to generate Federal and local revenues in order to be less reliant on GF-State funding. However, the Veterans Home Program still has a small GF-State appropriation. The GF-State appropriation for this program helped in partially funding the operations.

" Program 10 - Central Office (\$568,800). - The Business functions within this Program have for years been operating at or over capacity as it relates to providing administrative services to the Veterans Services, Veterans Homes and the state as a whole. In prior biennia, the Central Office has been subject to participate in budget reductions and has, year after year, continued to operate very lean. In fact, the Central Office budget makes up only 3% of the agency's total budget. As a result, there is absolutely nothing to cut. But because WDVA is appropriated at the program level, the Central Office program must participate in this exercise. The expenditure related to this budget reduction will be absorbed by the other programs within the agency through our shared services program.

" Program 20 - Veterans Services (\$1,596,750). - The reduction is allocated, in prioritize order, to the following programs within the Veterans Services Program:

- o Outreach Administrative Expenses (\$207,750)
- o Veterans Innovation Program (\$67,000)
- o Pierce County Outreach Program (\$140,000)
- o Veteran Offender Program (\$250,000)
- o Veterans Service Organization Contracts (\$496,000)
- o Veterans Conservation Corps Contracts (\$436,000)

Performance Measure Detail

Activity: A001Administrative Services

Incremental Changes

No measures submitted for package

Activity: A002Institutional Services

Incremental Changes

No measures submitted for package

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

This reduction package does not and will not support the agency's strategic plan.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

This reduction package does not and will not support the Governor's Results Washington priorities.

What are the other important connections or impacts related to this proposal?

Significant loss of services to Veterans and their families and potential loss of federal revenues will result if this reduction is implemented.

What alternatives were explored by the agency, and why was this alternative chosen?

This is a reduction exercise, therefore no other alternatives were explored.

What are the consequences of adopting or not adopting this package?

Significant loss of services to Veterans and their families and potential loss of federal revenues will result if this reduction is implemented.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	(148,152)	(148,152)	(296,304)
B Employee Benefits	(78,072)	(78,072)	(156,144)
E Goods\Other Services	(349,475)	(330,575)	(680,050)
G Travel	(29,500)	(29,500)	(59,000)
N Grants, Benefits & Client Services	(415,626)	(409,926)	(825,552)
T Intra-Agency Reimbursements	(103,875)	(103,875)	(207,750)
Total Objects	(1,124,700)	(1,100,100)	(2,224,800)

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N1 Central Office Funding Restoration
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For agencies that have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Central Office functions.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	287,625	281,175	568,800
Total Cost	287,625	281,175	568,800

Package Description:

Central Office program includes critical administrative functions that provides the agency strategic direction and also administers important and necessary business functions. Central Office includes the Director's Office; Direct support for veterans organizations, such as the Veterans Advisory Council, Women's Veterans Coalition, Military Transition Council, to name a few; Information Technology; Public Affairs/Communication, Human Resources and Payroll; Training and Development/LEAN Unit; and business functions such as Accounts Payable, Accounts Receivable (Billing), General Agency Accounting, Operating and Capital Budgets, Compliance/Risk Management, Internal Audit, Travel, Central Purchasing, and Contracts.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The Business functions within the Central Office program have for years been operating at or over capacity as it relates to providing administrative services to the Veterans Services, Veterans Homes and the state as a whole. In prior biennia, the Central Office has been subject to participate in budget reductions and has, year after year, continued to operate very lean. In fact, the Central Office budget makes up only 3% of the agency's total budget. As a result, there is absolutely nothing to cut. Every function within the program is critical and essential in order to actively manage and operate a very complex agency. But because WDVA is appropriated at the

program level, the Central Office program must participate in this exercise. Although the proposal is to reduce the program's GF-State appropriation, no expenditures will actually be eliminated. Instead, the expenditure related to this budget reduction will be absorbed by the other programs within the agency through our shared services program, which is a reimbursement of central services expenditures.

Reinstating the Central Office program GF-State will restore funding for other agency programs that would otherwise be spent covering the required ongoing operating expenditures of critical Central Office functions.

Performance Measure Detail

Activity: A001Administrative Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. Central Office program includes critical administrative functions that provides the agency strategic direction and also administers important and necessary business functions.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. The Central Office program makes key contributions to all of the Governor's priorities. As an example, one of Governor Inslee's priorities is economic development. While certain major industries in Washington provide the majority of the state's strong economy, bringing in additional federal dollars in the form of VA Disability Compensation and Pension and Federal VA nursing home reimbursements plays a key role in the economic vitality for our Veteran population and lessen the impact and reliance on state Medicaid funding. These funds are therefore spent in our communities supporting local economies and ensuring healthy and safe communities by providing veterans and their families with improved access to Federal VA health care benefits, education benefits, and other services available to veterans.

What are the other important connections or impacts related to this proposal?

Significant loss of services to Veterans and their families and potential loss of federal revenues will result if this reduction is implemented.

What alternatives were explored by the agency, and why was this alternative chosen?

There were no other alternatives explored.

What are the consequences of adopting or not adopting this package?

Significant loss of services to Veterans and their families and potential loss of federal VA revenues will result if this funding is not reinstated.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
E Goods\Other Services	287,625	281,175	568,800

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N2 Veterans Conservation Corps
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Veterans Conservation Corps contracts within the agency's Veterans Services Program.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	218,000	218,000	436,000
Total Cost	218,000	218,000	436,000

Package Description:

Background:

The Washington State Department of Veterans Affairs (WDVA) in 2007 created the Veterans Conservation Corps (VCC) as a result of RCW43.60A.150 Stating:

"The legislature finds that many Washington citizens are veterans of armed forces conflicts that have important skills that may be employed in projects that help to protect and restore Washington's rivers, streams, lakes, marine waters, and open lands, and help to maintain urban and suburban wastewater and storm water management systems. The legislature further finds that such work has demonstrated benefits for many veterans who are coping with posttraumatic stress disorder or have other mental health or substance abuse disorders related to their service in the armed forces. The legislature further finds that these projects provide an opportunity for veterans to obtain on-the-job training, leading to certification in specific skill sets and to living wage employment in environmental restoration and stewardship. Therefore, it is the purpose of this chapter to create the veterans conservation corps program to assist veterans in obtaining training, certification, and employment in the field of environmental restoration and management, and to provide state funding assistance for projects that restore Washington's waters, forests, and habitat through the participation of veterans." It is for this purpose that the WDVA is provided with \$480,000.00, annually.

The VCC works primarily with recently returning veterans. In 2009, the program applied for an AmeriCorps grant to expand services and provide presence on college campuses around Washington State. This coincided with an influx of returning veterans who were enrolling in colleges and universities thanks to a revision of benefits in the Post 9/11 GI Bill. The goal of the program is to help veterans be successful in their post secondary education by providing support and services, including connecting them to their earned

Federal VA benefits. The Vet Corps program augments college services, leveraging the \$650,000 Americorps grant and increasing the availability of veteran services on over 45 different college campuses.

Currently, the VCC leverage partners to meet its mission in supporting veterans in transition and connecting veterans to Ecotherapy opportunities. Partners include the Corporation For National and Community Service, the Center For Natural Lands Management, State Department of Natural Resources , State Department of Ecology, Federal Fish and Wildlife, Stevens County Conservation District, Mason County Conservation Districts, Seattle City Light, Forterra, Society for Human Resource Managers and numerous Colleges and Universities around the state.

The VCC includes 4 WDVA staff, 13 contractors, 20 interns, 50 Vet Corps members (paid through the Americorps Grant), and over 3,000 volunteers. Vet Corps reaches a broad section of the veterans in Washington who are transitioning out of the military using these federal funds to create closer collaboration with community, technical, and four year institutitons statewide. Vet Corps members are all veterans that have previously served who choose to serve again. The AmeriCorps grant provides the WDVA with a stipend for each Vet Corps member, but does not cover overhead, and other program costs. A large portion of VCC GF-S is used to administer the Vet Corps grant, giving the WDVA the funds necessary to provide critical program oversight of Vet Corps members wwhile they directly support veterans who are in pursuit of secondary education. This direct supervision is required to ensure compliance of the federal funding requirements and deliverables and to ensure the best services are provided to colleges and veterans in Washington State.

Reinstatement of the proposed reduction of \$218,000 per year for the Veterans Conservation Corps is critical to ensure the continued efforts in supporting veterans of Washington State, colleges and our natural resources are rightfully delivered.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

- " Increased Services to veterans attending college
- " Increased access to Veterans services
- " Increase utilization of Eco Psychology
- " Increased efforts to preserve Washington states natural resources

Performance Measure Detail

- " 9,000 individuals served on College Campuses;
- " 900 mentor/mentee relationships logged;
- " 10 acres annually preserved, or restored;
- " 20 veterans in conservation based internships;

Performance Measure Detail

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Program is essential in meeting agency strategic goals:

Outreach and Access Education and Employment Continuous Improvement Exceptional Customer Service
Provide information and opportunities for veterans to connect to their earned benefits. Help veterans prepare for and achieve family wage jobs. Serve more verterans by developing innovative approaches. Treat our customers with the dignity and respect they deserve

Reason for change

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

This package provides support to:

Goal 1: World Class Education Prosperous Economy Sustainable Energy and a Clean Environment Healthy and Safe Communities
Efficient, Effective and Accountable Government

Access/Success Thriving Washingtonians Working and Natural Lands Supported People Customer Satisfaction

1.3 Increase the percentage of population enrolled in certificate, credential, apprenticeship and degree programs from 13% in 2012 to 24.8% in 2023

2.3 Increase attainment of certificates, credentials, apprenticeships and degrees from 72,000 to 149,000 by 2023

2.2.a. Expand skilled workforce to match increase in high-demand industries by 11% by 2015

4.3 Increase participation in outdoor experiences on state public recreation lands and waters 1% each year from 2012 through 2016

4.3.b. Increase participation in State Parks environmental education and interpretive programs from 114,000 visitors to 160,000 visitors by 2016

3.1.c: Decrease number of homeless people from 17,775 in 2013 to 16,000 by 2015 (10% reduction)

3.1.d: Decrease veteran homelessness from 1,475 to 737 (50%) by 2015

1.1.a. Increase number of services available online from X to X by 20XX; increase online services for mobile devices from X to X by 20XX

1.1.b. Increase number of core services where customers are surveyed at point of service/delivery from X to X by 20XX

1.3. Increase/maintain timely delivery for state services from X to X by 20XX (June 2014)

The Veterans Conservation Corps makes key contributions to all of the Governor's priorities. The Veterans Conservation Corps, specifically has the ability to engage in multiple priorities at the same time, leading to even more efficient and LEAN government.

What are the other important connections or impacts related to this proposal?

What alternatives were explored by the agency, and why was this alternative chosen?

The Veterans Conservation Corps continues to seek partners in support of its efforts. The proposed reduction greatly limits the VCC's ability to directly support and oversee the Americorps Grant.

What are the consequences of adopting or not adopting this package?

The proposed biennium reduction of \$436,000 would greatly reduce the program's ability to operationalize and leverage the Federal Americorps grant. The proposed reduction would immediately jeopardize the \$650,000 Federal grant resulting in a loss of 50 Vet Corps members and contractors. This reduction would also result in the immediate lack of services to over 45 college campuses, 9,000 veteran clients and stoppage on projects aimed to protect Washington State's natural resources in over 27 Washington counties. The agency would be required to discontinue programs currently required by AmeriCorps grant including travel and member health insurance. WDVA would also be required to forgoe contracts with 4 program support specialist, who provide critical case management as well as training veterans and colleges professionals on subjects such as Traumatic Brain Injury, Service Dogs, and Veterans Employment strategies. Finally, the program's ability to provide adequate supervision of Vet Corps members would also be negatively

affected by cutting 2 regional coordinators' contracts.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes to existing statutes, rules or contracts to implements=.

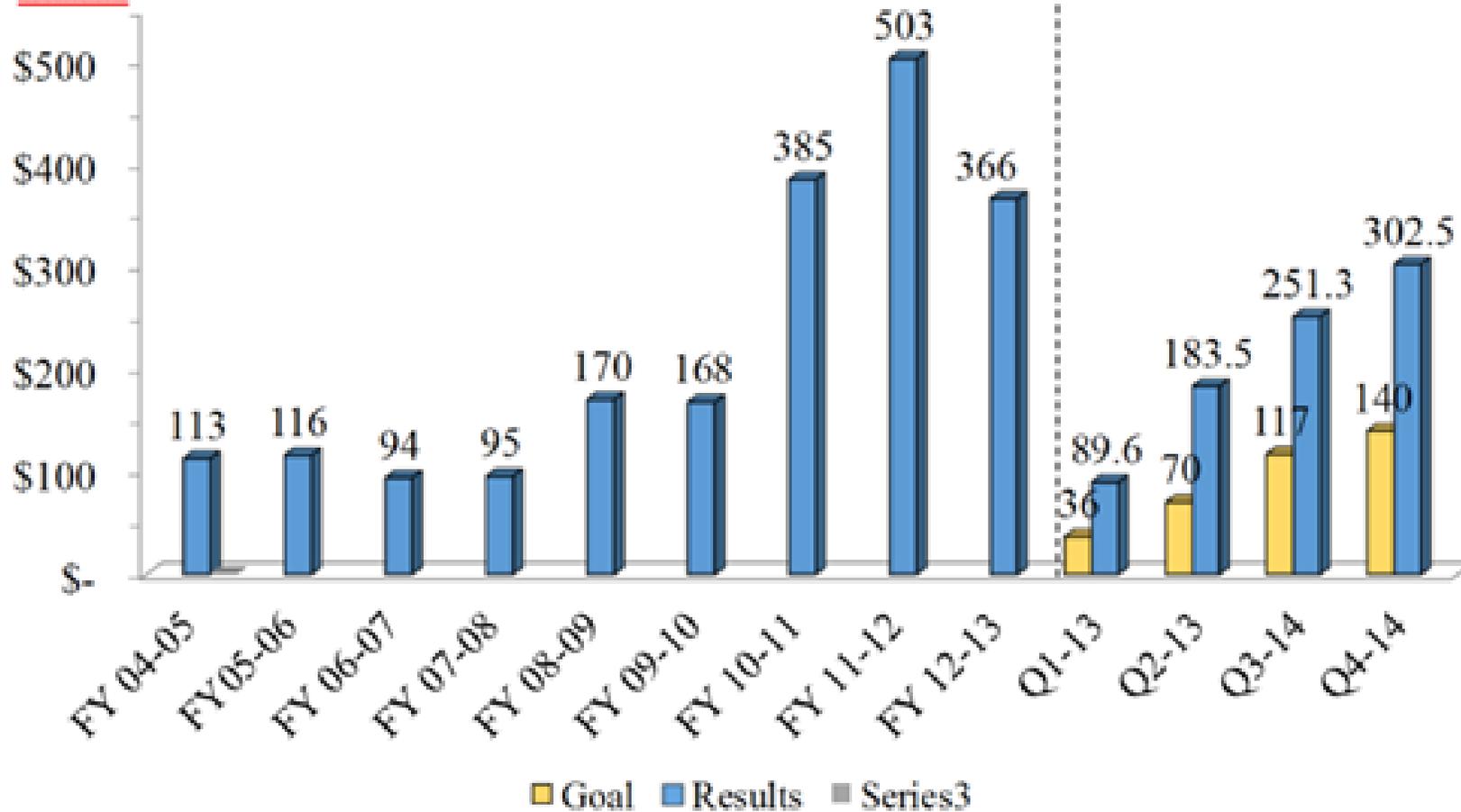
Expenditure and revenue calculations and assumptions

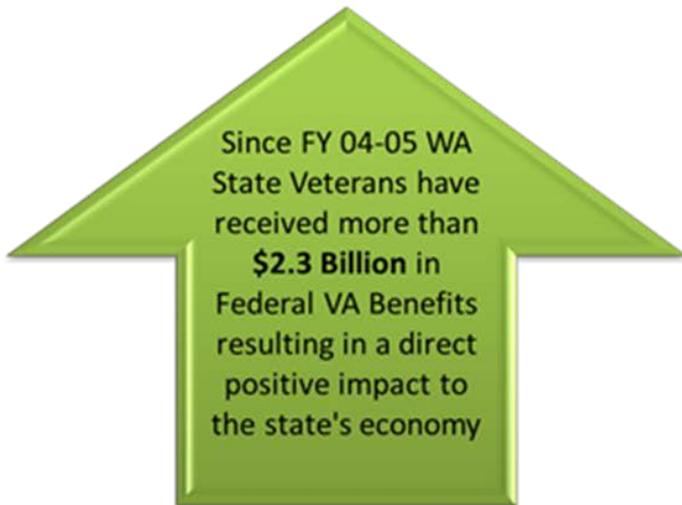
Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
B Employee Benefits	21,500	21,500	43,000
G Travel	19,250	19,250	38,500
N Grants, Benefits & Client Services	177,250	177,250	354,500
Total Objects	218,000	218,000	436,000

Increase Fed VA Compensation Revenue for the Year
WDVA Coalition of Service Organizations (Cumulative)

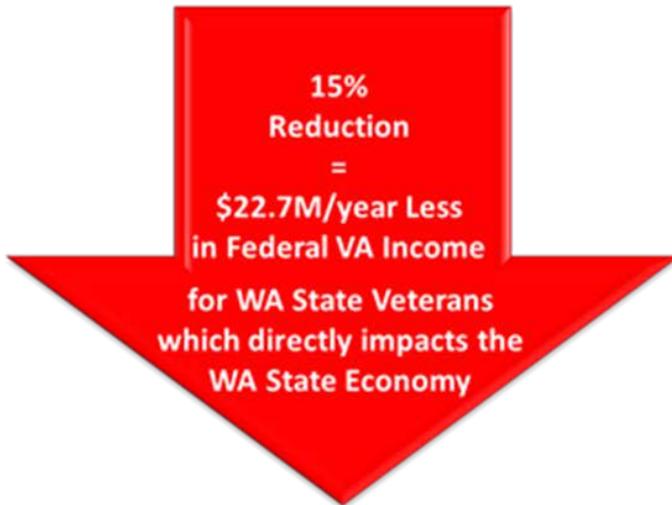
Millions





Since FY 04-05 WA State Veterans have received more than **\$2.3 Billion** in Federal VA Benefits resulting in a direct positive impact to the state's economy

- In FY 13-14 - **10,216** claims for VA Benefits were filed through WDVA Contracted Veteran Service Organizations. As a result of our efforts, in FY 14, **\$302.5 Million** in Federal VA Benefits were received for WA State Veterans. This amount *does not* include additional ancillary benefits such as free medical care and/or prescriptions for their service-related conditions



15% Reduction
=
\$22.7M/year Less
in Federal VA Income
for WA State Veterans
which directly impacts the
WA State Economy

- A proposed **15% reduction of \$248,100** in WDVA Contracted Veteran Service Organization services would result in approximately **1,590 fewer** VA Claims per year. At an average of **\$1,400** per month in VA Benefits per claim (given an 85% approval rate), this would result in Veterans and their families **losing over \$22.7 Million** in tax-free income per year

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N3 Veterans Svcs Organizations
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's efforts in processing veterans claims and entitlements through its Veteran Service Organization contracts within the agency's Veterans Services Program.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	248,000	248,000	496,000
Total Cost	248,000	248,000	496,000

Package Description:

Background: The Washington State Department of Veterans Affairs contracts with federally accredited veteran service organizations to provide veterans and their families with assistance in applying for federal veterans' benefits and entitlements. These benefits include monthly tax-free disability income paid by the U.S. Department of Veterans Affairs (VA) directly to veterans and their families. Since FY 04-05, this program has resulted in over \$2.3 Billion in federal VA income for WA State veterans and their eligible family members, creating a direct positive impact on our state's economy. See attachment A.

Current situation: In FY 13-14, WDVA contracted veteran services organizations completed 10,216 claims for federal VA disability benefits on behalf of veterans and their families in Washington State. The cost to the agency to complete each claim was \$156 while each successful claim brings an average of over \$1,400 per month in disability income back to each veteran or family member that receives this entitlement. A proposed 15% reduction of \$248,000 per year in funding for veteran service organization contracts would result in approximately 1,590 fewer VA disability claims being completed each year. At \$1,400 per month per claim on average, given a 85% approval rating, this would result in veterans and their families losing over \$22,705,000 per year in direct tax-free federal disability income. The loss of nearly \$23 Million per year creates a direct impact on Washington State's economy. Veterans who receive service connected disability compensation are also entitled to additional ancillary benefits such as free medical care and/or prescriptions for their service-related conditions, thus reducing the need for state-funded health care. See attachment B.

Reinstating the proposed reduction of \$248,000 per year for veteran disability claims assistance would allow veteran service

organizations to continue providing the same volume of services for veterans and their family across Washington State, ensuring they file VA disability claims and receive the federal disability income they deserve as disabled veterans, which in turn, would continue to generate \$23 Million per year into the state's economy.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

WDVA expects that reinstating the proposed 15% reduction would generate 1,590 federal VA disability claims to be filed by veteran service organizations on behalf of veterans and their families. Each successful claim results in an average of \$1,400 per month in tax-free federal disability income, resulting in a combined \$22,705,200 in annual payments for Washington State veterans and their families.

The agency maintains client service contracts with veteran service organizations such as The American Legion and the Veterans of Foreign Wars to assist veterans and their families with applying for federal VA disability benefits (VA Compensation and Pension). It costs an average of \$156 to complete each VA disability claim, therefore a reduction of \$248,000 per year would result in 1,590 fewer claims being filed each year. This program measures the amount of federal compensation revenue generated per quarter, number of claims submitted by our Veterans Service Organization network, and the quality of claims adjudicated through a "batting average" system.

Performance Measure Detail

Activity: **A004Veterans Community-Based Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes, the agency's vision is that "All Washington Veterans and their families are connected to their earned benefits." Assisting veterans and their family members with applying for federal VA disability payments is an essential part of the agency's strategic plan as many secondary veterans' benefit depend on the veterans or family member receiving VA disability payment first. These secondary benefits include VA health care services, VA long-term care services, VA education and vocational rehabilitation benefits and improved entitlement to the VA Home Loan Guarantee program.

Reason for change: Reinstatement of the proposed 15% funding reduction.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. One of Governor Inslee's priorities is economic development. While certain major industries in Washington provide the majority of the state's strong economy, bringing in additional federal dollars in the form of VA Disability Compensation and Pension plays a key role in the economic vitality for our Veteran population. These funds are therefore spent in our communities supporting local economies and ensuring healthy and safe communities by providing veterans and their families with improved access to federal VA health care benefits, education benefits, and other services available to veterans.

What are the other important connections or impacts related to this proposal?

The outreach efforts from our contracted service delivery network not only increases Veterans and their eligible family members' economic vitality through additional federal VA income, but connects Veterans with accessing small business and other entrepreneurial opportunities which can create jobs in every corner of our state - jobs that will provide opportunities for our Veterans and others for years to come. Other entitlements include Educational benefits, Healthcare benefits, VA Home Loan eligibility, and other federal benefits.

What alternatives were explored by the agency, and why was this alternative chosen?

100% of the funds used to contract with veteran service organizations for VA claims assistance is GF-S. Federal or local funds are not available for these contracts

What are the consequences of adopting or not adopting this package?

1,590 fewer VA disability claims will be completed each year, resulting in a loss of \$1,400 per month each veteran who's claim is successfully approved, for a combined loss of \$22,705,200 of federal VA disability payments for veterans and their families each year. This is income that goes directly into the accounts of veterans and their families each month and that is used to pay for all of live's expenses; mortgages, rent, food, utilities, transportation, health care, education, purchasing consumer items, etc. Losing this income will have a direct negative impact on veterans and their families in Washington.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
N Grants, Benefits & Client Services	248,000	248,000	496,000

MEMORANDUM OF AGREEMENT

BETWEEN

Washington State Department of Veterans Affairs

AND

Washington State Department of Corrections

This Memorandum of Agreement (hereinafter the "**Agreement**"), made as of the 23rd day of June, 2014 (hereinafter "**Effective Date**") between the Washington State Department of Veterans Affairs (hereinafter "**WDVA**"), and the Washington State Department of Corrections, a state agency with its principal place of business in Tumwater, Washington (hereinafter "**DOC**") is to establish access to shared office/interview space at the work release facilities and work space off-site from the work release facilities and associated office resources whereby DOC will afford WDVA access to the incarcerated and field veteran population in the designated Work Release facilities for a WDVA representative. In consideration of mutual promises herein contained, the parties agree with each other as follows:

1. PURPOSE: To provide access to Veteran Offenders and to provide for shared office/interview space at the work release facilities and off-site work space with associated office resources (desk, telephone access, email access, and internet access) for a WDVA representative to support Veteran Offenders in DOC, located at the Longview Work Release, Progress House Work Release, and RAP/Lincoln Work Release facilities.

2. TERM: The term of this agreement shall commence on the date of execution and continue in effect for one (1) year. Subject to Paragraph 8 herein, this agreement shall automatically renew for an additional one (1) year term on each anniversary of the Effective Date.

3. SERVICES AND FACILITY PROVIDED:

a. WDVA shall provide:

- (1) One (1) WDVA representative on a full-time basis. WDVA shall ensure client confidentiality at all times. WDVA shall exclusively cover all costs for the WDVA representative's salary, benefits, leave taken, travel costs (state vehicle or POV), training, sick leave buyouts, shared leave donations, cash outs, reasonable accommodation costs if applicable, etc.;
- (2) All WDVA forms and documentation necessary for WDVA operations;
- (3) All consumable office supplies and materials, a mobile cell phone, mobile computing devices/equipment other than a notebook PC and travel expense account to the WDVA representative; and
- (4) All necessary WDVA services to the WDVA representative to include, but not limited to, WDVA human resources, WDVA payroll resources, and WDVA financial support.

b. DOC, shall provide:

- (1) Shared desk/interview space in the DOC Work Release Facilities located at:
 - i. Longview Work Release
1821 1st Ave

Longview, WA 98632

- ii. Progress House Work Release
5601 6th Ave
Tacoma, WA 98406
- iii. RAP/Lincoln Work Release
2714 S Yakima
Tacoma, WA 98418

The off-site work space is assumed to be furnished with Office furniture and office equipment including, at a minimum:

- i. An individual desk with a working surface space large enough to accommodate a notebook computer, a computer monitor, and a landline telephone.
- ii. An office chair standard for this DOC office location, or reasonable substitute desk chair;

(2) The necessary access to the incarcerated and field veteran population and assist in: enrolling them for veteran benefits, promoting re-entry support with the WDVA through the joint planning of individual reentry plans and career pathway portfolios.

4. RESPONSIBILITIES OF REPRESENTATIVES: WDVA shall provide services in an ethical and business-like manner, dealing honestly and fairly with all incarcerated veterans and complying with all regulations in accordance with Washington State and federal policies and procedures. Furthermore, the WDVA representative shall be required to complete DOC Security Awareness Training in order to maintain access to DOC's internet and email networks and shall comply with all DOC information technology policies. WDVA representative will pass a security clearance as approved by the DOC Contract manager.

5. STATUS OF WDVA REPRESENTATIVE: At all times during the provision of service herein, the WDVA representative shall remain an employee of WDVA for all purposes, including accountability for all acts of omission, negligence, or errors in judgment by said representatives, and shall not act as agents for the DOC, nor shall they hold themselves out as such.

6. CONTRACT MANAGEMENT: The WDVA representative shall remain under the direct administrative supervision of WDVA management. The WDVA representative will act as liaison to the DOC.

- a. Contract Manger for Veteran Services & Behavioral Health, WDVA, is Jason Alves.
1102 Quince St SE
PO Box 41155
Olympia, WA 98504-1155
(360) 725-2214
- b. Contract Manager for DOC is DOC Community Corrections Statewide Programs Administrator, Lin Miller, PO Box 41126, Olympia, WA 98504-1126, 360.725.8747.

7. COSTS: WDVA shall be solely responsible for all costs associated with and incidental to Paragraph 3.a. of this agreement. Additionally, WDVA shall be solely responsible for all costs and expenses associated with and incidental to compensation for services, transportation expenses, and insurance for the WDVA representative. Any communication expenses incurred by this agreement will be the responsibility of WDVA. The DOC shall not incur any costs or financial obligations as a part of or resulting from this agreement, other than those identified within this agreement.

8. TERMINATION: This agreement will automatically be renewed on the anniversary of the effective date unless a thirty (30) day notice is given in writing by either party. This agreement may be terminated

Immediately by either party in the event of material breach. This agreement may be terminated at any time for any reason by either party upon thirty (30) days' written notice to the other party.

9. LIMITATION OF LIABILITY: IN NO EVENT SHALL WILL EITHER PARTY BE LIABLE TO THE OTHER PARTY OR ANY THIRD PARTY FOR ANY INDIRECT, CONSEQUENTIAL, SPECIAL, PUNITIVE, OR INCIDENTAL DAMAGES, INCLUDING BUT NOT LIMITED TO ANY DAMAGES RESULTING FROM THE LOSS OF USE OR PROFITS ARISING OUT OF OR IN CONNECTION WITH THIS AGREEMENT, WHETHER SUCH ATION IS BASED IN CONTRACT, TORT (INCLUDING NEGLIGENCE) OR ANY OTHER LEGAL THEORY, EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

10. CONFIDENTIAL INFORMATION:

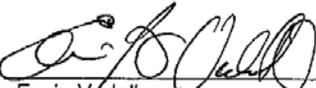
- a. Confidential Information shall include all technical and commercial information, market plans and strategies, applicant and member information, customer and vendor lists, financial information, and any other proprietary or non-public information (hereinafter "**Confidential Information**").
- b. Each party shall keep confidential and shall not disclose or use for any purpose other than the fulfillment of its obligations under this agreement any of the other party's Confidential Information (as defined in Paragraph 10.a. of this agreement).
- c. Upon expiration or termination of this agreement, each receiving party shall, at the disclosing party's option:
 - (1) Return all of the disclosing party's Confidential Information; or
 - (2) Destroy the disclosing party's Confidential Information and certify in writing within thirty (30) days that such destruction is complete.

11. CONFLICT OF INTEREST: DOC represents that this agreement does not violate the terms of any agreement between DOC and any third party. DOC is expressly free to perform services for other parties while performing services for WDVA, as long as those services are not in conflict with the terms of this agreement.

Agreed to as of the effective date written above.

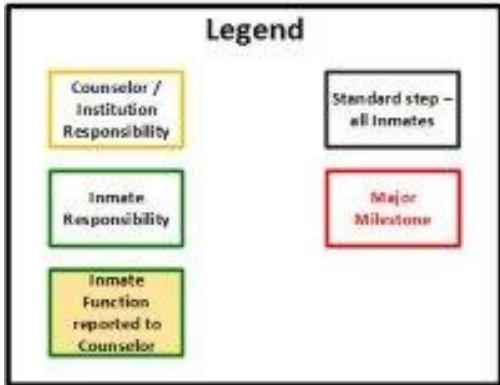
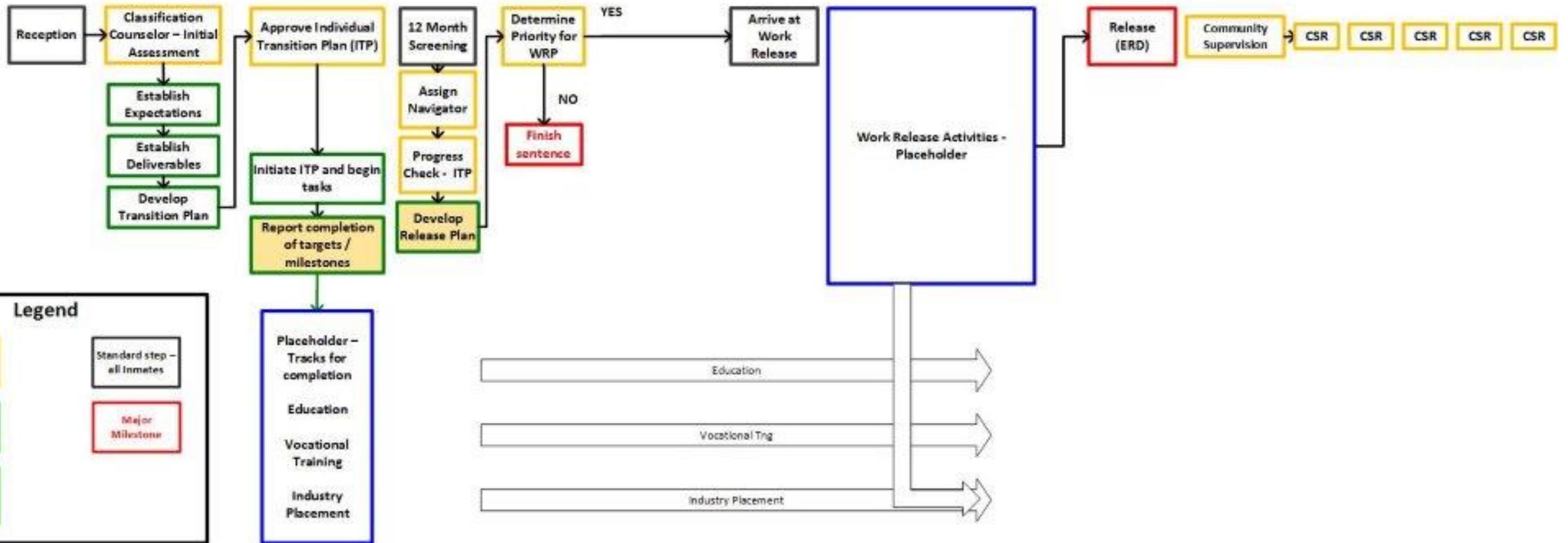
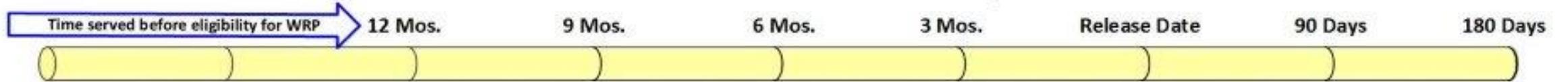
Washington State Department of Veteran Affairs

Washington State Department of Corrections

By: 
Erwin Vadallon
Chief Financial Officer
Washington State Department of
Veterans Affairs

By:  for
Gary Banning
Contracts Administrator
Department of Corrections

Work Release Transition Process – WA State – April 2014



Number of returning citizens – Those entering WRPs in 2012-2013: ¹

City	Work Release Program	Returning	Veterans
Tacoma	Progress House	542	27
	Lincoln Park	153	14
	Rap House	88	15
Longview	Longview Work Release	340	22
TOTAL		1,123	78

Inmate or Violator Return 2010-2013 Washington Department of Corrections²

INMATE OR VIOLATOR RETURN	County of Release	Unique Offenders Released in 2010	Return to Prison on New Crime or Technical Violation in YR1	Return to Prison on New Crime or Technical Violation in YR2	Return to Prison on New Crime or Technical Violation in YR3	1YR Inmate/Violator Recidivism Rate	3YR Inmate/Violator Recidivism Rate
	Target	PIERCE	1361	489	124	57	35.9%
Neighboring	KING	1705	736	160	64	43.2%	56.3%
	KITSAP	293	104	23	17	35.5%	49.1%
	KITTITAS	29	5	1	0	17.2%	20.7%
	LEWIS	143	55	15	7	38.5%	53.8%
	MASON	71	27	5	3	38.0%	49.3%
	THURSTON	328	148	25	16	45.1%	57.6%
Target	COWLITZ	234	114	26	3	48.7%	61.1%
Neighboring	CLARK	450	163	43	21	36.2%	50.4%
	SKAMANIA	6	0	1	0	0.0%	16.7%
	LEWIS	143	55	15	7	38.5%	53.8%
	PACIFIC	25	12	1	3	48.0%	64.0%
	WAHKIAKUM	3	1	0	0	33.3%	33.3%
State	Statewide	7740	2992	683	348	38.7%	52.0%

Crime Rate per 1,000 for Tacoma and Longview Washington³

	Law Enforcement Jurisdiction	Crime Rate per 1,000		Law Enforcement Jurisdiction	Crime Rate per 1,000
Target City	Tacoma PD	143.9	Target City	Longview PD	126.2
Neighboring Cities	Fircrest PD	52.3	Neighboring Cities	Castle Rock PD	70.3
	Gig Harbor PD	114.9		Kalama PD	61.1
	Lakewood PD	125.4		Kelso PD	124.1
	Puyallup	164.8			
	Steilacoom PD	37.7			
	University Place PD	58.7			
Statewide					72.6

- ¹ Data provided by the Department of Corrections, Teri Herold-Prayer.
- ² Data provided by the Department of Corrections, Teri Herold-Prayer.
- ³ Data provided by the Department of Corrections, Teri Herold-Prayer.



Dear Community Member,

The Pierce County Community Partnership for Transition Services (CPTS) invites individuals and members of government, education, business, and social service agencies to join us in our efforts to better serve those re-entering our community after incarceration. Our goal is to promote successful integration, increase community awareness of re-entry issues, and reduce recidivism and criminal justice costs. Our coalition of partners includes King and Snohomish County CPTS groups.

National statistics show that 43% of all inmates return to prison within three years of their release (Pew, 2011). A strong and efficient support network is needed to end this cycle and open new pathways for successful transitions. The benefits of reducing recidivism can be counted in averted prison costs, the productivity of free people contributing to the economy, and safer communities with fewer victims of crime. We welcome your participation and invite you to attend our monthly meeting.

Vision Statement:

A community that welcomes the talents and contributions of all members, including those returning to us after incarceration into our community.

Mission Statement:

Our Mission is to promote the successful transition of adults into the community after incarceration. We accomplish this through purpose driven community partnerships that provide holistic, comprehensive services in support of these adults as they build self-sufficient and productive lives.

Pierce County CPTS meets on the **1st Friday** of each month

10 am – Noon Bates Technical College 1105 S. Yakima Ave. Tacoma, WA 98402
Clyde Hupp Board Room 331

Sincerely,

Theresa Power-Drutis Facilitator director@nctacoma.org

Hector R. Ortiz, Jr. Facilitator hrobert@doc1.wa.gov

Kathie Williams Facilitator PierceCPTS@gmail.com

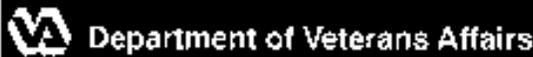
Kevin Peterman Facilitator kpeterman@tacomagoodwill.org

Chris Hansen Facilitator chrhansen@bates.ctc.edu

Kevin Selmer kselmer@dshs.wa.gov

References:

Pew Center on the States. (April,2011). State of recidivism: The revolving door of America's prisons. Washington, DC: The Pew Charitable Trusts. Retrieved January 24, 2013 from www.pewtrusts.org



REQUEST FOR AND AUTHORIZATION TO RELEASE MEDICAL RECORDS OR HEALTH INFORMATION

Privacy Act and Paperwork Reduction Act Information: The execution of this form does not authorize the release of information other than that specifically described below. The information requested on this form is solicited under Title 38, U.S.C. The form authorizes release of information in accordance with the Health Insurance Portability and Accountability Act, 45 CFR Parts 160 and 164, 5 U.S.C. 552a, and 38 U.S.C. 5701 and 7332 that you specify. Your disclosure of the information requested on this form is voluntary. However, if the information including Social Security Number (SSN) (the SSN will be used to locate records for release) is not furnished completely and accurately, Department of Veterans Affairs will be unable to comply with the request. The Veterans Health Administration may not condition treatment, payment, enrollment or eligibility on signing the authorization. VA may disclose the information that you put on the form as permitted by law. VA may make a "routine use" disclosure of the information as outlined in the Privacy Act systems of records notices identified as 24VA10P2 "Patient Medical Record - VA" and in accordance with the Notice of Privacy Practices. You do not have to provide the information to VA, but if you don't, VA will be unable to process your request and serve your medical needs. Failure to furnish the information will not have any effect on any other benefits to which you may be entitled. If you provide VA your Social Security Number, VA will use it to administer your VA benefits. VA may also use this information to identify veterans and persons claiming or receiving VA benefits and their records, and for other purposes authorized or required by law. The Paperwork Reduction Act of 1995 requires us to notify you that this information collection is in accordance with the clearance requirements of section 3507 of the Paperwork Reduction Act of 1995. We may not conduct or sponsor, and you are not required to respond to, a collection of information unless it displays a valid OMB number. We anticipate that the time expended by all individuals who must complete this form will average 2 minutes. This includes the time it will take to read instructions, gather the necessary facts and fill out the form.

ENTER BELOW THE PATIENT'S NAME AND SOCIAL SECURITY NUMBER IF THE PATIENT DATA CARD IMPRINT IS NOT USED.

TO: DEPARTMENT OF VETERANS AFFAIRS (Print or type name and address of health care facility)	PATIENT NAME (Last, First, Middle Initial)
	SOCIAL SECURITY NUMBER

NAME AND ADDRESS OF ORGANIZATION, INDIVIDUAL OR TITLE OF INDIVIDUAL TO WHOM INFORMATION IS TO BE RELEASED

VETERAN'S REQUEST: I request and authorize Department of Veterans Affairs to release the information specified below to the organization, or individual named on this request. I understand that the information to be released includes information regarding the following condition(s):

DRUG ABUSE ALCOHOLISM OR ALCOHOL ABUSE TESTING FOR OR INFECTION WITH HUMAN IMMUNODEFICIENCY VIRUS (HIV) SICKLE CELL ANEMIA

INFORMATION REQUESTED (Check applicable box(es) and state the extent or nature of the information to be disclosed, giving the dates or approximate dates covered by each)

COPY OF HOSPITAL SUMMARY COPY OF OUTPATIENT TREATMENT NOTE(S) OTHER (Specify)

PURPOSE(S) OR NEED FOR WHICH THE INFORMATION IS TO BE USED BY INDIVIDUAL TO WHOM INFORMATION IS TO BE RELEASED

NOTE: ADDITIONAL ITEMS OF INFORMATION DESIRED MAY BE LISTED ON THE BACK OF THIS FORM

AUTHORIZATION: I certify that this request has been made freely, voluntarily and without coercion and that the information given above is accurate and complete to the best of my knowledge. I understand that I will receive a copy of this form after I sign it. I may revoke this authorization, in writing, at any time except to the extent that action has already been taken to comply with it. Written revocation is effective upon receipt by the Release of Information Unit at the facility housing the records. Redisclosure of my medical records by those receiving the above authorized information may be accomplished without my further written authorization and may no longer be protected. Without my express revocation, the authorization will automatically expire: (1) upon satisfaction of the need for disclosure; (2) on _____ (date supplied by patient); (3) under the following condition(s):

I understand that the VA health care practitioner's opinions and statements are not official VA decisions regarding whether I will receive other VA benefits or, if I receive VA benefits, their amount. They may, however, be considered with other evidence when these decisions are made at a VA Regional Office that specializes in benefit decisions.

DATE (mm/dd/yyyy)	SIGNATURE OF PATIENT OR PERSON AUTHORIZED TO SIGN FOR PATIENT (Attach authority to sign, e.g., POA)
-------------------	---

FOR VA USE ONLY

IMPRINT PATIENT DATA CARD (or enter Name, Address, Social Security Number)	TYPE AND EXTENT OF MATERIAL RELEASED	
	DATE RELEASED	RELEASED BY

November 2009

IMPACTS OF HOUSING SUPPORTS: PERSONS WITH MENTAL ILLNESS AND EX-OFFENDERS

The provision of housing supports for individuals at risk of homelessness is a concern to both policymakers and local communities impacted by homelessness.

After the 2009 Legislative session, the Washington State Institute for Public Policy (Institute) was asked to participate in a Housing Focus Group, and provide a summary of research findings on the effectiveness of housing programs for populations at risk of homelessness. In this report, we examine the impact of housing supports for persons with mental illness and for ex-offenders returning to the community following incarceration.

For persons with mental illness, we looked for evidence regarding the impact of housing supports on homelessness, hospitalization, and crime outcomes. For ex-offenders, we investigated the effect of housing supports on criminal recidivism.

We begin by providing some background on housing support programs for persons with mental illness and for prisoners seeking to re-enter the community. We briefly explain the methods we use to determine which housing programs are effective, before presenting our findings. Then, we discuss the effects of housing supports on outcomes for persons with mental illness and for ex-offenders.

BACKGROUND

During the 2009 Legislative session, a proposed bill would have created a focus group to study issues related to housing for vulnerable populations such as "...those suffering from mental illness, those with criminal backgrounds, and those who have chemical or alcohol dependency issues."¹ Although the bill did not pass, a volunteer group was convened by legislators to address the same issues. This Housing Focus Group requested that the Institute review the research literature and provide

Summary

This report presents preliminary findings from a review of the literature on housing support programs for ex-offenders and persons with serious mental illness.

Methods

We conducted a systematic review of all the research evidence we could locate on housing supports for adults with mental illness and for ex-offenders. We analyzed 16 rigorous comparison group evaluations of programs in our meta-analytic approach. We then estimated the average effect of housing supports on outcomes for persons with mental illness and ex-offenders. These outcomes included homelessness, crime, and the utilization of hospital services.

Findings

Persons With Mental Illness. Providing housing supports for this population reduced homelessness, use of hospital services, and crime among program participants.

Ex-offenders. The literature on housing programs for ex-offenders is limited. After reviewing the research, we found only one rigorous study focusing exclusively on housing for ex-offenders. Commonly, housing for ex-prisoners is but one component within broader community-based offender reentry programs. We found seven studies evaluating reentry programs that included housing support.

- ✓ Three of these studies evaluated reentry programs for the *general population of ex-offenders*. These studies showed no significant effect on recidivism.
- ✓ Four of the reentry programs were intensive interventions for *serious, violent offenders*. These programs significantly reduced recidivism by 12 percent. Because these programs provided services in addition to housing, we cannot know how much housing contributed to the reduction in recidivism.

Suggested citation: Mama Miller & Irene Ngugi (2009). *Impacts of housing supports: Persons with mental illness and ex-offenders*. Olympia: Washington State Institute for Public Policy, Document No. 09-11-1901.

¹ SSB 5219

information regarding the effectiveness of housing programs for these populations. Given time constraints, we report here on outcomes of housing support for ex-offenders and persons with mental illness. In an upcoming report, we will examine the effects of housing for persons with alcohol and substance abuse issues.

Housing Supports for Persons With Mental Illness

Over time, variations in housing support models for mentally ill individuals have been developed. A common theme underlying housing support programs for these individuals is the concurrent provision of housing assistance in addition to other support services such as health care, mental health treatment, and substance abuse treatment.

A number of research studies have investigated the effect of housing supports for persons with mental illness on outcomes such as homelessness, use of hospital services, and crime.

Housing Support for Ex-offenders

Offenders released from prison may not have suitable housing in the community. In Washington State, 19 percent of offenders released from prison or jail reported being homeless or transient for at least one month in the six months prior to their incarceration.²

Housing assistance for ex-offenders may be offered as a stand-alone program. More frequently, it is provided to ex-offenders as part of an overall reentry program that assists prisoners in accessing health, employment, vocational training, drug abuse treatment, and financial management services.

Research Questions for This Study

We investigated two main questions:

- 1) What is the impact of housing supports on persons with mental illness? The outcomes reported for this population were homelessness, hospitalization, and crime.
- 2) What is the impact of housing supports in programs for ex-offenders? In particular, we examined the effect of housing supports on recidivism among people returning to the community after incarceration.

² Institute analysis of data from the Offender Needs Assessment Tool. The Department of Corrections began administering this tool in the summer of 2008. The statistics represent 37,768 offenders completing the assessment between August 2008 and September 2009.

METHODS

To conduct the analysis described in this report, we considered all available studies published in English that evaluated housing supports for ex-offenders and mentally ill individuals. To be included in our review, we require that an evaluation's research design include control or comparison groups.

Random assignment studies are preferred, but we allowed quasi-experimental or non-experimental studies when the comparison group was well-matched to the treatment group, or when adequate statistical procedures were employed to guard against selection bias. We then used formal statistical hypothesis testing procedures—meta-analysis—to determine what the weight of the evidence tells us about the effectiveness of housing support programs.³

In this review, we did not include studies that evaluated or compared the effectiveness of different types of housing. Rather, we examined the effects of participating in a housing support program compared with no housing support.

In our review of housing assistance for ex-offenders, we included programs that provided housing for offenders after their release from jail or prison. In most of these programs, housing was only one aspect of programs providing multiple services. We did not include programs such as halfway houses or work release programs⁴ because offenders in those settings are technically still in custody.

FINDINGS

In this section, we describe the outcomes associated with the provision of housing supports to ex-offenders and individuals with mental illness. The results of our analysis can be found in Exhibit 1.

Effectiveness of Housing for Persons With Mental Illness

We located five rigorous comparison group studies on the effects of housing assistance for mentally ill individuals. One study provided information on five housing programs, so we included a total of nine programs in our analysis.

³ For further explanation of our research procedures, see Appendix A in the Institute report, S. Aos, R. Lieb, J. Mayfield, M. Miller, & A. Pennucci (2004). *Benefits and costs of prevention and early intervention programs for youth*. Olympia: Washington State Institute for Public Policy, Document No. 04-07-3901.

⁴ E. Drake (2007). *Does participation in Washington's work release facilities reduce recidivism?* Olympia: Washington State Institute for Public Policy, Document No. 07-11-1201.

We identified three key outcomes from these studies, although not all studies measured each outcome. The outcomes included were homelessness, hospitalization, and crime.

1) Impact on Homelessness

Three studies (seven programs) evaluated the impact of supported housing on homelessness.

On average, the combined effects from these studies revealed that provision of housing supports for persons with mental illness significantly reduced homelessness by 34 percent.

2) Impact on Use of Hospital Services

Four studies provided findings on the impact of housing supports on the use of hospital services. The results indicate a significant reduction in the use of hospital services (measured as either days in hospital or hospital expenses) among mentally ill recipients of housing support.

3) Impact on Crime

Two studies measured the impact of housing supports on crime in populations of homeless people with mental illness. Receipt of housing supports significantly reduced crime by 5 percent in this population.

Effectiveness of Housing for Ex-offenders

We found one rigorous evaluation of a program for ex-offenders where the only service provided was housing. Because housing supports are most commonly provided as one component of offender reentry programs, we expanded our search to include reentry programs. Reentry programs typically provide returning offenders with access to a number of services, such as substance abuse treatment, skills and jobs training, education, and housing assistance.

We identified a total of seven rigorous studies. One program was exclusively housing, and six others provided housing as part of a broader reentry program.

Three of the studies were for the *general population of ex-offenders*. These programs had no significant effect on recidivism.

Four of the studies examined intensive, multi-faceted programs for *serious, violent offenders*. These four programs significantly reduced future crime. In this group of studies, the recidivism rate for those in the reentry programs was 31 percent, 4 percentage points less than the comparison groups—a reduction of 12 percent. Because housing was only one aspect of these programs, we cannot know whether or to

what extent the housing component contributed to reductions in recidivism.

The literature on housing for prisoners returning to the community is growing. We expect that in a few years, there will be an increased number of studies looking specifically at outcomes associated with housing programs for ex-offenders.

In Washington State, the Reentry Housing Pilot Program (RHPP) was established in January 2008⁵ to provide housing assistance for ex-offenders. The program provides up to 12 months of housing support to qualified high-risk and high-need offenders; the program also provides assistance in securing employment and other aspects of self-sustainability. It is too early to determine the effect of this new reentry housing program on recidivism. An evaluation of the program is ongoing; the final report will be available in February 2011.^{6,7}

In addition, the Justice Policy Center at the Urban Institute has three on-going projects related to housing for ex-offenders.⁸

CONCLUSIONS

In this initial review of the literature, this report reveals the following:

- ✓ Housing assistance for persons with mental illness significantly reduced homelessness, hospitalization, and crime when compared to similar individuals who did not participate in a housing program.
- ✓ Reentry programs that included housing support for the general population of ex-offenders did not affect the incidence of recidivism.
- ✓ Reentry programs for serious violent ex-offenders significantly reduced recidivism.

⁵ ESSB 6157, Chapter 483, Laws of 2007

⁶ Faith Lutze, Washington State University, personal communication.

⁷ In 2009, the Legislature created a second program for ex-offenders. SB 5525 provides up to three months of housing vouchers for offenders eligible for release but lacking suitable housing. As far as we know, there are no plans to evaluate the voucher program.

⁸ <http://www.urban.org/center/jpc/projects/index.cfm>

Exhibit 1

Meta-Analytic Estimates of Standardized Mean Difference Effect Sizes for Housing Support Programs

Type of Program or Policy (and its effect on outcomes included in the meta-analysis)	Number of Effect Sizes Included in the Analysis (Number of cases in the treatment groups)	Meta-Analytic Results Before Applying Institute Adjustments					Adjusted Effect Size (estimated effect after adjustments for the methodological quality of the evidence, outcome measure relevance, and researcher involvement)
		Fixed Effects Model			Random Effects Model		
		Weighted Mean Effect Size		Homogeneity Test	Weighted Mean Effect Size		
		ES	p-value	p-value	ES	p-value	ES
Housing Supports for Persons With Mental Illness							
Homelessness	7 (600)	-0.359	.00	ns	na	na	-0.310
Hospitalization	4 (1,195)	-0.189	.00	ns	na	na	-0.120
Crime	2 (3,466)	-0.080	.00	ns	na	na	-0.038
Housing Supports for the General Population of Ex-offenders							
Crime	3 (759)	0.072	0.182	ns	na	na	0.000
Housing Supports for Serious Violent Ex-offenders							
Crime	4 (749)	-0.228	.00	ns	na	na	-0.115

Notes: ns=not significant, na=not applicable.

Exhibit 2

Citations for the Studies Used in the Meta-Analysis

Programs for Ex-Offenders

Bouffard, J. A., & Bergeron, L. E. (2006). Reentry works: The implementation and effectiveness of a serious and violent offender reentry initiative. *Journal of Offender Rehabilitation, 44*(2/3), 1-29.

Jacobs, E., & Westem, B. (2007, October). *Report on the evaluation of the ComALERT prisoner reentry program*. Brooklyn, NY: Office of the King's County District Attorney.

Mayfield, J. (2009). *The Dangerously Mentally Ill Offender Program: Four-year felony recidivism and cost effectiveness*. Olympia: Washington State Institute for Public Policy, Document No. 09-02-1901.

McLean, M., & Butler, S. (2008, June). *Recidivism survival analysis of the serious and violent offender reentry initiative 2003-2007*. Laramie: University of Wyoming, Wyoming Survey & Analysis Center.

Roman, J., Brooks, L., Lagerson, E., Chaffin, A., & Tereschchenko, B. (2007, January). *Impact and cost benefit analysis of the Maryland Reentry Partnership Initiative*. Washington, DC: The Urban Institute.

Wilson, J. A., & Davis, R. C. (2006). Good intentions meet hard realities: An evaluation of the Project Greenlight reentry program. *Criminology and Public Policy, 5*(2), 303-338.

Worcel, S. D., Burnus, S. W. M., & Finigan, M. W. (2009, January). *A study of substance-free transitional housing and community corrections in Washington County, Oregon*. Portland, OR: NPC Research.

Programs for Persons With Mental Illness

Culhane, D. P., Metraux, S., & Hadley, T. (2002). Public service reductions associated with placement of homeless persons with severe mental illness in supportive housing. *Housing Policy Debate, 13*(1), 107-163.

Lipton, F. R., Nuff, S., & Sabatini, A. (1988). Housing the homeless mentally ill: A longitudinal study of a treatment approach. *Hospital & Community Psychiatry, 39*(1), 40-45.

Rosenheck, R., Kasparow, W., Frisman, L., & Lu-Mares, W. (2003). Cost-effectiveness of supported housing for homeless persons with mental illness. *Archives of General Psychiatry, 60*:940-951.

Sadowski, L. S., Kee, R. A., VanderWeele, T. J., & Buchanan, D. (2009). Effect of a housing and case management program on emergency department visits and hospitalizations among chronically ill homeless adults: A randomized trial. *JAMA: the Journal of the American Medical Association, 301*(17), 1771-1778.

Shem, D. L., Felton, C. J., Hough, R. L., Lehman, A. F., Goldfinger, S., Valencia, E., & Wood, P. A. (1997). Housing outcomes for homeless adults with mental illness: Results from the second-round McKinney Program. *Psychiatric Services, 48*(2), 239-241. [This study provided information on five programs.]

For further information, contact Marna Miller at
(360) 586-2745 or millerm@wsipp.wa.gov

Document No. 09-11-1901

 **Washington State
Institute for
Public Policy**

The Washington State Legislature created the Washington State Institute for Public Policy in 1983. A Board of Directors—representing the legislature, the governor, and public universities—governs the Institute and guides the development of all activities. The Institute's mission is to carry out practical research, at legislative direction, on issues of importance to Washington State.

Code of Federal Regulations

Title 38 - Pensions, Bonuses, and Veterans' Relief

Volume: 1

Date: 2009-07-01

Original Date: 2009-07-01

Title: Section 3.665 - Incarcerated beneficiaries and fugitive felons-compensation.

Context: Title 38 - Pensions, Bonuses, and Veterans' Relief. CHAPTER I - DEPARTMENT OF VETERANS AFFAIRS. PART 3 - ADJUDICATION. Subpart A - Pension, Compensation, and Dependency and Indemnity Compensation. - Adjustments and Resumptions.

§ 3.665 Incarcerated beneficiaries and fugitive felons—compensation. (a) *General*. Any person specified in paragraph (c) of this section who is incarcerated in a Federal, State or local penal institution in excess of 60 days for conviction of a felony will not be paid compensation or dependency and indemnity compensation (DIC) in excess of the amount specified in paragraph (d) of this section beginning on the 61st day of incarceration. VA will inform a person whose benefits are subject to this reduction of the rights of the person's dependents to an apportionment while the person is incarcerated, and the conditions under which payments to the person may be resumed upon release from incarceration. In addition, VA will also notify the person's dependents of their right to an apportionment if the VA is aware of their existence and can obtain their addresses. However, no apportionment will be made if the veteran or the dependent is a fugitive felon as defined in paragraph (n) of this section.(b) *Definitions*. For the purposes of this section the term *compensation* includes disability compensation under 38 U.S.C. 1151. The term *dependency and indemnity compensation* (DIC) includes death compensation payable under 38 U.S.C. 1121 or 1141, death compensation and DIC payable under 38 U.S.C. 1151, and any benefit payable under chapter 13 of title 38, United States Code. The term *release from incarceration* includes participation in a work release or halfway house program, parole, and completion of sentence. For purposes of this section, a felony is any offense punishable by death or imprisonment for a term exceeding 1 year, unless specifically categorized as a misdemeanor under the law of the prosecuting jurisdiction.(c) *Applicability*. The provisions of paragraph (a) of this section are applicable to the following persons:

- (1) A person serving a period of incarceration for conviction of a felony committed after October 7, 1980.
- (2) A person serving a period of incarceration after September 30, 1980 (regardless of when the felony was committed) when the following conditions are met:
 - (i) The person was incarcerated on October 1, 1980; and
 - (ii) An award of compensation or DIC is approved after September 30, 1980.
- (3) A veteran who, on October 7, 1980, was incarcerated in a Federal, State, or local penal institution for a felony committed before that date, and who remains so incarcerated for a conviction of that felony as of December 27, 2001.

(d) *Amount payable during incarceration—*

- (1) *Veteran rated 20 percent or more*. A veteran to whom the provisions of paragraphs (a) and (c) of this section apply with a service-connected disability evaluation of 20 percent or more shall receive the rate of compensation payable under 38 U.S.C. 1114(a).
- (2) *Veteran rated less than 20 percent*. A veteran to whom the provisions of paragraphs (a) and (c) of this section apply with a service-connected disability evaluation of less than 20 percent (even though the rate for 38 U.S.C. 1114 (k) or (q) is paid) shall receive one-half the

rate of compensation payable under 38 U.S.C. 1114(a).

(3) *Surviving spouse, parent or child.* A surviving spouse, parent, or child, beneficiary to whom the provisions of paragraphs (a) and (c) of this section apply shall receive one-half the rate of compensation payable under 38 U.S.C. 1114(a).

(e) *Apportionment—*

(1) *Compensation.* All or part of the compensation not paid to an incarcerated veteran may be apportioned to the veteran's spouse, child or children and dependent parents on the basis of individual need. In determining individual need consideration shall be given to such factors as the apportionee claimant's income and living expenses, the amount of compensation available to be apportioned, the needs and living expenses of other apportionee claimants as well as any special needs, if any, of all apportionee claimants.

(2) *DIC.* All or part of the DIC not paid to an incarcerated surviving spouse or other children not in the surviving spouse's custody may be apportioned to another child or children. All or part of the DIC not paid to an incarcerated child may be apportioned to the surviving spouse or other children. These apportionments shall be made on the basis of individual need giving consideration to the factors set forth in paragraph

(e)(1) of this section.

(f) *Effective dates.* An apportionment under this section shall be effective the date of reduction of payments made to the incarcerated person, subject to payments to the incarcerated person over the same period, if an informal claim is received within 1 year after notice to the incarcerated person as required by paragraph (a) of this section, and any necessary evidence is received within 1 year from the date of request by the Department of Veterans Affairs; otherwise, payments may not be made for any period prior to the date of receipt of a new informal claim.

(g) *Incarcerated dependent.* No apportionment may be made to or on behalf of any person who is incarcerated in a Federal, State, or local penal institution for conviction of a felony.

(h) *Notice to dependent for whom apportionment granted.* A dependent for whom an apportionment is granted under this section shall be informed that the apportionment is subject to immediate discontinuance upon the incarcerated person's release or participation in a work release or halfway house program. A dependent shall also be informed that if the dependent and the incarcerated person do not live together when the incarcerated person is released (or participates in a work release or halfway house program) the dependent may submit a new claim for apportionment.

(i) *Resumption upon release—*

(1) *No apportionment or family reunited.* If there was no apportionment at the time of release from incarceration, or if the released person is reunited with all dependents for whom an apportionment was granted, the released person's award shall be resumed the date of release from incarceration if the Department of Veterans Affairs receives notice of release within 1 year following release; otherwise the award shall be resumed the date of receipt of notice of release. If there was an apportionment award during incarceration, it shall be discontinued date of last payment to the apportionee upon receipt of notice of release of the incarcerated person. Payment to the released person shall then be resumed at the full rate from date of last payment to the apportionee. Payment to the released person from date of release to date of last payment to the apportionee shall be made at the rate which is the difference between the released person's full rate and the sum of (i) the rate that was payable to the apportionee and

(ii) the rate payable during incarceration.

(2) *Apportionment granted and family not reunited.* If there was an apportionment granted during incarceration and the released person is not reunited with all dependents for whom an apportionment was granted, the released person's award shall be resumed as stated in paragraph

(i)(1) of this section except that when the released person's award is resumed it shall not include any additional amount payable by reason of a dependent(s) not reunited with the released person. The award to this dependent(s) will then be reduced to the additional amount payable for the dependent(s).

(3) *Apportionment to a dependent parent.* An apportionment made to a dependent parent under this section cannot be continued beyond the veteran's release from incarceration unless the veteran is incompetent and the provisions of § 3.452(c) (1) and (2) are for application. When a competent veteran is released from incarceration an apportionment made to a dependent parent shall be discontinued and the veteran's award resumed as provided in paragraph (i)(1) of this section.

(j) *Increased compensation during incarceration—*

(1) *General.* The amount of any increased compensation awarded to an incarcerated veteran that results from other than a statutory rate increase may be subject to reduction due to incarceration. This applies to a veteran whose compensation is subject to reduction under paragraphs (a) and (c) of this section prior to approval of an award of increased compensation as well as to veteran whose compensation is not subject to reduction under paragraphs (a) and (c) of this section prior to approval of an award of increased compensation.

(2) *Veteran subject to reduction under paragraphs (a) and (c) of this section.* If prior to approval of an award of increased compensation the veteran's compensation was reduced under the provisions of paragraphs (a) and (c) of this section, the amount of the increase shall be reduced as follows if the veteran remains incarcerated:

(i) If the veteran's schedular evaluation is increased from 10 percent to 20 percent or greater, the amount payable to the veteran shall be increased from one-half the rate payable under 38 U.S.C. 1114(a) to the rate payable under section 1114(a). (ii) If the veteran's schedular evaluation was 20 percent or more, none of the increased compensation shall be paid to the veteran while the veteran remains incarcerated.

(3) *Veteran's compensation not subject to reduction under paragraphs (a) and (c) of this section prior to award of increased compensation.*

If prior to the approval of an award of increased compensation the veteran is incarcerated in a Federal, State, or local penal institution for conviction of a felony and the veteran's compensation was not reduced under the provisions of paragraphs (a) and (c) of this section, none of the increased compensation shall be paid to the veteran for periods after October 7, 1980, subject to the following conditions: (i) The veteran remains incarcerated after October 7, 1980 in a Federal, State, or local penal institution for conviction of a felony; and (ii) The award of increased compensation is approved after October 7, 1980.

If the effective date of the increase is prior to October 8, 1980, the amount payable for periods prior to October 8, 1980, shall not be reduced.(4) *Apportionments*. The amount of any increased compensation reduced under this paragraph may be apportioned as provided in paragraph (e) of this section.(k) *Retroactive awards*. Whenever compensation or DIC is awarded to an incarcerated person any amounts due for periods prior to date of reduction under this section shall be paid to the incarcerated person.

(l) *DIC parents*. If two parents are both entitled to DIC and were living together prior to the time of the DIC payable to one parent was reduced due to incarceration, they shall be considered as two parents not living together for the purpose of determining entitlement to DIC.

(m) *Conviction overturned on appeal*. If a conviction is overturned on appeal, any compensation or DIC withheld under this section as a result of incarceration for such conviction (less the amount of any apportionment) shall be restored to the beneficiary.

(n) *Fugitive felons*.

(1) Compensation is not payable on behalf of a veteran for any period during which he or she is a fugitive felon. Compensation or DIC is not payable on behalf of a dependent of a veteran for any period during which the veteran or the dependent is a fugitive felon.

(2) For purposes of this section, the term *fugitive felon* means a person who is a fugitive by reason of:(i) Fleeing to avoid prosecution, or custody or confinement after conviction, for an offense, or an attempt to commit an offense, which is a felony under the laws of the place from which the person flees; or(ii) Violating a condition of probation or parole imposed for commission of a felony under Federal or State law.

(3) For purposes of paragraph (n) of this section, the term *felony* includes a high misdemeanor under the laws of a State which characterizes as high misdemeanors offenses that would be felony offenses under Federal law.(4) For purposes of paragraph (n) of this section, the term *dependent* means a spouse, surviving spouse, child, or dependent parent of a veteran.(Authority: 38 U.S.C. 501(a), 5313, 5313B; Sec. 506, Pub. L. 107-103, 115 Stat. 996-997) [46 FR 47542, Sept. 29, 1981, as amended at 68 FR 34542, June 10, 2003]

Other collaborative organizations

Organization	Areas of Expertise	Activities
Goodwill	Employment education and training; placement services; career planning; financial assistance; supported employment; job retention; Veteran specific programming (Operation Good Jobs)	Mentoring Program; training and education and placement activities
Air Washington	Consortium of 11 Washington Community Colleges with a Veteran priority; Aerospace Industry Employment; partners with Boeing	Training for advance manufacturing, aircraft maintenance, aircraft assembly, composite materials, and electronics/avionics
Support Services for Veteran Families	Outreach to homeless Veterans, legal services leading to housing, Veteran benefits	Housing for Veterans and their families
Tacoma Community College Longview Community College	Education with special programs for Veterans	Education
Workforce Training and Education Coordinating Board	Sustaining Washington's economy through highly skilled workforce; employer yearly surveys	Internship program, credit retrieval, vocational education, aerospace training, green jobs training, healthcare training
Northwest Justice Project	Legal Aid	Legal services
Washington State University Criminal Justice Institute	Mentor training and Mentoring program design	Mentoring program design and training
Bates Technical College	WorkSource affiliate; industry partner; internships (work-based learning opportunities)	Workforce education, internships
Housing Authority - Tacoma and Longview	Housing assistance	Housing assistance
VA American Lake	140 acre campus for Veterans, housing, behavioral health; women's programs	Support services and referral source
Rally Point 6 in Pierce County	Employment, behavioral health, health services	Referral source
Division of Vocational Rehabilitation	Individualized employment services and counseling to people with disabilities; technical assistance and training to employers	Referral source

Spectrum Health Systems (non-Veterans) and VA American Lake Health services	Substance abuse treatment	Referral source
Washington State Department of Social and Health Services, Division of Child Support	Child support enforcement	Referral source
WDVA Behavioral Health for Veterans; DSHS Mental Health Services for Medicaid eligible non- Veterans	Mental health treatment	Referral source



STATE OF WASHINGTON
DEPARTMENT OF CORRECTIONS

APPLICABILITY
PRISON
OFFENDER MANUAL

EFFECTIVE DATE
4/7/14

PAGE NUMBER
1 of 7

NUMBER
DOC 310.140

POLICY

TITLE
INCARCERATED VETERAN OFFENDERS

REVIEW/REVISION HISTORY:

Effective: 4/7/14

SUMMARY OF REVISION/REVIEW:

New policy. Read carefully!

APPROVED:

Signature on file

BERNARD WARNER, Secretary
Department of Corrections

2/26/14

Date Signed

 <p>STATE OF WASHINGTON DEPARTMENT OF CORRECTIONS</p>	APPLICABILITY PRISON OFFENDER MANUAL		
	EFFECTIVE DATE 4/7/14	PAGE NUMBER 2 of 7	NUMBER DOC 310.140
	TITLE INCARCERATED VETERAN OFFENDERS		
POLICY			

REFERENCES:

DOC 100.100 is hereby incorporated into this policy; [DOC 300.380 Classification and Custody Facility Plan Review](#); [DOC 420.140 Cell/Room Assignment](#); [DOC 420.320 Searches of Facilities](#); [DOC 490.820 Prison Rape Elimination Act \(PREA\) Risk Assessments and Assignments](#)

POLICY:

- I. The Department is committed to identifying Incarcerated Veteran Offenders (IVOs) among its offender population to support successful transition of offender veterans back into the community.
- II. Facilities may establish an IVO unit(s) for qualified offender veterans to assist with re-entry needs and enhance overall Prison behavior and personal well-being by providing an opportunity to house with other offender veterans. Assignment to IVO units will be voluntary.

DIRECTIVE:

- I. Responsibilities
 - A. Each Superintendent will designate a facility Veterans Point of Contact (POC), who will:
 1. Facilitate monthly veteran offender meetings to discuss resources, re-entry, and additional veteran related activities.
 2. Review reports from the Research Unit and make updates in offender electronic files as necessary for facility offenders identified as veterans.
 3. Keep his/her contact information up-to-date with the Research Unit to ensure the facility receives veteran related information and reports.
 - B. The Research Unit at Headquarters will:
 1. Provide quarterly reports to the facility Veteran POCs on the local IVO population, including all offenders identified through federal and state sources, as well as through self-report.
 2. Use quarterly reports from the Department of Veteran Affairs' Public Assistance Reporting System (PARIS) to identify IVOs in overpayment status.



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NUMBER
DOC 310.140

POLICY

TITLE
INCARCERATED VETERAN OFFENDERS

II. Identification of Incarcerated Veteran Offenders

- A. Offenders will have the opportunity to identify themselves as veterans at reception using DOC 20-414 *Offender Self Report Intake Personal Information*. If an offender indicates prior military service, the Reception Diagnostic Center (RDC) Counselor will:
1. Update the Military Service section of the **Personal Characteristics** screen in the offender's electronic file.
 2. Determine if a DD 214 Certificate of Release or Discharge from Active Duty is on file for the offender and, if not, alert the facility Veterans POC.
- B. As necessary, facility Counselors will assist IVOs in requesting DD 214 Certificate of Release or Discharge from Active Duty using [SF 180 Request Pertaining to Military Records](#).
1. The Counselor will forward the completed request to the facility Records Office, and facility records employees will:
 - a. Scan the form into the offender's electronic imaging file using the OA-09 code.
 - b. Mail the form to the applicable agency as specified on the form.
 - c. Update the Application Sent fields in the Military Service section of the **Personal Characteristics** screen in the offender's electronic file.
- C. When an offender's DD 214 Certificate of Release or Discharge from Active Duty is received at the facility, the mailroom will forward it to the facility Records Office immediately. Offenders are not allowed to keep their DD 214 Certificate of Release or Discharge from Active Duty in their cells or on their persons while in Prison. Facility records employees will:
1. Update the Military Service section of the **Personal Characteristics** screen in the offender's electronic file.
 2. Scan the form into the offender's electronic imaging file using the OA-10 code and file it in the offender's central file.
 - a. The certificate will be given to the offender upon release or transfer to Work Release.
- D. When an offender is identified as receiving Veterans Administration benefits through the quarterly Department of Veteran Affairs' PARIS match, the facility



POLICY

Veteran POC will submit VA Form 21-4193 Notice to Department of Veterans Affairs of Veteran or Beneficiary Incarcerated in Penal Institution if the offender is identified by the Research Unit as being in overpayment status.

1. The facility Veteran POC will complete the form, noting the offender's DOC number next to the offender's name.
2. Facility records employees will:
 - a. Scan the completed form into the offender's electronic imaging file using the OA-11 code,
 - b. Mail the form to the Department of Veterans Affairs, and
 - c. Update the Military Service section of the Personal Characteristics screen in the offender's electronic file.

III. Incarcerated Veteran Offender Units

- A. Superintendents who wish to establish a dedicated IVO unit(s) will submit a formal request to the Assistant Secretary of Prisons.
 1. Requests will identify where the proposed unit would be established within the facility and why the unit would be beneficial to facility operations.
 2. Facilities seeking to establish an IVO unit will:
 - a. Make support resources and programs available that are designed to address the special needs of incarcerated veterans.
 - b. Assist incarcerated veterans in accessing their federal and state resources and benefits, specifically in the areas of:
 - 1) Transition and release,
 - 2) Health and well-being,
 - 3) Establishing healthy community ties, and
 - 4) Job readiness.
 3. If approved, the Superintendent will designate a Correctional Unit Supervisor (CUS) responsible for the day-to-day operations of the IVO unit, who will:
 - a. Ensure employees, contract staff, volunteers, and IVOs adhere to the process and procedures of the unit.



POLICY

TITLE
INCARCERATED VETERAN OFFENDERS

- b. Develop, publish, and maintain a schedule of all unit activities.
 - c. Ensure that the operation of the unit is maintained.
 - d. Be active in the development and delivery of the units' daily programs and/or activities, including ensuring that unit personnel coordinate and engage with outside resource to support the facility's incarcerated veteran population.
 4. Within 6 months of establishing an IVO unit, the IVOs assigned to the unit will submit a mission statement and unit rules to the designated unit CUS for approval.
 - a. The IVO Unit CUS and unit IVOs will review the mission statement and unit rules annually and update them as necessary.
- B. To be eligible for assignment to an IVO unit, offenders must:
 1. Have a DD 214 Certificate of Release or Discharge from Active Duty on file verifying that the discharge was anything other than a dishonorable discharge.
 2. Be infraction free for 6 months.
 3. Not be actively involved with a Security Threat Group (STG).
- C. Assignment to the IVO unit is voluntary and will be made consistent with assigned custody level on a space available basis.
 1. IVOs who are interested in assignment to the IVO unit will submit the DOC 02-391 Incarcerated Veteran Offender (IVO) Unit Application to the IVO Unit CUS through their assigned Counselor for review.
 2. The IVO Unit CUS/designee will screen applicants, and:
 - a. Follow DOC 420.140 Cell/Room Assignment and DOC 490.820 Prison Rape Elimination Act (PREA) Risk Assessments and Assignments when determining suitability and cell assignments.
 - b. Review the offenders' electronic files for custody levels, infraction history, STG involvement, and health concerns. Any overrides require approval per DOC 300.380 Classification and Custody Facility Plan Review.

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- c. Ensure that a qualifying DD 214 Certificate of Release or Discharge from Active Duty is on file.
 3. The IVO Unit CUS, Unit Counselors, Unit Sergeant, and mental health provider may conduct in-person interviews with applicants to determine suitability.
- D. IVOs accepted into the unit will be expected to:
 1. Sign an acknowledgment form agreeing to comply with:
 - a. This policy and the facility's related operational memorandum.
 - b. Unit rules and the established mission statement.
 2. Remain free of major infractions.
 3. Make a personal commitment to maintaining good health and fitness to the best of their ability.
- E. IVO unit offenders will also have opportunities to participate in the following activities:
 1. Raising and lowering of colors on a dedicated offender flag pole, which will be performed daily by a select group of IVOs.
 2. Presenting colors at significant offender events, which will be performed by a select group of IVOs, under the supervision of employees/contract staff/volunteers.
 3. Participating in a voluntary structured fitness program facilitated by unit employees.
 4. Organizing Veterans Day and/or other holiday celebrations for general population offenders.
 5. Displaying the military seal from the branch in which they served on:
 - a. Their cell doors, and
 - b. A non-permanent identifier (i.e., sticker, card) attached to their offender identification cards.
- F. IVOs throughout the facility will have access to any veteran related counseling and programming available to IVO unit offenders.

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- G. Any IVO who fails to adhere to IVO unit requirements will be reviewed by a Facility Risk Management Team.
1. The team will be chaired by the IVO Unit CUS and include an IVO Unit Sergeant, the offender's Counselor, and other relevant employees.
 2. An IVO may be removed from the unit for:
 - a. Continued poor general conduct,
 - b. Receiving an infraction, and/or
 - c. Failing to comply with this policy, the facility's related operational memorandum, or the unit rules.
 3. The team will determine if the IVO should be allowed to continue living in the unit or be removed from the unit.
 - a. Offenders removed from the unit will be required to re-apply to be considered for placement in any IVO unit.

DEFINITIONS:

Words/terms appearing in this policy may be defined in the glossary section of the Policy Manual.

ATTACHMENTS:

None

DOC FORMS:

- [DOC 02-391 Incarcerated Veteran Offender \(IVO\) Unit Application](#)
- [DOC 20-414 Offender Self Report Intake Personal Information](#)

DOC's Incarcerated Veterans

Mission-Specific Housing and Partnerships

An overview of DOC's Incarcerated Veteran Population

The 2004 Bureau of Justice Statistics report on Incarcerated Veterans in State and Federal Prisons states that 140,000 veterans were serving time in either a federal or state prison. The majority of veterans in state (54 percent) and federal (64 percent) prison served during a wartime period, but a much lower percentage reported seeing combat duty (20 percent of state inmates; 26 percent of federal inmates). An estimated 62 percent of incarcerated veterans received an honorable discharge and 38 percent received various types of other discharges.

Approximately 13,000 new veterans will return to Washington state each year through 2017. Currently, the Department of Corrections can identify 8.7 percent of its prison population to be veterans. Of that 8.7 percent, 65 percent have an honorable or general discharge, thus making them eligible for federal benefits. The Department is working to connect incarcerated veterans with these federal and local benefits.

Veteran Living Units – Stafford Creek Corrections Center and Coyote Ridge Corrections Center

For the past year, the Department has piloted housing veterans together in the same living units at two prisons – Stafford Creek Corrections Center and Coyote Ridge Corrections Center. Units are also being developed in the minimum-custody facility at Washington State Penitentiary and Larch Corrections Center, a stand-alone minimum-security prison.

Housing incarcerated veterans together enhances their well-being and increases their chance of successful community reentry by providing an opportunity to closely associate with like-experienced individuals. It also makes resources available to address veterans' special needs and helps them establish a dedication to positive living.



Verified Veterans in DOC*

	Number of Offenders	Percent of Population
Prison	1,470	8.7 %
Work Release	31	4.5 %
Community	781	6.0 %
Violator Facilities	19	2.6 %
Other	2	1.0 %
TOTAL	2,303	6.7 %

* As of July 1, 2014

For more information

Bernie Warner
Secretary
Department of Corrections
Bernie.warner@doc.wa.gov

Teri Herold-Prayer
Veterans Service Manager
teri.herold-prayer@doc.wa.gov



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Facilities at a Glance

As of July 1, 2014



Coyote Ridge Corrections Center

Medium-Security Housing Unit

Vet Pod Capacity: 128 offenders

Current Population: 35 offenders

Infractions: Three times lower (35 percent) than facility's general population



Stafford Creek Corrections Center

Minimum-Security Housing Unit

Vet Pod Capacity: 136 offenders

Current Population: 86 offenders

Infractions: Half the rate (55 percent) of facility's general population



Washington State Penitentiary

Minimum-Security Unit Site

Status: In Development



Larch Corrections Center

Stand-Alone Minimum-Security Site

Status: In Development



Partnerships

Partnerships are essential to the successful reintegration of incarcerated veterans back into society, with the ultimate goals being safer communities and a reduction in recidivism. To achieve these goals, services are offered within mission-specific housing units to help incarcerated veterans transition to life outside of prison. This setting gives partner agencies the ability to meet and work one-on-one with veterans prior to their release from prison.

Public/Private Partnerships

- **Northwest Justice Project:** Helps with modifying child support payments, discharge upgrades, family apportionment issues and other civil legal challenges
- **Brigadoon Dogs:** Trains service dogs for wounded veterans
- **Rolling Thunder:** Community outreach
- **Goodwill Industries:** Helps offenders develop an employment portfolio
- **Centers for Excellence:** Provides higher education assistance for veterans to pursue associate degree once at work release or on community supervision

State Partnerships

- **Washington State Department of Veteran Affairs:** Offers PTSD seminars and benefits counseling, makes monthly visits to units to develop sustainable assistance for veteran-related issues, helps apply for Social Security benefits upon reentry, and matches internal data with federal and state databases
- **Department of Social and Health Services:** matches veteran data with the Public Assistance Reporting System (PARIS)
- **Health Care Authority:** Helps shift costs by getting veterans enrolled in Medicaid and federal health care for veterans
- **Correctional Industries (CI):** Provides targeted training for prison and reentry programs aimed at earning a sustainable living wage

Federal Partnerships

- **Federal VA Health Care Administration:** Program coordinator works with prison reentry coordinators to provide clinical assessment for One Health Care for Reentry (five coordinators – North Puget Sound, South Puget Sound, Vancouver, Spokane and Walla Walla)
- **Federal VA Benefits Administration:** Assists with disability and pension claims as well as coordination for homeless veterans



Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N4 DOC Enhanced Veterans Reentry
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

This initiative is charged with developing the infrastructure for a full-service delivery model for the underserved veteran offender population in the Washington State Department of Corrections (DOC) programs who are transitioning to work release, community supervision, and ultimately reentry into our communities. The program focuses on enrolling veterans in the Federal Veterans Health Administration (VHA) health care system and pursuing all other applicable VA benefits and entitlements. Results of this program includes potential avoidance of state and Medicaid health care costs for this population and a boost to our state's economy from receiving additional federal revenue for veterans in the form of benefits and entitlements to include: disability compensation and pension payments and educational benefits. The ultimate outcome is an economically stable and self-sufficient veteran population who are not at risk of homelessness, unemployment or re-offending. The Washington Department of Veterans Affairs (WDVA) and the Department of Corrections (DOC) has developed a process to integrate the veteran offender program with the community corrections system creating synergy with the existing six Community Justice Centers (CJCs) in state. Proactively addressing and responding to offender needs should result in potentially reducing veteran offender recidivism into the prison system. WDVA and DOC will work in collaboration with the Veterans Justice Outreach Program and Homeless Veteran Coordinators Offices with the Veteran Integrated Service Network (VISN 20), Veteran Health Administration (VHA) and staff at the Veterans Benefits Administration, and the Seattle VA Regional Office.

This investment will develop and partially implement a comprehensive service model targeting the state's underserved veteran offender population, who have anything other than a dishonorable discharge, who will be reintegrating to Pierce or Cowlitz County Work Release, and it will provide outreach to Pierce County/King County veteran field offenders through the Pierce County/King County CJC's. It provides staff and stakeholder training in prison and community settings as well as direct client advocacy and service coordination to increase the number of incarcerated veterans accessing health care and employing their exclusive benefits, pensions and entitlements in individual reentry planning and execution. This funding enables DOC to develop a comprehensive and coordinated veteran centric process and procedures. (See attachments A and B.)

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	125,000	125,000	250,000
Total Cost	125,000	125,000	250,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	1.0	1.0	1.0

Package Description:

Currently, approximately 2,303 offenders or 6.7% of the offender population are veterans, 1,470 or 8.7% are incarcerated, and over

80% have a military discharge status that has earned them access to valuable resources of federal VA benefits, entitlements, and pensions as well as other private and public resources available only for veterans. The national percentage is 10% of the offender population and the probability of the percentage to rise in Washington State prisons is great due to the current drawing down of the war and approximately 13,000 soldiers returning to civilian living each year for the next few years. DOC, alone, does not have the resources to develop and implement a dedicated plan and strategies to maximize the benefits earned by its veteran offender population: offender cost-shifting, veteran benefit focused reentry planning, and transitioning as well as a targeted plan to reduce recidivism among its veteran offender population. (See attachment C.)

Only one third of those eligible for VA services are currently accessing the Federal VA benefits on a regular basis. Reasons behind this low access rate include: 1) lack of awareness by providers, 2) intimidation associated with large complex institutions, 3) veterans whose disability compromise their ability to negotiate and use complex systems, and 4) transportation barriers including distances for care, fuel cost, or lack of reliable transport.

Driving this opportunity are multiple factors including

1. Leverage existing efforts of the Community Partnership for Transition Services (CPTS) and the Work Force Development Council. (See attachment D.)
2. DOC's increasing veterans population of which over 95% will be returning to the community and over 80% have earned veteran benefits, pensions and entitlements for their service,
3. The VA has a dedicated position at their Veterans Integrated Service Network 20 (VISN 20 Northwest Health Network) which conducts outreach to WA State prisons to promote health care registration and re-entry collaborating with all state and community partners, however, this individual is required to cover all of Washington, Oregon, and Idaho of which makes the VISN 20 effort limited and ultimate reliance dependent on state resources,
4. In April 2014 the VISN 20 - Health Care for Reentry Veterans Program - HCRV developed and executed a shared "Release of Information" with select private and public partners to develop successful re-entry plans for veteran offenders rests on state efforts. (See attachment E.)

It is important to address this opportunity for the following reasons:

- a. An August 2012 study conducted by the Department of Commerce reaffirms the impact health care and housing have on recidivism, two priority resources provided by the VA. (See attachment F.)
- b. Medicaid shall be the payer of last resort as specified in CFR 42 CFR 433.138, 42 CFR 433.139, and Subsection 26-18-10(4), and regulations require states assure that recipients use all other resources available to them to pay for all or part of their medical care needs before turning to Medicaid.
- c. Veteran Administration policy is amended to promote re-entry support and now authorizes and directs health and disability services to serve veterans in Work Release. (See attachment G.)
- d. DOC has established policy that directly pertains to the identification of the veteran offender, and dedicated veteran housing units. (Attachment I)

Veterans earned these benefits through their elected service and deserve the opportunity to use them to better their lives.

WDVA, in coordination with DOC's Prisons, Programs, Community Corrections and Correctional Industries (CI) divisions and other stakeholders collaborates on the development and implementation of a comprehensive service model targeting veteran offender reintegration to Pierce and Cowlitz County Work Release, and Pierce County/King County Community Justice Centers. A dedicated WDVA position will assist with re-entry planning, advocacy, and service coordination/case management, which will be initiated in the prison and continue seamlessly throughout work release facilities and into community supervision. Each veteran offender candidate for this program will participate in the planning and execution of an Individual Reentry Plan (IRP) and Career Pathway Portfolio (CPP) focused on education and employment competencies. The IRP also addresses presenting needs and identified criminogenic risk. (See attached process map.)

This position also hosts a series of veteran's resource awareness trainings for DOC staff, offenders and other stakeholders. The purpose of these trainings is to increase awareness of veteran resources programs and benefits, provide vital contacts for advocacy and program information as well as accept referrals for follow up services.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

The outcomes and results from this project include

1. Develop protocols and procedures toward a comprehensive service model for veteran offenders in Work Release.
2. Potential state Medicaid cost avoidance.
3. Reduced recidivism of veteran offenders,
4. Reduced homelessness of veteran offenders,
6. Increased use of the VA health care system to include medical, durable medical supplies and pharmacy, and various treatment related to co-occurring disorders.
7. Local economic stimulus from Federal revenues.

Performance Measure Detail

Activity: **A004Veterans Community-Based Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. In accordance with Results Washington, this initiative supports WDVA's priority efforts in World Class Education, "Prosperous Economy" "Healthy and Safe Communities, Effective, Efficient and Accountable Government.

The package is in accordance with DOC's Incarcerated Veteran Offenders Policy (dated 4/7/14, DOC #310.140).

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This decision package makes contributions to statewide results and should rank a high priority within the governor's priorities given the fact that this service delivery model not only could potentially provide a cost-avoidance to the state, but also provides an economic boost to our economy by bringing in additional Federal revenues.

Most importantly, this program has the potential to add significant financial and health care resources to the veteran offender upon re-entry into the community thus having the direct potential to reduce recidivism, unemployment, and homelessness.

This program supports the following Results Washington goals:

Goal 2: Prosperous Economy

Outcome Measure: 2.1 "Increase the number of jobs in state by 150,000 by 2015."

Leading Indicator: 2.1.b "Increase percentage of people participating in WorkSource who find jobs from 53% in 2012 to 62% by 2015."

2.1.c "Increase employment rate for veterans from 67% in 2011 to 70% by 2015."

2.1.d "Increase the employment rate for working age people with disabilities from 35.2 percent in 2011 to 37.8 percent in 2015."

Goal 4: Healthy and Safe Communities

Outcome Measures: 1.3 "Decrease rate of uninsured in state from 15% to 6% by 2017."

2.3 "Decrease rate of return to institutions for offenders from 27.8% to 25.0 by 2020."

Leading Indicators: 1.3.b "Meet or exceed Medicaid expansion enrollment target of 300,000 by 2016."

1.3.c "Increase percentage of residents who report they have a personal doctor or health care provider from 75% to 82% by 2016."

2.3a "Increase percentage of adult offenders complying with their conditions of supervision or case plan from 75% to 78% by 2017."

2.3d "Increase percentage of adult offenders who are employed post-release from 30% to 40% by 2017."

Other Outcomes:

200 DOC staff, veteran offender, and 100 family members will receive education and training on VA benefits and resources.

200 veteran offenders, on average, will be engaged through outreach activities conducted through veteran groups in prison, Work Release, and Community Supervision.

30 veteran offenders will access health care and/or enroll at VA health services.

30 veteran offenders will receive referrals for veterans programs in their communities including housing, income, education, and employment and rehabilitation service.

35 veteran offenders will be connected to behavioral health care through the Federal VA Medical Centers, Vet Centers and WDVA PTSD War trauma counseling.

Other Efficiencies:

Desired results include:

1. Potential cost avoidance/cost shift of state funds and Medicaid to federal VA dollars.
2. Increased awareness and how to access federal VA pensions, benefits and entitlements.
3. Increase pensions and disability claims.
4. Increase apportionment claims benefiting veteran's families.
5. Increased use of Veteran resources in re-entry planning and release portfolio.
6. Increased access and registration to VA Health Service.
7. Increased connections to client prison based training and education competencies to reentry career pathway planning.

What undesired results will be reduced?

1. Reduced use of emergency rooms (ER) and first responders due to lack of engaged primary care provider.
2. Reduced homelessness.

What efficiency will increase? How?

1. Identification and registration of eligible Veteran for VA Health Care.
2. Maximizing access to VA Benefits, pensions and entitlements to support re-entry planning and execution.
3. Seamless continuity of care and support during re-entry transition and execution.
4. Cost shifting to maximize benefits, entitlements and pension exclusively available to veterans.
5. Increased efficiency between DOC and WDVA to collaborate and enable a wraparound customer service model for veteran offenders.
6. Evidence-Based Practice and influence on service delivery - This project will adopt an evidence-informed practice commonly used for persons with complex mental health needs involved in multiple service systems. Wraparound is an intensive, holistic method of engaging with individuals with complex needs so that they can live in their homes and communities and realize their hopes and dreams. Wraparound is an intensive, individualized case planning and management process, very appropriate to meeting the needs of this adult population.

Wraparound has four phases:

- (1) engagement and team preparation;
- (2) plan development;
- (3) implementation; and
- (4) transition.

The National Wraparound Initiative, based at Portland State University and the University of Washington, describes the implementation requirements for Wraparound as: community partnership, collaborative action, fiscal accountability, access to needed supports and services, human resource development and support and accountability. These are the six themes WDVA and DOC will adopt and begin to initiate evidence-based practices implement during the project period. (See table 4 of attachments for listing of community partners engaged in this project.) (See attachments H and I.)

Will outputs change? How?

1. Increase number of veterans identified as eligible for VA services pensions and benefits.

2. Increase the number of DOC veterans enrolled in VA health services.

What is expected impact on clients?

1. Increased access and connections to VA health care with better coverage.
2. Increased access to benefits, pensions and entitlements exclusively for veterans.
3. Intentional support and service coordination/case management improving re-entry outcomes and client stability.
4. Improved planning and support for employment training linked to high demand jobs and career pathways connected to WA Centers of Excellence.

What is expected impact on services provided?

1. Shift to pensions, benefits and entitlement exclusively for veteran will increase the quantity and quality of services available to DOC veteran offenders.
2. Intentional planning, advocacy and service coordination will maximize and improve access to vital community based service for justice involved veterans.

What is expected impact on citizens?

1. Improved citizen and community safety and health.
2. Increase federal revenues benefiting local communities through benefits, pensions, entitlements revenue.

What is expected impact on other agencies or government?

1. The anticipated impact would be a reduction of recidivism which could potentially increase community safety, and reduced uninsured visits to emergency rooms could potentially reduce Medicaid costs.
2. Cost avoidance by shifting veterans from utilizing Medicaid to accessing the Veterans Health Administration.

What are the other important connections or impacts related to this proposal?

The majority of incarcerated veterans are unaware that their Honorable Discharge/Honorable service to our nation have earned them those benefits and entitlements.

Many veteran offenders lack the logistical capabilities to travel to VA facilities for the services they need that are typically located 50-150 miles from their present locations.

DOC staff is unaware of the full extent of VA benefits and entitlement opportunities for veterans. The goal is not to increase staff workload, but rather to educate staff of the services and resources available to incarcerated veteran offenders and to provide the one-on-one customer service for the offenders in order to fully understand and ultimately access their VA entitlements and benefits. Continuous education and training of DOC staff will ensure that they are kept up-to-date of ever-changing VA policies and procedures. Community Justice Centers already exist as an integral part of DOCs community re-entry program. Adding the veteran resources significantly enhances existing services such as Chemical Dependency Treatment, Employment, Mental Health Counseling, Housing Services and Educational opportunities offered to veteran offenders.

Another important connection is with the Health Care Authority (HCA) as this initiative has the potential to support further program development of cost savings to the state.

Over the next five years, the Department of Defense (DoD) is scheduled to reduce the military by at least 100,000 service members who will directly impact our communities in the state. The veteran offender population is expected to increase over the next five years as service members with unseen/undetected wounds of war like traumatic brain injuries and post-traumatic stress.

What alternatives were explored by the agency, and why was this alternative chosen?

WDVA and DOC have been actively meeting and collaborating once per month for nearly two years. The partnership has been using existing staff to accomplish a few significant improvements over the past two years, which includes: DOC/WDVA training of reception staff at Shelton and Purdy; a website communication page of VA information within the DOC Intranet and Internet; a short video shown at reception to veteran offenders; awareness training for a small group of mental health professionals; and monthly outreach to women veterans at the Washington Corrections Center for Women and Mission Creek Corrections Center for Women, specialized veteran housing in two prisons (Stafford Creek Corrections Center and Coyote Ridge Corrections Center), and transitional services to work release offenders in King and Pierce County. However, tremendous opportunities remain that are missed due to lack

of resources to address the needs of this underserved veteran population.

What are the consequences of adopting or not adopting this package?

The consequence of not funding this package includes reduced opportunity for Medicaid cost shifting and loss of federal revenues from income received from the federal VA.

Washington State would forgo a unique opportunity to take advantage of federal VA funded health care specifically targeted for veterans.

Veterans who do not use their earned benefits and entitlements through the VA, may continue to face significant hardships upon release from DOC and are more likely to continue to encounter homelessness, unemployment, and/or recidivism.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

Attachments:

- A. Memorandum of Agreement between WDVA and DOC.
- B. Process Map.
- C. DOC data analysis
- D. Community Partnership for Transition Services overview.
- E. VISN 20 Release of Information.
- F. Homeless incarcerated veteran study data.
- G. United States 38CFR 3.665 entitled "Incarcerated beneficiaries and fugitive felons-compensation."
- H. Table of community organizations and partners that will be assisting with the success of this project.
- I. DOC's Incarcerated Veteran Offenders Policy (dated 4/7/14, DOC #310.140).
- J. DOC Fact Sheet

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	55,000	55,000	110,000
B Employee Benefits	15,000	15,000	30,000
E Goods\Other Services	21,000	21,000	42,000
G Travel	10,000	10,000	20,000
N Grants, Benefits & Client Services	24,000	24,000	48,000
Total Objects	125,000	125,000	250,000

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N5 VIP & PC Outreach
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's Veterans Benefits Outreach and Services within the agency's Veterans Services Program.

Not funding this decision package will result in decreased outreach and access to information and opportunities for veterans connecting to their earned benefits and services. Given the recent events at the Federal VA level, it is even more important for the Washington Department of Veterans Affairs (WDVA) to reach out and connect with veterans as they separate from the military ensuring they understand and can gain access to the many state, federal and local benefits and services they have earned through their military service. Without the support of these outreach positions, WDVA will not have the opportunity to replicate some of the successful services developed at Joint Base Lewis McChord (JBLM) to other bases in the state.

This package will fund two positions to allow for an increase in outreach and access to Washington State veterans.

First, a Veterans Benefit Assistant, which is critical to the successful delivery of case management, outreach, financial support for transitioning veterans through the Veterans Innovations Program. This program served an average of 221 veterans per year since 2009. In 2013, we saw an increase of 306 veterans served, a growth rate which cannot be sustained without this continued support staff.

Second, an outreach liason located in Lakewood, WA near JBLM for the Transitioning Warrior Program. This position is essential for increased outreach and access to veterans and transitioning servicemembers from JBLM, US Navy Region Northwest, and the US Coast Guard. With a drawdown rate of nearly 1,000 veterans per month, this position is critical to increase outreach and access to military installations providing informational briefings, case management, and direct assistance to transitioning servicemembers on veterans benefits, services, employment, education, and general transition assistance. This outreach liaison has engaged 103 transitioning service members since the project began in June 2014.

What problem or opportunity is the agency trying to address?

The purpose of restoring this program is to continue the agency's efforts to increase outreach initiatives across the state. Many underserved veterans are located in the Bremerton, Everett and Whidbey Island areas. These WDVA positions are necessary to increase veterans' access to financial support and case management services as well as the direct case management support and services to transitioning servicemembers at JBLM, Navy Region Northwest, and the US Coast Guard. They also carry the additional workload resulting from military downsizing, helping newly separated veterans identify gainful employment and preventing veteran homelessness.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	103,500	103,500	207,000

Total Cost	103,500	103,500	207,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	2.0	2.0	2.0

Package Description:

WDVA is seeing a substantial increase in transitioning servicemembers from all branches of service who decide to call Washington State their home. These positions are critical to providing timely services including case management support for a new apprenticeship program on JBLM. Transitioning service members in the apprenticeship programs are guaranteed employment when they complete their training; however, case management and financial support through the Veterans Innovations Program is essential to veterans' success. Currently one FTE handles this workload; however, this is resulting in a significant delay in services to eligible veterans as well as a backlog in administrative documentation and reporting. These positions ensure the continuation and data collection for this program resulting in successful employment outcomes for transitioning service members in direct support of the Results Washington Goal of a Prosperous Economy.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

DoD and the Federal VA expect 1,000 or more service members to leave the military and call WA State home each month over the next four years - double the previous rate. Washington State needs to be prepared and positioned to streamline the transition process for these veterans into employment, apprenticeship, training, or education. These two employees are an investment of one (1) VBA and (1) VBS2, to expand existing outreach and access to financial, transition, and reintegration services for transitioning service members by working with our military components and other entities.

Washington State leads the nation in piloting a unique pre and post transition support program with partners from DoD, Federal VA, State and local entities. The program starts up to 18 months prior to discharge and last up to 18 months post discharge to ensure these veterans have been successful in this transition to civilian life. The Veterans Innovations Program supports the vision of the Governor's Washington State Military Transition Council by helping ensure that separating service members and National Guard/Reserve members can transition seamlessly into civilian employment, training, and business opportunities and to create a sustainable cross-jurisdictional approach in WA State.

These positions contribute directly to the mission of WDVA by advancing outreach services and access to programs that serve veterans and their families. In our commitment to reducing the veteran unemployment rate and reliance on crisis care, WDVA, the WA State Employment Security Department (ESD) and other county-level organizations are collaborating with all our military components. Together, we are working to establish an integrated, cross-jurisdictional process built upon a common technical platform to help service members and their families engage with federal, state, county, and community-based organizations. Not expanding outreach statewide will significantly reduce access to critical financial, transition and reintegration services and limit our ability to build partnerships with federal, state, county and community organizations. This will result in an increase in poverty, unemployment, suicide, homelessness, and crisis.

What specific performance outcomes does the agency expect?

We expect an increase in outreach, services provided, and access to information helping us to reach the increasing number of veterans and transitioning servicemembers and connect them to their benefits, programs and services. This will result in increased positive employment outcomes for veterans.

Clients served in VIP since 2009:

FY15 (YTD) 53
FY14 306
FY13 238
FY12 230
FY11 162
FY10 189
FY09 203

Total 1328

Average/YR 221.33

Performance Measure Detail

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. The WDVA has a comprehensive list of performance measures. The performance measures are "Outreach and Access", "Education and Employment" and "Continuous Improvement". The goal of "Outreach and Access" is to provide information and opportunities for veterans to connect to their earned benefits. The goal of "Education and Employment" is to help veterans prepare for and achieve family wage jobs. The goal of "Continuous Improvement" is to serve more veterans by developing innovative approaches.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. These programs work in direct support of the following goals in relation to successfully transitioning veterans into employment, education, and training.

Goal 2 Prosperous Economy:

Outcome Measures: 2.1 "Increase the number of jobs in state by 150,000 by 2015."

Leading Indicators: 2.1.c "Increase employment rate for veterans from 67% in 2011 to 70% by 2015."

2.2.a. "Expand skilled workforce to match increase in high-demand industries by 11% by 2015."

2.2.b. "Increase number of workers in occupations who earn an average of at least \$35,000 from 1.63 million in 2012 to 1.84 million by 2015."

Goal 4 Healthy & Safe Communities:

Outcome Measures: 3.1 "Keep the percentage of residents above the poverty 1.7% higher than the national rate through 2030."

Leading Indicators: 3.1.d: Decrease veteran homelessness from 1,475 to 737 (50%) by 2015.

In accordance with Results Washington, this initiative supports WDVA's two main goals of "Outreach and Access," and "Education and Employment," as well as the Results Washington Statewide Goals of a Prosperous Economy as well as Healthy and Safe Communities. Yes, this package would rate as high priority in the Priorities of Government process.

What are the other important connections or impacts related to this proposal?

Current successful presence and partnerships with Joint Base Lewis McChord, Navy Region Northwest, and US Coast Guard in support of successful education and connection of transitioning servicemembers to benefits, services, employment, training, and education. These positions also impact the outreach and accessibility for program support services statewide. These positions also incorporate and include eastern WA which is often underrepresented in terms of solution sets and in terms of support for veterans/families residing in rural WA locations

What alternatives were explored by the agency, and why was this alternative chosen?

September 29, 2014

The only alternative would be to decrease the outreach / services for veterans and their families and reduce resources needed to serve this underserved population.

What are the consequences of adopting or not adopting this package?

Not restoring funding these positions would limit the extent of veteran outreach and access, in turn, reducing the impact of veterans services in the state. It would also limit WDVA's ability to meet legislative expectations for this program diminished support and funding for transitioning service member.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes to existing statutes, rules, or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

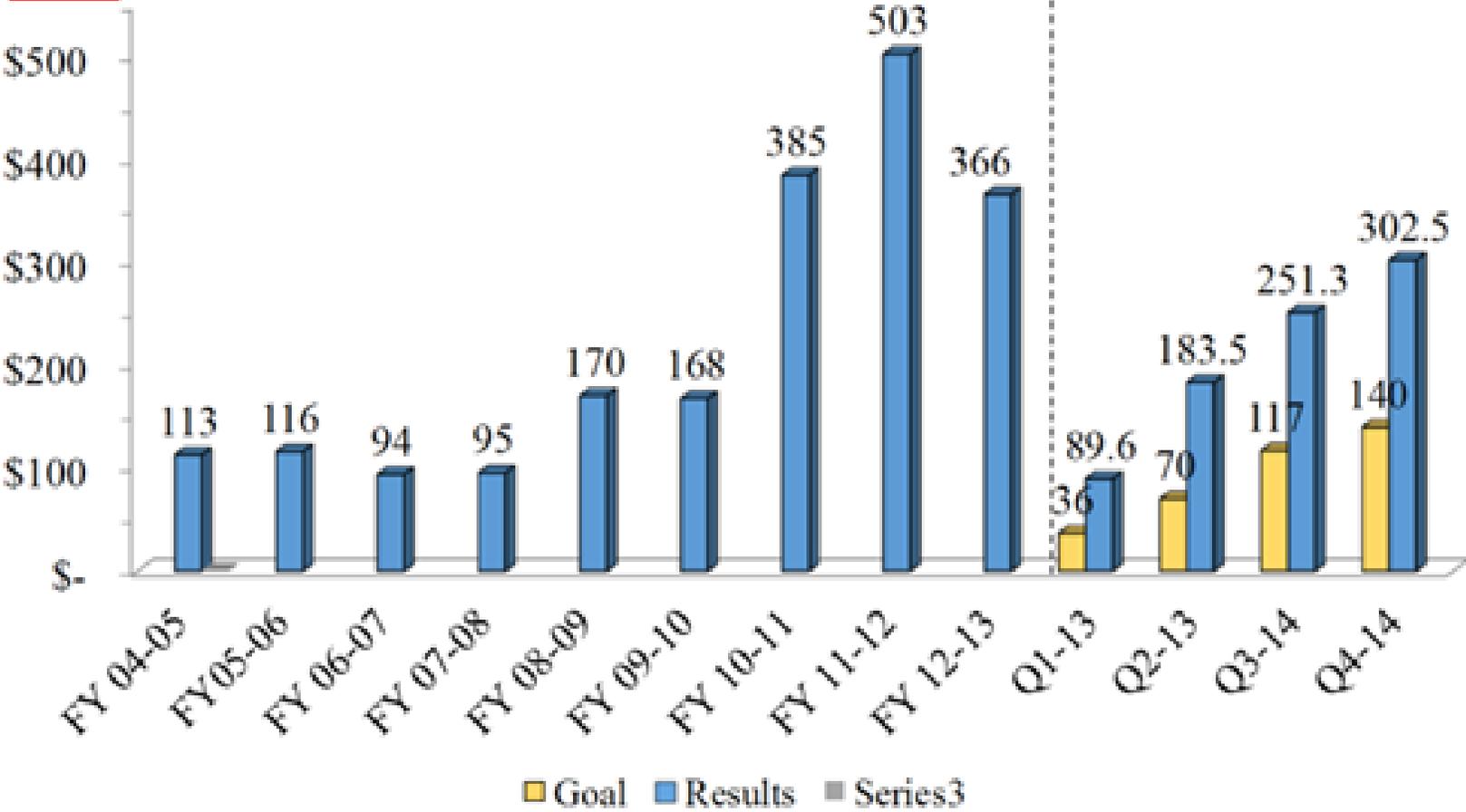
On-going:

Salaries and benefits for two FTEs to support the benefits/outreach at near the JBLM campus. Contractor Outreach and Benefits Assistance will also be purchased to provide the statewide outreach that WDVA is trying to implement. The purchase of homeless transitional beds in King and Pierce County are necessary to reduce the number of homeless veterans in the state's two largest populated counties.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	72,750	72,750	145,500
B Employee Benefits	30,750	30,750	61,500
Total Objects	103,500	103,500	207,000

Increase Fed VA Compensation Revenue for the Year
WDVA Coalition of Service Organizations (Cumulative)

Millions



Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: N6 Veterans Outreach Administration
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

For agencies who have Near-General Fund-State funding in their operating budget, the Office of Financial Management (OFM) Budget Office, instructed agencies to identify, describe and prioritize budget reductions equal to 15 percent of unprotected Near GF-S maintenance level budgets. Agencies are then asked to submit budget requests for funding building off of this lower budget base, including proposals to restore identified reductions necessary to achieve the lower base budget. This decision package is a request to restore funding for the agency's veterans outreach efforts providing critical support functions, including training and education for Veteran Service Organizations and other Washington Department of Veterans Affairs (WDVA) contractors and staff within the agency's Veterans Services Program.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	106,725	101,025	207,750
Total Cost	106,725	101,025	207,750

Package Description:

One of WDVA's main goals is to provide Outreach and Access to the state's Veterans and their families so that they can connected to their earned state and Federal VA benefits and entitlements. Since FY 04-05, WDVA's outreach efforts have resulted in over \$2.3 Billion in Federal VA disability compensation and pension income for the state veterans and their eligible family members, creating a direct positive impact on our state's economy. See attachment A.

Outreach efforts include (but are not limited to):

- o Assisting Veterans in applying for their Federal Educational benefits which positively impacts the state's higher educational system
- o Helping Veterans attain their VA healthcare benefits, thus reducing the impact to the state's healthcare system
- o Assisting Veterans in acquiring their VA Home Loan entitlements so that they can buy their own homes and help build up the state's economy through the housing market
- o Working with Federal, state, local, and non-profit agencies throughout the state through the WA Military Transition Council by helping Veterans access employment opportunities
- o Regional Homeless Housing Summits where we gather communities together to educate them on how to get Federal dollars into their communities to help homeless Veterans

o Helping homeless Veterans by going to outreach events around the state such as Homeless Standdowns and letting Veterans know where they can find help in finding employment and housing through other programs the WDVA offers for Veterans such as the Homeless Veterans Reintegration Project (HVRP), and our 60-bed Transitional Housing facility as well as other service providers throughout the state

Through a multitude of outreach events including statewide Veteran Standdowns, Homeless Prevention Summits, Tribal Veteran Symposiums, State and County Fairs, Job Fairs, and many others, WDVA purposefully schedules and travels to meet with veterans and their families where they live, work and go to school. WDVA conducts at least one annual symposium for Veteran Service Officers (VSO) and community partners to educate and refresh the service providers on the many changes to the Federal VA health and benefits system each year and to help position community partners in submitting for Federal grants. On an ongoing basis, there are changes and enhancements to Federal VA healthcare and other benefits and entitlements, which in turn require WDVA to stay current on these changes. As such, WDVA employees and VSO stakeholders receive refresher

Reinstating funding related to the agency's outreach efforts, will send the important message that Washington is a Veteran-friendly state and that the state's priority is acknowledging and appreciating the sacrifices that our Veterans have made for our country, which have ultimately entitled them to many additional benefits that they might not even be aware of. The more outreach WDVA can provide to our Veterans, the more impact we will have on helping to improve the lives of our Veteran community, which in turn improves the economy of our state.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

There are currently around 607,000 Veterans in the State of Washington. Under 16% of all Veterans in our state are receiving their Federal compensation and pension benefits. Not only are we striving to increase this percentage, we are also hoping to show increases in the amount of Veterans being enrolled into our higher education institutions, more Veterans receiving their Federal healthcare benefits, more Homeless Veterans being housed and employed, and more Federal dollars coming into the state's economy. Below are some specific deliverables and expectations as a result of our outreach investments:

Two Year Totals

- " Educate and inform 100 tribal veteran representatives on VA benefits and entitlements to better serve veterans in remote and isolated areas of the state
- " Educate and Train 360 VSO stakeholders on specific details of VA benefits and entitlements forms and procedures to ensure accuracy and validity to WDVA's programs
- " Conduct informed and accurate outreach to over 5,200 veterans and their family members through a network of highly visible events such as the Washington State Fair, Hire America's Heroes Career Fairs, and JBLM Career Fair
- " Conduct a County Veteran Staff & Leaders symposium for 142 participants to bring visibility to veteran issues and to synchronize lines of efforts to support veterans and their families.

Performance Measure Detail

Activity: **A004Veterans Community-Based Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

WDVA's number 1 goal is to achieve outreach and access to veterans and families living throughout the state. WDVA three goal

topics are: Informed Washingtonians, Connected Veterans and Families, and Collaborative Partners. WDVA must travel and conduct engagement activities throughout the state to reach those living in rural/remote areas, to reach our aged veterans who are unable to travel and to reach our active duty members transitioning to WA State.

WDVA's vision is that "All Washington Veterans and their families are connected to their earned benefits." Assisting veterans and their family members with applying for Federal VA disability payments is an essential part of the agency's strategic plan as many secondary veterans' benefit depend on the veterans or family member receiving VA disability payments. The secondary benefits include Federal VA health care services, long-term care services, education and vocational rehabilitation benefits and improved entitlement to the Federal VA Home Loan Guarantee program.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Healthy and Safe Communities, by decreasing Veteran homelessness from 1,475 to 737 by 2015 and a Prosperous Economy by bringing in Federal dollars into the state's economy through VA benefits and entitlements.

Yes, this decision package has a direct impact on Veterans and their families in Washington State. As a result of WDVA's outreach and access efforts and initiatives, Veterans and their families members are receiving Federal VA benefits and entitlements that they would not otherwise have the time or patience to apply for or even know that they may be eligible. The monthly Federal VA disability income received by veterans and their families as a result of this funding contributes directly to our state's economy, access to Federal VA health care services, and access to Federal VA education benefits.

One of Governor Inslee's priorities is economic development. While certain major industries in Washington provide the majority of the state's strong economy, bringing in additional Federal dollars in the form of VA Disability Compensation and Pension plays a key role in the economic vitality for our Veteran population. These funds are therefore spent in our communities supporting local economies and ensuring healthy and safe communities by providing veterans and their families with improved access to Federal VA health care benefits, education benefits, and other services available to veterans. The governor's In FY 13-14 alone, through WDVA's outreach and networking, over \$302.5 Million dollars was brought into our state's economy through VA compensation and pension benefits.

What are the other important connections or impacts related to this proposal?

WDVA's outreach efforts not only increases Veterans and their eligible family members' economic vitality through additional Federal VA income, but connects Veterans with accessing small business and other entrepreneurial opportunities, which can create jobs in every corner of our state - jobs that will provide opportunities for our Veterans and others for years to come. Other entitlements include Educational benefits, Healthcare benefits, Federal VA Home Loan eligibility, and other Federal benefits. Our outreach efforts also include connecting homeless Veterans with housing and strategies for employment.

Other important connections include our Federal, state, and local partners. WDVA's efforts in partnering with these entities at all levels helps the agency in achieving as the most Veteran-friendly state. WDVA has continued to be nationally recognized for all of its efforts. In fact, earlier this year, WDVA was recognized at the White House as recipients of two of four of the prestigious Abraham Lincoln Pillar of Excellence Awards for our efforts in Increasing Access to VA Benefits and Eliminating Veterans Homelessness. Without investing in our outreach efforts, WDVA would never have received these awards and recognition at a national level.

What alternatives were explored by the agency, and why was this alternative chosen?

WDVA's website, Twitter, Facebook and other social media platforms are reaching Veterans and family members. Social media enhances access and outreach; however, WDVA finds that most veterans will only take action in accessing VA benefits after talking directly to another veteran or someone who is knowledgeable and receiving the personal attention that they need.

What are the consequences of adopting or not adopting this package?

WDVA risks the potential of completely losing contact with veterans in the most remote parts of the state. The state also stands to lose out on additional revenue streams which will enhance not only our Veterans lives, but also our economy.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes to existing statutes, rules, or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
T Intra-Agency Reimbursements	106,725	101,025	207,750

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: R1 Behavioral Health Services Program
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

The Behavioral Health Services Program within the Washington Department of Veterans Affairs (WDVA) is addressing the need for mental health and readjustment counseling in underserved Eastern Washington to combat veterans, Washington State National Guard and Reserve members who served in combat or natural disasters and their immediate family members and significant others. This program also serves veterans who have experienced Military Sexual Trauma (MST) while serving in war or peacetime. Therefore these services will focus on the rural areas Eastern Washington where the current WDVA mental health providers are underfunded and will fund two new one-year contract providers in Eastern Washington where there is currently a void of WDVA contract providers. These remote locations are geographically unrealistic for veterans to travel to the closest Federal VA Hospitals and Vet Centers particularly in inclement weather and over mountain passes in the winter.

At the same time, there is a strong need for instructional and educational programs on veteran cultural competencies such as military culture, Post-traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), Peer Mentoring, and Military Sexual Trauma (MST).

1. Currently there is insufficient funding for veterans resources in eastern Washington. Often veterans in the rural areas of this state have no, or very limited, access to local therapists who specialize in working with veterans suffering with PTSD. Currently, existing WDVA PTSD providers in the rural communities of Washington State are underfunded and veterans rely on pro-bono counseling services, if it exists, in an attempt to meet the veterans need.

This investment will be used to provide one-year increased funding to existing WDVA mental health providers in Eastern Washington. Direct service readjustment counseling will be increased to combat veterans, Washington State National Guard and Reserve members who served in Operation Desert Storm or Gulf War II, or natural disasters, and their immediate family members and significant others. This program also serves veterans who have experienced MST who served in war or peacetime. The primary goal is to fill gaps in Washington State left by the Federal VA mental health system at least for one year.

To address the problems faced by veterans in rural portions of the state, the WDVA will add two more PTSD licensed mental health providers as well as create two new positions for case managers in Eastern Washington for a one-year project. These case managers will be strategically placed to assist eligible clients in connecting to the resources in their community. This outreach enables veterans and family members to better their quality of life. Healthcare providers and additional support systems all will benefit from this temporary expansion of services. Without the assistance of case managers, therapists consume time researching and connecting veterans to resources, thus taking away from direct clinical hours and decreasing the benefit of limited therapy sessions.

2. In creating more access to services for veterans, a portion of funding will assist in developing a pilot program to initiate group therapy at Stafford Creek Correctional Facility in Aberdeen, WA for eligible veterans in the Vet Pod. Examples of therapy groups are anger management, communication skills and self-regulation practices. These skills are aimed to assist the veteran offender with transition back to civilian life and potentially reduce recidivism.

3. The WDVA currently has a robust training program in collaboration with Edmonds Community College Veterans Training Support Center (VTSC) providing education and customized training on Military Culture, Post-traumatic Stress Disorder (PTSD), Traumatic Brain Injury (TBI), Military Sexual Trauma (MST), and Suicide Prevention to service providers and community partners. Thousands of professions and non-professionals alike are trained annually through this program. The direct result would be a more educated system of providers and veteran service officers (VSOs) who often are the first individuals to have direct contact with a veteran in need.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$530,000 of the total.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	530,000	0	530,000
Total Cost	530,000		530,000

Package Description:

According to the National Center for PTSD, between 10-30 % of veterans may have PTSD as a result of their military experiences. With over 600,000 veterans in Washington State, there are potentially 60,000-200,000 veterans who may be suffering with the psychological aftermath of their military service as a result of combat experiences, military sexual assault, or other traumatic events stemming from their service to our country. The Federal Veterans Health Administration (VHA) system is unable to keep up with the demand for services for veterans. Also, the VA does not offer services for veteran family members or caregivers who may be suffering from secondary PTSD as a result of living in close proximity to a veteran with mental health issues.

The Behavioral Health Program at WDVA aims to fill the gap left by the VA by providing services to veterans and their families residing in Washington State, especially in the more rural areas that tend to attract a high number of veterans.

Treatment provided by WDVA Behavioral Health Services, the PTSD Program has been proven to reduce the symptoms of PTSD as indicated by the results of outcome studies conducted using Outcome Questionnaire 45-2. In 2013, the result of our studies showed 94% of the WDVA PTSD program clients reported an increase satisfaction in major areas of their life such as relationships, work, school and mood.*

*According to the National Center for PTSD; August 2013; U.S. Department of Veterans Affairs/www.ptsd.va.gov:

Symptoms of PTSD

PTSD has four types of symptoms:

Reliving the event (also called re-experiencing): Memories of the trauma can come back at any time. You may have nightmares or feel like you are going through it again. This is called a flashback.

Avoiding situations that remind you of the event: You may try to avoid situations or people that bring back memories of the event.

Negative changes in beliefs and feelings: The way you think about yourself and others changes because of the trauma. You may have trouble experiencing your emotions, think no one can be trusted, or feel guilt or shame.

Feeling keyed up (also called hyper arousal): You may be jittery and on the lookout for danger. You might suddenly become angry or irritable. This is known as hyper arousal.

The WDVA BHS program also provides mental health counseling in support of those suffering from the results of Military Sexual Trauma (MST).

Military Sexual Trauma, or MST, is a term which refers to experiences of sexual assault or repeated threatening sexual harassment that a veteran experienced during his or her military service. The definition used comes from Federal law (Title 38 U.S. Code 1720D) and

is "psychological trauma, which in the judgment of a VA mental health professional, resulted from a physical assault of a sexual nature, battery of a sexual nature, or sexual harassment which occurred while the veteran was serving on active duty or active duty for training." Sexual harassment is further defined as "repeated, unsolicited verbal or physical contact of a sexual nature which is threatening in character."

More concretely, MST includes any sexual activity where a servicemember is involved against his or her will -- he or she may have been pressured into sexual activities (for example, with threats of negative consequences for refusing to be sexually cooperative or with implied better treatment in exchange for sex), may have been unable to consent to sexual activities (for example, when intoxicated), or may have been physically forced into sexual activities. Other experiences that fall into the category of MST include unwanted sexual touching or grabbing; threatening, offensive remarks about a person's body or sexual activities; and threatening and unwelcome sexual advances. The identity or characteristics of the perpetrator, whether the servicemember was on or off duty at the time, and whether he or she was on or off base at the time do not matter. If these experiences occurred while an individual was on active duty or active duty for training, they are considered MST.

The Federal VA's national screening program, in which every veteran seen for health care is asked whether he or she experienced MST, provides data on how common MST is among veterans seen by the federal VA. National data from this program reveal that about 1 in 4 women and 1 in 100 men respond "yes" they experienced MST when screened by their provider. Although rates of MST are higher among women, there are men in the military who have experienced MST.

It is important to remember that MST is an experience, not a diagnosis or a mental health condition, and as with other forms of trauma, there are a variety of reactions that veterans can have in response to MST. The type, severity, and duration of a veteran's difficulties will all vary based on factors like whether he/she has a prior history of trauma, the types of responses from others he/she received at the time of the MST, and whether the MST happened once or was repeated over time. Although the reactions men and women have to MST are similar in some ways, they may also struggle with different issues. Race/ethnicity, religion, sexual orientation, and other cultural variables can also affect the impact of MST.

Some of the experiences both female and male survivors of MST may have include:

Strong emotions: feeling depressed; having intense, sudden emotional reactions to things; feeling angry or irritable all the time

Feelings of numbness: feeling emotionally 'flat'; difficulty experiencing emotions like love or happiness

Trouble sleeping: trouble falling or staying asleep; disturbing nightmares

Difficulties with attention, concentration, and memory: trouble staying focused; frequently finding their mind wandering; having a hard time remembering things

Problems with alcohol or other drugs: drinking to excess or using drugs daily; getting intoxicated or "high" to cope with memories or emotional reactions; drinking to fall asleep

Difficulty with things that remind them of their experiences of sexual trauma: feeling on edge or 'jumpy' all the time; difficulty feeling safe; going out of their way to avoid reminders of their experiences

Difficulties in relationships: feeling isolated or disconnected from others; abusive relationships; trouble with employers or authority figures; difficulty trusting others

Physical health problems: sexual difficulties; chronic pain; weight or eating problems; gastrointestinal problems

Traumatic Brain Injury (TBI) is most commonly associated with severe TBI or an instance where the individual exhibits visible symptoms balance, loss of limb use or speech. It is important to know however TBI occurs on a spectrum from Mild, Moderate and Severe. Mild to moderate sufferers of a TBI may never exhibit visible signs of the injury. A person with a mild TBI (mTBI) may remain conscious or may experience a loss of consciousness for a few seconds or minutes after the exposure. Other symptoms of mild TBI include headache, confusion, lightheadedness, dizziness, blurred vision or tired eyes, ringing in the ears, bad taste in the mouth, fatigue or lethargy, a change in sleep patterns, behavioral or mood changes, trouble with memory, concentration, attention or thinking. Important to the veterans of Washington State is that these indicators or symptoms can go unnoticed without the proper screening and sometimes don't appear until long after the servicemember separates from active duty.

Fortunately, people can recover from experiences of trauma. With support of mental health, education and integrated access to services, a servicemember can receive counseling and guidance to deal with the emotions of the experiences.

Educating providers on TBI will allow them to be better informed and able to identify the symptoms quicker and become more effective when providing services whether it is mental health, case management or assistance with a disability claim.

As directed by Senate House Bill 2095 -AMH APP H2507.1, May 3, 1991;

Sec.1. "The Department of Veterans Affairs, to the extent funds are made available, shall:

- (1) Contract with professional counseling specialists to provide a range of direct treatment services to war-affected state veterans and to National Guard and Reservist who served in the middle East, and their family members;
- (2) provide additional treatment service to Washington State Vietnam Veterans for Post-Traumatic Stress Disorder , particularly for those veterans whose Post-traumatic Stress Disorder has intensified or initially emerged due to the war in the Middle East;
- (3) provide an educational program designed to train primary care professionals, such as mental health professionals, about the effects of war-related stress and trauma;
- (4) provide informational and counseling services for the purpose of establishing and fostering peer-support networks throughout the state for families of deployed members of the Reserves and National Guard;
- (5) provide for veterans' families, a referral network of community mental health providers who are skilled in treating deployment stress, combat stress, and post-traumatic stress."

Sec. 3. "The Department of Veterans Affairs shall give priority in its counseling and instructional programs to treating state veterans located in rural areas of the state, especially those who are members of traditionally underserved minority groups, and women veterans."

In summary, the available funds authorized by this request would enable the WDVA to temporarily expand the original directives of Senate House Bill 2095 in Eastern Washington by:

- (1) Providing additional resources to increase contracted counseling services and case management services to veterans and their families; The WDVA Behavioral Health Services (BHS) program will increase contracts to existing providers, contract with two additional providers and contract with two newly created case managers.
- (2) Conduct a pilot program at Stafford Creek Correctional Center to provide mental health counseling that will assist incarcerated veterans with re-entry to civilian life and reduce recidivism.
- (3) Provide Military Culture, PTSD, TBI, MST, Peer Mentor and Suicide Prevention workshops and trainings for veteran mental health providers and other veteran providers.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

1. Increased access to mental health services for veterans and their family members in rural areas of Washington. In 2013 the WDVA PTSD program (outside of King County) served 1,376 veterans and their family members and provided 10,868 clinical hours of therapy. The expected outcome would be the ability to serve an estimated 60 - 70 more veterans and their family members as well as provide approximately 1,000 hours of additional mental health therapy.
2. Increased number of veterans who receive benefits support of a VA claim and possibly increasing local economic stimulus from federal revenues as a result of disability claims.
3. Improvement in veterans relationships, work, school and mood as measured by the Outcome Questionnaire 45-2 (OQ45-2).
4. Provide much needed mental health counseling services to veteran offenders in the Vet Pods of DOC.
5. Increase in military culture and trauma informed providers by 10%.
6. Increase in PTSD, TBI, MST awareness and sensitivity, Peer Mentoring and Suicide Prevention for providers by a targeted 10%.

The WDVA Behavioral Health Services program uses the Outcome Questionnaire (OQ-45-2, see attached) to conduct pre and post-treatment surveys to clients to measure the success of the program. This survey measures satisfaction of major life domains including: relationships, work, mood, and self-worth. The results of the program survey from 2013 reflected 94% of our clients indicated positive changes in their lives and reduction of symptoms. These numbers have been consistent over years of administering these surveys - typically reflecting results between 92-96%.

The WDVA Behavioral Health Services Program provides PTSD treatment to approximately 2000 veterans and family members each year. Success is measured by participants completing a post training survey.

Performance Measure Detail

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. In accordance with Results Washington, this initiative supports WDVA's priority efforts in "Outreach and Access", "Education and Employment" and "Healthy and Safe Community" for veterans and their family members.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. This program supports the following Results Washington goals:

" Goal 4: Healthy and Safe Communities

Leading Indicator: 2.1.A.b. - Increase the number of adults (18 and over) receiving outpatient mental health services from 56,000 to 62,000 by 06/30/2015.

" Goal 5: Effective, Efficient and Accountable Government

Outcome Measure 1.1 Maintain customer service satisfaction with accuracy, timeliness, respectfulness at 94%.

Leading Indicator 1.1b. Increase number of core services where customers are surveyed at point of service/delivers by 10%.

This service delivery model not only could potentially provide a cost-avoidance to the state, but also provides an economic boost to our economy by potentially bringing in additional Federal revenues.

This decision package will result in a better informed and educated network of mental health providers throughout Washington State. Training offered by this proposal will allow both professional and non-professional veteran providers and employers to become informed on military culture, PTSD, TBI, MST and Suicide Prevention.

What are the other important connections or impacts related to this proposal?

The need to provide these services was established by Washington State Senate House Bill 2095 -AMH APP H2507.1, May 3, 1991. Furthermore, in accordance with Senate House Bill (SHB) 2095 -AMH APP H2507.1, May 3, 1991 Sec. 3 "The Department of Veterans Affairs shall give priority in its counseling and instructional programs to treating Washington State veterans located in rural areas of the State, especially those who are members of traditionally underserved minority groups, and women veterans."

What alternatives were explored by the agency, and why was this alternative chosen?

WDVA has historically worked very closely with the VA and Vet Centers throughout Washington State to better serve our veterans and their family members. Veterans continue to have problems accessing services through the VA and/or are subject to navigating the complex VA system and long waiting lists. The WDVA PTSD providers are community based and offer easy access and typically short waiting periods to receive critical services. Washington State also has a higher degree of confidentiality which helps those veterans who have trust issues with the Federal system. In addition, Washington State can offer mental health counseling to family members of veterans even if the veteran does not want to be engaged in counseling. The WDVA Program is aware of secondary PTSD that family members can be struggling with as a result of living in close proximity to a veteran suffering with PTSD and therefore are able to provide services to them as well.

WDVA existing training program with the Veterans Training Support Center (VTSC) which provides "no cost" veteran centered training is nationally recognized and have a proven track record of effectiveness and relevance.

What are the consequences of adopting or not adopting this package?

Washington State would continue to underserve veterans and their families who live in rural areas for critical mental health services. Their mental health issues can have a direct negative correlation to employment, education, relationships and suicide rates.

Also, providers who come in contact with veterans may be unaware of or insensitive to military culture, veteran issues and may not be able to effectively provide the services and benefits these veterans have earned and deserve due to lack of specialized training and education targeting PTSD, TBI, MST and Suicide Prevention.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts need to implement.

Expenditure and revenue calculations and assumptions

The investment of \$530,000 will increase the WDVA Behavioral Health Program funding in rural areas of Eastern Washington for one year. Specifically:

- (1) Incrementally increase the contracts of existing WDVA PTSD Licensed Mental Health contract providers who are currently unable to meet the needs of vulnerable veterans and their family members in Eastern Washington for one year (\$160,000).
- (2) Provide two one-year project contract case-managers and two additional contracted therapists in underserved rural eastern Washington (\$150,000).
- (3) Fund one one-year project contract provider to conduct therapy groups to eligible veterans in the Vet Pod at Stafford Creek Correctional Facility (\$20,000).
- (4) Provide one-time training programs specifically around military culture, PTSD, TBI, MST, Peer Mentoring and Suicide Prevention (\$200,000)

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

All costs associated with this funding request will be one-time for one-year.

Potential Ongoing: This funding request can and should be funded in ensuing biennia, but it'll depend on funding availability and success of the one-year program.

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
N Grants, Benefits & Client Services	530,000		530,000



WDVA Project: Strategic Technology Integration Plan

Authors: Russell Ervin, Operation Military Family CTO &
Lori Grant, Operation Military Family COO

Strategic Technology Integration Plan

1. Phase 1

a. TASKING:

CONTRACTOR will conduct 10 department/program level interviews and document their outcomes. Provide a copy of the interview notes.

FINDINGS:

During the course of the contract the decision was made by the contract administrator to focus the in-depth department/program interviews on the eight primary departments:

- | | |
|---|---|
| 1. Behavioral Health Services | 5. Melinda Gourley, Financial Consultant |
| 2. Communications | 6. Service Center & DSHS Enhancement |
| 3. Financial & Homeless Employment | 7. Transitional Housing Services/Building 9 |
| 4. King County Homeless & Incarcerated Services | 8. Veterans Estate Management Program |

Interview notes were transcribed, business processes and flows are included in each of the department reports. See Appendix A for list of documents for interview notes.

The following table reflects the business processes and tasks summary by WDVA program.

WDVA Program	Number of Major Processes	Number of process tasks	Manual: Paper Process	Manual Process Automated by VRMS	MS Office Tools	MS Office Features & Functionality Automated by VRMS	Licensed Software	Licensed Software Features & Functionality Automated by VRMS
Behavioral Health Services	9	60	48	47	8	8	0	0
Communications Department	4	11	0	0	0	0	11	11
Financial & Homeless	9	44	38	38	1	1	0	0
Financial Consultant	20	68	2	2	66	65	0	0
King County	10	53	35	31	10	10	0	0
Service Center & DSHS Enhancement	9	43	36	36	5	5	0	0
Transitional Housing (Building 9)	14	57	53	52	0	0	2	2
VEMP	5	31	17	17	1	1	13	13
Totals	80	367	229	223	91	90	26	26

The following recommendations address identifies the processing issues based on interview with departments and individuals.



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Behavioral Health Services

1. There are nine major business processes within the Behavioral Health Services program. There are 60 process tasks within these nine major processes.
2. 80% of their business process tasks are manual
3. 78% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 13% of their business process tasks are performed using a Microsoft Office tool, of which all of these tasks can also be automated by a Veteran business process management and automation solutions

Communications Department

1. There are four major processes within the Communications Department during its collaborative work with WDVA's veterans Services and Behavioral Health Services department. There are 11 processes tasks within these four major processes.
2. There are 11 processes tasks that can be automated that would provide a shared platform in managing content and customer service.

Financial & Homeless Employment Services Program

1. There are nine major processes in Financial & Homeless Employment Services program. There are 44 process tasks within these nine major processes.
2. 86% of their business process tasks are manual
3. 100% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 2% of their business process tasks are performed using a Microsoft Office tool, of which all of these tasks can also be automated by a Veteran business process management and automation solutions

King County Homeless & Incarcerated Services

1. There are 10 major processes performed by the King County Call Center. There are 53 process tasks within these 10 major processes.
2. 66% of their business process tasks are manual
3. 58% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 19% of their business process tasks are performed using a Microsoft Office tool, of which 96% of these tasks can also be automated by a Veteran business process management and automation solutions



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Melinda Gourley, Financial Consultant

1. There are 20 major processes performed by the Financial Consultant. There are 68 process tasks within these 20 major processes.
2. 86% of their business process tasks are manual
3. 3% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 97% of their business process tasks are performed using a Microsoft Office tool, of which 96% of these tasks can also be automated by a Veteran business process management and automation solutions

Service Center & DSHS Enhancement

1. There are nine major processes performed by the Service Center & DSHS Enhancement program. There are 43 process tasks within these nine major processes.
2. 84% of their business process tasks are manual
3. 100% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 5% of their business process tasks are performed using a Microsoft Office tool, of which 100% of these tasks can also be automated by a Veteran business process management and automation solutions

Transitional Housing Services/Building 9

1. There are 14 major processes performed by the Service Center & DSHS Enhancement program. There are 57 process tasks within these 14 major processes.
2. 93% of their business process tasks are manual
3. 91% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 2% of their business process tasks are performed using a licensed software solution, of which 100% of these tasks can also be automated by a Veteran business process management and automation solutions
5. Veterans Estate Management Program

Veterans Estate Management Program (VEMP)

1. There are 5 major processes performed by the Service Center & DSHS Enhancement program. There are 31 process tasks within these 5 major processes.



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2. 55% of their business process tasks are manual
3. 55% of these manual tasks can be automated by a Veteran business process management and automation solutions
4. 3% of their business process tasks are performed using Microsoft Office tools of which 100% of these tasks can also be automated by a Veteran business process management and automation solutions
5. 13% of their business process tasks are performed using a licensed software solution, of which 100% of these tasks can also be automated by a Veteran business process management and automation solutions

RECOMMENDATIONS:

Global Suggestions:

1. Embrace standards based automation immediately and move to designing a system which harvests the large number of gains through automating WDVA's core business processes using modern data processing tools.
2. Based on the capabilities of the tools, redesign the underlying processes to optimize the power of the new tools – that means work with each group to fundamentally change HOW the WDVA does business by sharing data and bringing all stakeholders together in one global effort as opposed to stove piped, discrete efforts.
3. This requires buy-in at the Federal level, cooperation between states to ensure data flows smoothly between veteran state agencies and veteran service organizations, counties, communities, and participating commercial partners.

b. TASKING:

CONTRACTOR will identify optimization points, including, but not limited to:

- 1) Routine and repetitive tasks that can be easily handled by technology
- 2) Manual, paper based tasks, processes and methodologies capable of being automated.
- 3) Analyze Veteran to AGENCY interfacing that can be replaced by self-service technology interfaces.

FINDINGS:

WDVA work processes are almost exclusively manual – with minor automation from basic standalone spreadsheets. 80 specific WDVA functions were identified and fully decomposed. 62% of them are entirely manual with 97% of those steps as good candidates for automation. See the Business Process – Touch Point spreadsheet for specifics. Selection of the VRMS architecture vastly simplifies applying self-service technology which in turn fundamentally drives down WDVA counselor interaction and associated costs.

Because there are no legacy systems, building and data load issues will be simplified. By bringing primary data down from authoritative databases a significant gain in data quality can be achieved while minimizing the costs associated with data migration from manual to online records.



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RECOMMENDATIONS:

Automate. 93% of WDVA process tasks can be automated with a business process management automation solution. There are 80 major WDVA business processes were identified and mapped, identifying 367 tasks across all major processes. Major processes reflect interviews with 29% of WDVA staff. The remaining 71% are duplicate functions, program managers, or other minor business functions within WDVA. 62% of WDVA’s major business process tasks that are performed manually. 25% of these 80 major process tasks are processed using Microsoft Office tools and 7% of these major process tasks are processed using licensed software.

1. **Manual tasks:** Automate 97% of these manual business process tasks which can benefit from a business process management and automation solution.
2. **Microsoft Office tools:** Automate 99% of these Microsoft Office tasks which can benefit from a business process management and automation solution.
3. **Licensed software:** Automate or integration existing licensed software solutions into a business process management and automation solution.

The following table reflects key summary information regarding WDVA business processes across the Behavioral Health Services, Communications, Financial & Homeless Employment, King County Homeless & Incarcerated Services, Melinda Gourley, Financial Consultant, Service Center & DSHS Enhancement, Transitional Housing Services/Building 9, and Veterans Estate Management Program.

Key Findings	Total	Percentage
FTEs Interviewed for key business processes identification	17	29%
Remaining FTEs to be interviewed	41	71%
Major business processes defined	80	N/A
Business process tasks identified within major processes	367	N/A
Manual processes tasks	229	62%
Manual processes tasks automated by VAPP VRMS	223	97%
Number of processes tasks using Microsoft Office	91	25%
Number of processes tasks using Microsoft Office automated by VAPP VRMS	90	99%
Number of process tasks using licensed software	27	7%
Number of process tasks using licensed software automated by VAPP VRMS	27	100%
Total process tasks automated by VAPP VRMS	340	93%



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c. TASKING:

CONTRACTOR will conduct up to six (6) Veteran Focus groups to gain end user information and document anecdotal results.

FINDINGS:

These interviews were moved to a later phase of development beyond this contract due to the need to focus on WDVA internal departments first and in greater depth than was originally planned. Gathering end user inputs at this point would be premature and therefore an inefficient use of resources; this will happen concurrently during the development of the prototype. The scope of requirements and data structures will be set by funding limits and must first be resolved.

RECOMMENDATIONS:

Employ Focus Groups when the solution architecture has been agreed upon by the primary stakeholders and there is a technical foundation upon which to build structured interfaces and establish policies for information interchange.

d. TASKING:

CONTRACTOR will gather data and reports on trend and preferences of Veterans search criteria through the VAPP and other means.

FINDINGS:

VAPP.com data, trends, and preferences of Veterans searches in VAPP Resources reflect the following Top 25 search terms:

- | | |
|-------------------|-------------------------|
| 1. Cash | 14. Loan |
| 2. Food | 15. Money |
| 3. PTSD | 16. DD214 |
| 4. Hotlines | 17. Emergency Shelter |
| 5. Shelter | 18. Discounts |
| 6. Housing | 19. VA Home Loan |
| 7. VFW | 20. VA work Study |
| 8. Benefits | 21. American Legion |
| 9. Jobs | 22. Helmets to Hardhats |
| 10. VA Disability | 23. University |
| 11. Hospital | 24. Careers |
| 12. Education | 25. Disability Claim |
| 13. Employment | |



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RECOMMENDATIONS:

WDVA should query and collaborate with WIN 211 across Washington State counties to identify other key search terms or reason for calling WIN 211 call centers for additional Veteran search preferences.

e. TASKING:

CONTRACTOR will propose a data collection tool that identifies the needs of Veterans and their families based on actual service utilization and queries.

FINDINGS:

OMF recommends the inclusion of core functions on the proposed VRMS system using the NEXUS feature to provide widest possible dissemination and consumption of common data. Utilizing a government system to conduct work force automation makes economic and strategic sense and is in keeping with providing a strong portfolio of core solutions which form the foundation for re-engineering basic business processes not only at the WDVA but also between all stakeholders.

For specific functions which do not justify the expense of coding or which are in rapid change, OMF recommends building dedicated "APPS" and hosting them on the VAPP.com platform. This is a cost effective and proven method for rapidly prototyping and gathering real world feedback and is an invaluable tool for design support. Experience shows that over time as requirements set matures or at least stabilizes, the ability to include it under the VRMS module will reveal itself, thus enabling significant cost savings against the lifecycle of the product. A good example would be the TBI module. We know that it should be a key component of VRMS but might best be tested and brought online sooner through a standalone APP.

RECOMMENDATIONS:

Bifurcate thinking. Shift all primary work processes and tools to VRMS and use the VAPP.com platform as a cost-effective development and/or long term support platform.



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2 Phase 2

a. TASKING:

CONTRACTOR will produce and deliver the process engineering flow charts and supporting documentation based on the departmental/program interviews and make the following assessments:

FINDINGS:

- Flow charts are broken out by department in the department reports.
- Organizational Touch Points and Business Functions are summarized in a single spreadsheet and included for review.

See Appendix B for the following business process document checklist for each WDVA program:

1. Business process Step 1-Trigger-Events-Process Identification
2. Business process Step 2-Major Processes
3. Business process Step 3-Units in Processes
4. Business process Step 4-Process Profile Worksheets
5. Business process Process-Maps (flow chart)

RECOMMENDATIONS:

1. **Major processes validation:** Validate identified business processes documented with WDVA staff members interviewed.
2. **Unit-level validation:** Validate units within each major process with each WDVA staff member interviewed.
3. **Task-level analysis:** Validate tasks within each major process and units with each WDVA staff member interviewed.
4. **Perform action-level analysis and validation:** Identify and validate actions within each process, units, and tasks with WDVA staff members.

b. TASKING:

CONTRACTOR will review and make recommendation to implement available emerging federal VA "Digits to Digits" or D2D.

Stakeholder Enterprise Protocols (SEP) and e-benefits opportunities to reduce manual and/or error prone processes.

- 1) Examples include but not limited to: Integrate Veteran profile data collected via VAPP within Client Tracker system at a greater pace.



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- 2) Suggest a paperless DD-214 data transfer process to capture data using scanner or other means into AGENCY database with easy identification of file and easy retrieval of DD 214.

FINDINGS:

D2D, SEP AND e-benefits standards and systems have established the core framework for how veteran claims and benefits will be set up, tracked, and delivered on a national scale. These standards are comprehensive but currently limited to the federal agencies. There is currently no provision for either communicating with or sharing data with state or local government or the commercial or not for profit service sector. This creates inherent information and support channel conflict by inviting miscommunication and lack of coordination of resources in the field.

There is no substitute for a common veteran data profile derived from and supporting the authoritative data bases maintained by the Federal VA. All else is cost prohibitive and leads to derivative, unreliable, unsynchronized data – compromising its usefulness and the ability of the WDVA to use it as a basis for expending benefits support. All non-primary systems share this fundamental, fatal flaw.

RECOMMENDATIONS:

Federal automation initiatives are of such scope and utility that WDVA should simply conform to their standards and plug into their system. Investigation revealed the benefits of working within such a framework and sharing data between all levels of government validated initial expectations and offers great promise in lowering the overall cost of administering State and County programs as well as speeding up service and automatically gathering the metrics needed to run and optimize delivery.

Pursue charter from the Federal VA to pilot a state module for VRMS which builds in a flexible NEXUS communication center to allow all stakeholders to share data and come together for the veteran.

c. TASKING:

CONTRACTOR will develop a follow-on plan of receiving an electronic transfer of the DD 214s from the Federal Government (DOD or Federal VA). Identify cost savings and/or metrics which will be a cost savings to the organization, reduce waste (time & resources) and create greater accuracy, file space, etc.

FINDINGS:

The DD-214 is the primary key document needed to unlock all veteran support benefits. The importance of having an “always on” availability to a veteran’s online record cannot be overstated. Every process would be



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Lori Grant, Operation Military Family COO**

vastly accelerated due to eliminating delays in obtaining manual (faxed or mailed) hard copies of DD-214s and other primary documents needed to process claims or benefits.

Further, providing an online capability which would facilitate agencies and veteran support groups to collaborate in support of an individual benefit would significantly lower costs and time to service while reinforcing the principal of acting as a community. It would also assist in eliminating opportunities for intentional fraud.

Studying the problem reinforced the WDVA's commitment to avoid building redundant or "stove-piped" solutions, but rather work with existing systems and extend their reach and utility within the WDVA. The goal is to provide WDVA counselors and processors with online access to critical federal data and work together for the common good not to build systems for the sake of being a system owner.

Key Findings: There are 80 primary Business Functions performed at the WDVA. These require 367 individual steps. Of these 80 primary Business Functions, 20 require Federal data. Most of these steps are foundational for performing WDVA processes. See the Attached Business Function – Touch Point spreadsheet. 97% of the manual processes would benefit substantially from automation.

The gains in efficiency can only be estimated as multiple orders of magnitude. Estimating the cost savings of moving from the current manual processes to fully automated processes with online access to the tools would create significant cost savings while simultaneously lowering frustration. Most of the process would be designed to be self-service based, significantly reducing WDVA manpower requirements.

RECOMMENDATIONS:

DO NOT BUILD A STAND ALONE WDVA DD-214 TRANSFER SYSTEM. Not only would it be cost prohibitive due to the redundancy in already online or soon to be online federal VA systems, it would violate the principles of good system architecture to share common data rather than build repositories of duplicate non-primary data.

Work with the Federal VA to make not only the DD-214 available to veterans but the rest of the veteran's records and forms in support of state initiatives and care. Shift viewpoint to a global, consolidated point of view.

[Recommend means and criteria for secure data storage and cost associated with each option.](#)

FINDINGS:

The emerging architecture would be to place the state's VRMS module of the Federal VA's VBMS behind the federal firewall in a secure federal data center – preferably physically collocated with VBMS. Scoping, sizing, and



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cost-estimating both operations and storage costs for this new solution are beyond the scope of this contract and will be addressed in follow on investigations assuming a National Data Share agreement and cooperative development effort is approved.

RECOMMENDATIONS:

1. Secure a National Data Share Agreement – implement VA approved data exchange protocols
2. Put the VRMS application and data behind the federal firewall
3. Share data with the entire veteran support ecosystem – federal, states, counties, commercial and non-profit service organizations using a role based sign in protocol

d. TASKING:

CONTRACTOR will analyze the integration points of AGENCY'S Client Relationship Management initiative, needs and requirements of AGENCY'S grants, contracts and programs. Propose and recommend electronic means to share data and automatically load CRM tools with data from other systems like the VAPP platform. Recommend CRM tools to integrate, measure, and track volume of client usage. And finally, identify deficiencies and the gaps needed to meet the needs of our veterans/families discovered during the interview cycle.

FINDINGS:

While the WDVA was correct in moving to preliminarily investigate off the shelf CRM systems, analysis proved that states would be better served by more directly utilizing data generated by the primary author and owner of veteran data – the Federal VA by extending the VBMS to encompass the needs of the states.

During the project WDVA volunteered to become the pilot for the states in creating a new **module** for the Federal VA VBMS system. As such WDVA and the other states would inherit all the existing functionality at the Federal level significantly reducing scope to state specific or unique processes. This will both vastly simplify the process and reduce the cost as well as assure access to authoritative data.

RECOMMENDATIONS:

WDVA should vigorously pursue this option and expand the data sharing strengths of new architectures and technologies in cooperation with all federal agencies with which it does business; most immediately the Departments of Defense, Labor and Education.



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e. TASKING:

CONTRACTOR will determine and propose the specifications for developing, implementing, and supporting a statewide Veteran specific search and resource Application on a mobile Web-based platform such as VAPP by addressing the following key APP design objectives:

[Note: there were no APP design objectives specified....]

FINDINGS:

This task cannot be performed because of its need to be integrated with the VRMS and NEXUS data structures which have yet to be funded and designed. However, the prototype for this mobile APP should be the VAPP.com platform which is the most flexible, cross-jurisdictional platform able to provide common access to all veterans and the veteran support ecosystem. VAPP's mobile presence is known to be more fully developed and broader in functional design than single purpose apps being developed by many support efforts.

RECOMMENDATIONS:

1. Incorporate this activity in alignment with the VAPP/NEXUS design effort.
2. Support expansion of VAPP.com by funding activities supporting veteran search functions. This can be done by creating a small subsidy for operations support tied to search numbers and outcomes.

f. TASKING:

CONTRACTOR will directly support the AGENCY staff with the design of work tools which auto generates real time process metrics.

- 1) Use metrics to determine AGENCY resource allocation a) Propose the structure for a utilization dashboard
- 2) Allow AGENCY counselors to monitor and guide Veterans to optimal resources
- 3) Use the tool to gather performance metrics to monitor the Transition process
- 4) Use the streamlining process to reduce repetitive searches or tasks
- 5) Allows for multiple counselors to work in concert on demanding cases

FINDINGS:

The majority of time and effort of this contract was dedicated to both analyzing and documenting the work processes – they can be found in detail in the department reports. The shift from building stand alone “APPs” to a server/database VRMS module obsoletes this work. However, each of these design objectives has been folded into the growing spec for how to make the VRMS be a self-documenting tool delivered as a strong, user-friendly self-service program. Development under the VA's Agile/SCRUM methodology will embed these characteristics



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Lori Grant, Operation Military Family COO**

by design. One of the primary drivers for making the shift was to enable multiple counselors in different agencies or organizations to collaborate in support of a veteran or group of veterans.

RECOMMENDATIONS:

Add end users and counselors to the list of focus groups when crafting the prototype.

g. TASKING:

CONTRACTOR will direct Veterans efficiently and effectively to those resources

- 1) Provides a direct, secure, mobile "always on" communication channel between the Veteran and the AGENCY counselor
- 2) Allow Veterans to input their profile information prior to searching for resources
- 3) Streamline their search - effectively removing the "white noise" of non-applicable or distracting resources - making the process easy and more transparent
- 4) Reduce frustration through connectivity and real time response

FINDINGS:

Multiple products and strategies were investigated including: VAPP.com, 211, the National Resource Directory (NRD), Network of Care, etc. Only VAPP.com offers a mobile based solution with the platform capability of bringing all support agencies, including these others, to the veteran in one place, indexed and geocoded.

The white noise of uncoordinated resources is the single biggest challenge to the veteran. Veterans become overwhelmed and confused with an overabundance of un-vetted options.

There must be a tie from WDVA to these organizations to make the process easier and transparent – that means both an online protocol and content assessment and approval capability by WDVA. Providing feedback and eliminating fraudulent or poor performs is critical to maintaining the integrity of the system.

While search is based on an algorithm, both indexing and geocoding offer powerful parsing tools which will most efficiently and effectively steer veterans to the appropriate resources to provide maximum assistance.

RECOMMENDATIONS:

Put all such providers through a competitive process and commit to a mechanism for organizing, geocoding and standardizing resources. It is time for order to be pulled from the current chaos.



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h. TASKING:

CONTRACTOR will identify the impact of using state of art geocoding techniques to provide location relevancy to Veterans searches.

FINDINGS:

Segmenting searches and displaying results by geocoded layers is a primary presentation tool needed to parse the vast volume of data returned from general subject searches. The single most power feature needed by a veteran to separate noise from targeted results is the geo-location of the search objective. By applying geocoding to the resource base a veteran would be able to parse resources based on current location and up to "X" number of alternate locations, allowing a rapid and accurate return, which builds confidence in the tool and earns customer appreciation.

Geo-presentation is delivered under the User Interface design; however, knowing the intent will allow WDVA to align its resource base and set its design criteria for its partners and suppliers – giving maximum time for participation and compliance.

RECOMMENDATIONS:

Geo-code the resource base.

Set up all partners to utilize a common geo-coding protocol, ensuring compatibility across the enterprise.

Allow the Veteran to select up to five locations – such as relocation targets and the resources needed at each. In cases where broader selection is needed such as in selection of universities and other education objectives which drive relocation decisions, that number should be increased to ten.

i. TASKING:

CONTRACTOR will provide open ended functions to receive data from the Federal government and share data with county and city authorities, such as King County Veteran Programs currently being operated by the AGENCY.

FINDINGS:

Study revealed that only by increasing the scope of data sharing to become a truly "cross-jurisdictional" platform spanning all the veteran system stakeholders and participants can an optimally efficient and effective solution deliver the needed services to the veteran at the lowest cost.



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WDVA is best able to make use of its data and the work being done by its partners by using VRMS as both a data repository for its own needs and a platform to offer coordinated resource sharing with county, city, commercial, and not for profit partners.

RECOMMENDATIONS:

Use VRMS as the core application on a common/shared platform. The table below reflects the number of WDVA process tasks across its programs have cross-jurisdictional dependencies with other WA State agencies, counties, local level, other states, VSOs, and federal agencies.

VAPP

Cross-Jurisdictional Process Tasks: Opportunities for Shared Platform



Cross-Jurisdictional Process Tasks	Process Task Totals	Percentage of Total Process Tasks
WA State DSHS	7	*2%
WA State Employment Security	11	3%
WA State SBCTC	5	1%
Other WA State Agency	2	1%
Other States	6	2%
County	22	6%
Local	17	5%
VSOs	23	6%
Federal-VA	72	20%
Federal-DOD	1	0%
Other Federal	7	2%

* 2% represents PARIS data: Medicaid to VA benefits

Extend specialty functions to the support and user community by dedicated applications which are designed to share data across applications.

Adopt a web service driven Software Open architecture framework upon which to both ground basic functionality and extend local or special processing as applications.



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j. TASKING:

CONTRACTOR support the design of the National Guard, Reserve, and active duty transition lifecycle as defined by the VOW Act 2012 and resulting DOD guidance

- 1) Use to provide the mechanism to track, measure, and validate measureable outcomes in the period from 18 months prior to discharge and 18 months afterward
- 2) Provide guidance for each of the four major paths forward:
- 3) Education
- 4) Employment
- 5) Apprenticeships
- 6) Small Business

FINDINGS:

Most effort has been expended on the problem of supporting active duty transition; not only at the WDVA but everywhere. The processes and flowcharts in the departmental reports are primarily focused on active duty. The National Guard and Reserves have unaddressed issues due to their unique requirements involving dual service/civilian career paths, multiple mobilizations and demobilizations etc. which are the direct result of shifting from a Strategic Reserve to an Operational Reserve. The heritage of dealing with Guard and Reserve personnel has its origins in DoD's human resources systems which do not account for the fundamental shift in Guard and Reserve utilization. During the term of the contract, the Guard and Reserves have been inwardly focused on their own processes. It is believed that this is an ongoing issue which will lessen as WDVA assumes a stronger national profile as the pilot for the State VRMS module to the Federal VA's VBMS.

While many of the differences between the needs of the active duty, Guard and Reserve are profound, they are more structurally similar from a data standpoint than their processes would suggest. Investigation shows that differences appear to be able to be handled at the VRMS application layer as additional columns in tables tailored to their mode of service.

RECOMMENDATIONS:

Continue outreach and elevate through using the Congressional Delegation and VA contacts to speak with the highest levels of the Guard and Reserves to obtain policy support for changing how we support Guard and Reserve veterans.

Continue mapping common areas such as entering retiring reservists into Washington State schools and technical colleges, apprenticeship programs, jobs and small business tracks. Coordinate these activities with the appropriate agencies and encourage them to seek common platforms such as VAPP.com until WDVA is able to complete an approved platform which it can endorse as its platform of choice.



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Lori Grant, Operation Military Family COO**

k. TASKING:

CONTRACTOR will structure the requirements and determine the APP specifications for performing an online Traumatic Brain Injury (TBI) self-assessment rolled out on the VAPP platform. The APP will allow AGENCY to gather geocoded data on the needs and location of our veterans and other information to determine trends and to determine future resources in WA State.

FINDINGS:

The primary needs for the TBI app are to provide for:

- Self-Assessment
- Self- Registration
- Communication with TBI Program and WDVA Counselors
- Alerts
- Calendaring
- Data distribution
- Geocoding resources

RECOMMENDATIONS:

Include as an integrated component of VRMS rather than a standalone app. This will eliminate redundancy, lower development and sustainment costs and couple the TBI program within the core WDVA system.

Until then, build a hosted application on VAPP.com which can serve as a rapid prototyping tool offering the widest dissemination possible – recognizing that access to primary data from the authoritative Federal databases will be forthcoming but not immediately available until WDVA is selected for and tasked with developing the prototype for the State VRMS/NEXUS module to the Federal VA's VBMS.

l. TASKING:

CONTRACTOR will audit AGENCY'S marketing and messaging strategy. This will include a survey of images and library materials to determine both the scope and adequacy of current practices.

FINDINGS:

A LOGO inventory and assessment was performed by Heckler & Associates, a premiere NW branding boutique, which revealed many useful and pertinent observations concerning the WDVA logo and image library. Details are provided in the full report.



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**Authors: Russell Ervin, Operation Military Family CTO &
Lori Grant, Operation Military Family COO**

WDVA is at a timely point to renew its images and logos during the upcoming overhaul of its website and social media strategy. Much of what is currently being used is dated and while good in its day, has been superseded by the state of the art.

RECOMMENDATIONS:

Upgrade the image bank to current commercial standards – reshoot workplace and workflow shots

Align images and logos with the new marketing and social media programs

- 1) **CONTRACTOR will design and create a more efficient marketing and messaging strategy for AGENCY programs based on its findings.**

FINDINGS:

See attached Marketing & Messaging report from Heckler for specifics. These findings outline the process which would be built from a comprehensive review of WDVA's objectives by stakeholders and focus groups of various users. This strategy will be used to recast the creative component – i.e. artwork and supporting image base as integrated into the website and social media strategy.

As much of the current practices and procedures are simply obsolete and the state of the art has moved far ahead, there is a reasonable expectation for significant gains in both effectiveness and lowering the cost of administering the media configuration management activities. Tools such as Drupal will allow dynamic content updates by end user groups lowering centralized Communication Department activity while encouraging involvement by WDVA work groups and even end users.

RECOMMENDATIONS:

- Perform a Situation Review with primary stakeholders
 - Perform a market analysis from first principles
 - Redesign the WDVA Website using current and technology to implement modern social media strategy.
- 2) **CONTRACTOR will provide advice and recommendations on brand consulting (analysis, equity measurements, and honing/focusing), Messaging and Graphic consulting and evaluation, and promotional materials consulting and creation.**

FINDINGS:

Heckler & Associates audited and reported on WDVA Branding. See the Appendix C for the full report of details.



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RECOMMENDATIONS:

WDVA would benefit from performing the analysis and doing the organizational soul searching to build visual tools which relate to its user base and lower costs through more accurate portrayal of core ideas. This is especially true with work flows and procedures.

3 Phase 3

a. TASKING:

CONTRACTOR will produce and deliver the final approved VSM, electronically in Visio format.

Result: The following Visio files have been provided electronically.

Documentation Checklist	File Type
Dorothy-Hanson-Process-Maps.vsd	Visio
Jason-Alves-Process-Maps.vsd	Visio
Communications-Dept-Webmaster-Process-Maps.vsd	Visio
Melinda-Gourley-Process-Maps.vsd	Visio
Melinda-Gourley-Process-Maps-pt2.vsd	Visio
Jean-Perkins-Process-Maps.vsd	Visio
Malcolm-Leach-Process-Maps.vsd	Visio
Travis-Sayers-Process-Maps.vsd	Visio
Frank-Dickinson-process-maps.vsd	Visio
Kay-Spitzenberg-process-maps.vsd	Visio
Rebecca-Farber-process-maps.vsd	Visio
Robert-Bouick-Process-Maps.vsd	Visio
Venus-Bailey-Process-Maps.vsd	Visio
case-manager-process-maps.vsd	Visio
Lynda-Reese-Process-Maps.vsd	Visio
program-specialist-process-maps.vsd	Visio
VEMP-Webmaster-Process-Maps.vsd	Visio



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b. TASKING:

CONTRACTOR will complete and deliver the Strategic Plan and Timeline, electronically in Microsoft Word 2010 format.

Result: The following Word file have been provided electronically: Technology Integration Plan-final.docx

c. TASKING:

CONTRACTOR will produce and deliver a Marketing and Messaging Strategy Overview, electronically in Microsoft Word 2010 format.

Result: See the Appendix C for the full report of details. The following Word file has also been provided electronically: WDVA Veteran Services MARKETING and MESSAG DB.docx



WDVA Project: Strategic Technology Integration Plan

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Lori Grant, Operation Military Family COO

4 Appendix A

Interview notes documentation checklist, part 1 of 3

Documentation Checklist	File Type
Behavioral Health Services Binder	
<i>Tab 2 Interview Notes</i>	
Behavioral Health Services Program-v4-final.docx	Word
Behavioral Health Services Program-v4-final.pdf	PDF
Communications Department Binder	
<i>Tab 1 Interview Summary</i>	
COMMUNICATIONS-Dept-Heidi-Summary-Notes-Russell-final.docx	Word
COMMUNICATIONS-Dept-Heidi-Summary-Notes-Russell-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
Communications-Dept-Heidi-Audette-v3-1-final.docx	Word
Communications-Dept-Heidi-Audette-v3-1-final.pdf	PDF
Communications-WDVA-Website-PDF-binder.pdf	PDF
Financial Consultant Melinda Gourley Binder	
<i>Tab 1 Interview Summary</i>	
Financial Consultant-Summary-Notes-Russell-v3-2-final.docx	Word
Financial Consultant-Summary-Notes-Russell-v3-2-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
Financial-Consultant-Melinda-Gourley-Pt1-v3-2-final.docx	Word
Financial-Consultant-Melinda-Gourley-Pt1-v3-2-final.pdf	PDF
Financial-Consultant-Melinda-Gourley-Pt2-v3-2-final.docx	Word
Financial-Consultant-Melinda-Gourley-Pt2-v3-2-final.pdf	PDF
Financial & Homeless Employment Services Binder	
<i>Tab 2 Interview Notes</i>	
Financial-Homeless-Employment-Svcs-Pt1-v1-final.docx	Word
Financial-Homeless-Employment-Svcs-Pt1-v1-final.pdf	PDF
King County Homeless & Incarcerated Services Binder	
<i>Tab 1 Interview Summary</i>	
KingCount-Homeless-Incarcerated-Jan17-2013-RussellNotes-final.docx	Word
KingCount-Homeless-Incarcerated-Jan17-2013-RussellNotes-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
King County-Incarcerated Svcs-Dec-21-2012-Pt-1_v3-final.docx	Word



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
King County-Incarcerated Svcs-Dec-21-2012-Pt-1_v3-final.pdf	PDF
King County-Incarcerated Svcs-Dec-21-2012-Pt-2-v3-final.docx	Word
King County-Incarcerated Svcs-Dec-21-2012-Pt-2-v3-final.pdf	PDF
King County-Incarcerated Svcs-Dec-21-2012-Pt-3-v3-final.docx	Word
King County-Incarcerated Svcs-Dec-21-2012-Pt-3-v3-final.pdf	PDF
King County-Incarcerated Svcs-Jan-14-2013-Pt-4-v3-final.docx	Word
King County-Incarcerated Svcs-Jan-14-2013-Pt-4-v3-final.pdf	PDF
King County-Incarcerated Svcs-Jan-17-2013-Pt-5-3-final.docx	Word
King County-Incarcerated Svcs-Jan-17-2013-Pt-5-3-final.pdf	PDF
Service Center & DSHS Enhancement Binder	
<i>Tab 1 Interview Summary</i>	
Service Center-DSHS-Enhancement-SummaryNotes-Russell-final.docx	Word
Service Center-DSHS-Enhancement-SummaryNotes-Russell-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
SvcCenter-DSHS-Enhancement-v3-final.docx	Word
SvcCenter-DSHS-Enhancement-v3-final.pdf	PDF
Transitional Housing (Building 9) Services Binder	
<i>Tab 1 Interview Summary</i>	
Transitional Housing Summary-Summary-Notes-Russell-final.docx	Word
Transitional Housing Summary-Summary-Notes-Russell-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
Transitional Housing Services-Pt1-v3-final.docx	Word
Transitional Housing Services-Pt1-v3-final.pdf	PDF
Transitional Housing Services pt2-v3-final.docx.doc	Word
Transitional Housing Services pt2-v3-final.pdf	PDF
Veterans Estate Management Program (VEMP) Binder	
<i>Tab 1 Interview Summary</i>	
VEMP Summary-Russell-final.docx	Word
VEMP Summary-Russell-final.pdf	PDF
<i>Tab 2 Interview Notes</i>	
VEMP-Pt1-v3-2-final.docx	Word
VEMP-Pt1-v3-2-final.pdf	PDF
VEMP-Pt2-v3-2-final.docx	Word
VEMP-Pt2-v3-2-final.pdf	PDF



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Lori Grant, Operation Military Family COO

5 Appendix B

The following lists the business process documents completed for each WDVA program.

Documentation Checklist	File Type
Behavioral Health Services Binder	
<i>Tab 3 Process Mapping Documentation</i>	
Dorothy-Hanson-Step 1-Trigger-Events-Process Identification.docx	Word
Dorothy-Hanson-Step 1-Trigger-Events-Process Identification.pdf	PDF
Dorothy-Hanson-Step 2-Major Processes.docx	Word
Dorothy-Hanson-Step 2-Major Processes.pdf	PDF
Dorothy-Hanson-Step 3-Units in Processes.docx	Word
Dorothy-Hanson-Step 3-Units in Processes.pdf	PDF
Dorothy-Hanson-Step 4-Process Profile Worksheet-P1.docx	Word
Dorothy-Hanson-Step 4-Process Profile Worksheet-P1.pdf	PDF
Dorothy-Hanson-Step 4-Process Profile Worksheet-P2.docx	Word
Dorothy-Hanson-Step 4-Process Profile Worksheet-P2.pdf	PDF
Dorothy-Hanson-Step 4-Process Profile Worksheet-P3.docx	Word
Dorothy-Hanson-Step 4-Process Profile Worksheet-P3.pdf	PDF
Dorothy-Hanson-process-maps-PDF-binder-all-docs.pdf	PDF
Jason-Alves-Step 1-Trigger-Events-Process Identification.docx	Word
Jason-Alves-Step 1-Trigger-Events-Process Identification.pdf	PDF
Jason-Alves-Step 2-Major Processes.docx	Word
Jason-Alves-Step 2-Major Processes.pdf	PDF
Jason-Alves-Step 3-Units in Processes.docx	Word
Jason-Alves-Step 3-Units in Processes.pdf	PDF
Jason-Alves-Step 4-Process Profile Worksheet-P1.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P1.pdf	PDF
Jason-Alves-Step 4-Process Profile Worksheet-P2.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P2.pdf	PDF
Jason-Alves-Step 4-Process Profile Worksheet-P3.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P3.pdf	PDF
Jason-Alves-Step 4-Process Profile Worksheet-P4.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P4.pdf	PDF
Jason-Alves-Step 4-Process Profile Worksheet-P5.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P5.pdf	PDF



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
Behavioral Health Services Binder	
Jason-Alves-Step 4-Process Profile Worksheet-P6.docx	Word
Jason-Alves-Step 4-Process Profile Worksheet-P6.pdf	PDF
Jason-Alves-process-maps-PDF-binder-all-docs.pdf	PDF
Tab 4 Process Maps	
Dorothy-Hanson-Process-Maps.vsd	Visio
Dorothy-Hanson-Process-Maps.pdf	PDF
Jason-Alves-Process-Maps.vsd	Visio
Jason-Alves-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Dorothy-Hanson-March-25-2013.mp3	Audio
Dorothy Hanson-Phone-Call.docx	Word
Dorothy Hanson-Phone-Call.pdf	PDF
Jason-Alves-March-19-2013.mp3	Audio
Jason Alves-Phone-Call.docx	Word
Jason Alves-Phone-Call.pdf	PDF
Communications Department Binder	
Tab 3 Process Mapping Documentation	
1-Communications-Dept-Step 1-Trigger-Events-Process Identification.docx	Word
1-Communications-Dept-Step 1-Trigger-Events-Process Identification.pdf	PDF
2-Communications-Dept-Step 2-Major Processes.docx	Word
2-Communications-Dept-Step 2-Major Processes.pdf	PDF
3-Communications-Dept-Step 3-Units in Processes.docx	Word
3-Communications-Dept-Step 3-Units in Processes.pdf	PDF
4a-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4a-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF
4b-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4b-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF
4c-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4c-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF
4d-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4d-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF
4e-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4e-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF



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Documentation Checklist	File Type
Communications Department Binder	
4f-Communications-Dept-Step 4-Process-1-Profile Worksheet.docx	Word
4f-Communications-Dept-Step 4-Process-1-Profile Worksheet.pdf	PDF
Communications-Dept-Process-Maps-PDF-Binder-all-docs.pdf	PDF
Tab 4 Process Maps	
Communications-Dept-Webmaster-Process-Maps.vsd	Visio
Communications-Dept-Webmaster-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Jennifer-Montgomery-March-18-2013.mp3	Audio
Jennifer Montgomery-phone-call-notes-March-18-2013.docx	Word
Jennifer Montgomery-phone-call-notes-March-18-2013.pdf	PDF
Jennifer Montgomery-process-summary-March-18-2013.docx	Word
Jennifer Montgomery-process-summary-March-18-2013.pdf	PDF
Financial Consultant Melinda Gourley Binder	
Tab 3 Process Mapping Documentation	
Melinda-Gourley-Step 1-Trigger-Events-Process Identification.docx	Word
Melinda-Gourley-Step 1-Trigger-Events-Process Identification.pdf	PDF
Melinda-Gourley-Step 2-Major Processes.docx	Word
Melinda-Gourley-Step 2-Major Processes.pdf	PDF
Melinda-Gourley-Step 3-Units in Processes.docx	Word
Melinda-Gourley-Step 3-Units in Processes.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P1.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P1.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P2.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P2.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P3.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P3.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P4.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P4.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P5.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P5.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P6.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P6.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P7.docx	Word



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
Financial Consultant Melinda Gourley Binder	
Melinda-Gourley-Step 4-Process Profile Worksheet-P7.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P8.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P8.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P9.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P9.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P10.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P10.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P11.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P11.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P12.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P12.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P13.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P13.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P14.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P14.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P15.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P15.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P16.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P16.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P17.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P17.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P18.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P18.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P19.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P19.pdf	PDF
Melinda-Gourley-Step 4-Process Profile Worksheet-P20.docx	Word
Melinda-Gourley-Step 4-Process Profile Worksheet-P20.pdf	PDF
Melinda-Gourley-Process-Map-PDF-binder-all-docs.pdf	PDF
Tab 4 Process Maps	
Melinda-Gourley-Process-Maps.vsd	Visio
Melinda-Gourley-Process-Maps-Pt1.pdf	PDF
Melinda-Gourley-Process-Maps-pt2.vsd	Visio
Melinda-Gourley-Process-Maps-pt2.pdf	PDF



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
Financial Consultant Melinda Gourley Binder	
Tab 5 Telephone Interview Transcript	
Melinda-process-meeting-3-17-2013.mp3	Audio
MaryGorley-transcription-notes.doc	Word
MaryGorley-transcription-notes.pdf	PDF
Melinda-Gourley-Phone-call-notes.docx	Word
Melinda-Gourley-Phone-call-notes.pdf	PDF
Financial & Homeless Employment Services Binder	
Tab 3 Process Mapping Documentation	
Jean-Perkins-Step 1-Trigger-Events-Process Identification.docx	Word
Jean-Perkins-Step 1-Trigger-Events-Process Identification.pdf	PDF
Jean-Perkins-Step 2-Major Processes.docx	Word
Jean-Perkins-Step 2-Major Processes.pdf	PDF
Jean-Perkins-Step 3-Units in Processes.docx	Word
Jean-Perkins-Step 3-Units in Processes.pdf	PDF
Jean-Perkins-Step 4-Process Profile Worksheet-P1.docx	Word
Jean-Perkins-Step 4-Process Profile Worksheet-P1.pdf	PDF
Jean-Perkins-Step 4-Process Profile Worksheet-P2.docx	Word
Jean-Perkins-Step 4-Process Profile Worksheet-P2.pdf	PDF
Jean-Perkins-Step 4-Process Profile Worksheet-P3.docx	Word
Jean-Perkins-Step 4-Process Profile Worksheet-P3.pdf	PDF
Jean-Perkins-PDF-binder-all-docs.pdf	PDF
Malcolm-Leach-Step 1-Trigger-Events-Process Identification.docx	Word
Malcolm-Leach-Step 1-Trigger-Events-Process Identification.pdf	PDF
Malcolm-Leach-Step 2-Major Processes.docx	Word
Malcolm-Leach-Step 2-Major Processes.pdf	PDF
Malcolm-Leach-Step 3-Units in Processes.docx	Word
Malcolm-Leach-Step 3-Units in Processes.pdf	PDF
Malcolm-Leach-Step 4-Process Profile Worksheet-P1.docx	Word
Malcolm-Leach-Step 4-Process Profile Worksheet-P1.pdf	PDF
Malcolm-Leach-Step 4-Process Profile Worksheet-P2.docx	Word
Malcolm-Leach-Step 4-Process Profile Worksheet-P2.pdf	PDF
Malcolm-Leach-Step 4-Process Profile Worksheet-P3.docx	Word
Malcolm-Leach-Step 4-Process Profile Worksheet-P3.pdf	PDF



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Documentation Checklist	File Type
Financial & Homeless Employment Services Binder	
Malcolm-Leach-PDF-binder-all-docs.pdf	PDF
Travis-Sayers-Step 1-Trigger-Events-Process Identification.docx	Word
Travis-Sayers-Step 1-Trigger-Events-Process Identification.pdf	PDF
Travis-Sayers-Step 2-Major Processes.docx	Word
Travis-Sayers-Step 2-Major Processes.pdf	PDF
Travis-Sayers-Step 3-Units in Processes.docx	Word
Travis-Sayers-Step 3-Units in Processes.pdf	PDF
Travis-Sayers-Step 4-Process Profile Worksheet-P1.docx	Word
Travis-Sayers-Step 4-Process Profile Worksheet-P1.pdf	PDF
Travis-Sayers-Step 4-Process Profile Worksheet-P2.docx	Word
Travis-Sayers-Step 4-Process Profile Worksheet-P2.pdf	PDF
Travis-Sayers-Step 4-Process Profile Worksheet-P3.docx	Word
Travis-Sayers-Step 4-Process Profile Worksheet-P3.pdf	PDF
Travis-Sayers-PDF-binder-all-docs.pdf	PDF
Tab 4 Process Maps	
Jean-Perkins-Process-Maps.vsd	Visio
Jean-Perkins-Process-Maps.pdf	PDF
Malcolm-Leach-Process-Maps.vsd	Visio
Malcolm-Leach-Process-Maps.pdf	PDF
Travis-Sayers-Process-Maps.vsd	Visio
Travis-Sayers-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Dean-Motoyama-Jean-Perkins-March-18-2013.mp3	Audio
Jean Perkins-transcription-notes.docx	Word
Jean-Perkins-Phone-call-notes.docx	Word
Jean-Perkins-Phone-call-notes.pdf	PDF
Malcolm-Leach-March-18-2013.mp3	Audio
Malcolm Leach transcript.doc	Word
Malcolm-Leach-Phone-call-notes.docx	Word
Malcolm-Leach-Phone-call-notes.pdf	PDF
travis-sayers.mp3	Audio
Travis Sayers-transcript.docx	Word
Travis-Sayers-Phone-call-notes.docx	Word



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
King County Homeless & Incarcerated Services Binder	
Travis-Sayers-Phone-call-notes.pdf	PDF
<i>Tab 3 Process Mapping Documentation</i>	
Frank-Dickinson-Step 1-Trigger-Events-Process Identification.docx	Word
Frank-Dickinson-Step 1-Trigger-Events-Process Identification.pdf	PDF
Frank-Dickinson-Step 2-Major Processes.docx	Word
Frank-Dickinson-Step 2-Major Processes.pdf	PDF
Frank-Dickinson-Step 3-Units in Processes.docx	Word
Frank-Dickinson-Step 3-Units in Processes.pdf	PDF
Frank-Dickinson-Step 4-Process Profile Worksheet-P1.docx	Word
Frank-Dickinson-Step 4-Process Profile Worksheet-P1.pdf	PDF
Frank-Dickinson-Step 4-Process Profile Worksheet-P2.docx	Word
Frank-Dickinson-Step 4-Process Profile Worksheet-P2.pdf	PDF
Frank-Dickinson-Step 4-Process Profile Worksheet-P3.docx	Word
Frank-Dickinson-Step 4-Process Profile Worksheet-P3.pdf	PDF
Frank-Dickinson-Step 4-Process Profile Worksheet-P4.docx	Word
Frank-Dickinson-Step 4-Process Profile Worksheet-P4.pdf	PDF
Frank-Dickinson-process-maps-PDF-binder-all-docs.pdf	PDF
Kay-Spitzenberg-Step 1-Trigger-Events-Process Identification.docx	Word
Kay-Spitzenberg-Step 1-Trigger-Events-Process Identification.pdf	PDF
Kay-Spitzenberg-Step 2-Major Processes.docx	Word
Kay-Spitzenberg-Step 2-Major Processes.pdf	PDF
Kay-Spitzenberg-Step 3-Units in Processes.docx	Word
Kay-Spitzenberg-Step 3-Units in Processes.pdf	PDF
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P1.docx	Word
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P1.pdf	PDF
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P2.docx	Word
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P2.pdf	PDF
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P3.docx	Word
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P3.pdf	PDF
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P4.docx	Word
Kay-Spitzenberg-Step 4-Process Profile Worksheet-P4.pdf	PDF
Kay-Spetzenberg-process-maps-PDF-binder-all-docs.pdf	PDF
Rebecca-Farber-process-maps-PDF-binder-all-docs.pdf	PDF



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Lori Grant, Operation Military Family COO

Documentation Checklist	File Type
King County Homeless & Incarcerated Services Binder	
Rebecca-Farber-Step 1-Trigger-Events-Process Identification.docx	Word
Rebecca-Farber-Step 1-Trigger-Events-Process Identification.pdf	PDF
Rebecca-Farber-Step 2-Major Processes.docx	Word
Rebecca-Farber-Step 2-Major Processes.pdf	PDF
Rebecca-Farber-Step 3-Units in Processes.docx	Word
Rebecca-Farber-Step 4-Process Profile Worksheet-P1.docx	Word
Rebecca-Farber-Step 4-Process Profile Worksheet-P1.pdf	PDF
Rebecca-Farber-Step 4-Process Profile Worksheet-P2.docx	Word
Rebecca-Farber-Step 4-Process Profile Worksheet-P2.pdf	PDF
Tab 4 Process Maps	
Frank-Dickinson-process-maps.vsd	Visio
Frank-Dickinson-process-maps.pdf	PDF
Kay-Spitzenberg-process-maps.vsd	Visio
Kay-Spitzenberg-process-maps.pdf	PDF
Rebecca-Farber-process-maps.vsd	Visio
Rebecca-Farber-process-maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Frank-Dickinson-March-15-2013.mp3	Audio
Frank Dickinson-transcription-notes.doc	Word
Frank-Dickinson-Phone-call-notes.docx	Word
Frank-Dickinson-Phone-call-notes.pdf	PDF
Kay-Spitzenberg-March-15-2013.mp3	Audio
Kay-Spitzenberg-Phone-call-notes.docx	Word
Kay-Spitzenberg-Phone-call-notes.pdf	PDF
Rebecca-Farber-March-15-2013.mp3	PDF
Rebecca Farber-transcript.doc	Word
Rebecca-Farber-Phone-call-notes.docx	Word
Rebecca-Farber-Phone-call-notes.pdf	PDF
Service Center & DSHS Enhancement Binder	
Tab 3 Process Mapping Documentation	
Robert-Bouick-Step 1-Trigger-Events-Process Identification.docx	Word
Robert-Bouick-Step 1-Trigger-Events-Process Identification.pdf	PDF
Robert-Bouick-Step 2-Major Processes.docx	Word



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Documentation Checklist	File Type
Service Center & DSHS Enhancement Binder	
Robert-Bouick-Step 2-Major Processes.pdf	PDF
Robert-Bouick-Step 3-Units in Processes.docx	Word
Robert-Bouick-Step 3-Units in Processes.pdf	PDF
Robert-Bouick-Step 4-Process Profile Worksheet-P1.docx	Word
Robert-Bouick-Step 4-Process Profile Worksheet-P1.pdf	PDF
Robert-Bouick-Step 4-Process Profile Worksheet-P2.docx	Word
Robert-Bouick-Step 4-Process Profile Worksheet-P2.pdf	PDF
Robert-Bouick-Step 4-Process Profile Worksheet-P3.docx	Word
Robert-Bouick-Step 4-Process Profile Worksheet-P3.pdf	PDF
Robert-Bouick-Step 4-Process Profile Worksheet-P4.docx	Word
Robert-Bouick-Step 4-Process Profile Worksheet-P4.pdf	PDF
Robert-Bouick-PDF-binder-all-docs.pdf	PDF
Venus-Bailey-Step 1-Trigger-Events-Process Identification.docx	Word
Venus-Bailey-Step 1-Trigger-Events-Process Identification.pdf	PDF
Venus-Bailey-Step 2-Major Processes.docx	Word
Venus-Bailey-Step 2-Major Processes.pdf	PDF
Venus-Bailey-Step 3-Units in Processes.docx	Word
Venus-Bailey-Step 3-Units in Processes.pdf	PDF
Venus-Bailey-Step 4-Process Profile Worksheet-P1.docx	Word
Venus-Bailey-Step 4-Process Profile Worksheet-P1.pdf	PDF
Venus-Bailey-Step 4-Process Profile Worksheet-P2.docx	Word
Venus-Bailey-Step 4-Process Profile Worksheet-P2.pdf	PDF
Venus-Bailey-Step 4-Process Profile Worksheet-P3.docx	Word
Venus-Bailey-Step 4-Process Profile Worksheet-P3.pdf	PDF
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Venus-Bailey-Step 4-Process Profile Worksheet-P5.docx	Word
Venus-Bailey-Step 4-Process Profile Worksheet-P5.pdf	PDF
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Tab 4 Process Maps	
Robert-Bouick-Process-Maps.vsd	Visio
Robert-Bouick-Process-Maps.pdf	PDF
Venus-Bailey-Process-Maps.vsd	Visio



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Lori Grant, Operation Military Family COO

Venus-Bailey-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Venus-Baily-phone-call-march-14-2013.mp3	Audio
Documentation Checklist	File Type
Service Center & DSHS Enhancement Binder	
Venus-Bailey-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Venus-Baily-phone-call-march-14-2013.mp3	Audio
Venus-Baily-Phone-Call-Transcript-March.doc	Word
Venus-Bailey-Phone-call-notes.docx	Word
Venus-Bailey-Phone-call-notes.pdf	PDF
Transitional Housing (Building 9) Services Binder	
Tab 3 Process Mapping Documentation	
Lynda-Reese-Step 1-Trigger-Events-Process Identification.docx	Word
Lynda-Reese-Step 1-Trigger-Events-Process Identification.pdf	PDF
Lynda-Reese-Step 2-Major Processes.docx	Word
Lynda-Reese-Step 2-Major Processes.pdf	PDF
Lynda-Reese-Step 3-Units in Processes.docx	Word
Lynda-Reese-Step 3-Units in Processes.pdf	PDF
Lynda-Reese-Step 4-Process Profile Worksheet-P1.docx	Word
Lynda-Reese-Step 4-Process Profile Worksheet-P1.pdf	PDF
Lynda-Reese-Step 4-Process Profile Worksheet-P2.docx	Word
Lynda-Reese-Step 4-Process Profile Worksheet-P2.pdf	PDF
Lynda-Reese-Step 4-Process Profile Worksheet-P3.docx	Word
Lynda-Reese-Step 4-Process Profile Worksheet-P3.pdf	PDF
Lynda-Reese-Step 4-Process Profile Worksheet-P4.docx	Word
Lynda-Reese-Step 4-Process Profile Worksheet-P4.pdf	PDF
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Lynda-Reese-Step 4-Process Profile Worksheet-P7.pdf	PDF
Lynda-Reese-process-map-PDF-binder-all-docs.pdf	PDF
Program Specialist Step 1-Trigger-Events-Process Identification.docx	Word



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Documentation Checklist	File Type
Transitional Housing (Building 9) Services Binder	
Program Specialist Step 1-Trigger-Events-Process Identification.pdf	PDF
Program Specialist Step 2-Major Processes.docx	Word
Program Specialist Step 2-Major Processes.pdf	PDF
Program Specialist Step 3-Units in Processes.docx	Word
Program Specialist Step 3-Units in Processes.pdf	PDF
Program Specialist Step 4-Process Profile Worksheet-P1.docx	Word
Program Specialist Step 4-Process Profile Worksheet-P1.pdf	PDF
Program Specialist Step 4-Process Profile Worksheet-P2.docx	Word
Program Specialist Step 4-Process Profile Worksheet-P2.pdf	PDF
Program-Specialist-process-maps-PDF-binder-all-docs.pdf	PDF
Randy-Viers-Step 1-Trigger-Events-Process Identification.docx	Word
Randy-Viers-Step 1-Trigger-Events-Process Identification.pdf	PDF
Randy-Viers-Step 2-Major Processes.docx	Word
Randy-Viers-Step 2-Major Processes.pdf	PDF
Randy-viers-Step 3-Units in Processes.docx	Word
Randy-viers-Step 3-Units in Processes.pdf	PDF
Randy-Viers-Step 4-Process Profile Worksheet-P1.docx	Word
Randy-Viers-Step 4-Process Profile Worksheet-P1.pdf	PDF
Randy-Viers-Step 4-Process Profile Worksheet-P2.docx	Word
Randy-Viers-Step 4-Process Profile Worksheet-P2.pdf	PDF
Randy-Viers-Step 4-Process Profile Worksheet-P3.docx	Word
Randy-Viers-Step 4-Process Profile Worksheet-P3.pdf	PDF
Randy-Viers-Step 4-Process Profile Worksheet-P4.docx	Word
Randy-Viers-Step 4-Process Profile Worksheet-P4.pdf	PDF
Randy-Viers-Step 4-Process Profile Worksheet-P5.docx	Word
Randy-Viers-Step 4-Process Profile Worksheet-P5.pdf	PDF
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Tab 4 Process Maps	
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Lynda-Reese-Process-Maps.vsd	Visio
Lynda-Reese-Process-Maps.pdf	PDF
program-specialist-process-maps.vsd	Visio



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Documentation Checklist	File Type
program-specialist-process-maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Lynda-Reese-March-15-2013.mp3	Audio
Lynda-Reese-Phone-call-transcript.doc	Word
Lynda-Reese-Phone-call-notes.docx	Word
Lynda-Reese-Phone-call-notes.pdf	PDF
randy-viers.mp3	Audio
Transitional Housing (Building 9) Services Binder	
Randy-viers-phone-call-transcript.doc	Word
Randy-viers-phone-call-transcript.pdf	PDF
Veterans Estate Management Program (VEMP) Binder	
Tab 3 Process Mapping Documentation	
VEMP-Step 1-Trigger-Events-Process Identification.docx	Word
VEMP-Step 1-Trigger-Events-Process Identification.pdf	PDF
VEMP-Step 2-Major Processes.docx	Word
VEMP-Step 2-Major Processes.pdf	PDF
VEMP-Step 3-Units in Processes.docx	Word
VEMP-Step 3-Units in Processes.pdf	PDF
VEMP-Step 4a-Process Profile Worksheet.docx	Word
VEMP-Step 4a-Process Profile Worksheet.pdf	PDF
VEMP-Step 4b-Process Profile Worksheet.docx	Word
VEMP-Step 4b-Process Profile Worksheet.pdf	PDF
VEMP-Step 4c-Process Profile Worksheet.pdf	PDF
VEMP-Step 4c-Process Profile Worksheet.docx	Word
VEMP-Step 4d-Process Profile Worksheet.docx	Word
VEMP-Step 4d-Process Profile Worksheet.pdf	PDF
VEMP-Step 4e-Process Profile Worksheet.docx	Word
VEMP-Process-Maps-PDF-binder-all-docs.pdf	PDF
Tab 4 Process Maps	
VEMP-Webmaster-Process-Maps.vsd	Visio
VEMP-Webmaster-Process-Maps.pdf	PDF
Tab 5 Telephone Interview Transcript	
Dean-Motoyama-Jean-Perkins-March-18-2013.mp3	Audio
Dean Motoyama-transcription-notes.doc	Word



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Lori Grant, Operation Military Family COO**

Documentation Checklist	File Type
VEMP-Phone-call-notes.docx	Word
VEMP-Dean Motoyama-phone-call.doc	Word
VEMP-Dean Motoyama-phone-call.pdf	PDF



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Lori Grant, Operation Military Family COO**

6 Appendix C: MARKETING & MESSAGING AUDIT

Branding & Marketing Overview

The composition and meaning of the WDVA Veteran Services “brand” is defined by how the agency goes into the marketplace and interacts with its users and partners. In the context of delivering government services, marketing efforts are not typically driven by commercial objectives, but by those measuring mission effectiveness, readiness, and outreach. While the language may differ, the basic principles and mechanics are fundamentally the same.

One key foundation principle of branding is that branding equity is built every day all day with every interaction with veterans, agencies, and community organizations. People’s perception of the brand is the sum total of the relational capital created by each of these transactions. The objective of implementing branding and marketing initiatives is to help users to know and connect with the scope and depth of WDVA Veteran Services.

Clear communication is a primary pillar of effective branding and marketing. The quality and clarity of images, graphics, web site navigation, and content management structure largely determine the user’s experience and therefor opinion of the service. These in turn are determined by a deliberate and thorough analysis of layout, ease of use, the ability to establish and hold a “conversation” with the site or blogging services to readily obtain information sought through self-service or seamlessly engage with a WDVA Veteran Services counselor when necessary.

Branding and Marketing is both an art and science. In order to maximize the impact and effect of the Marketing and Messaging Audit, Operation Military Family partnered with Heckler & Associates, world class branding marketing experts, to perform this portion of the WDVA Veteran Services Marketing and Messaging strategy audit.

Current Practices Overview

The process began with an offsite review of the Veteran Services Logos, Website and Image Library.

Key Scope/Adequacy findings:

Logo/logotype and support line presentation would benefit from design refinements.

- Current logo is unnecessarily complex, dated and doesn’t integrate support lines well
- Appeal and professionalism could be largely improved by revision, total replacement is not necessary
- Periods of communication overhaul are opportune for logo revisions and signaling change



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Use of photography feels unprofessional and could be more appealing and effective

- Commission, direct, purchase stock or retouch key photographs to create more consistent, attractive and professional communications and webpages
- Much of the existing library is not of high enough quality to anchor main presentations and should be edited for use in support presentations
 - Fewer, better photography is preferable to many pictures of varying quality

Presentation materials we have seen, such as the website are inconsistent and rudimentary in design

- Color palette, fonts and graphic devices, such as content dividers, should be standardized
- Templates for common documents such as press releases should be developed

Current written content should be edited and better organized, augment some topline copy

- Current language is suitable base for most descriptive needs, but would benefit from making intro/overview information fast to read and create logic for getting more detail.
- High-visibility presentations such as section heads and homepage warrant considered headlines/copy as these have a strong effect on brand image, may align with other marketing messages if developed

Current Web Strategy Assessment

The current approach to building the online interface to users, supporting agencies and the community is simply obsolete. This is an identified issue and is a departmental priority to replace both the website and social media strategy with new tools that provide the advantages of current technical designs.

Technical Limitations

- The WDVA Veteran Services website is at end of useable life
 - Technically obsolete
 - Limited social media capability
 - No mobile capability
 - Past infrastructure funding did not support modern technologies or content management practices
 - Content management is critical to the user experience and satisfaction
 - Functionally difficult to use
 - Navigation strategy needs a complete overhaul
- Social Media is currently handled in a discrete, non-integrated manner
 - Modern practices integrate social media as a front end tool and outreach enhancement mechanism to extend enterprise reach into the community.



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Recommendations to design and create a more efficient marketing and messaging strategy for WDVA Veteran Services:

Heckler Associates recommends outlining a communication strategy designed to serve outreach goals of WDVA Veteran Services.

- The plan should outline and prioritize objectives, assess ongoing, long-term and goals and examine short-term needs. Overarching objectives such as raising awareness or improving donations establish the fundamental pillars of a strategy.
- A tactical, marketing plan and sequence to address goals through various means relative to budget would be developed and discussed. With a communication strategy is established, marketing plans are typically reviewed annually.
- Branding, marketing and communication projects that are green-lighted, from topline brand presentations to outreach campaigns would be then be outlined, cost-estimated and produced.

Communication Strategy Planning Process

The Heckler Associates team recommends beginning a communication plan with a Situation Review meeting with the primary stakeholders. A series of questions about the organization from both an overall business and brand communications perspective will explore the boundaries and key functionality needed to be captured by the upgrades. The goal is to have a firm understanding of the organization and current state of all outreach efforts and the elements, materials, services, etc. in use and the intended target audiences. Topics for the meeting include the following:

Current Business Overview

- Affirm mission, initiatives and objectives
- Understand the organization structure and divisions
- Define attributes that you want to be known for
- How does the organization raise capital and from whom
- Describe key challenges to mission, image and organization
- Define the competition and discuss your respective strengths & weaknesses

Outreach Review

- Define the target audiences, goals, challenges and relative priority of each
- Share current outreach elements
 - These include brochures, mailers, stickers, ads, photo assets, core messages, graphics, social media communications, etc.



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- Discuss the level of effectiveness of the various outreach items
- Is there any specific desired outreach elements not currently in use
- Discuss outreach elements to specific to each area of the organization
- Are there other organization's outreach examples you admire or dislike?
- Share any industry and organization communication sensitivities, such tonality, topics, etc.

Looking Ahead.... The Way Forward

Anticipating predictable changes and making allowance for them is critical to both optimizing the current design and mitigating the impact and expense of future changes.

Key areas to investigate:

- How might the organization evolve over the next 2-5 years, any new services, audiences, etc.?
- How is the marketplace changing?
- What specific plans are currently on the table?

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: R2 Enterprise Veterans Case Mgmt Sys
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

Providing an enterprise veterans case management (EVCN) system that recognizes a veteran where he/she enters and re-enters in-person, by phone, on-line, and wherever they may access benefits across multi-jurisdictional agencies. The enterprise veterans case management (EVCN) system will drive work process automation and system integration in the form of a veteran Management System that will achieve significant business and service gains, minimize business risk, lower transaction costs and vastly speed up benefit and entitlement processing.

Review of current processes supports an internal WDVA efficiency gain of 40% in scope and timeliness of services; potential integration initiatives across the entire veteran support system would result in even greater gains through shared processing, lowered transaction costs and improved response times. This translates into WDVA being better able to meet its functional and customer service expectations in the face of significant, imminent growth in numbers of transitioning service personnel into the state.

Further, significant financial and service gains can be harvested for both veterans and the State of Washington by modernizing WDVA work processes and electronically sharing critical work data and status determination between veteran services programs within WDVA. The proposed EVCN will also have the flexibility and functionality to accommodate sharing of critical information with Federal Veterans Affairs (VA), County/City, Non-Profit service community, and the commercial sector should the need arise and funding is available to expand the system's technical capabilities. Preliminary return on investment (ROI) studies show that this enterprise system would pay itself back within a two year period in the face of a 30-50% rise in transitioning veteran population and escalation of veterans transitioning to civilian employment as the Department of Defense (DoD) downsizes following its involvement in Iraq and Afghanistan.

The estimated cost of the feasibility study and development of a case management system is approximately \$600,000. Efforts continue to refine estimated costs through critical needs assessment and guidance and support from the Office of the Chief Information Office (OCIO).

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	600,000	0	600,000
Total Cost	600,000		600,000

Package Description:

WDVA is facing several simultaneous system related challenges:

" The DoD has warned WDVA to expect the transitioning veteran population into the state to rise by 30-50% beginning in 2014 and lasting for up to 4 years as it downsizes from the Iraq and Afghanistan conflicts

" Current manual processes within WDVA are not economically scalable in order to effectively respond to the significant influx of veterans.

" Vietnam-era veterans, who typically require significantly more direct human services support, are entering the VA system rapidly as the Federal VA automates and vigorously processes their backlog, making many veterans eligible for services they have previously not accessed.

" Customer Service expectations and demands have changed with the demographics

" Accurate, complete and responsive customer service is expected. The public in general, and veterans especially are increasingly less tolerant of bureaucratic delays or poor support, and many veterans are wary of government services due to challenges experienced using Federal VA systems.

" Younger veterans expect to be able to interface with government agencies through electronic means, especially through smartphone and tablet technology

The only good thing about WDVA's current lack of automation is that there are no legacy system integration issues or sunk costs. WDVA has a clean "system slate".

WDVA has several significant opportunities to positively impact Washington State's economy.

In consonance with the Governor's Executive Order 13-01, it is important to connect veterans with the benefits and services they earned through their military service. Not only is it the right thing to do for the veteran, it also benefits the local economies where the veterans live. The Federal benefit package brings funding for education, housing, health, and disability compensation or pension payments. And veterans bring skills and experiences, particularly in a global economy, that are potentially powerful contributing factors to the state's economic prosperity. It is in Washington State's best interest to ensure its veterans are connected to the benefits and services they earned..

WDVA is working closely with the JBLM Transition Office to pilot a better process to work with soldiers up to 12 months prior to their discharge, gather their data and direct them to one of four tracks:

" Employment - providing our employers scarce talent through WorkSource, Staffing and Non-Profit employment organizations

" Education - adding up to \$9.2M from 2,800 JBLM soldiers per year on the GI Bill

" Technical Trades and Apprenticeship Programs

" Small Business - the traditional engine for job growth

Without an enterprise veterans case management system (EVCN) to house critical veterans information, there is no electronic repository for this data that's readily and easily accessible. By guiding veterans toward their benefits before they leave the military, WDVA can help influence veterans to enroll in Washington State programs - and call Washington their home after military service.

Using these tools, WDVA is also seeking out disabled veterans to help bring them back into the workforce helping to support their own personal dignity. This includes identifying veterans with traumatic brain injury (TBI) through development of an assessment tool application for use in smartphones and/or tablets, among others.

The EVCN would be designed to increase accuracy, responsiveness, transparency, system collaboration and synergy.

WDVA proposes the following:

1. Perform a Process/Design needs assessment which will build a solid business and functional foundation upon which to construct the case management system. This includes:

" Conducting a comprehensive functional analysis down to the data element level requirements

" Build a detailed fully scoped system engineering estimate

2. Design/build/deploy/train users on a cloud-based enterprise case management system with smartphone and tablet application functionalities and capabilities

3. Set up on-going continuous process improvement culture to keep the WDVA from falling behind the technology curve again

The capability for the WDVA to:

" Create a mechanism to shift from reactive to proactive case management practices to:

o Identify and guide veterans through their benefits and entitlement process

o Identify and guide veterans through WA State technical schools and universities

o Identify and guide veterans through WA State apprenticeship and technical trade programs

o Identify and guide veterans through family wage job opportunities

o Identify and guide veterans through veterans' programs such as mental health services, homeless support services, emergency financial support, among others

" Identify and track cohorts - designated demographic groups of veterans - for optimal lifecycle support

- " Identify and administer opportunities to cost shift Veterans from state to Federal or private funding sources
- " Capture the full economic value of veterans by actively embracing them and integrating them into our communities through an enterprise case management approach
- " Minimize costs while maximizing services

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

WDVA currently executes its mission without an enterprise veterans case management (EVCN) system. Almost entirely manual, the WDVA is operating at peak capacity and is continuously challenged to keep up with its current workload. Both the DoD and VA have advised WDVA to anticipate an additional 30-50% transitioning veteran workload beginning in 2014 and lasting for up to four years. In light of both increasing numbers of veterans and per veteran transaction requirements, manual processing is not a financially and practical viable option - potentially requiring between 40 to 180 new employees. Automation is a must and a critical key component of the WDVA's strategy to not only implement parts 2 and 5 of the Governor's Executive Order 13-01, but mostly to simply respond to the current and future demands of the state's veteran population.

Key operational and business gains include:

- " Supporting WDVA Cost Avoidance goals:
 - o Avoid having to hire large numbers of people to support and scale manpower-intensive manual processes through automation, information sharing of critical data and lowering per transaction costs
 - o Potentially shift Medicaid costs from Washington State to the Federal VA by maximizing veterans benefits and entitlements
 - o Prevent veterans from falling into crisis by preventing Poverty, Unemployment, Suicide, Homelessness and Divorce (PUSHD)
- " WDVA statistics show that veterans in crisis require "10x" the amount of resources to stabilize and support than those who are transitioned successfully into one of the four standard pipelines: Job, Education, Apprenticeship or Small Business and reintegrated into the community
- " Potentially drive new revenue into Washington State
 - o Using JBLM Transition Office statistics (JBLM/Army only)
 - o Capture up to 2,800 JBLM soldiers/year for the Washington State Higher Education System - potentially capturing up to \$9.2M/year in Federal VA "GI Bill" benefits
- " Attract and retain skilled work force and those who receive:
 - " Retirement Pay
 - " Disability Pay
 - " VA Home Loans
 - " Skilled Work Force
- " Gain the ability to shift from "reactive" to "proactive" management of veteran demographic defined cohorts throughout their lifecycle, e.g. by age or event
 - o Using automated tools - engage and support veterans throughout their service requirement lifecycle needs - anticipating specific needs and actively communicating benefits and entitlements directly to the veteran
 - o Provide email, text and voice tools through smartphones, tablets and pc web tools, the preferred means for veterans and/or their caregivers to interact with the WDVA
 - o Flexibility to utilize tools based on demographics , e.g. younger veterans prefer online tools, older typically web pc or phone calls
- " Provide Dashboards for all users and managers of the system with the ability to measure and monitor business performance "on-line" with real time data
 - o Embed, gather, process, and present business analytics at the process level

Current manual practices require several weeks from query to reports which is too long to be useful.

Funding of this project will result in a radical shift in how WDVA performs its business to significantly improve its service performance levels while capturing funding for federal benefits and entitlements and contributing toward Washington's economy. This will be done through:

- " Technology driven work process automation/optimization
- " Alignment of services and delivery preferences with the state's veteran customer base to achieve improved customer service levels
- " Integration of the entire veteran support system using synchronized critical authoritative data

A specific result will be to deliver automated "real time" metrics driving resource allocation for the entire system as represented by the

Governor's Washington State Transition Council, established by Executive Order 13-01. The Veteran Enterprise Case Management

System will be able to provide and monitor performance metrics such as:

Overall Real-time Agency Performance for Executive Leaders to provide business analysis and reporting solutions:

- " Numbers of Veterans & family members accessing WDVA network and measurable outcomes from each engagement
- " Summary of amount of financial assistance and transition provided to veterans in multiple WDVA state, federal and county programs
- " Executive Leaders' View of Performance Measures and Outcomes of over 45 different state, federal and local funding streams within Veteran Services & Behavioral Health Division
- " Sample Dashboard Content for WDVA Veterans Benefits Specialist's (VBS), VSOs and authorized Stakeholders:
 - o Veteran Benefit Specialist - Veteran "Total Care" View
 - o One-click DD 214 access
 - o Profile of each Client (customer service that avoids duplication & error)
 - o Links to VA Claims Status, VA Health Care Enrollment
 - o Unified Counselor, Case Manager, VSO, Community Veteran Care Comments
 - o On Call Remote capability to electronically deliver Veteran
 - o Message Center allowing stakeholders and Veterans within the WDVA system to directly communicate with one another.
- " Background: In the spring of 2013, WDVA identified and mapped 80 of its major WDVA business processes and tasks across seven of its state VA programs. Summary Findings:
 - o 93% of WDVA process tasks can be positively impacted through automation.
 - o 60% of WDVA process tasks can be automated for the first time ever.
 - o 33% of WDVA process tasks can additionally experience workflow improvements.
 - o There are 367 tasks performed by WDVA FTEs within these 80 processes
 - o Manual tasks: 62% of these major process tasks are performed manually
 - o Number of Microsoft Office Tasks & Automation: 99% of these Microsoft Office tasks can be automated

Potential Desired Results with External Stakeholders

- " Number of service members in transition who do not achieve success on any Army Career & Alumni Program (ACAP) track
- " Number of unemployable veterans
- " Number of weeks spent on Unemployment Compensation for Ex-service members (UCX)
- " Placement / Retention metrics
- " Wage progression metrics
- " Acceptance Letter completion
- " Transcripts - military education, certification, and classes already completed
- " Degree - completed and documented
- " Placement / Retention post-graduation, and number who return to seek assistance post-graduation
- " The total VA GI Bill tuition benefits spent at WA State education institutions
- " Number who successfully complete certification and apprenticeship
- " Number who obtain steady work (including in other states)
- " Number who become journeymen
- " Number who return to seek assistance from the state post-apprenticeship status
- " Number of small businesses still in operation after 1 year (track by annual renewal of UBI)
- " Number of small businesses still in operation after 5 years
- " Number of Veteran-Owned small businesses that participate in the veteran referral network or hire veterans

These are just a few examples of the desired metrics needed to make informed resource allocation and program management decisions.

Manual efforts require many staff hours to gather and process.

Another desired result will be to both validate the results of a preliminary assessment and complete the process engineering review across all WDVA internal business processes. The assessment indicates a conservative numerical improvement of 40% in overall efficiency in processes. In manual processes which can be automated, that gain is as high as 70%. Maximizing efficiencies will be driven by the degree to which data and work processes can be shared across the entire veteran services system.

Every stakeholder will be fundamentally affected in a positive way. Here are impacts by main groups:

WDVA Users

All users will be given access to tools which will automate and support redesigned/optimized business processes: delivering results "better/cheaper/faster/safer" supporting every aspect of how they do business

- " Most WDVA workers are knowledge workers
- " They currently don't have the ability to see what other supporting and supported groups are doing real-time; even between WDVA programs
- " Access only granted by role - limiting access to those who need to know yet disseminating to all who should know and have a vested interest

Federal VA

This system will provide Washington State with the opportunity to eliminate one of its greatest costs, a manual paper interface with the Federal VA, particularly the important DD214, by shifting from paper to digits and by both exchanging electronic data and sharing systems. This will allow agencies to work in concert, synchronizing their support and expediting claims and requests for information.

Veteran & Family Members

System will be designed with the most current Smart phone applications, access and platforms to achieve customer service and customer satisfaction.

Performance Measure Detail

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. In accordance with Results Washington, this initiative directly supports WDVA's priority efforts in "Outreach and Access" and Education and Employment" for Veterans

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Yes. Supports and implements the Governor's First Executive Order - Executive Order 13-01.

" Executive Order 13-01 was the Governor's first Executive Order as a token to his commitment to veterans: "As part of our efforts to rebuild a robust economy and return to full employment, I have asked private and public leaders throughout our state to help veterans and their families in effectively navigating this transition, and increase our collective efforts to help them obtain living wage jobs."

This program, also, supports the following Results Washington goals:

- " Goal 4: Healthy and Safe Communities Outcome Measures: 1.3; 2.1; 3.2 Leading Indicators: 1.3.b and 1.3.c; 2.1.a and 2.1.d; 3.2.d and 3.2.d.1
- " Goal 2: Prosperous Economy Outcome Measures: 2.1; 4.1 Leading Indicators: 2.1.b; 4.1.a
- " Goal 5: Effective, Efficient and Accountable Government Outcome Measure: 1.1 Leading Indicator: 1.1.c
 - o Exhibits a solid ROI based on work process changes alone - estimated in excess of 40% with a payback of at or below two years
 - o Current cost shifting gains away from State programs and onto the Federal government
 - o Maximize VA GI Bill benefits at WA State education institutions, estimated at \$9.5M per year for the Army alone - significant gains can be added for Navy Region Northwest and Fairchild Air Force Base in Spokane.
 - o Enables several economic boosts - Manpower/jobs, Higher Educational System participation, Apprenticeships and Technical training participation and supporting small business formation
 - o High impact on quality of service/life for veterans through greater ease of use benefits and services
 - o Enhance the reputation of the State of Washington to support veterans and in attracting veterans to our state

What are the other important connections or impacts related to this proposal?

This proposal creates the connections to all other stakeholders in the veteran support ecosystem and provides the data upon which to coordinate critical services.

The veteran community is comprised of "cohorts", groups of veterans usually defined by demographics: where they served, for how long, whether they were in combat zones, etc. Managing proactively by cohort is a practice which minimizes lifecycle costs and leads to the highest service levels. Doing so requires an automated solution - to bring all activities together and transparently de-conflict individual and group support.

What alternatives were explored by the agency, and why was this alternative chosen?

There are no other viable options other than the status quo. Automation is a must and a critical key component of the WDVA's strategy to not only implement parts 2 and 5 of the Governor's Executive Order 13-01, but mostly to simply respond to the current and future demands of the state's Veteran population.

What are the consequences of adopting or not adopting this package?

There are potential significant negative impacts:

Washington State will simply not be able to handle the on-coming rise in veterans returning from service and calling Washington State their home, resulting in:

- " Spending far more money merely supporting veterans in crisis than the system would have cost
- o WDVA experience shows these are in the neighborhood of "10x"
- " Customer Service times will slow significantly
- " Growing frustration for WDVA personnel and veterans due to delays as response times lengthen beyond WDVA's controls
- " Washington State's higher education system will miss out on opportunities to attract and retain federal GI Bill dollars

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
J Capital Outlays	600,000		600,000

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: R3 Veterans Benefits Outreach & Svcs
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

This request will fund two additional one-year positions to increase outreach and access of information and opportunities for veterans to connect to their earned benefits and services. The temporary positions are critical to the successful delivery of expanding case management, outreach, financial support for transitioning service members from Joint Base Lewis McChord (JBLM), US Navy Region Northwest, and the US Coast Guard. With a drawdown rate of nearly 1,000 veterans per month, these positions will increase outreach and access to military installations to provide active case management, informational briefings, and direct assistance on veterans benefits, services, employment, education, and transition assistance.

This request will also purchase additional transitional beds for homeless veterans in King and Pierce Counties for one year. Currently, the number of homeless veterans in King and Pierce Counties exceeds the total bed allocation for veterans within the non-profit organizations managing these beds. There is currently high demand in both of these counties for homeless beds for veterans. An indirect benefit of veterans utilizing these beds affords the opportunity for Washington Department of Veterans Affairs (WDVA) to connect these veterans to necessary resources and services available to them to potentially assist them out of homelessness. WDVA's goal is to double the bed access as well as comprehensive case management services to produce successful outcomes for the veterans of King and Pierce Counties.

Many of the underserved veterans reside in the Bremerton, Everett and Whidbey Island areas. These positions will be utilized to address the high concentration of veteran population in these areas and increase outreach and access efforts to financial support and case management; as well as the direct case management support and services to transitioning servicemembers at Joint Base Lewis McChord, Navy Region Northwest, and the US Coast Guard in order to respond to the workload associated with the increased drawdown rate to promote gainful (livable) employment and potentially prevent veteran homelessness and potentially reduce the state's veteran unemployment. These positions will increase the coordination of existing resources at the state/county/federal level to provide critical transition support services for veterans and transitioning service members.

The funding of transitional beds and case management services for homeless veterans allows WDVA to provide the best opportunity to serve veterans and their families in the two larger populated counties in the state. Increasing the number of transition beds for veterans is a combined priority for the US Government and Washington State. Accessing existing services with community partners strengthens WDVA and the State of Washington's position as the most veteran friendly state in the nation. WDVA's primary goal is to serve the veteran and provide the most comprehensive wrapped-around services and resources available.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	162,014	0	162,014
Total Cost	162,014		162,014
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	2.0	.0	1.0

Package Description:

There is currently a substantial increase in transitioning servicemembers from all branches of service that calls Washington State their permanent home. The one-year project positions are critical to reduce the backlog and ongoing increase in administrative and case management support services, especially as it relates to new apprenticeship program support requests on Joint Base Lewis McChord. Service member participants in the supported apprenticeship programs are guaranteed a successful positive outcome of employment based on their training and the case management and financial support provided by the Veterans Innovations Program within WDVA to ensure successful outcomes. Currently only one FTE carries out these services statewide, creating a significant delay in services and response to eligible veterans. The proposed FTE will ensure the successful continuation and data collection for this program resulting in significant increase in successful employment outcomes for transitioning service members in direct support of Results Washington Goal of a Prosperous Economy. To complete the service delivery cycle, additional homeless beds will be purchased from non-profit organizations to assure that homeless veterans receive highly demanded shelter and case management.

DoD and Federal VA expect 1,000 or more service members to leave the military and call WA State home each month for the next few years - double the pre-drawdown estimate. Washington State needs to be prepared and positioned to facilitate a streamlined transition process for these veterans into employment, apprenticeship, training, or education. These two one-year, project full-time employees will expand existing outreach and access to financial, transition, and reintegration services to these transitioning service members by working with military components, apprenticeship programs and state agencies prior to separation from active duty. This funding request also includes a part-time contracted veterans benefits specialist to support transition programs for the Navy at Keyport, Everett and Marysville, the Coast Guard at Seattle, the Air Force at Fairchild AFB in Spokane and multiple Washington National Guard and Reserve locations throughout the state. Finally, the funds will also purchase additional transitional beds to reduce the homeless veterans in King and Pierce Counties.

Washington State leads the nation in piloting a unique pre and post DoD, Federal VA, State and local approach to successfully transition and support soldiers to and through civilian life, starting up to 18 months prior to discharge and 18 months post discharge. The Veterans Innovations Program supports the vision of the WSMTC by helping to ensure that separating service members and current National Guard/Reserve members transition seamlessly into civilian employment, training, and business opportunities and to create a sustainable cross-jurisdictional "linked systems" approach in the WA State that can be replicated in other states.

These positions contribute directly to the mission of the WDVA by expanding and advancing outreach, services and access to programs that serve veterans and their families. In our commitment to reduce the Washington state veteran unemployment rate and reduce crisis care, WDVA and ESD and other county-level organizations are collaborating actively with all military components in WA state. Together, the partnership is striving to establish an integrated, cross-jurisdictional process built upon a common platform to help service members and their families engage with federal, state, county, and community-based organizations. Expanding outreach statewide with access to critical financial, transition and reintegration services and continuing to build partnerships with federal, state, county and community organizations will potentially result in lowering poverty, unemployment, suicide, homelessness, and crisis.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Increase in outreach, services and access of information in order to reach the increasing number of veterans and transitioning servicemembers and connect them to their benefits, programs and services resulting in increased positive outcomes for veterans

Performance Measure Detail

Activity: **A001Administrative Services**

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

The WDVA has a comprehensive list of performance measures. Among them are performance measures associated with Goals: "Outreach and Access", "Education and Employment" and "Continuous Improvement". The goal of "Outreach and Access" is to provide information and opportunities for veterans to connect to their earned benefits. The goal of "Education and Employment" is to help veterans prepare for and achieve family wage jobs. The goal of "Continuous Improvement" is to serve more veterans by developing innovative and efficient approaches to carrying out the agency's mission.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

These programs work in direct support of the following goals in relation to successfully transitioning veterans into employment, education, and training.

Goal 2 Prosperous Economy:

Outcome Measures: 2.1 "Increase the number of jobs in state by 150,000 by 2015."

Leading Indicators: 2.1.c "Increase employment rate for veterans from 67% in 2011 to 70% by 2015."

2.2.a. "Expand skilled workforce to match increase in high-demand industries by 11% by 2015."

2.2.b. "Increase number of workers in occupations who earn an average of at least \$35,000 from 1.63 million in 2012 to 1.84 million by 2015."

Goal 4 Healthy & Safe Communities:

Outcome Measures: 3.1 "Keep the percentage of residents above the poverty 1.7% higher than the national rate through 2030."

Leading Indicators: 3.1.d: Decrease veteran homelessness from 1,475 to 737 (50%) by 2015.

What are the other important connections or impacts related to this proposal?

Current successful presence and partnerships with Joint Base Lewis McChord, Navy Region Northwest, and US Coast Guard in support of successful education and connection of transitioning servicemembers to benefits, services, employment, training, and education. These positions also impact the outreach and accessibility for program support services statewide. These positions also incorporate and include eastern WA which is often underrepresented in terms of solutions of support for veterans/families residing in rural WA locations. The purchase of the homeless beds in King and Pierce Counties will continue the work of WDVA to reduce homelessness for veterans.

What alternatives were explored by the agency, and why was this alternative chosen?

The only alternative would be to continue to decrease the outreach / services for veterans and their families and reduce resources needed to serve this underserved population.

What are the consequences of adopting or not adopting this package?

Not funding these one-year project positions and the transitional/homeless beds would only continue to limit WDVA's ability to maximize its opportunities for veteran outreach and access, in turn, potentially denying veterans services entitled to them in the state. The possibility of encountering a veteran or veteran's family member in need of critical services and ability to place them in temporary housing while providing case management services is essential to successfully intergrate back into their respective communities

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	73,152		73,152
B Employee Benefits	31,572		31,572
N Grants, Benefits & Client Services	57,290		57,290
Total Objects	162,014		162,014

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: R4 Veterans Owned Business Rep
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

WDVA requests authority to spend \$100,000 in FY 2015 to jumpstart outreach and support services to veterans who are either starting businesses or seeking to increase procurements from state agencies in accordance with RCW 43.60A.195 and 43.60A.200, Governor's Executive Order 13-01 and HB 2744 from the 2014 Legislative Session. This program has significant potential not only to help agencies increase the amount of business done with veteran owned businesses, but also to greatly increase the number of veteran owned businesses currently certified through the Washington State Department of Veterans Affairs and the number of veterans who start their own businesses thus increasing the number of employed veterans.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$100,000 of the total.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	100,000	0	100,000
Total Cost	100,000		100,000
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	1.0	.0	.5

Package Description:

The list of certified veteran owned businesses provides Washington's state agencies and citizens with a directory of veteran owned businesses who can fulfill various contracting and procurement needs. Created by the legislature in 2007, the registry provides a way for state agencies to honor the service of veterans by doing business with them as small business owners.

With approval of this decision package, WDVA will conduct outreach and provide direct assistance to veterans, veteran business owners, state agencies as well as veteran organizations and the general public to:

- 1) Ensure state agencies procurement and contracting officers are aware of the Veteran Owned Business Registry and how it helps them comply with the requirements of Executive Order 13-01.
- 2) Ensure the general public and veteran organizations are aware of the online Veteran Owned Business Registry and have the opportunity to utilize it as the 'Yellow Pages for Veteran Businesses'.
- 3) Increase the number of completed certifications, thus increasing the number of businesses available to satisfy increased demand

for state agency procurements as a result of Executive Order 13-01.

- 4) Increase the number of veteran business owners who are aware of the Veteran Owned Business Registry and who understand the importance of completing their certification.
- 5) Increase the number of veteran businesses utilizing the Veteran Linked Deposit Program.
- 6) Provide assistance to Veterans seeking to start their own business thus helping to increase the number of veterans who are employed.

Because much of the work accomplished by this position will be focused on outreach to both veteran business owners and other state agencies, this function will be assigned to the WDVA Administration Office. The Veteran Owned Business Program is established through RCW 43.60A.190 - 200 and specifically addressed through Executive Order 13-01 which states:

1. Agency Procurement from Veteran-Owned Businesses Each executive cabinet agency shall set a target of awarding at least five percent of all procurement contracts to certified veteran-owned businesses. The Department of Veterans Affairs (DVA), in consultation with the Department of Enterprise Services (DES), will establish agency reporting standards and protocols."

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

Currently 2,059 businesses are registered on the WDVA Veteran Owned Business Registry. Of those, 856 are certified, which means their military service has been verified and the business has provided documentation to prove the veteran manages / participates in the day to day operation of the business.

With a dedicated staff person to outreach to veteran owned businesses and work with them individually to assist in the business start-up process, the number of certified businesses will double within two years.

WDVA also expects to have the capacity to provide additional assistance to other state agencies as they strive to increase purchasing with certified veteran owned businesses in accordance with both RCW 43.60A.190-200 and Executive Order 13-01.

The veteran owned business staff member will also be responsible for increasing traffic to the veteran owned business registry on the WDVA Website, which will demonstrate that both state agencies and members of the public are utilizing the site as a way to locate veteran owned businesses who can fulfill their purchasing needs.

Performance Measure Detail

Activity: A001Administrative Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Yes. Strategic plan language:

During the 2007, 2008 and 2010 Legislative Sessions, laws were passed to enhance visibility and funding opportunities for Veteran and Servicemember Owned Businesses. Business owners now have the ability to become certified by WDVA and receive lower interest loans through a Veterans Linked Deposit Program. The Legislature also encourages all public entities to award 3% of their non-competitive purchases, procurements and contracts to certified Veteran and Servicemember Owned Businesses. WDVA will continue promoting this important benefit and improving the existing framework with two goals in mind:

- 1. Providing additional visibility for certified businesses among government and corporate entities; and
- 2. Promoting the registry to Washington residents by encouraging them to Shop Veteran Owned Businesses First.

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

Goal 2: Prosperous Economy

Outcome Measures: 4.1 "Adopt genuine progress indicator and increase by X% from 2013 baseline (currently being created, baseline to be established by April 2014)"

Leading Indicators: 4.1.a. Increase state agency and educational institution utilization of state-certified small businesses in public works and other contracting and procurement by 2017 to:

- " Minority-owned businesses: 10%
- " Women-owned businesses: 6%
- " Veteran-owned businesses: 5%

This decision package would directly contribute to helping veterans start and make their small businesses more visible. This package not only will help to create employment opportunities for veteran business owners, but will also help existing small veteran owned businesses grow their businesses with a goal toward hiring more veterans.

This program has the opportunity to help veteran business owners increase their visibility within our State's public agencies in order to increase the amount of purchasing state agencies do with veteran owned businesses. It will also help new businesses get started and help existing businesses grow with a goal of hiring additional veterans.

What are the other important connections or impacts related to this proposal?

This program will help veteran entrepreneurs move forward to either start or grow businesses helping alleviate some of the unemployment issues our veterans face when they separate from the military. This program will comply with RCW 43.60A and meet all lawful guidelines and compliance.

In accordance with RCW 43.60A.195 "Veteran-owned business certification - Rules - Outreach."

- (1) The department shall develop a procedure for certifying veteran-owned businesses and maintain a list of veteran-owned businesses on the department's public web site.
- (2) The department shall adopt rules necessary to implement chapter 5, Laws of 2010. The department shall consult agencies to determine what specific information they must report to the department.
- (3) The department shall collaborate with and may assist agencies in implementing outreach to veteran-owned businesses.
[2010 c 5 § 3.]

Also, RCW 43.60A.200 "Awards of procurement contracts by state agencies to veteran-owned businesses." states

(1) State agencies are encouraged to award three percent of all procurement contracts that are exempt from competitive bidding requirements under *RCW 43.19.1906(2) to veteran-owned businesses certified by the department under RCW 43.60A.195.

(2) State agencies shall:

- (a) Perform outreach to veteran-owned businesses in collaboration with the department to increase opportunities for veteran-owned businesses to sell goods and services to the state; and
- (b) Work to match agency procurement records with the department's database of certified veteran-owned businesses to establish how many procurement contracts are being awarded to those businesses.

[2010 c 5 § 4.]

What alternatives were explored by the agency, and why was this alternative chosen?

WDVA has been operating the Veteran Owned Business registry since 2007. Our attempts at conducting outreach have been minimal and inconsistent because a full-time employee is not dedicated to this task. There is huge potential for this program to be a true benefit to veteran business owners and state agencies, if a permanent resource can be dedicated to the Veteran Owned Business Program.

What are the consequences of adopting or not adopting this package?

The Veteran Owned Business Registry will continue to exist as a webpage registry and we will continue to utilize our webmaster resource to provide support to this program. WDVA will not be able to actively promote the registry to business owners or actively

work with other state agencies to help increase procurements with veteran and servicemember owned businesses. WDVA will lose the opportunity to help veterans get their businesses started on the right foot and increase revenue and jobs in the state of Washington.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	42,588		42,588
B Employee Benefits	16,803		16,803
E Goods\Other Services	13,729		13,729
G Travel	26,880		26,880
Total Objects	100,000		100,000

Washington State Military Transition Council

Operational Guidelines

Purpose

These operational guidelines are written to provide a framework for the newly established Washington State Military Transition Council (WSMTC). This document contains written roles and responsibilities of council members, a rhythm of scheduled meetings and communications as well as established deadlines for information and input for all levels of participants. In addition, these guidelines outline reporting requirements to include timelines and templates.

Roles and Responsibilities:

1. **Chairperson:** The chairperson of the council shall maintain oversight of council activities, reporting directly to the Governor's office. The chairperson shall direct the Executive Council, establish quarterly meeting dates, ensure action items are distributed to the appropriate agencies and approve additional executive members or ex-officio members to join the WSMTC.
2. **Military Advisory Committee:** The military advisory committee will appoint a lead to advise the chairperson and attend all quarterly meetings. Representatives from all branches of the service will be included. The military advisory committee will keep the WSMTC apprised of any changes to the Department of Defense (DOD) transition programs. The military advisory committee will take any action items involving DOD policy/procedure/budget to their respective Departments for action.
3. **Executive Council Members:** The primary purpose of the Executive Council is to:
 - a. Hold work groups and each other accountable to achieving measurable results.
 - b. Advocate for a collaborative 'linked systems' approach to transitioning services.
 - c. Identify and remove obstacles to collaboration and leveraging of resources.
 - d. In order to achieve this purpose, Executive Council Members will: attend quarterly meetings, send representatives to participate in working groups as appropriate, work on action items that fall within their scope of responsibility or influence as determined by the chairperson, communicate any policy, procedure or budget issues that affect transitioning Service Members to the WSMTC and analyze and report any ways that policy, procedures or systems within their agency could be adjusted or linked to ensure a seamless transition for Service Members from federal to state resources.
4. **Steering (Legislative) Committee:** The Steering (Legislative) committee acts as the liaison between the Chairperson, Executive Council, the Strategic Planning Committee, the Working Groups and the Legislative Delegation. The steering committee will collect and disseminate communications among parties, monitor progress, report to the Chairperson and serve as members on the workgroups to ensure unity of effort.

5. Strategic Planning Committee: The Strategic Planning Committee consists of the co-chairs from each of the working groups. The Strategic Planning Committee establishes strategic goals for working groups, communicates with the steering committee and each other to ensure unity of effort, reports quarterly to the Executive Committee and holds the workgroups accountable for deliverables.
6. Working Group Members: Work Group Members participate in meetings between quarterly transition councils to:
 - a. Collaborate on developing and implementing strategies with measureable outcomes.
 - b. Identify and share best practices and lessons learned.
 - c. Identify and address obstacles to effective collaboration and leveraging of resources.
 - d. Bring unresolved obstacles to the attention of the Strategic Planning Committee for resolution.
7. Federal and State Congressional Delegation Members: Attend quarterly WSMTC executive meetings to keep apprised of progress and initiatives. Communicate with the steering committee to determine any action items that could be addressed by congressional members and take action as appropriate. Report any legislation or initiatives that affect the WSMTC at the quarterly meetings.
8. Installation Transition Managers: Attend quarterly WSMTC meetings to keep apprised of progress and initiatives as well as to share best practices with the committee. Inform their respective member of the Military

Advisory Committee of any changes to DOD transition policies or procedures in order to provide an accurate status to the WSMTC.

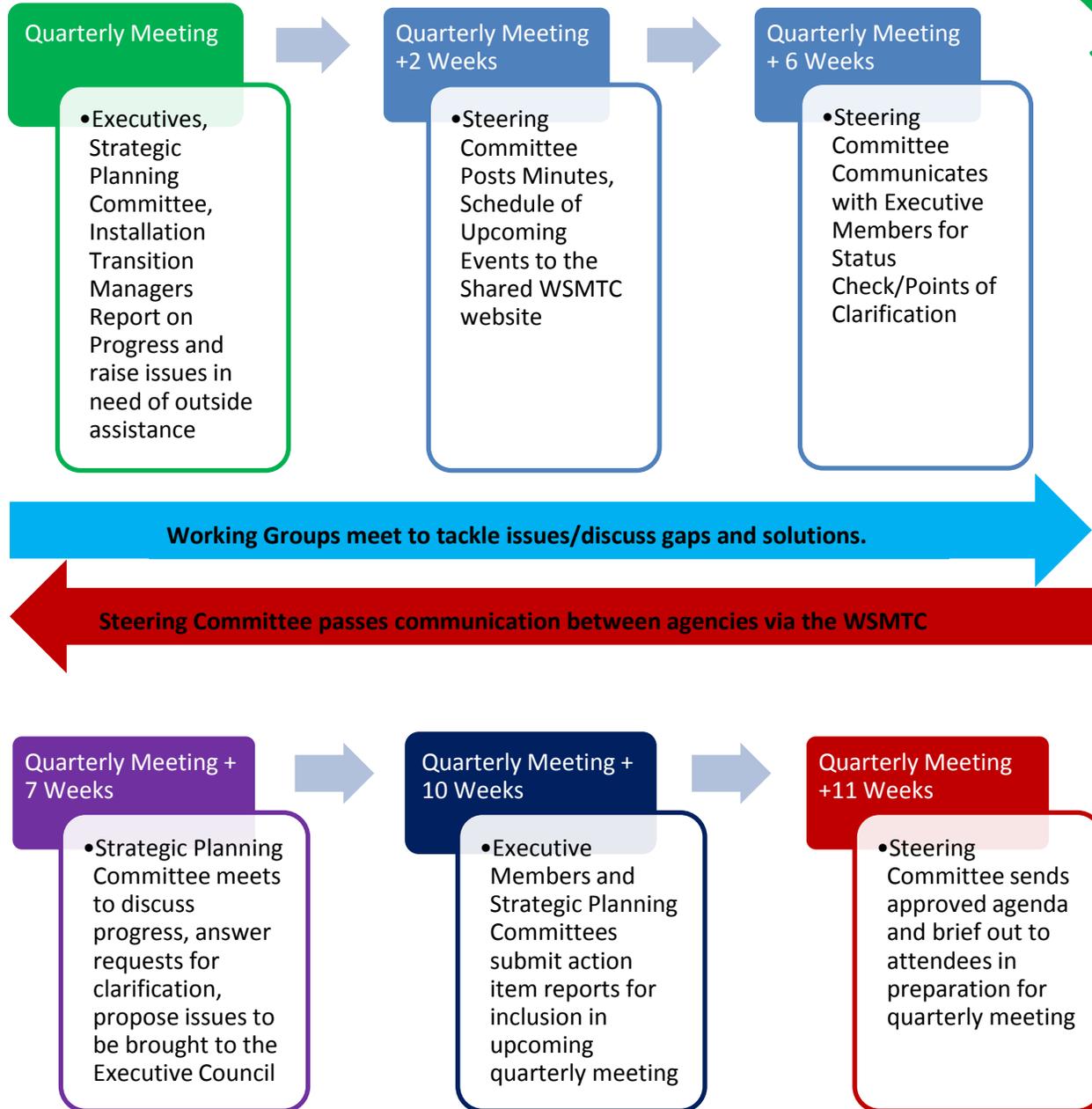
Scheduled Meetings and Communication:

1. Chairperson: The Chairperson will schedule and chair the quarterly meetings. The Chairperson will communicate with Executive Members as needed between quarterly WSMTC meetings for status updates or assistance.
2. Executive Members will attend the quarterly meetings and will communicate with the Steering Committee NLT 6 weeks following a quarterly meeting to provide a status update on any action items. Executive Members will provide a report to the Steering Committee NLT 10 (or 2 weeks prior to) weeks following a quarterly meeting for inclusion in the next quarterly meeting.
3. Steering (Legislative) Committee: The Steering Committee will meet with Executive Members 6 weeks following each quarterly meeting to check the status of any action items. This meeting can be done virtually or in person. At the 6 week mark, any points of clarification needed by the Executive Members will be sent to the appropriate agency for action. The Steering Committee will follow-up with the Executive Members 10 weeks following a quarterly meeting to collect a progress report for inclusion in the next quarterly meeting. The Steering Committee will keep the Chairperson, Military Liaison and Strategic Planning Committee updated throughout the cycle. The Steering Committee will brief the Chairperson on the

agenda and proposed briefing NLT 1 week prior to the quarterly meeting. After approval of the Chairperson the agenda and briefing will be sent to all attendees and requests for assistance will be sent to the appropriate agency for review in order to prepare for the meeting.

4. Strategic Planning Committee: The Strategic Planning Committee will attend quarterly meetings. In addition, the Strategic Planning Committee will meet 7 weeks following the quarterly meeting to discuss any points of clarification from the Executive Members, report on progress, coordinate efforts across working groups, and discuss “asks” for the upcoming quarterly meeting. This meeting can be done virtually or in person. The Strategic Planning Committee will submit any requests for assistance and status updates to the steering committee NLT 2 weeks prior to a quarterly meeting.
5. Working Groups will meet as determined by the co-chairs between quarterly meetings either in person or virtually.

Quarterly Meeting/Communication Cycle:



Reporting Requirements:

1. Working Group Requests for Assistance (Due to Steering Committee NLT 2 weeks prior to a quarterly meeting): When working groups identify obstacles to seamless transition that cannot be resolved at their level they will submit their request for assistance to the Executive Council in writing with the following information:
 - a. Background (Problem Statement):
 - i. What type of obstacle currently exists? (Policy, procedure, regulation, legislation, budget constraint, manpower, etc..) Provide a written copy of the policy/procedure if one exists as an attachment to the request.
 - ii. What has the group done to this point to tackle this issue? List any coordination, research, actions taken to date.
 - b. Lead Agency: Which agency(ies) can most effectively solve this problem?
 - c. Request for action. What action needs to occur? Provide enough detail to ensure the Executive Agency assigned this action completely understands the expected outcome.
 - d. Proposed Solution?
 - e. Result: What benefit will result by taking this action?
 - f. What negative impact will transitioning Service Members face if this action is not completed?
 - g. What is the drop dead date for completion of this action item?
 - h. Working group lead for follow-on questions/coordination.
2. Action Item Reports (in the form of a quad chart – see attachment for example format):
 - a. Description of the action item and which goal it addresses
 - b. Progress made since last report
 - c. Next steps
 - d. Assistance needed from member of the group or outside agencies

Format of Quarterly Meetings:

1. The agenda and slides will be posted to the shared website for review NLT 1 week prior to a quarterly meeting.
2. The following basic agenda will be followed during each quarterly meeting:
 - a. Welcome/Introductions Review the Agenda by the Chairperson/Military Advisory Chair
 - b. Action Item Reports given by Working Groups and any Executive Members working a request for assistance.
 - c. Presentation of any new requests for assistance from the working groups.
 - d. Updates to Transition Programs as Appropriate
 - e. Spotlight briefings that will benefit members as approved by the Chairperson for inclusion.
 - f. Legislative Updates as appropriate
 - g. Public Questions/Comments

- h. Closing Remarks – Invitation to the Next Meeting (Chairperson)
- 3. Notes and the final presentation/agenda will be posted to the shared WSMTC website by the Steering Committee NLT 1 week following a quarterly meeting.

Action Report – Working Group Title	
<ul style="list-style-type: none">• Task Assigned: (Working Toward Which Goal?)	<ul style="list-style-type: none">• Progress Since Last Report:
<ul style="list-style-type: none">• Next Steps:	<ul style="list-style-type: none">• Assistance Needed From The Group:

WSMTC Objectives/Goals – One-pager for all levels of leadership

Objectives:

- Shift “success” metrics from measuring outputs to measuring outcomes. (data share/work group)
- Identify and correct obstacles in policy and processes that currently do not support seamless transition and Guard/Reserve Lifecycle support. (track workgroups)
- Identify cost-saving measures within proposed solutions, and enhance state and federal support, resources, and capability (track workgroups)
- Integrate and expand networks and partnerships between state and federal agencies, community partners, and WA State businesses. (data share/work groups, merging of workgroups with Islandwood)
- Have a self-service pilot in place at JBLM that empowers the Service Member to take charge of their transition and places valuable resources in their hands based on their individual transition plan (letter from the Governor to Secretaries Hagel/Shinseki, info papers to key leaders at HRC outlining what the pilot would entail)

Goals:

Commitment from community partners to support and implement a seamless handoff

Every transitioning Service Member develops and completes a meaningful transition plan:

- IAW OSD Goals, Plans and Success (GPS) requirements
- Increase percentage of Career Ready Service Members by 50% by the end of 2015
- Gain visibility/awareness of where each component is in relation to the GPS requirements
- Increase the number of transitioning Service Members exiting the service with a mentor by 20% Every transitioning Service Member experiences a seamless hand-off from their transition assistance program to a civilian partner organization or partner agency.
- Focus through 2015 is on those remaining in WA
- Work with all Service branches to establish standardized means to measure those remaining in the state
- Phase III – Post 2015 once pilot is approved and in place:
Analysis of effectiveness of programs connecting transitioning Service Members with each of the community partners based on track which would provide a baseline to measure – the partners would report the number of Service Members who entered their program. Partners to include: Work Source, SBA, WA State Student Achievement Council for Higher Education, Council of Presidents, and State Board for Community and Technical Colleges.
- Mitigate transitional stress for Service Members and their families by effectively preparing them for transition through raised awareness of community services while increasing the overall ability of the family to access such services.
 - Establish risk factors related to transitional stress as a baseline by track
 - Each track workgroup will recommend track specific stress factors
 - Each track workgroup will produce a comprehensive asset map that provides raised awareness of community services by the end of 2015
- Support Guard/Reserve in a lifecycle support model – based on “interruptions” rather than transition - to reduce unemployment and underemployment. (start with a 5 year process map outlining their lifecycle transition process and how the community best supports that cycle)
- Maximize the effectiveness of the DoL rapid response grant given to the transition community by leveraging community partners to deliver services based on the Camo2Commerce measures of effectiveness

The Strategic Communication Plan (SCP) for the Washington State Military Transition Council (WSMTC) – 2014-2015

1. Rationale Statement:

The statistics:

- 13,000 Service Members per year projected to make WA State their permanent residence
- Approximately 11-12,000 per year transition from various installations across the state through 2016
 - 900 +/- per month
 - 30-40% of transitioning Service Members historically stay in WA
- Many Service Members transition without a plan
 - Washington State is consistently one of the highest in the nation for Service Members receiving employment immediately after leaving active duty

CHANNELING THE “SEA OF GOODWILL” TO SUSTAIN THE “GROUNDSWELL OF SUPPORT”:

- Today, unlike any generation in history, citizens across the country are supportive in word and deed of the American Active Duty, Reserve, and National Guard Soldier, Sailor, Airman, Marine, and Coast Guardsman.
- Our nation is so full of support for our Service Members, it is difficult to illustrate all the organizations and individuals trying to do their part to support our veterans.
- Admiral Michael Mullen, the Chairman of the Joint Chiefs of Staff, calls this a “Sea of Goodwill” of American support.
“The challenge...is how do you connect that sea of goodwill to the need?”

2. Situational Analysis:

Vision: Ensure that separating Service Members, National Guard members and Reservists transition seamlessly into civilian employment, education, training, and business opportunities.

Create a sustainable cross-jurisdictional, ‘linked systems’ approach in Washington State that can be replicated across the nation.

The WSMTC values:

- A military member, veteran and family member centric process
- Eliminating duplication of effort and maximizing efficiencies
- Continuously analyzing systems and programs to link them together in the most effective way to serve the Service Member/Veteran (**performance indicator**)
- Seamless, equitable transition services regardless of branch, component or location within the state
- Making evidence-based decisions and recommendations
- Cross-jurisdictional partnerships and collaboration

Envisioned Future:

The WSMTC operates efficiently and effectively as a partnership between federal, state, public, community and private entities that quickly identifies obstacles to a seamless transition, acts to remove those obstacles or makes recommendations to the appropriate entity to continuously improve the transition process.

Washington State achieves the lowest veteran unemployment rates and most competitive earning wages in the United States.

Washington State educational institutions are recognized as the most veteran-ready in the nation.

Barriers/Obstacles to Communication:

- Lack of full-time marketing and communications staff
- Cross agency security systems both virtual and physical
- Physical separation
- Lack of a consolidated website/on-line communication platform to keep members informed between meetings
- Funding streams and regulatory restrictions

3. Communication Plan Objectives and Goals-

Objectives:

- Members at all levels provide consistent, timely and accurate information regarding the WSMTC
- Retain/Recruit new members
- Increase print, social and verbal communications in the community

Goals:

- Using Google alerts, WSMTC monitors all electronic forms of communication for accuracy. Communications are identified as accurate, timely and consistent at least 85% of the time.
- WSMTC members respond proactively to transition issues in the community and respond reactively within 24 hours of any transition issue that arises.
- WSMTC retains 100% of its current members. WSMTC increases membership by a minimum of 10 participants, 20% of which are not in the Puget Sound area.
- WSMTC increases print, social and verbal communications by a minimum of 50% over the next year.

4. Key Stakeholders and the Message (the method in which we will accomplish the communication goal and the regularity with which we will utilize that method are in parenthesis)

Internal Stakeholders: Current members of the WSMTC at all levels

- Communicate the value/vision/goals of the WSMTC (Strategic Communications Plan - yearly)
- Motivate members to make a decision to actively participate – provide their time and resources (by showing the group has value and is making a difference and holding them accountable for their role IAW operational guidelines – ongoing)
- Empower members to act as ambassadors of the WSMTC in their organizations and communities to continue expanding membership and effectiveness (monthly newsletter to keep them informed between meetings, marketing materials – monthly)
- Communicate progress of the group, changes to the transition community, efforts of partner organizations and direction going forward. (Quarterly Meetings, publication of Annual Report)

External Stakeholders:

- Potential members of the WSMTC – expansion goals for 2014: Targeted outreach to- Navy, Marines, Eastern WA, Coast Guard to get them more formally involved
- State, Federal, Public, Private and Community Partners – Informing them of progress – requesting assistance when needed – (see above and signing of the local MOU)
- Media – telling our story (print, radio, television, social media, [editorial board outreach](#))
- Sister Agencies in other states/federal level (EXSUMs or Info Papers, one-pagers and proactive marketing)

5. Forms of Communication:

- Print –
 - Internal: Agenda, meeting presentations, meeting minutes, newsletter, operational guidelines, annual report
 - External: Marketing materials with logo/brand, with mission/vision
- Web/Social Media-
 - Internal: Shared Calendar, Monthly Newsletter, announcements, list serve
 - External: Resource guides/asset maps, key points of contact to get involved, plus all above internal content
- Verbal – Community presentations, meetings and interactions

WASHINGTON STATE MILITARY TRANSITION COUNCIL

Executive Council

Federal Partners
(outlined in VOW & Army Execution Order)

State Partners
(outlined in Executive Order 13-1)

Community Partners
(identified for invitation via Executive Council)

Strategic Planning Committee

(consists of co-chairs of the workgroups)

Legislative Committee

(consists of Gov's policy office rep, State Legislative rep from Vet/Mil cmte, Federal delegation rep, DoD rep)

Standard Employment Workgroup

Education / Workforce Development Workgroup

Career / Technical Training Workgroup

Small Business / Entrepreneurship Workgroup

These groups are made up of public, private, non-profit sector community partners. These workgroups are open to anyone who wants to participate in ensuring a seamless transition process.

Installation Transition Managers

Federal Congressional Delegation Staff

State Legislative Delegation Staff

These groups are included for communication purposes, to be kept in the loop for support.

Veteran's Transitional Management Network (VetNet)

Washington State's Public/Private Technology Solution for Ensuring Veteran Employment

PHASE I SHORING UP THE FOUNDATION



JBLM is the largest army installation on west coast, and currently transitions nearly **75%** of all military members in WA (10k of 13k per year), nearly **50% of those vets stay in Washington.**

(Via GAO report)

WA poised to lead the nation on this issue.

PHASE II CREATING THE LINK



"high tech, high touch"
veteran centric model for veteran services

Washington is home to over **607k veterans.**

Centralized Data Warehouse
Supports the Results WA & VOW to **Hire Heroes.**

PHASE III TAPPING THE TALENT POOL



Workforce needs are projected across every sector in WA and the military provides a ready talent pool to meet those needs



WA State is currently listed as the **4th** highest user of DOD unemployment compensation (UCX) at **\$35M per year.**

Asks:

- Get OSD P&R to sign off on pilot program proposal for JBLM
- Automate the checklist that creates commanders dash board and provides for high tech self service tool

Next Steps:

- Resubmit proposal for pilot program to ODD
- Work with federal delegation to acquire resources to automate checklist via DOD

Asks:

- Build data system housed @WDVA to "track" vets
- Share data w/JBLM, NRNW, Feds via MOUs to provide outcome measures that support VOW Compliance

Next Steps:

- Submit Proposal to the Legislature
- Identify private industry growth opportunities for pipeline development

Asks:

- Connect WDVA data system to Industry partners/ stakeholders
- Connect WDVA data system to other WA state agencies/ stakeholders who touch veterans

Next Steps:

- Identify partners in public/private sectors to connect
- Focus on decreasing UCX by 5% by 2016 utilizing this model



Launch the VetNet Pilot Program at JBLM

In order to help the military meet their VOW to **Hire Heroes** legislative mandate and regulatory requirements, they must be able to tell you how successful the tools they use during the transition assistance program prior to separation are in a veteran's post-separation success. Right now, there is no real mechanism for the military to measure that success in outcomes, only outputs. According to a recent Government Accountability Office report, it was highlighted that the military should be able to know how a veteran is doing at least 6 months post-separation. WA has been working towards this goal long before the GAO identified it as an area of improvement. In order to launch the pilot program at JBLM the state needs 2 things;

- Permission from the Office of the Secretary of Defense to conduct the pilot at JBLM
- Federal funding to support the pilot program.

The focus of the pilot program would be to automate the Army's 236 point check-list of what a service member must accomplish to complete a successful transition and allow for the commanders who will monitor their progress to evaluate it more quickly through a "dashboard" system.



Build a data system to process Veterans' military transition information

The state is not in the business of "tracking" veterans or invading their privacy, however, we struggle to provide adequate opportunity in the transition process, because much of the system that WDVA uses is still paper-driven and manual entry. Creating a system that would allow for automation of this process and at the same time allow the state to engage a veteran proactively regarding their transition to WA could ensure that we are connecting veterans to their federal benefits, supporting their integration into community and encouraging employment and education options are maximized.



Develop the data link between the WDVA system and the JBLM system to ensure data flow

Once step one and step two are completed, the state and the military will need a way for the two systems to talk with one another without infringing on privacy.



Identify and hook up data systems from across the State's agencies related to veterans support

This is where parallel paths must work together to meet public and private opportunity. On the state side of the equation, there are multiple state agencies and organizations who touch veterans throughout their life cycle. Providing a central data center that can communicate with multiple entities the impacts on veterans and their families is invaluable. It allows the opportunity to marry veterans needs with federal and state resources more efficiently. On the private sector side, often businesses share that they want to hire veterans but they are not sure how to find them. Identifying and Coalescing a data system around military transition will allow the state to more efficiently maximize the resources we have to marry the military talent pool looking for work with the industry workforce needs looking for talent.



Develop the data link between the WDVA system and the other public and private sector partners to ensure opportunity meets need

There will need to be a way to connect private sector needs data with the military talent pool. Providing WDVA with a way to serve as the intermediary will be beneficial in creating a government to government resource that will then need a link to the other state agencies and private sector.

Agency: 305 Department of Veterans Affairs
Decision Package Code/Title: R5 WA State Military Transition Council
Budget Period: 2015-17
Budget Level: PL - Performance Level

Recommendation Summary Text:

The Governor established the Washington State Military Transition Council (WSMTC) by Executive Order on May 2013. This high level, far reaching, council has great responsibility to coordinate actions, remove barriers and show outcomes on the seamless transition of service members to our communities. While WDVA was given the charge to chair and support the important work of the Council, there were no new resources provided to conduct the business operations. WDVA has attempted to absorb the workload within current resources, but the scope and complexity of the Council are proving to be above the agency's capacity. The council needs more direct program support above and beyond merely clerical assistance in order to effectively execute the following:

- " Develop, synchronize and execute the operating guidance and strategic communications plan for the WSMTC. (See attachments A & B).
- " Develop strategies and coordinating data sharing, data warehousing and longitudinal studies to accomplish outcomes that support the connection to Results Washington.
- " Synchronize a network of influential executive cabinet level leaders, senior military leaders of all service components in WA, state and federal veteran legislative staff, and multiple stakeholders in the WSMTC to identify and solve obstacles in policy or processes that impede a seamless transition for Guard/Reserve and active duty service members. (See attachment C).
- " Coordinate the development of a Washington State's public/private technology solution partnership for ensuring veteran employment through a proposed Veteran's Transitional Management Network (VetNet). The ultimate outcome is an economically stable, healthy and self-sufficient veteran population that achieves the highest employment rate and reduces the number of weeks a service member remains on unemployment insurance. (See attachment D).
- " Advance the creation of sustainable cross-jurisdictional, linked system approach in Washington State that increases the coordination of existing resources at the state/county/Federal level.

**This package was originally submitted as an Unanticipated Receipt this past summer. WDVA requested to utilize its deferred revenue that the agency has earned and received from prior biennia. Legislative staff reviewed and strongly suggested to submit this package during the normal budget cycle. In the meantime, as part of closing fiscal year 2014, OFM - Accounting directed WDVA to transfer the deferred revenue of approximately \$1.023M to the General State-Fund. This decision package is to request authority to spend \$95,000 of the total.

Fiscal Detail

Operating Expenditures	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
001-1 General Fund - Basic Account-State	94,636	0	94,636
Total Cost	94,636		94,636
Staffing	<u>FY 2016</u>	<u>FY 2017</u>	<u>Annual Average</u>
FTEs	1.0	.0	.5

Package Description:

1. **Reducing Unemployment and Underemployment:** Washington State is consistently one of the highest in the nation for service members receiving unemployment benefits immediately after leaving active duty and weeks on unemployment, leading to \$32-35 million in UCX paid annually for WA State residents (Lewis-McChord, 2012).
2. **Overcoming Jurisdictional Barriers:** Lack of data sharing agreements prevents agencies from working together on behalf of the veteran. Using a veteran-centric, standards-based process across agencies unifies common business processes and outcomes to drive down costs and creates economies of scale across the veteran-support systems.
3. **Meeting Demands:** The Department of Defense (DoD) estimates that 13,000 service members per year and for the next four years, will be leaving the military and making Washington State their home. Washington State has to be proactive to serve these veterans and their families to avoid the typical common pitfalls of reactivity which are unemployment, underemployment, homelessness, criminal acts, incarceration, substance abuse and suicide. The one-year, project full-time employee is an investment of one (1) Program Specialist 5, to expand existing collaboration within military entities, state and local agencies. Washington State leads the nation in piloting a unique pre and post case management approach to successfully transition and support soldiers to and through civilian life, starting up to 18 months prior to discharge and 18 months post discharge. The vision of the WSMTC is to ensure that separating service members and current National Guard/Reserve members transition seamlessly into civilian employment, training, and business opportunities and to create a sustainable cross-jurisdictional "linked systems" approach in the WA State that can be effectively replicated in other states. This project position requires specialized and extensive knowledge, skill and expertise in understanding military culture, veteran benefits/entitlements, and state/county/community leader protocols.

Effectively operationalize a statewide WSMTC that synchronizes policy, procedures and programs for veterans at the executive level and coordinate a comprehensive veteran longitudinal study with OFM-Forecasting Office. The longitudinal study is a research of veterans over a period of years after release from active duty status to better answer research questions. Research questions must be developed and coordinate from multiple stakeholders representing state and federal agencies that are directly involved in assisting veterans and their families during transition to civilian life. A well-planned longitudinal study can help determine cause-and-effect of successful and unsuccessful military/civilian transitions that are otherwise unknown and could also help identify how/where to spend limited state resources.

This funding request will finance 1.0 project FTE position that will provide program development support for the WSMTC that will also incorporate strategies to address eastern WA service delivery needs, which is often underrepresented in terms of support veterans/families residing in rural WA areas.

Narrative Justification and Impact Statement

What specific performance outcomes does the agency expect?

In our commitment to reduce the Washington state veteran unemployment and reduce crisis care, WDVA, WA State Employment Security Department (ESD), and the State Board for Community and Technical Colleges (SBCTC), and other county-level organizations are actively collaborating with all military components in WA State through the recently formed WSMTC. Together, the partnership and collaboration is striving to establish an integrated, cross-jurisdictional process built upon a common platform to help service members and their families engage with Federal, State, County, and Community-based organizations seamlessly to receive the benefits that they've earned.

Key Outcomes:

1. Streamline existing state resources by clearly identifying career pathways that attract talented skilled veterans to remain in Washington to enter high-wage, high-skilled vacant career positions.
2. Increasing the number of enrolled students using the GI Bill in WA State schools & increase the rate of veteran graduation.

The WSMTC will streamline policy decisions utilizing executive level management to make timely decisions making efficient process improvements to existing services and programs.

- a. WSMTC Operation Guidelines and Strategic Communications Plan are placed in action and functioning throughout the state (See

Attachment A.)

- b. Establish and conduct a longitudinal study in coordination with OFM forecasting concerning veterans and family members.
- c. Action plans developed to support Results Washington (Goals 2 and 4).

Funding request for this position will develop the program infrastructure of the WSMTC and synchronize Washington State veterans' services at all levels in preparation for a significant surge of transitioning military members from active duty and National Guard/ Reserve status. The Department of Defense is aggressively reducing personnel strength through 2017. In 2013, over 11,000 new veterans transitioned into the State of Washington. In 2014 through 2017, an estimated 13,000 new veterans will transition per year. Inclusive of the total, Joint Base Lewis McChord (JBLM) estimates transitioning approximately 8,000 service members each year through 2016 and approximately 40-50% of these service members will remain in the state. Washington State is consistently one of the highest in the nation for service members receiving unemployment.

Performance Measure Detail

Activity: A004Veterans Community-Based Services

Incremental Changes

No measures submitted for package

Is this decision package essential to implement a strategy identified in the agency's strategic plan?

Does this DP provide essential support to one or more of the Governor's Results Washington priorities?

This request will directly and positively impact two Results Washington goals, Prosperous Economy and Healthy and Safe Communities. The creation of the WSTMC by the Governor signifies the mandate of the Council to be of utmost importance to WA State.

Goal 2: Prosperous Economy

Outcome Measures: 2.1 "Increase the number of jobs in state by 150,000 by 2015."

Leading Indicators: 2.1.c "Increase employment rate for veterans from 67% in 2011 to 70% by 2015."

2.1.d "Increase the employment rate for working age people with disabilities from 35.2 percent in 2011 to 37.8 percent in 2015."

Goal 4: Healthy and Safe Communities

Outcome Measures: 3.1 "Keep the percentage of residents above the poverty 1.7% higher than the national rate through 2030."

Leading Indicators: 3.1.d "Decrease veteran homelessness from 1,475 to 737 (50%) by 2015."

What are the other important connections or impacts related to this proposal?

It is the responsibility of the Department of Defense to comply with the VOW act. This project/program FTE will assist in the smooth transition and provide much needed community connections to facilitate better transitioning plans for service members. While this program is being developed, this opportunity gives WDVA the chance to affect policy and procedures to maximize resources after program is running full time. The new VetNet and strategic plans would be developed to ensure that Federal, state and community resources are known and available to all transitioning service members. (See attachment C, pages 1 and 2)

Cross-Jurisdictional efforts drive improvements by:

Enabling seamless transition and enhanced opportunities for Active Duty, Reserve, and National Guard Service Members.

Identifying and correcting obstacles across WA State agencies in policy and processes that currently do not support seamless transition.

Enhancing employment and small business opportunities for veterans.

Integrating networks and partnerships between state and federal agencies, community partners, and WA State businesses.

Creating a sustainable platform that supports a holistic approach to employment and business opportunities in WA State and can be

replicated across the nation as a benchmark process.

What alternatives were explored by the agency, and why was this alternative chosen?

The only alternatives were to continue to conduct quarterly meetings with stakeholders from western Washington. These meetings fail to address and act on a comprehensive statewide wrap-around service needs approach that affects all military components.

What are the consequences of adopting or not adopting this package?

Washington State loses the opportunity to attract talented and skilled workforce to fill vacant positions across many industries.

Current approach is costly:

- " Army pays \$32-35 million Army Unemployment Compensation annually for WA State residents.
- " The average wage for a veteran post separation in Washington State continues to decline (under employment).
- " WA has the experience and volume to accelerate learning.
- " 9,000 service members transition each year from JBLM alone. Every day we wait to implement a solution, we miss an opportunity to evaluate and test what works.
- " With the proposed accelerated draw-down, more and more service members and their families are going to be faced with a forced transition.

In addition, the increased UCX, increased homelessness, increased crisis care and increased criminal activity could be a financial burden on the state.

What is the relationship, if any, to the state's capital budget?

There is no relationship to the state's capital budget.

What changes would be required to existing statutes, rules, or contracts, in order to implement the change?

There would be no changes required to existing statutes, rules or contracts to implement.

Expenditure and revenue calculations and assumptions

Which costs and functions are one-time? Which are ongoing? What are the budget impacts in future biennia?

<u>Object Detail</u>	<u>FY 2016</u>	<u>FY 2017</u>	<u>Total</u>
A Salaries And Wages	50,568		50,568
B Employee Benefits	18,177		18,177
E Goods\Other Services	10,391		10,391
G Travel	15,500		15,500
Total Objects	94,636		94,636

State of Washington

Summarized Revenue by Account and Source

Budget Period: 2015-17
 Dollars in thousands
 305 - Department of Veterans Affairs
 Agency Level
 01 - Current Biennium
 Supporting Text Excluded

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	Maintenance Level		Performance Level		Biennium Totals		Total
	FY2016	FY2017	FY2016	FY2017	FY2016	FY2017	
001 - General Fund							
04 - Food Inflation	12	12					
05 - Mitigate IT Risks	4						
8R - Retirement Buyout Costs	39	39					
9M - Medical Inflation	50	50					
9S - Equipment Replacement Costs	85	40					
9W - Operating Costs/Proposed Cap Proj	(735)	(110)					
Total - 0355 - Fed Rev Non-Assist - F	(545)	31			(545)	31	(514)
0364 - Veterans Administrat - F	1,973	3,507					
04 - Food Inflation	63	63					
05 - Mitigate IT Risks	31	4					
8R - Retirement Buyout Costs	77	77					
9M - Medical Inflation	264	264					
9S - Equipment Replacement Costs	403	190					
9W - Operating Costs/Proposed Cap Proj	(2,765)	(412)					
Total - 0364 - Veterans Administrat - F	46	3,693			46	3,693	3,739
0523 - Board, Room and Meal - P/L	(6,632)	(6,507)					
04 - Food Inflation	29	29					
05 - Mitigate IT Risks	24	3					
8R - Retirement Buyout Costs	39	39					
9M - Medical Inflation	122	122					
9S - Equipment Replacement Costs	163	77					
9W - Operating Costs/Proposed Cap Proj	(2,836)	(400)					
Total - 0523 - Board, Room and Meal - P/L	(9,091)	(6,637)			(9,091)	(6,637)	(15,728)
05 - Mitigate IT Risks	3	1					
Total - 0541 - Contributions Grants - P/L	3	1			3	1	4
001 - General Fund - Federal	(499)	3,724			(499)	3,724	3,225
001 - General Fund - Private/Local	(9,088)	(6,636)			(9,088)	(6,636)	(15,724)
Total - 001 - General Fund	(9,587)	(2,912)			(9,587)	(2,912)	(12,499)

305 - Department of Veterans Affairs - Federal	(499)	3,724	(499)	3,724	3,225
305 - Department of Veterans Affairs - Private/Local	(9,088)	(6,636)	(9,088)	(6,636)	(15,724)
Total - 305 - Department of Veterans Affairs	(9,587)	(2,912)	(9,587)	(2,912)	(12,499)

State of Washington
Working Capital Reserve

Budget Period: 2015-17
Agency: 305 Department of Veterans Affairs
Version: 01 Current Biennium

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FUND ADMINISTRATOR AGENCY ONLY

FUND ADMINISTRATOR AGENCY ONLY

RECOMMENDED ENDING FUND BALANCE

RECOMMENDED ENDING FUND BALANCE

FUND	FUND TITLE	Current Biennium	Ensuing Biennium
08V	Veterans Stewardship Account	386,909	438,564
10K	Veterans Innovations Program Acct	103,617	103,617
11V	Veteran Estate Management Account	3,241	2,873
213	Veterans' Emblem Account	3,256	5,256
526	Veterans' Memorial Account	49,052	45,552

	Code	Title
AGENCY	305	Veterans Affairs

NON-BUDGETED LOCAL FUND SUMMARY

DATE September 10,2014

FUND CODE	FUND NAME	7/1/14 FUND BALANCE*	6/30/15 ESTIMATED FUND BALANCE	2015-17 ESTIMATED REVENUES	2015-17 ESTIMATED EXPENDITURES	6/30/17 ESTIMATED FUND BALANCE
651	Resident Trust Account	\$ 10,469,561	\$ 10,568,015	\$ 50,070,444	\$ 50,269,352	\$ 10,369,107
	Funds held for resident of the veterans homes and the Veterans Estate Mgmt Program					0
						0
						0
752	Institutional Clearing Account	\$ 32,679	\$ -	\$ -	\$ -	\$ -
	Funds are received to be placed in the veterans trust account above or returned to appropriate remitter					0
						0
						0
						0
759	Key Depost Account	\$ 186	\$ -	\$ -	\$ -	\$ -
	Funds held for residents of Bldg 9 at the Retsil Veterans home participating in the Transitional Housing Program.					0
	Account to be closed					0
						0
						0
800	Resident Welfare and Betterment Account	\$ 182,132	\$ 218,914	\$ 217,758	\$ 144,194	\$ 292,478
	Administered by each Veteran Home Resident Council					0
						0
						0
						0
						0

* This column must agree with the 6/30/14 CAFR balance.

Department of Veterans Affairs
2015-17 Budget Submittal

Non-Budgeted LOCAL Fund Summary

Account 651: Institutional Residents Deposit Account

Administrating Agency:	LCLO – Locally by each agency
Fund Type:	HD – Agency Funds
Roll-up Fund:	KA – Other Agency Fund
Cash Type:	3 – Local Fund
SAAM budget type:	Nonappropriated/Nonallotted (N)
Interest earning authority:	
Authority:	RCW 43.88.195
Sources of revenue:	Revenues are not applicable to the fund type
Clientele:	Inmates, patients, residents of various state institutions and Washington Youth Academy students.
Description:	Local fund established to combine 23 funds maintained by various institutions operated by the Department of Social and Health Services, <u>Department of Veterans Affairs</u> , Department of Corrections, State School for the Blind, State School for the Deaf and the Military Department.

This fund represents the resources of the individuals in the custody of the respective agencies for their individual use.

Department of Veterans Affairs
2015-17 Budget Submittal

Non-Budgeted LOCAL Fund Summary

Account 759: Miscellaneous Program Account

Administrating Agency:	LCLO – Locally by each agency
Fund Type:	BA – Special Revenue Funds
Roll-up Fund:	BD – Central Admin and Regulatory Fund
Cash Type:	3 – Local Fund
SAAM budget type:	Mixed (Part Approp or Allot/Part Nonapprop (M))
Interest earning authority:	
Authority:	RCW 43.88.195
Sources of revenue:	Federal Grants-in-Aid, Charges and Miscellaneous Revenue, Other Miscellaneous Revenue, Interest Earnings
Clientele:	General Public
Description:	Local account used by several agencies to administer their trustee activities.

Note: The Office of Financial Management (OFM) must approve the use of this account in writing. Agencies are to submit a written request to the OFM Accounting division prior to using or modifying the use of this account.

Department of Veterans Affairs
2015-17 Budget Submittal

Non-Budgeted LOCAL Fund Summary

Account 800: Institutional Welfare/Betterment Account

Administrating Agency:	LCLO – Locally by each agency
Fund Type:	BA – Special Revenue Funds
Roll-up Fund:	BE – Human Services Fund
Cash Type:	3 – Local Fund
SAAM budget type:	Nonappropriated/Nonallotted (N))
Interest earning authority:	
Authority:	RCW 43.88.195
Sources of revenue:	Charges and Miscellaneous revenue, Other Miscellaneous Revenue, Interest Earnings
Clientele:	Inmates, clients, patients of various state institutions
Description:	A roll-up of institutional local funds maintained by the Department of Social and Health Services, Department of Corrections, <u>Department of Veterans Affairs</u> , State School for the Blind and State School for the Deaf

Note: Can be used for various inmates / client / patient welfare and betterment activities

Department of Veterans Affairs
2015-17 Budget Submittal

Non-Budgeted LOCAL Fund Summary

Account 752: Institutional Clearing/Transmittal Account

Administrating Agency:	LCLO – Locally by each agency
Fund Type:	HD – Agency Funds
Roll-up Fund:	KA – Other Agency Fund
Cash Type:	3 – Local Fund
SAAM budget type:	Nonappropriated/Nonalloted (N)
Interest earning authority:	
Authority:	RCW 43.88.195
Sources of revenue:	Revenues are not applicable to this fund type
Clientele:	State Agencies
Description:	Used to account for moneys received for transmittal to the state treasury.

Note: The Office of Financial Management (OFM) must approve the use of this account in writing. Agencies are to submit a written request to the OFM Accounting division prior to using or modifying the use of this account.

Information Technology Addendum

Recsum Code and Title **Mitigate I.T. Risks**

Brief Description: Request an increase of \$80,000 spending authority to fund replacement of mission critical I.T. infrastructure equipment, intrusion detection, prevention and logging software, vendor services to install system application upgrades and a mandatory security audit for the Department of Veterans Affairs.

If this investment includes the use of servers, do you plan to use the state data center?

Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state’s security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

Funding for our mandatory Security Audit will ensure that WDVA’s Security program and processes and procedures are valid, and will fulfill OCIO I.T. Security Standards requirement that agencies ensure an independent audit is performed every 3 years. Purchasing vendor services to upgrade System Applications and migrate them from end-of-life Windows XP System PCs to new supported PCs will mitigate the risk of malware and virus infections, thus improving infrastructure security. Purchasing Solarwinds Log and Event Manager will provide WDVA I.T. staff with the capability to detect, identify, manage, and log security threats to the WDVA network infrastructure and the SGN, and will ensure WDVA remains compliant with OCIO Security Standards and Policies. Solarwinds Log and Event Manager will also provide incident response capability by alerting WDVA I.T. staff when an issue or incident arises that matches a threat pattern or exceeds a threat threshold on the network infrastructure, which will enable WDVA to meet OCIO Security Standard 141.10, section 11, which requires agencies to “ensure timely and effecting handling of I.T. security incidents”, and “establish, document, and distribute an incident response plan to be used in the event of a system compromise”. If we do not purchase Solarwinds Log and Event Manager to replace the failed Cisco Security Management Analysis and Reporting System (MARS), WDVA will be left without intrusion detection, prevention and reporting capability, which would put the agency network infrastructure and SGN at risk and cause WDVA to fall out of compliance with OCIO Security Standard 141.,10, section 10, “Security Monitoring and Logging”.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

This investment does not require significant change within the agency. WDVA has the capacity to manage and successfully complete the projects in this investment. End-of-life Routers must be replaced to ensure uninterrupted connectivity to the WDVA network and mission-critical healthcare system. Vendor supported systems application must be upgraded and migrated from end-of-life Windows XP PCs to ensure uninterrupted operation, and to mitigate any risks of malware and virus infections on the network infrastructure. End-of-life, non-operational Security Monitoring Analysis and Response System (MARS) must be replaced with Solarwinds Log and Event Manager to ensure WDVA has intrusion detection and prevention capability, and remains in compliance with OCIO Security Standards and Policies. Security Audit is required every 3 years to remain compliant with OCIO security policies and standards.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

Yes. WDVA I.T. staff has the capability and resources to configure and install the Routers and Solarwinds Log and Event Manager software within the proposed framework of time. Vendor will migrate and install System Applications. External consultant will conduct security audit.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

End-of-life Routers and System Application migrations from end-of-life Windows XP PCs are urgent, and must be completed during FY 2016. Replacing failed, end-of-life Security Analysis and Response System (MARS) is urgent and must be completed during FY 2016 to mitigate the risk of undetected intrusions and security threats to the agency network and SGN, and to ensure WDVA remains in compliance with OCIO Security Policies and Standards. Security Audit must be completed no later than August, 2015 to remain compliant with OCIO security policies and standards.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

WDVA would risk undetected intrusions and security threats to the network infrastructure and SGN, and would fall out of compliance with OCIO Information Technology Security Standards. We would also risk an interruption of connectivity to our mission-critical enterprise healthcare system, potentially putting our resident population of vulnerable veterans at risk. System application PCs running the end-of-life Windows XP operating system at the Washington Veterans Home are no longer supported by the vendor, and would be at risk of virus and malware infections and system downtime for the HVAC and boiler monitor system, and Access Control and Nurse's Call system.

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

This investment includes one-time replacement of Routers and one-time migration of System Applications from Windows XP PCs to new supported PCs, so incremental steps do not apply. Replacing our end-of-life, failed Security Monitoring Analysis and Reporting System (MARS) with Solarwinds Log and Event Manager will be a one-time install of a virtual machine by

WDVA I.T. staff, so incremental steps do not apply. Security Audit will be performed by an external consultant, and will be completed by August, 2016.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

Yes. This investment will result in upgrading system applications running on end-of-life Windows XP PCs, and migrating the systems to new supported PCs. Replacing end-of-life Routers that are no longer covered under Cisco SMARTNet warranty coverage will ensure that WDVA facilities have continuous, uninterrupted connectivity to the WDVA LAN/WAN and to our mission-essential enterprise healthcare system, and can continue to provide quality healthcare at our veterans' homes and meet the agency goals to provide Quality Health Services, Continuous Improvement, and Client Outreach and Access. Replacing the end-of-life, non-operational Security Monitoring Analysis and Reporting System (MARS) with Solarwinds Log and Event Manager will provide WDVA with cutting edge, modern technology to detect, identify, manage and log intrusions and security threats to the agency network and SGN, and will provide automated incident response capability by alerting WDVA I.T. staff when a security issue or incident arises that matches a threat pattern or exceeds a threat threshold on the network.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

This investment will ensure that state employees at WDVA facilities have continuous, uninterrupted connectivity to the WDVA LAN/WAN and mission-critical systems and applications.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

By replacing Routers at agency facilities, this investment will ensure that WDVA employees have continuous, uninterrupted access to open or public data.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

The primary goals of this investment are as follows:

- One-time replacement of end-of-life Cisco Routers. To be completed by agency I.T. staff by October 31, 2016, before end-of-life.
- One-time vendor migration of legacy system applications from end-of-life Windows XP PCs to new supported PCs. To be completed by vendor during PC refresh in July, 2015.
- One-time replacement of Security Analysis Monitoring and Reporting System (MARS) with Solarwinds Log and Event Manager. To be completed by agency I.T. staff by August, 2015.
- Security Audit to be performed by external consultant. To be completed by August, 2015.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

The financial risk of doing nothing includes the loss of revenue, since a failed router would interrupt connectivity needed for the medical and billing staff at our Veterans Homes to process billing for services provided.

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

This investment will actually serve to reduce expenses by automating intrusion detection, prevention, logging, reporting and monitoring of the WDVA network infrastructure. Purchasing Solarwinds Log and Event Manager to replace the failed, end-of-life Cisco Security Monitoring Analysis and Response System (MARS) would automate intrusion detection, prevention, logging and reporting functions on the WDVA network, and ensure the agency remains in compliance with OCIO Security Policies and Standards. The alternative to purchasing Solarwinds Log and Event Manager to perform these functions would be to not perform intrusion detection and logging at all, since WDVA does not have an available I.T. FTE to manually perform these functions. Manually reviewing security logs for all devices on the WDVA network to mitigate risks would be very labor intensive and costly.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

The focus of this investment is risk mitigation, and albeit not a revenue generating request, it is a revenue sustainment request.

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

The improvements in this decision package are in direct support of WDVA strategic goals to “Provide quality care and services in our veterans’ homes”, and “Provide information and opportunities for veterans to connect to their earned benefits”, and will enable the agency to continue to accomplish our mission of “Serving Those Who Served”. This investment will increase employee productivity and minimize risk of loss of revenue by maintaining 100% network uptime across the WDVA LAN/WAN. Two previously established performance outcomes/measures are associated with this decision package which, as stated in our strategic plan, reflect “WDVA’s commitment to high quality, long term care services to Washington veterans at the least possible cost to the state”. They are, “satisfy customer needs at an 85% minimum” measured by a semi-annual resident survey, and “maximize federal and other recoveries by maintaining a 95% bed-fill rate”. See page 11 of the WDVA Strategic Plan. Replacing Router devices at our facilities will ensure continuous, uninterrupted network connectivity and access to the clinicals and financials suites in our mission-essential enterprise healthcare system at all DVA facilities. If Router devices reach end-of-life and are not replaced, network connectivity interruptions could occur, which would cut-off employee access to our mission-critical healthcare system, potentially putting our resident population of vulnerable veterans at risk. Upgrading 4 vendor supported system applications and reinstalling them on Windows 7 PCs will ensure uninterrupted operation of these systems. If these systems are not upgraded and migrated from current Windows XP PCs, they will be vulnerable to malware and viruses and will eventually fail. Bringing in an independent

consultant to conduct our Security Audit will ensure that DVA's Security Program and processes and procedures are valid, and will fulfill OCIO I.T. Security Standards requirement that agencies ensure an independent audit is performed every 3 years. Purchasing Solarwinds Log and Event Manager to replace the end-of-life MARS device will ensure WDVA remains in compliance with OCIO Security Standards and Policies. If the failed MARS device is not replaced, then WDVA will not have the capability to detect, identify, monitor, manage, log and counter security threats to our network infrastructure, and will fall out of compliance with OCIO Security Standard 141.10 section 10, Security Monitoring and Logging, which requires agencies to "develop and document a logging strategy that addresses each system based on risk and complexity of the system".

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

End of life Router devices must be replaced to ensure uninterrupted connectivity to the agency's network and mission-critical healthcare system. Vendor supported system applications must be upgraded and migrated from end-of-life Windows XP PCs to ensure uninterrupted operation, and mitigate any risks of malware and virus infections. Security audit is required every 3 years to remain compliant with OCIO security policies and standards. End-of-life Security Monitoring Analysis and Response System (MARS) must be replaced with Solarwinds Log and Event Manager to provide WDVA I.T. staff with the capability to detect, identify, manage, and log security threats to the WDVA network infrastructure and the SGN, and to ensure WDVA remains compliant with OCIO Security Standards and Policies. Solarwinds Log and Event Manager will also provide incident response capability by alerting WDVA I.T. staff when an issue or incident arises that matches a threat pattern or exceeds a threat threshold on the network infrastructure, which will enable WDVA to meet the requirements of OCIO Security Standard 141.10, section 11 which requires agencies to "ensure timely and effecting handling of I.T. security incidents", and "establish, document, and distribute an incident response plan to be used in the event of a system compromise". This investment clearly solves these business problems.

Appendix B: Concept Briefing Document Template

(See OCIO Policy 121- IT Investment Approval and Oversight)

OCIO Log Number:

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0	<p>Tentative Project Title: Mitigate I.T. Risks</p> <p>Will this concept lead to a decision package submittal to OFM for the upcoming budget cycle? Yes</p> <p>Preliminary Oversight Assessment: Level 1</p>
1	<p>Agency Name: Department of Veterans Affairs</p> <p>Contact Name: Jeff Kiper Phone No. and E-mail: (360) 790-3895 jeffk@dva.wa.gov</p> <p>If known:</p> <p>Project Manager Name/Title: James Topel Phone No.: (360) 584-6566</p> <p>Executive Sponsor Name/Title: Gary Condra, Dep Dir Phone No.: (360) 725-2202</p> <p>Business Owner Name/Title: Alfie Alvarado-Ramos Phone No.: (360) 725-2155 Director</p>
2	<p>Describe the business problem the agency is trying to solve with this project: (100 word max): Refresh end of life Routers at all agency facilities. Vendor reinstall of HVAC monitoring, Access Control and Nurse’s Call system software on end of life Windows XP machines. Funding for mandatory Security Audit.</p>
3	<p>Please describe any additional relevant factors that further motivate this project, such as legislation or a financial analysis. Security Audit is mandated every three years. Windows XP machines running facilities monitoring systems must be replaced due to end of lease and WinXP end of life, thus software must be reinstalled by vendors on these machines. End of life Routers must be replaced to ensure no interruptions in connectivity at agency facilities. Routers will be leased using DES Enterprise Services.</p>
4	<p>Describe likely funding scenarios for this project: Decision Package will be submitted. Likely funding sources: General Fund State, General Fund Local, General Fund Federal, Veterans Stewardship Account.</p>
5	<p>Estimated Range of Project Cost: More than \$0 and less than \$100,000</p> <p>Estimated 5-year Maintenance Cost: More than \$0 and less than \$20,000</p> <p>Estimated Range of Total Lifecycle Cost: More than \$0 and less than \$150,000</p>

6	<p><i>If there is a hoped-for Project Start Date, please note it here:</i> July 1, 2015</p> <p><i>Estimated Project Duration in Months:</i> 6 months</p>
7	<p><i>Describe performance outcomes and how they will be measured.</i></p> <ul style="list-style-type: none"> - <i>Security audit is mandated every 3 years. Compliance certification by August 29, 2015.</i> - <i>Vendor software to be reinstalled on new facilities monitoring PCs during new PC Lease refresh by August 29, 2015.</i> - <i>New Routers to be reinstalled at all agency facilities by December 31, 2015, before end of life.</i>
8	<p><i>What discovery or market analysis will the agency do to inform the technical solution? (Survey other agencies/states, RFI, RFQ, Feasibility Study, etc.):</i> Use DES Enterprise Services for Router equipment lease.</p>
9	<p><i>Will this project deliver customer-facing value? If so, please describe that value and at approximately what point in the Project Duration that value will be delivered. In your response, please describe who the primary customer is:</i> Primary customer is agency employees.</p>
10	<p><i>Describe how this concept aligns with the State IT Strategic Objectives:</i> Replacing end of life Routers and System Software aligns with OCIO Strategy "Modernization of State Government". Security Audit aligns with OCIO Strategy regarding "Security", and is mandated and must be performed every 3 years. DVA's last Security Audit was in 2012.</p>
11	<p><i>Agencies are expected to utilize CTS and DES applications and services when appropriate and/or mandated by legislation. What is the status of your consult with CTS? With DES?</i> Routers will be leased using DES Enterprise Services.</p>
12	<p><i>What are the biggest concerns about the project at this point in time?</i> No concerns at this time.</p>

OCIO NOTES

Meeting Date: / /

Comments:

Information Technology Addendum

Recsum Code and Title **Enterprise Veterans Case Management System**

Brief Description: The Enterprise Veterans Case Management (EVCM) system will drive work process automation and system integration in the form of a Veteran Management System that will achieve significant business and service gains, minimize business risk, lower transaction costs and vastly speed up benefit and entitlement processing.

If this investment includes the use of servers, do you plan to use the state data center?

Yes No, waiver received No, waiver not received Does not apply

Security

Security: How does this investment affect the state's security posture? Have the proper security considerations been made? Does the investment itself actually improve infrastructure security? What, if any, security concerns are there?

This investment introduces new capabilities for WDVA. By transforming the agency from manual labor-intensive processes to an automated cloud-based system, current processes will be consolidated into one system using new, cutting edge technology, and system/data security would be incrementally improved.

Feasibility/Risk

Cultural readiness/organizational capacity: Does this investment require significant institutional change within the agency, and is the agency prepared for that change? Is there committed and proven leadership? Is there a record of successful projects? Does the agency foster a culture of creative problem solving?

Yes, this proposal will transform the agency from manual labor-intensive processes to an automated cloud-based system available remotely through smartphones, tablets, etc. The agency has been preparing this much needed efficiency and modernization of critical business processes.

Technical complexity: Can the investment realistically be completed within the proposed framework of time, budget and resources?

This investment is not introducing any new technical complexity into the environment. This will be a cloud-based, vendor hosted, vendor supported system.

Urgency: Is the investment urgent or can wait until a future funding cycle? Must the investment be completed all at once, or can we break it into incremental pieces?

Having an enterprise veterans case management system is extremely urgent and must be completed as a whole in order to benefit from efficiencies and effectiveness.

Impact of not doing: What are the potential impacts to the state, agency, or the public if this investment is not completed?

There are potential significant negative impacts:

Washington State will simply not be able to handle the on-coming rise in veterans returning from service and calling Washington State their home, resulting in:

- Spending far more money merely supporting veterans in crisis than the system would have cost
 - WDVA experience shows these are in the neighborhood of “10x”
- Customer Service times will slow significantly
- Growing frustration for WDVA personnel and veterans due to delays as response times lengthen beyond WDVA’s controls

Washington State’s higher education system will miss out on opportunities to attract and retain federal GI Bill dollars

Technology Strategy Alignment

Agile value: Is the investment broken into incremental steps that provide customer-facing value and allow periodic assessment of progress?

Upon completion, this project will provide immediate customer-facing value that will accommodate an estimated 30-50% rise in the veteran population transitioning into Washington State during the next 4 years as DoD downsizes from the Afghanistan and Iraq conflicts.

Modernization of state government: Will the investment result in replacing legacy systems that are no longer solving business problems with modern, appropriate technology solutions?

There is no legacy system. This is a clean slate development project.

Mobility: Does the investment help state employees conduct business “any time, anywhere”? Does it improve mobile access to services for customers?

YES! We need this system in an automated cloud-based system available remotely through smartphones, tablets, etc.

Transparency: Does it increase public visibility of services provided with public funds? Does this investment increase public access to searchable public data and information?

Yes. Public access by clients (veterans) will be controlled through defining what information will be available for public viewing.

Accountability: Are the investment’s goals well articulated? How will “success” be determined or measured?

Yes, please refer to the decision package for the justification.

Financial

Financial risk of not doing: Are there potential financial consequences for not completing this investment, such as fines for noncompliance with legal requirements or a loss of federal funding?

Washington State will simply not be able to handle the on-coming rise in veterans returning from service and calling Washington State their home, resulting in:

- Spending far more money merely supporting veterans in crisis than the system would have cost
 - WDVA experience shows these are in the neighborhood of “10x”
- Customer Service times will slow significantly
- Growing frustration for WDVA personnel and veterans due to delays as response times lengthen beyond WDVA’s controls

Washington State’s higher education system will miss out on opportunities to attract and retain federal GI Bill dollars

Cost Reduction: Does this investment prevent or reduce expenses, such as the cost of maintaining labor-intensive systems that could be automated, repairs or maintenance to obsolete or outdated infrastructure, or specialty expertise required for legacy technologies?

This package saves potential future expenses if systems aren’t automated to respond to a significant immigration of veterans calling Washington state their home.

Revenue Generation: Does this investment generate new revenue, or capture additional revenue left “on the table” by current solutions?

No. However, there are tremendous amounts of positive economic impacts to the state’s economy. In consonance with the Governor’s Executive Order 13-01, it is important to connect veterans with the benefits and services they earned through their military service. Not only is it the right thing to do for the veteran, it also benefits the local economies where the veterans live. The Federal benefit package brings funding for education, housing, health, and disability compensation or pension payments. And veterans bring skills and experiences, particularly in a global economy, that are potentially powerful contributing factors to the state’s economic prosperity. It is in Washington State’s best interest to ensure its veterans are connected to the benefits and services they earned..

WDVA is working closely with the JBLM Transition Office to pilot a better process to work with soldiers up to 12 months prior to their discharge, gather their data and direct them to one of four tracks:

- Employment – providing our employers scarce talent through WorkSource, Staffing and Non-Profit employment organizations
- Education – adding up to \$9.2M from 2,800 JBLM soldiers per year on the GI Bill
- Technical Trades and Apprenticeship Programs
- Small Business – the traditional engine for job growth

Business Case/Agency Mission Priority

Mission priority: Does this investment help the agency better deliver its mission?

Yes. This decision package does make key contributions to statewide results:

- Executive Order 13-01 was the Governor’s first Executive Order as a token to his commitment to veterans: *“As part of our efforts to rebuild a robust economy and return to full employment, I have asked private and public leaders throughout our state to help veterans and their families in effectively navigating this transition, and increase our collective efforts to help them obtain living wage jobs.”*
- Exhibits a solid ROI based on work process changes alone – estimated in excess of 40% with a payback of at or below two years

- Current cost shifting gains away from State programs and onto the Federal government
- Maximize VA GI Bill benefits at WA State education institutions, estimated at \$9.5M per year for the Army alone – significant gains can be added for Navy Region Northwest and Fairchild Air Force Base in Spokane.
- Enables several economic boosts – Manpower/jobs, Higher Educational System participation, Apprenticeships and Technical training participation and supporting small business formation
- High impact on quality of service/life for veterans through greater ease of use benefits and services
- Enhance the reputation of the State of Washington to support veterans and in attracting veterans to our state

Business case: Is there a clear problem with the status quo, and does this investment clearly solve that business problem?

Funding of this project will result in a radical shift in how WDVA performs its business to significantly improve its service performance levels while capturing funding for federal benefits and entitlements and contributing toward Washington’s economy. This will be done through:

- Technology driven work process automation/optimization
- Alignment of services and delivery preferences with the state’s veteran customer base to achieve improved customer service levels
- Integration of the entire veteran support system using synchronized critical authoritative data

A specific result will be to deliver automated “real time” metrics driving resource allocation for the entire system as represented by the Governor’s Washington State Transition Council, established by Executive Order 13-01. The Veteran Enterprise Case Management System will be able to provide and monitor performance metrics such as:

Overall Real-time Agency Performance for Executive Leaders to provide business analysis and reporting solutions:

- Numbers of Veterans & family members accessing WDVA network and measurable outcomes from each engagement
- Summary of amount of financial assistance and transition provided to veterans in multiple WDVA state, federal and county programs
- Executive Leaders’ View of Performance Measures and Outcomes of over 45 different state, federal and local funding streams within Veteran Services & Behavioral Health Division
- Sample Dashboard Content for WDVA Veterans Benefits Specialist’s (VBS), VSOs and authorized Stakeholders:
 - Veteran Benefit Specialist – Veteran “Total Care” View
 - One-click DD 214 access
 - Profile of each Client (customer service that avoids duplication & error)
 - Links to VA Claims Status, VA Health Care Enrollment
 - Unified Counselor, Case Manager, VSO, Community Veteran Care Comments
 - On Call Remote capability to electronically deliver Veteran
 - Message Center allowing stakeholders and Veterans within the WDVA system to directly communicate with one another.
- Background: In the spring of 2013, WDVA identified and mapped 80 of its major WDVA business processes and tasks across seven of its state VA programs. Summary Findings:

- 93% of WDVA process tasks can be positively impacted through automation.
- 60% of WDVA process tasks can be automated for the first time ever.
- 33% of WDVA process tasks can additionally experience workflow improvements.
- There are 367 tasks performed by WDVA FTEs within these 80 processes
- Manual tasks: 62% of these major process tasks are performed manually
- Number of Microsoft Office Tasks & Automation: 99% of these Microsoft Office tasks can be automated

Potential Desired Results with External Stakeholders

- Number of service members in transition who do not achieve success on any Army Career & Alumni Program (ACAP) track
- Number of unemployable veterans
- Number of weeks spent on Unemployment Compensation for Ex-service members (UCX)
- Placement / Retention metrics
- Wage progression metrics
- Acceptance Letter completion
- Transcripts – military education, certification, and classes already completed
- Degree – completed and documented
- Placement / Retention post-graduation, and number who return to seek assistance post-graduation
- The total VA GI Bill tuition benefits spent at WA State education institutions
 - Number who successfully complete certification and apprenticeship
 - Number who obtain steady work (including in other states)
 - Number who become journeymen
 - Number who return to seek assistance from the state post-apprenticeship status
- Number of small businesses still in operation after 1 year (track by annual renewal of UBI)
- Number of small businesses still in operation after 5 years
- Number of Veteran-Owned small businesses that participate in the veteran referral network or hire veterans

Appendix B: Concept Briefing Document Template

(See OCIO Policy 121- IT Investment Approval and Oversight)

OCIO Log Number:

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0	<p>Tentative Project Title: Veterans Enterprise Case Management System</p> <p>Will this concept lead to a decision package submittal to OFM for the upcoming budget cycle? Yes</p> <p>Preliminary Oversight Assessment: Level 3</p>
1	<p>Agency Name: Washington Department of Veterans Affairs</p> <p>Contact Name: Jeff Kiper Phone No. and E-mail: (360) 790-3895, jeffk@dva.wa.gov</p> <p>If known:</p> <p>Project Manager Name/Title: Mary Forbes Phone No.: 360-725-2210 Assistant Director</p> <p>Executive Sponsor Name/Title: Mary Forbes Phone No.: 360-725-2210 Assistant Director</p> <p>Business Owner Name/Title: Phone No.:</p>
2	<p>Describe the business problem the agency is trying to solve with this project: (100 word max): WDVA currently executes its mission without a veterans enterprise case management (VECM) system. Almost entirely manual, the WDVA is operating at peak capacity and is continuously challenged to keep up with its current workload. Both the DoD and VA have advised WDVA to anticipate an additional 30-50% transitioning veteran workload beginning in 2014 and lasting for up to four years. In light of both increasing numbers of veterans and per veteran transaction requirements, manual processing is not a financially and practical viable option – potentially requiring between 40 to 180 new employees. Automation is a must and a critical key component of the WDVA’s strategy to not only implement parts 2 and 5 of the Governor’s Executive Order 13-01, but mostly to simply respond to the current and future demands of the state’s Veteran population. Current manual processes within WDVA are not economically scalable in order to effectively respond to the significant influx of Veterans. WDVA continues to assess the potential impact. Vietnam-era veteran numbers – who typically require significantly more direct human services support – are rapidly rising as the Federal VA automates and vigorously processes their backlog. Customer Service expectations and demands have changed with the demographics. More accurate, complete and responsive customer service is expected – the public in general, veterans especially, are increasingly less tolerant of bureaucratic delays or poor support. Younger Veteran populations expect to be able to interface with government agencies through electronic means, especially through smartphone and tablet technology</p>

3	<p>Please describe any additional relevant factors that further motivate this project, such as legislation or a financial analysis. Key operational and business gains include:</p> <ul style="list-style-type: none"> • Supporting WDVA Cost Avoidance goals: <ul style="list-style-type: none"> o Avoid having to hire large numbers of people to support and scale manpower-intensive manual processes through automation, information sharing of critical data and lowering per transaction costs o Potentially shift Medicaid costs from Washington State to the Federal VA by maximizing Veterans benefits and entitlements o Prevent Veterans from falling into crisis by preventing Poverty, Unemployment, Suicide, Homelessness and Divorce (PUSHD) <ul style="list-style-type: none"> <input type="checkbox"/> WDVA statistics show that Veterans in crisis require “10x” the amount of resources to stabilize and support than those who are transitioned successfully into one of the four standard pipelines: Job, Education, Apprenticeship or Small Business and reintegrated into the community • Potentially drive new revenue into Washington State <ul style="list-style-type: none"> o Using JBLM Transition Office statistics (JBLM/Army only) <ul style="list-style-type: none"> <input type="checkbox"/> Capture up to 2,800 JBLM soldiers/year for the Washington State Higher Education System - potentially capturing up to \$9.2M/year in Federal VA “GI Bill” benefits <input type="checkbox"/> Attract and retain skilled work force and those who receive: <ul style="list-style-type: none"> • Retirement Pay • Disability Pay • VA Home Loans • Skilled Work Force • Gain the ability to shift from “reactive” to “proactive” management of veteran demographic defined cohorts throughout their lifecycle, e.g. by age or event <ul style="list-style-type: none"> o Using automated tools – engage and support veterans throughout their service requirement lifecycle needs – anticipating specific needs and actively communicating benefits and entitlements directly to the veteran o Provide email, text and voice tools through smartphones, tablets and pc web tools, the preferred means for veterans and/or their caregivers to interact with the WDVA o Flexibility to utilize tools based on demographics , e.g. younger veterans prefer online tools, older typically web pc or phone calls • Provide Dashboards for all users and managers of the system with the ability to measure and monitor business performance “on-line” with real time data <ul style="list-style-type: none"> o Embed, gather, process, and present business analytics at the process level o Current manual practices require several weeks from query to reports which is too long to be useful
4	<p>Describe likely funding scenarios for this project: General Fund - State</p>
5	<p>Estimated Range of Project Cost: More than \$500,000 and less than \$ 2,000,000</p> <p>Estimated 5-year Maintenance Cost: More than \$ and less than \$</p> <p>Estimated Range of Total Lifecycle Cost: More than \$ and less than \$</p>
6	<p>If there is a hoped-for Project Start Date, please note it here: July 2015</p> <p>Estimated Project Duration in Months: Unknown at this time</p>
7	<p>Describe performance outcomes and how they will be measured.</p> <p><u>Overall</u></p> <ul style="list-style-type: none"> • Number of service members in transition who do not achieve success on any Army Career & Alumni Program (ACAP) track • Number of unemployable veterans

	<ul style="list-style-type: none"> • Number of weeks spent on Unemployment Compensation for Ex-service members (UCX) <p><u>Standard Job Track</u></p> <ul style="list-style-type: none"> • Placement / Retention metrics • Wage progression metrics <p><u>Education</u></p> <ul style="list-style-type: none"> • Acceptance Letter completion • Transcripts – military education, certification, and classes already completed • Degree – completed and documented • Placement / Retention post-graduation, and number who return to seek assistance post-graduation • The total VA GI Bill tuition benefits spent at WA State education institutions <p><u>Technical Trades</u></p> <ul style="list-style-type: none"> • Number who successfully complete certification and apprenticeship • Number who obtain steady work (including in other states) • Number who become journeymen • Number who return to seek assistance from the state post-apprenticeship status <p><u>Small Business</u></p> <ul style="list-style-type: none"> • Number of small businesses still in operation after 1 year (track by annual renewal of UBI) • Number of small businesses still in operation after 5 years <p>Number of Veteran-owned small businesses that participate in the veteran referral network or hire veterans</p>
8	<p><i>What discovery or market analysis will the agency do to inform the technical solution? (Survey other agencies/states, RFI, RFQ, Feasibility Study, etc.):</i> Feasibility Study; RFI</p>
9	<p><i>Will this project deliver customer-facing value? If so, please describe that value and at approximately what point in the Project Duration that value will be delivered. In your response, please describe who the primary customer is:</i> Funding of this project will result in a radical shift in how the WDVA performs its business, significantly improving its service performance levels while capturing significant Veteran Federal benefits and entitlement funding and contribute towards Washington’s economy. This will be done through:</p> <ul style="list-style-type: none"> ▪ Technology driven work process automation/optimization ▪ Alignment of services and delivery preferences with the state’s Veteran customer base to achieve improved customer service levels ▪ Integration of the entire Veteran support ecosystem using synchronized critical authoritative data <p>A specific result will be to deliver automated “real time” metrics driving resource allocation for the entire ecosystem as represented by the Governor’s Washington State Transition Council, established by Executive Order 13-01.</p>
10	<p><i>Describe how this concept aligns with the State IT Strategic Objectives:</i> This concept aligns with OCIO Strategies regarding Mobility and Open and Transparent Government by making government data, services and support available to Veterans via mobile technology. It also aligns with OCIO strategy regarding Modernization of State Government by aligning technology with new business processes to better serve Washington’s Veteran population.</p>
11	<p><i>Agencies are expected to utilize CTS and DES applications and services when appropriate and/or mandated by legislation. What is the status of your consult with CTS? With DES?</i> NA</p>

12	<i>What are the biggest concerns about the project at this point in time?</i> There are no other viable options other than the status quo. Automation is a must and a critical key component of the WDVA's strategy to not only implement parts 2 and 5 of the Governor's Executive Order 13-01, but mostly to simply respond to the current and future demands of the state's Veteran population.
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	<i>OCIO NOTES</i> <i>Meeting Date:</i> / / Comments:
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