

Recommendation Summary

Agency: 305 Department of Veterans Affairs

4:17:57PM

9/8/2016

Dollars in Thousands

	Annual Average FTEs	General Fund State	Other Funds	Total Funds
2015-17 Current Biennium Total	771.8	16,956	119,315	136,271
CL 22 One-Time Costs		(2)	(181)	(183)
CL 23 Biennialization of Funds		(504)	6,652	6,148
Total Carry Forward Level	771.8	16,450	125,786	142,236
Percent Change from Current Biennium		(3.0)%	5.4%	4.4%
M1 A1 Technical Adjustment - FTE's	41.4			
M1 A2 VSO Contracts COLA & Training		240		240
Carry Forward plus Workload Changes	813.2	16,690	125,786	142,476
Percent Change from Current Biennium	5.4%	(1.6)%	5.4%	4.6%
M2 6A Enterprise Veterans Case Mgmt Pro	1.0	584		584
M2 8A Equipment Rate Adjustment		42	242	284
M2 8L Lease Rate Adjustments			34	34
M2 9A Comestibles & Food Inflation			232	232
M2 9M Medical Inflation			916	916
M2 9Q Equip Maintenance/Software licenses			78	78
M2 9S Equipment Replacement Costs			564	564
Total Maintenance Level	814.2	17,316	127,852	145,168
Percent Change from Current Biennium	5.5%	2.1%	7.2%	6.5%
PL P1 VCC Internship	15.5	696		696
PL P2 Veterans Farm	7.0	390		390
PL P3 Military Downsizing Impact & Outrea	1.0	209		209
Subtotal - Performance Level Changes	23.5	1,295		1,295
2017-19 Total Proposed Budget	837.7	18,611	127,852	146,463
Percent Change from Current Biennium	8.5%	9.8%	7.2%	7.5%

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: A1 Technical Adjustment – FTE’s

Budget Period: 2017 – 2019 Biennium

Budget Level: M1 - Workload Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently has for FY 16 - 701.1 FTE’s and for FY 17 - 844.9 FTE’s. Thereby creating a large change between fiscal years. 154 FTE’s are attributed to the new Walla Walla Veterans Home opening in early 2017.

The further difference between fiscal years, is the difference in FTE allocation for Veterans Services Program. In year 1 we have 68.1 FTE’s and in year 2 there are only 59.3, a difference of 8.8 FTE’s.

Also, it has been discovered that for the ensuing biennium, the full amount of 154 FTE’s granted in Fiscal Year 17 for the Walla Walla Veterans Home did not get carried over to the first year of the new biennium. Only 86 FTE’s were carried over and then 6 FTE’s were added during the second fiscal year. Again, leaving a difference between fiscal years.

This request is to stabilize the FTE’s between fiscal year 1 and fiscal year 2 for WDVA.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund				
Total Cost				
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	74.0	8.8	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund				
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. X				

Package Description:

The FTE allocation for WDVA has been inconsistent for the last several biennia's. Below is a table indicating the FTE allocations by program and fiscal year:

Fiscal Year	Program 10	Program 20	Program 35	Total FTE's
2012	18.9	68.1	607.7	694.7
2013	18.9	59.3	607.7	685.9
2014	18.9	68.1	607.7	694.7
2015	18.9	59.3	607.7	685.9
2016	19.9	70.0	611.2	701.1
2017	19.9	59.8	765.2	844.9

Also, for the ensuing biennium the carried forward FTE's are as follows:

Fiscal Year	Program 10	Program 20	Program 35	Total FTE's
2018	19.9	68.1	697.2	785.2
2019	19.9	59.3	711.2	850.4

WDVA would like request these additional FTE's to stabilize the FTE authority of 68.1 FTE' in the Veterans Services Section and equalize the FTE authority of 711.2 FTE's for the Veterans Homes.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's following priorities for Washingtonians, which would include the veterans of our state.

- Healthy and Safe Communities
- Prosperous Economy
- Efficient, Effective and Accountable Government

To accomplish this priority this FTE increase would enable WDVA to continue providing high quality services needed for the veterans of Washington State.

Performance Measure detail:

- Activity: A002 Institutional Services
- Activity: A003 Veterans Disability Services and Support
- Activity: A004 Veterans Community-Based Services

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, one of the agency's goals is to provide the following:

- Provide Information and opportunities for veterans to connect to their earned benefits
- Provide quality care and services in our veterans homes
- Help veterans prepare for and achieve family wage jobs
- Serve more veterans by developing innovative approaches

The WDVA Veterans Services section plays a major role in providing these services to the veterans of Washington.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

Not Applicable

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

Not Applicable

What are the consequences of not funding this request?

If not authorized, the Veterans Services section and the Veterans Homes will have to absorb this workload with current staff which will negatively affect services provided.

How has or can the agency address the issue or need in its current appropriation level?

The Veterans Services section and the Veterans Homes no have current capacities to absorb this impact.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: A2 Veteran Service Organization Contracts COLA and Training

Budget Period: 2017 – 2019 Biennium

Budget Level: M1 - Workload Changes

Agency Recommendation Summary Text:

This request will allow the Washington Department of Veterans Affairs (WDVA) to provide a cost of living increase of 5% to its network of contracted veteran service organizations that provide Veterans Administration (VA) claims assistance to veterans and their families statewide. This network of veteran service organizations (VSO) completes over 12,000 VA disability claims per year, which equates to approximately \$137 million worth of Federal claims and benefits. However, they have not had contract funding increases since 2008, which has strained their ability to provide claims assistance services. For most VSO's, this has resulted in reductions of individual Veteran Service Officers, who are directly responsible for assisting veterans and their families.

This request will also allow WDVA to invest \$30,000 per year to provide much needed professional training for its own team members that assist veterans and their families with VA claims and our VSO partners in order to develop and maintain their professional knowledge and understanding of eligibility and rules by the VA, which changes constantly. This will ensure that the agency continues to provide high-quality services to veterans and their families by maintaining a claims approval rating of 80% or better on the VA claims processing they complete.

Fiscal Detail:

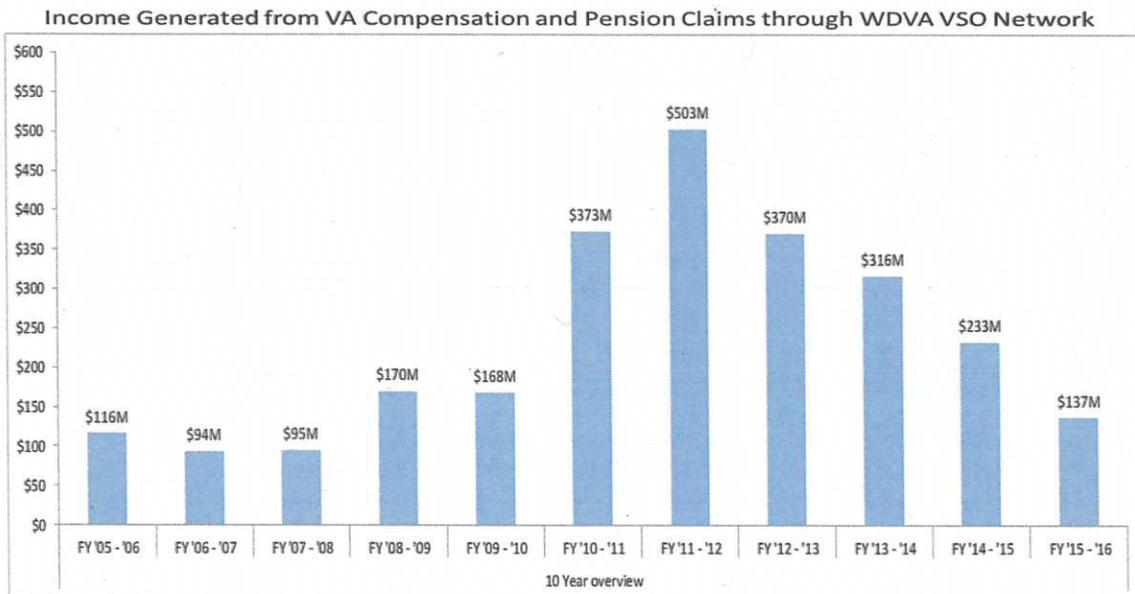
Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	120,000	120,000	122,700	122,700
Total Cost	120,000	120,000	122,700	122,700
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	30,000	30,000	30,000	30,000
Obj. N	90,000	90,000	92,700	92,700

Package Description:

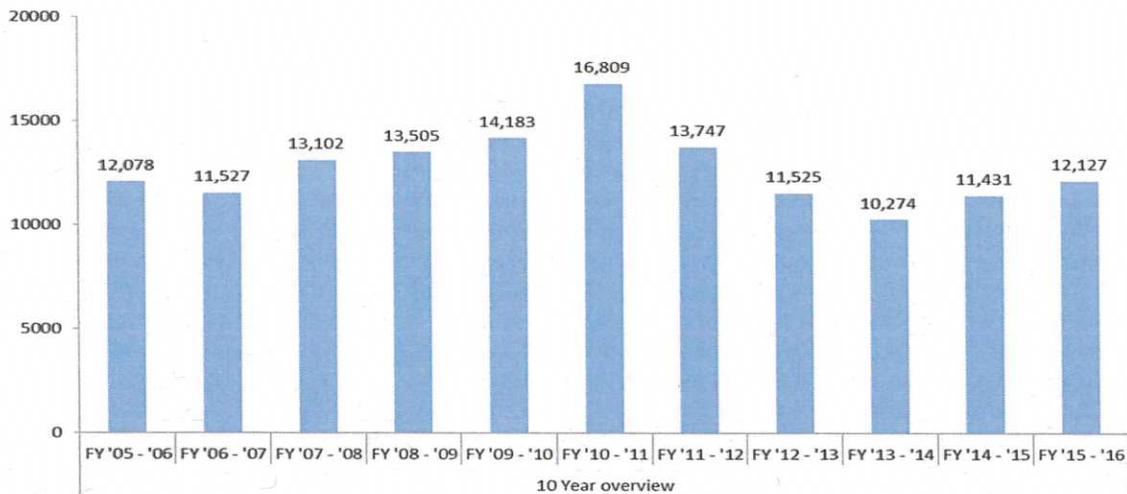
What is the relevant history or context in which the decision package request is being made?

This request will fund a cost of living increase for our network of nine veteran service organization providers, who in FY 15-16 assisted veterans in filing 12,127 claims, bringing in over \$137 million in Federal VA dollars statewide in service connected disability compensation and pension benefits. Since FY 05, our veteran service officer network has assisted in filing 140,308 claims resulting in over \$2.6 Billion dollars in Federal revenue brought into Washington's economy. With the current and ongoing Department of Defense aggressive military downsizing efforts, our network of Veteran Service Officers will be prepared to assist with the expected influx of claims filings for benefits for those affected by the downsizing on top of all veterans throughout the state.

The agency is also requesting \$30,000 per year for an annual Veteran Service Officer training program to keep our network of service officers updated on law changes and any other changes affecting the filing and processing of Federal VA claims. The *Nehmer v. United States Veterans Administration* ruling, which became effective August 2010, required the VA to re-adjudicate claims in which the VA had previously denied Veteran/Survivor's claims due to Agent Orange during the Vietnam War. The *Nehmer* ruling coupled with the military drawdown from Iraq in 2010, caused a significant increase in VA claims from fiscal years 2010 thru 2014.



Number of Claims Filed Through WDVA VSO Network



Problem statement/current situation: What is the problem, opportunity or priority the agency is addressing with the request.

WDVA's network of trained Veteran Service Officers providing claims assistance has not seen an inflation increase in their client services contract amounts since 2008. The agency also lacks a dedicated budget for annual training to keep our service officers up-to-date on law changes and/or changes in VA policies and processes.

Proposed solution: How does the agency propose to address this problem, opportunity or priority?

In order to keep quality service officers to assist Washington's nearly 600,000 veterans, it is imperative to provide a cost of living increase commensurate with the quality of claims assistance being provided to our veterans and the amount of revenue generated into our state's economy. This cost of living increase is an opportunity for the state to show our network of service providers that their work is valued and that veterans in our state deserve to have a quality network of trained service officers to assist in the complex process of filing claims.

How does the package relate to the agency's strategic plan?

When WDVA became a state agency in 1977, one of the three mandates of the agency was to develop and maintain program control of a system of VSO's for veterans and their beneficiaries in various locations throughout the state to provide claims and referral activities (WAC 484-10-005). Part of the agency's strategic plan is to uphold its statutory obligation and act as an advocate for veterans and their eligible family members by providing claims assistance and assisting with applying for all benefits for which they may be eligible.

Purchase description: What will the funding package actually buy? What services and/or materials will be provided, when, and to whom? How will the purchases achieve the desired outputs, efficiencies and outcomes?

This funding package will provide a cost of living increase for the agency's contracted Veteran Service Officer network and annual training for the VSO's and WDVA's own employees to assist veterans and their families with VA disability claims. The cost of living increase will help retain

quality, trained VSO professionals assisting our veterans with attaining their federal, state, and other benefits and entitlements. The better trained and adequately compensated Veteran Service Officer network will continue to result in higher quality performance for our veterans and keep Washington ahead of the national average for the number of veterans receiving their VA pension and disability compensation benefits in a timely and efficient manner.

Base Budget:

Current resources now devoted to this program are \$1,654,104 per year.

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Outline, in detail, the workload and policy assumptions the agency is making over the ensuing four fiscal years. Identify:

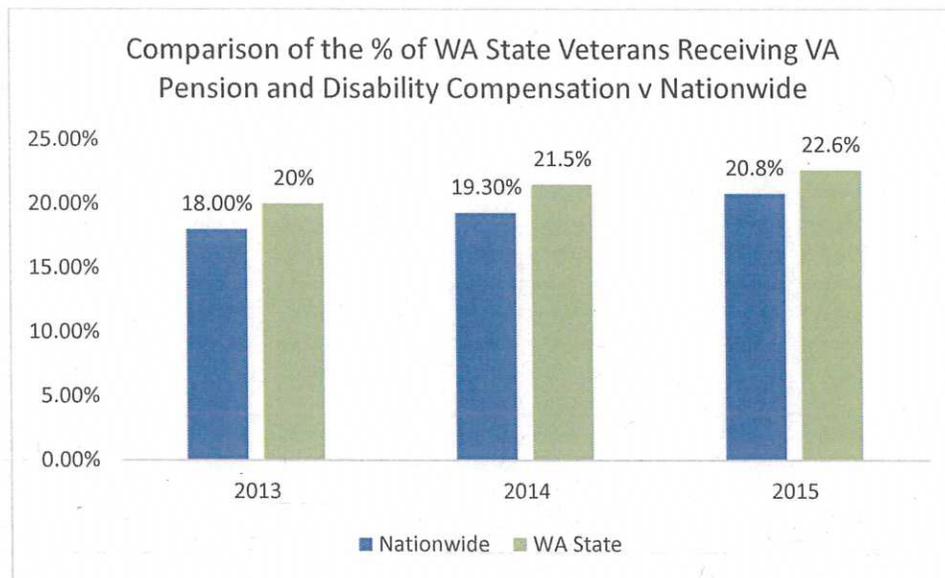
- Expenditure information by fund source and object by fiscal year
- FTE information by job classification, including salary and FTE's by fiscal year
- Multiple cost/revenue components
- One-time costs/revenues and clearly articulate all one-time expenditure or revenue components

Expenditure	FTE	Fund Source	Obj	FY 18	FY 19	FY 20	FY 21
VSO COLA	0	001-1	N	90,000	90,000	92,700	92,700
VSO Training	0	001-1	E	30,000	30,000	30,000	30,000
Total Cost				120,000	120,000	122,700	122,700

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

The number of veterans currently receiving VA compensation and pension benefits in Washington State as of Federal FY 15 is 22.6%, which is above the nationwide average of 20.8%. With the additional cost of living allowance, the agency expects to continue to consistently increase the percentage of veterans in Washington receiving VA disability and compensation benefits by .5% year over year during the next two years.



Which Results Washington goal areas will be affected?

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."

What outcomes and results will occur?

- Maximization of Federal VA dollars coming into Washington State economy
- Improve quality of life for veterans and their families by connecting them with their earned Federal benefits and entitlements and assisting in the claims processing with highly trained service officers and benefits specialists

What undesired results will be reduced or mitigated?

Not funding this package would reduce the potential of millions of dollars in Federal VA benefit payment made directly to veterans and their families residing in Washington State. With a cost of living increase, WDVA's veteran service organization network will be able to retain or increase the number of qualified Veteran Service Officers to assist veterans and their families with applying for their veterans' benefits. WDVA will also be able to reinstate its annual Veteran Service Officer training for its network of Veteran Service Officers. This training was last provided in 2013 and was eliminated due to funding availability. The training provides up-to-date information on all eligibility and process changes implemented by the VA.

How will efficiency increase?

With continual training, our network of service providers will be able to increase the number of quality claims submitted to the VA, resulting in lower numbers of claims being appealed and/or rejected; and increase in benefits being received by the veteran and his/her eligible family members.

What outputs will change and how?

Additional funding being invested on our Veteran Service Officer network will result in higher quality claims submitted to the VA, which will then yield more income and other benefits (educational, health care, and other benefits) for our veterans and more revenue being generated that will contribute the state's economy.

Performance Measure detail:

Activity: **A004 Veterans Community-Based Services**

Fully describe and quantify expected impacts on state residents and specific populations served.

Better compensated and continually trained service officers is expected to yield approximately \$137 Million per year in benefits and services for our veterans, which results in a higher quality of living for our veterans; and an increased percentage of veterans receiving their earned benefits and entitlements, which also yields additional revenue for the state and also lessens the reliability of veterans on other state funded programs and resources such as Medicaid.

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

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: Approximately \$137M per year brought into state's economy through Federal pension and disability compensation by veteran service organization network of Veteran Service Officers. Expected higher quality of life for our veterans. Less burden on other state programs and resources.
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	Yes	Identify: Reduces the reliability of veterans on other state-funded programs and resources, such as Medicaid and health care insurance, employment resources, education support and funding, etc.
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:

Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

Impact is to the entire state. Significant revenue is brought in to the state each year by our veteran's service provider network. If we are not able to provide a cost of living allowance for the VSO's, we risk losing highly qualified personnel to assist veterans in receiving their earned benefits.

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

The alternative would likely mean a decrease in the number of Veteran Service Officers that our contract network employs, risking a reduction in services and resources for our veterans.

What are the consequences of not funding this request?

Not funding this proposal would continue to limit WDVA's ability to maximize opportunities for veterans to receive their earned benefits. Not having a cost of living increase in over eight (8) years makes it difficult to retain enough qualified and trained service officers needed for the nearly 600,000 veterans that reside in our state. Not funding this package would also reduce the potential of millions of dollars in Federal money being generated and contributed into the state's economy.

How has or can the agency address the issue or need in its current appropriation level?

We have had to work with the same funding level for over eight (8) years and can continue at this rate, but the agency could risk losing highly trained, quality and dedicated professionals who have been compensated at the same rate for far too long. Losing quality professionals lessens the superiority of services given to our veterans and they deserve the best, most highly trained professionals to advocate for them so that veterans receive the maximum amount of benefits and entitlements. This has tremendous impact in the success rate of claims being approved and adjudicated on behalf of veterans.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 6A Enterprise Veterans Case Management System (EVCMS)

Budget Period: 2017 – 2019 Biennium

Budget Level: M2 – Inflation and Other Rate Changers

Agency Recommendation Summary Text:

This request will allow the Washington Department of Veterans Affairs (WDVA) to continue its Software Licensing and maintenance requirements for our Enterprise Veterans Case Management System (EVCMS) which was implemented in the 2015-17 biennium. EVCMS functions as the data warehouse for all data on veterans discharged from the armed forces and residing in Washington State, mandated by Executive Order 13-01 which calls to streamline data agreements between Washington State agencies so that they can better coordinate services to Washington’s Veterans. EVCMS serves as the primary case management system and client database for the WDVA Veteran Services and Behavioral Health Division integrating over 15 distinct programs and services allowing WDVA case managers to have an enterprise-wide view of its clients in order to develop holistic case management plans with the goal of achieving better outcomes for veterans and their families.

This request integrates two major and distinct services provided by the WDVA Veteran Services and Behavioral Health Division that were not part of the initial EVCMS implementation due to required third-party software integration and the scope of that integration could not be fully understood until a vendor and platform were selected for EVCMS. The two services include the electronic submission of veterans’ disability claims to the U.S. Department of Veterans Affairs (VA) through the VA’s Digits-2-Digits initiative and the integration of the Traumatic Brain Injury mobile application (TBI App) funded the Department of Social & Health Services and developed through the WDVA’s TBI Program

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	337,000	247,000	247,000	247,000
Total Cost	337,000	247,000	247,000	247,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	1.0	1.0	1.0	1.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	75,000	75,000	75,000	75,000
Obj. B	22,000	22,000	22,000	22,000

Obj. E	240,000	150,000	150,000	150,000
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Package Description:

Prior to the 2015-17 Biennium, WDVA did not have an enterprise customer relationship management (CRM) system or electronic case management tools beyond separate and apart program-level spreadsheets. These spreadsheets were silos of data not integrated between programs; therefore WDVA was not able to have an enterprise view of the needs and services provided to veterans and families served by WDVA. These spreadsheets also contained inconsistent data fields unique to the individual needs of the program, which resulted to WDVA not having an agency standard for collecting, tracking or sharing critical veterans' data, such as basic demographics, specific services and programs accessed, status of claims and benefits processing, services provided by other state agencies, etc. Finally, these spreadsheets did not provide for any workflow automation as all work processes, including case management for homeless veterans, VA claims assistance activities, and all other programs were manually provided. The combination of these challenges delayed case management activities for veterans and the processing of claims for veterans' benefits at both the state and federal levels. Simply put, the old WDVA business model was not modern or scalable and could not effectively respond to the significant influx of veterans seeking services given the aging Vietnam-era veterans population and increasing number of recent military draw down after extended wars in Afghanistan and Iraq.

In addition to the need for a customer relationship management (CRM) software solution in order to have an enterprise-wide view of the veterans and families, WDVA needed to automate its business processes in order to improve the efficiency of program services and meet the increasing demand for these services. At the same time, two initiatives were also started by two of WDVA's Federal partners, the U.S. Department of Defense (DOD), and the U.S. Department of Veterans Affairs (VA). These initiatives compounded the need for WDVA to implement a CRM system so WDVA initiated the EVCMS project with its 2015-17 decision package, which was funded for \$600,000 for the initial implementation of a CRM system. The Federal initiatives were:

- DOD initiated a process to change the way that the federal government shares veteran's data with state veteran's agencies by requiring them to send veterans claims data electronically, such as the DD214. The goal of this process change was to provide state veteran's agencies with timely and accurate data on recently separating veterans so that state agencies, including WDVA, could import this data directly into their CRM systems. This process replaced the existing manual paper-based process for providing state veteran's agencies with DD214 data, which involved mailing individual paper-copy DD214s to the states for each veteran, which, in turn, state veteran agencies had to manually enter the data into their respective databases. This process change was initiated in 2013 and was partially operational by early 2016, with the anticipated date for full implementation towards the end of 2016.
- The Federal VA began implementing the Digits-2-Digits initiative, an electronic system for veteran service organizations and state veteran's agencies to submit VA disability claims directly to the VA from their respective CRM systems using third-party software that must be approved by the VA. This initiative began in 2012 and the pilot phase ended in mid-2015.

This decision package is intended to continue the EVCMS project, a Commercial-Off-The-Shelf System (COTS) by funding;

1. Annual licenses/maintenance subscription fees that funds the COTS EVCMS for 80+ users
2. A System Administrator (Information Technology Specialist 4 whose primary responsibility is to administer and provide technical oversight of the EVCMS, including ongoing customizing user interface beyond the initial implementation, designing customized

workflow to accommodate for program changes based on the evolving business needs or future federal requirements, designing reports that track and report on program outcomes, customized migration of data received from partnering state and federal agencies or provided to future partner agencies, establishing and maintaining user accounts, and serving as the liaison between EVCMS the end users and the COTS vendor.

3. Employee training on EVCMS as the first phase of the system will not be fully implemented until July 2017 and employees will need training beyond the implementation phase, including regularly scheduled training on the development of new work processes, training on reports updates, system interface updates, and regularly scheduled training for new and existing employees and partner users.
4. VA Digits-2-Digits software integration and implementation with EVCMS so that VA disability claims may be filed electronically, resulting in veteran claims and disability data efficiently collected and readily available in the agency's EVCMS.
5. EVCMS integration of the Traumatic Brain Injury App so that pertinent data input by end user veterans such as demographic info, addresses and phone numbers is integrated back to EVCMS for case managers to use as part of their work.

Base Budget:

1) EVCMS Annual Licenses/Maintenance	\$100,000	\$100,000	\$100,000	\$100,000
2) EVCMS System Administrator	\$97,000	\$97,000	\$97,000	\$97,000
3) EVCMS WDVA Employee Training	\$25,000	\$10,000	\$10,000	\$10,000
4) EVCMS Digits-2-Digits Implementation and Integration, Annual License	\$100,000	\$30,000	\$30,000	\$30,000
5) EVCMS Traumatic Brain Injury App Integration	\$15,000	\$10,000	\$10,000	\$10,000
Total Cost	\$337,000	\$247,000	\$247,000	\$247,000

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

- One FTE, an Information Technology Specialist 4 (salary range 62), is requested to serve as the EVCMS System Administrator.
- Year 1 one-time costs vs. Year 2 costs include:
 - \$15,000 more than Year 2 costs, \$25,000 vs. \$10,000, for EVCMS training as Year 1 EVCMS training includes training on initial data entity and work flow design. Year 2 costs are for modifications to data entity and workflow design and training for new WDVA employees and partners
 - \$70,000 more than Year 2 costs, \$100,000 vs. \$30,000, for the initial implementation and EVCMS integration of a Federal VA approved Digits-2-Digits software vendor. Year 2 costs are for annual licenses/maintenance beyond the initial implementation and integration.
 - \$5,000 more than Year 2 costs, \$15,000 vs. \$10,000, for the Traumatic Brain Injury App integration to include licensing of iOS, Android and Windows App, and integration of developed App. Year 2 costs is for continued licensing of iOS, Android and Windows App

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

This decision package makes key contributions to statewide results:

- Executive Order 13-01 was the Governor's first Executive Order regarding 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 return-on-investment based on efficient work process changes – estimated an increased capacity in excess of 40% based on full implementation of EVCMS allows WDVA to serve an increasing number of new veterans seeking services without additional case managers being needed.
- Current cost shifting gains away from other State programs and onto Federal programs such as Federal VA health care services and VA disability compensation and/or pension.
- Opportunities to maximize VA GI Bill education benefits at Washington 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 potential state economic boosts – Manpower/jobs, higher educational system participation, apprenticeships and technical training participation and supporting small business formation, increased receipt of VA disability compensation and pension payments directly to veterans and their families.
- Significantly improved customer service by WDVA and its partners by providing for an enterprise view of veterans' data and automation of manual work processes and providing critical veteran case management data in real-time.
- Improve quality of life for veterans through increased access and timely processing of applications for Federal veterans' benefits.
- Enhance the reputation of the State of Washington in supporting its veterans and continue to attracting veterans to call Washington State their home.

Performance Measure detail:

The programs and services supported by EVCMS directly and in-directly contribute to the following Results Washington goals:

- Goal 1 - World Class Education
 - 1.3, 1.3.b, 1.3.c, 1.3.d, 1.3.e, 1.3.f, 1.3.g 1.3.h – by assisting veterans and their family members in accessing Federal VA education benefits and vocation rehabilitation benefits
- Goal 2 - Prosperous Economy
 - 4.1, 4.1.a – by increasing veteran business ownership through the Military Transition Council Small Business / Entrepreneurship Workgroup and the Veteran Owned Business Registry
- Goal 3 - Sustainable Energy and a Clean Environment
 - 3.2, - by increasing the number of restoration projects led by veterans, and the number of restoration informed farmer veterans in the state.
 - 4.1 – by increasing the number of veteran owned farms, and ranches in the state. Through education, outreach and succession planning.

- 4.3 – by increasing the number of veterans that will apply for an effectively use their Discover Pass at Washington State Parks
- 4.4 – by increasing the number of veterans that would participate in VCC internships, effectively increasing the capacity of restoration partners to meet their mission of preserving priority habitats.
- Goal 4 - Healthy and Safe Communities
 - 1.3, 1.3.a, 1.3.b, 1.3.c – by increasing enrollment of veterans and their eligible family members in the Federal VA health care system
 - 2.3, 2.3.a, 2.3.c, 2.3.d, 2.3.e – by improved data sharing and collaboration with DOC to better identify and serve veterans in DOC custody and supervision by increasing these veterans access to Federal VA veterans’ benefits including service-connected disability compensation payments, VA education and vocational rehabilitation benefits, and VA health care benefits.
 - 3.1, 3.1.a, 3.1.c, 3.1.d, 3.2, 3.2.a – by increasing enrollment of veterans and their family members in the Federal VA health care system and receiving VA service-connected disability compensation and/or pension benefits which includes benefits for long-term care services
- Goal 5 - Efficient, Effective and Accountable Government
 - 1.1, 1.2, 1.2a, 1.3, 1.3.d – by automating agency core services in EVCMS so that customer satisfaction can be measured and improved
 - 2.1 – by automating agency core services in EVCMS so that costs, quality, processing time, and customer satisfaction can be measured and improved
 - 3.3, 3.3.a – by automating core services so that program outcomes can be measured against the agency strategic plan to ensure proper allocation of resources

Fully describe and quantify expected impacts on state residents and specific populations served.

The programs and services supported by EVCMS directly contributes to the following agency programs and results:

- VA Claims Quality Assurance - Over 400 VA disability claims for serviced-connected disability compensation and/or nonservice-connected pension file directly by WDVA staff and County Veteran Service Officer partners. The estimated return on investment is over \$3 million in VA disability compensation and/or pension payments per year being available to veterans and their families.
- WDVA Call Centers and Service Centers – Over 8,000 calls received annual from veterans and their families inquiring about veterans’ benefits
- Homeless Veterans Reintegration Project – over 220 veterans enrolled with 199 housing placements and 181 job placements annually statewide.
- Building 9 for Veterans Transition Housing located on the grounds of the agency’s veteran’s nursing home in Retsil – 58-60 veterans receiving transitional housing with approximately 23 permanent housing placements annually
- Rural Veterans Coordination Pilot Processes – provide outreach services to approximately 250 veterans and families and increase the percentage of them enrolled in VA health care services by 50%.
- Veterans Innovations Program – 143 veterans assisted with obtaining employment and 59 veterans and families assisted with homeless prevention annually statewide.
- Incarcerated Veterans Reintegration Services – case management of approximately 250 incarcerated veterans annually for assistance with accessing VA benefits and health care

services, housing, and employment programs as veterans prepare to integrate back into the community.

- Veterans Estate Management Program – The agency serves as fiduciaries to approximately 350 veterans and family members by management of Federal VA and Social Security Administration benefits. Based on historical experiences, approximately 30% of these veterans accessing this program would be homeless without these essential service.
- Behavioral Health Services for Post-Traumatic Stress Disorders – Over 1,700 veterans served and over 200 family members served annually statewide.
- Veterans Conservation Corps – restoration of 611,305sq. ft. (14.03 acres) of green spaces. Engaged with 15,299 volunteers, installation of 19,469 native trees and shrubs as well as the removal of over 4,350 lbs. of trash and plastics.
- Vet Corps – 400 individual veterans served by peer mentors, 325 on campus referrals to services that increase retention, 2,371 individual volunteers leveraged in support of veterans services projects on campuses across the state partially funded by the Americorps Program
- Traumatic Brain Injury Program – 50 veterans and their family members served and 2,000 Washington State residents trained in Traumatic Brain Injury awareness funded by a grant through DSHS.
- Health Care Authority- WDVA Data Exchange Process - data exchanged from HCA to WDVA on approximately 1,800 veterans annually in order to assist veterans and their families in applying for VA disability benefits and enrolling in the VA health care system.
- WDVA -DSHS Data Exchange Process – data exchanged from WDVA to DSHS on approximately 12,000 veterans annually in order to identify veterans receiving services directly from DSHS
- WDVA - DOC Data Exchange Process – data exchanged from WDVA to DOC on approximately 12,000 incarcerated and supervised veterans annually in order to identify and better serve veteran under DOC custody and supervision
- WDVA - County Veterans Programs Data Exchange Process - data exchanged from WDVA to County partners on recently separated veterans so that Counties can readily outreach to veterans residing within their respective counties in order to better and effectively provide their services.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: Improved ability for data sharing among partnering Counties who use veterans data from WDVA to improve services to veterans and their families: Yakima County, Kitsap County, potential future partners.
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:

Other state agency impacts?	Yes	Identify: Improved ability for data sharing among partnering agencies who use veterans data from WDVA to improve services to veterans and their families: DSHS, ESD, DOC, OFM, HCA
Responds to specific task force, report, mandate or exec order?	Yes	Identify: Executive Order 13-01, Washington Military Transition Council and Centralized Data Share and Warehouse Agreement.
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections	Yes	Identify: Integration with the Federal VA for the electronic submission of veterans' disability claims under the VA Digits-2-Digits initiative for Claims Management Systems.

Please provide a detailed discussion of connections/impacts identified above.

WDVA maintains data sharing agreements with partnering agencies and a veterans' data warehouse developed in-house as part of Executive Order 13-01. This data is part of WDVA veterans' discharge database (DD214 database) and is used to identify and improve services to veterans and their families. This data is also used for research on veterans to better understand Washington State veterans' workforce, accessed to higher education and other critical programs. This DD214 data will be provided to WDVA by the U.S Department of Defense in an electronic format and will be maintained in EVCMS.

The Federal VA's Digits-2-Digits initiative is meant to move all Veterans Services Organizations and State Veterans Agencies to an electronic method for submitting VA disability claims on behalf of individual veterans and their families. This initiative will allow WDVA to migrate from a manual

paper-based process of filing Federal VA disability claims to an electronic claims submission process, utilizing a VA approved vendor, and fully integrate this process and the related data to EVCMS.

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

There are no other viable alternatives to continuing EVCMS licensing and maintenance, system administration, and training. If EVCMS is discontinued, WDVA's individual programs and services would revert to using non-integrated program-level spreadsheets to manage data on clients and perform case management functions, essentially undoing the progress made by implementing EVCMS during the 2015-17 biennium.

The agency would not be able to implement the Digist-2-Digits initiative. WDVA continues to complete veterans' claims for Federal VA disability via a manual paper-based process. This means longer wait times for veterans to receive their Federal VA disability payment benefits. This also means that information on veterans' disability claims (disability rating, claims status, etc.) could not be available to WDVA case managers and partners using EVCMS as veterans' disability information without significant amount of manual data entry by staff that do not exist.

The TBI app would remain as a stand-alone app. Veterans' data entered into the TBI app by individual veteran users would not be integrated into EVCMS and would not be readily available to WDVA case managers.

What are the consequences of not funding this request?

WDVA would discontinue using EVCMS as it would not have the ongoing operational funding to support the EVCMS annual licensing/maintenance, System Administrator, training, and Digits-2-Digits and TBI App software integration. If EVCMS is discontinued, WDVA's individual programs and services would default to using individual program-level spreadsheets to manage data on clients and perform case management functions, essentially undoing the significant progress made by implementing the first phase of the EVCMS during the 2015-17 biennium. WDVA would lose all ability to track veterans across its enterprise and lose all workflow automation and efficiency gains made possible by EVCMS. Furthermore, WDVA would lose its ability to warehouse veterans' DD214 data received from the Department of Defense and the ability to share that data with partnering agencies under Executive Order 13-01.

If WDVA were to discontinue EVCMS, Washington State would simply not be able to handle the continued rise in existing and new veterans returning from service and calling Washington State their home, resulting in:

- Inefficiently providing needed services to veterans accessing earned benefits.
- Direct customer service times will continue to slow significantly, which will require increase in funding.
- 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.

How has or can the agency address the issue or need in its current appropriation level?

At the current appropriation level WDVA is not able to fund the ongoing EVCMS annual licensing/maintenance, System Administrator, training, and Digits-2-Digits and TBI App software integration costs without significantly reducing direct services for veterans and their families.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 IT Addendum

Part 1: Itemized IT Costs

Please itemize any IT-related costs, including hardware, software, services (including cloud-based services), contracts (including professional services, quality assurance, and independent verification and validation), or IT staff. Be as specific as you can. (See chapter 12.1 of the operating budget instructions for guidance on what counts as “IT-related costs”)

Information Technology Items in this DP <i>(insert rows as required)</i>	FY 2018	FY 2019	FY 2020	FY 2021
EVCMS Annual Licenses/Maintenance	\$100,000	\$100,000	\$100,000	\$100,000
EVCMS System Administrator	\$98,000	\$98,000	\$98,000	\$98,000
EVCMS WDVA Employee Training	\$25,000	\$10,000	\$10,000	\$10,000
EVCMS Digits-2-Digits Implementation, Annual License	\$100,000	\$30,000	\$30,000	\$30,000
EVCMS Traumatic Brain Injury App Integration	\$15,000	\$10,000	\$10,000	\$10,000
Total Cost	\$338,000	\$248,000	\$248,000	\$248,000

Part 2: Identifying IT Projects

If the investment proposed in the decision package is the development or acquisition of an IT project/system, or is an enhancement to or modification of an existing IT project/system, it will also be reviewed and ranked by the OCIO as required by RCW 43.88.092. The answers to the three questions below will help OFM and the OCIO determine whether this decision package is, or enhances/modifies, an IT project:

1. Does this decision package fund the development or acquisition of a new or enhanced software or hardware system or service? Yes No
2. Does this decision package fund the acquisition or enhancements of any agency data centers? (See [OCIO Policy 184](#) for definition.) Yes No
3. Does this decision package fund the continuation of a project that is, or will be, under OCIO oversight? (See [OCIO Policy 121](#).) Yes No

If you answered “yes” to any of these questions, you must complete a concept review with the OCIO before submitting your budget request. Refer to chapter 12.2 of the operating budget instructions for more information.

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 8A Equipment Rate Adjustment

Budget Period: 2017 – 2019 Biennium

Budget Level: ML2 - Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates in five locations throughout the State of Washington, Olympia, Seattle, Retsil, Orting, Spokane, and will soon have a sixth location in Walla Walla. All these locations require computer equipment and up-to-date software licenses to maintain the WDVA computer infrastructure throughout the agency.

WDVA currently leases most of this equipment from the Department of Enterprise Services. However, the desktop computers and laptops need to be periodically replaced to keep the equipment up-to-date. As equipment is rotated out, the cost of continuing to lease this equipment rises.

WDVA leases all copiers used throughout the agency. Again as the equipment is rotated out, the cost of continuing to lease this equipment rises.

The Centers for Medicare & Medicaid (CMS) and WAC 182-502-0025 and Public Law 111-5, the American Recovery and Reinvestment Act of 2009 (ARRA) 42 CFR 495., mandate that WDVA move to an Electronic Medical Record System (EMR). The cost of leasing this software is also expected to increase.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	21,000	21,000	21,000	21,000
Fund 001-2	77,600	77,600	77,600	77,600
Fund 007-7	42,000	42,000	42,000	42,000
Fund 08V-6	1,400	1,400	1,400	1,400
Total Cost	142,000	142,000	142,000	142,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	77,600	77,600	77,600	77,600
Fund 001-7	42,000	42,000	42,000	42,000

Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	142,000	142,000	142,000	142,000

Package Description:

The Washington State Department of Veterans Affairs leases the majority of its computer equipment from the Department of Enterprise Services along with copiers and software programs from various vendors to operate the business and medical functions of the agency.

Without this equipment, WDVA would have to rely on manual and hand written records and documents to operate the daily functions of the agency. As the agency tries to streamline processes, and do more with less, this equipment becomes a necessary cost of doing business.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor’s following priorities for Washingtonians, which would include the veterans of our state.

- Healthy and Safe Communities
- Prosperous Economy
- Efficient, Effective and Accountable Government

To accomplish this priority this funding increase would enable WDVA to continue providing high quality services and electronic document and records needed for the veterans of Washington State.

Performance Measure detail:

- Activity: A001 Administrative Services
- Activity: A002 Institutional Services
- Activity: A003 Veterans Disability Services and Support
- Activity: A004 Veterans Community-Based Services

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, the agency's goals are to provide various services and care to the veterans in the State of Washington.

WDVA goals are:

- Provide information and opportunities for veterans to connect to their earned benefits
- Provide quality care and services in our veterans homes
- Help veterans prepare for and achieve family wage jobs
- Serve more veterans by developing innovative approached
- Treat our customers with the dignity and respect they deserve

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: WDVA will soon be operating from six counties in the State of Washington; Thurston, Kitsap, King, Pierce, Spokane and Walla Walla.
Other local gov't impacts?	Yes	Identify: The cities with in the counties of operation.
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	Yes	Identify: WDVA helps to mitigated services needed from the Department of Social & Health Services and the Employment Security Department
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	Yes	Identify: This would enable the employee of the Washington Department of Veterans Affairs to continue to provide quality services to the veterans of our state.
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions

Identify other important connections		
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Please provide a detailed discussion of connections/impacts identified above.

The Administration and Veterans Services operate out of Olympia, Washington with a veterans' service center in Seattle and at JBLM.

The Washington Veterans Home is located in Kitsap County with a 240 resident capacity,
The Washington Soldiers Home is located in Pierce County with a 97 resident capacity,
The Spokane Veterans Home is located in Spokane County with a 100 resident capacity, and
The Walla Walla Veterans Home will be located in Walla Walla County with an 80 resident capacity.

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

If WDVA does not continue to having this equipment, the agency could face citations from the federal Department of Veteran's Affairs, Medicare and the Washington State Department of Social and Health Services.

What are the consequences of not funding this request?

If not funded, WDVA will have to absorb the incremental increases in these equipment costs, which will negatively effect on providing services to the veterans in our state.

How has or can the agency address the issue or need in its current appropriation level?

WDVA does not current capacities to absorb these increased costs.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 IT Addendum

Part 1: Itemized IT Costs

Please itemize any IT-related costs, including hardware, software, services (including cloud-based services), contracts (including professional services, quality assurance, and independent verification and validation), or IT staff. Be as specific as you can. (See chapter 12.1 of the operating budget instructions for guidance on what counts as “IT-related costs”)

Information Technology Items in this DP <i>(insert rows as required)</i>	FY 2018	FY 2019	FY 2020	FY 2021
Computers, Laptops and Servers	11,000	11,000	11,000	11,000
Copiers/Printers	5,000	5,000	5,000	5,000
Software	126,000	126,000	126,000	126,000
Total Cost	142,000	142,000	142,000	142,000

Part 2: Identifying IT Projects

If the investment proposed in the decision package is the development or acquisition of an IT project/system, or is an enhancement to or modification of an existing IT project/system, it will also be reviewed and ranked by the OCIO as required by RCW 43.88.092. The answers to the three questions below will help OFM and the OCIO determine whether this decision package is, or enhances/modifies, an IT project:

1. Does this decision package fund the development or acquisition of a new or enhanced software or hardware system or service? Yes No
2. Does this decision package fund the acquisition or enhancements of any agency data centers? (See [OCIO Policy 184](#) for definition.) Yes No
3. Does this decision package fund the continuation of a project that is, or will be, under OCIO oversight? (See [OCIO Policy 121.](#)) Yes No

If you answered “yes” to any of these questions, you must complete a concept review with the OCIO before submitting your budget request. Refer to chapter 12.2 of the operating budget instructions for more information.

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 8L Lease Rate Adjustment

Budget Period: 2017 – 2019 Biennium

Budget Level: M2 - Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently lease two buildings located in Olympia and Seattle respectively. The Olympia office houses Administration, Financial, HR/Payroll and Veterans Services. The Seattle office houses Veterans Services related to homeless, incarcerated, and other veteran related services. Due to employee and client safety issues, the Seattle office was forced to relocate to a more secure location within the area. Therefore, WDVA requests \$34,000 to cover the increased rental space cost in the Seattle area.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-7	17,000	17,000	17,000	17,000
Total Cost	17,000	17,000	17,000	17,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-7	17,000	17,000	17,000	17,000
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	17,000	17,000	17,000	17,000

Package Description:

The Seattle office has had to relocate for employee and client safety. Effective May 2016, the monthly lease payment for the Seattle office increased from \$3,204 to \$4,783.70, amounting to approximately \$34,000 per biennium.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's priority for Healthy and Safe Communities and a Prosperous Economy for Washingtonians this would include the veterans of our state. To accomplish these priorities this funding increase would enable WDVA to continue providing high quality services to Veterans residing in the State of Washington.

Performance Measure detail:

Activity: A004 Veterans Community-Based Services

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, one of the agency's goals is to provide the following:

- Provide Information and opportunities for veterans to connect to their earned benefits
- Help veterans prepare for and achieve family wage jobs
- Serve more veterans by developing innovative approaches

The WDVA Veterans Services section plays a major role in providing these services to the veterans of Washington.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: The Seattle office is currently located in King county.
Other local gov't impacts?	Yes	Identify: WDVA works with King County help the veterans in the area that they serve.
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	Yes	Identify: In collaboration with King County, we help to mitigated services needed from the Department of Social & Health Services and the Employment Security Department
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions

Identify other important connections

Please provide a detailed discussion of connections/impacts identified above.

The WDVA was able to partner with the King County Veteran Program which allowed us to collocate in the Belltown area of Seattle. This enables Veterans to get County and State services in one location. The federal VA also houses a VA Social Worker and the VBA Coordinator here. The building also houses DSHS which enable veterans to get income statements, apply for food stamps and medical benefits. Being able to do almost everything in one building takes stress off of the veterans and their families, especially those who are homeless.

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

The Seattle office has had to relocate for employee and client safety.

What are the consequences of not funding this request?

If not funded, the Veterans Services section will have to absorb the incremental increase in the building rent which will negatively affect services provided. The Veterans Services section does not have current capacities to absorb this impact.

How has or can the agency address the issue or need in its current appropriation level?

The Veterans Services section does not have current capacities to absorb this impact.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 9A Comestibles & Dietary Inflation

Budget Period: 2017 – 2019 Biennium

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes with a fourth home scheduled to open in early 2017. These 24/7 operations require monthly purchases of food products for the dietary needs of Veterans. WDVA requests an increase in spending authority of \$232,000 for the biennium in order to meet cost increases for meat, produce, dairy and other dietary-related products and comestible supplies required to operate the homes.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	77,720	77,720	77,720	77,720
Fund 001-7	38,280	38,280	38,280	38,280
Total Cost	116,000	116,000	116,000	116,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	77,720	77,720	77,720	77,720
Fund 001-7	38,280	38,280	38,280	38,280
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	116,000	116,000	116,000	116,000

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. Veteran's home operations are directly impacted by higher food and comestible 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 and comestible 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.

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.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's priority for Healthy and Safe Communities for Washingtonians this would include the veterans of our state. To accomplish this priority this funding increase would enable WDVA to continue providing high quality food and services provided to the Veterans residing in the homes.

Performance Measure detail:

Activity: **A002 Institutional Services**

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, one of the agency's goals is to provide quality care and services to our Veterans in our homes. 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 other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: WDVA Veterans homes are currently located in Kitsap, Pierce and Spokane counties. WDVA will be opening one in Walla Walla county before the end of the 15-17 Biennium.
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

The Washington Veterans Home is located in Kitsap County with a 240 resident capacity, The Washington Soldiers Home is located in Pierce County with a 97 resident capacity, The Spokane Veterans Home is located in Spokane County with a 100 resident capacity, and The Walla Walla Veterans Home will be located in Walla Walla County with an 80 resident capacity.

What alternatives were explored by the agency and why was this option 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 not funding this request?

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.

How has or can the agency address the issue or need in its current appropriation level?

The Homes do not have current capacities to absorb inflationary impact.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 9M Medical Inflation

Budget Period: 17-19 Biennium

Budget Level: M2 - Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes with a fourth home scheduled to open in early 2017. These 24/7 operations require monthly purchases of medical services and supplies for the health and welfare needs of our Veterans. WDVA requests an increase in spending authority of \$916,000 for the biennium in order to meet cost increases related to medical services and supplies required to operate the homes.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	306,860	306,860	306,860	306,860
Fund 001-7	151,140	151,140	151,140	151,140
Total Cost	458,000	458,000	458,000	458,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	306,860	306,860	306,860	306,860
Fund 001-7	151,140	151,140	151,140	151,140
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	251,900	251,900	251,900	251,900
Obj. N	206,100	206,100	206,100	206,100

Package Description

Each biennium, WDVA submits a decision package that provides best estimates of medical-related price increases that are projected to occur over the next biennium. The 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 into 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 services, Clinic, and Pharmacy operations.

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.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's priority for Healthy and Safe Communities for Washingtonians this would include the veterans of our state. To accomplish this priority this funding increase would enable WDVA to continue providing high quality medical services needed by Veterans residing in the homes, and to include special medical needs specific to a Veteran.

Performance Measure detail:

Activity: **A002 Institutional Services**

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, one of the agency's goals is to provide quality care and services to our Veterans in our homes. 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 other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: WDVA Veterans homes are currently located in Kitsap, Pierce and Spokane counties. WDVA will be opening one in Walla Walla county before the end of the 15-17 Biennium.
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

The Washington Veterans Home is located in Kitsap County with a 240 resident capacity,
The Washington Soldiers Home is located in Pierce County with a 109 resident capacity,
The Spokane Veterans Home is located in Spokane County with a 97 resident capacity, and
The Walla Walla Veterans Home will be located in Walla Walla County with an 80 resident capacity.

What alternatives were explored by the agency and why was this option 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 medical and pharmaceuticals require increased 'fiscal capacity' to meet new cost levels.

What are the consequences of not funding this request?

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.

How has or can the agency address the issue or need in its current appropriation level?

The Homes do not have current capacities to absorb inflationary impact.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 9Q Equipment Maintenance/Software Licenses

Budget Period: 2017 – 2019 Biennium

Budget Level: M2 - Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) currently operates three Veterans nursing homes with a fourth home scheduled to open in early 2017. The homes require maintenance on equipment to maintain the grounds and facilities, plus up-to-date software changes to maintain the computer infrastructure for medical information.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	26,000	26,000	26,000	26,000
Fund 001-7	13,000	13,000	13,000	13,000
Total Cost	39,000	39,000	39,000	39,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	26,000	26,000	26,000	26,000
Fund 001-7	13,000	13,000	13,000	13,000
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	39,000	39,000	39,000	39,000

Package Description:

The veterans' homes uses a software system for maintaining various medical information on the residents residing in the homes. This system is not controlled by WDVA and, should there be any need for changes or updates, they need to be done by the company that controls the software. The veterans' homes also has various equipment that require maintenance from time to time to maintain them during their useful life.

All this maintenance work is not a daily event and only occur on a case by case basis. Hence, with rising costs, funding these increases is becoming more difficult while maintaining a good quality of life for our veterans in our homes.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's priority for Healthy and Safe Communities for Washingtonians this would include the veterans of our state. To accomplish this priority this funding increase would enable WDVA to continue providing high quality living conditions for the Veterans residing in the homes.

Performance Measure detail:

Activity: A002 Institutional Services

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, one of the agency's goals is to provide quality care and services to our Veterans in our homes. 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. Another key component is maintaining the facilities so that the veterans will want to continue their life in our homes and that their families are pleased at having placed their loved one in a good home.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: WDVA Veterans homes are currently located in Kitsap, Pierce and Spokane counties. WDVA will be opening one in Walla Walla county before the end of the 15-17 Biennium.
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

The Washington Veterans Home is located in Kitsap County with a 240 resident capacity,
The Washington Soldiers Home is located in Pierce County with a 97 resident capacity,
The Spokane Veterans Home is located in Spokane County with a 100 resident capacity, and
The Walla Walla Veterans Home will be located in Walla Walla County with an 80 resident capacity.

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

With the equipment needed to maintain the veterans' homes, the market continues to affect and dictate these costs. If WDVA does not continue to maintain this equipment, the homes could face citations from the federal Department of Veteran's Affairs, Medicare and the Washington State Department of Social and Health Services.

What are the consequences of not funding this request?

If not funded, the Homes will have to absorb the incremental increases in these maintenance costs, which will negatively effect on providing a good home to the aging veterans in our state.

How has or can the agency address the issue or need in its current appropriation level?

The Homes do not have current capacities to absorb inflationary impact.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: 9S Equipment Replacement Costs

Budget Period: 2017 – 2019 Biennium

Budget Level: M2 – Inflation and Other Rate Changes

Agency Recommendation Summary Text:

The Washington State Department of Veterans Affairs (WDVA) requests \$564,000 in addition spending authority to purchase equipment items identified by the veterans' homes as essential, job required, life and/or safety related.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	311,885	65,995	217,281	217,281
Fund 007-7	153,615	32,505	107,019	107,019
Total Cost	465,500	98,500	324,300	324,300
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	0	0	0	0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-2	311,885	65,995	217,281	217,281
Fund 001-7	153,615	32,505	107,019	107,019
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. J	465,500	98,500	324,300	324,300

Package Description:

The veterans' homes have identified critical equipment purchases that must be made in the 17-19 biennium to sustain business. The needs fall into several classification including resident and employee safety, regulatory compliance, quality of life, quality of care and efficiency opportunities. On the attached document details what is being replaces, it priority, the units required, the unit cost, the total cost, the requesting department, its location and the purchase justification.

Base Budget:

Not Applicable

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Not Applicable

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

In meeting the Governor's following priorities for Washingtonians, which would include the veterans of our state.

Healthy and Safe Communities

To accomplish this priority this funding increase would enable WDVA to continue providing high quality services needed for the veterans in our veterans' homes.

Performance Measure detail:

Activity: A002 Institutional Services

Fully describe and quantify expected impacts on state residents and specific populations served.

In WDVA Results Washington framework, the agency's goals are to provide various services and care to the veterans in the State of Washington.

WDVA goals are:

- Provide quality care and services in our veterans homes
- Treat our customers with the dignity and respect they deserve

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	No	Identify:
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	No	Identify:
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	Yes	Identify: This would enable the employee of the Washington Department of Veterans Affairs to continue to provide quality services to the veterans of our veterans' homes.
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

The Washington Veterans Home is located in Kitsap County with a 240 resident capacity,
The Washington Soldiers Home is located in Pierce County with a 109 resident capacity,
The Spokane Veterans Home is located in Spokane County with a 100 resident capacity, and
The Walla Walla Veterans Home will be located in Walla Walla County with an 80 resident capacity.

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

Each of the items requested represent 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 not funding this request?

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

How has or can the agency address the issue or need in its current appropriation level?

WDVA does not current capacities to absorb these increased costs.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: P1 VCC Internship Program

Budget Period: 2017 – 2019 Biennium

Budget Level: PL – Performance Level

Agency Recommendation Summary Text:

The Washington Department of Veterans Affairs (WDVA) requests to increase the existing Veterans Conservation Corps (VCC) Internship program by 25 more internship opportunities statewide, along with 2.0 Program Manager FTE's to provide management and oversight of the internship program statewide. The VCC Internship Program has been in successful existence since 2011 and has provided internship access to approximately 35 veteran college students and employed an average of 9 interns per year. The interns serve for a season alongside a local natural resource and/or conservation partner, such as conservation districts, Departments of Ecology and Agriculture, natural lands management non-profits, among others. Veterans will be enrolled in the internship with the expectation of gaining necessary knowledge, skills and abilities that will support their eco therapy, educational and employment goals. The VCC internship program has achieved an 87% retention rate with more than 25% of its program graduates securing post-internship employment. With over 600,000 veterans in Washington State, and 15% of these veterans attending higher education institutions, the need to connect veterans to meaningful work, such as the VCC internship program, demands immediate expansion of internship opportunities.

Many veterans who are currently enrolled in Washington State Colleges and Universities are millennials who are expected to continue their ways of giving back to their respective communities and continuing a life of service. Programs like the Veterans Conservation Corps expands the WDVA's goals and objectives to engage a younger and more diverse group of veterans in Washington State. The VCC internships have enrolled approximately 15% women with 50% of total participants identifying as being of non-European decent. The collaboration efforts of the Veterans Conservation Corps and the State's natural resource partners, is able to successfully increase capacity and opportunities for veterans; while not only meeting the WDVA mission of "serving those who served", but also meeting the need to preserve and protect Washington's natural resources.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	348,000	348,000	348,000	348,000
Total Cost	348,000	348,000	348,000	348,000
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	15.5	15.5	15.5	15.5

Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	286,000	286,000	286,000	286,000
Obj. G	15,000	15,000	15,000	15,000
Obj. T	47,000	47,000	47,000	47,000

Package Description:

Every veteran has gone through a transition from military service to civilian life. Many veterans transition with little difficulties. However, other veterans can and have experienced significant barriers to transitioning into a healthy and meaningful life apart from military service. Struggling veterans often experience hardship in their transition, such as feelings of isolation, fear and confusion. Some of the biggest fears often faced by veterans is not finding sustainable family wage employment in a very tough job market and lack of appropriate educational and employment support for veterans, who on average, stay on unemployment longer than the general population.

Remarkably, both veterans and the environment share many similarities. Similarities, which foster disparity and the monocultures of mind, body and ecosystem. Traumas experienced in their own right, both veteran and the environment struggle to maintain appearances of health, while facing extreme pressures from development, misaligned expectations and abuse or neglect.

Often, WDVA’s natural resource partners through the VCC continue to experience a gap between what they are asked or tasked to accomplish and what they have the capacity to successfully execute within their respective mandates. For example, in the lower Columbia River, there is an unmet gap in effectively monitoring habitat restoration projects. Without adequate monitoring and management of field projects, the state’s response to environmental challenges statewide continues to be at significant risk for mismanagement. Through the Veterans Conservation Corps internship program, WDVA’s natural resource partners will receive valuable ecological data, such as spawner abundance, juvenile distribution, diversity, productivity, habitat typing, topographic surveying, and restoration project success. Developing an ongoing veteran’s internship program in collaboration with WDVA’s natural resource partners would provide much needed additional capacity in supporting Washington State’s natural resources, as well as the state’s growing veteran population.

When the State legislature created the Veterans Conservation Corps in 2005, the VCC continued to work hard to realize the notion of “healing the planet, you heal yourself,” as vocalized by John Beal a Vietnam veteran and whose efforts the VCC program was modeled after. Beal embodied the benefits of eco therapy, even if he had not fully appreciated the scope of importance his work would have on current and future veterans. Over the last 11 years the VCC has adapted and expanded through changing demands in order to meet needs of Washington state residents and to provide the greatest capacity and balance for mental well-being and environmental health. The VCC model of

supported employment has been established and proven effectively by creating opportunities for veterans to partner with and learn from local community partners.

Base Budget:

1) VCC Program Manager (.4 FTE)	\$37,000	\$37,000	\$37,000	\$37,000
2) Program Specialist 4 (.2 FTE)	\$13,000	\$13,000	\$13,000	\$13,000
3) Program Specialist 3 (.1 FTE)	\$7,000	\$7,000	\$7,000	\$7,000
4) Data Compiler 3 (.1 FTE)	\$6,000	\$6,000	\$6,000	\$6,000
5) Interns (6@ \$1,280 per month x 6 months)	\$46,000	\$46,000	\$46,000	\$46,000
6) VCC Regional Coordinator Contracts	\$141,000	\$141,000	\$141,000	\$141,000
7) VCC Projects and purchases	\$15,000	\$15,000	\$15,000	\$15,000
8) Travel	\$9,000	\$9,000	\$9,000	\$9,000
Total Cost	\$274,000	\$274,000	\$274,000	\$274,000

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Requested increase in funding in year one and two would increase the internships offered by the VCC by 25 individual positions statewide, for the 6 month terms at \$1280.00 per month. The Year one and two costs would also include hiring of two Programs Specialist three's to serve as internship coordinators statewide overseeing and managing the successes of interns. Overhead, for training travel and ongoing support of interns is also included in year one and two costs.

- Revenue Calculations and Assumptions: For the requested for increase

Not Applicable

- Expenditure Calculations and Assumptions: For the requested for increase

Expenditure	FTE	Fund Source	Obj.	FY 18	FY 19	FY 20	FY 21
Intern Salary	15.5	001-1	A	\$192,000	\$192,000	\$192,000	\$192,000
Intern Benefits		001-1	B	\$21,120	\$21,120	\$21,120	\$21,120
Prgm Spec. 3 Salary	2	001-1	A	\$93,678	\$93,678	\$93,678	\$93,678
Prgm Spec. 3 Benefits		001-1	B	\$23,440	\$23,440	\$23,440	\$23,440
Travel		001-1	G	\$15,000	\$15,000	\$15,000	\$15,000
Training & Materials		001-1	E	\$15,000	\$15,000	\$15,000	\$15,000
Total Cost				\$360,250	\$360,250	\$360,250	\$360,250

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

Increased access for veterans into Natural Resources industry.
Increased outreach to rural veterans.
Increased preservation of threatened spaces, and species.
Increase of rural veterans' enrollment and utilization of veteran services state wide.

Performance Measure detail:

25 Veterans placed into internship annually.
85% of interns complete their internship.
25 natural resource partners report increased capacity as a result of the VCC intern annually.
100 natural resource partners, and hiring agents trained on veterans' cultural competency.
200 acres of land, water ways and other natural habitat restored and or preserved annually.

Fully describe and quantify expected impacts on state residents and specific populations served.

The primary group of Washington residents that will be affected are the Veterans population and their families. By offering an expanded introduction to natural resource job market, veterans' likelihood of gaining meaningful and long term employment is increased. 25 veterans annually will be placed directly into internships with natural resources partners being the direct recipients of that service. 25 natural resource partners will see their capacity grow immediately affecting their ability to meet their mission to preserve Washington states natural resources. Veterans will take part in the preservation of approximately 200 acres of Washington's natural habitats, affecting the populations of sage grouse, many species of salmon, mazama pocket gophers, species of trout, the Oregon spotted frog, and the Marbled murrelet to name a few. The work done by the interns will have a direct effect on over 100 natural resource partners annually, affecting the long term hiring trend for veterans in these fields.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: Veterans in the VCC will support regional and county initiatives as part of local nonprofits, state agencies and conservation districts. The VCC interns ability to increase capacity at the local level is high, with the ability of a veteran to bring trained skills knowledge and abilities learned while in the military to local organizations.
Other local gov't impacts?	Yes	Identify: VCC interns will reduce some of the burden faced by local governments, as their work will support functions within the conservation districts reducing some of the ask conservation districts.
Tribal gov't impacts?	Yes	Identify: Tribal governments will be a direct recipient of services as tribal salmon restoration efforts, invasive removal and natural resource divisions will be a target of VCC internship opportunities. This will be important as Native American veterans will be able to find opportunities within their own tribe. Native Americans serve at a higher rate than the general population, meaning there are a high number of veterans within tribes that would benefit greatly from a VCC internship.
Other state agency impacts?	Yes	Identify: VCC interns will be available to other state agencies, increasing their capacity to fulfill natural resource needs as well as increasing their exposure to veterans, effecting hiring managers' choices and practices. The VCC intern program will increase the number of veterans hired by state agencies.
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:

Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

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

Current alternatives include grants, and cost share by partner organizations and agencies. Currently this model of grants and cost share greatly limits the number of interns available as well as limits the scope of internships to specific areas of the state or specific roles within the natural resource partners. While the model of cost share and grant funding will not be abandoned the leverage gained by this expansion of VCC will increase both the cost share and grant funding gained to support VCC interns across the state.

What are the consequences of not funding this request?

Immediate consequences include limited options for veterans in transition. Continued long term unemployment for veterans seeking meaningful work in their communities. Continued under reporting and monitoring of habitat restoration projects across the state. The loss of hundreds of acres due to invasive species encroachment and the potential loss of endangered species endemic to Washington state. While the consequences are not immediate, the long term effect on Washington States veterans and natural resources is potentially drastic.

How has or can the agency address the issue or need in its current appropriation level?

The agency is currently failing to meet the needs of the veterans' community and the natural resource community within current appropriation. There's more demand than resources available to serve interested veterans.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: P2 Veterans Farm

Budget Period: 2017 – 2019 Biennium

Budget Level: PL – Performance Level

Agency Recommendation Summary Text:

The Veterans Conservation Corps (VCC), a Behavioral Health Program of the Washington State Department of Veterans Affairs (WDVA), has accomplished many initiatives responding to the needs of veterans since its inception 2005. The VCC began as a small volunteer-based program, which quickly grew into a statewide effort simply based on the demands of veterans. The VCC has helped create jobs and employed hundreds of veterans across the state in the environmental, conservation and agriculture sectors through internships, personal service contracts, and/or full-time positions within state agencies, including WDVA. In addition, the VCC has worked directly with State Colleges and Universities to assist and guide veterans to find the right program based on their individual environmental aspirations. Since this program is behavioral health based, the VCC has pro-actively identified a specific need to better serve our veterans and their communities through Eco-therapy, focusing its program to emphasize Eco-psychology, Conservation Psychology and Environmental Psychology. WDVA believes that Eco-therapy is an important corner stone for success with many veterans as they transition to civilian life to manage signs and symptoms of invisible wounds, such as Post-traumatic Stress Disorder, Traumatic Brain Injury, depression, transitional issues and anxiety.

Working in conjunction with the Washington Soldiers Home (WSH) in Orting, the VCC will initially manage nearly 17 acres of land on the WSH property, which will allow the VCC to increase its access to veterans in an effort to affect positive changes through mindful land management stewardship and understanding of the agricultural ecosystem, including the business aspects of environmental and agricultural industries. If successful and the agency continues to experience high demand, the Veterans Farm at Orting will eventually manage approximately 50 acres within 10 years. The Farm is designed to be a self-guided agricultural learning experience relying on the individual veterans' interests, motivation and passion in the agriculture industry. As an essential part of the program, each veteran is highly engaged and supported by the VCC program, including mentorship support from experts in the agriculture field.

This funding request is essential to allow the WDVA to maintain and support current operations and expand opportunities for veterans to participate in the Veterans Farm at Orting. The request will fund a full-time farm manager, 6 intern opportunities, purchase critical equipment, such as a Tractor, Cold storage containers to store newly harvested crops, and infrastructure needs such as water and power to develop a controlled irrigation system. The Veterans Farm at Orting serves as the focal point for Veterans Conservation Corps (VCC) in its efforts to expand its support of veterans seeking opportunities in the agribusiness industry.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	195,000	135,000	135,000	135,000
Total Cost				
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	7.0	7.0	7.0	7.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	92,964	92,964	92,964	92,964
Obj. B	17,470	17,470	17,470	17,470
Obj. G	5,000	5,000	5,000	5,000
Obj. E	25,000	15,000	15,000	15,000
Obj. J	55,000	5,000	5,000	5,000

Package Description:

There are roughly 110,806 veterans living in rural communities statewide as defined by the American Community Survey. The need and demand to offer collaborative veterans support in rural communities across Washington increases each day, as over 1000 veterans transition out of the military each month and call Washington state home. The VCC is uniquely aligned to support efforts important and relevant to veterans living in rural communities, especially strong interests in agriculture and conservation. In 2015, the VCC began collaborating with the Washington Soldiers Home in Orting with the goal of providing educational opportunities for veterans seeking a career in agriculture. The Veterans Farm at Orting includes 11.5 acres of land and offers opportunities for individual veterans to cultivate ½ acre farm plots through ground leases managed by the WDVA. Veterans have the opportunity to learn the agricultural trade, while engaging in other veteran services. The goal is to support the veteran to be successful as a farmer and also assisting the veteran in finding long term success after transitioning out of the military. The 2012 Census Preliminary Report found that the average age of principal operators (farmers) is 58 years old and that 33% of the principal operators were at least 65 years old (USDA NASS, 2012 Census of Agriculture, Preliminary Report). With over 600,000 veterans living in Washington State that depends on a large agriculture industry, there exists a unique opportunity for veterans to fill the need for new farmers in the near and long term.

With the use of new and innovative agriculture concepts and practices, the VCC is able to connect existing farmers with willing veterans to collectively pursue the role of agriculture producers, while connecting the veteran to their earned benefits and accessing services available to them. The goal of the program is to combine VCC statewide efforts with investments to the Veterans Farm at Orting to ensure current and future transitioning veterans have a sustainable agricultural program available to them. To operate and maintain the Farm, the program requires a full-time farm manager to oversee daily operation, conservation, production, and demands of the program. This position will

serve as the primary lead supporting veterans in their pursuit of farming at the Veterans Farm in Orting and will continue to oversee ground leases for veterans interested in agriculture. The farm manager will also organize and provide educational opportunities as a critical part of the program. Educational series include agriculture, aquaculture, urban cultivation, native plant cultivation, WSU's Cultivating Success, small business planning, etc.

Base Budget:

1) VCC Program Manager (.1FTE)	\$10,000	\$10,000	\$10,000	\$10,000
2) Program Specialist 4 (1FTE)	\$7,000	\$7,000	\$7,000	\$7,000
3) Veterans Farm operating costs (power, water, maintenance)	\$10,000	\$10,000	\$10,000	\$10,000
Total Cost	\$27,000	\$27,000	\$27,000	\$27,000

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Year one and two costs include one Program Specialist 3 to work as Orting Farm Manager as Veterans in Agriculture coordinator for programs state wide impact. Year one and two costs also include 6 interns to serve with agriculture partners across the state and overhead to manage the veterans' farm at Orting. Year one costs include the purchase of a small farm tractor and a portable cold storage trailer for the Veterans Farm at Orting.

- Revenue Calculations and Assumptions:

Not Applicable

- Expenditure Calculations and Assumptions

Expenditure	FTE	Fund Source	Obj.	FY 18	FY 19	FY 20	FY 21
Intern Salary	6.0	001-1	A	\$46,080	\$46,080	\$46,080	\$46,080
Intern Benefits	0	001-1	B	\$5,750	\$5,750	\$5,750	\$5,750
Prgm Spec. 3 Salary	1.0	001-1	A	\$46,884	\$46,884	\$46,884	\$46,884
Prgm Spec. 3 Benefits		001-1	B	\$11,720	\$11,720	\$11,720	\$11,720
Travel	0	001-1	G	\$5,000	\$5,000	\$5,000	\$5,000
Power, water, maintenance	0	001-1	E	\$25,000	\$15,000	\$15,000	\$15,000
Tractor	0	001-1	J	\$20,000			
Cold Storage	0	001-1	J	\$30,000			
Maintenance Equipment	0	001-1	J	\$5,000	\$5,000	\$5,000	\$5,000
Total Cost				\$195,000	\$135,000	\$135,000	\$135,000

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

Increased access for veterans into agriculture as job opportunity after separation.
Increased outreach to veterans living in rural communities.
Increase of veterans as farmers and ranchers in Washington State.
Increase of rural veterans' enrollment and utilization of veteran services state wide.

Performance Measure detail:

This decision package will support results Washington Goal 3 specifically 4.1 and 4.1 a through the following measures:

- Build six half acre plots, and clear 5 acre back lot as training/ demonstration site.
- Engage 8 Agricultural-based partners (WSU Pierce County Extension, Pierce Conservation District, Pierce County Farm Bureau, Agriculture Center of Excellence, GRUB, Growing veterans, Vets-CAFÉ, and Enterprise for Equity) as trainers/ mentors for veterans engaged on the farm.
- Begin classes on site before Jan 1 2016
- Enroll, at a minimum, 3 veterans in the 6 half-acre plots beginning Spring, 2016
- Build standard operating procedure and long term visioning of the VCC roll in Veterans Farm at Orting and Agriculture.
- 2,000 pounds of produce grown at Veterans farm donated to Soldiers Home and other programs supporting veterans in Pierce County.
- Create opportunity for 6 interns working with Agriculture partners across Washington State gaining specific agriculture knowledge, skills and abilities.
- Connect approximately 600 veterans living in rural communities to enroll in programs, such as disability benefits, health care, Veterans Innovations Program, Homeless Veterans Reintegration Program and Vet Corps as a connection to Higher Education.
- Sign up 4 new veteran farms, or veteran agricultural business annually.

Fully describe and quantify expected impacts on state residents and specific populations served.

Veterans who are currently participating at the Veterans farm at Orting will be the first impacted. The Agricultural training partners would be direct recipients of the knowledge, skills and abilities gained by veteran farmers through educational programs such as the Washington State University Cultivating success program. The residents of Pierce County through the donation of 2,000 pounds of produce from the Veterans Farm at Orting. The approximately 600 veterans living in rural communities that could potentially have the opportunities to access the program. And the local communities that projected 4 new farms that could be created by veterans as a result of the programing provided through the Veterans Farm at Orting.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: There currently exists no County or Region in Washington State that does not have some form of agriculture, including the urban areas of Seattle and Tacoma. The Veterans Farm at Orting will impact both with outreach and an increase of farmer Veterans as well as increase of education around being a farmer to include alternative forms like vertical farming, hydroponics, organic and permaculture systems design. New farming techniques and veterans to lead these efforts will increase the long term viability of Agriculture state wide. As one of Washington States leading economic engines a growth in farmers and a growth in farming practices will positively impact regions and counties across the state.
Other local gov't impacts?	Yes	Identify: A more robust veterans in agriculture program would increase the number of veterans educated trained and ready to take on the mantle of agriculture production and work.
Tribal gov't impacts?	Yes	Identify: Tribes across Washington are home to a multitude of agricultural operations. Both traditional food production as well as other support functions and non-traditional agriculture. As Native Americans serve in the military at a higher rate than the general population the need for local, rural and culturally appropriate options for post transition are increased.
Other state agency impacts?	Yes	Identify: The WDVA is a veterans services agency with a focus on the veteran and their families wellbeing. There will be direct consultation, and collaboration with other state agencies to include Washington State Department of Agriculture, Washington Conservation Commission, Department of Ecology, The Department of Commerce and the Department of Natural Resources.
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:
Does request require a change to a collective bargaining agreement?	No	Identify:

Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

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

The agency developed the initial phase and introduction of a high-demand agriculture program at the Veterans Farm at Orting through WDVA's VCC program using minimal existing resources and generous contributions/volunteers by local partners such as Home Depot, Expedia, Mission Continues, Team Rubicon, United Electric Workers, among others. However, depending on these contributions and volunteers cannot sustain this program in the future. Currently, WDVA is pursuing grant opportunities from the State, Federal and Local governments to support the operations of the farm. While these options may provide short-term and possibly one-time funding, the farm could be at risk of not becoming a sustainable program.

What are the consequences of not funding this request?

There is currently no coordinated effort to connect veterans to the agriculture business in Washington State. This is not due to a lack of demand or innovation, as programs exist to meet specific needs within the Conservation Districts, non-profits or regional based efforts. The inability to have a veteran focused state level partner to increase collaboration and bring in agricultural best practices will ensure a sustainable and productive agriculture business. Not funding this request will greatly increase the likelihood of the farm becoming at risk of not becoming a sustainable program.

How has or can the agency address the issue or need in its current appropriation level?

The agency developed the initial phase and introduction of a high-demand agriculture program at the Veterans Farm at Orting through WDVA's VCC program using minimal existing resources and generous contributions/volunteers by local partners such as Home Depot, Expedia, Mission Continues, Team Rubicon, United Electric Workers, among others. However, depending on these contributions and volunteers cannot sustain this program in the future. Currently, WDVA is pursuing grant opportunities from

the State, Federal and Local governments to support the operations of the farm. While these options may provide short-term and possibly one-time funding, the farm could be at risk of not becoming a sustainable program.

Other supporting materials:

See Attached

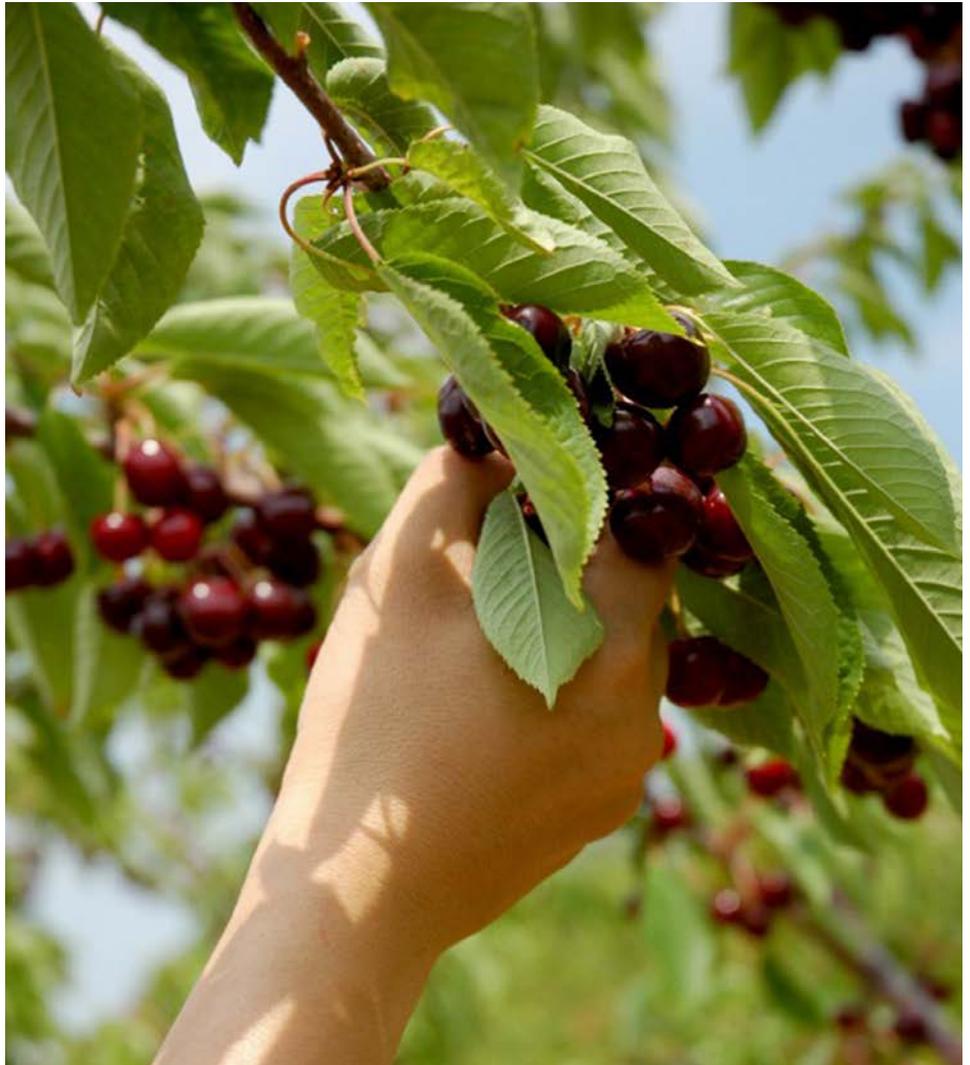
Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

2013 AGRICULTURAL WORKFORCE

Agriculture economy
Employment and earnings
Agriculture labor market
H-2A and prevailing wages



Employment Security Department
WASHINGTON STATE

Labor Market and Performance Analysis
May 2015



2013 Agricultural Workforce Report

Published May 2015

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This report was prepared in accordance with the [Revised Code of Washington \(RCW\) 50.38.060](#).

This report and other agricultural and labor market information are available at www.esd.wa.gov/employmentdata or call our Labor Market Information Center at 800-215-1617.

"Picking cherries" Photo by ©Lianna Xu/iStock.com

"Apple bins" Photo by ©Kalimf/iStock.com

"Red and yellow cherries" Photo by ©Bigstock.com

"Pear bins" Photo by ©Lya Cattell/iStock.co

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Acknowledgments

The authors acknowledge the significant support and advice received in writing this report. Our thanks to all.

Gustavo Avilés and Adrian Sinkler provided substantial guidance in the design, execution and interpretations of the report.

Any remaining errors are the responsibility of the authors.

Ernst W. Stromsdorfer, Ph.D., *economist*

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Executive summary

Agricultural employment

Estimated average annual agricultural employment in Washington state increased from 2007 through 2013 by over 12 percent. A large portion of this growth was due to an increase in the demand for seasonal labor.

Tree fruit production drove most of the increases in both permanent and seasonal employment during this period, with the largest portion of jobs linked to apple production. The cherry harvest also created surges in seasonal employment during its peak months.

Average seasonal employment rose substantially from 2007 through 2013. However, seasonal labor needs fluctuated from year to year. For example, seasonal employment in 2011 averaged about 40,000 jobs, while it averaged about 44,000 jobs in 2012 and 38,000 jobs in 2013.

Hourly earnings in agriculture

In 2013, current-dollar average hourly earnings varied by agricultural subsector. At the low end, average earnings in the apple industry were slightly less than \$13.00 per hour. At the high end wages were more than \$21.00 per hour in support activities for animal production. Current-dollar median hourly earnings also varied by subsector in 2013. The grape industry registered the lowest median rate at \$11.40 per hour and the wheat industry registered the highest median rate at \$15.43 per hour.

From 2012 through 2013, current-dollar average hourly earnings increased in all subsectors except wheat and rose by nearly 9 percent for the industry as a whole. Current-dollar median hourly earnings for agriculture as a whole rose by about 2 percent from 2012 through 2013. That increase slightly outpaced inflation.

Average hourly earnings for apple, cherry and pear harvesting fluctuated from year to year but declined for all activities in inflation-adjusted terms from 2007 through 2013. Inflation-adjusted earnings for apple harvesters declined by more than 2 percent from 2007 through 2013. Inflation-adjusted average hourly earnings for cherry harvesters declined by more than 22 percent, while they decreased about 20 percent for pear harvesters during the same period.

Labor shortages and the demand for H-2A labor

There is no agreed-upon definition of a labor shortage in economics. However, information reported by Washington growers indicated that there was a generalized shortage of seasonal labor in 2013, with shortages exceeding 8 percent in June and September of that year.

One response to reported shortages among Washington growers has been an increase in the use of the U.S. Department of Labor's Temporary Agricultural Foreign Labor Certification (H-2A) Program. From 2006 through 2013, grower applications for H-2A labor rose by a factor of 5, and the number of certified workers increased by nearly a factor of 8.

From 2005 through 2013, the current-dollar Adverse Effect Wage Rate (AEWR) increased by more than 23 percent, while the inflation-adjusted AEWR increased by over 7 percent.

The current-dollar prevailing wage rates for apple, cherry and pear harvesting all increased from 2007 through 2013. Prevailing wages for apple harvesting increased by more than 29 percent for Golden Delicious apples and by more than 17 percent for Gala apples. For cherry harvesting, prevailing wages increased by 10 percent for both red and yellow varieties. For pear harvesting, prevailing wages increased by more than 23 percent for D'Anjous and by 25 percent for Bartletts.

Chapter 1: Washington's agricultural employment and average earnings

This chapter examines trends in employment and wages for agricultural workers in Washington state. It first covers changes in total employment, regional and seasonal employment patterns and employment patterns for different crops and activities. It then examines average hourly earnings and piece rates by activity and concludes with a summary of key findings.

Data and sources

Four main sources of information were used in this report. These sources have different population definitions and different definitions of key variables. As a result, point estimates for a given variable will change according to the source. However, observed trends are generally consistent among all the sources cited.

The Local Area Unemployment Statistics Program (LAUS) is the first source of information for this report. The U.S. Department of Labor's Bureau of Labor Statistics (BLS) produces LAUS in cooperation with the Washington State Employment Security Department (ESD). LAUS provides estimates of employment and unemployment rates for around 7,300 census regions, states, counties, metropolitan areas and cities. LAUS data come from household surveys that include individuals who are covered and those who are not covered by the unemployment insurance (UI) program.

The second source is the BLS' Quarterly Census of Employment and Wages (QCEW), which is also produced in cooperation with ESD. QCEW provides industry employment and wage data by worksite (i.e., employer location). QCEW data are based on quarterly tax reports from employers for workers covered by the UI program. Covered employment exceeds 85 percent of total employment in the state and includes all hired agricultural labor except small-farm operators, non-resident aliens, independent contractors and corporate officers.

The third source is the monthly Agriculture Employment and Wage Survey, which was conducted by ESD through April 2014. ESD surveyed more than 2,000 agricultural worksites where an employer hired at least one agricultural worker covered by the unemployment insurance program. The reporting period was the week that included the 12th day of each month. Employer worksites selected for the survey provided a monthly count of seasonal jobs by crop and agricultural activity (i.e., pruning) and the wage rates paid for each activity. Seasonal jobs are those jobs for which workers were employed for fewer than 150 days in a calendar year.

The fourth source is the Peak Employment Wage and Practices Surveys conducted by ESD on odd years from 2007 through 2013. These surveys collected piece and hourly wage rates paid to domestic workers during the peak season for apple thinning and apple, cherry and pear harvesting. The U.S. Department of Labor uses this information to establish prevailing piece and hourly wage rates for its Temporary Agricultural Foreign Labor Certification Program (H-2A).¹

The growth of agricultural employment

Total agricultural employment has grown in Washington state during the past several years. In 2007, average annual employment in agriculture was 94,810 jobs.² In 2013, average annual employment was 106,620, which represents a 12.5 percent increase during this 7-year period (see *Appendix Figure A-3*).³ Seasonal employment grew from an annual average of 31,843 jobs in 2007 to an annual average of 42,454 in 2013, an increase of 33.3 percent.⁴ Thus, an increase in the demand for seasonal workers drove most of the growth in agricultural employment during the past several years.

Regional employment patterns in 2013

Washington state has diverse growing regions and climates. This diversity influences the timing and number of workers needed throughout the year and translates into different regional and county-level patterns of agricultural employment.

Tree fruit production is concentrated in the central portion of the state, which includes Kennewick-Pasco-Richland metropolitan statistical area (MSA), Yakima MSA, Wenatchee MSA and Grant and Okanogan counties. LAUS estimated that the average agricultural employment in these three MSAs was 55,590 jobs, which was 52.1 percent of the average state total in 2013. Adding the 11,110 and 6,320 jobs in Grant and Okanogan counties increases this proportion to 68.5 percent. Of the 106,620 average annual jobs, an average of 29,000, or 27.2 percent, were located in the Yakima MSA, comprised of Yakima, Kittitas, Klickitat and Skamania counties (see *Appendix Figure A-1* and *Appendix Figure A-3*).

In terms of agricultural reporting areas (see *Appendix Figure A-2* for a map of areas), Columbia Basin area 4 and Eastern area 6 are heavily devoted to hay, wheat, barley and legume production, such as dry edible peas and lentils. Production of these crops is capital and land intensive, meaning seasonal demand for labor is modest in these areas when compared to

¹ U.S. Department of Labor, Employment and Training Administration, H-2A Temporary Agricultural Program, Foreign Labor Certification, www.foreignlaborcert.doleta.gov/h-2a.cfm, accessed October 15, 2014.

² Washington State Employment Security Department, Labor Market and Economic Analysis, *2007 Agricultural Workforce in Washington State*, Appendix 4, page 66, June 2008.

³ When reporting percentages, we observe the rule of *statistically significant digits*. This means that we only report the percent level, including digits to the right of the decimal point, which is supported by the statistical accuracy of the data at hand.

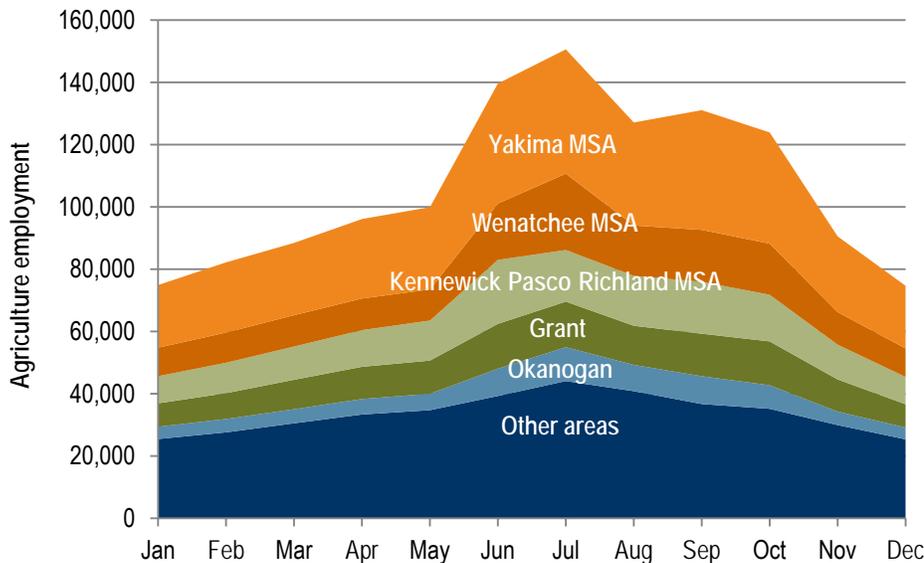
⁴ For 2007 estimates, see Washington State Employment Security Department, Labor Market and Economic Analysis, *2007 Agricultural Workforce in Washington State*, Figure 10, page 11, June 2008. For 2013 estimates, see Appendix Figure A-4.

the state’s central core. Spokane MSA, in Eastern area 6, had an average of 1,570 agricultural jobs over the year, ranging from its lowest level of 1,160 jobs in January to a peak of 1,870 jobs in June and July.

Figure 1-1 shows monthly estimates for agricultural jobs in 2013. These data are estimates from the LAUS program. LAUS estimates are not adjusted for multiple job holders and are different from the estimates described in the seasonal, nonseasonal and monthly employment sections, which resulted from the employment and wage survey.

Throughout the year, these areas produced between 66.0 and 72.0 percent of total agricultural employment in the state. The Yakima, Wenatchee and Kennewick-Pasco-Richland MSAs created more than half of all agricultural jobs during the year. Yakima MSA was the top contributor to agricultural employment, with 26.0 percent of total employment in August. Tree fruit production heavily influences seasonal and nonseasonal employment patterns in these regions, though hops production also influences employment patterns in the Yakima MSA. The rest of the state contributed between 34.8 and 28.0 percent of total agricultural employment in 2013.

Figure 1-1. Washington state agricultural employment and five geographic areas with the largest agricultural employment
 Washington state, 2013
 Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics



Over the growing and harvest seasons, the Yakima, Wenatchee and Kennewick-Pasco-Richland MSAs created more than half of all agricultural jobs. Tree fruit production is concentrated in these MSAs.

Seasonal and nonseasonal employment

Figure 1-2 shows seasonal, nonseasonal and total agricultural employment for 2012 and 2013. The data in this figure come from a monthly survey on seasonal employment and wages conducted by ESD and the Quarterly Census of Employment and Wages (QCEW).⁵ The data show little month-to-month variation in nonseasonal employment, but show considerable variation in seasonal employment. In both 2012 and 2013, seasonal employment comprised almost half of the state’s total agricultural employment.

Average monthly employment in a given region varies sharply in response to local crop profiles, crop varieties and annual weather patterns. As a result, growers face some degree of uncertainty about the timing and amount of labor needed, though there are general patterns that hold over time. For example, the first significant surge in seasonal labor usually begins sometime in June with the onset of the cherry harvest. This surge will generally peak in late June or early July with elevated levels of labor demand extending into August. A second surge linked to the harvest of pears and some apple varieties begins in August, with the apple harvest peaking in September or early October. The apple harvest can extend into November, weather permitting.

Seasonal employment trends during 2012 and 2013 were consistent with these historical patterns. In June, the start of the cherry harvest, estimated seasonal employment was 65,940 jobs in 2012 and 63,950 in 2013. In July, estimated seasonal employment was 94,976 in 2012 and 86,700 in 2013. Seasonal employment also spiked during the peak period for the pear and apple harvests. In 2012, estimated seasonal employment was 67,717 in September and 62,174 in October. In 2013, estimated seasonal employment was 69,770 in September and 56,850 in October.

Estimated seasonal employment was almost the same in both years. However, estimated nonseasonal employment increased from an annual average of 43,526 jobs in 2012 to an annual average of 54,281 in 2013 – an increase of 24.7 percent. In 2012, the lowest and highest estimates for monthly nonseasonal employment were 39,249 and 46,651. The lowest and highest estimates for monthly nonseasonal employment were 46,060 and 64,630 in 2013.

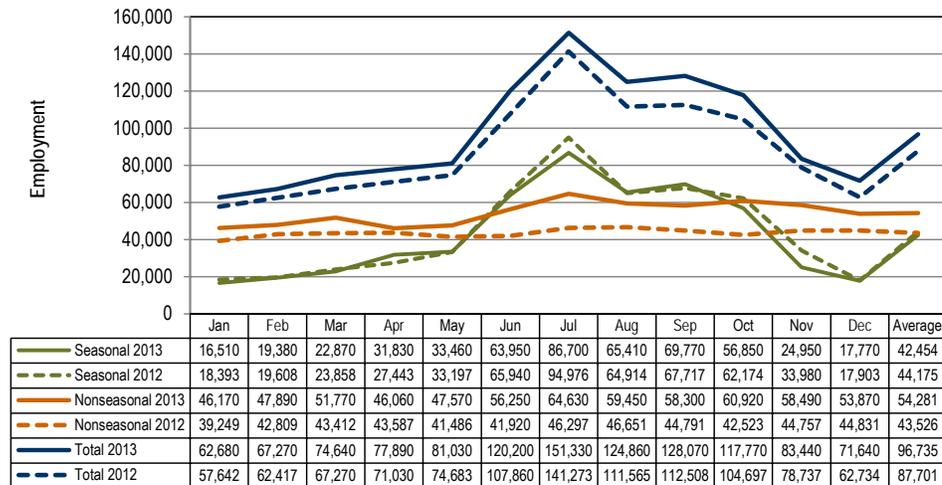
As shown in *Figure 1-2*, the lowest estimated levels of agricultural employment for 2013 were reported in January and December, with estimated employment rising gradually from January to May. Total agricultural employment in 2013 increased by almost 40,000 jobs from May (81,030) to June (120,200) and increased again to 151,330 in July – an increase of over 70,000 jobs in a three-month period. After a drop to 124,860 jobs in August, estimated employment climbed back to 128,070

⁵ See: Employment Security Department, Labor Market and Performance Analysis, *Agriculture Employment and Wage Report*, various issues, <https://fortress.wa.gov/esd/employmentdata/reports-publications/industry-reports/agricultural-employment-and-wage-report>, accessed December 29, 2014.

in September, then dropped to 117,770 jobs in October. From October through December, estimated employment dropped by more than 45,000 jobs to 71,640.

Figure 1-2. Total seasonal and nonseasonal agricultural employment by month
Washington state, 2012 and 2013

Source: Employment Security Department/LMPA, Agricultural Employment and Wage Survey



Note: Seasonal workers are those hired for a period of less than 150 days in a calendar year. Nonseasonal workers are those who employers report as permanent employees.

The seasonal labor peak for cherries was in July and the seasonal labor peak for apples was in September in both years.

Seasonal employment by crop and production activity

Figure 1-3 shows estimated seasonal employment by crop in 2013. The estimates are based on ESD’s monthly Agriculture Employment and Wage Survey. Throughout the year, the crops with the largest proportions of seasonal employment were apples, cherries and grapes, followed by hops, potatoes, pears and onions.

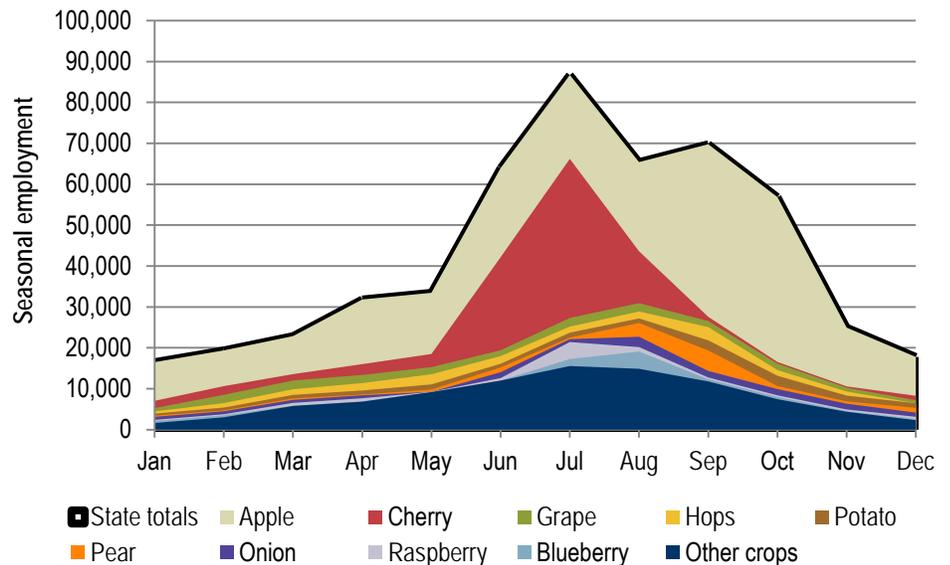
As shown in *Appendix Figure A-4*, total apple production (19,058 average annual jobs) and total cherry production (7,368 average annual jobs) drove seasonal agricultural employment in Washington state. The cherry harvest surged from essentially no jobs in May to 17,163 estimated jobs in June. Cherry harvesting jobs rose to 30,733 in July and then fell sharply to 10,938 jobs in August. During the same period, apple thinning jobs reached 6,958 in April, grew sharply to 17,349 estimated jobs in June, and then fell back to an estimated 15,571 jobs in July.

Appendix Figure A-4 shows apple pruning occurred primarily during the winter and early spring months of 2013. Apple thinning occurred in April and continued through August, while apple harvesting began in August and reached 36,425 jobs in September. The apple industry as a whole produced an estimated 42,180 out of a total of 69,770 seasonal jobs, or 60.5 percent, in September 2013. That same month, total pear production contributed 5,010 seasonal jobs, hops production 3,240 jobs, and potato production 2,480 jobs.

Figure 1-3. Seasonal agricultural workers by crop

Washington state, 2013

Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey



*Only results which passed publication standards (based on number of responses and confidence intervals) are reported here.

Over the growing and harvest seasons, apple production comprised the largest portion of agricultural employment.

Seasonal labor compared across years

Figure 1-4 compares the number of seasonal agricultural jobs in 2011, 2012 and 2013. The number of jobs has risen gradually over time, though seasonal labor needs still vary with weather patterns from year to year. For 2011, estimated total seasonal employment was 40,282 jobs and rose to an annual average of 44,176 jobs in 2012. Estimated seasonal employment then dropped 5,865 jobs to 38,311 in 2013, a 13.3 percent decline from the previous year.

Seasonal employment declined by 4,182 jobs in South Central area 2 and North Central area 3, or 71.3 percent of the 5,865 total seasonal job reductions from 2012 through 2013.

Seasonal employment for apple production rose from an annual average of 19,663 jobs in 2011 to 20,924 in 2012; it then declined to 17,573 in 2013, a drop of 16.0 percent from employment levels for apple production in 2012. Seasonal employment for cherry production was an estimated 6,685 jobs in 2011, rose to 7,973 jobs in 2012, and then registered a decline of 23.8 percent to an annual average of 6,075 jobs in 2013. Overall, from 2012 through 2013 the number of seasonal jobs fell for 11 of the fifteen crops listed in Figure 1-4 and rose for only five crops.

Figure 1-4. Average seasonal agricultural employment by region and crop
Washington state, 2011, 2012 and 2013.

Source: Employment Security Department/LMPA, Agricultural Employment and Wage Survey

Agricultural reporting area and crop	2011 average annual seasonal employment	2012 average annual seasonal employment	2013 average annual seasonal employment	2011 to 2013 change	2011 to 2013 percent change	2012 to 2013 change	2012 to 2013 percent change
State totals	40,282	44,176	38,311	-1,971	-4.9%	-5,865	-13.3%
Agricultural reporting area							
South Central area 2	12,764	14,003	11,098	-1,666	-13.1%	-2,905	-20.7%
North Central area 3	10,220	10,519	9,242	-978	-9.6%	-1,277	-12.1%
Western area 5	6,765	8,079	7,356	591	8.7%	-723	-8.9%
Western area 1	3,724	3,914	3,501	-223	-6.0%	-413	-10.6%
Columbia Basin area 4	6,419	7,222	6,774	355	5.5%	-448	-6.2%
Eastern area 6	390	439	341	-49	-12.6%	-98	-22.3%
Crop totals*							
Apples	19,663	20,924	17,573	-2,090	-10.6%	-3,351	-16.0%
Cherries	6,685	7,973	6,075	-610	-9.1%	-1,898	-23.8%
Grapes	1,629	1,392	1,527	-102	-6.3%	135	9.7%
Potatoes	1,577	1,130	1,125	-452	-28.7%	-5	-0.4%
Pears	1,560	1,207	917	-643	-41.2%	-290	-24.0%
Nurseries	967	904	948	-19	-2.0%	44	4.9%
Hops	844	960	1,489	645	76.4%	529	55.1%
Raspberries	835	802	717	-118	-14.1%	-85	-10.6%
Onions	831	1,095	1,116	285	34.3%	21	1.9%
Blueberries	726	651	574	-152	-20.9%	-77	-11.8%
Wheat/grain	414	332	232	-182	-44.0%	-100	-30.1%
Other tree fruit	382	349	613	231	60.5%	264	75.6%
Strawberries	335	186	162	-173	-51.6%	-24	-12.9%
Asparagus	323	402	129	-194	-60.1%	-273	-67.9%
Miscellaneous vegetables	678	1,291	785	107	15.8%	-506	-39.2%
Other seasonal crops	2,791	4,504	4,246	1,455	52.1%	-258	-5.7%

*Some crop data are suppressed because they did not meet publication standards. As a result, the sum of crop totals does not match state totals.

Seasonal employment decreased from 2012 to 2013. Apples, cherries and pears accounted for a large portion of the decrease.

Seasonal employment closely followed the total production of apples and cherries. Apple production rose from 2,710,000 tons in 2011 to 3,250,000 tons in 2012, but then declined to an estimated 2,972,000 tons in 2013. Production in 2013 was 8.6 percent below 2012 production levels. Cherry production rose from 196,000 tons in 2011 to 264,000 tons in 2012, but then dropped to 169,000 tons in 2013. From 2012 through 2013, this decline in tonnage represented a drop of 36.0 percent.⁶

Average hourly wage rates and piece rates

Agricultural employers pay workers different pay units according to the activity a worker is hired to perform. For example, cherry harvesters generally receive a piece rate, while apple thinners generally receive an hourly rate. Differences in local demand for agricultural labor, as well as differences in the wage units and rates workers receive, affect the average hourly wage rate in a given area for a given activity. In some areas of the state, workers earn an average hourly wage that is near the state minimum wage. In other areas, workers can earn an average hourly wage that is higher than the state minimum wage, depending on the activity they perform.⁷

Figure 1-5 shows average hourly wage rates and piece rates in current dollars for selected areas and agricultural activities during July 2013, a peak period in the demand for seasonal labor. Wage rates for the same agricultural activity varied among areas, likely reflecting regional differences in the supply and demand for workers by agricultural activity. For example, cherry harvesters who earned piece rates received from \$4.00 to \$9.00 per lug in the South Central area and from \$3.50 to \$6.00 per lug in the North Central area. Cherry harvesters paid an hourly rate received an average of \$9.22 per hour in South Central area 2 and \$11.40 per hour in North Central area 3. Apple hand thinners earned an average of \$10.90 per hour in North Central area 3 and \$9.85 per hour in the South Central area 2. Contrast these hourly wage rates with the 2013 state minimum wage of \$9.19 per hour.

Hay harvesters in Eastern area 6 were paid \$10.00 per hour, while wheat harvesters were paid \$16.00 per hour. Sorters and packers were paid at or slightly above the state minimum wage in all areas.

⁶ Sources: U.S. Department of Agriculture, National Agricultural Statistics Service, *Agri-Facts*, January 31, 2013; U.S. Department of Agriculture, National Agricultural Statistics Service, Agricultural Statistics Board, *Cherry Production*, March 17, 2014; U.S. Department of Agriculture, National Agricultural Statistics Service, “2013 State Agricultural Overview, Washington,” www.nass.usda.gov/Quick_Stats/Ag_Overview/stateOverview.php?state=WASHINGTON, accessed December 29, 2014.

⁷ Washington State Department of Labor and Industries, “History of Washington Minimum Wage,” www.lni.wa.gov/WorkplaceRights/Wages/Minimum/History/default.asp, accessed December 29, 2014.

Figure 1-5. Average hourly wage rates and piece rates in current dollars, by reporting area and selected activities¹

Washington state, July 2013

Source: Employment Security Department/LMPA, Agricultural Employment and Wage Survey

Agricultural reporting area and activity	Employment	Hourly wage rate	Piece rate
Western area 1			
Raspberry harvester	3,150	\$9.23/hr.	
Raspberry sorter/grader/packer	2,200	\$9.74/hr.	
Blueberry harvester	1,570	\$11.81/hr.	
Blueberry worker	540	\$9.19/hr.	
South Central area 2			
Cherry harvester	7,880	\$9.22/hr. or	\$4.00 - \$9.00 per lug
Apple hand thinner	4,240	\$9.85/hr. or	\$0.20 - \$1.50 per tree
Cherry sorter/grader/packer	3,390	\$9.29/hr.	
Hops worker	1,100	\$9.80/hr.	
North Central area 3			
Cherry harvester	17,780	\$11.40/hr. or	\$3.50 - \$6.00 per lug
Apple hand thinner	4,460	\$10.90/hr. or	\$0.50 - \$4.99 per tree
Cherry sorter/grader/packer	3,590	\$9.21/hr.	
Contract postharvest worker	1,260	\$11.00/hr.	
Columbia Basin area 4			
Cherry harvester	4,610	\$9.19/hr. or	\$3.50 - \$7.00 per lug
Apple hand thinner	2,570	\$9.53/hr. or	\$1.15 - \$10.00 per tree
Apple worker	840	\$12.00/hr.	
Potato sorter/grader/packer	700	\$9.19/hr.	
South Eastern area 5			
Apple hand thinner	3,880	\$9.68/hr. or	\$0.90 - \$1.75 per tree
Blueberry harvester	2,980	N/A ²	
Cherry harvester	1,150	\$10.00/hr.	
Apple worker	940	\$11.01/hr.	
Eastern area 6			
Miscellaneous hay harvester	70	\$10.00/hr.	
Wheat worker	40	\$10.25/hr.	
Miscellaneous grain/grain seed worker	40	\$15.00/hr.	
Wheat harvester	20	\$16.00/hr.	

¹ Average hourly rates are calculated only from among employers who reported paying an hourly rate for these activities. Average piece rates are calculated only from among employers who report paying a piece rate for these activities.

² Results did not meet publication standards.

Average hourly wage rates for given agricultural activities varied by agricultural reporting area, reflecting area differences in demand and supply conditions at a given point in time.

Figure 1-6. Average hourly wage rates and piece rates in current dollars, by reporting area and selected activities¹

Washington state, October 2013

Source: Employment Security Department/LMPA, Agricultural Employment and Wage Survey

Agricultural reporting area and activity	Employment	Hourly wage rate	Piece rate
Western area 1			
Blueberry harvester	580	\$10.00/hr.	
Blackberry harvester	520	N/A ²	
Blackberry worker	250	\$10.00/hr.	
Potato harvester	230	\$10.00/hr.	
South Central area 2			
Apple harvester	18,280	\$11.83/hr. or	\$16.00 - \$25.00 per bin
Apple worker	670	N/A	
Hops planter	490	\$9.19/hr.	
Hops preparation	460	\$9.21/hr.	
North Central area 3			
Apple harvester	7,210	\$10.76/hr. or	\$17.00 - \$30.00 per bin
Apple hand thinner	3,660	N/A	
Apple worker	2,480	\$11.70/hr.	
Contract postharvest sorter/grader/packer	480	\$9.19/hr.	
Columbia Basin area 4			
Apple harvester	6,420	\$10.89/hr. or	\$18.00 - \$35.00 per bin
Apple worker	920	\$12.00/hr.	
Miscellaneous onion sorter/grader/packer	710	\$9.19/hr.	
Field corn sorter/grader/packer	690	\$9.19/hr.	
South Eastern area 5			
Apple harvester	6,980	\$10.75/hr. or	\$10.00 - \$35.00 per bin
Apple worker	1,280	\$11.04/hr.	
Grapes harvester	350	\$10.42/hr.	
Miscellaneous onion sorter/grader/packer	350	\$9.37/hr.	
Eastern area 6			
Wheat worker	60	\$11.15/hr.	
Nursery and tree worker	50	\$12.33/hr.	
Nursery and tree irrigator	30	\$10.88/hr.	
Wheat tractor operator	30	\$13.67/hr.	

¹ Average hourly rates are calculated only from among employers who reported paying an hourly rate for these activities. Average piece rates are calculated only from among employers who report paying a piece rate for these activities.

² Results did not meet publication standards.

Average hourly wage rates for given agricultural activities varied by agricultural reporting area, reflecting regional differences in demand and supply conditions at a given point in time.

Figure 1-6 shows average hourly wage rates and piece rate ranges for October 2013. As they did in July 2013, wage rates varied by agricultural area and activity. Differences in piece rates paid to apple harvesters by agricultural area are notable. Apple harvesters were paid as little as \$10.00 a bin and as much as \$35.00 a bin in South Eastern area 5. Apple harvesters also received as much as \$35.00 per bin in Columbia Basin area 4. These bin rates reflect not only supply and demand for seasonal labor, but also the variety of apple being picked and the method of picking.⁸ Average hourly wage rates ranged as low as \$9.19 per hour, the state minimum wage, for hops planters in South Central area 2, to as high as \$13.67 per hour for wheat tractor operators in Eastern area 6.

Employment and earnings by industry

QCEW provides industry employment and wage data by worksite (i.e., employer location). QCEW data are based on quarterly tax reports from employers who hired at least one worker covered by the UI program. Unlike the Monthly Agricultural Employment and Wage survey, QCEW includes the entire population of employers and wage reports for all covered employees.

As shown in Figure 1-7, crop production firms (4,798) comprised 65.4 percent of all agricultural employers (7,338). These firms also contributed an average of 62,758 agricultural jobs, which was 49.3 percent of the annual average of 127,236 jobs during the same year. Fruit and tree nut farms comprised 50.6 percent of the 4,798 employers dedicated to crop production and contributed 44,763 of the 62,758 agricultural jobs, or 71.3 percent, that were linked to crop production in 2013. These data reflect the importance of apple and cherry farming in Washington state.

Food manufacturing firms were 11.8 percent of all agricultural employers, while animal production, agricultural support and beverage manufacturing firms comprised 11.1 percent, 6.5 percent and 5.2 percent, respectively. Of the firms within these four industry classifications, food manufacturing contributed the highest number of jobs with an annual average of 35,497 or 27.9 percent of average total employment in 2013. Beverage manufacturing contributed the lowest number of jobs, with an annual average of 3,865 jobs or 3.0 percent in 2013.

The average annual wage was \$29,628 for all agricultural jobs in 2013, but averages varied by industry sector and subsector. For example, food manufacturing firms paid the highest average annual wage at \$43,166, while crop production firms paid the lowest average annual wage at \$22,865.

In food manufacturing, the highest paid jobs were linked to seafood product preparation and packaging with an average annual wage of \$54,962. The lowest paid food manufacturing jobs were those pertaining to sugar and confectionery product manufacturing with an average annual wage of \$27,331.

⁸ To understand the complexity of apple harvesting, see, for example, University of Nebraska-Lincoln, UNL Extension: Backyard Farmer, “Harvesting and Storing Apples and Pears,” <https://byf.unl.edu/StoringApplesPears>, accessed December 29, 2014.

Figure 1-7. Total firms, total wages, average employment and average annual wage by industry in current dollars¹
Washington state, 2011, 2012 and 2013

Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Industry description	2013 number of firms	2013 total wages paid (wage bill)	2013 average annual employment	2012 average annual wage	2013 average annual wage	Percent change in wages (2011 to 2013)	Percent change in wages (2012 to 2013)
Crop Production	4,798	\$1,434,932,422	62,758	\$22,013	\$22,865	9.6%	3.9%
Fruit and tree nut farming	2,428	\$914,547,320	44,763	\$19,847	\$20,431	10.6%	2.9%
Oilseed and grain farming	1,043	\$52,338,151	1,950	\$25,307	\$26,840	7.4%	6.1%
Other crop farming	657	\$205,145,845	6,946	\$27,314	\$29,534	11.1%	8.1%
Vegetable and melon farming	358	\$149,584,477	4,863	\$30,343	\$30,760	3.2%	1.4%
Greenhouse, nursery and floriculture production	312	\$113,316,629	4,236	\$25,773	\$26,751	10.8%	3.8%
Animal production	814	\$199,494,244	6,398	\$30,469	\$31,181	6.6%	2.3%
Cattle ranching and farming	578	\$144,808,912	4,611	\$30,543	\$31,405	7.5%	2.8%
Other animal production	118	\$10,194,430	331	\$30,129	\$30,799	11.1%	2.2%
Animal aquaculture	67	\$25,792,708	826	\$30,842	\$31,226	1.2%	1.2%
Poultry and egg production	34	\$18,072,712	590	\$30,732	\$30,632	6.1%	-0.3%
Sheep and goat farming	17	\$625,482	40	\$12,389	\$15,637	17.0%	26.2%
Agriculture support activities²	474	\$492,467,415	18,718	\$25,644	\$26,310	9.8%	2.6%
Support activities for crop production	308	\$479,689,711	18,265	\$25,601	\$26,263	9.9%	2.6%
Support activities for animal production	166	\$12,777,704	453	\$27,259	\$28,207	6.8%	3.5%
Food manufacturing	872	\$1,532,246,052	35,497	\$42,964	\$43,166	3.6%	0.5%
Bakeries and tortilla manufacturing	297	\$165,663,624	4,692	\$34,966	\$35,308	4.7%	1.0%
Other food manufacturing	176	\$194,040,576	4,434	\$42,234	\$43,762	-0.7%	3.6%
Seafood product preparation and packaging	96	\$401,003,403	7,296	\$57,955	\$54,962	-0.1%	-5.2%
Animal slaughtering and processing	84	\$183,756,919	5,078	\$35,259	\$36,187	6.0%	2.6%
Fruit and vegetable preserving and specialty food manuf.	83	\$460,306,476	10,834	\$41,631	\$42,487	9.2%	2.1%
Sugar and confectionery product manufacturing	50	\$27,877,398	1,020	\$26,847	\$27,331	3.5%	1.8%
Animal food manufacturing	48	\$33,986,806	751	\$43,977	\$45,255	3.9%	2.9%
Dairy product manufacturing	27	\$44,577,426	974	\$45,178	\$45,767	-15.2%	1.3%
Grain and oilseed milling	11	\$21,033,424	418	\$46,900	\$50,319	9.0%	7.3%
Beverage manufacturing³	380	\$110,555,939	3,865	\$28,216	\$28,604	-1.9%	1.4%
Annual total	7,338	\$3,769,696,072	127,236	\$28,847	\$29,628	6.2%	2.7%

¹For 2011 data, please see the *Agriculture Workforce 2012* report, page 26, Figure 2-10, <https://fortress.wa.gov/esd/employmentdata/reports-publications/industry-reports/agricultural-workforce-report>.²Does not include forestry activities.³Includes only breweries and wineries.*Crop production contributed the largest number of agricultural jobs in 2013, while food manufacturing jobs paid the highest average annual wage.*

Workers with jobs in vegetable and melon farming received the highest average annual wage at \$30,760, while workers involved in fruit and tree nut farming received the lowest average annual wage at \$20,431, among employers devoted to crop production.

Figure 1-7 shows an overall 6.2 percent increase in average annual wages from 2011 through 2013, but percent changes varied by subsector. Excluding other crop farming and other animal production, the five subsectors that registered the largest increase in average annual wages from 2011 through 2013 were: sheep and goat farming (17.0 percent); greenhouse, nursery and floriculture production (10.8 percent); fruit and tree nut farming (10.6 percent); support activities for crop production (9.9 percent); and fruit and vegetable preserving and specialty food manufacturing (9.2 percent). Dairy product manufacturing showed the largest decrease (15.2 percent) in average annual wages from 2011 through 2013, while jobs in beverage manufacturing and seafood product preparation and packaging registered decreases of 1.9 percent and 0.1 percent, respectively.

Figure 1-8 displays average and median hourly earnings in current dollars paid to workers employed in different agricultural subsectors for selected years.⁹ These subsectors broadly identify the type of agricultural product or service produced, such as apple production, nursery and floriculture production or support activities for crop production, such as airborne crop spraying.

The median hourly earnings for all agricultural workers ranged from \$12.74 in 2011 to \$13.67 in 2013.¹⁰ In 2011, the range of median hourly earnings was from a low of \$10.48 in grape production to a high of \$14.64 in wheat production. In 2013, median hourly earnings ranged from a low of \$11.40 in grape production to a high of \$15.43 in wheat production.

Average hourly earnings were higher than median hourly earnings for all three years, which indicated that some workers in each production area were paid relatively high hourly wages. This was particularly true of support activities for animal production, which registered an average hourly rate of \$21.23 and a median hourly rate of \$14.20 in 2013.

⁹ The data in this figure are based on the QCEW database, which includes quarterly earnings reports of employers who employ workers covered by the unemployment insurance program in the state. Average hourly earnings are equal to total quarterly earnings divided by total quarterly hours worked. Thus, hourly earnings are comprised of the hourly wage rate plus any bonuses, overtime pay, etc. paid to the worker.

¹⁰ Reporting the median wage eliminates any bias in the measure of central tendency due to extremely high or extremely low wage rates.”

Figure 1-8. Average and median hourly earnings in current dollars by selected agricultural subsectors
Washington state, 2011, 2012 and 2013

Source: Employment Security Department/LMPA, Unemployment Insurance Wage File

Agricultural subsector	Number of growers	Average hourly earnings ¹	Median hourly earnings ¹
2011			
Non-apple tree fruit ³	923	\$12.07	\$12.70
Apples ²	839	\$11.83	\$11.76
Animal production	732	\$16.95	\$13.57
Wheat	688	\$14.92	\$14.64
Other crop farming	521	\$13.16	\$13.06
Nursery and floriculture	275	\$13.21	\$12.00
Support activities for crop production	257	\$13.75	\$13.41
Grapes	224	\$15.42	\$10.48
Vegetables	183	\$13.19	\$11.13
Support activities for animal production	121	\$19.75	\$13.90
Potatoes	101	\$15.39	\$14.22
All agriculture	5,597	\$13.54	\$12.74
2012			
Non-apple tree fruit ³	1004	\$13.16	\$13.81
Apples ²	885	\$12.65	\$12.70
Wheat	789	\$16.10	\$15.00
Animal production	770	\$15.84	\$13.84
Other crop farming	563	\$13.28	\$13.42
Support activities for crop production	298	\$13.31	\$14.14
Nursery and floriculture	286	\$13.80	\$11.96
Grapes	245	\$14.56	\$10.98
Vegetables	225	\$13.73	\$11.58
Support activities for animal production	158	\$19.71	\$13.87
Potatoes	113	\$15.23	\$14.40
All agriculture	5,787	\$13.38	\$13.39
2013			
Non-apple tree fruit ³	793	\$13.22	\$13.67
Apple ²	721	\$12.96	\$12.78
Wheat	623	\$16.03	\$15.43
Animal production	597	\$18.70	\$14.60
Other crop farming	457	\$13.94	\$13.95
Nursery and floriculture	239	\$14.09	\$12.44
Support activities for crop production	228	\$14.57	\$14.79
Grapes	193	\$16.44	\$11.40
Vegetables	164	\$13.94	\$11.92
Support activities for animal production	107	\$21.23	\$14.20
Potatoes	97	\$15.91	\$14.71
All agriculture	5,383	\$14.53	\$13.67

¹Based on full-time equivalent of 173 hours per month.

²Includes some producers who also grow apples.

³Includes some producers who also grow non-apple tree fruit.

Support activities for animal production had the highest average hourly wage in 2011, 2012 and 2013. The wheat subsector had the highest median hourly wage during the same period.

Summary

- The number of seasonal and nonseasonal agricultural jobs has increased since 2007.
- The increase in agricultural jobs was mostly due to an expansion of seasonal jobs.
- Tree fruit production drove the demand for seasonal and nonseasonal agricultural labor.
- Average monthly agricultural employment varied sharply by month.
- Seasonal employment surges occurred in June through July and September through October.
- Average seasonal employment in 2013 was lowest in January and highest in July.
- Average annual wages increased overall from 2011 through 2013, but changes in annual averages varied by industry sector and subsector.
- Tree fruit production accounted for the largest portion of seasonal agricultural workers.
- Average hourly earnings were highest in support activities for animal production and lowest in the apple industry during 2013.
- Median hourly earnings were highest in the wheat industry and lowest in the grape industry during 2013.

Chapter 2: Labor shortage and the H-2A Program

This chapter discusses agricultural labor shortages in Washington state. In this report, labor shortage is the number of additional workers agricultural employers said they were unable to hire due to a lack of available seasonal laborers. This number is derived from the Monthly Agriculture Employment and Wage Survey and then calculated as a percent of total seasonal employment.

This chapter first discusses factors that influence agricultural labor needs and availability, including weather patterns and macro-economic variables like unemployment rates. It then discusses short-term changes in piece rates and employer applications for temporary foreign workers in the context of reported labor shortages, concluding with a summary of key findings.

The labor shortage issue

Agricultural employers face uncertainty when planning for seasonal labor needs, which depend on weather conditions that affect harvest size and crop quality. For example, the threat of rainfall can create a surge in the demand for cherry harvesters over the course of a few days, as heavy rains can cause cherries to absorb more water and burst their skins. If this happens, the fruit is no longer suitable for the fresh fruit market and the value of the crop drops sharply. Likewise, the threat of an early frost can create a short-term surge in the demand for apple harvesters. Surges in demand caused by weather patterns can be local or can affect large areas.

The business cycle also affects the available supply of agricultural labor, as periods of low growth and high unemployment in other sectors usually increase the number of workers available to agricultural employers. The effects of the Great Recession were notable in this regard. In 2007, both the national and state unemployment rates were at a historic low of 4.6 percent. In 2009, both the state and national unemployment rates increased to 9.3 percent. The state unemployment rate rose to almost 9.9 percent in 2010, but dropped back to 7.0 percent in 2013.¹¹

As shown in *Figure 2-1*, monthly labor shortages reported by employers from year to year generally trended in the opposite direction of unemployment rates from 2007 through 2013. Reported labor shortages exceeded 6 percent in June and September of 2007, a period of low unemployment.¹² Reported shortages dropped to 3 percent or lower in 2008 and were typically less than 1 percent during 2009 and 2010, years during which state unemployment rates were relatively high. As the unemployment rate dropped from 2011 through 2013, employers again reported higher labor

¹¹ Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics (LAUS), statewide data, annual average.

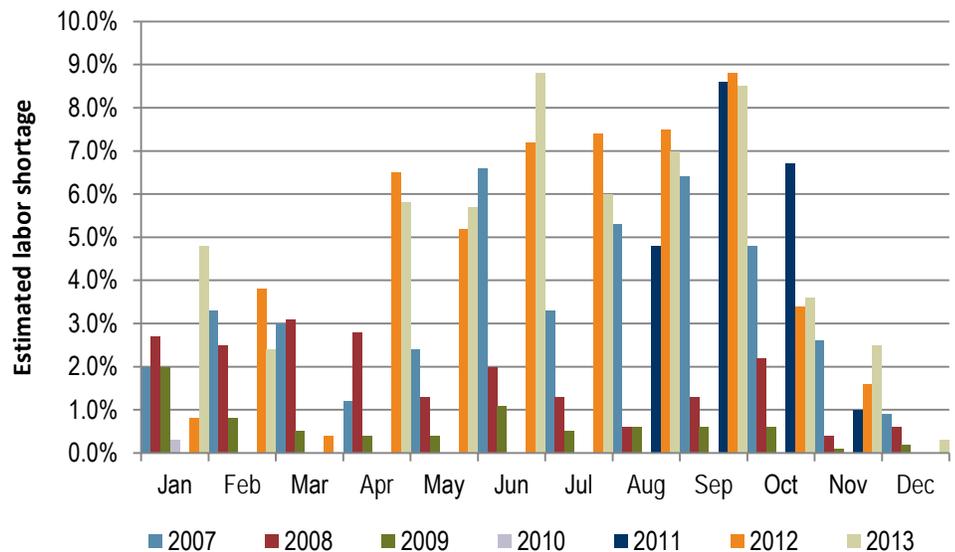
¹² Please refer to footnote 4 in Chapter 1 for a discussion of reporting percentages based on the estimated level of statistical significance.

shortages. By 2013 the state annual unemployment rate was 7.0 percent, though employers still reported labor shortages for some months that were higher in 2013 than they were in 2007. It is worth noting that reported shortages in 2013 were statewide, rather than localized.

Figure 2-1. Seasonal agricultural labor shortage as reported by agricultural employers, in percent, weighted by the total labor force reported by producers*

Washington state, 2007 through 2013

Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey



*Labor shortage percent is the reported total additional seasonal labor needed divided by reported total seasonal labor.

Generalized, not spot, shortages were reported in 2013. The Great Recession and the post-recession recovery were among the macro-economic factors that affected agricultural labor shortages.

Recent harvest piece rates for apples, cherries and pears

Figure 2-2 shows 2012 and 2013 average piece rate data for apple harvesters during the months of August, September, October and November.

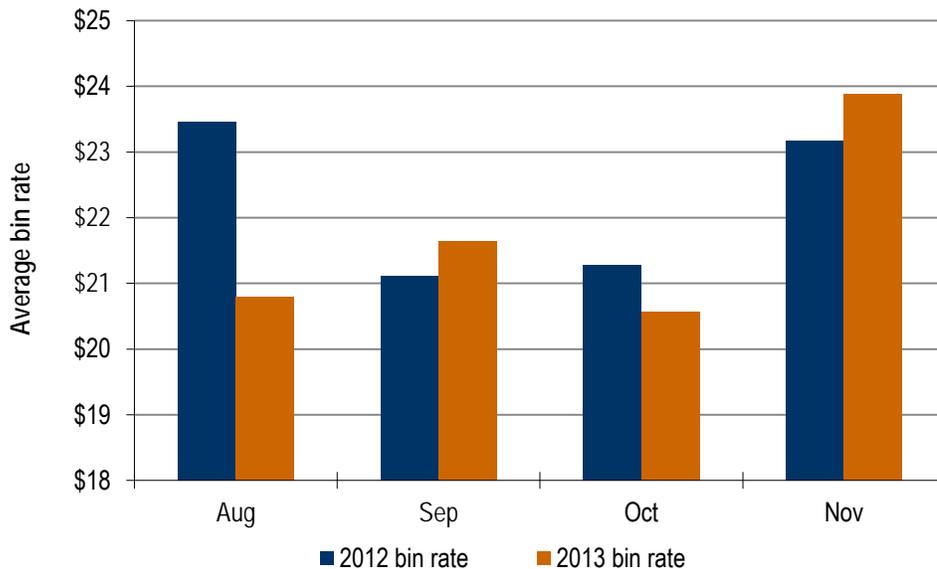
In 2012, apple harvesters received an average of \$23.46 per bin in August, \$21.12 per bin in September, \$21.28 per bin in October and \$23.17 per bin in November. Reported labor shortages in 2012 were 7.5 percent in August, 8.8 percent in September, 3.4 percent in October and 1.6 percent in November (as shown in Figure 2-1).

In 2013, wage rates for apple harvesters were \$20.79 per bin in August, \$21.64 per bin in September, \$20.57 per bin in October, and then rose to \$23.89 per bin in November. Reported shortages in 2013 were 7.0 percent in August, 8.5 percent in September, 3.6 percent in October and 2.5 percent in November.

Figure 2-2. Apple harvest bin rates in current dollars

Washington state, 2012 and 2013

Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey

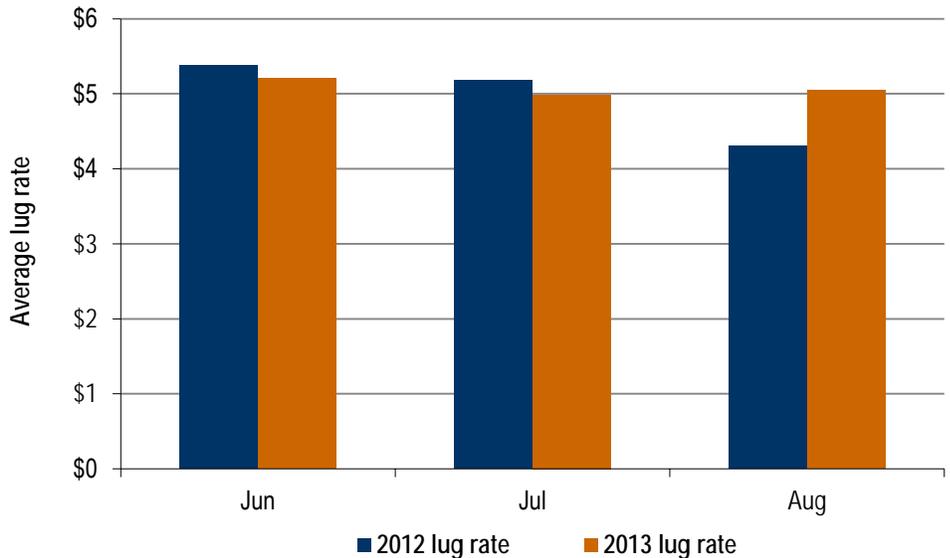


Bin rates reflected the seasonal harvest demand.

Figure 2-3 shows 2012 and 2013 piece rate data for cherry harvesters. In 2012, the average piece rate was \$5.38 per lug in June, which typically marks the start of the harvest season. The average piece rate then declined to \$5.18 per lug in July and to \$4.30 per lug in August. During the same year, agricultural employers reported a general labor shortage of 7.2 percent in June, 7.4 percent in July and 7.5 percent in August. Despite the consistent general labor shortage reported by employers, the piece rate for cherry harvesters dropped from June through August in 2012.

Piece rates for cherry harvesters were more stable in 2013, with an average of \$5.21 per lug in June, \$4.99 per lug in July and \$5.05 per lug in August. Estimated general labor shortages for 2013 were at 8.8 percent in June, 6.0 percent in July and 7.0 percent in August.

Figure 2-3. Cherry harvest lug rates in current dollars
 Washington state, 2012 and 2013
 Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey



Cherry lug rates were relatively stable year over year for June and July.

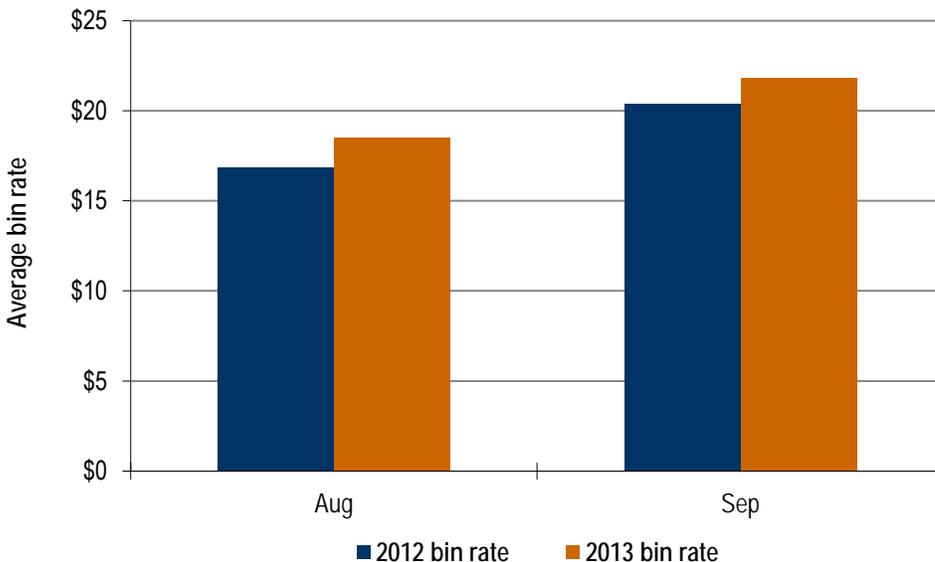
As shown in *Figure 2-4*, average pear harvest piece rates increased from August through September in both 2012 and 2013. The average piece rate increased 21.0 percent within 2012, going from \$16.85 per bin in August to \$20.39 per bin in September. In 2013, average piece rates increased 17.6 percent, going from \$18.55 in August to \$21.82 in September.

Reported general labor shortages also increased from August through September in both 2012 and 2013. For 2012, the reported labor shortage was 7.5 percent in August and 8.8 percent in September. For 2013, the reported labor shortage was 7.0 percent in August and 8.5 percent in September.

Figure 2-4. Pear harvest bin rates in current dollars

Washington state, 2012 and 2013

Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey



Pear harvest piece rates increased from August through September in both 2012 and 2013.

H-2A certifications

The federal H-2A guest worker program allows U.S. employers to hire foreign workers on a temporary basis to perform agricultural work when there are not sufficient U.S. workers. The H-2A program was instituted to meet this need for seasonal and temporary labor, without adding permanent residents to the population. Since workers under the program do not remain in the United States after the end of their contracted employment period, there is no annual limit to the number of H-2A workers who may enter the United States to work. A potential response to labor shortages is to apply for foreign workers through the U.S. Department of Labor's Temporary Agricultural Foreign Labor Certification Program (H-2A).

As shown in *Figure 2-5*, 6,550 H-2A applications were certified nationwide in 2006, with only 11 in Washington state. By 2013, the number of applications reached 8,352 nationwide with 56 in Washington state. Nationally, the number of applications increased by 27.5 percent, but at the state level the number of applications increased by a factor of 5 from 2006 through 2013.

Despite the overall increase in H-2A applications, there was variation from year to year in Washington state. Applications rose from 11 in 2006 to 34 in 2008 and then dropped to 30 in 2009, 25 in 2010 and 18 in 2011. The decline in H-2A applications between 2008 through 2011 likely reflects an increase in the supply of domestic workers during the Great Recession. The number of applications then rose during the post-recession recovery, going from 33 in 2012 to 56 in 2013.

The average number of H-2A workers per certified application in Washington state also varied from year to year. There was an average of 74 workers per application in 2006, an average of 65 workers per application in 2007 and an average of 74 workers per application in 2008. The average then dropped to 63 workers per application in 2009, increased to 119 in 2010 and rose again to 177 workers per application in 2011. The average dropped again to 120 workers per application in 2012 and to 111 workers per application in 2013.

The total number of certified H-2A workers increased by nearly a factor of 8 in Washington state, going from 814 in 2006 to 6,196 in 2013. Nationally, the number of certified H-2A workers almost doubled from 59,110 workers in 2006 to 115,957 workers in 2013.

Figure 2-5. Number of certified H-2A applications and workers
United States and Washington state, 2006 through 2013

Source: Employment Security Department/Workforce and Career Development Division; U.S. Department of Labor, Office of Foreign Labor Certification, Fiscal Year Performance Summaries

Year	United States ¹				Washington state ²			
	Employer applications certified	Percent change year to year	Workers certified	Percent change year to year	Employer applications certified	Percent change year to year	Workers certified	Percent change year to year
2006	6,550	NA	59,110	NA	11	NA	814	NA
2007	7,491	14.4%	76,814	30.0%	26	136.4%	1,688	107.4%
2008	7,944	6.0%	82,099	6.9%	34	30.8%	2,513	48.9%
2009	7,665	-3.5%	86,014	4.8%	30	-11.8%	1,882	-25.1%
2010	6,988	-8.8%	79,011	-8.1%	25	-16.7%	2,981	58.4%
2011	7,000	0.2%	77,246	-2.2%	18	-28.0%	3,182	6.7%
2012	7,836	11.9%	85,487	10.7%	33	83.3%	3,953	24.2%
2013	8,352	6.60%	115,957	35.60%	56	69.70%	6,196	56.70%

NA = Not applicable. The base year for comparison is 2006.

¹National data are on a federal fiscal year basis.

²Washington data do not include applications submitted for shepherd or beekeeper jobs.

With the exception of 2009, the number of certified H-2A workers steadily increased in Washington state.

The adverse effect wage rate

Agricultural H-2A employers must pay the highest of the following wage rates to foreign workers: 1) the prevailing wage for a given activity in a given wage reporting area; 2) the applicable federal or state minimum wage (whichever is higher); or, 3) the adverse effect wage rate.¹³ Thus, the adverse effect wage rate (AEWR) is the minimum hourly wage rate that must be paid to H-2A workers in a given state or agricultural reporting area.

¹³ Other requirements also apply. These requirements are relatively detailed. See U.S. Department of Labor, Employment and Training Administration, H-2A Temporary Agricultural Program, www.foreignlaborcert.doleta.gov/h-2a.cfm, accessed December 29, 2014.

Figure 2-6 shows the history of the AEW from 2005 through 2014 in Washington, Oregon and California. In Washington, the AEW increased 31.5 percent from \$9.03 per hour to \$11.87 per hour in current dollars over this 10-year period. The inflation-adjusted AEW increased 10.0 percent, going from \$10.70 in 2005 to \$11.53 in 2014, though it decreased slightly between 2013 and 2014.

Average hourly earnings for all agricultural workers in the state were generally higher than the AEW between 2005 and 2014. In 2005, the current-dollar AEW was \$9.03 per hour, while the current-dollar average for Washington state agricultural workers was \$10.89 per hour.¹⁴ The current-dollar AEW was \$12.00 in 2013 while the current-dollar average for Washington agricultural workers was \$14.53 per hour in the same year (see Figure 1-8 in Chapter 1 of this report).

The per-hour costs of the H-2A program to growers exceed the AEW, since growers must provide additional benefits to their workers in order to comply with federal regulations. These costs vary from grower to grower, depending on the number of H-2A workers certified and the specific benefits a grower must provide in any given H-2A contract.

Figure 2-6. The Adverse Effect Wage Rate (AEWR), current and inflation-adjusted dollars, CPI-W 2012 = 100
Washington, Oregon and California, 2005 through 2014

Source: Employment Security Department/LMPA; U.S. Department of Labor, Employment and Training Administration, Office of Foreign Labor Certification, Adverse Effect Wage Rate (AEWR)

Year	Current dollars			Inflation-adjusted dollars		
	Washington	Oregon	California	Washington	Oregon	California
2005	\$9.03	\$9.03	\$8.56	\$10.70	\$10.70	\$10.14
2006	\$9.01	\$9.01	\$9.00	\$10.34	\$10.34	\$10.33
2007	\$9.77	\$9.77	\$9.20	\$10.90	\$10.90	\$10.26
2008	\$9.94	\$9.94	\$9.72	\$10.65	\$10.65	\$10.42
2009	\$10.12	\$10.12	\$10.16	\$10.92	\$10.92	\$10.96
2010	\$10.85	\$10.85	\$10.25	\$11.47	\$11.47	\$10.84
2011	\$10.60	\$10.60	\$10.31	\$10.82	\$10.82	\$10.53
2012	\$10.92	\$10.92	\$10.24	\$10.92	\$10.92	\$10.24
2013	\$12.00	\$12.00	\$10.74	\$11.84	\$11.84	\$10.60
2014	\$11.87	\$11.87	\$11.01	\$11.53	\$11.53	\$10.69

For Washington, from 2005 through 2014, the AEW increased by 7.8 percent in inflation-adjusted dollars.

¹⁴ See Employment Security Department, Economic and Policy Analysis, *2005 Agricultural Workforce in Washington State*, Table 11, page 56, July 2006.

Prevailing piece rates for selected agricultural functions

Every two years, the Employment Security Department surveys agricultural employers in Washington state to help the U.S. Department of Labor determine prevailing wage rates for selected agricultural activities.¹⁵

Figure 2-7 displays the prevailing wage rates paid to Washington state agricultural workers for apple thinning and apple, cherry and pear harvesting from 2007 through 2013.

Apple thinning is usually paid by the hour. Note that the wage rate paid for 2013 of \$10.00 per hour was somewhat higher than the state minimum wage of \$9.19 per hour for that year.

Harvesting is paid by piece rate. These piece rates vary by crop and variety. For example, cherry harvesters received \$5.50 per lug in 2013, while pear harvesters received \$21.00 per bin for D'Anjou pears and \$20.00 per bin for Bartlett pears. Apple harvesters received a median of \$19.00 per bin for Red Delicious and \$28.00 per bin for Fuji Apples in 2013 current dollars.

Figure 2-7. H-2A prevailing wage rates and percent change for apple thinning and apple, cherry and pear harvest Washington state, 2007, 2009, 2011 and 2013

Source: Employment Security Department/LMPA, Peak Employment Wage and Practices Survey

H-2A tree fruit prevailing wage rates (reported as median)							
Fruit	United States				Washington state		
Apples	2007	2009	2011	2013	2009	2011	2013
Fuji	\$23.60	\$22.00	\$25.00	\$28.00	-6.8%	5.9%	18.6%
Gala	\$20.00	\$20.00	\$20.00	\$23.50	0.0%	0.0%	17.5%
Pink Lady	\$20.00	\$17.00	\$23.25	\$25.00	-15.0%	16.3%	25.0%
Golden Delicious	\$17.00	\$17.00	\$20.00	\$22.00	0.0%	17.6%	29.4%
Braeburn	\$15.50	\$17.00	\$20.00	\$20.00	9.7%	29.0%	29.0%
Red Delicious	\$15.00	\$15.00	\$17.00	\$19.00	0.0%	13.3%	26.7%
Granny Smith	NA	\$18.00	\$20.00	\$22.00	NA	NA	NA
Honey Crisp	NA	NA	\$20.00	\$25.00	NA	NA	NA
Apple thinning ¹	NA	\$8.75	\$8.67	\$10.00	NA	NA	NA
Cherry harvest	2007	2009	2011	2013	2009	2011	2013
Red ²	\$5.00	\$5.00	\$5.00	\$5.50	0.0%	0.0%	10.0%
Yellow ³	\$5.00	\$5.00	\$5.00	\$5.50	0.0%	0.0%	10.0%
Pear harvest	2007	2009	2011	2013	2009	2011	2013
D'Anjou	\$17.00	\$17.00	\$19.00	\$21.00	0.0%	11.8%	23.5%
Bartlett	\$16.00	\$17.00	\$18.00	\$20.00	6.3%	12.5%	25.0%

NA = Not available

¹Hourly, ²Per 30-lb lug, ³Per 20-lb lug

Median prevailing piece rates in current dollars increased in the range of 10.0 to 29.4 percent from 2007 through 2013.

¹⁴ See U.S. Department of Labor, Wage and Hour Division, "Fact Sheet #26: Section H-2A of the Immigration and Nationality Act," February 2010, www.dol.gov/whd/reg/compliance/whdfs26.htm, accessed December 29, 2014.

These rates do not directly compare with the AEWR, as they are not hourly averages for individuals employed in these activities. The AEWR is more comparable to the current-dollar median hourly earnings for agricultural workers in Washington state, which was \$13.67 in 2013 (See *Figure 1-8* in *Chapter 1* of this report).

Summary

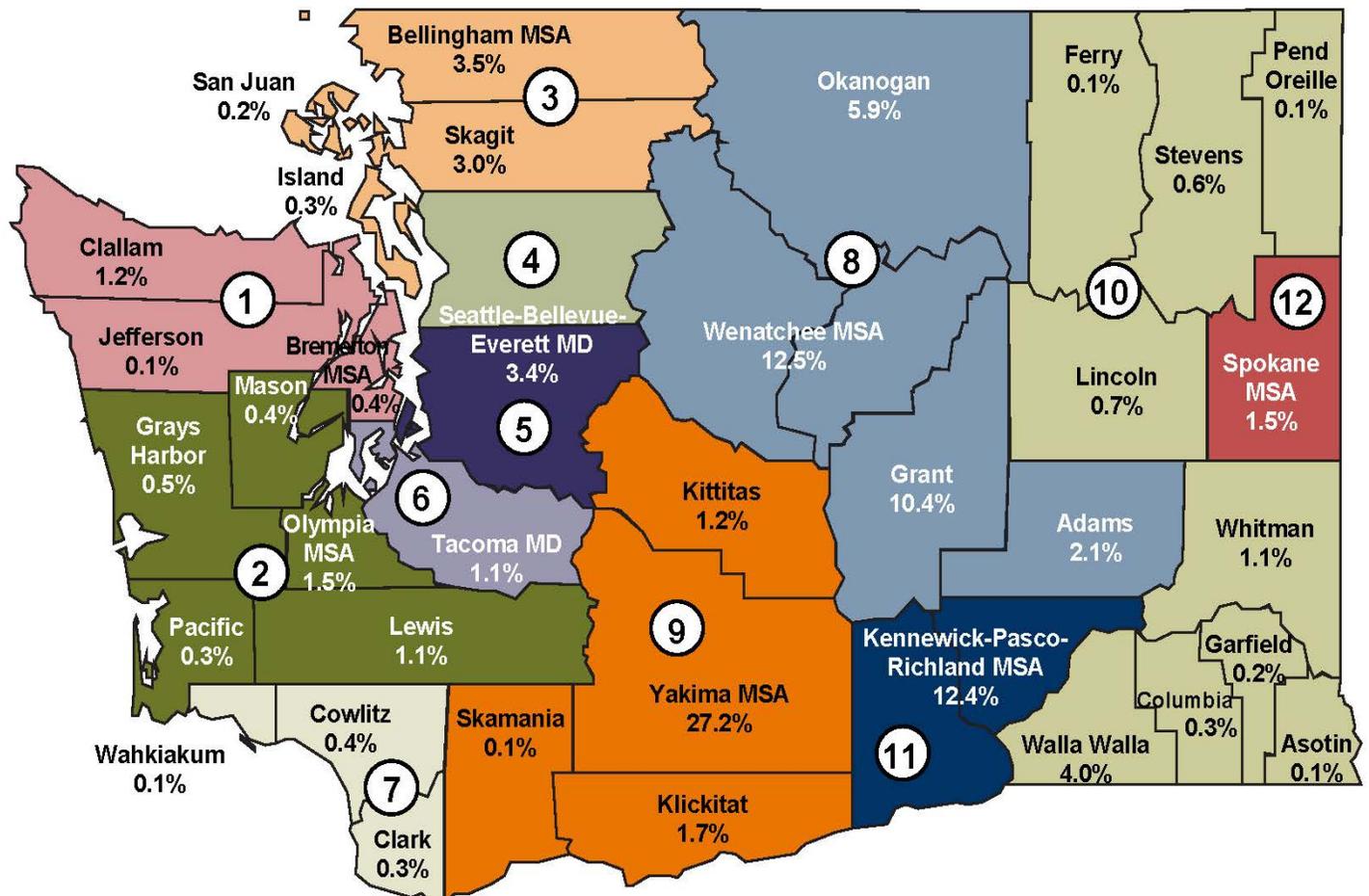
- The Great Recession and the post-recession recovery affected agricultural labor shortages reported in Washington.
- Reported shortages were smallest during the Great Recession and the first year of post-recession recovery in 2010.
- Generalized labor shortages were reported in 2013.
- H-2A certifications have increased significantly for Washington state growers in both absolute and percentage terms over the past decade.
- The AEWR for Washington state was below average hourly earnings for agriculture in current dollars. However, other benefits an employer must provide to H-2A workers increased average hourly wage costs to the employer.

Appendices

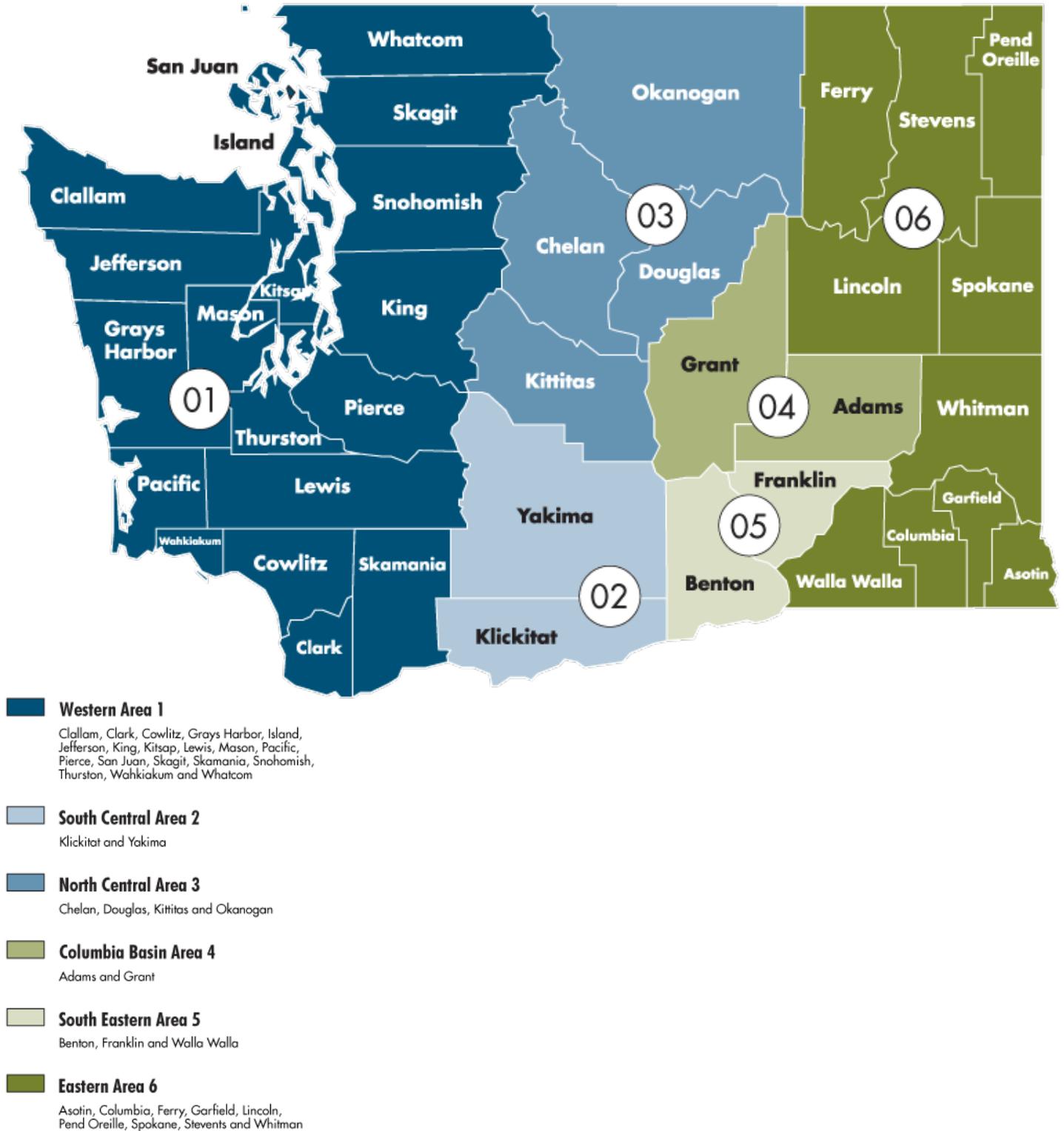
Appendix figure A-1. Total agricultural employment in percent by metropolitan division (MD), metropolitan statistical area and county within the 12 workforce development areas (WDAs)

Washington state, 2013

Source: Employment Security Department/LMPA; U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics



Appendix figure A-2. Agricultural reporting areas 1 through 6
 Washington state, 2015
 Source: Employment Security Department/LMPA



Appendix figure A-3. Number of agricultural workers* by month and annual average, statewide, by county, metropolitan divisions (MDs) and metropolitan statistical areas (MSAs)
Washington state, 2013

Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics

Area	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
Washington	74,910	82,260	88,450	96,140	99,970	139,660	150,640	127,140	131,080	123,940	90,570	74,690	106,620
Adams	1,430	1,500	1,740	2,400	2,480	2,870	3,210	3,040	3,050	2,740	1,600	1,380	2,290
Asotin	120	140	160	180	190	170	170	170	160	140	130	120	150
Bellingham MSA	2,940	3,040	3,360	3,280	3,440	4,150	6,480	5,380	3,550	3,170	2,890	2,770	3,700
Bremerton MSA	290	320	350	390	420	440	450	410	390	370	360	320	380
Clallam	290	300	320	340	370	400	440	420	380	330	320	290	350
Clark	980	1,070	1,140	1,210	1,370	1,710	1,660	1,360	1,260	1,230	1,140	1,080	1,270
Columbia	230	240	260	260	280	320	340	390	340	280	240	210	280
Cowlitz	330	380	440	540	530	600	580	450	400	400	390	380	450
Ferry	90	110	120	120	130	140	150	140	130	100	90	90	120
Garfield	130	140	160	170	180	200	220	220	180	170	140	130	170
Grant	7,530	8,290	9,450	10,350	10,640	14,400	14,630	12,550	13,650	14,090	10,310	7,460	11,110
Grays Harbor	400	550	610	560	590	610	610	560	530	520	420	380	530
Island	260	290	320	340	360	390	420	380	380	320	300	300	340
Jefferson	120	130	140	140	170	180	180	180	150	130	130	120	150
Kennewick-Pasco-Richland MSA	8,720	9,780	10,690	11,780	12,860	20,540	16,580	16,050	16,670	14,980	11,180	8,780	13,220
Kittitas	920	1,050	1,190	1,840	1,330	1,420	1,570	1,430	1,400	1,410	1,260	730	1,300
Klickitat	1,380	1,520	1,600	1,790	1,670	2,320	2,580	2,130	1,990	2,040	1,630	1,200	1,820
Lewis	960	1,040	1,130	1,180	1,270	1,330	1,500	1,520	1,320	1,120	1,120	960	1,200
Lincoln	590	630	690	680	720	760	820	930	800	710	630	590	710
Mason	360	380	400	440	470	490	500	490	440	440	450	430	440
Okanogan	3,940	4,300	4,530	4,970	5,280	8,770	10,890	8,460	8,940	7,570	4,340	3,810	6,320
Olympia MSA	1,310	1,400	1,450	1,600	1,770	1,870	1,890	1,830	1,740	1,590	1,500	1,450	1,610
Pacific	290	320	350	380	400	420	440	410	380	380	320	290	360
Pend Oreille	110	120	140	150	160	170	180	160	150	140	120	120	140
San Juan	130	140	160	170	190	200	210	190	180	160	140	130	170
Seattle-Bellevue-Everett MD	2,720	3,000	3,310	3,650	3,960	4,220	4,360	4,040	3,750	3,830	3,210	2,860	3,580
Skagit	2,370	2,470	2,920	2,990	3,060	3,090	4,050	4,240	3,830	3,800	2,700	2,420	3,160
Skamania	70	90	100	110	110	120	130	130	140	110	90	70	110
Spokane MSA	1,160	1,360	1,520	1,680	1,810	1,870	1,870	1,820	1,700	1,540	1,340	1,210	1,570
Stevens	490	550	640	720	750	790	810	760	700	600	530	490	650
Tacoma MD	1,030	1,100	1,220	1,230	1,290	1,350	1,350	1,300	1,230	1,180	1,020	950	1,190
Wahkiakum	50	50	60	60	70	70	70	70	60	50	50	50	60
Walla Walla	3,020	3,200	3,450	3,670	4,060	5,420	5,540	4,880	4,750	5,060	4,720	2,930	4,220
Wenatchee MSA	9,150	9,690	10,050	10,140	10,000	18,100	24,520	16,160	16,680	16,410	10,460	9,140	13,370
Whitman	910	990	1,080	1,090	1,150	1,210	1,310	1,410	1,260	1,120	980	930	1,120
Yakima MSA	20,120	22,540	23,220	25,540	26,410	38,550	39,920	33,080	38,440	35,720	24,320	20,130	29,000

*Total agricultural employment includes individuals who are covered and not covered by the unemployment insurance program. The data are not adjusted for multiple job holders.

Appendix figure A-4. Seasonal agricultural workers by crop and production activity

Washington state, 2013

Source: Employment Security Department/LMPA, Agriculture Employment and Wage Survey

Seasonal employment, Washington state													
Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
State totals, all activities	16,510	19,380	22,870	31,830	33,460	63,950	86,700	65,410	69,770	56,850	24,950	17,770	42,454
Apples, total	9,460	8,740	9,290	15,810	14,960	21,790	20,510	21,800	42,180	40,300	14,370	9,480	19,058
Apple pruning	8,508	7,762	4,972	2,559	2,125	345	237	1,499	889	670	1,608	7,643	3,235
Apple thinning	0	0	540	6,958	5,709	17,349	15,571	4,362	1,464	3,002	0	0	4,580
Apple harvester	0	0	0	0	0	23	23	7,171	36,425	30,528	8,266	N/A	7,494
Apple sort, grade, pack	464	539	597	480	483	429	213	260	574	517	331	430	443
Other apple activities	488	439	3,182	5,813	6,643	3,644	4,465	8,508	2,829	5,583	4,164	1,408	3,930
Cherries, total	1,770	2,110	1,560	2,640	3,210	22,750	38,880	12,680	1,020	380	310	1,100	7,368
Cherry pruning	1,694	1,762	578	121	91	126	N/A	393	0	178	120	786	532
Cherry harvester	0	0	0	0	0	17,163	30,733	10,938	N/A	30	N/A	0	5,886
Other cherry activities	76	348	982	2,519	3,119	5,461	8,127	1,349	1,016	172	183	314	1,972
Pears, total	290	220	360	190	549	1,137	380	3,349	5,010	740	553	1,163	1,162
Pear pruning	290	201	233	0	N/A	N/A	0	0	0	0	343	944	201
Pear thinning	0	0	0	110	419	944	105	N/A	119	0	0	0	154
Pear harvester	0	0	0	0	0	0	0	3,037	3,804	307	N/A	N/A	715
Other pear activities	0	19	127	80	130	192	275	311	1,088	433	210	219	257
Hops workers	520	1,100	1,380	1,810	2,470	1,870	1,480	1,700	3,240	1,400	990	N/A	1,633
Grape workers	830	2,030	2,140	1,990	1,750	1,430	2,120	2,040	1,490	1,590	950	710	1,589
Potato workers	510	680	850	990	1,260	900	1,200	1,110	2,480	2,510	1,420	1,130	1,253
Onion workers	730	730	740	720	N/A	1,440	710	2,530	1,590	1,530	1,410	1,030	1,196
Nursery workers	260	790	1,710	1,480	1,270	1,130	1,080	940	790	520	1,140	670	982
Other tree fruit workers	90	130	210	N/A	1,250	630	3,270	2,360	890	360	N/A	120	931
Raspberry workers	280	290	700	790	N/A	610	4,150	1,090	440	410	360	540	878
Blueberry workers	490	460	50	40	70	N/A	1,710	4,220	530	540	210	280	782
Strawberry workers	N/A	N/A	N/A	N/A	N/A	1,860	N/A	N/A	N/A	N/A	N/A	N/A	1,860
Wheat/grain workers	20	N/A	80	90	130	430	600	1,040	480	140	160	N/A	317
Asparagus workers	N/A	0	210	280	N/A	570	N/A	N/A	N/A	N/A	N/A	N/A	265
Cucumber workers	N/A	N/A	N/A	N/A	N/A	80	110	160	N/A	N/A	N/A	N/A	117
Bulb workers	60	30	N/A	20	60	N/A	N/A	50	70	N/A	110	80	60
Miscellaneous vegetable workers	70	230	790	1,050	840	1,010	900	1,160	1,010	1,160	760	180	763
Other crops or farm activities	1,130	1,840	2,800	3,930	5,630	6,290	9,600	9,170	8,550	5,270	2,200	1,270	4,807

N/A = Results did not meet publication standards.

Glossary

Following are definitions of terms and concepts used in this report.

Adverse Effect Wage Rate (AEWR) – The annual weighted average hourly wage for field and livestock workers (combined) in the states or regions as published annually by the U.S. Department of Agriculture (USDA) based on its quarterly wage survey.

Current dollars – The dollar value or price of a good or service at the time a good or service is received. In general, when there is a continuous increase in the general price level over time it is incorrect to compare the dollar value of goods or services between time periods in current-dollar prices. The incomparability of current-dollar prices increases as the interval between comparison years increases.

Inflation-adjusted dollars – The adjustment of the dollar value or price of a good or service to compensate for general inflation in the economy over time. Inflation adjustment of a good or service relative to some base year of comparison allows one to observe changes in what is termed the real value of that good or service over time.

Seasonal worker – A person employed in work of a seasonal or other temporary nature who is not required to be absent overnight from his or her permanent place of residence. The same exceptions previously listed for migrant agricultural workers apply here.

Shortage of labor – There is no official definition of a labor shortage. Empirically, a shortage is the difference between the quantity of labor supplied and the quantity of labor demanded when the hourly wage rate (or its piece-rate equivalent) lies below the equilibrium market wage rate – the wage rate that exactly balances the quantity supplied and the quantity demanded. The shortage concept can also be thought of as excess demand at the price or wage currently being offered. For this kind of shortage to exist, the wage rate being offered is below what workers are willing to accept. Increasing the wage rate will tend to reduce or eliminate the shortage.

Wage bill – The product of the earnings or wages paid to workers times the number of workers hired. From the growers and society's standpoint, this is a cost of production.

2017-19 Biennium Budget Decision Package

Agency: 305 Department of Veterans Affairs

Decision Package Code/Title: P3 Military Downsizing Impact and Outreach

Budget Period: 2017 – 2019 Biennium

Budget Level: PL – Performance Level

Agency Recommendation Summary Text:

Military downsizing will significantly impact Washington State's military bases. In addition to the fact that the number of people serving in (and therefore employed by) the military will decrease, downsizing also impacts the ability for those military personnel to be prepared for civilian life. In the past, military personnel have been allowed to participate in Transition Assistance Programs while still on active duty. (TAP classes help military personnel determine how they will transition from military to civilian life. The goal is to help them find a path to employment, education, entrepreneurship or apprenticeship BEFORE separating from the military. This prevents the individual from facing significant financial troubles down the road and has proven extremely successful.) However, fewer numbers of personnel mean that unit commanders cannot always allow their soldiers to attend these important classes, instead they must keep them at the unit level to carry out their primary mission. To further exacerbate the situation, the US Army executed a 50% reduction in contract staff that support Soldier for Life – Transition Assistance Program (SFL-TAP) effective September 2016 across all installation. JBLM lost 12 contracted position out of 24 total staff positions supporting exiting service members which ultimately equates to service members joining our communities with far less access to purposeful transition counseling and preparation prior to separation. US Army downsizing impacts delivery of Individualized Career Counseling by eliminating the delivery of the Military Occupational Crosswalk, the Transition Overview, and in addition, the Capstone workshops eliminates federal resume, advanced resume, interview and social media/LinkedIn Workshops. JBLM will meet VOW Act requirements by virtual instruction/support, support of community partners, and unit leader support to start the transition process 12 months out.

For Washington State, this means that we will have more military personnel separating who are less prepared for civilian life than they would have been last year. Without the ability to focus resources on employment issues facing military personnel as they separate, we will face an increase in veteran unemployment which can lead to other issues such as homelessness, incarceration, family crisis and even suicide.

Investing in the Washington State Military Transition Council (WSMTC) and focusing on employment for veterans exiting the military is the best way to combat the impacts of military downsizing on our state.

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. We have made significant progress, but the scope and complexity of the work that needs to be accomplished must be resourced in order to ensure that the ground gained over the past several years, is not lost. Work that needs to be accomplished includes:

- 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 request will fund an additional Program Specialist 5 position which will increase statewide outreach and access of information and opportunities for veterans to connect to their earned benefits and employment opportunities available for veterans entering the civilian workforce due to the Department of Defense downsizing.

Fiscal Detail:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	104,000	105,000	105,000	105,000
Total Cost				
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	1.0	1.0	1.0	1.0
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. A	70,000	71,000	71,000	71,000
Obj. B	24,000	24,000	24,000	24,000
Obj. G	10,000	10,000	10,000	10,000

Package Description:

What is the relevant history or context in which the decision package request is being made?

The Department of Defense (DOD) is planning a nationwide downsizing of 40,000 military forces in the next couple of years. Active duty Army separations to Washington represent 4.2 percent of nationwide separations. Washington represents 3.3 percent of nationwide separations when all military branches are considered.¹ Because the projected downsizing is primarily active duty Army, current projections should multiply national numbers by 4.2 percent to arrive at estimates for personnel who will reside in Washington. Based on the planned reduction of 40,000 nationwide, we can expect about 1,680 uniformed personnel separating to Washington within the next two years. Note that this number exceeds the 1,250 who are expected to be separated from Joint Base Lewis-McChord (JBLM)² by 34.4 percent.

In the absence of specific national downsizing numbers, hypothetical planning scenarios should add 34.4 percent to any projected state-specific impact to account for uniformed personnel being separate to Washington from other states. For example, if planning for Washington at the 2,000 local impact level, the analysis for the plan should include anticipation of potential social service needs of 2,688.³

Problem statement/current situation: What is the problem, opportunity or priority the agency is addressing with the request.

This decision package addresses the potential major economic impact of our transitioning service members on the State of Washington. Those service members who have transitioned to veteran status will no longer have a steady income and many will most likely be at or below the Federal Poverty Level⁴ seeking financial and medical assistance from state programs until they can find steady employment. Those veterans and their families affected by the downsizing will most likely seek assistance through unemployment benefits from the Employment Security (ESD), Department of Social and Health Services Economic Services Administration (DSHS ESA) services, and/or health care assistance through the state Health Care Authority. WDVA has the opportunities to address the following priorities that will impact the state as a result of the DoD downsizing efforts:

- 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).
- 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.
- Meeting Demands: The Department of Defense (DoD) estimates that approximately 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,

¹ Estimate for Active Duty obtained by dividing Washington-specific numbers by the Active Duty Army and all branch numerators by the associated total for all states

² National and JBLM numbers were obtained from "JBLM will lose 1,250 soldiers in Army downsizing, sources say" from the Tacoma News Tribune on 7/8/15

³ See attached "Methods for forecasting immediate impacts of downsizing of uniformed personnel" Page 1 Analysis

⁴ See attached "Methods for forecasting immediate impacts of downsizing of uniformed personnel" Page 2 Rate of impacted uniformed personnel who will be at or below 200 percent of the federal poverty level

incarceration, substance abuse and suicide. This request will fund an additional Program Specialist 5 position which will increase statewide outreach and access of information and opportunities for veterans to connect to their earned benefits and employment opportunities available for veterans entering the civilian workforce. Washington State leads the nation in developing 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 position requires specialized and extensive knowledge, skill and expertise in understanding military culture, veteran benefits/entitlements, and state/county/community leader protocols.

Proposed solution: How does the agency propose to address this problem, opportunity or priority?

WDVA has the opportunity to provide social service support to those affected by the Department of Defense downsizing of our military bases statewide. The Program Specialist 5 position will be in place to assist by providing a "seamless" transition or "soft-landing" for dislocated veterans and service members transitioning to veteran status by providing outreach and referral to VA benefits including, but not limited to: Medical care, Education benefits, Home Loans, Compensation and Pension, Vocational Rehabilitation, Employment and Apprenticeship services. Results of this outreach includes potential avoidance of state and Medicaid health care costs for veterans who enroll in VA health care and a boost to our state's economy by additional federal revenue generated by claims for disability compensation, educational benefits, and VA home loans.

How does the package relate to the agency's strategic plan?

When WDVA became a state agency in 1977, one of the three purposes of our organization was to initiate and maintain program control of a system of veteran's services for veterans and their beneficiaries in various locations throughout the state and to provide claims and referral activities (WAC 484-10-005). Part of our strategic plan is to uphold our statutory obligation and act as an advocate for veterans and their eligible family members by providing claims assistance and assisting with applying for all benefits for which they may be eligible.

The WDVA has a comprehensive list of performance measures. Among them are performance measures associated with Goals:

- "Outreach and Access" - to provide information and opportunities for veterans to connect to their earned benefits
- "Education and Employment" - to help veterans prepare for and achieve family wage jobs
- "Continuous Improvement" - to serve more veterans by developing innovative and efficient approaches

Purchase description: What will the funding package actually buy? What services and/or materials will be provided, when, and to whom? How will the purchases achieve the desired outputs, efficiencies and outcomes?

On average, veterans are rated at 40% service connected which equates to close to \$600/month per veteran. Taking the 1,680 service members transitioning to Washington $1,680 \times \$400 = \$672,000 \times 24 \text{ months} = \$16,128,000$ Million in potential additional federal VA revenue brought into Washington's economy over the next two years. The military downsizing announced this year is producing mostly un-planned separations from military service. The individuals being impacted by the downsizing are often lower enlisted personnel (E-5 and below), who have minimal work experience outside the military. Some of these families could qualify for food assistance programs. As the military seeks to reduce its numbers, it is often service-members who have medical conditions that are separated from

military service through a medical board process, or individuals who were passed over for promotion that are separated from service through a retention board process. In most cases, these are abrupt and unplanned separations from military service and neither the service-member nor the family have had the time or resources needed to make a smooth transition from active duty to civilian life. This position is anticipated to dedicate resources to this at-risk population.

Base Budget:

Decision Package expenditure, FTE and revenue assumptions, calculations and details:

Outline, in detail, the workload and policy assumptions the agency is making over the ensuing four fiscal years. Identify:

- Expenditure information by fund source and object by fiscal year
- FTE information by job classification, including salary and FTE's by fiscal year
- Multiple cost/revenue components
- One-time costs/revenues and clearly articulate all one-time expenditure or revenue components

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
General Fund State 001-1	\$104,000	\$104,000	\$104,000	\$104,000
Total Cost				
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs – PS5	1	1	1	1
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
	0	0	0	0
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
A	\$70,000	\$71,000	\$71,000	\$71,000
B	\$24,000	\$24,000	\$24,000	\$24,000
G	\$10,000	\$10,000	\$10,000	\$10,000

Decision Package Justification and Impacts

What specific performance outcomes does the agency expect?

This requested position will provide an increase in statewide outreach and access of information and opportunities for veterans to connect to their earned benefits and employment opportunities available for veterans entering the civilian

workforce due to the DoD downsizing. Serving as a representative of the WSMTC Employment Track, this position will also be responsible for creating ongoing partnerships and collaboration with "Workforce Training and Education Coordinating Board", the 12 "Workforce Development Councils", and the military service components to ensure each veteran and their family is on a pathway to "High Skills, High Wages" across WA State. The majority of the programs developed, thus far, have focused on the Joint Base Lewis McChord area. This position will focus efforts on the other large military installations in Washington State.

Which Results Washington goal areas will be affected?

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."

What outcomes and results will occur?

- Maximization of federal dollars coming into Washington State
- Improve quality of life for veterans and their families by connecting them with federal benefits and entitlements and assisting in the claims process with highly trained service officers and benefits specialists
- Increased employment upon separating from the military

What undesired results will be reduced or mitigated?

- Reduce the number of weeks veterans receive Unemployment Compensation Ex-Service members (UCX).
- Reduce homelessness. Reduce unemployment and underemployment.
- Increase opportunities for the employment of family members.
- Eliminate the number of transitioning service members without a transition plan to 0.
- Reduce transitional stress for service members and their families by effectively preparing them through raised awareness of community education and employment services.
- Reduce Guard/Reserve lifestyle support interruptions which will potentially reduce unemployment and underemployment.

How will efficiency increase?

Having a dedicated FTE available for all military installations to advocate and facilitate on behalf of veterans and their family members will increase the efficiency of our claims services delivery efforts.

What outputs will change and how?

Additional income and other benefits (educational, healthcare, and other benefits) will be more readily accessible for our veterans and more revenue being generated into the state's economy. With the focus on employment, the rate of unemployment should also decrease.

Performance Measure detail:

Fully describe and quantify expected impacts on state residents and specific populations served.

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.

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 service members to benefits, services, employment, training, and education. This position impacts the outreach and accessibility for program support services statewide as it also incorporates and includes Eastern WA and Fairchild AFB which are often underrepresented in terms of solutions of support for veterans/families residing in rural WA locations.

What are other important connections or impacts related to this proposal? Please complete the following table and provide detailed explanations or information below:

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	Identify: We currently have a successful presence in the Puget Sound region but are hoping to have that same impact in E WA where veterans are typically underserved
Other local gov't impacts?	No	Identify:
Tribal gov't impacts?	No	Identify:
Other state agency impacts?	Yes	Identify: Through connecting veterans with employment opportunities, this position will have an impact on the Employment Security Department by lowering the usage of Unemployment Insurance and will also have an impact on the overall state Unemployment Rate. There should also be an impact on DSHS and HCA as veterans and their families will be less reliant upon state-funded programs such as Medicaid and state health insurance.
Responds to specific task force, report, mandate or exec order?	No	Identify:
Does request contain a compensation change?	No	Identify:

Does request require a change to a collective bargaining agreement?	No	Identify:
Facility/workplace needs or impacts?	No	Identify:
Capital Budget Impacts?	No	Identify:
Is change required to existing statutes, rules or contracts?	No	Identify:
Is the request related to or a result of litigation?	No	Identify lawsuit (please consult with Attorney General's Office):
Is the request related to Puget Sound recovery?	No	If yes, see budget instructions Section 14.4 for additional instructions
Identify other important connections		

Please provide a detailed discussion of connections/impacts identified above.

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 service members to benefits, services, employment, training, and education. This position impacts the outreach and accessibility for program support services statewide as it also incorporates and includes Eastern WA and Fairchild AFB which are often underrepresented in terms of solutions of support for veterans/families residing in rural WA locations.

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 option chosen?

The only alternative would be to continue to decrease the outreach / services for veterans and their families and reduce resources needed to serve the influx of veterans created by the huge economic impact of military downsizing in the state.

What are the consequences of not funding this request?

Not funding this proposal would only continue to limit WDVA's ability to maximize opportunities for veteran outreach and access, in turn, potentially denying veterans services entitled to them. Not funding this package would also reduce the potential of millions of dollars in federal money being generated into the state's economy in areas where this income could have a huge impact. 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.

How has or can the agency address the issue or need in its current appropriation level?

Within our current appropriation level, it would be difficult, at best, to be able to serve our veterans in E WA being affected by current military downsizing. Also, with the influx of veterans into the Puget Sound region being expected, it would be beneficial to add an FTE who is able to be dedicated strictly to our currently transitioning military.

Other supporting materials:

Information technology: Does this Decision Package include funding for any IT-related costs, including hardware, software, services (including cloud-based services), contracts or IT staff?

No 

Yes Continue to IT Addendum below and follow the directions on the bottom of the addendum to meet requirements for OCIO review.)

July 14, 2015

Methods for forecasting immediate impacts of downsizing of uniformed personnel

Military Downsizing Community Partners and Social Services Workgroup (CPSSW)

The Military Downsizing Social Services Workgroup formed in June 2015 to develop a plan for providing social service support associated with the anticipated Department of Defense downsizing. This planning process requires a consistent framework for forecasting estimated impacts across various agencies. This paper serves as a single-source reference for the data sources, assumptions, potential improvements possible with additional data, and analytical methods used in estimating the answers to forecasting questions related to the planning effort.¹

Percentage of anticipated and hypothetical nationally discharged uniformed personnel who will reside in Washington

Data Source: Defense Manpower Data Center report: Active Duty and Selected Reserve Separations, By Residence Mailing State, Service Component, based on source Active Duty and RCCPDS Transition File, based on data from 1/1/14 through 12/31/14.

Assumptions: Future trends will follow historical patterns. The number of uniformed personnel affected by downsizing includes those separated to Washington directly and from other states.

Potential Improvements: Data providing a subset breakdown of numbers of separations due to retirement for each state would help future projections, especially as more detail is released regarding downsizing implementation strategies. Historical data would also better inform the analysis as the estimates are currently based on only one year of data rather than a more robust multi-year average. Data concerning civilian employees and contractors could augment these projections, which are currently specific to uniformed personnel.

Analysis: Active duty Army separations to Washington represent 4.2 percent of nationwide separations. Washington represents 3.3 percent of nationwide separations when all military branches are considered.² Because the projected downsizing is primarily active duty Army, current projections should multiply national numbers by 4.2 percent to arrive at estimates for personnel who will reside in Washington. The current round of force reductions will include 40,000 nationwide. Based on these numbers, we can expect about 1,680 uniformed personnel separating to Washington. Note that this number exceeds the 1,250 who are expected to be separated from Joint Base Lewis-McChord (JBLM)³ by 34.4 percent.

In the absence of specific national downsizing numbers, hypothetical planning scenarios should add 34.4 percent to any projected state-specific impact to account for uniformed personnel being separated to Washington from other states. For example, if planning for Washington at the 2,000 local impact level the analysis for the plan should include anticipation of potential social service needs of 2,688.

Notes:

¹ Forecasting represents a blend of known data, assumptions and mathematical projection methods. Associated analyses become stronger as assumptions can be augmented with additional known data. This paper also serves as a framework for refining forecasts as more becomes known of the population.

² Estimate for Active Duty obtained by dividing Washington-specific numbers by the Active Duty Army and all branch numerators by the associated total for all states.

³ National and JBLM numbers were obtained from "JBLM will lose 1,250 soldiers in Army downsizing, sources say" from the Tacoma News Tribune on 7/8/15.

Rate of impacted uniformed personnel who will potentially be at or below 200 percent of the federal poverty level

Data Sources: 2015 Federal Poverty Guidelines⁴; Military Basic Pay Schedule Effective 1/1/15; Personnel Recapitulation by Pay Grade, Stryker Infantry Battalion Modified Table of Organization and Equipment Effective 10/16/15; family size data provided courtesy of Human Resources at JBLM.

Assumptions: Downsizing will follow a distribution similar to the breakdown of a typical infantry battalion. Uniformed personnel affected by downsizing will be average along the monthly basic pay scale. Nearly all of those affected by downsizing receive pay consistently for the 6 months prior to separation at a consistent rate. Unemployment compensation uses a complex formula to determine benefits, which translates roughly to 50 percent of average monthly pay.⁵ Of the total separated from the military, 67 percent have families and the average family size is 2.4.⁶ Those separating to Washington from other states have family size rates similar to JBLM.

Potential Improvements: Including data on spousal employment rates, retirement separations and disability benefit recipient rates would enhance this analysis. National active duty Army family size data would also be useful.

Analysis: The analysis is summarized in the table below:

Rank	Percent of Total Military in Rank (Estimate)	Median Pay Range (Monthly)	Anticipated Monthly Unemployment Compensation (50% of monthly)	200% FPL for Family of 2.4 (67% of military)*	Likely to Be At or Below 200% FPL	200% FPL for Family of 1 (33% of military)*	Likely to be At or Below 200% FPL
MAJ (O4) to LTC (O5)	<1%	\$7864	\$3932	\$2,932	No	\$1962	No
2LT (O1) to CPT (O3)	5.1%	\$4718	\$2359		Yes		No
MSG (E8) to SGM (E9)	<1%	\$5748	\$2874		Yes		No
SFC (E7)	3.2%	\$4184	\$2092		Yes		No
SSG (E6)	9.5%	\$3359	\$1680		Yes		Yes
SGT (E5)	22.0%	\$2853	\$1427		Yes		Yes
SPC (E4)	29.3%	\$2287	\$1144		Yes		Yes
PFC (E3)	30.0%	\$1929	\$965		Yes		Yes

*See footnote 6.

The above table examines the rank; percentage of the total infantry battalion used as the model this rank this represents; corresponding salary range median pay; monthly anticipated unemployment compensation benefit;

Notes:

⁴ <http://www.medicaid.gov/medicaid-chip-program-information/by-topics/eligibility/downloads/2015-federal-poverty-level-charts.pdf>

⁵ The formula for unemployment compensation is a weekly benefit of 3.85 percent of the average of the two highest paying quarters of earnings in the base year, paid weekly. To convert weekly to monthly a factor of 4.3 weeks per month is applied, resulting in percentage 16.56 percent applied to the average of two highest quarterly earnings. A quarter is equal to three months, resulting in a combined total of 49.67 percent, which is rounded up to 50 percent. Source is Handbook for Unemployed Workers, revision June 2014, by Washington State Employment available: <https://esdorchardstorage.blob.core.windows.net/esdwa/Default/ESDWAGOV/Unemployment/ESD-Handbook-for-Unemployed-Workers.pdf>

⁶ Because there is not a FPL for a fraction of a person, the calculation of a partial person is calculated by multiplying the person fraction by \$4,160 annually and adding this to the nearest full-person value below at the 100 percent FPL level and then doubling the result. For example, to get the 200 percent FPL of 2.4 the calculation is 0.4 times \$4,160 which is \$1,664 annually plus the two-person value of \$15,930 for a total of \$17,594. 200 percent FPL is double this at \$35,188. FPL numbers are displayed monthly, which is obtained by dividing the total by 12.

corresponding FPL threshold for a family of 2.4; and, finally, whether each rank group is likely to be within 200 percent FPL after losing pay. This estimate is likely to be high given the lack of data on additional household income. Using this breakdown, 99.9 percent of the 67percent with children could be eligible for DSHS Economic Services Administration (ESA) services, and 90.8 percent of those without children could be eligible. 99.9 percent of 67 percent is 67 percent (rounded up) and 90.8 percent of 33percent is 30.5 percent. Combining these results in 97.5 percent (67percent plus 30.5 percent) who are likely to qualify for at least some services through ESA.

Applying 200 percent federal poverty level estimates to actual and hypothetical planning numbers

Applying the 97.5 percent who are likely to qualify for at least one benefit or service through ESA (at 200 percent FPL) to the actual and hypothetical planning scenarios results in the following:

Impact Level	Washington Impact (34.4% more)	At or Below 200% FPL
1,250	1,680	1,638
2,000	2,688	2,621
4,000	5,376	5,242
6,000	8,064	7,862

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:

Quarterly Meeting

- Executives, Strategic Planning Committee, Installation Transition Managers Report on Progress and raise issues in need of outside assistance

Quarterly Meeting +2 Weeks

- Steering Committee Posts Minutes, Schedule of Upcoming Events to the Shared WSMTC website

Quarterly Meeting + 6 Weeks

- Steering Committee Communicates with Executive Members for Status Check/Points of Clarification

Working Groups meet to tackle issues/discuss gaps and solutions.

Steering Committee passes communication between agencies via the WSMTC

Quarterly Meeting + 7 Weeks

- Strategic Planning Committee meets to discuss progress, answer requests for clarification, propose issues to be brought to the Executive Council

Quarterly Meeting + 10 Weeks

- Executive Members and Strategic Planning Committees submit action item reports for inclusion in upcoming quarterly meeting

Quarterly Meeting +11 Weeks

- Steering Committee sends approved agenda and brief out to attendees in preparation for quarterly meeting

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 crmte, 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

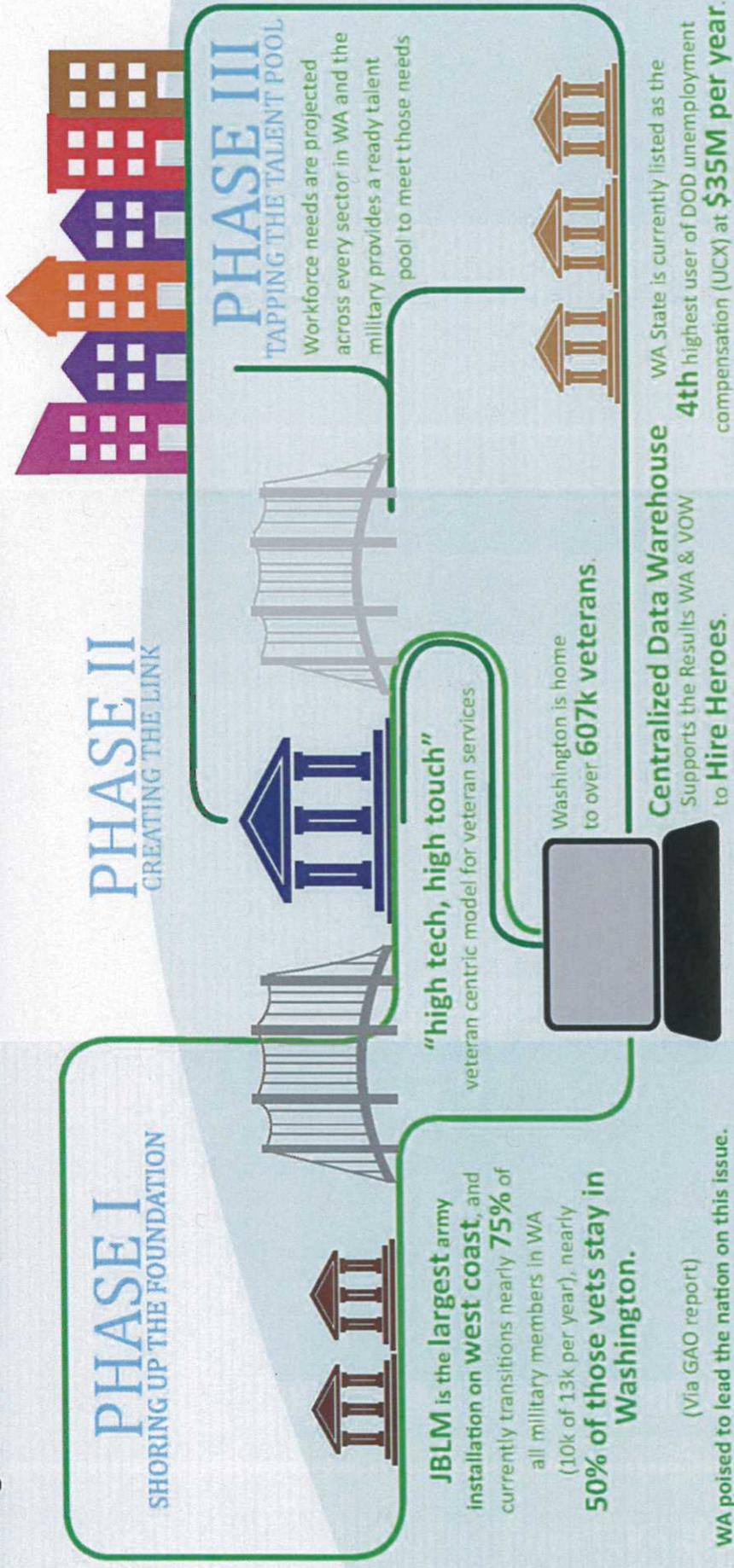
Federal Congressional Delegation Staff

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



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