



Washington State Department of Veterans Affairs

STRATEGIC PLAN 2009-2013



"Serving Those Who Served"



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From the Director

As the director of *your* Washington State Department of Veterans Affairs (WDVA), I am proud to present the agency's Strategic Plan for 2009-2013.

This wonderful agency is comprised of so many dedicated individuals who epitomize our mission of "serving those who served". Many are veterans, or family members of veterans, who bring a personal commitment unlike any other to work everyday. They join me in a common goal to assist each and every veteran in Washington State and ensure services are available to meet their varying needs.

In this document you will find descriptions of the new programs that have been implemented and the many accomplishments of which WDVA can be proud.

I anticipate the next five years will bring new programs and improvements as we expand partnerships with government and community providers, united in our goal of meeting the needs of Washington's veterans and their families.

The timing of this plan could not be more important. We are fast approaching the re-deployment of the 81st Heavy Combat Brigade, which will call to active duty approximately 3,600 of our citizen soldiers. They will return to Iraq in August of this year. Many of them will return with an urgent need for our services and regretfully, some will not return. Their families will need us just as much.

This strategic plan was created with the assistance of our partners in the Veterans Services Organizations, the Governor's Veterans Affairs Advisory Committee and the veterans, young and old, who sought out WDVA for assistance and identified a need. They each have my thanks for their commitment to veterans.

As the director of this great agency, and a veteran, I am grateful to have the opportunity to lead the continuing effort to honor and serve this state's heroes. I welcome your comments and questions and you can contact me at (360) 725-2167 or by e-mail john@dva.wa.gov.

John E. Lee

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Regulatory Environment

The statutory authority and responsibilities of the WDVA are primarily defined by RCW [43.60A](#); [43.61](#); [72.36](#) and [73.04](#). A complete list of state laws affecting veterans is available at: <http://www.dva.wa.gov/rcw.html>.

WDVA also complies with Federal Laws, including Medicare, Medicaid and the Health Insurance Portability and Accountability Act (HIPAA) regulations, and works with local jurisdictions such as counties and cities to meet all local requirements.

Advisory Committees:

- Governor appointed 17 member [Veterans Affairs Advisory Committee RCW 43.60A080](#).
- Governor appointed 7 member [Veterans Innovations Program Board RCW 43.60A.170](#).
- [Women Veterans Affairs Advisory Committee](#).

Mission, Vision and Values

WDVA Mission Statement

“Serving Those Who Served”

WDVA Vision Statement

We *Trust* our military to protect our freedoms.

Our military veterans and their families can *Trust* their Washington State Department of Veterans Affairs to:

Serve as their advocate for all VA entitlements;

Help *Heal* their seen and unseen wounds of war;

Give *Help* to the homeless;

Provide quality *Care* in our Veterans Homes; and

Honor veterans in their final resting place.

Our *Commitment* is to always be worthy of that trust.

WDVA Values

The Values and Goals of the Washington State Department of Veterans Affairs are built into this statement and support our Mission of:

Serving Those Who Served.



OVERVIEW

Facilities and Programs

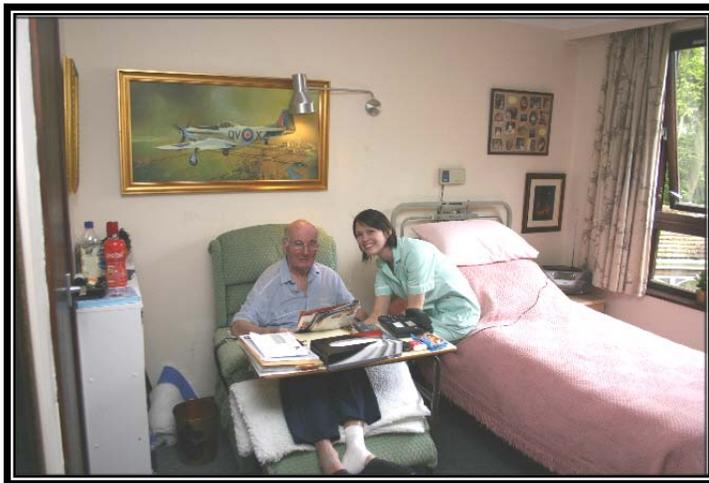
Long-term Health Care Services

Three veterans homes – in Orting, Retsil and Spokane provide long-term health care for honorably discharged veterans. Residents are typically disabled, indigent or imminently indigent due to the high cost of long-term care.

The Veterans Homes provide health and psychosocial services using interdisciplinary teams composed of nursing, rehabilitative therapies, therapeutic activities, social services, medical and administrative staff.

When veterans are cared for in a State Veterans Home, they are eligible for U.S. Department of Veterans Affairs funding. This funding pays about 30% of the cost of care, making WDVA the most cost effective care-provider. The same funding would not be available to veterans residing in community nursing homes. The Veterans Homes are Medicare and Medicaid Certified.

This service contributes to the Governor’s Priority of Government of *Improving the security of Washington’s vulnerable children and adults.*



Washington Veterans Home
Retsil, Washington
Established in 1910
Total Beds: 292



Washington Soldiers Home
Orting, Washington
Established in 1891
Total Beds: 183



Spokane Veterans Home
Spokane, Washington
Established in 2001
Total Beds: 100

Veterans Services



WDVA operates Veterans Service Centers in Retsil, Olympia and Seattle. These centers provide benefits and claims assistance to veterans and their families. Veterans outside these areas can access services through a toll-free number and are often referred to service officers in their community as part of our Veterans Services Network.



Homeless Veterans - WDVA is integrating homeless veteran services into the state's 10 year Homeless Action Plan, and is partnering with communities to help veterans break the cycle of homelessness. WDVA is conducting outreach to involve non-traditional partners such as school officials and community groups to ensure there is a framework for referring homeless veterans to employment and housing. Through this partnership, WDVA will connect veterans to the benefits they are eligible for, enhancing their ability to become financially stable and receive health care.



Veterans Disability Claims Services and Support - The veterans' field services network delivers critical services to the most vulnerable veterans and their families. This network provides advocacy services and representation to ensure veterans and families understand and navigate the complex federal system. Over 125 service officers throughout the state provide disability claims services.

Through the work of the Veterans Services network, Washington State is a national leader in the provision of VA compensation and pension services. 14.3% of Washington's veterans receive compensation or pension, while the national average is 12.1%. As a result, Washington veterans receive over a billion dollars in compensation or pension payments each year.

Veterans Community-Based Services - WDVA services incorporate a statewide network serving veterans, their families, and returning National Guard, reserve and active duty service members.

The Veterans Innovations Program provides emergency financial assistance and grant opportunities for long-term financial stability through education and training to veterans returning from the current war.

Other programs include re-integration services for incarcerated veterans, outreach to minority and women veterans, centralized admissions processing for the Veterans Homes, and Veterans Estate Management for veterans lacking the ability to manage their funds.

Through an agreement with the Department of Social and Health Services (DSHS), outreach and claims services are provided to veterans and widows in nursing homes and those who are housebound, connecting them with VA health care and financial benefits. This allows DSHS to better align resources and invest in services for other citizens.

A War Trauma (Post Traumatic Stress Disorder / PTSD) Re-adjustment Program provides counseling for grief, deployment stress, and war trauma to veterans and family members. Outpatient services include individual, couples, and family counseling through a statewide network of specialized contract counselors, as well as community education and consultation. The Operation Military Kids initiative is providing outreach to school-age children and school personnel to ensure families are aware of support services. A relatively new component of this program is the Veterans Conservation Corps and Academy. This program provides veterans suffering from PTSD with opportunities to re-enter the workforce by volunteering or enrolling in an educational program leading to an environmental career.



These services contribute to two of the Governor's Priorities of Government of *Improving the economic vitality of businesses and individuals and Improving the security of Washington's vulnerable children and adults.*

The 2000 U.S. Census counted more than 670,000 veterans living in Washington State.

One resident out of every nine is a veteran.

Washington ranks fifth in the nation in the percentage of veterans in the overall population.



Data from the three State Veterans Homes reflect these trends:

- Facilities are between 95%-100% full
- History of primary or secondary psychiatric diagnosis due to war trauma
- History of substance abuse
- History of chronic homelessness with inability to thrive in community setting
- 95% are "medically indigent", forcing them into community nursing homes or homelessness

Demographic Trends & Customer Characteristics

Two segments of the veteran population are growing at high rates:

1. Veterans over age 85; and
2. Veterans returning from the current war.

Veterans over age 85

The U.S. Department of Veterans Affairs projects the number of veterans over age 85 in Washington State will grow by 35% between 2005 and 2010. Several unique characteristics affect service needs for these veterans:

- Increase in number of veterans suffering from dementia;
- Presence of wartime disabilities, both physical and mental; and
- Increase in veterans considered medically indigent.

Characteristics of Nursing Home Residents

	Retsil	Orting	Spokane	Statewide
Male	93.0%	86.52%	90.03%	35.6%
Female	7.00%	13.77%	9.7%	64.4%
Age				
Under 25	0.0%	0.0%	0.0%	0.3%
25-54	6.00%	6.74%	3.00%	7.5%
55-64	17.00%	21.91%	9.00%	7.8%
65-74	19.00%	15.73%	8.02%	13.4%
75-84	36.00%	37.08%	44.00%	32.1%
84 and Older	22.00%	18.54%	35.8%	38.9%
Conditions/diseases that make resident unstable	98.8%	93%	85%	57.1%
Psychiatric Diagnosis	56.0%	80%	5.0%	10.5%

Veterans Returning from the Current War

Veterans returning from the current war also have unique needs and characteristics. Washington State has experienced one of the largest mobilizations of "citizen soldiers", those individuals serving in our State National Guard or Armed Forces Reserve Units, in history. Some of the challenges returnees face are:

- Combat wounds;
- Head injuries / Traumatic Brain Injury;
- Post Traumatic Stress Disorder (PTSD) symptoms and readjustment challenges;
- Employment or re-employment;
- Risk of becoming homeless; or
- Significant family readjustment issues following active duty.

There is also increased diversity within this new veteran population. From the year 2000 when the last census was conducted through 2013, the number of women veterans in Washington will increase by over 10,000. In the same timeframe, the number of minority veterans is also projected to increase by nearly 10,000. This includes Tribal Veterans who are served through a unique network of Tribal Veterans Representatives.

As citizen soldiers return from extended overseas deployments many will need assistance with ongoing medical, mental health or readjustment issues. Some may require assistance with re-employment, education or need emergency help to overcome a financial crisis.

While the U.S. Department of Veterans Affairs provides medical care through the VA Medical Centers, some returnees have difficulty accessing services due to lack of transportation, distance or lack of a family or community support network.

The needs of these two groups of veterans;

1. Veterans over 85 and;
2. Veterans returning from the current war, are markedly different, therefore WDVA is tailoring its 2009-2013 strategic initiatives toward meeting the unique needs of each group.



Internal Capacity



Human Resources Inspiring ‘The Heart of Service’

The WDVA HR department utilized the agency mission to coin its employment branding, “The Heart of Service.” Aligned with the mission, the brand intends to invite those who seek service to our veterans as their highest aspiration.

As a result of ongoing efforts, WDVA was recognized as one of the few agencies that showed significant improvement in its 2007 employee survey.



Recruitment and Retention:

WDVA is challenged by recruitment and retention of health care professionals.

National and state trends indicate a growing health care provider shortage. Our Veterans Homes operations are reliant on the ability to employ registered nurses, physicians and certified nursing assistants for key supervisory and care provider positions. According to many projections, the national Registered Nurse shortage in the upcoming years.

- 2010 - 12% deficit
- 2015 - 33% deficit
- 2020 - 42.6% deficit



These trends indicate WDVA must continue finding innovative ways to recruit and retain employees.

Financial Health

WDVA relies on funding from three primary sources: federal, local and state general fund. These revenue sources are projected to remain stable throughout the period covered by this strategic plan.

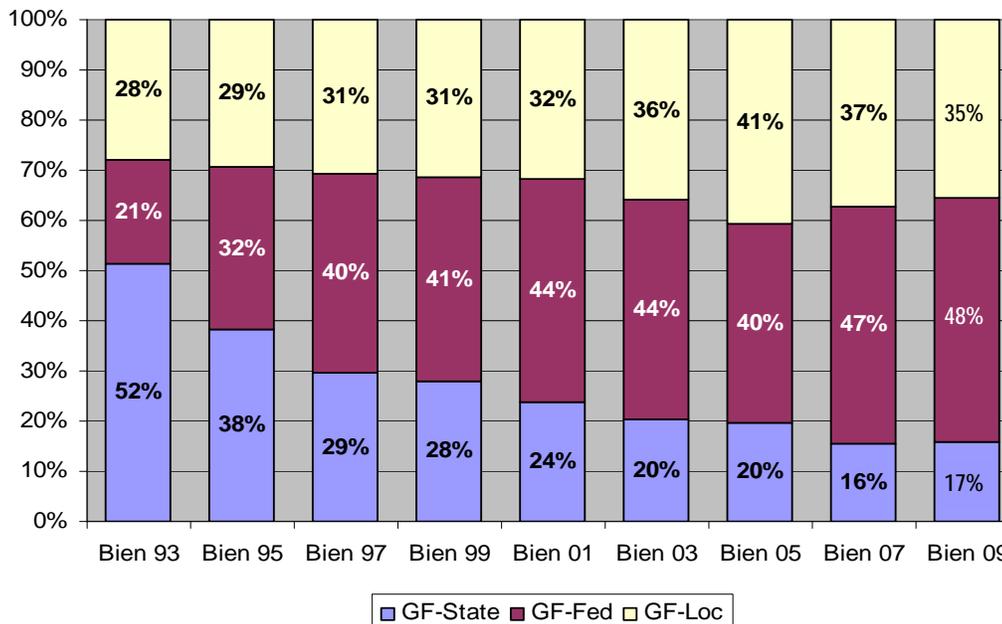
While total funding for WDVA increased 78% over the last five biennia, the actual dollar amount of general fund state appropriated to the agency has remained relatively constant averaging \$22.8 million for the same period. The greatest gains have been made in the State Veteran Homes Program where resources from the state general funds account for \$13.9 million or 15.7% of their total operating budget.

WDVA continues to focus on improving business processes to increase local revenues and third party payments from all sources. As WDVA aggressively pursues additional revenues from federal and local funding sources, the level of risk and oversight required also increases.

WDVA Goal: Maximize the Nation's debt to veterans and their families.

By increasing collection of federal and local revenues, the proportion of state resources needed for the Veterans Homes is decreased.

Proportion of State, Federal and Local Revenues at the State Veterans Homes



Capital Improvements



Eastern Washington Veterans Cemetery

WDVA is designing and constructing a State Veterans Cemetery in Spokane County and is scheduled to open in May 2010. Costs of design and construction will be funded by a U.S. Department of Veterans Affairs National Cemetery Administration grant.



Orting Campus Partnerships

WDVA is working on a plan to renovate the vacant Garfield Barracks to provide affordable and transitional housing for veterans. This will likely be a collaborative effort with community organizations and the University of Washington, which is already assisting in the design and development of a healing garden for residents of the home.



Walla Walla State Veterans Home

WDVA is completing a pre-design feasibility study for the construction of a State Veterans Home on the campus of Wainwright VA Medical Center in Walla Walla. The project will be funded through a federal matching grant for State Home Construction with the U.S. Department of Veterans Affairs providing 65% and the state to provide 35% of the total cost of construction.

GOALS

Program Goals & Measurements

(A complete listing of WDVA Goals and Measurements are available at: www.dva.wa.gov.)

PERFORMANCE ASSESSMENT AND EXPECTED RESULTS

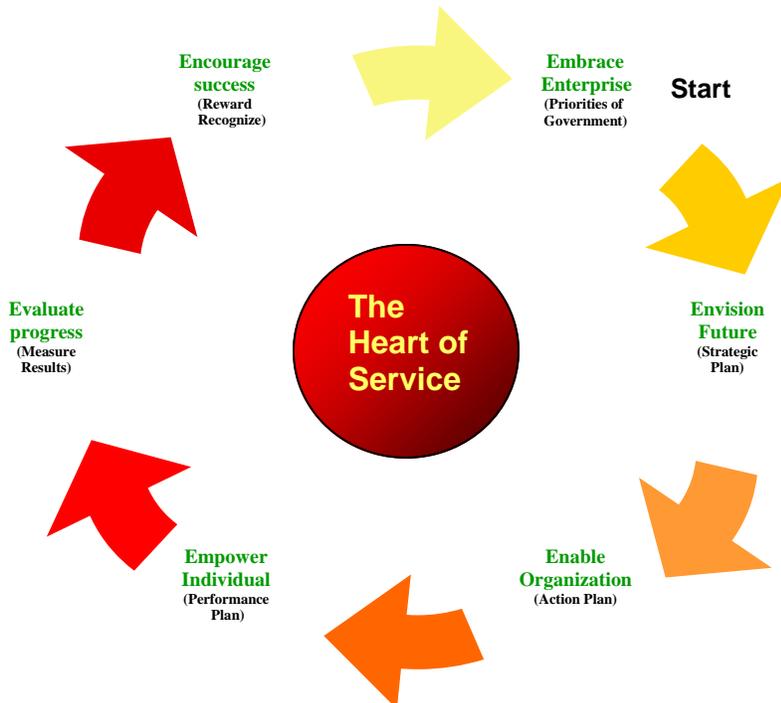
Administrative Services

Performance Measures

Governance and corporate costs will remain at or below 4% of total agency operating budget to ensure the maximum amount of resources are invested in providing services to veterans.

Expected Results

Quality policy decisions and program designed to increase performance and foster an environment focused on leadership. Invest in the delivery of services to veterans and their families while keeping administrative costs low.



FOUR AGENCY GOALS

- Improve the Quality of Care and Services for Vulnerable Veterans and Their Families
- Maximize Resources to Honor the Nation's Debt to Veterans
- Review Core Processes to Anticipate and Influence Future Needs
- Drive a High Performance Culture, by Recruiting, Training, and Retaining the Best Talent that Results in Delivery of High Quality Services

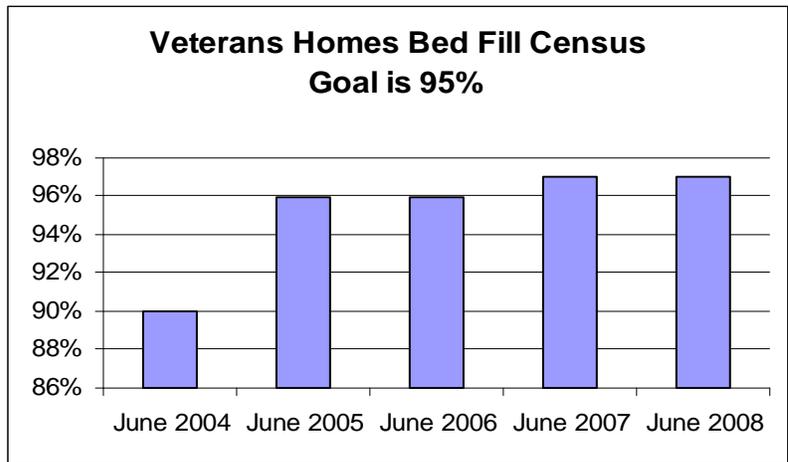
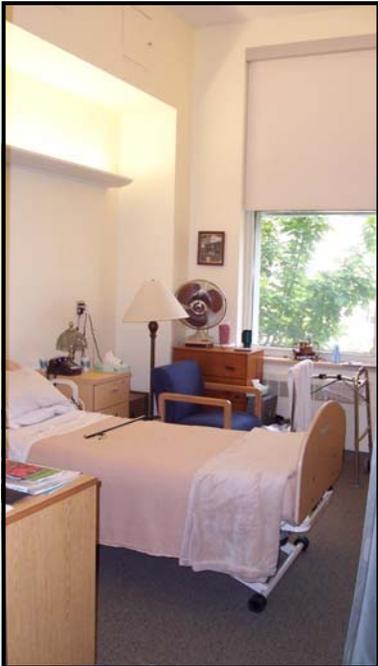


Long-term Care Services
(Institutional Services)

Performance Measures

- Achieve bed fill rate of 95% or better
- Meet or exceed 85% satisfaction rate of veterans homes residents

State Veterans Homes Census



Expected Results

- High quality, long-term care services are provided to Washington veterans at the least possible cost to the state
- Satisfy customer needs as supported by the results of the semi-annual resident survey
- Maximize Federal and other Revenue by achieving 95% bed fill rate.

Veterans Disability Services and Support

Performance Measures

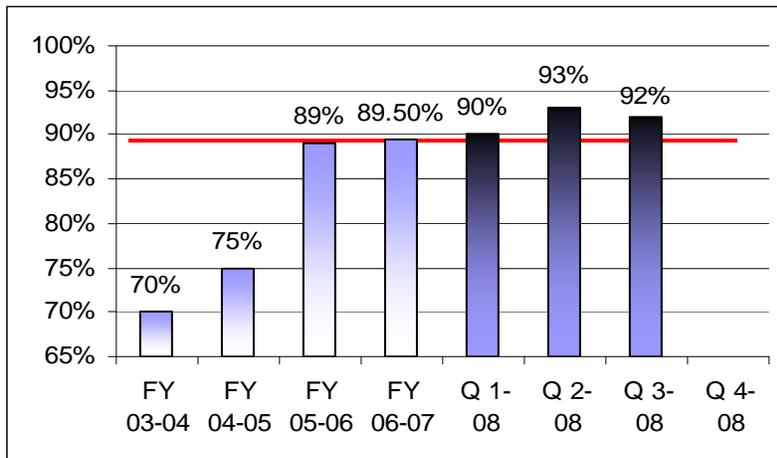
- Increase the percentage of WA veterans receiving U.S. Department of Veterans Affairs compensation and pension to 17% by 2010
- Achieve 89% claims approval rating

Expected Results

- Maximize federal dollars coming into Washington State
- Improve quality of life for veterans and their families by connecting them with federal benefits and entitlements

**Claims Quality Score (“Batting Average”)
WDVA Coalition of Service Organizations**

Past Performance Current Performance



The Veterans Services Network consists of service officers who provide assistance to veterans applying for U.S. Department of Veterans Affairs medical benefits and/or disability compensation and pension benefits.

WDVA continues to experience performance improvements by Service Officers in the Veterans Service Organizations.



Grant Driven Homeless Veteran Programs

WDVA provides assistance to struggling veterans who have made a commitment to turn their lives around. WDVA currently has a U.S. Department of Labor grant to assist homeless veterans with employment and training.

Veterans' Community-Based Services

Homeless Veterans Programs

Performance Measures

- Increase number of homeless veterans enrolled in employment and training services
- Increase the number of veterans enrolled in the transitional housing program at Retsil

Expected Results

- Increase the number of homeless veterans moved to transitional or permanent housing
- Increase the number of homeless veterans enrolled in employment and training services

Incarcerated Veterans Reintegration Project

Performance Measures

- Reduce King and Pierce County recidivism rate to 18% or below.
- Expand the Incarcerated Veterans Reintegration Project by 2013

Expected Results

- Decrease the King and Pierce County veteran's recidivism rate

King County Recidivism Rate

PERFORMANCE MEASURE	QTR 1	QTR 2	QTR 3	QTR 4	2007 TARGET	ACTUAL
Recidivism Rate	9.4%	9.4%	10.0%	11.6%	18%	10.1%

STRATEGIC INITIATIVES

Strategic Initiatives

The program provides:

- transitional housing for veterans upon release from the jail,
- assessment and referral to the Seattle VA Medical Center for treatment including drug, alcohol and mental health counseling,
- job referral and placement services, and
- assistance with court appearances and early release requirements.

Without these services, many of these veterans would be continuing the cycle of committing crimes and going back to jail.



Incarcerated Veterans Reintegration Services

WDVA has demonstrated that veterans in county and city jails who receive services through the Incarcerated Veterans Reintegration Services Program are more successful in transitioning back into their communities and are far less likely to re-offend than other jail populations.

WDVA, together with our community partners, will work to expand this program into new counties, programs exist in King, Pierce and Clark County. Spokane and Whatcom counties are a priority.



- Current Incarcerated Veterans Reintegration Programs
- Developing Incarcerated Programs
- Targeted counties by 2013

Responding to Long -Term Care Needs of Veterans

Long-term care services will vary based on veterans needs, geographic location and medical conditions. The goal is to provide the most appropriate level of care in the most appropriate environment.

Dementia Care: WDVA, will further develop several initiatives for veterans in our State Veterans Homes suffering from dementia. These may include:

- Design and construction of a healing garden in partnership with the University of Washington. A healing garden would provide residents with a safe and tranquil place to spend time outdoors;
- Secure units in some wings of existing State Veterans Home facilities; or
- Development of specific programs or units to serve veterans suffering from psychological episodes or disorders which cannot be adequately addressed using current facilities or resources.

Community-based Care Options: In addition to services provided through State Veterans Homes, WDVA is looking for opportunities to increase the availability of services offered as community-based programs. This approach provides our citizens with choices that maintain them at the highest level of independence and function. The U.S. Department of Veterans Affairs is rapidly expanding its sponsorship of community based programs, providing an opportunity to capitalize on federal dollars to fund initiatives in Washington State. The State Veterans Homes may provide an excellent platform for launching home care and case management programs and to provide the support services necessary to make such programs successful.

TBI Services: WDVA is facilitating discussions with experts in the treatment of Traumatic Brain Injuries, to determine how best to serve veterans suffering from TBI and their families. We are gathering data and information on what gaps in service currently exist, especially as they relate to supporting family members caring for these veterans in their home communities. In addition, WDVA is examining the potential for providing some level of long-term care or respite care through our existing State Veterans Homes or by developing new programs on the grounds of these homes.

New State Veterans Home: With the increasing number of aging veterans, WDVA is engaged in pre-design for a State Veterans Home in Walla Walla on the grounds of the U.S. Department of Veterans Affairs Medical Center.

Outreach for Returning Veterans

Of the 11,600 citizen soldiers deployed in support of the Global War on Terror in 2004, nearly 4,000 members of the Washington National Guard’s 81st Brigade will be re-deployed in the summer of 2008. WDVA, in partnership with 32 federal, state and local entities who signed on to a Memorandum of Understanding, is working to meet the critical needs of these soldiers both prior to and post deployment.

WDVA will continue with these efforts, particularly as more citizen soldiers are deployed.

WDVA will focus efforts on supporting families during deployments by providing community linkages and services, particularly for those in more remote areas of the state. During the summer of 2008, a series of outreach events were conducted across the state to include additional service providers. This will ensure that veterans and families can receive information and services no matter where they initially ask for help. As we further identify the needs of these veterans and families, WDVA may introduce additional community services such as additional or expanded community-based services

Interviews with citizen soldiers and their spouses/families during pre-deployment outreach events conducted in 2008 will help shape how post-deployment services are structured following this second activation.

Additional focus is also being directed to serving returnees suffering from Traumatic Brain Injuries and their families. A thorough review of gaps in services, including the most appropriate role for WDVA and Washington State to play is underway and programs and services may be modified as a result of this review.

Current Services Include:

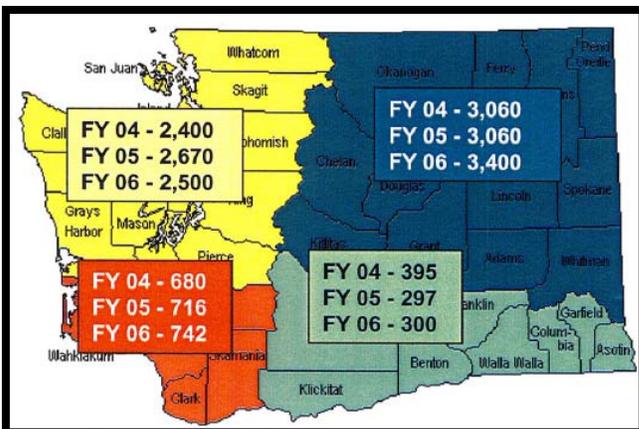
- WDVA staff stationed at the Warrior Transition Battalion on Fort Lewis to serve injured soldiers;
- Family activity days to serve National Guard and Reserve Veterans and their families;
- Mental health evaluation and services for returnees and their families;
- Employment and education assistance;
- Connection to U.S. Department of Veterans Affairs Health Care;
- Re-employment rights;
- Transition assistance;
- Veterans Conservation Corps Academy opportunities;
- Disability claims preparation; and
- Emergency financial assistance.

Homeless Veterans

In 2005, the Governor signed the Homeless Housing and Assistance Act. This act relates to the prevention and eradication of homelessness in Washington State in ten years. WDVA's success in the reduction and eradication of veterans' homelessness is interdependent with statewide homeless action plans being assembled as a result of the Homeless Housing and Assistance Act.

WDVA has had successes in the areas of prevention and intervention through existing programs such as the Homeless Veterans Reintegration Project for both Rural Veterans and Women Veterans, and the new Building 9 for Veterans Transitional Housing Program. WDVA is also building relationships and joining coalitions that will maximize currently available resources and services for veterans throughout the state. Recent data has shown that efforts in the Puget Sound area are helping veterans break the cycle of homelessness; however, the numbers of homeless veterans in Eastern Washington have risen and we must focus our efforts on additional partnerships in these areas. Existing resources such as the 211 hotline may be other areas where we can provide education and outreach to ensure that operators of this system can easily refer veterans to WDVA for assistance.

WDVA will look toward replicating successful Veterans Transitional Housing Programs which provide an individualized case-managed approach to serving homeless veterans, and also the prospect of using a vacant building (Garfield Barracks) on the campus of the Washington Soldiers Home to serve homeless veterans.



Using New and Emerging Technologies to Serve Veterans, Families and Service Members

For many returning veterans, the first place they may turn for help is the internet. For this reason WDVA will customize its internet site to meet the needs of this younger veteran generation. By using the technology available now and planning for the technologies on the horizon, WDVA will be positioned to reach more returning veterans, no matter where they initially seek assistance.

In addition to providing real-time information, secure internet sites, such as Second Life, may offer the opportunity for our Field Services Network, the WDVA PTSD Counselor Network and the emerging Traumatic Brain Injury Network to provide virtual counseling and treatment to veterans.

This counseling could take place at home, or it could be a tele-therapy used by counselors wanting to take advantage of another provider's expertise. These services are important not only for veterans who experience symptoms during non-business hours, but also for veterans living in more rural parts of the state who would otherwise be forced to drive long distances for treatment.

It is also apparent that there may be applications to use these technologies for the provision of long-term care services to veterans in their homes. These may include the expansion of tele-health services or remote health care monitoring.



CONTINUING INITIATIVES

Supporting Veteran and Servicemember Owned Businesses

During the 2007 and 2008 Legislative Sessions, measures were enacted to enhance visibility and funding opportunities for Veteran and Service member Owned Businesses.

Business owners now have the ability to become certified by WDVA and receive lower interest loans through a Veterans Linked Deposit Program.

WDVA will continue promoting this important benefit and improving the existing framework with two goals in mind:

1. Providing additional visibility for certified businesses among government and corporate entities; and
2. Promoting the registry to Washington residents by encouraging them to Shop Veteran Owned Businesses First.

Eastern Washington State Veterans Cemetery

A State Veterans Cemetery will fill a significant gap in services for nearly 140,000 veterans living in Eastern Washington, and their families. It will provide a valuable service already available to veterans residing in Western Washington.

During the last year, WDVA has completed the master planning process with the assistance of the architectural firm of JGM. We are preparing to release the project for bid in the Spring of 2009.

A groundbreaking ceremony is planned for Memorial Day 2009, and the first interment is scheduled for Memorial Day 2010.

Veterans Conservation Corps (VCC)

The VCC has been expanded several times to enhance veterans' abilities to pursue employment in environmental fields.

Specifically, the VCC Academy is demonstrating success in achieving educational goals and promoting employment and business opportunities.

Academies are now operating in three locations, including;

1. Green River Community College
2. Olympic College in Bremerton
3. Spokane Community College

Operation Military Kids

WDVA partnered with the Superintendent of Public Instruction's Office (OSPI) to address the needs of military children in 2006. We recognized that military service has a ripple effect on the family unit and we are committed to providing those who serve military kids with education and referral opportunities. We provide families with access to the PTSD program counselors so that the military family can be served holistically.

We will continue to connect OSPI with resources that will increase mental health care for kids as part of the WDVA PTSD program. This best practice is being exported to other states through the US Department of Education. We conducted, in collaboration with the OMK taskforce, a first in the country community awareness event in 2007, which we will make annual and geographically relevant.

WDVA is working with the Department of Social and Health Services, Childrens Administration to ensure that military households with children in crisis are identified for further services. As a final outcome, we will ensure that our military kids, who will be our future service members, have the coping skills and assistance to make them good role models and parents in the future.



Minority Veterans

WDVA has strong ties to the African American Community through the African American service organizations with which we contract. The department also provides support to 19 of the 29 Indian Nations in Washington through a training program for their Tribal Veterans Representatives (TVR). A tribal veterans service officer conference takes place every year and contributing service officers attend a skills conference open to all service officers.

WDVA will conduct enhanced outreach to the Hispanic community in the upcoming years with assistance from the GI Forum, a Hispanic Veterans Services organization. The Asian community is being served through two WDVA employees who serve as direct points of contact in the Olympia Service Center.

Women Veterans

Currently women make up approximately 15 percent of the active force. They serve in all branches of the military and are eligible for assignment in most military occupational specialties except direct combat roles. The increase in the number of women serving in the military significantly impacts the services provided by the federal VA. Projections show that by the year 2010, women will comprise well over 10 percent of the veteran population, an increase of 6 percent over current figures. Women have unique needs and issues that both VA and DOD are beginning to address. Among these are military sexual trauma and physiologic conditions which are women specific. It is imperative that in collaboration with these entities, WDVA serves as an advocate to ensure women veterans connect to their benefits.

WDVA established the Women Veterans Advisory Committee in June 2007. The committee will make ongoing assessments and recommendations to WDVA on how to better serve women veterans through quality outreach, recognition, networking opportunities, education and to benefits.



Washington State Department of Veterans Affairs Women Veterans Advisory Committee:

President

Wendy Ligon-Chapman

Vice President

Sharon Kirkpatrick

Secretary/Treasurer

Donna Lowery

Lourdes E. (Alfie) Alvarado-Ramos

Jan Buchanan

Quindola Crowley

Elizabeth Johnston

Jacqueline Morgan

Liza Narciso

Maria Rivera

Marlene Poulson



TRIBAL VETERAN



Together We Can Make A Difference

