

### Agency Budget Request Decision Package Summary

(Lists only the agency Performance Level budget decision packages, in priority order)

Agency: **354 Workforce Train & Educ Coord Board**

9/16/2016  
2:47:53PM

Budget Period: **2017-19**

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Decision Package Code	Decision Package Title
PL-01	Workforce Systems Integration
PL-02	Health Workforce Council Staff
PL-03	Upgrade WaTech E-mail

**Agency:** 354 Workforce Train & Educ Coord Board  
**Decision Package Code/Title:** 8R Retirement Buyout Costs

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**Budget Period:** 2017-19  
**Budget Level:** M2 - Inflation and Other Rate Changes

**Recommendation Summary Text:**

The Workforce Training and Education Coordinating Board is allotted 24.2 FTEs. Upon retirement from state service, an employee is eligible for compensation of accrued sick and annual leave. In 2017-2019 one staff member will require compensation of buyout costs for retirement purposes. The anticipated cost is \$17,949 to General Fund State. The agency has no extra resources to absorb these costs within its current budget.

**Agency Total**

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	0	17,949	17,949
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	0.0	0.3	0.2

**Program 110-Workforce Policy**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	0	17,949	17,949
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	0.0	0.3	0.2

**Package Description:**

The Workforce Training and Education Coordinating Board requests funding to compensate the retirement costs for one staff member during the 2017-2019 biennium.

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

Public perception remains untarnished. Collective bargaining requirements are satisfied, possible litigation is avoided.

**Performance Measure Detail**

**Activity**

**Incremental Changes**

No measures submitted for package

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

No, this request is for a one-time maintenance level employee retirement buy-out.

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

Yes,

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

Compliance with RCW 41.40 and WAC 415.02.140

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

There are no other alternatives employees are entitled to payment for their accrued vacation and sick leave.

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

The agency has no other means of making the payment. The Workforce Training and Education Coordinating Board is a small state agency with limited resources for administrative costs. Additional funding to pay for retirement costs will help the agency continue to provide the services its constituents need and expect. Failure to provide funding for these mandatory costs will severely restrict the agency's ability to carry out its mission and mandates.

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

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

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

No changes are required to existing statutes, rules, or contracts.

***Expenditure and revenue calculations and assumptions***

Mandatory retirement buyout calculation is as follows: 723 hours of sick leave times average hourly salary of \$38.62 equal \$27,921.77 payable at 25% is \$6,981, Annual-vacation leave 240 hours at plus two months accrued leave at 14.67 hours each is 284.01 hours Total hours times average hourly salary equal \$10,968. Total retirement buyout cost \$17,949

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

All costs associated with retirement buy out are expected to be one-time costs and are not anticipated to be on-going costs.

<b><u>Object Detail</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
A Salaries And Wages	0	10,968	10,968
B Employee Benefits	0	6,981	6,981
<b>Total Objects</b>	<b>0</b>	<b>17,949</b>	<b>17,949</b>

## 2017-19 Biennium Budget Decision Package

**Agency:** Workforce Training and Education Coordinating Board

**Decision Package Code/Title:** M2-8R Retirement Buyout Costs

**Budget Period:** 2015-2017

**Budget Level:** M2

**Agency Recommendation Summary Text:** The Workforce Training and Education Coordinating Board requests funding to compensate the retirement costs for one staff member during the 2017-2019 biennium.

**Fiscal Summary:** Decision package total dollar and FTE cost/savings by year, by fund, for 4 years, are as follows: One staff member has announced retirement plans for December 2018, during the second year (FY19) of the 2017-2019 biennium. The staff member is expected to have the maximum allowable leave accrual which equates to 0.27 FTE and \$10,968 annual/vacation leave. The staff member will also have accrued 723 hours of sick leave, payable to VEBA at 25% of its dollar value totaling \$6,981.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	-0-	17,949	-0-	-0-
<b>Total Cost</b>	<b>-0-</b>	<b>17,949</b>	<b>-0-</b>	<b>-0-</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	-0-	0.27	-0-	-0-
Revenue	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	-0-	-0-	-0-	-0-
<b>Object of Expenditure</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Obj. A	-0-	10,968	-0-	-0-
Obj. B	-0-	6,981	-0-	-0-

### Package Description

The Workforce Training and Education Coordinating Board is allotted 24.2 FTEs. Upon retirement from state service, an employee is eligible for compensation of accrued sick and annual leave. In 2017-2019 one staff member will require compensation of buyout costs for retirement purposes. The anticipated cost is \$17,949 to General Fund State. The agency has no extra resources to absorb these costs within its current budget.

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

Mandatory retirement buyout calculation is as follows: 723 hours of sick leave times average hourly salary of \$38.62 equal \$27,921.77 payable at 25% is \$6,981, Annual-vacation leave 240 hours at plus two months accrued leave at 14.67 hours each is 284.01 hours Total hours times average hourly salary equal \$10,968. Total retirement buyout cost \$17,949

**Decision Package Justification and Impacts**

**What specific performance outcomes does the agency expect?**

The agency expects to be able to meet its retirement buyout obligation should funding be provided.

**Performance Measure detail:**

Retiring employee leave liability will be satisfied.

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

Public perception remains untarnished. Collective bargaining requirements are satisfied, possible litigation is avoided.

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

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?	Yes	Identify: RCW 41.40 and WAC 415-02-140
Does request contain a compensation change?	Yes	Identify: Retirement buyout will increase staff time and FTE for the month in which it occurs
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? There are no other alternatives employees are entitled to payment for their accrued vacation and sick leave.

**What are the consequences of not funding this request?** The agency has no other means of making the payment. The Workforce Training and Education Coordinating Board is a small state agency with limited resources for administrative costs. Additional funding to pay for retirement costs will help the agency continue to provide the services its constituents need and expect. Failure to provide funding for these mandatory costs will severely restrict the agency's ability to carry out its mission and mandates.

**How has or can the agency address the issue or need in its current appropriation level?** The current appropriation level does not accommodate adequate funding for the agency to meet its statutory obligation.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

**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 

**Agency:** 354 Workforce Train & Educ Coord Board  
**Decision Package Code/Title:** 01 Workforce Systems Integration

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**Budget Period:** 2017-19  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The Workforce Board operates and maintains four separate, but interrelated, data systems that relate to training programs and their outcomes, including private career school licensing and the state's federally required Eligible Training Provider List. These systems were programmed at different times, often overlap with one another, and because of their age, pose potential security risks. They are also fundamentally incompatible and do not meet current needs. Because of changes in federal law and state policy, significant changes must be made to each of these systems individually-a costly and inefficient endeavor, as these aging systems have severe structural deficiencies. It would be more efficient and cost effective to replace these systems with a single, unified system. An integrated system will also allow the agency to enact a new private career school license fee structure, bringing revenue collection in line with activity costs. At the same time, private career school licensing and billing will be significantly streamlined, freeing up staff to concentrate on oversight activities to protect Washington students.

The cost for this project is \$669,000 for the first year of the biennium including contract services and staffing of 1.3 ITS5 FTEs for this work, and ongoing costs of \$218,000 per year to cover maintenance services and a 1.0 FTE ITS5

**Agency Total**

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	669,000	217,000	886,000
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	1.3	1.0	1.2

**Program 110-Workforce Policy**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	669,000	217,000	886,000
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	1.3	1.0	1.2

**Package Description:**

The budget package will fund the following improvements:

- " Upgrade and integrate four overlapping Workforce Board data systems.
- " Integrate four existing systems so data contributors have a single, unified portal to enter their data, and system users have access to reliable data quickly.
- " Allow information to be updated more frequently and accurately, helping citizens connect with education and training that lead to employment.
- " Streamline private career school licensing and fee collection to free up staff resources for direct school oversight and student protection responsibilities.
- " Support a new fee structure that will allow the agency to bring fee collection into alignment with actual program costs. (Fee structure

has not changed in over 30 years).

" Requested ITS5 FTE will manage the build-out of the four-system integration project (Year 1), and subsequently support the new system and additional state workforce plan and federal reporting requirements.

The Workforce Board maintains four data systems (Private Vocational Schools Licensing System, Career Bridge .wa.gov, Eligible Training Provider (ETP) list, and Student Data Reporting System), each of which collect some of the same data. However, these systems do not share a common database, which causes duplicate entry, inefficiencies for both staff and training providers, and data integrity problems. Workforce Board staff must continually clean up data and resolve data integrity issues. The need to address these issues has been identified by customers, consultants, and agency staff for many years. However, it has become even more pressing with the recent passage of the federal Workforce Innovation and Opportunity Act (WIOA), which requires additional data collection and evaluation across multiple programs. Not only will the proposed project increase efficiencies of limited staff resources, it will help the state comply with WIOA's new reporting requirements. Ongoing investment will support the build-out and improvement of system integration and provide reporting systems for this new federal workforce act and the broader workforce system.

The Private Vocational Schools Licensing System is a Classic ASP website and uses a mix of SQL and MS Access databases. This system is used by private career schools to enter licensing data. Launched in 2001, it is difficult to even maintain this aging system. Agency staff members rely on the site to track licensing information and calculate fees. However, the system doesn't track payments. So staff must do this manually, which can result in loss of revenue or unnecessary delays in revenue collection.

Career Bridge and the Student Data Reporting System are public-facing websites that are ASP.NET and SQL Server systems. They were constructed by different vendors at different times. End users, Washingtonians making career and education decisions, have experienced significant delays in getting up-to-date data. Data contributors (over 300 private career schools with approximately 30,000 students) have to reenter the same data from the Private Vocational School Licensing System into Career Bridge. Staff must move the data from Career Bridge into the Student Data Reporting System through an inefficient process that requires partial manual entry. Any time data is manually entered, the possibility of data errors exists.

The Student Data Reporting System is used to collect detailed student records from schools, including demographic details such as age, race, gender, and veteran status; whether students completed a program and the credential they earned; program of study; and Social Security numbers. Workforce Board researchers match this data with UI wage records from the Employment Security Department to measure how well individual education and training programs prepare students for employment in particular fields, and how much students earn after completing a program. This helps students, job counselors, WorkSource customers, and others make informed choices about education programs that lead to living-wage careers.

The information gathered through the Workforce Board's data collection systems is also used to qualify programs for federal and state training dollars. The Eligible Training Provider List (ETPL) requires programs to meet certain performance thresholds to be eligible for these funds. The ETPL, a "consumer report card," creates a market for high performing programs. Programs that meet ETPL criteria are proven to offer a better return on investment for students, workers who are retraining, and to taxpayers who fund these training resources. The Workforce Innovation and Opportunity Act now requires some major updates to the ETPL, but no new funding is provided for this or any other required technology/data reporting updates.

In addition to the data challenges outlined above, the recent adoption of the state's strategic workforce plan, "Talent and Prosperity for All," or TAP, has created IT challenges for the agency that this project will address. TAP folds in key components of the federal workforce act, WIOA, encompassing 12 programs and funding streams, along with another 10 state-funded programs. Both TAP and WIOA require the Board to establish new reporting mechanisms that integrate data from multiple agencies. This will force multiple changes to interact with all of the agency's current data systems. Most immediately, WIOA mandates new federal reporting requirements. These will be costly to implement if we are to only "bandage" the current system, and won't address the systemic data collection challenges facing the agency.

Once the four-system integration project is complete, we will be ready to build the multi-agency data reporting system. Currently, the workforce development system is assessing the system capacity to support a single, multi-agency reporting vehicle. A business analysis is expected in 2017, with a build-out of new infrastructure to begin in early 2018. The ITS5 FTE funded under this budget request will move into this work after leading the four-system data integration project.

## **Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

1. **Better Access to Private Vocational School Licensing Information:** Our current system requires users (private career schools) to share MS Access files, which are then uploaded into the data reporting system. This would be replaced by updated technology that allows implementation of new mobile-enabled web development products. This will allow interaction with our systems by staff visiting schools and customers using portable devices, increasing access and efficiencies.

Measured by: School feedback on Annual School Survey and freeing up in staff time dedicated to assisting providers and student compliance monitoring.

2. **Reduce Security Risks:** The current Private Vocational Schools Licensing System, which is over 15 years old, holds confidential financial data which cannot be released without damage to schools, their staff, and the reputation of the Workforce Board. The system has aged into an inherently vulnerable state and would require a full security audit and potentially cost prohibitive fixes to maintain security in the face of current threats. This issue has been highlighted by WaTech staff as a priority item to address.

Measured by: We expect the new system to meet or exceed current security best practices, such as those outlined by WaTech.

3. **Prevent Loss of Revenue due to System Information Integrity Issues:** Invoices for private career schools are currently tracked through to payment or penalty. However the process is manual and has data integrity issues. The system is unpredictable in how it captures and maintains invoice information needed to generate overdue notices and applies financial penalties for overdue payments. As an example, overdue payments disappear from the system if not paid within some (random) period, requiring staff to track payments manually. The new system will allow for accurate tracking and notifications regarding payments and penalties, capturing lost revenue and saving time to spend on other regulatory functions.

The new system will also allow the agency, after several decades of maintaining the same fee schedule, to adjust current fees and efficiently institute a new fee structure based on individual student enrollments (student assessment fee). Currently, operation costs of licensure and consumer protection far exceed revenues collected. The reduction in staff time currently spent manually checking invoices, and the ability to fully capture current fees, and generate new fees as needed, will assist in bringing costs and revenue into alignment.

Measured by: New revenue to the state general fund that will be generated by the ability to fully capture late filing fees that are due the agency, and which are currently not collected.

4. **Eliminate Duplication of Data Entries, Reduce Errors, and Improve Data Integrity:** The agency's current four data systems will share a common database to create, read, update and delete common data. As a result, schools and Workforce Board staff will no longer waste time entering the same data in different places. Not only will this improve customer service, but by eliminating duplicate data entry, it will also improve data integrity and consumer reporting, as information will flow more quickly and accurately through a common data system.

Measured by: Reduction in time dedicated to assisting providers validating, re-keying, and correcting data.

5. **Streamlines Licensing Process & Increases Consumer/Student Protection:** The new system would increase workload efficiency, streamline the licensing process for both schools and Workforce Board staff, and allow for better data management to inform staff about complaints or program-related non-compliance.

Measured by: This update will allow agency staff to spend more time on consumer protection activities such as responding to consumer/student complaints within 60 days, and making on-site visits to schools every year.

6. **Support Private Career Schools Working to Achieve Compliance:** Under the new system, schools will have the ability to directly monitor and manage their certification/license status, allowing them to take more timely actions and become better partners in meeting compliance requirements.

Measured by: More on-time payments and potentially fewer penalties for those actively working to come into compliance with state regulations. Customer satisfaction will also be measured by responses to the Annual School Survey, level of school compliance, and number and amount of late fees assessed. This will allow staff to focus on schools with serious compliance problems.

7. **Help Jobseekers/Workers and Students Connect with Education and Training and Make Informed Career Decisions:** Students, jobseekers, and those agencies and individuals that support and provide workforce services will be supported by an improved CareerBridge.wa.gov site with more timely and accurate information to help guide career strategies toward education and training that leads to living-wage jobs. The new system will also allow greater feedback about website use, so the site can be fine-tuned to improve the customer experience. Currently the system sees 12,000-16,000 users per month and 4 million page views per year.

Measured by: Increased use of the system over time by individuals, businesses, and service providers, using Google Analytics indicators (page views and interactions with job/training search features).

8. **Supporting Data Reporting Changes Required by TAP and WIOA:** The Workforce Board's current systems for consumer reporting and

performance accountability require significant modifications and upgrades to meet compliance requirements of new federal laws, and to meet objectives of the state's new strategic workforce plan "Talent and Prosperity for All" (TAP). The ITS5 FTE will support development of solutions, which may include enhancement or modification of current IT systems in-house along with coordinating planning across multiple agency partners to identify and assess resource needs for developing new cross-agency technology applications to support seamless, comprehensive, and equitable delivery of workforce services to citizens of the state .  
Measured by: Comparison of the cost of modifying existing systems to collect additional data elements required by the state's new workforce plan, TAP, and reporting requirements under the federal workforce act, WIOA, with the incremental cost of integrating these data elements into a new system.

### **Performance Measure Detail**

#### **Activity**

#### **Incremental Changes**

No measures submitted for package

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

The Workforce Board's current systems for consumer reporting and performance accountability require significant modifications and upgrades to meet compliance requirements of new federal laws, and to meet objectives of the state's new strategic workforce plan "Talent and Prosperity for All" (TAP). The ITS5 FTE will support development of solutions, which may include enhancement or modification of current IT systems in-house along with coordinating planning across multiple agency partners to identify and assess resource needs for developing new cross-agency technology applications to support seamless, comprehensive, and equitable delivery of workforce services to citizens of the state.

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

Goal 1: World Class Education

" 1.2.i Increase the percentage of 9th graders who after 5 years are either employed in Washington or enrolled in post-secondary education or training.

" 1.3.a Increase attainment of certificates, apprenticeships, and degrees.

" 1.3.c Increase the number of students entering public higher education who access online learning (online and hybrid courses) in public community and technical colleges.

" 1.3.d Increase the number of graduates in STEM (academic transfer and professional-technical programs) in public community and technical colleges.

Goal 2: Prosperous Economy

" 2.2.a Expand skilled workforce an average of 3.6 percent annually to match the increase in high-demand industries .

" 2.2.b Increase the number of workers in occupations who earn at least \$35,000 .

Goal 5: Efficient, Effective and Accountable Government

" Customer satisfaction, service reliability, effective government, and transparency

" 3.1 increase variety of data available on state portals by 10%.

" Increase staff and customer access - the new system will be designed with the ability of state employees to more easily work remotely and allow customer interaction via mobile computing.

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

The Workforce Board's proposed integration of four data systems is expected to provide a wide range of benefits to schools, colleges, and universities that transmit student data and program details to the agency's online Student Data Reporting System, Career Bridge, and Eligible Training Provider List and, in the case of private career schools, the agency's online licensing and fee portal. Students, jobseekers, and workers looking to make informed education and training choices that result in jobs and living wages, will also benefit from a unified system that delivers a timely, accurate flow of information. Other customers who will benefit include K-12 school counselors, job counselors at WorkSource, vocational rehabilitation counselors who work with injured workers, and staff at community-based organizations, among others. More details below:

**Private Career School Licensees:** By improving and streamlining the licensing process, private career schools will be better able to navigate the comprehensive requirements outlined in RCW 28C.10. An integrated system will also eliminate the redundant reporting requirements in multiple places currently needed across the Licensing Process, Career Bridge website, Eligible Training Provider List, and annual Student Data Reporting.

**Students/Workers/Employers:** An integrated system will accommodate access through the web, including mobile devices. In addition the improved system will ensure more accurate and timely information is available to students, jobseekers, and workers who need to know the availability of training programs across the state and the impact on their earnings and potential for employment. Employers will also benefit through timely access to state labor market data, including wage levels, job growth, and regular report cards on the performance of education programs in training workers to meet their specific requirements.

**Workforce Agencies and Service Providers:** Workforce professionals will benefit from a more timely, accurate flow of information on the state's education and training programs, along with performance results on employment and earnings, when data is available. This information will support their services to workers/students, employers and the public that need to understand the array of training programs that are available, and the impact or results in finding a job and increasing their earnings. Currently, Career Bridge features over 6,500 education and training programs, from short-term certificates to two- and four-year degrees to apprenticeships.

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

The Workforce Board has engaged a business consultant and IT process experts to review options and determine the most beneficial and prudent course of action. These options included:

1. **Focused Rebuild of School Licensing System with Vital Connections (selected option):** The Board selected the option focused on building an up-to-date, efficient, and streamlined licensing system with known technology to ensure our most important and customer-driven needs are addressed. This also would allow for eliminating of redundant reporting systems for schools between the Private Vocational School Licensing System, Career Bridge and Student Data Reporting System that improved efficiencies for our schools and Workforce Board staff. In addition, these changes captured the most important benefits for jobseekers, workers, students, employers and workforce service providers, including career counselors, in gaining accurate and timely information regarding training programs and their impact on worker earnings and employment results.
2. **Comprehensive Overhaul of All Aspects of the Systems:** This option considered a full reworking of all four current IT data systems (Private Vocational School Licensing, Career Bridge, Eligible Training Provider List and Student Data Reporting System) and their comprehensive interface with the web. This had increased costs and potentially more risk of time and cost over-runs to complete the system.
3. **Pouring More Resources into the Current Flawed System:** This option entailed investing in discrete fixes that keep the system operating with unacceptable levels of service for our customers; continued missed opportunities to capture revenue due to faulty, unreliable invoicing; an inability to raise fees to keep pace with current costs; higher levels of staffing to handle routine, mundane data checks and make manual corrections; and increasing IT maintenance costs. Also, as the system ages, fewer fixes are available and the knowledge base for making these repairs to out-of-date technology continually shrinks.
4. **Integration of New TAP and WIOA Responsibilities into Existing Workload:** The state's new 10-year workforce plan "Talent and Prosperity for All" (TAP) coupled with the Workforce Innovation and Opportunity Act (WIOA) - the first federal reform of the workforce system in 15 years and a central piece of the state's plan - has substantially expanded staff workload. It was determined to be beyond the ability of staff to take on these new and complex duties specifically outlined in the new state workforce plan TAP/WIOA without a more responsive, integrated, and modernized data system.

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

If we do not invest in upgrading our systems we can expect the following results :

1. Customer Service to Private Career Schools Negatively Impacted: Washington's 300+ Private Career Schools will continue to input the same data in multiple places to remain in compliance with state requirements. Any change or update to their programs will require a tedious and time-consuming duplication of effort. Because of this duplication, Private Career School owners and staff will continue to face challenges in providing current, accurate data and information that generates Workforce Board performance analysis of education programs and consumer report cards (ETPL) on Career Bridge. It will also hamper their ability to stay current on fee payments, as the licensing system is prone to going down and requires staff to manually check payment records.
2. Failure to Reduce Security Risks: The current private career school licensing system, which is over 15 years old, holds confidential financial data that cannot be released without damage to schools, their staff, and the reputation of the Workforce Board and state government. The system has aged into an inherently vulnerable state and would require a full security audit and potentially cost prohibitive fixes to maintain security in the face of current threats. We either update this system to meet current security standards or leave it vulnerable to possible security breaches. This issue has been identified as a priority to address by WaTech staff.
3. Research on Employment and Earnings Outcomes Negatively Impacted: Because schools must enter data and other school details in potentially four separate places, this increases the chance that information will be incorrect, be delayed, or otherwise compromised. This impacts data collection and performance results for education programs and can delay programs from becoming eligible for federal and state training dollars, limiting student choice of retraining options, among other problems.
4. Partnering Workforce Agencies and Professionals Negatively Impacted: Partnering workforce agencies and their staff must rely on information that may not be as timely or accurate because of delays and redundancy that result from four different overlapping data systems. This hinders them from providing the most up-to-date information and advice to workers and students in need of career-focused training that leads to jobs and living wages.
5. Workforce Board Staff Productivity Negatively Impacted: If the current faulty system is maintained, not only will IT costs and staff time likely rise to address ongoing problems, the current underlying system will continue to require rekeying of information, rechecking of records, and other manual efforts that can be automated. A full FTE is estimated to be used currently to work around system data difficulties. This takes capacity away from important core functions of the agency, including private school oversight, veterans program approval, and student complaint investigation-which are all being slowed down by these inefficiencies.
6. Costly and Ineffective Implementation of TAP & WIOA: A piecemeal and uncoordinated implementation of required TAP and WIOA changes, and an absence of IT solutions to make cross-agency implementation more efficient and effective for data sharing, will hinder the state's workforce system from more effectively serving every customer, particularly those with significant barriers to employment. Data sharing is a key to service integration at local WorkSource career centers. A central element of the state's new workforce plan is pulling together a variety of services to more effectively serve customers and meet their individual needs. A fractured data collection system will make this goal much more difficult to achieve.

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

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

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

There are no required changes to existing statutes, rules, or contracts, in order to implement the change.

***Expenditure and revenue calculations and assumptions***

The funds provided in the package are allocated as follows:

1. Purchased Contract Services for the design, development, and implementation of the Data Integration System is estimated at \$359,000 for FY 2018 with \$58,000 ongoing in purchased contract services through FY2021.
2. Software licenses are estimated at \$8,000.
3. Total 1.3 ITS 5 FTE salary and benefits for implementation are estimated at \$143,000 for FY 18.
4. Total 1.0 ITS 5 FTE salary and benefits for ongoing yearly maintenance, modification to data integration and interagency collaboration on data sharing are estimated at \$110,000 per year over a three year period.
5. Training costs are estimated at \$2,000 per year.

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

1. Purchased Contract Services for the design, development, and implementation of the Data Integration System is estimated at \$359,000 for FY 2018 with \$58,000 ongoing in purchased contract services through FY2021.
2. Software licenses are estimated at \$8,000.
3. Total 1.3 ITS 5 FTE salary and benefits for implementation are estimated at \$143,000 for FY 18.
4. Total 1.0 ITS 5 FTE salary and benefits for ongoing yearly maintenance, modification to data integration and interagency collaboration on data sharing are estimated at \$110,000 per year over a three year period.
5. Training costs are estimated at \$2,000 per year.

<b><u>Object Detail</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
A Salaries And Wages	108,000	83,000	191,000
B Employee Benefits	35,000	27,000	62,000
E Goods\Other Services	494,000	79,000	573,000
G Travel	6,000	6,000	12,000
J Capital Outlays	6,000	6,000	12,000
T Intra-Agency Reimbursements	20,000	16,000	36,000
<b>Total Objects</b>	<b>669,000</b>	<b>217,000</b>	<b>886,000</b>

## 2017-19 Biennium Budget Decision Package

Agency: **354 Workforce Training and Education Coordinating Board**

Decision Package Code/Title: **PL Workforce Data Integration & Career School Licensing**

Budget Period: **2017-19**

Budget Level: **PL - 01**

### Agency Recommendation Summary Text:

The Workforce Board operates and maintains four separate, but interrelated, data systems that relate to training programs and their outcomes, including private career school licensing and the state’s federally required Eligible Training Provider List. These systems were programmed at different times, often overlap with one another, and because of their age, pose potential security risks. They are also fundamentally incompatible and do not meet current needs. Because of changes in federal law and state policy, significant changes must be made to each of these systems individually—a costly and inefficient endeavor, as these aging systems have severe structural deficiencies. It would be more efficient and cost effective to replace these systems with a single, unified system. An integrated system will also allow the agency to enact a new private career school license fee structure, bringing revenue collection in line with activity costs. At the same time, private career school licensing and billing will be significantly streamlined, freeing up staff to concentrate on oversight activities to protect Washington students.

The cost for this project is \$669,000 for the first year of the biennium including contract services and staffing of 1.3 ITS5 FTEs for this work, and ongoing costs of \$218,000 per year to cover maintenance services and a 1.0 FTE ITS5.

### Fiscal Summary:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	669,000	217,000	218,000	218,000
<b>Total Cost</b>	<b>669,000</b>	<b>217,000</b>	<b>218,000</b>	<b>218,000</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	1.3	1.0	1.0	1.0
<b>Object of Expenditure</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Obj. A	108,000	83,000	83,000	83,000
Obj. B	35,000	27,000	27,000	27,000
Obj. E	494,000	79,000	80,000	80,000
Obj. G	6,000	6,000	6,000	6,000
Obj. J	6,000	6,000	6,000	6,000
Obj. T	20,000	16,000	16,000	16,000

## Package Description

### **The budget package will fund the following improvements:**

- Upgrade and integrate four overlapping Workforce Board data systems.
- Integrate four existing systems so data contributors have a single, unified portal to enter their data, and system users have access to reliable data quickly.
- Allow information to be updated more frequently and accurately, helping citizens connect with education and training that lead to employment.
- Streamline private career school licensing and fee collection to free up staff resources for direct school oversight and student protection responsibilities.
- Support a new fee structure that will allow the agency to bring fee collection into alignment with actual program costs. (Fee structure has not changed in over 30 years).
- Requested ITS5 FTE will manage the build-out of the four-system integration project (Year 1), and subsequently support the new system and additional state workforce plan and federal reporting requirements.

The Workforce Board maintains four data systems (Private Vocational Schools Licensing System, Career Bridge.wa.gov, Eligible Training Provider (ETP) list, and Student Data Reporting System), each of which collect some of the same data. However, these systems do not share a common database, which causes duplicate entry, inefficiencies for both staff and training providers, and data integrity problems. Workforce Board staff must continually clean up data and resolve data integrity issues. The need to address these issues has been identified by customers, consultants, and agency staff for many years. However, it has become even more pressing with the recent passage of the federal Workforce Innovation and Opportunity Act (WIOA), which requires additional data collection and evaluation across multiple programs. Not only will the proposed project increase efficiencies of limited staff resources, it will help the state comply with WIOA's new reporting requirements. Ongoing investment will support the build-out and improvement of system integration and provide reporting systems for this new federal workforce act and the broader workforce system.

The Private Vocational Schools Licensing System is a Classic ASP website and uses a mix of SQL and MS Access databases. This system is used by private career schools to enter licensing data. Launched in 2001, it is difficult to even maintain this aging system. Agency staff members rely on the site to track licensing information and calculate fees. However, the system doesn't track payments. So staff must do this manually, which can result in loss of revenue or unnecessary delays in revenue collection.

Career Bridge and the Student Data Reporting System are public-facing websites that are ASP.NET and SQL Server systems. They were constructed by different vendors at different times. End users, Washingtonians making career and education decisions, have experienced significant delays in getting up-to-date data. Data contributors (over 300 private career schools with approximately 30,000 students) have to reenter the same data from the Private Vocational School Licensing System into Career Bridge. Staff must move the data from Career Bridge into

the Student Data Reporting System through an inefficient process that requires partial manual entry. Any time data is manually entered, the possibility of data errors exists.

The Student Data Reporting System is used to collect detailed student records from schools, including demographic details such as age, race, gender, and veteran status; whether students completed a program and the credential they earned; program of study; and Social Security numbers. Workforce Board researchers match this data with UI wage records from the Employment Security Department to measure how well individual education and training programs prepare students for employment in particular fields, and how much students earn after completing a program. This helps students, job counselors, WorkSource customers, and others make informed choices about education programs that lead to living-wage careers.

The information gathered through the Workforce Board's data collection systems is also used to qualify programs for federal and state training dollars. The Eligible Training Provider List (ETPL) requires programs to meet certain performance thresholds to be eligible for these funds. The ETPL, a "consumer report card," creates a market for high performing programs. Programs that meet ETPL criteria are proven to offer a better return on investment for students, workers who are retraining, and to taxpayers who fund these training resources. The Workforce Innovation and Opportunity Act now requires some major updates to the ETPL, but no new funding is provided for this or any other required technology/data reporting updates.

In addition to the data challenges outlined above, the recent adoption of the state's strategic workforce plan, "Talent and Prosperity for All," or TAP, has created IT challenges for the agency that this project will address. TAP folds in key components of the federal workforce act, WIOA, encompassing 12 programs and funding streams, along with another 10 state-funded programs. Both TAP and WIOA require the Board to establish new reporting mechanisms that integrate data from multiple agencies. This will force multiple changes to interact with all of the agency's current data systems. Most immediately, WIOA mandates new federal reporting requirements. These will be costly to implement if we are to only "bandage" the current system, and won't address the systemic data collection challenges facing the agency.

Once the four-system integration project is complete, we will be ready to build the multi-agency data reporting system. Currently, the workforce development system is assessing the system capacity to support a single, multi-agency reporting vehicle. A business analysis is expected in 2017, with a build-out of new infrastructure to begin in early 2018. The ITS5 FTE funded under this budget request will move into this work after leading the four-system data integration project.

**Base Budget:** If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

N/A

Decision Package expenditure, FTE and revenue assumptions, calculations and details: Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

Activity: 001 Consumer Protection, programs 110

**The funds provided in the package are allocated as follows:**

1. Purchased Contract Services for the design, development, and implementation of the Data Integration System is estimated at \$359,000 for FY 2018 with \$58,000 ongoing in purchased contract services through FY2021.
2. Software licenses are estimated at \$8,000.
3. Total 1.3 ITS 5 FTE salary and benefits for implementation are estimated at \$143,000 for FY 18.
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5. Training costs are estimated at \$2,000 per year.

**Decision Package Justification and Impacts**

What specific performance outcomes does the agency expect?

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change, including

**Performance Measure detail:**

**1. Better Access to Private Vocational School Licensing Information:** Our current system requires users (private career schools) to share MS Access files, which are then uploaded into the data reporting system. This would be replaced by updated technology that allows implementation of new mobile-enabled web development products. This will allow interaction with our systems by staff visiting schools and customers using portable devices, increasing access and efficiencies.

**Measured by:** School feedback on Annual School Survey and freeing up in staff time dedicated to assisting providers and student compliance monitoring.

**2. Reduce Security Risks:** The current Private Vocational Schools Licensing System, which is over 15 years old, holds confidential financial data which cannot be released without damage to schools, their staff, and the reputation of the Workforce Board. The system has aged into an inherently vulnerable state and would require a full security audit and potentially cost prohibitive fixes to maintain security in the face of current threats. This issue has been highlighted by WaTech staff as a priority item to address.

**Measured by:** We expect the new system to meet or exceed current security best practices, such as those outlined by WaTech.

**3. Prevent Loss of Revenue due to System Information Integrity Issues:** Invoices for private career schools are currently tracked through to payment or penalty. However the process is manual and has data integrity issues. The system is unpredictable in how it captures and

maintains invoice information needed to generate overdue notices and applies financial penalties for overdue payments. As an example, overdue payments disappear from the system if not paid within some (random) period, requiring staff to track payments manually. The new system will allow for accurate tracking and notifications regarding payments and penalties, capturing lost revenue and saving time to spend on other regulatory functions.

The new system will also allow the agency, after several decades of maintaining the same fee schedule, to adjust current fees and efficiently institute a new fee structure based on individual student enrollments (student assessment fee). Currently, operation costs of licensure and consumer protection far exceed revenues collected. The reduction in staff time currently spent manually checking invoices, and the ability to fully capture current fees, and generate new fees as needed, will assist in bringing costs and revenue into alignment

**Measured by:** New revenue to the state general fund that will be generated by the ability to fully capture late filing fees that are due the agency, and which are currently not collected.

**4. Eliminate Duplication of Data Entries, Reduce Errors, and Improve Data Integrity:** The agency's current four data systems will share a common database to create, read, update and delete common data. As a result, schools and Workforce Board staff will no longer waste time entering the same data in different places. Not only will this improve customer service, but by eliminating duplicate data entry, it will also improve data integrity and consumer reporting, as information will flow more quickly and accurately through a common data system.

**Measured by:** Reduction in time dedicated to assisting providers validating, re-keying, and correcting data.

**5. Streamlines Licensing Process & Increases Consumer/Student Protection:** The new system would increase workload efficiency, streamline the licensing process for both schools and Workforce Board staff, and allow for better data management to inform staff about complaints or program-related non-compliance.

**Measured by:** This update will allow agency staff to spend more time on consumer protection activities such as responding to consumer/student complaints within 60 days, and making on-site visits to schools every year.

**6. Support Private Career Schools Working to Achieve Compliance:** Under the new system, schools will have the ability to directly monitor and manage their certification/license status, allowing them to take more timely actions and become better partners in meeting compliance requirements.

**Measured by:** More on-time payments and potentially fewer penalties for those actively working to come into compliance with state regulations. Customer satisfaction will also be measured by responses to the Annual School Survey, level of school compliance, and number and amount of late fees assessed. This will allow staff to focus on schools with serious compliance problems.

**7. Help Jobseekers/Workers and Students Connect with Education and Training and Make Informed Career Decisions:** Students, jobseekers, and those agencies and individuals that

support and provide workforce services will be supported by an improved CareerBridge.wa.gov site with more timely and accurate information to help guide career strategies toward education and training that leads to living-wage jobs. The new system will also allow greater feedback about website use, so the site can be fine-tuned to improve the customer experience. Currently the system sees 12,000-16,000 users per month and 4 million page views per year.

**Measured by:** Increased use of the system over time by individuals, businesses, and service providers, using Google Analytics indicators (page views and interactions with job/training search features).

**8. Supporting Data Reporting Changes Required by TAP and WIOA:** The Workforce Board’s current systems for consumer reporting and performance accountability require significant modifications and upgrades to meet compliance requirements of new federal laws, and to meet objectives of the state’s new strategic workforce plan “Talent and Prosperity for All” (TAP). The ITS5 FTE will support development of solutions, which may include enhancement or modification of current IT systems in-house along with coordinating planning across multiple agency partners to identify and assess resource needs for developing new cross-agency technology applications to support seamless, comprehensive, and equitable delivery of workforce services to citizens of the state.

**Measured by:** Comparison of the cost of modifying existing systems to collect additional data elements required by the state’s new workforce plan, TAP, and reporting requirements under the federal workforce act, WIOA, with the incremental cost of integrating these data elements into a new system.

This decision package provides clear benefit to many of the strategies outlined in Results Washington including:

**Goal 1: World Class Education**

- 1.2.i Increase the percentage of 9th graders who after 5 years are either employed in Washington or enrolled in post-secondary education or training.
- 1.3.a Increase attainment of certificates, apprenticeships, and degrees.
- 1.3.c Increase the number of students entering public higher education who access online learning (online and hybrid courses) in public community and technical colleges.
- 1.3.d Increase the number of graduates in STEM (academic transfer and professional-technical programs) in public community and technical colleges.

**Goal 2: Prosperous Economy**

- 2.2.a Expand skilled workforce an average of 3.6 percent annually to match the increase in high-demand industries.
- 2.2.b Increase the number of workers in occupations who earn at least \$35,000.

**Goal 5: Efficient, Effective and Accountable Government**

- Customer satisfaction, service reliability, effective government, and transparency
- 3.1 increase variety of data available on state portals by 10%.
- Increase staff and customer access – the new system will be designed with the ability of state employees to more easily work remotely and allow customer interaction via mobile computing.

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 to determine impact of training programs on employment and earnings results.
Other local gov't impacts?	Yes	Identify: Improved ability to determine impact of training programs on employment and earnings results.
Tribal gov't impacts?	Yes	Identify: Improved ability to determine impact of training programs on employment and earnings results.
Other state agency impacts?	Yes	Identify: Improved ability to determine impact of training programs on employment and earnings results.
Responds to specific task force, report, mandate or exec order?	Yes	Identify: Direction from Governor to work as a seamless team to make the design, development and implementation of TAP/WIOA happen.
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	<b>Adjustments in Private Career School Licensing Fees:</b> In order to support the IT changes provided in this budget package and other related services, the agency has explored with the Private Career School Advisory Committee and other interested stakeholders a proposal to increase licensing fees, which are deposited into the general fund, and have not been adjusted in approximately 30 years. Authorization for establishing and adjusting fees is set forth in 28C.10.070, R.C.W.

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

The Workforce Board’s proposed integration of four data systems is expected to provide a wide range of benefits to schools, colleges, and universities that transmit student data and program details to the agency’s online Student Data Reporting System, Career Bridge, and Eligible Training Provider List and, in the case of private career schools, the agency’s online licensing and fee portal. Students, jobseekers, and workers looking to make informed education and training choices that result in jobs and living wages, will also benefit from a unified system that delivers a timely, accurate flow of information. Other customers who will benefit include K-12 school counselors, job counselors at WorkSource, vocational rehabilitation counselors who work with injured workers, and staff at community-based organizations, among others. More details below:

**Private Career School Licensees:** By improving and streamlining the licensing process, private career schools will be better able to navigate the comprehensive requirements outlined in RCW 28C.10. An integrated system will also eliminate the redundant reporting requirements in multiple places currently needed across the Licensing Process, Career Bridge website, Eligible Training Provider List, and annual Student Data Reporting.

**Students/Workers/Employers:** An integrated system will accommodate access through the web, including mobile devices. In addition the improved system will ensure more accurate and timely information is available to students, jobseekers, and workers who need to know the availability of training programs across the state and the impact on their earnings and potential for employment. Employers will also benefit through timely access to state labor market data, including wage levels, job growth, and regular report cards on the performance of education programs in training workers to meet their specific requirements.

**Workforce Agencies and Service Providers:** Workforce professionals will benefit from a more timely, accurate flow of information on the state’s education and training programs, along with performance results on employment and earnings, when data is available. This information will support their services to workers/students, employers and the public that need to understand

the array of training programs that are available, and the impact or results in finding a job and increasing their earnings. Currently, Career Bridge features over 6,500 education and training programs, from short-term certificates to two- and four-year degrees to apprenticeships.

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

The Workforce Board has engaged a business consultant and IT process experts to review options and determine the most beneficial and prudent course of action. These options included:

**1. Focused Rebuild of School Licensing System with Vital Connections (selected option):** The Board selected the option focused on building an up-to-date, efficient, and streamlined licensing system with known technology to ensure our most important and customer-driven needs are addressed. This also would allow for eliminating of redundant reporting systems for schools between the Private Vocational School Licensing System, Career Bridge and Student Data Reporting System that improved efficiencies for our schools and Workforce Board staff. In addition, these changes captured the most important benefits for jobseekers, workers, students, employers and workforce service providers, including career counselors, in gaining accurate and timely information regarding training programs and their impact on worker earnings and employment results.

**2. Comprehensive Overhaul of All Aspects of the Systems:** This option considered a full reworking of all four current IT data systems (Private Vocational School Licensing, Career Bridge, Eligible Training Provider List and Student Data Reporting System) and their comprehensive interface with the web. This had increased costs and potentially more risk of time and cost over-runs to complete the system.

**3. Pouring More Resources into the Current Flawed System:** This option entailed investing in discrete fixes that keep the system operating with unacceptable levels of service for our customers; continued missed opportunities to capture revenue due to faulty, unreliable invoicing; an inability to raise fees to keep pace with current costs; higher levels of staffing to handle routine, mundane data checks and make manual corrections; and increasing IT maintenance costs. Also, as the system ages, fewer fixes are available and the knowledge base for making these repairs to out-of-date technology continually shrinks.

**4. Integration of New TAP and WIOA Responsibilities into Existing Workload:** The state's new 10-year workforce plan "Talent and Prosperity for All" (TAP) coupled with the Workforce Innovation and Opportunity Act (WIOA) – the first federal reform of the workforce system in 15 years and a central piece of the state's plan – has substantially expanded staff workload. It was determined to be beyond the ability of staff to take on these new and complex duties specifically outlined in the new state workforce plan TAP/WIOA without a more responsive, integrated, and modernized data system.

What are the consequences of not funding this request?

If we do not invest in upgrading our systems we can expect the following results:

**1. Customer Service to Private Career Schools Negatively Impacted: Washington's 300+** Private Career Schools will continue to input the same data in multiple places to remain in compliance with state requirements. Any change or update to their programs will require a tedious and time-consuming duplication of effort. Because of this duplication, Private Career School owners and staff will continue to face challenges in providing current, accurate data and information that generates Workforce Board performance analysis of education programs and consumer report cards (ETPL) on Career Bridge. It will also hamper their ability to stay current on fee payments, as the licensing system is prone to going down and requires staff to manually check payment records.

**2. Failure to Reduce Security Risks:** The current private career school licensing system, which is over 15 years old, holds confidential financial data that cannot be released without damage to schools, their staff, and the reputation of the Workforce Board and state government. The system has aged into an inherently vulnerable state and would require a full security audit and potentially cost prohibitive fixes to maintain security in the face of current threats. We either update this system to meet current security standards or leave it vulnerable to possible security breaches. This issue has been identified as a priority to address by WaTech staff.

**3. Research on Employment and Earnings Outcomes Negatively Impacted:** Because schools must enter data and other school details in potentially four separate places, this increases the chance that information will be incorrect, be delayed, or otherwise compromised. This impacts data collection and performance results for education programs and can delay programs from becoming eligible for federal and state training dollars, limiting student choice of retraining options, among other problems.

**4. Partnering Workforce Agencies and Professionals Negatively Impacted:** Partnering workforce agencies and their staff must rely on information that may not be as timely or accurate because of delays and redundancy that result from four different overlapping data systems. This hinders them from providing the most up-to-date information and advice to workers and students in need of career-focused training that leads to jobs and living wages.

**5. Workforce Board Staff Productivity Negatively Impacted:** If the current faulty system is maintained, not only will IT costs and staff time likely rise to address ongoing problems, the current underlying system will continue to require rekeying of information, rechecking of records, and other manual efforts that can be automated. A full FTE is estimated to be used currently to work around system data difficulties. This takes capacity away from important core functions of the agency, including private school oversight, veterans program approval, and student complaint investigation—which are all being slowed down by these inefficiencies.

**6. Costly and Ineffective Implementation of TAP & WIOA:** A piecemeal and uncoordinated implementation of required TAP and WIOA changes, and an absence of IT solutions to make cross-agency implementation more efficient and effective for data sharing, will hinder the state's workforce system from more effectively serving every customer, particularly those with significant barriers to employment. Data sharing is a key to service integration at local WorkSource career centers. A central element of the state's new workforce plan is pulling

together a variety of services to more effectively serve customers and meet their individual needs. A fractured data collection system will make this goal much more difficult to achieve.

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

The agency can only address the most critical problems that arise, such as a system breakdown that results in manually keying information into the Private Vocational School licensing system for several days. This does not address systemic problems or reduce redundancies imposed on customers, or ensure fees are collected and processed in a timely way. In the past, the Workforce Board has invested resources to explore options to address the problem with consultants and IT professionals. If funding is not provided, the agency will continue to maintain these four overlapping data systems through expensive fixes and discrete modifications. We have engaged a Lean Team approach to improve the customer service aspect of this process for private career schools and will continue to work on incremental improvements; however the underlying problem of an outdated and cumbersome IT system will remain the central problem that we will not be able to address without the funding of this budget package.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

- Attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

### 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”)

### The funds provided in the package are allocated as follows:

1. Purchased Contract Services for the design, development, and implementation of the Data Integration System is estimated at \$359,000 for FY 2018 with \$58,000 ongoing in purchased contract services through FY2021.
2. Software licenses are estimated at \$8,000.
3. Total 1.3 ITS 5 FTE salary and benefits for implementation are estimated at \$143,000 for FY 18.
4. Total 1.0 ITS 5 FTE salary and benefits for ongoing yearly maintenance, modification to data integration and interagency collaboration on data sharing are estimated at \$110,000 per year over a three year period.
5. Training costs are estimated at \$2,000 per year.

Information Technology Items in this DP (insert rows as required)	FY 2018	FY 2019	FY 2020	FY 2021
Item 1	\$669,000	\$217,000	\$218,000	\$218,000
<b>Total Cost</b>	<b>\$669,000</b>	<b>\$217,000</b>	<b>\$218,000</b>	<b>\$218,000</b>

## 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.

**Agency:** 354 Workforce Train & Educ Coord Board  
**Decision Package Code/Title:** 02 Health Workforce Council Staff

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**Budget Period:** 2017-19  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The Health Workforce Council (Council) is charged to collaboratively identify and resolve barriers to building the health workforce capacity needed by the state's population, with a focus on rural and underserved areas. On behalf of the Council, the Workforce Board is requesting 1.5 FTE (with a total cost of \$183,000 per year) to provide dedicated staff for this group, which has recommended additional staff support in the last two annual reports to policymakers. The Council's historic staff support for initiatives has operated on federal grant funding that is no longer available, which is dramatically limiting opportunities for the Council to utilize the expertise and diversity of members to explore key issue areas.

**Agency Total**

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	183,000	183,000	366,000
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	1.5	1.5	1.5

**Program 110-Workforce Policy**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	183,000	183,000	366,000
<b>Staffing</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Annual Average</u></b>
FTEs	1.5	1.5	1.5

**Package Description:**

The Health Workforce Council (Council) is composed of a comprehensive mix of healthcare stakeholders including professional/occupational groups, employers, health facilities, education providers, governmental and regulatory bodies, and organized labor. The Workforce Board, by statute (RCW 28C.18.120), convenes the Council and provides the research, policy and administrative support to facilitate their work. Due to the conclusion of several critical federal funding sources to support the work of the Council, limited staff and resources at the Workforce Board are impacting the scope and detail of what the Council is able to accomplish in its work. No state resources have been specifically dedicated to this purpose since the Council was established in statute in 2003 .

The Council was convened by the Workforce Board and the Legislature in 2003 in a time of dramatic healthcare worker shortages . The Governor, Legislature, broader healthcare and education community, and all Washingtonians have benefited from the work of the Council, and continue to do so as the state's health workforce adapts to the increased demand under the Affordable Care Act . The Council has provided leadership, policy development, research and advocacy on issues such as the development of programs such as healthcare industry skill panels, the creation of the Center of Excellence for Allied Health at Yakima Valley Community College, and convening stakeholders to develop workforce recommendations for the state's application for the Healthier Washington project . Council members led an initiative from 2004-2011 to ramp up completion in nursing programs to address a serious nursing shortage . This coalition was successful in obtaining dedicated high employer demand funding, which allowed the state's community and technical

colleges to add nursing courses and slots for new students. Nursing completions increased 72 percent during this initiative. The Council is currently leading an analysis of the behavioral health workforce, funded by Governor Inslee's Workforce Innovation and Opportunity Act discretionary funds. This project will provide policymakers with targeted recommendations from an extensive stakeholder process on strategies to increase access to, and production of, the behavioral health workforce.

The Council provides tremendous value to the state in bringing together a wide range of health and education stakeholders and focusing on recommending priorities where these disparate groups have consensus. With dedicated staff support of a 1.0 policy analyst and a .5 administrative assistant, the Council could focus on identifying further opportunities for addressing health workforce shortages; engage in more detailed analysis of shortages and uneven distribution of providers by occupation and geographic area; further exploration and testing of health occupation data; and exploring policy options and barriers to addressing health workforce challenges. The Council could also expand its portfolio of health workforce data collection and analysis to help policymakers and education providers make informed decisions that about the distribution of limited education and training dollars.

## **Narrative Justification and Impact Statement**

### ***What specific performance outcomes does the agency expect?***

The work of the Health Workforce Council currently, and in the future, can be included in Goal 4: Healthy and Safe Communities, particularly in 1.3c: Increase the percentage of residents who report they have a personal doctor or health care providers from 75% to 82% by 2016. Goal 4, strategy 3.2, which is focused on providing care for residents in their homes as long as possible, also reflects the work of the Council. Both sections benefit from the work of the Council, and the Council's overarching goal to ensure that Washington residents have access to a broad range of healthcare providers throughout the state. For long-term care needs, the Council has recommended in the past that a workgroup be convened to focus on recruitment, training and retention of entry-level health providers such as home care providers and certified nursing assistants. Ensuring quality providers for these occupations is a frequent concern of health facilities and families. This is one example of how the Council could provide an additional benefit to policymakers by providing additional research, analysis, and policy development with dedicated staff support that has not been possible in previous years.

Additionally, expanding the staff capacity of the Council could also help with Goal 1: World Class Education; specifically 1.3: Increase annual attainment of certificates, apprenticeships and degrees from 72,000 to 149,000 by 2023. As stated in a previous section, the Council, through an infusion of federal funds from the American Recovery and Reinvestment Act (ARRA), led an initiative to dramatically ramp up access to nursing courses and programs in response to a critical nursing shortage. Council leadership is well-positioned to weigh in on strategies to increase the number of healthcare providers graduating from Washington's postsecondary education programs. Currently, the Council Chair is the Vice Dean for Academic, Rural and Regional Affairs at the University of Washington's School of Medicine, and the Vice-Chair is the President of Renton Technical College.

## **Performance Measure Detail**

### **Activity**

### **Incremental Changes**

No measures submitted for package

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

Funding this request for dedicated staff support for the Council would allow extensive in-depth research, analysis and policy development on health workforce issues. This could provide direct support to policymakers, education institutions and health providers in targeted allocation of limited training funds, a focus for the distribution of usage of resources for training or development of specific occupations by geographic area, and offer additional insight or testing on reports and workgroup recommendations.

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

The Council does not have a specific update to the performance measures relating to Goals 1 and 4. However, the expanded work of the Council will certainly have a positive impact on increasing access to the appropriate level of care providers for Washington's residents (Goal 4), and in healthcare-specific postsecondary program completions (Goal 1) through a focus on K-12 pipeline development and targeted education and advocacy on the value of health occupations

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

Funding this request for dedicated staff support for the Council would allow extensive in-depth research, analysis and policy development on health workforce issues. This could provide direct support to policymakers, education institutions and health providers in targeted allocation of limited training funds, a focus for the distribution of usage of resources for training or development of specific occupations by geographic area, and offer additional insight or testing on reports and workgroup recommendations.

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

The Workforce Board has been operating on the alternative option for several years, and is now asking on behalf of the Council for additional resources to allow this group to not only continue its important work, but to operate at its full potential. The Workforce Board has been supporting the work of the Council out of its base budget since federal grant funding for the Council ended in 2012. Staff support for the last few years has been allocated as available on a very limited basis from policy, administrative and research staff.

The agency chose to not submit a budget request for the 2016 Legislative Session, despite two years of recommendations from the Council for dedicated staff support, due to the tremendous budget challenges facing the state. However, the 2015 Council report to the Governor and Legislature indicated that the Council would be submitting a budget request for the 2017 Legislative Session. The Workforce Board believes strongly in the work of the Council, but competing priorities and limited resources have impacted the level of work and capacity for additional projects that could be done by the Council. Further, the implementation of the federal Workforce Innovation and Opportunity Act and the state strategic workforce plan, Talent and Prosperity for All, has further limited the availability of staff resources and funding, as the Workforce Board has been refocused on meeting federal funding obligations and strategic plan targets.

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

The Council has been operating on extremely limited resources for several years. Without dedicated staff support, the Council will not be able to undertake some of the more complex initiatives or review of healthcare provider data, which limits the output and value of a group that has tremendous potential to provide health workforce expertise to the Governor and Legislature. Additionally, the priorities and requirements of the agency under the rapidly changing expectations from the federal government and state workforce plan may require even further reduction of the staff time allocated to the Council.

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

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

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

There are no known changes required to existing statutes, rules, or contracts, in order to implement this change.

***Expenditure and revenue calculations and assumptions***

Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

The Workforce Board is requesting one full-time FTE for a Policy Analyst 1, and one half-time FTE for an Admin Assistant 4 in this decision package. The cost of the FTEs is listed in the "Fiscal Summary" section on Page 1.

Activity: A005 Talent and Prosperity for All (TAP) & Special Projects, program 110.

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

The Council has never been directly funded by the state budget. The Workforce Board supplemented the work of the Council with federal funds in the early years, including the Governor's workforce discretionary dollars and healthcare grants. As those limited funds and grants ended, the Workforce Board has done what it can to support the work of the Council. The Workforce Board is a small agency with limited capacity to provide the staff resources necessary to support the work of the Council. As the 2014 federal Workforce Innovation and Opportunity Act is fully phased in, the Workforce Board faces many new obligations and the funds available to support the continued work of the Council, let alone an expanded research and analysis portfolio, are even more limited.

<b><u>Object Detail</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
A Salaries And Wages	89,000	89,000	178,000
B Employee Benefits	33,000	33,000	66,000
E Goods\Other Services	39,000	39,000	78,000
G Travel	5,000	5,000	10,000
T Intra-Agency Reimbursements	17,000	17,000	34,000
<b>Total Objects</b>	<b>183,000</b>	<b>183,000</b>	<b>366,000</b>

## 2017-19 Biennium Budget Decision Package

Agency: **354 Workforce Training and Education Coordinating Board**

Decision Package Code/Title: **PL Health Workforce Council Staff Support**

Budget Period: **2017-19**

Budget Level: **PL - 02**

### Agency Recommendation Summary Text:

The Health Workforce Council (Council) is charged with identifying and resolving barriers to building the health workforce capacity needed by the state’s growing population, with a particular focus on rural and underserved areas. On behalf of the Council, the Workforce Board is requesting 1.5 FTE (with a total cost of \$183,000 per year) to provide dedicated staff for this group, which has recommended additional staff support in the last two annual reports to policymakers. The Council’s historic staff support for initiatives has operated on federal grant funding that is no longer available, which is dramatically limiting opportunities for the Council to utilize the expertise and diversity of members to explore key issue areas.

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	183,000	183,000	183,000	183,000
<b>Total Cost</b>	<b>183,000</b>	<b>183,000</b>	<b>183,000</b>	<b>183,000</b>
Staffing	FY 2018	FY 2019	FY 2020	FY 2021
FTEs	1.5	1.5	1.5	1.5
<b>Object of Expenditure</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
Obj. A	89,000	89,000	89,000	89,000
Obj. B	33,000	33,000	33,000	33,000
Obj. E	39,000	39,000	39,000	39,000
Obj. G	5,000	5,000	5,000	5,000
Obj. T	17,000	17,000	17,000	17,000

### Package Description

The Health Workforce Council (Council) is composed of a comprehensive mix of healthcare stakeholders including professional/occupational groups, employers, health facilities, education providers, governmental and regulatory bodies, and organized labor. The Workforce Board, by statute (RCW 28C.18.120), convenes the Council and provides the research, policy and administrative support to facilitate their work. Due to the conclusion of several critical federal funding sources to support the work of the Council, limited staff and resources at the Workforce Board are impacting the scope and detail of what the Council is able to accomplish

in its work. No state resources have been specifically dedicated to this purpose since the Council was established in statute in 2003.

The Council was convened by the Workforce Board and the Legislature in 2003 in a time of dramatic healthcare worker shortages. The Governor, Legislature, broader healthcare and education community, and all Washingtonians have benefited from the work of the Council, and continue to do so as the state's health workforce adapts to the increased demand under the Affordable Care Act. The Council has provided leadership, policy development, research and advocacy on issues such as the development of programs such as healthcare industry skill panels, the creation of the Center of Excellence for Allied Health at Yakima Valley Community College, and convening stakeholders to develop workforce recommendations for the state's application for the Healthier Washington project. Council members led an initiative from 2004-2011 to ramp up completion in nursing programs to address a serious nursing shortage. This coalition was successful in obtaining dedicated high employer demand funding, which allowed the state's community and technical colleges to add nursing courses and slots for new students. Nursing completions increased 72 percent during this initiative. The Council is currently leading an analysis of the behavioral health workforce, funded by Governor Inslee's Workforce Innovation and Opportunity Act discretionary funds. This project will provide policymakers with targeted recommendations from an extensive stakeholder process on strategies to increase access to, and production of, the behavioral health workforce.

The Council provides tremendous value to the state in bringing together a wide range of health and education stakeholders and focusing on recommending priorities where these disparate groups have consensus. With dedicated staff support of a 1.0 policy analyst and a .5 administrative assistant, the Council could focus on identifying further opportunities for addressing health workforce shortages; engage in more detailed analysis of shortages and uneven distribution of providers by occupation and geographic area; further exploration and testing of health occupation data; and exploring policy options and barriers to addressing health workforce challenges. The Council could also expand its portfolio of health workforce data collection and analysis to help policymakers and education providers make informed decisions that about the distribution of limited education and training dollars.

**Base Budget:** If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service. Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

The Council has never been directly funded by the state budget. The Workforce Board supplemented the work of the Council with federal funds in the early years, including the Governor's workforce discretionary dollars and healthcare grants. As those limited funds and grants ended, the Workforce Board has done what it can to support the work of the Council. The Workforce Board is a small agency with limited capacity to provide the staff resources necessary to support the work of the Council. As the 2014 federal Workforce Innovation and Opportunity Act is fully phased in, the Workforce Board faces many new obligations and the funds available to support the continued work of the Council, let alone an expanded research and analysis portfolio, are even more limited.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:** Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

The Workforce Board is requesting one full-time FTE for a Policy Analyst 1, and one half-time FTE for an Admin Assistant 4 in this decision package. The cost of the FTEs is listed in the “Fiscal Summary” section on Page 1.

Activity: A005 Talent and Prosperity for All (TAP) & Special Projects, program 110.

### **Decision Package Justification and Impacts**

**What specific performance outcomes does the agency expect?**

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

The work of the Health Workforce Council currently, and in the future, can be included in Goal 4: Healthy and Safe Communities, particularly in 1.3c: Increase the percentage of residents who report they have a personal doctor or health care providers from 75% to 82% by 2016. Goal 4, strategy 3.2, which is focused on providing care for residents in their homes as long as possible, also reflects the work of the Council. Both sections benefit from the work of the Council, and the Council’s overarching goal to ensure that Washington residents have access to a broad range of healthcare providers throughout the state. For long-term care needs, the Council has recommended in the past that a workgroup be convened to focus on recruitment, training and retention of entry-level health providers such as home care providers and certified nursing assistants. Ensuring quality providers for these occupations is a frequent concern of health facilities and families. This is one example of how the Council could provide an additional benefit to policymakers by providing additional research, analysis, and policy development with dedicated staff support that has not been possible in previous years.

Additionally, expanding the staff capacity of the Council could also help with Goal 1: World Class Education; specifically 1.3: Increase annual attainment of certificates, apprenticeships and degrees from 72,000 to 149,000 by 2023. As stated in a previous section, the Council, through an infusion of federal funds from the American Recovery and Reinvestment Act (ARRA), led an initiative to dramatically ramp up access to nursing courses and programs in response to a critical nursing shortage. Council leadership is well-positioned to weigh in on strategies to increase the number of healthcare providers graduating from Washington’s postsecondary education programs. Currently, the Council Chair is the Vice Dean for Academic, Rural and Regional Affairs at the University of Washington’s School of Medicine, and the Vice-Chair is the President of Renton Technical College.

**Performance measure detail:**

The Council does not have a specific update to the performance measures relating to Goals 1 and 4. However, the expanded work of the Council will certainly have a positive impact on increasing access to the appropriate level of care providers for Washington’s residents (Goal 4), and in

healthcare-specific postsecondary program completions (Goal 1) through a focus on K-12 pipeline development and targeted education and advocacy on the value of health occupations.

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

Funding this request for dedicated staff support for the Council would allow extensive in-depth research, analysis and policy development on health workforce issues. This could provide direct support to policymakers, education institutions and health providers in targeted allocation of limited training funds, a focus for the distribution of usage of resources for training or development of specific occupations by geographic area, and offer additional insight or testing on reports and workgroup recommendations.

**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?	Yes	Identify: 28C.18.120 requires the Workforce Board to facilitate ongoing collaboration among stakeholders in order to address the health care personnel shortage, and report to the Governor and Legislature with progress on addressing provider shortages, with additional recommendations as necessary.
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	No	Identify:

statutes, rules or contracts?		
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 Workforce Board has been operating on the alternative option for several years, and is now asking on behalf of the Council for additional resources to allow this group to not only continue its important work, but to operate at its full potential. The Workforce Board has been supporting the work of the Council out of its base budget since federal grant funding for the Council ended in 2012. Staff support for the last few years has been allocated as available on a very limited basis from policy, administrative and research staff.

The agency chose to not submit a budget request for the 2016 Legislative Session, despite two years of recommendations from the Council for dedicated staff support, due to the tremendous budget challenges facing the state. However, the 2015 Council report to the Governor and Legislature indicated that the Council would be submitting a budget request for the 2017 Legislative Session. The Workforce Board believes strongly in the work of the Council, but competing priorities and limited resources have impacted the level of work and capacity for additional projects that could be done by the Council. Further, the implementation of the federal Workforce Innovation and Opportunity Act and the state strategic workforce plan, *Talent and Prosperity for All*, has further limited the availability of staff resources and funding, as the Workforce Board has been refocused on meeting federal funding obligations and strategic plan targets.

**What are the consequences of not funding this request?**

The Council has been operating on extremely limited resources for several years. Without dedicated staff support, the Council will not be able to undertake some of the more complex initiatives or review of healthcare provider data, which limits the output and value of a group that has tremendous potential to provide health workforce expertise to the Governor and Legislature. Additionally, the priorities and requirements of the agency under the rapidly changing expectations from the federal government and state workforce plan may require even further reduction of the staff time allocated to the Council.

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

The Workforce Board is currently fully committed to implementing its state workforce plan, *Talent and Prosperity for All*, which was completed in April of 2016. This means that agency staff is focused on the work necessary to implement sweeping changes to the state's workforce development system required under the state plan and federal workforce legislation. The agency's capacity to staff the

Council would continue to be very limited without additional support from the state for more detailed and targeted efforts.

**Other supporting materials:**

Attached, please find letters of support from the following organizations for this funding request:

- Health Workforce Council Leadership
- Allied Health Center of Excellence
- Community Health of Central Washington
- Kitsap Mental Health Services
- Service Employees International Union, Local 1199NW
- State Board for Community and Technical Colleges
- University of Washington Center for Health Workforce Studies
- Washington Center for Nursing
- Washington Student Achievement Council

Also attached is the 2016 Health Workforce Council membership list.

**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.)*

# 2016 Health Workforce Council Members

NAME	ORGANIZATION
Suzanne Allen, M.D., Chair	Vice Dean for Academic, Rural & Regional Affairs, University of Washington School of Medicine
Kevin McCarthy, Vice-Chair	President, Renton Technical College
Dan Ferguson	Allied Health Center of Excellence – Yakima Valley Community College
Dana Duzan	Allied Health Professionals
Marianna Goheen	Office of Superintendent of Public Instruction
Diane Sosne	Service Employees International Union (SEIU) 1199NW
Amy Persell	SEIU Healthcare NW Training Partnership
Marty Brown	State Board for Community and Technical Colleges
Mary Looker	Washington Association of Community and Migrant Health Centers
Deb Murphy	Washington Association of Housing and Services for the Aging
Sofia Aragon	Washington Center for Nursing
Lauri St. Ours	Washington Health Care Association
Nancy Alleman	Washington Rural Health Association
Joe Roszak	Washington State Community Mental Health Council
Bracken Killpack	Washington State Dental Association
John Wiesman	Washington State Department of Health
Ian Corbridge	Washington State Hospital Association
Russell Maier	Washington State Medical Association
Heather Stephen-Selby	Washington State Nurses Association
Daryl Monear	Washington Student Achievement Council
Eleni Papadakis	Workforce Training and Education Coordinating Board
<b>COUNCIL STAFF</b>	
<a href="#">Nova Gattman</a> , Council Staff Coordinator	Workforce Training and Education Coordinating Board

# HEALTH WORKFORCE COUNCIL

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September 12, 2016

Dear Nova,

The Health Workforce Council has asked the Workforce Board staff to submit on our behalf a budget request for 2017-2019. You and other Board staff have done an incredible job of staffing the Council in an ad hoc fashion. But this is a critical time in the transformation of our healthcare delivery system across the state. We need the coordinated policy planning, research, and reform that the Council performed prior to federal funding cuts. We need dedicated staff support.

The Council's work over its nearly fifteen years of existence highlights the value to the healthcare community, policymakers, and the entire state of a group of disparate voices speaking with a unified voice on policies and improvements to the healthcare system. However, the Council is at a tipping point. It has never been directly funded by the state; instead relying on federal grants and the limited staff support and resources the Workforce Board could absorb in its base budget. This cannot continue forever. The Workforce Board has for several years fully supported the research, policy development, convening work and advocacy for the Council, but competing state and federal priorities have limited the resources allocated to this group.

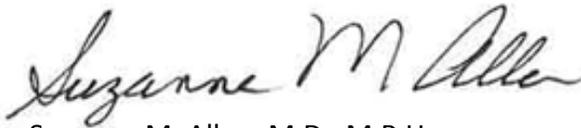
We have long been convinced of the great value of the Council to the healthcare industry and the citizens of the state through its targeted policy development, consensus-based recommendations, and advocacy on health workforce issues. The Council's focus on the delivery of top quality healthcare in Washington is fully supported by its multi-stakeholder membership, including all sectors of health providers, education, organized labor, and advocates. The policy initiatives of the Council have been based on a unified front, which enhanced our success with advancing policy recommendations. Our state is extremely fortunate to have such a dedicated group of members advocating for this critical industry sector. The Council's role is unique among industry sectors; the diversity of members ensures a collective voice for high-priority issues of value to the entire healthcare industry, rather than a silo-ed focus on individual organizational priorities.

In our time with the Council, we have seen the results that this group can accomplish with the necessary funding support—from its study of paraprofessional allied health positions, to targeted career development for entry-level positions, to the critical importance of loan repayment and residency programs for family practice physicians. The Council's work in

developing targeted recommendations for addressing health workforce issues made great strides in addressing critical personnel and skill shortages over the past 15 years. The current challenges of an aging healthcare workforce, the implementation of the Affordable Care Act, and economic and demographic shifts across our state have increased the significance of the role of the Council to study the changing nature of our health workforce, and make meaningful recommendations to the Governor and Legislature.

We wholeheartedly support this request of the Governor and the Legislature, in fact believe it is imperative, to put the necessary resources into ensuring that this Council can not only continue to do the powerful work for our state, but expand its role to allow for a more targeted focus on many important health workforce issues resulting from systemic and statutory transformation.

Respectfully,



Suzanne M. Allen, M.D., M.P.H.  
Health Workforce Council Chair  
Vice Dean for Academic, Rural and Regional Affairs  
University of Washington School of Medicine



Kevin McCarthy, Ph.D  
Health Workforce Council Vice-Chair  
President  
Renton Technical College



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509.574.6863 • 509-834-4572 • www.yvcc.edu/coe

September 13, 2016

Nova Gattman  
Staff Coordinator, Health Workforce Council  
128 10<sup>th</sup> Ave, Southwest  
PO Box 43105  
Olympia, WA 98904

The Washington State Allied Health Center of Excellence (AH COE) hereby confirms our commitment to support the Washington State Workforce Training Board's request for funding to expand capacity to support the work of the Health Workforce Council. The Center of Excellence represents the health workforce programs of the State's community colleges and as such are constant partners with the health workforce council in identifying demand data, trends and workforce needs of the health care industry. The Center is a member of the Council and actively supports the initiatives and strategies being pursued to understand health workforce needs and to share effective and innovative practices in our state to both our industry and college partners.

The Center is able to leverage its Statewide Advisory Board made up of a broad cross sector of healthcare employers, industry association representatives, educators and workforce development entities to support the initiatives of the Council. The Workforce Training Board and its efforts to staff the health workforce Council has provided a significant benefit to Washington's State workforce system with limited resources. The request for additional funding will allow for more robust research and evaluation of the state's workforce needs as well as identify and invest in additional innovative projects being developed to address new and emerging models of care.

The Washington State Center of Excellence wholeheartedly supports this request for additional funding and looks forward to the continued benefit the Council work provides not only to higher education but to the broader health workforce development system across the state.

Sincerely,

A handwritten signature in blue ink that reads "Dan Ferguson".

Signature of Authorized Representative

September 13, 2016

Date

*Dan Ferguson, M.S. - Director*  
Washington State Allied Health Center of Excellence





Nova Gattman  
Staff Coordinator, Health Workforce Council  
128 10th Avenue SW, PO Box 43105  
Olympia, WA 98504

September 10, 2016

Dear Ms. Gattman,

Community Health of Central Washington (CHCW), a community health center in south central Washington serving Kittitas and Yakima counties, is pleased to write a letter of support to Governor Inslee on behalf of the Health Workforce Council.

At CHCW, we are working hard to respond to the need for primary care access in our communities. Over the last few years we have expanded significantly. New and expanded clinics and hours/days of service have driven the need for new providers, MA's, nurses, psychologists, pharmacists, pharmacy techs, and other health professionals. Recruiting in our area of the state is difficult. The importance of teams and integrated care, especially behavioral health, will only lead to further recruitment needs to meet the increased demands for access.

The work of the Council in providing advocacy for areas of high demand, monitoring the real time need for certain professionals through the Health Workforce Sentinel Network, and especially the work on increasing access to behavioral health are valued.

Those efforts address one aspect of the response needed. Distribution of training programs and anticipating and building programs for the rapidly changing health care environment can't be done for free. As we look at improving care, enhancing the patient experience, and reducing cost, innovation will be essential. We know how we might deliver care differently, but we need a workforce trained to deliver 21st century care.

Without a modest investment in the State Health Workforce Council we will keep functioning - less efficiently and at higher cost. Please consider supporting the increased staff needs of the Health Workforce Council.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Maples", written in a cursive style.

Mike Maples, MD  
CEO  
Community Health of Central Washington

September 12, 2016

Nova Gattman  
Staff Coordinator, Health Workforce Council  
128 10th Avenue SW, PO Box 43105  
Olympia, WA 98504

Re: Health Workforce Council Integral to Health Care Transformation

Kitsap Mental Health Services (KMHS) finds the efforts of the Health Workforce Council essential to address the acute health care workforce challenges currently faced by behavioral health providers, primary care, and community behavioral health centers in urban and rural areas throughout our state. As a not for profit, designated community behavioral health provider we have been particularly watchful and willing to participate in the Council's advocacy and policy efforts to address health care professional shortages.

In 2012 KMHS received a three year CMS Innovation Award to improve the Triple Aim by integrating behavioral health and better coordination with physical health care. We recognized at the time that to accomplish and sustain real health care transformation into the future would require State support to develop and set the standards for a workforce capable of providing whole person care, with the academic preparation, professional expectations, licensures and credentialing that can support fully integrated care. KMHS involvement in the Health Workforce Council thus began so as to participate in the high level conversations and policy recommendations that ultimately will result in the creation of a sufficient and transformed workforce and health care delivery system.

The Council has been a highly effective avenue for bringing our issues to the table, especially these past several years as the behavioral health workforce increasingly is unable to meet demand let alone future projections. We are deeply appreciative of the expertise of the Health Workforce Council staff, and recognize that as demand escalates for health care workers, so has demand for Council staff to provide advocacy for employer concerns and a workforce available and well prepared for health care services delivery to Washington residents. We recognize professional transformation requires great attention to myriad projects requiring convening of stakeholders and detailed planning to address emerging issues, and to accomplish high volume, intensive work requires the Council itself is sufficiently staffed. We applaud the staff for their skill and expertise in conducting their work, and ask for allocation of increased resources that will facilitate the continuance of the Council's charge during a time of rapid change in the provision of health care services.

Sincerely,

  
Joe Roszak  
Chief Executive Officer



#### BOARD OF DIRECTORS

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Joe Roszak  
*Chief Executive Officer*

*The mission of Kitsap Mental Health Services is to shape the future of mental health through state of the science service delivery, community partnerships and advocacy.*

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Bremerton, WA 98311-8331

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DIANE SOSNE  
President

September 14, 2016

ROBIN WYSS  
Secretary-Treasurer

Nova E. Gattman  
Legislative Director  
Workforce Training and Education Coordinating Board  
Staff Coordinator, Health Workforce Council  
[nova.gattman@wtb.wa.gov](mailto:nova.gattman@wtb.wa.gov)

JANE HOPKINS  
Executive Vice President

SCOTT CANADAY  
Vice President

Dear Ms. Gattman,

GRACE LAND  
Vice President

I am pleased to offer the support of SEIU Healthcare 1199NW, for the request to the Governor and Legislature for dedicated staff to support the Health Workforce Council.

**SERVICE EMPLOYEES  
INTERNATIONAL UNION**

15 S. Grady Way, Suite 200  
Renton, WA 98057  
425.917.1199  
1.800.422.8934  
Fax: 425.917.9707  
[www.seiu1199nw.org](http://www.seiu1199nw.org)

SEIU Healthcare 1199NW has long appreciated the value of the Council to our organization and our members, and has been honored to represent health care workers on this multi-stakeholder group. We are excited about the opportunity to fund again the research and policy work that the Council was able to do with adequate staff support.

TACOMA OFFICE  
3049 S 36th St Ste 214  
Tacoma, WA 98409  
253.475.4985  
Fax: 253.474.3931

SEIU Healthcare 1199NW members have directly benefitted from many of the strategic projects of the Health Workforce Council. We particularly appreciated the grant-funded initiative that developed a policy, and successfully advocated for the funding and changes necessary to greatly increase nursing program slots during serious shortages through 2011. The Council's work on "grow your own" talent in healthcare pathways led to the creation of the Hospital Employee Education and Training (HEET) grants, a partnership between local facilities, post-secondary institutions and SEIU Healthcare 1199NW to develop the pipeline for health careers, as well as the development of stackable credentials for ease of transition between nursing assistants, licensed practical nurses and beyond.

YAKIMA OFFICE  
8 E. Washington Ave. Suite 100  
Yakima, WA 98903  
509.573.9522  
Fax: 509.248.0516

These initiatives were all accomplished in a time when the Council was supported by federal grant funding. We are excited about the future potential for the Council, are pleased to offer our strong support of this request to enable dedicated staff support to the Council.

SPOKANE OFFICE  
901 E. 2nd Ave. #110  
Spokane, WA 99202  
509.456.6986  
Fax: 509.456.5017

Sincerely,

Chris Barton, RN  
Nurse Alliance Director  
SEIU Healthcare 1199NW Multi-Employer Training and Education Fund Trustee



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September 13, 2016

Nova Gattman  
Staff Coordinator, Health Workforce Council  
128 10<sup>th</sup> Avenue SW, PO Box 43105  
Olympia, WA 98504

To whom it may concern:

On behalf of the nine-member Washington State Board for Community and Technical Colleges (SBCTC), I am pleased to extend our support for the Workforce Training and Education Coordinating Board's state funding request to continue the work of the Health Workforce Council.

Under Engrossed Substitute House Bill 1852 (2003-04), the Workforce Training and Education Coordinating Board was given the responsibility to:

- Facilitate ongoing stakeholder collaboration to address the health care personnel shortage.
- Establish and maintain a statewide strategic plan to ensure an adequate supply of health care personnel and safeguard the health care delivery system in Washington state.
- Report annual progress to the governor and legislature and make recommendations as needed.

To fulfill these responsibilities and support a stable pipeline for the health workforce in Washington, the SBCTC supports the Health Workforce Council request.

SBCTC has been an active Health Workforce Council member since its inception in 2001 as the Health Personnel Shortage Taskforce. The Council has provided an invaluable forum to examine and discuss issues facing healthcare in Washington state and to build relationships across the industry.

Our state's workforce continues to diversify at the same time the shortage of healthcare personnel grows. We believe one solution is to increase access to education in health careers for non-traditional students. Our college programs are an example of how high quality training programs can:

- Help students who might otherwise not reach higher rungs of the healthcare career ladder.
- Respond to industry needs while meeting the state community and technical college system's commitment to align workforce education with community needs.

The Health Workforce Council is instrumental as a forum to continue, expand and deepen vital policy conversations that will impact the health of our state's workforce and economy.

SBCTC endorses the Workforce Board's proposal for continued funding for the Health Workforce Council. Please contact me if you have questions or need additional information.

Sincerely,

A handwritten signature in black ink that reads 'Marty Brown'.

Marty Brown, Executive Director

# UW Medicine

UW SCHOOL  
OF MEDICINE

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September 14, 2016

Nova Gattman  
Staff Coordinator  
Health Workforce Council  
128 10<sup>th</sup> Ave SW  
PO Box 43105  
Olympia, WA 98504

Dear Ms. Gattman,

I am writing to express our support for the great work done by the Washington Health Workforce Council. As the Director of the University of Washington Center for Health Workforce Studies and Associate Professor in the Department of Family Medicine at University of Washington, my team has worked closely for years with the Health Workforce Council over a variety of projects evaluating the health workforce needs in Washington state.

Washington's Health Workforce Council represents a rare resource for state health workforce planning in the United States. They bring together representatives from a diverse set of players including those from the education sector, health care industry, labor unions and professional organizations, who are not usually at the same table to strategize over a common goal – improving the health of citizens of Washington State. Led by members of the Health Workforce Council, this important group of leaders and community members identify the needs and ways to train, recruit, and retain a strong health workforce to improve health care delivery and ultimately the health of the state's population. With one unified strategy, the Health Workforce Council is able to greatly impact the size, shape and distribution of the health workforce in the state.

We look forward to continuing our partnership with the Health Workforce Council as we provide our research and evaluation expertise on the health workforce to inform members of the Health Workforce Council and their partners. We are also aware, however, of the resource challenges to accomplish such intensive work. I believe that the Health Workforce Council is an important partner for us to make effective change in our health care system, and strongly encourage others to support their great work for many more years to come.

Best regards,



Bianca Frogner, PhD  
Associate Professor, Department of Family Medicine  
Director, Center for Health Workforce Studies



Nova Gattman  
Staff Coordinator, Health Workforce Council  
218 10<sup>th</sup> Avenue SW, P.O. Box 43105  
Olympia, WA 98504

September 15, 2016

Dear Nova,

I am writing in strong support of additional funding for the Health Workforce Council.

Participation in the council benefits WCN by facilitating connections and partnerships with key health care organizations. Coordination between our organizations is key to achieving the common goal of a robust healthcare workforce to meet the needs of our state.

The Council has advocated for issues that strongly support nursing workforce development, such as re-funding of the Health Professions Scholarship and Loan Repayment Program. Nursing also benefits from the Council's work in convening the Behavioral Healthcare Workforce taskforce. This is an example of increasing expectations on the Health Workforce Council staff. Even with limited staffing and resources, Council staff demonstrate dedication and excellent work. As a result, I am sure expectations for additional work will continue to rise and more resources needed for Council staff.

I would like to see the Council do more work in coordinating and supporting statewide workforce analysis. There are a number of entities that perform health workforce analysis, each with a different focus. Some have had a role for several years, some are embarking on new workforce development endeavors. The Health Workforce Council has the potential to better coordinate to these efforts. This would reduce duplication of effort and contribute to the goal of a coordinated statewide effort to boost workforce numbers.

Thank you for your consideration.

Sincerely,

Sofia Aragon, JD, BSN, RN  
Executive Director



September 12, 2016

Nova Gattman  
Staff Coordinator, Health Workforce Council  
Workforce Training and Education Coordinating Board  
128 10th Avenue SW  
Olympia, WA 98504

Subject: Support for funding request for additional staffing for the Health Workforce Council

Dear Nova,

Please accept this letter of support for the Workforce Training and Education Coordinating Board's request for a new full-time policy analyst position to assist with leading and coordinating the work of the Health Workforce Council. Healthcare is a key sector in Washington's economy, providing vital services to the state's residents, and it is essential that we are able to effectively measure developing workforce needs and monitor progress in this field.

The Health Workforce Council fills an important role in analyzing evolving workforce needs in this area and acting as a key advocate for the sector to meet these critical needs. The health sector is complicated, with rapidly changing supply and demand needs, and poses its own set of analytical challenges. Having sufficient staffing to take a deep dive into issues associated with evolving training requirements, aging workforce and retirement issues, and accurate assessments of rural and urban healthcare needs is crucial.

This work complements the Health Professional Loan Repayment Program, administered by our agency, which provides educational repayment assistance to licensed professionals who agree to provide primary health care in rural or underserved urban areas. We also rely upon the Health Workforce Council's work for its analysis of healthcare worker demand in its Skilled and Educated Workforce report, which it conducts in collaboration with the State Board for Community and Technical Colleges and the Workforce Board.

For these reasons I fully support the need for additional staffing at the Workforce Board to provide the analytical and administrative resources necessary to effectively assess and monitor Washington's developing health workforce needs.

Sincerely,

Rachelle Sharpe  
Acting Executive Director  
Washington Student Achievement Council

**Agency:** 354 Workforce Train & Educ Coord Board  
**Decision Package Code/Title:** 03 Upgrade WaTech E-mail

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**Budget Period:** 2017-19  
**Budget Level:** PL - Performance Level

**Recommendation Summary Text:**

The Workforce Board is requesting funds to support implementation of an update to its email system from Novell GroupWise to Microsoft Outlook. The cost of the package is \$19,600 annually to support the additional storage costs, software and hardware upgrades, and contractor services required for the transition.

**Agency Total**

**Fiscal Detail**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	19,600	19,600	39,200
<b>Staffing</b>			
FTEs			

**Program 110-Workforce Policy**

<b>Operating Expenditures</b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
001-1 -General Fund - Basic Account-State	19,600	19,600	39,200

**Package Description:**

The Workforce Board is currently operating a Novell GroupWise e-mail system, which is outdated, requires a number of workarounds that are extremely time consuming for staff, and is no longer supported by security updates and patches . The Workforce Board has invested \$32,500 for the initial system implementation work. This package would support the Workforce Board's ongoing costs in moving to MS Outlook using WaTech's Shared Services Email solution.

1. FY18 & FY19 (going forward) cost includes WaTech, software renewals, hardware refresh and contracting costs .
2. Does not include staffing costs to maintain the systems.
3. The cost of \$19,600 annually is over and above the cost to operate the current GroupWise e-mail system .

**Narrative Justification and Impact Statement**

*What specific performance outcomes does the agency expect?*

The migration from GroupWise to WaTech Shared Services Email will have the following impacts/benefits:

1. Will dramatically increase the ability of Board staff and our agency partners to communicate and schedule meetings more effectively. This upgrade will greatly assist in supporting the Board's responsibilities to coordinate activities and implementation strategies related to the state's new Workforce Plan, Talent and Prosperity for All, (TAP) (which includes requirements under the federal Workforce Innovation and Opportunity Act, WIOA). The Board is currently unable to send out even simple calendar invitations to partners, and translating incoming Outlook meeting notices and documents sent via Outlook takes several minutes for staff members to complete. This time can add up over the course of a business day.
2. Costs less than implementing Outlook in-house. This includes both one-time and ongoing costs.
3. Provides more/better e-mail functionality than other options including:
  - a. Secure e-mail
  - b. Remote access through the internet and smartphones
  - c. Programmable/automated purging of historical e-mails that have exceeded the Workforce Board's retention requirements.
4. Provides access to other business partners' user and calendar information. The reverse is true for those partners gaining access to Workforce Board user and calendar info.
5. Provides access to other WaTech services such as SharePoint, Office 365, cloud solutions, etc.
6. Complies with the State's security requirements and addresses a serious security risk for the Workforce Board and state in continuing to use the outdated GroupWise email system.
7. Leverages WaTech's technical resources to assist with the implementation and ongoing maintenance of the system.
8. Most new and current staff are familiar with Outlook (minimal/no learning curve).
9. Once incorporated into WaTech's Shared Services Email, all e-mails can be extracted and moved to another system if necessary.
10. Improve the ability to respond to Public Disclosure Requests in a timely and accurate manner, while also minimizing staff time, with the use of WaTech's Discovery Accelerator searching capability.

### **Performance Measure Detail**

#### **Activity**

#### **Incremental Changes**

No measures submitted for package

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

- " Assists in communication and convening work to support implementation of the federal workforce policy changes required under the Workforce Innovation and Opportunity Act (WIOA).
- " Implementation of an information technology solution supporting the policy changes under the state's new workforce plan, Talent and Prosperity for All (TAP), which was required under both state statute and WIOA.
- " Improved communication and interaction between agency partners that will assist at many levels in implementing that many strategies outlined in TAP and in the normal day-to-day business of the agency.

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

The migration from GroupWise to Outlook with related WaTech services will greatly support the Workforce Board's role as a coordinator of the state's workforce system while also providing a significant boost in upgrading old and outmoded technology that poses significant challenges regarding miscommunication between agencies and potential security risks.

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

Assists in streamlining communication with local government agencies that are partners or stakeholders of the workforce system. The local Workforce Development Councils include membership from business, labor and local elected officials.

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

Three options were reviewed by agency management team in collaboration with consultant C&G Technology, including pros and cons (please see below) of all approaches, which led to the decision that the Migration from GroupWise to Outlook, along with joining the WaTech Shared Services Email, was a necessary course of action. The other options considered are as follows:

1. Status Quo - Keep GroupWise and NetWare at current levels.

This option maintains the status quo. Software and hardware remain the same.

a. Pros:

i. Lowest cost

ii. Lowest effort

iii. E-mail access is not fully dependent on a network connection to WaTech. If the agency's network connection to WaTech is unavailable, the e-mail system is still available to staff located in the agency's office building.

iv. Workforce Board has control over assigning resources to fix e-mail system problems.

b. Cons:

i. The current versions of GroupWise and NetWare software are extremely outdated and no longer get security patches from the product vendor. This poses a serious security risk.

ii. Both NetWare and GroupWise software will eventually become unusable due to incompatibilities with other hardware and software advances.

iii. The functionality of GroupWise is limited. This constrains staff productivity.

iv. Calendar and other e-mail user information from other partner state agencies is not accessible. This is also true for partner state agency staff unable to access Workforce Board employee calendar/email user information.

2. Migrate to MS Outlook In-House: This option includes replacing GroupWise e-mail and NetWare operating system with MS Windows, Exchange e-mail and Outlook. This would be implemented and maintained within the Workforce Board's organization using in-house staff and contracted services. There would still be a cost to the state if the agency chose this in-house option.

a. Pros:

i. Allows for ongoing security patches and software revisions to be applied.

ii. Meets the State's IT security requirements.

iii. Improved technical support from vendors.

iv. Keeps the control of the system maintenance and operations under Workforce Board's resources.

v. E-mail access is not fully dependent on network connection to WaTech.

vi. Improvement in functionality over the current GroupWise system, such as accepting calendar invites from other agency partners using Outlook.

vii. Most new and current staff are already familiar with Outlook (minimal/no learning curve).

b. Cons:

i. Costs more to implement and maintain than the other options.

ii. Requires more resources to operate and maintain. Note: The ability to maintain current levels of software may be backlogged and cause the same type of maintenance problems that currently exists with GroupWise.

iii. Not as much functionality as the WaTech solution, including secure e-mail and sharing calendar information with other state agency business partners.

iv. Without joining WaTech's Active Directory, other WaTech services will continue to be unavailable to the Workforce Board (such as SharePoint, Office 365, cloud service, etc.). These may be able to be pursued through other service providers.

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

The Workforce Board and its staff will be negatively impacted in our work to coordinate implementation of TAP/WIOA, and the day to day work of the agency will continue to be hampered due to usage of an outdated and incompatible email system. The ability of our agency to maintain the state standards for security will also be negatively impacted.

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

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

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

No changes are required.

***Expenditure and revenue calculations and assumptions***

Expenditures are dedicated to contractor assistance and licensing fees.

Activity: 001 Administrative Activity, program 110

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

All costs are on-going contractor (WaTech) and licensing fees.

<b><u>Object Detail</u></b>	<b><u>FY 2018</u></b>	<b><u>FY 2019</u></b>	<b><u>Total</u></b>
E Goods\Other Services	19,600	19,600	39,200
<b>Total Objects</b>	<b>19,600</b>	<b>19,600</b>	<b>39,200</b>

## 2017-19 Biennium Budget Decision Package

Agency: 354 Workforce Training and Education Coordinating Board

Decision Package Code/Title: PL Upgrade to WaTech Shared Services Email

Budget Period: 2017-19

Budget Level: PL - 03

### Agency Recommendation Summary Text:

The Workforce Board is requesting funds to support implementation of an update to its email system from Novell GroupWise to Microsoft Outlook. The cost of the package is \$19,600 annually to support the additional storage costs, software and hardware upgrades, and contractor services required for the transition.

### Fiscal Summary:

Operating Expenditures	FY 2018	FY 2019	FY 2020	FY 2021
Fund 001-1	19,600	19,600	19,600	19,600
<b>Total Cost</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>	<b>19,600</b>
Object of Expenditure	FY 2018	FY 2019	FY 2020	FY 2021
Obj. E	19,600	19,600	19,600	19,600

### Package Description

The Workforce Board is currently operating a Novell GroupWise e-mail system, which is outdated, requires a number of workarounds that are extremely time consuming for staff, and is no longer supported by security updates and patches. The Workforce Board has invested \$32,500 for the initial system implementation work. This package would support the Workforce Board's ongoing costs in moving to MS Outlook using WaTech's Shared Services Email solution.

1. FY18 & FY19 (going forward) cost includes WaTech, software renewals, hardware refresh and contracting costs.
2. Does not include staffing costs to maintain the systems.
3. The cost of \$19,600 annually is over and above the cost to operate the current GroupWise e-mail system.

**Base Budget: If the proposal is an expansion or alteration of a current program or service, provide information on the resources now devoted to the program or service.** Please include annual expenditures and FTEs by fund and activity (or provide working models or backup materials containing this information).

The current system has been in place since 1997. It is no longer able to provide effective and secure email and scheduling. Maintenance costs have been centered on staff time. Because of

the age of this system, its vendor, Novell, no longer provides support. The cost of maintaining this system has been relatively low. However, lack of support has increased staff time spent maintaining this aging system.

**Decision Package expenditure, FTE and revenue assumptions, calculations and details:** Agencies must clearly articulate the workload or policy assumptions used in calculating expenditure and revenue changes proposed.

Expenditures are dedicated to contractor assistance and licensing fees.

Activity: 001 Administrative Activity, program 110

### **Decision Package Justification and Impacts**

#### **What specific performance outcomes does the agency expect?**

Describe and quantify the specific performance outcomes the agency expects as a result of this funding change.

The migration from GroupWise to WaTech Shared Services Email will have the following impacts/benefits:

1. Will dramatically increase the ability of Board staff and our agency partners to communicate and schedule meetings more effectively. This upgrade will greatly assist in supporting the Board's responsibilities to coordinate activities and implementation strategies related to the state's new Workforce Plan, *Talent and Prosperity for All*, (TAP) (which includes requirements under the federal Workforce Innovation and Opportunity Act, WIOA). The Board is currently unable to send out even simple calendar invitations to partners, and translating incoming Outlook meeting notices and documents sent via Outlook takes several minutes for staff members to complete. This time can add up over the course of a business day.
2. Costs less than implementing Outlook in-house. This includes both one-time and ongoing costs.
3. Provides more/better e-mail functionality than other options including:
  - a. Secure e-mail
  - b. Remote access through the internet and smartphones
  - c. Programmable/automated purging of historical e-mails that have exceeded the Workforce Board's retention requirements.
4. Provides access to other business partners' user and calendar information. The reverse is true for those partners gaining access to Workforce Board user and calendar info.
5. Provides access to other WaTech services such as SharePoint, Office 365, cloud solutions, etc.
6. Complies with the State's security requirements and addresses a serious security risk for the Workforce Board and state in continuing to use the outdated GroupWise email system.
7. Leverages WaTech's technical resources to assist with the implementation and ongoing maintenance of the system.
8. Most new and current staff are familiar with Outlook (minimal/no learning curve).
9. Once incorporated into WaTech's Shared Services Email, all e-mails can be extracted and moved to another system if necessary.

10. Improve the ability to respond to Public Disclosure Requests in a timely and accurate manner, while also minimizing staff time, with the use of WaTech's Discovery Accelerator searching capability.

**Performance Measure detail:**

- Assists in communication and convening work to support implementation of the federal workforce policy changes required under the Workforce Innovation and Opportunity Act (WIOA).
- Implementation of an information technology solution supporting the policy changes under the state's new workforce plan, *Talent and Prosperity for All* (TAP), which was required under both state statute and WIOA.
- Improved communication and interaction between agency partners that will assist at many levels in implementing that many strategies outlined in TAP and in the normal day-to-day business of the agency.

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

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

Impact(s) To:		Identify / Explanation
Regional/County impacts?	Yes	<b>Identify:</b> Assists in streamlining communication with Workforce Development Councils and other local workforce agencies.
Other local gov't impacts?	Yes	<b>Identify:</b> Assists in streamlining communication with local government agencies that are partners or stakeholders of the workforce system. The local Workforce Development Councils include membership from business, labor and local elected officials.
Tribal gov't impacts?	Select Y/N	<b>Identify:</b> Assists in streamlining communication with Tribes that are partners or stakeholders of the workforce system.
Other state agency impacts?	Select Y/N	<b>Identify:</b> This move to WaTech Shared Services Email will support increased coordination and cooperation among state agency partners under TAP/WIOA workforce plans, while also supporting IT security requirements.
Responds to specific task force, report, mandate or exec order?	Yes	<b>Identify:</b> TAP state workforce plan (includes federal WIOA) direction toward stronger collaboration and coordination of the workforce system.
Does request contain a compensation change?	No	<b>Identify:</b>
Does request require a change to a collective bargaining agreement?	No	<b>Identify:</b>
Facility/workplace needs or impacts?	No	<b>Identify:</b>
Capital Budget Impacts?	No	<b>Identify:</b>
Is change required to existing statutes, rules or contracts?	No	<b>Identify:</b>
Is the request related to or a result of litigation?	No	<b>Identify lawsuit (please consult with Attorney General's Office):</b>

<b>Is the request related to Puget Sound recovery?</b>	<b>No</b>	<b>If yes, see budget instructions Section 14.4 for additional instructions</b>
<b>Identify other important connections</b>		The migration from GroupWise to Outlook with related WaTech services will greatly support the Workforce Board’s role as a coordinator of the state’s workforce system while also providing a significant boost in upgrading old and outmoded technology that poses significant challenges regarding miscommunication between agencies and potential security risks.

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

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

Three options were reviewed by agency management team in collaboration with consultant C&G Technology, including pros and cons (please see below) of all approaches, which led to the decision that the Migration from GroupWise to Outlook, along with joining the WaTech Shared Services Email, was a necessary course of action. The other options considered are as follows:

1. Status Quo – Keep GroupWise and NetWare at current levels.

This option maintains the status quo. Software and hardware remain the same.

a. Pros:

- i. Lowest cost
- ii. Lowest effort
- iii. E-mail access is not fully dependent on a network connection to WaTech. If the agency’s network connection to WaTech is unavailable, the e-mail system is still available to staff located in the agency’s office building.
- iv. Workforce Board has control over assigning resources to fix e-mail system problems.

b. Cons:

- i. The current versions of GroupWise and NetWare software are extremely outdated and no longer get security patches from the product vendor. This poses a serious security risk.
- ii. Both NetWare and GroupWise software will eventually become unusable due to incompatibilities with other hardware and software advances.
- iii. The functionality of GroupWise is limited. This constrains staff productivity.
- iv. Calendar and other e-mail user information from other partner state agencies is not accessible. This is also true for partner state agency staff unable to access Workforce Board employee calendar/email user information.

2. Migrate to MS Outlook In-House: This option includes replacing GroupWise e-mail and NetWare operating system with MS Windows, Exchange e-mail and Outlook. This would be implemented and maintained within the Workforce Board’s organization using in-house staff and contracted services. There would still be a cost to the state if the agency chose this in-house option.

a. Pros:

- i. Allows for ongoing security patches and software revisions to be applied.
  - ii. Meets the State’s IT security requirements.
  - iii. Improved technical support from vendors.
  - iv. Keeps the control of the system maintenance and operations under Workforce Board’s resources.
  - v. E-mail access is not fully dependent on network connection to WaTech.
  - vi. Improvement in functionality over the current GroupWise system, such as accepting calendar invites from other agency partners using Outlook.
  - vii. Most new and current staff are already familiar with Outlook (minimal/no learning curve).
- b. Cons:
- i. Costs more to implement and maintain than the other options.
  - ii. Requires more resources to operate and maintain. Note: The ability to maintain current levels of software may be backlogged and cause the same type of maintenance problems that currently exists with GroupWise.
  - iii. Not as much functionality as the WaTech solution, including secure e-mail and sharing calendar information with other state agency business partners.
  - iv. Without joining WaTech’s Active Directory, other WaTech services will continue to be unavailable to the Workforce Board (such as SharePoint, Office 365, cloud service, etc.). These may be able to be pursued through other service providers.

**What are the consequences of not funding this request?**

The Workforce Board and its staff will be negatively impacted in our work to coordinate implementation of TAP/WIOA, and the day to day work of the agency will continue to be hampered due to usage of an outdated and incompatible email system. The ability of our agency to maintain the state standards for security will also be negatively impacted.

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

The Workforce Board has very little discretionary funding and ability to absorb additional costs. By not funding the package, we will have to use existing funds for the migration to Outlook/WaTech, which will detract from our primary work.

**Other supporting materials:** Please attach or reference any other supporting materials or information that will help analysts and policymakers understand and prioritize your request.

N/A

**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

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## 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”)

Expenditures are dedicated to contractor assistance and licensing fees above the amount the agency is currently paying for its outdated GroupWise email system.

Information Technology Items in this DP <i>(insert rows as required)</i>	FY 2018	FY 2019	FY 2020	FY 2021
	\$19,600	\$19,600	\$19,600	\$19,600
<b>Total Cost</b>	<b>\$19,600</b>	<b>\$19,600</b>	<b>\$19,600</b>	<b>\$19,600</b>

## 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.