Legislative Executive WorkFirst Poverty Reduction Oversight (LEWPRO) Task Force 5-year Implementation Action Plan

Background and Context

After the development of the 5-year plan, LEWPRO task force members wanted to track progress, and get prioritized direction on which strategies and recommendations to work on next. LEWPRO members identified high level criteria to be used. A group of volunteer agency LEWPRO members met to refine the criteria, identify the potential need to weight the criteria, and perform a prioritization analysis, called a decision matrix. Each recommendation was given a score for each criteria factor, to produce the prioritized list. The conversations from each meeting would identify further questions and/or considerations. Each time the group gathered, their awareness and understanding grew and the criteria were further refined to better reflect the consideration or clarify the ranking definitions to remove as much bias and subjectivity from the process. The next step in the process was to discuss the outcomes for reasonability.

During these conversations, the subgroup did not feel it was appropriate to prioritize one recommendation over another, as all the recommendations are important and needed. The subgroup took the feedback to the LEWPRO task force with the recommendation of changing the ranking to a narrative of potential implementation considerations that could be used by LEWPRO, agencies, and other entities interested in reducing poverty for Washingtonians.

The draft chart below is intended to provide implementation considerations for each recommendation, as well status (as of August 2023) in some cases. There may be ongoing and/or new work related to the completed recommendations; however, the group these recommendations have been completed as written.

Next Steps

Additional input is needed, as the Implementation Action Plan below were created by a small group of agency volunteers. The intent is for the LEWPRO task force members, Poverty Reduction Steering Committee, Poverty Reduction Work Group, and Subcabinet on Intergenerational Poverty to review and provide additional information, considerations, and links to data and resources. Once the document is in a more finalized state, the intent is to provide a resource available for anyone working to reduce poverty in Washington State.

	Strategy/Recommendation	Considerations										Notes/Comments
		Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	
		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
1a	Require state entities to collaborate with emerging Office of Equity to develop trainings on historical trauma, institutional racism, and implicit bias that are required of all public employees in systems that touch upon the lives of people experiencing poverty	~~Office of Equity~~, all agencies	~~Short-term~~	~~RCA completed – see plan re: connection to poverty. Addressing race is foundational to impacting poverty~~	~~Impacts access across all populations by impacting those with the most barriers to access~~	~~Data re: disproportionality in plan. Leverage existing research and work underway (OOE)~~	~~Hits all areas Consider bringing community voice into the development of the training~~	~~*Significant customer impact *Alleviating poverty across all populations *Lead to self-sufficiency~~	~~*Return on investment (ROI) *Easy to implement (operationally) *Policy *Sustainability *# of people served *Long-term impact *Economic impacts on economic recovery (i.e., housing, jobs, etc.) *Eliminates or reduces disproportionality~~	~~Yes: *communities *advocacy groups *build trust with key populations *move toward common understanding~~	~~Indeterminate funding need, but foundational funding in place (?) Good community support for this work~~	Completed with the establishment of the Office of Equity (OOE). See State agency PEAR Plan & Playbook for details.
1b	Require state entities to collaborate with the emerging Office of Equity to develop data, processes, and tools that prioritize racial equity in state government policies, programs, practices and partnerships	~~Office of Equity~~, all agencies	~~Long-term~~	~~RCA completed – see plan re: connection to poverty. Addressing race is foundational to impacting poverty~~	~~Impacts access across all populations by impacting those with the most barriers to access~~	~~*data available in most agencies *may require resources to develop intentional processes for using that data correctly~~	~~Hits all areas~~	~~*Significant customer impact *Alleviating poverty across all populations *Lead to self-sufficiency~~	~~*Policy impact positive *indeterminate cost per person - dependent on what the data tells us *long-term impact *positive economic impact - *eliminates or reduces disproportionality~~	~~Yes, outreach to impacted communities necessary~~	~~Scalable with time and the right resources~~	Completed with the establishment of the Office of Equity (OOE). See State agency PEAR Plan & Playbook for details.

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2a	Invest greater state resources in partnerships with communities of color and other groups most affected by poverty, so solutions are customized and sensitive to cultural and linguistic needs	**Office of Equity**, all agencies	Long-term	• PRWG prime example of how this can have a positive impact • See State agency PEAR Plan & Playbook for details. • See Just Futures work aligned with Results WA 2022	• Indirect impact to access as this work would build trust • Co-creation with communities who stand to benefit the most is access in its purest form	• Aligns with human centered design approach (evidence based) • Leverage existing work	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Serving under-represented - yes	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Easy to implement (operationally) • Positive impact on policy as HCD influenced • Cost per person - compensation required • Sustainable with resources • Long-term impact • Eliminates or reduces disproportionality	Yes, both to impacted communities, state leaders and legislature	Scalable with time and the right resources	
2b	Institutionalize the practice of including people most affected by poverty in decision making by establishing a state-level entity to collaborate with stakeholders on the implementation of the strategic plans for poverty reduction	~~Office of Equity, all agencies~~	~~Long-term~~	~~PRWG prime example of how this can have a positive impact~~ ~~See State agency PEAR Plan & Playbook for details.~~	~~Indirect impact to access as this work would build trust~~ ~~Co-creation with communities who stand to benefit the most is access in its purest form~~	~~Aligns with human centered design approach (evidence based); can leverage work already happening~~	~~*Equity lens~~ ~~*Community voice~~ ~~*Remove institutional barriers or dismantle them~~ ~~*Who is served? Serving under-represented - ye~~	~~*Significant customer impact~~ ~~*Alleviating poverty across all populations~~ ~~*Lead to self-sufficiency~~	~~*easy to implement (operationally)~~ ~~*positive impact on policy as HCD influenced~~ ~~*cost per person - compensation required~~ ~~*sustainable with resources~~ ~~*long-term impact~~ ~~*eliminates or reduces disproportionality~~	~~Yes both to impacted communities, state leaders and legislature~~	~~Scalable with time and the right resources~~	Completed with the establishment of the Office of Equity (OOE). See State agency PEAR Plan & Playbook for details.

	Strategy/Recommendation	Agencies Involved (Lead agency = bold)	Long or Short-Term (≥2 years = Long-term strategy ≤2 years = Short-term strategy)	Considerations							
				Root Cause Analysis (• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?)	Access (• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality)	Evidence-Based (• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity)	Equity Lens (• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?)	Measurably Reduces Poverty (• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency)	ROI Umbrella (• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality)	Outreach (Will outreach need to be done? If so, with whom? Other states or brand new?)	Scalability (• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?)	Notes/Comments
2c	Task the emerging Office of Equity to collaborate with Indigenous, Black, and Brown Washingtonians to develop a formal process for truth and reconciliation	**Office of Equity**, all agencies	Long-term	• There are some examples of this work with positive impact • OOE may be working on this in the future	• Indirect impact to access as this work would build trust • Co-creation with communities who stand to benefit the most is access in its purest form	• Leverage work in other parts of the country/other countries • Cincinnati Truth & Reconciliation	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Serving under-represented - yes	Indirectly but will build necessary trust with communities	• Difficult to measure • Long-term impact • Eliminates or reduces disproportionality	Yes, both to impacted communities, state leaders and legislature	Scalable with time and the right resources	
3a	Adopt the Washington Kids for Washington Jobs recommendations, and bolster these with more specific, intentional strategies to achieve equity	**OSPI, DCYF, SBCTC,** WF Dev system, DSHS	Both	See Washington Kids 4 Washington Jobs (WK4WJ) & Washington Round Table	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	See WK4WJ (Is WK4WJ measuring - possible opportunity for alignment and partnership)	• Equity lens • Remove institutional barriers or dismantle them • Serving under-represented - populations traditionally excluded/furthest from this opportunity	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) – yes • Easy to implement (operationally) - some easier than other • Policy - good public and economic policy • Reform actually removes poverty - "removes" is too strong, but good building block • Cost per person served - could increase • Sustainability - yes • Long-term economic impacts • Eliminates or reduces disproportionality	Minimal	Could be very expensive - across multiple systems but long-term ROI is questionable because we don't know what's happening	See notes in bottom of the 10-yr plan

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3ai	Increase funding to accelerate the process of naturalization for immigrants, refugees, and asylees	DSHS, COM	Short-term	Need to check this	• Expand on current population served • Ease of access • Serve new population - expands opportunity to existing population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Check data-based research • Leverages existing work • Expands on existing work/could leverage pilots (King County?) • Addresses equity	• Addresses equity • Community voice - where to direct additional funding • Removes institutional barriers - does not dismantle them • Serves under-represented populations	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) – yes • Easy to implement (operationally) - yes, existing system in place • Policy - good public and economic policy • Reform actually removes poverty - "removes" is too strong, but good building block • Cost per person served - could be necessary to increase CPP • Sustainability - yes • # of people served – unknown • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Outreach is necessary to garner support	Good community support; will need to develop data / evidence to garner budget support	

			Considerations								
		Agencies Involved	**Long or Short-Term**	**Root Cause Analysis**	**Access**	**Evidence-Based**	**Equity Lens**	**Measurably Reduces Poverty**	**ROI Umbrella**	**Outreach**	**Scalability**
Strategy/Recommendation		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?
Notes/Comments											
3aii	Strengthen literacy programs and services for children and adults across the entire education and workforce-development pipeline	OSPI, DSHS, SBCTC, ESD, WF Dev	Long-term	• Addresses one root cause <mark>(OF HOW MANY?)</mark>	• Expands access to limited English proficiency (LEP) population & Dolly Parton Imagination Library	• Check data-based research • Leverages existing work • Expands on existing work/could leverage pilots • Addresses equity	• Addresses equity • Community voice - where to direct additional funding • Removes institutional barriers - does not dismantle them • Serves under-represented populations	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) – yes • Easy to implement (operationally) - yes, existing system in place • Policy - good public and economic policy • Reform actually removes poverty - "removes" is too strong, but good building block • Cost per person served - could be necessary to increase CPP • Sustainability - yes • # of people served – unknown • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Outreach is necessary to garner support	Good community support; will need to develop data / evidence to garner budget support	

	Strategy/Recommendation	**Considerations**										Notes/Comments
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3aiii	Replace discipline practices in schools with culturally responsive social, emotional, and engagement supports	OSPI	Long-term	Addresses one root cause (OF HOW MANY?)	• Removes a barrier re: engagement in education • Parents aren't disrupted • Kids stay in school	• There is research/evidence to support this concept • Addresses equity (Positive & Adverse Childhood Experiences (PACE)	• Addresses equity • Community voice - best practices - initial focus areas/pilots • Removes institutional barriers - does not dismantle them • Serves under-represented populations	• Significant impact • Leads to self-sufficiency	• Reduces disproportionality	Yes to schools and educational practitioners, Positive & Adverse Childhood Experiences (PACE)	Scalable with time and the right resources	
3avi	Increase the availability of affordable child care and housing for student parents on or near college campuses	SBCTC, DCYF	Short-term	• RCA yes • Multiple root causes are being addressed	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Evidence available (see plan) • Could leverage existing work at SBCTC - pilot housing/child care supports • Expand or replicate existing pilots	• Removes barriers to post-secondary education	• Leads to self-sufficiency	• ROI – yes • Requires collaboration and funding to implement - potentially need capital investment • Unknown cost per person - may need analysis • Sustainable with funding • Long-term impact on economy	Will require budgetary support will need community college support	Will require resources	

			Considerations								
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3avii	Remove residency barriers for college students with refugee status	SBCTC, DSHS	Long-term - will likely require RCW change	Unknown	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	Higher Ed Immigration Portal	• Equity lens - yes, underserved populations • Removes an institutional barrier to education	• Significant customer impact • Lead to self-sufficiency	• Increases costs / potential student population; requires investment in ESL • Increases # served • Positive long-term economic impact • Reduces disproportionality	Yes - will need bipartisan support	Unknown	
3aviii	Increase opportunities for Washington students and adults who are disconnected from the educational system to prepare for and access affordable and high quality post-secondary educational pathways	WSAC, SBCTC, OSPI, DSHS	Long-term	Yes RCA, data indicates room for improvement against national standards	• Expands access to post-secondary • Potentially eases access (reduces financial and community barriers)	Yes	• Equity lens - yes, underserved population • Removes an institutional barrier to education	• Significant customer impact • Lead to self-sufficiency	• ROI - yes; data/research that PS Ed needed for jobs into the future; career pathways lead to better economic outcomes • Unknown re: operationalizing - will require cross system collaboration • Could increase cost per person but also increase # served • Long-term and good economic impact • Could reduce disproportionality	Yes - needs good community collaboration as well as state level collaboration	Could be very expensive - across multiple systems but long-term ROI is economically advantageous	

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3b	Enforce stronger salary and wage transparency and fair labor practices among employers to ensure pay equity for women and people of color	Office of Equity? Workforce system? OFM (State HR)?	Long-term	RCA - yes		Gender pay gap	• Removes institutional barriers and biases	• Alleviating poverty across all populations • Lead to self-sufficiency	• Reform actually removes poverty and eliminates disproportionality • Raises economic floor for those affected	Minimal, as WA has passed legislation to address	Passed legislation is first step. Law could expand its reach.	
3c	Incentivize, promote and expand access to no- or low-cost financial resources and education that empower, rather than prey upon, people experiencing poverty	DOR, ESD, DFI	Long-term	RCA - yes	• Removes a barriers • Eliminate disproportionality	Predatory Lending: The New Face of Economic Injustice (americanbar.org)	• Equity lens • Remove institutional barriers or dismantle them • Serving under-represented - populations traditionally excluded/furthest from this opportunity	• Alleviating poverty across all populations • Lead to self-sufficiency	• Reform actually removes poverty • Long-term generational impacts • Economic impacts • Eliminates or reduces disproportionality	Yes - especially to educate traditionally underserved populations	Needs funding	How Predatory Debt Traps Threaten Vulnerable Families - Center for American Progress
3d	Enact changes to the state tax system that lower the effective tax rate for low- and moderate-income households (bottom two quintiles)	DOR	Long-term	Tax Structure final report | Washington Department of Revenue		Tax Reform: An Optimal Equation | Stanford Institute for Economic Policy Research (SIEPR)	• Equity lens • The lowest-income families pay an overall state and local tax rate that is 50 percent higher on average than the rate paid by the top 1 percent	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Reform actually removes poverty • Long-term impact • Economic impacts • Eliminates or reduces disproportionality	Yes	If the tax system is revised	

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3e	Work in partnership with local labor organizations and the government to modernize unions and the rights of workers	**OFM (State HR)**, All State Agencies	Long-term		Remove silos/allow for collaboration		• Equity lens • Remove institutional barriers or dismantle them	• Alleviating poverty across all populations		Yes		
3f	Adopt the Child Care Collaborative Taskforce recommendations to increase the availability of affordable, high quality early care and education	COM, DCYF	Long-term	See Child Care Collaborative task force (C3TF) report	See C3TF report	See C3TF report	• Equity lens	• Alleviating poverty across all populations		Yes	With sufficient funding	
3g	Increase and preserve affordable housing for renters and owners	COM	Long-term	RCA – yes (multiple root causes - housing stability; equity)	• Increase access to housing supports • Removes other barriers (affordability, access) • Reduces disproportionality	Yes	• Reduces disproportionality in housing / rental practices • Reduces institutional housing barriers	• Significant customer impact • Stabilizes all • Supports self-sufficiency efforts	• Long-term ROI - stabilizing housing across all populations allows for better engagement in education/work; reduces child abuse and neglect; increases opportunity • Increases costs, but not sure if that's per person or systemically	• Community outreach and voices necessary to target communities most in need	Will require significant resources	

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3h	Enact changes to the tax system that support equitable economic growth	DOR	Long-term	Yes		Policy Basics: Tax Equity - The Commonwealth Institute - The Commonwealth Institute	• Equity lens • The lowest-income families pay an overall state and local tax rate that is 50 percent higher on average than the rate paid by the top 1 percent	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Reform actually removes poverty • Long-term impact • Economic impacts • Eliminates or reduces disproportionality	Yes	If the tax system is revised	
4a	Create a state funded supplemental Apple Health assistance benefit.	HCA, DSHS	Short-term	Yes, RCA - see recent legislation	Increases access to health care - removes barriers to access (both affordability and access) and reduces disproportionality	Yes	• Equity lens • Removes an institutional barrier	• Significant impact on affected communities – positive • Reduces costs to health care system while ensuring better health outcomes - leads to better ability to learn and work	See leg/dp	Yes - will need bipartisan support	Could be phased in	Intended for Jan 2024 implementation, pending leg approval
4b	Ensure funding and access to culturally and linguistically appropriate health care and support services before, during, and after pregnancy	HCA, DCYF, DSHS	Long-term	Yes - Research re: increased health outcomes as well as reduced child welfare	• Expands access by reducing cultural/linguistic barriers and allows for trusting relationships	Yes especially recommended home visiting programs	• Equity lens • Removes an institutional barrier	• Significant impact on affected communities – positive • Reduces costs to health care system while ensuring better health outcomes - leads to better ability to learn and work	• Potentially increases cost per person as well as increasing numbers served; may reduce costs re: health care system, child welfare system • Positive long-term impacts to economy of reduces costs in those systems and increased economic ability	Yes - will need bipartisan support	Could be phased in	

			Considerations								
		Agencies Involved	**Long or Short-Term**	**Root Cause Analysis**	**Access**	**Evidence-Based**	**Equity Lens**	**Measurably Reduces Poverty**	**ROI Umbrella**	**Outreach**	**Scalability**
Strategy/Recommendation		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	**Notes/Comments**
4c	Expand culturally and linguistically appropriate voluntary home visiting so all families who are eligible can receive it	HCA, DCYF, DSHS	Long-term	Yes - Research re: increased health outcomes as well as reduced child welfare	• Expands access by reducing cultural/linguistic barriers and allows for trusting relationships	Yes especially recommended home visiting programs	• Equity lens • Removes an institutional barrier	• Significant impact on affected communities – positive • Reduces costs to health care system while ensuring better health outcomes - leads to better ability to learn and work	• Potentially increases cost per person as well as increasing numbers served; may reduce costs re: health care system, child welfare system • Positive long-term impacts to economy of reduces costs in those systems and increased economic ability	Yes - will need bipartisan support	Could be phased in	
4d	Ensure access to free and low-cost counseling and contraceptive options	HCA, DCYF, DSHS	Short-term	Yes, research available and examples of how family planning can positively impact long-term economic and social wellbeing	• Additional funds will expand access to more populations and ease access to services • funding alone will not remove silos or expand collaboration • expanding this service and implemented correctly, could reduce disproportionate access		Expanding access could / should be done with community input in order to ensure reduction to or dismantling of systemic barriers and ensure traditionally un or underserved populations are not left behind	Yes	Initial investment should reduce longer term costs related to unintended and unplanned pregnancy, thereby allowing families to make informed choices	Yes - will need bipartisan support	Funding is required	

	Strategy/Recommendation	Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	Notes/Comments
		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
4e	Increase funding to support culturally appropriate outreach for Women, Infants, and Children (WIC), the Farmers Market Nutrition Program and Senior Farmers Market Nutrition program.	DOH, DSHS	Short-term	Yes • WIC has research relative to its effectiveness • Senior Nutrition programs and impact on health research should be available	• Expand uptake and access to these programs reduces barriers. • Outreach efforts could reduce or eliminate silos and encourage collaboration	Yes	Strategy is focused at "culturally relevant outreach" which should focus on community voice and reduce systemic barriers that have been in place	• Healthy foods • Better nutrition foster better health outcomes across age spectrum which reduces costs for those populations • Increased health allows for ability to focus on economic mobility	• Reduces costs in health care systems • Better ability to learn • Better ability to focus on economic mobility	Yes - to communities impacted		
4f	Increase in-home Medicaid funds for supported living for seniors so they can receive care in their home and avoid costly residential programs	HCA, DSHS	Short-term	(check with HCA and ALTSA)	Increased funding increases access and potentially increases access for those typically/historically farthest from access to these services	A Place for Mom DSHS/ALTSA DSHS/ESA	See access notes	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Reform actually removes poverty • Eliminates or reduces disproportionality	Yes	Funding is required	
5a	Provide greater resources for community-led data collection	All (?) Or consider central POC?, OOE, WATech	Long-term	Some research and examples of how to do this and its impact (see plan)	N/A	• This would allow us to develop state level data to be used to inform practices • Research & Data Justice	Yes	• Significant customer impact • Alleviating poverty across all populations	• Long-term impact • Eliminates disproportionality	Yes	With sufficient funding	See State agency PEAR Plan & Playbook for details.

					Considerations							
		Agencies Involved	**Long or Short-Term**	**Root Cause Analysis**	**Access**	**Evidence-Based**	**Equity Lens**	**Measurably Reduces Poverty**	**ROI Umbrella**	**Outreach**	**Scalability**	
Strategy/Recommendation		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	**Notes/Comments**
5b	Increase state and local rental assistance and diversion programs that allow children, youth, adults, and families to avoid homelessness	COM	Short-term	Yes - see plan	• Would expand access to assistance • May serve more or expanded population • Implementation strategies would drive opportunity for reducing disproportionality	See plan	Implementation dependent - should be done in conjunction with community input	Stabilizing housing allows families/individuals to focus on economic mobility	• Avoiding homelessness avoids crisis for families/individuals • Reduces need for expansion of temporary shelter beds • Allows people to focus on other stabilizing factors • Should be less expensive in the long run	Yes - to communities impacted	With sufficient funding	
5c	Increase the number of emergency, transitional, and permanent supportive housing options	COM	Long-term	There are pilots nationally that support an approach like this	More units should equal more access for larger population	Unsure	Implementation dependent - should be done in conjunction with community input	Stabilizing housing allows families/individuals to focus on economic mobility	• Avoiding homelessness avoids crisis for families/individuals - reduces need for expansion of temporary shelter beds • Allows people to focus on other stabilizing factors • Should be less expensive in the long run	Yes - to communities impacted	With sufficient funding	
5d	Develop stronger public-private partnerships to increase opportunities for supported education, job training, and employment	**COM, ESD,** all agencies	Long-term	Need to check on this	May allow for the removal of silos and greater collaboration across program areas	Sustainability | Free Full-Text | EASIER: An Evaluation Model for Public–Private Partnerships Contributing to the Sustainable Development Goals (mdpi.com)	Implementation dependent – this work should be done in conjunction with community input	• Could have significant positive impact on customers • Could generate better outcomes	Needs some additional evaluation	Communities impacted and private partners	With sufficient funding	

	Strategy/Recommendation	Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	Notes/Comments
		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
5e	Create a Medical-Financial Partnership model for Washington state	ESD, HCA, DOH, OFM, DOR, DSHS, DFI??	Long-term	Need to check on this	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability) • Eliminates or reduces disproportionality	Medical-Financial Partnerships: Cross-Sector Collaborations Between Medical and Financial Services to Improve Health - PMC (nih.gov)	• Equity lens • Remove institutional barriers • Historically marginalized populations	• Significant customer impact • Alleviate poverty across all populations • Lead to self-sufficiency	• Return on investment • Long-term economic impact • Eliminates or reduces disproportionality	Yes	Funding for public/private partnership will be needed	
5f	Improve access to prevention, treatment, and recovery support services	HCA, DSHS	Long-term	USDS Overdose Prevention Strategy	• Increases and potentially eases access • Could expand opportunity for better cross agency collaboration • May eliminate or reduce barriers	see plan	Could remove institutional barriers depending on implementation strategies	• Elimination of these barriers • Increased access to treatment/recovery support will create better economic mobility	• Increased access to treatment/recovery could create better economic mobility opportunities • Reduces reliance on public services	yes	With funding	Data available in EMAPS

	Strategy/Recommendation	Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	Notes/Comments
		Considerations										
		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
5g	Improve integration of behavioral health treatment in early learning settings and K-12	OSPI, DCYF	Long-term	Supporting Child Student Social Emotional Behavioral Mental Health.pdf	• Increase access • Remove silos/allow for collaboration • Removes access barriers • Eliminates disproportionality	Supporting Child Student Social Emotional Behavioral Mental Health.pdf	• Equity lens • Remove institutional barriers	Leads to self-sufficiency	• Return on investment (ROI) • Policy • Reform actually removes poverty • Long-term economic impacts (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Yes	With funding	
6a	Develop a shared set of outcomes for individual, child, and family well-being, in partnership with communities most affected by structural racism and poverty that each agency is collectively held accountable to achieve.	OOE - all agencies	Long-term	Collaborative Care in Schools: Enhancing Integration and Impact in Youth Mental Health - PMC (nih.gov)	Doesn't impact access	Yes - see plan Collaborative Care in Schools: Enhancing Integration and Impact in Youth Mental Health - PMC (nih.gov) Health status: Wellbeing - Australia's health performance framework - Australian Institute of Health and Welfare (aihw.gov.au)	Yes	Strategy/recommendation isn't tactical in nature and won't in itself reduce poverty - instead provides baseline and future data to track outcomes	Strategy/recommendation isn't tactical in nature and won't in itself reduce poverty - instead provides baseline and future data to track outcomes	Yes	With funding	Growing interest nation-wide Colorado Guide to 2Gen – Ascend at the Aspen Institute

				Considerations								
	Strategy/Recommendation	**Agencies Involved** Lead agency = bold	**Long or Short-Term** ≥2 years = Long-term strategy <2 years = Short-term strategy	**Root Cause Analysis** • Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	**Access** • Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	**Evidence-Based** • Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	**Equity Lens** • Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	**Measurably Reduces Poverty** • Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	**ROI Umbrella** • Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	**Outreach** Will outreach need to be done? If so, with whom? Other states or brand new?	**Scalability** • How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	**Notes/Comments**
6b	Update "Standard of Need", assistance levels, and eligibility to reflect the real costs of what it takes for individuals and families to make ends meet	All agencies with financial eligibility factors	Short-term	Yes - data available to evaluate the impact of resources and reality of cost of meeting basic needs by county	Will increase access to programs to more low-income populations;	Yes - see plan Self-Sufficiency Standard | Self Sufficiency Standard (washington.edu) The Stanford Basic Income Lab	Remove institutional barriers	Should have significant impact across populations and provide more opportunity for supports	Increased population and potentially increased cost per person	Yes	With funding and iterations	Working with UW to update the Self-sufficiency Standard
6c	Develop a universal intake, data sharing, and technology platform so that essential information on people served can be shared across agencies, systems, and sectors	DSHS, COM, SBCTC, DCYF, DOH - others/ WATECH?	Long-term	Integrated eligibility and enrollment (IE&E) will streamline processes for clients, staff, and administrative overburden.	• Should increase access and allow for better collaboration across agencies • Remove barriers in current system • Reduce disproportionality	Yes, HHS coalition	• Will remove institutional barriers and create collaboration opportunities • Community voice • Remove institutional barriers	Significant positive impact to customers - reduced duplication on their part as well as reduced trauma of retelling their story.	• Reduced need to process similar information across a spectrum of agencies should reduce costs even as it increases access to services. • Long-term implementation and will require significant IT investment and policy review/revision	Yes	Community supports IE&E	Integrated Eligibility & Enrollment effort
6d	Increase cash assistance and test the impact of making it unconditional upon work	DSHS	Long-term	Yes - numerous research and pilots	Yes to all above	Evidence is available relative to national pilots	Communities implementing in pilots - does reduce/eliminate barriers - does impact traditionally underserved populations	Yes - see pilots and other research	• Harder to implement - requires significant implementation coordination across program areas - some of this policy review is available. • Long-term impacts	Yes	With funding	

				Considerations								
		Agencies Involved	**Long or Short-Term**	**Root Cause Analysis**	**Access**	**Evidence-Based**	**Equity Lens**	**Measurably Reduces Poverty**	**ROI Umbrella**	**Outreach**	**Scalability**	
Strategy/Recommendation		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	**Notes/Comments**
6e	Smooth on-ramps and off-ramps for programs	DSHS, ESD, SBTCT (maybe others?)	Long-term	See plan	• Easing access and smoothing on ramps requires collaboration across program areas • Could open access for new populations • Could have a positive impact on reducing disproportionality	Could leverage existing collaborations	Could reduce/elimination existing barriers and expand to populations traditionally underserved	• Could increase customer connections (eliminate cracks where people churn off) • Smoother transitions mean less churn and gaps which could lessen time in/on programs and speedier movement to economic mobility	This would need more evaluation			
6f	Revamp policies, programs, and practices to inspire hope and build resilience											
6g	Implement WorkFirst and TANF Program Improvements	DSHS and WF Partnership	Long-term	Partially - TANF TLE data / research indicates some TANF Policies are harmful.	• May expand access to TANF program/supports and remove barriers to ongoing services • In some cases will eliminate disproportionality	There is data available	Partially	To some degree	• Requires some policy review and data analysis. • Could increase populations served as well as length of service			
6h	Transform Case Management	DSHS	Long-term	In some recommendations	May expand access to programs as well as reduce barriers to additional supports, referrals.	In some recommendations		Not directly but provides for better services to customers and better engagement which leads to better outcomes				

			Considerations								
Strategy/Recommendation		Agencies Involved Lead agency = bold	Long or Short-Term ≥2 years = Long-term strategy ≤2 years = Short-term strategy	Root Cause Analysis • Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	Access • Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	Evidence-Based • Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	Equity Lens • Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	Measurably Reduces Poverty • Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	ROI Umbrella • Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Outreach Will outreach need to be done? If so, with whom? Other states or brand new?	Scalability • How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	Notes/Comments
7a	Decriminalize and destigmatize poverty by shifting resources toward diversion, treatment, and support services	DOC, DCYF, WA State Courts	Long-term	Need to check	• Expand on current population served as program availability expands • Increase access • Increase ease of access • Remove other barriers • Eliminates or reduces disproportionality	Check	Implementation should be done with equity and community lens	• Reducing incarceration should lead to better outcomes re: economic mobility • Equity lens • Community voice • Remove or dismantle institutional barriers • Not easy to implement, but policy can be changed, along with procedures. • Concern with shifting funds from prisons, etc., is that it will then eliminate the ability to provide these services internally as well. Rather than shifting resources, it would be better to have additional resources. • It would have a long term positive impact on disproportionality, economic impacts, and the number of people served.	• Reduced cost of incarceration • May be hard to operationalize and scale • More cost analysis may be needed • Outreach to bring in community based organizations.	Yes	Will need bipartisan support and resources	

	Strategy/Recommendation	Considerations										Notes/Comments
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7b	Rapidly engage families and connect them to support services when a child or adult is at risk of entering the juvenile or criminal justice systems	DOC, DCYF, DSHS, WA State Courts, OSPI	Long-term	Need to check	• Expand on current population served • Increase access • Increase ease of access • Remove other barriers • Eliminates or reduces disproportionality	Check	• Disproportionately higher BIPOC populations in incarceration settings - increasing access to supports should be targeted to support those families and decrease disproportionality • Equity lens • Community voice • Remove or dismantle institutional barriers	Could stabilize families before they need to enter systems	• Not easy to implement, but policy can be changed, along with procedures. • Reformation could improve economic mobility and it could be sustainable and have long-term impact towards preventing intergenerational incarceration.	Yes		Will require resources and would need bipartisan support.
7c	Increase in-home assistance and support services to keep children in the care of people and environments that make them feel the most stable and safe	DCYF, DSHS, DOC, WA State Courts	Long-term	Check - DCYF may have this?	• This could expand on the current populations served • Remove silos, barriers, etc. • Eliminate or reduce disproportionality		• Equity lens • Community voice • Remove or dismantle institutional barriers	Significant impact to families and providing assistance where they are at could definitely help alleviate some of the financial burdens.	• There would be an ROI. • Not easy to implement, but policies and procedures can be updated. • This could increase the cost per person served, but there would be long term impacts by keeping the children in the home. • Definite economic impacts and could reduce disproportionality	Yes	Will require resources and would need bipartisan support	

	Strategy/Recommendation	Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	Notes/Comments
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		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
7d	Provide robust, trauma-informed case management to children, adults, and families involved in child welfare, juvenile, and criminal justice systems	DCYF, DOC, DSHS, HCA			• Expand on current population served as program availability expands • Increase access • Increase ease of access • Remove other barriers • Eliminates or reduces disproportionality		Will need an equity lens and also a community voice involved.	Significant impact to families could help provide some stabilization and help with economic mobility	• Not easy to implement, but policy can be changed, along with procedures. • Reformation could improve economic mobility and it could be sustainable and have long-term impact towards preventing intergenerational incarceration.	Outreach to connect with those that can provide Trauma Informed Case Management Training	Will require resources and would need bipartisan support for funding.	
7e	Expand education, job training, and employment opportunities for children and adults while they are in the care of the juvenile and criminal justice systems	SBCTC, DOC, DCYF, OSPI			• Definitely expand on the current population served • Remove silo and barriers • Help reduce disproportionality		• Equity lens, community voice • Remove or dismantle institutional barriers	• Significant customer impact • Alleviating poverty across all populations • Lead to economic mobility	• Not easy to implement, but policy can be changed, along with procedures. • Concern with shifting funds from prisons, etc., is that it will then eliminate the ability to provide these services internally as well. • Rather than shifting resources, it would be better to have additional resources. • It would have a long term positive impact on disproportionality, economic impacts, and the number of people served.	Connect with community based organizations that could help provide services	Will require resources and would need bipartisan support for funding.	

	Strategy/Recommendation	Considerations										Notes/Comments
		Agencies Involved	Long or Short-Term	Root Cause Analysis	Access	Evidence-Based	Equity Lens	Measurably Reduces Poverty	ROI Umbrella	Outreach	Scalability	
		Lead agency = bold	≥2 years = Long-term strategy ≤2 years = Short-term strategy	• Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	• Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	• Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	• Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	• Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	Will outreach need to be done? If so, with whom? Other states or brand new?	• How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
7f	Review and reform Legal Financial Obligations (LFOS)	DOC, DCYF, WA State Courts			This could remove barriers such as affordability, reducing or eliminating disproportionality		• Equity lens • Community voice • Remove or dismantle institutional barriers	• Significant customer impact • Alleviating poverty across all populations • Lead to economic mobility	• Return on investment would be very impactful. • It would improve economic mobility and recovery. • Eliminates or reduces disproportionality, and would have a long term impact		Will require resources and would need bipartisan support for funding.	
7g	Provide adequate funding to increase the availability of safe, culturally responsive foster homes and permanent living options for children and youth involved with the child welfare system	DCYF			• Expand on current population served • Remove other barriers such as access.		• Equity lens, community voice • Remove or dismantle institutional barriers • Definitely serve the under represented	Significant customer impact	• Definite return on investment and a long-term impact. • Policy would need to be changed, and if there is adequate funding, it could be sustained. • Definitely could eliminate or reduce disproportionality	Outreach to stakeholders and other funding streams.	• Moderate in terms of scalability • There would be community support.	
7h	Connect children, adults, and families to public assistance and support services at least three months before they exit a system	DOC, DCYF, DSHS, COM, ESD			• Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality		• Equity lens, community voice • Remove or dismantle institutional barriers • Definitely serve the under represented	• Significant customer impact • Leads to connections to improve economic mobility	• Return on investment is huge • Fairly easy to implement • It would be sustainable and have a long term impact. • Economic impacts on economic recovery and would work towards eliminating or reducing disproportionality		This is scalable statewide.	

		Considerations										
Strategy/Recommendation	**Agencies Involved** Lead agency = bold	**Long or Short-Term** ≥2 years = Long-term strategy <2 years = Short-term strategy	**Root Cause Analysis** • Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	**Access** • Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	**Evidence-Based** • Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	**Equity Lens** • Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	**Measurably Reduces Poverty** • Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	**ROI Umbrella** • Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	**Outreach** Will outreach need to be done? If so, with whom? Other states or brand new?	**Scalability** • How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	**Notes/Comments**
7i Eliminate education and employment barriers, and invest in stronger, better-coordinated exit and re-entry policies, services, and programs	DOC, DCYF, OSPI, SBCTC, COM, ESD			• Expand on current population served • Ease of access • Remove silos/allow for collaboration • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality		• Equity lens, community voice • Remove or dismantle institutional barriers • Definitely serve the under represented	• Significant customer impact • Leads to connections to improve economic mobility	• Return on investment is huge • Fairly easy to implement • It would be sustainable and have a long term impact. • Economic impacts on economic recovery and would work towards eliminating or reducing disproportionality		Will require resources and would need bipartisan support for funding.	
7j Expand and strengthen post-release family and peer support services	DOC, DCYF, DSHS			• Expand on current population served • Remove silos/allow for collaboration • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality		• Equity lens, community voice • Remove or dismantle institutional barriers • Definitely serve the under represented	• Significant customer impact • Leads to connections to improve economic mobility	• Return on investment is huge • Fairly easy to implement • It would be sustainable and have a long term impact. • Economic impacts on economic recovery and would work towards eliminating or reducing disproportionality		Will require resources and would need bipartisan support for funding.	

	Strategy/Recommendation	Considerations										Notes/Comments
		Agencies Involved Lead agency = bold	**Long or Short-Term** ≥2 years = Long-term strategy ≤2 years = Short-term strategy	**Root Cause Analysis** • Has RCA been completed? • Does analysis show singular or multiple root causes? • Will addressing one root cause positively address another or will it cause new challenges?	**Access** • Expand on current population served • Ease of access • Remove silos/allow for collaboration • Serve new population • Remove other barriers (i.e., affordability, access, etc.) • Eliminates or reduces disproportionality	**Evidence-Based** • Data-based research • Leverage existing work • Expand/replicate pilots • Evidence addresses equity	**Equity Lens** • Equity lens • Community voice • Remove institutional barriers or dismantle them • Who is served? Serving under-represented?	**Measurably Reduces Poverty** • Significant customer impact • Alleviating poverty across all populations • Lead to self-sufficiency	**ROI Umbrella** • Return on investment (ROI) • Easy to implement (operationally) • Policy • Reform actually removes poverty • Cost per person served • Sustainability • # of people served • Long-term impact • Economic impacts on economic recovery (i.e., housing, jobs, etc.) • Eliminates or reduces disproportionality	**Outreach** Will outreach need to be done? If so, with whom? Other states or brand new?	**Scalability** • How likely are we to get funding to scale across the entire state? • How likely are we to get community support for implementation?	
8a	Adopt the recommendations detailed in the FOW Taskforce report,57 and bolster it with more specific, intentional strategies to achieve equity for workers of color, women, immigrants and refugees, and rural Washingtonians	WTECB and member agencies	Long-term	Yes, data indicates shortage of workers in key fields	• Reduces disproportionality • Helps traditionally marginalized populations access high-demand good-paying employment	[WTECB Policy Recommendations]	• Underserved populations • Removes an institutional barrier to future jobs	Helps traditionally marginalized populations access lasting careers	• ROI – yes • Data/research on occupations needed for into the future; career pathways lead to better economic outcomes • Unknown re: operationalizing - will require cross system collaboration • Could increase cost but also increase # served • Good economic impact • Reduces disproportionality	Yes, needs good community collaboration as well as state level collaboration	Yes, can be scaled up to reach more industries and more people	Need presentations from the other task forces/work groups working on specific strategies - what is being done, who is lead, etc.
8ai	Dramatically expand mentorship and career-connected learning for people of color, refugees and immigrants, people with disabilities, and rural communities	WSAC, OSPI, SBCTC, ESD	Short-term	Yes, data indicate lack of connections drive poverty and education combined with workplace experience is more effective	• Reduces disproportionality • Helps traditionally marginalized populations access employer connections and in-demand skills	[Lessons-in-Career-Connected-Learning.pdf (washingtonstem.org)] [Why We Must Connect Education and the Future of Work | Future of Learning & Work | Carnegie Corporation of New York]	• Underserved populations • Removes an institutional barrier to future jobs	Helps traditionally marginalized populations access lasting careers	• ROI - yes; mentors and CCL are relatively inexpensive and have high impact • Easy to implement - infrastructure and cross system collaboration already in place • Increases # served • Good economic impact in short and long-term • Reduces disproportionality	WSAC and CCW have existing collaboration and communications structures	Yes, can be scaled up to reach more people with focus on historically marginalized	

	Considerations										
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8aii Accelerate pathways for immigrants and refugees with advanced degrees and/or training from their home country to become accredited in the U.S.	WSAC, SBCTC, Universities	Long-term	Yes, data indicate this holds immigrants and refugees back	• Reduces disproportionality • Removes a barrier for immigrants and refugees	Promising Practices: Highline College (The Puget Sound Welcome Back Center) - Presidents' Alliance (higheredimmigrationportal.org) Initiative Outcomes - Welcome Back Initiative (wbcenters.org)	• Underserved populations • Removes an institutional barrier to future jobs	Helps traditionally marginalized populations access lasting careers	• ROI - yes; low cost to recognize existing credentials and high impact on individual earnings • Difficult to implement - safety often a concern and licensing/accrediting bodies see it as watering down standards • Reduces disproportionality	Needs broad communication with education, licensing, and accreditation	Highly scalable	
8aiii Create tax structures for employers that offer full-time employment with living wages and robust benefit packages	DOR, COM, ESD	Long-term	Yes - data in plan indicate significant shortage of jobs that pay enough to lift people out of poverty	• Reduces disproportionality • Helps traditionally marginalized populations access jobs and careers that pay enough to escape poverty	Yes	Removes a structural and societal barrier that impacts historically marginalized populations disproportionately	Yes	• ROI – yes • Operationalizing will require collaboration with taxpayers and DOR to predict impacts and/or consider revenue neutrality • Impact on state revenue depends on design, could be revenue neutral or not • Good economic impact • Reduces disproportionality	Needs communication with employers, employer associations, labor, poverty community, and people with lived experience	• Highly scalable • Large scale impacts	

			Considerations								
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8aiv Protect Washingtonians from economic downturns by developing an economic "trigger" to provide countercyclical funding in human services, education, and job training	DSHS, COM, ESD	Long-term	Yes - past experience shows social services are an unprotected budget item that take disproportional cuts when state revenues slow or fall	Large impact - people are cut from programs or partially lose benefits	Considerations for Countercyclical Financing Adjustments in Medicaid (macpac.gov) Boosting the Economy: The Impact of US Government Spending Plans (imf.org)	Yes- disproportionately impacts communities of color and other populations	Yes	• ROI – yes • Operationalizing will require collaboration with agencies and legislators • Impact on state revenue, may increase costs • Good economic impact • Reduces disproportionality	Needs legislative outreach and cross-agency collaboration	Moderately scalable	
8av Develop and pilot a portable benefits model and a guaranteed basic income program	DSHS, Commerce, DOR	Short-term	Yes – there have been a significant number of studies of this model	Large impact on access	Guaranteed Basic Income Projects (ca.gov) Guaranteed Income: A Primer for Funders - Economic Security Project	Yes- disproportionately impacts communities of color and other populations	Yes	• ROI – yes • Operationalizing will require collaboration with agencies and stakeholders • Impact on state revenue, increases costs • Good economic impact • Reduces disproportionality	Broad communication needed	Bringing to full scale would be expensive	

10-Year Plan Short/Long-Term Definitions

- Lay a Strong Foundation
- Maximize Existing System
- Build the System Needed