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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 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. |

**Action Planning**

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| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| Charge WorkFirst partner agencies, and other member agencies of the Governor’s Health and Human Services (HHS) subcabinet, with building integrated continuum.  | HHS Subcabinet | * Leadership Commitment
 | 1-2 years to develop plan and begin work |  |
| Task a workgroup to develop overarching outcome metrics for Results Washington for families and children.  | HHS Human Centered Design Workgroup | * Data, Research, & System Support
* Agency Coordination
 | 1-2 years to develop plan and begin work | * Metrics matrix agreed upon by participant agencies
 |

**Progress Scorecard**

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| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 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.  |

**Action Planning**

| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| --- | --- | --- | --- | --- |
| Develop a new “Standard of Need”: * That accounts for basic needs to be healthy and thrive
* That accounts for living cost variation by geographic region, family size/composition, children’s ages
* Is updated annually
* Tie benefit levels for all programs to this standard
 | DSHS/ESA | * Funding
* RCW change
 | 3-5 years |  |
| Base eligibility for programs on a decent standard of living for the community in which one resides.  | Commerce | * Funding
* RCW change
* Economic Analysis
 | 3-5 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| Base all CSD cash program grant payments on “Standard of Need” | 04/2020 | Legislative Proposal/Decision Package in development.  |  |  |

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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 6d | Increase cash assistance and test the impact of making it unconditional upon work. |

**Action Step Planning**

| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| --- | --- | --- | --- | --- |
| Update grants for existing cash programs to better align with cost-of-living and adjust annually for inflation. | DSHS/ESA | * Funding
* RCW change
 | 3-5 years |  |
| Pass through 100% of child support to children and their custodial parent.  | DSHS/ESA | * Funding
* RCW change
 | 3-5 years |  |
| Pilot state program that provides unrestricted cash assistance to individuals/families; evaluate compared to current programs. | DSHS/ESA | * Funding
* RCW change
* Impact Analysis
 | 3-5 years | * Improved Family Well- being
 |
| Advocate for federal cash assistance that does not mandate work. If current federal TANF policies continue, take action to ensure there is no need to push families prematurely into work activities. | Anti-Poverty Advocacy Groups, DSHS/ESA | * Advocacy
* Funding
* RCW change
 | 3-5 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| Base all CSD cash program grant payments on “Standard of Need” | 04/2020 | Legislative Proposal/Decision Package in development.  |  |  |
| 2SSB 5144 (2020 Session): Child Support Pass-Through | 05/2020 | Allows for some pass-through of child support payments, eff 2/1/21. Implementation & IT coordination underway.  |  | Incremental progress toward 100% pass through. |
| COVID-19 Suspension WorkFirst Sanction, Work Requirements  | 03/2020 | Consider asking RDA to study relevant participation trends. |  |  |

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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 6e | Smooth on-ramps and off-ramps for programs. |

**Action Step Planning**

| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| --- | --- | --- | --- | --- |
| Remove asset limits to qualify for public assistance. | DSHS/ESA | * Funding
* RCW change
 | 3-5 years |  |
| Ease TANF sanction & time limit policies. | DSHS /ESA | * Funding
* RCW change
 | 3-5 years |  |
| Eliminate the cash, child care, and medical “cliff effects”. | DSHS/ESA, DCYF, HCA | * Funding
* RCW change
 | 3-5 years |  |
| Allow for categorical eligibility when possible & appropriate. | DSHS/ESA, DCYF, HCA | * Funding
* RCW change
 | 3-5 years |  |
| Align eligibility across programs to ensure people can meet needs as they work along the continuum of care. | DSHS/ESA, DCYF, HCA | * Funding
* RCW change
 | 3-5 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| 2SSB 5144 (2020 Session): Child Support Pass-Through | 05/2020 | Allows for some pass-through of child support payments eff 2/1/21. Implementation preparation underway.  |  | Incremental progress toward 100% pass through. |
| SHB 2441 (2020 Session): Sanction Policy Changes | 04/2020 | Extends benefit safety net prior to TANF sanction grant termination, eff 7/1/21. Implementation preparation underway.  |  |  |
| 2SSB 6478 (2020 Session): Time Limit Extensions - Homelessness | 04/2020 | Broadens definition for TANF time limit extensions, eff 7/1/21. Implementation & IT coordination underway. |  |  |
| Post-TANF Supports | 04/2020 | Legislative Proposal/Decision Package in development.  |  |  |
| Altering Earned Income Disregard to Ease Cliff Effect | 04/2020 | Legislative Proposal/Decision Package in development.  |  |  |
| COVID-19 Suspension WorkFirst Sanction & Work Requirements, Time Limit Extension | 03/2020 | Consider asking RDA to study relevant participation & time limit trends. |  |  |

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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 6f | Revamp policies, programs, and practices to inspire hope and build resilience.  |

**Action Step Planning**

| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| --- | --- | --- | --- | --- |
| Develop/train coaching and navigator care teams to support people as they navigate resources and services.  | HHS Subcabinet | * Funding
 | 1-3 years |  |
| Invest in community-based peer-to-peer support models for individuals, children, and adults experiencing poverty.  | HHS Subcabinet | * Funding
 | 1-3 years |  |
| Consider statewide expansion of the Getting Ahead peer group support model for TANF/WorkFirst families. | DSHS/ESA, Commerce, & LPAs | * Funding
 | 1-3 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| Coaching Case Management | ongoing | Under TCM, developing plan for 1) staff training, 2) observation and feedback and 3) performance measurement needed to institute a coaching approach to customer interactions and case management.  |  |  |
| TANF Home Visiting & Parent Support Referral Expansion | ongoing | Expanding referral process and partnerships statewide. Planning and coordination underway.  |  |  |
| Coordinated Parental Support Referrals and Services | 05/2020 | Decision Package in development to support referral conduit.  |  |  |

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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 6g | Implement WorkFirst and TANF Program Improvements |

**Action Step Planning**

| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| --- | --- | --- | --- | --- |
| Develop & advocate for alternatives to work participation rate as the sole federal performance measure.  | DSHS/ESA, Anti-Poverty Advocacy Groups | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Better tailor WorkFirst offerings to the needs and goals the families that make up the caseload.  | Core Partners,WA Workforce Board, WDCs | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Implement statewide warm referrals to home visiting and parent support programs.  | DSHS/ESA, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | * 1. years
 |  |
| Connect earlier with families at risk of exhausting the TANF time limit. Provide assistance and/or additional time to collect extension documentation & assist.  | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Expand statewide the practice of providing support services to fully meet transportation needs required to participate in WorkFirst. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Provide post-TANF supports to minimize benefit cliffs and assist those who are newly employed transition from cash assistance to wages. | Core Partners | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Provide tapering TANF grant for four months after a family begins work to help ease the transition to employment. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Reduce the severity of sanction policies and increasing the criteria for time-limit extensions. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| Offering services and supports to families in which only the child receives a TANF grant. | DSHS/ESA, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| Revamped WorkFirst Orientation | 10/2020 | Implemented pilot 12/19. In response to COVID-19, pilot expanded statewide 03/20.  | Partially |  |
| 2SSB 5144 (2020 Session): Child Support Pass-Through | 05/2020 | Allows for some pass-through of child support payments eff 2/1/21. Implementation preparation underway.  |  | Incremental progress toward 100% pass through. |
| SHB 2441 (2020 Session): Sanction Policy Changes | 04/2020 | Extends benefit safety net prior to TANF sanction grant termination, eff 7/1/21. Implementation preparation underway. |  |  |
| 2SSB 6478 (2020 Session): Time Limit Extensions - Homelessness | 04/2020 | Broadened definition for time limit extensions, eff 7/1/21. Implementation preparation underway. |  |  |
| TANF Home Visiting & Parent Support Referral Expansion | ongoing | Expanding referral process and partnerships statewide; planning and coordination underway.  |  |  |
| Coordinated Parental Support Referrals and Services | 05/2020 | Decision Package in development for referral conduit.  |  |  |
| Transportation Pilot Expansion | Ongoing | Expansion of current transportation pilot initiative statewide under consideration.  |  |  |
| Altering Earned Income Disregard to Ease Cliff Effect | 04/2020 | Legislative Proposal/Decision Package in development.  |  |  |
| Commerce Work Experience Services Redesign |  |  |  |  |

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| Strategy #6 | Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families |
| Recommendation 6h | Transform Case Management |

**Action Step Planning**

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| **Action Step** | **Lead Group(s)** | **Resources** | **Timeline** | **Success Indicators** |
| **Support Assessment Tools & Processes -** strengths-based, customer-driven to understand needs/wants of customer.  | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Coaching Case-Management** - help those with complex needs set goals and navigate systems. | Core Partners, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Partnerships and Referrals** - help connect those seeking public assistance with needed services/supports. | Core Partners, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Physical Environment Modifications** - make public assistance offices welcoming, inclusive, safe and positive. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Communication Enhancements** - increase effectiveness, improve language; ensure consistent with REDI values, strengths-based, customer-driven approach. | Core Partners, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Training** - with monitoring/feedback, to equip staff with skills and knowledge for strengths-based, customer-driven approach, and coaching case-management. | Core Partners, DCYF | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Standardization** - case-management processes/ procedures to increase consistency; provide baseline data for evaluating the standardization effectiveness.  | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Measure Performance** - case management procedures; establish supervisor/management access to metrics to foster accountability; provide coaching for staff. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |
| **Support Intentional Change Management** - initiatives to ensure maximum staff involvement and communication. | DSHS/ESA | * Modest funding
* Increased authority to shift TANF funding
 | 1-2 years |  |

**Progress Scorecard**

| **Input** | **Date Started** | **Status** | **Completed** | **Impact to Recommendation** |
| --- | --- | --- | --- | --- |
| Revamped WorkFirst Orientation | 10/2020 | Implemented pilot 12/19. In response to COVID-19, pilot expanded statewide 03/20.  |  |  |
| Client-Guided Assessment  | 01/2020 | Piloted in several offices. Modified version under development with TCM.  |  |  |
| Coaching Case Management | ongoing | Developing TCM Coaching Case Management option; procuring a contractor to develop coaching model.  |  |  |
| Use of Respectful Language to Refer to Immigrants Served | 04/2020 | Legislative Proposal in development to remove the term ‘alien’ in Washington Statute and regulations.  |  |  |
| 2020 Budget Funding to Support EDI Training For DSHS Staff |  | Funding provided for to support ESA staff with EDI training.  |  |  |