

# DRAFT: Phase 2 TAP Implementation Talent and Prosperity for All

Timeframe: October 2025 – December 2026

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# Executive summary

This draft workplan outlines the next phase of implementation for Washington’s Talent and Prosperity for All (TAP) plan. It is presented to the Board as a starting point to assign roles, define levels of commitment, identify the information they’d like to include, and determine how they will engage during phase two. The plan builds on foundational work completed in 2024–25 and remains aligned with TAP’s guiding principles, strategic priorities, and the U.S. Department of Labor’s five pillars.

The plan focuses on four implementation objectives and two administrative deliverables. The implementation objectives cut across TAP’s strategic priorities, but most notably integrated service delivery, credential mobility, support for industry<sup>1</sup>, and performance accountability. The implementation plan also includes mechanisms for strategic oversight, and shared decision-making. The Workforce Board members voted to approve the following implementation objectives at the meeting on October 7, 2025:

### Implementation Objectives

- 1. Workforce Pell
- 2. No Wrong Door (including HR1 implementation support)
- 3. Service-Performance Feedback Loops
- 4. Cross-Industry Recommendations

### Administrative Deliverables

- 1. Annual Legislative Progress Report on TAP
- 2. Federal WIOA Combined Program Plan Update

The Workforce Board will provide executive oversight and sponsor key initiatives. Board staff will lead selected implementation activities, while partner agencies contribute guidance and assume responsibility for specific deliverables aligned with their statutory roles and operational capacity. In these cases, Workforce Board staff will offer support as needed and actively foster collaboration and shared learning across the broader system.

Preparation for phase two is already underway, with implementation scheduled from January through December 2026. This plan is intended to guide interagency collaboration and inform the Board’s legislative agenda. It will also inform the agency’s resource allocation and support transparent reporting. It introduces new frameworks for change management, performance review, and engagement—laying the foundation for a more connected and responsive workforce system.

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<sup>1</sup> Industry includes business and labor.

## Next steps

The Workforce Board is coordinating the next phase of implementation in Q0 (Oct–Dec 2025). Immediate next steps include:

1. **Board coordination:** Identify co-sponsors or oversight committee members for each objective and deliverable, based on Board preference
2. **Collaborative subplan development:** Hold work sessions with partners to draft subplans for each of the Workforce Board’s objectives. Focus on roles, communication, milestones, timeline and time commitments—including cadence of meetings.
3. **Scheduling:** Set quarterly check-ins, coordination meetings, and Board presentations for 2026
4. **Consult on decisions:** Consult with sponsors and partners to determine which existing groups, meetings, or forums to use for implementation

## Approach: High-Level + Subplans

This workplan establishes a high-level framework for TAP implementation, emphasizing strategic oversight, coordination, and systemwide alignment. It defines the overall structure, objectives, deliverables, decision-making processes, and roles at the sponsor and leadership levels.

To clarify partner commitments and responsibilities, we apply a collective impact framework and propose a system initiatives tracker to highlight and elevate partner-led work across the system. These tools strengthen shared understanding and accountability among agencies.

The Workforce Board will collaborate with partners to develop tactical subplans that support objectives under its responsibility, using structured models such as RASCI (Responsible, Accountable, Supportive, Consulted, Informed). Each subplan will include quarterly milestones, agency and team roles, stakeholder engagement and communications (including meeting cadence and time commitments), change management needs, and risk analysis. These subplans will guide day-to-day implementation and serve as the foundation for reporting, coordination, and Board engagement.

In December, the Workforce Board staff will convene work sessions with partner staff to co-develop subplans, ensuring they reflect operational realities, statutory roles, and available resources. During these sessions, staff will refine criteria for the system initiatives tracker and continue gathering initiatives.

Together, the high-level plan and tactical subplans provide a unified structure for managing TAP implementation across agencies and systems—balancing strategic direction with practical execution.

## Background

Since August 2025, the Board has been prioritizing work for the next phase of TAP implementation. In October, the Board voted to approve four implementation objectives alongside two administrative deliverables. This workplan reflects that decision and provides structure for interagency coordination, oversight, and execution.

To support planning and resource alignment, staff developed quarterly work effort estimates for each objective and deliverable. These estimates reflect anticipated workload intensity and are intended to help Board members and agency partners understand the rhythm and demands of implementation.

## High-Level Workplan

This workplan covers:

- Governance and oversight options
- Partner commitments and roles
- Tracking tools
- Project management communication
- Risk and issue management
- Change management

It also includes an outline of the Workforce Board's subplans and an example of an aligned partner-led initiative for system-level tracking.

### Governance and oversight options

This workplan includes two recommended options for Board-level oversight of TAP implementation. Both support strategic alignment, interagency coordination, and timely decision-making. A third option—assigning one sponsor per objective—is included for transparency but is not recommended.

#### Recommended Option 1: Co-Sponsors by Objective

Each implementation objective would be supported by 2–3 Board co-sponsors. Co-sponsors would represent a mix of business, labor, and government perspectives. This model allows for tailored oversight and deeper engagement with the specific agencies and systems involved in each objective.

## Recommended Option 2: Executive Oversight Committee

A standing oversight committee would be formed with four Board members: one each from business, labor, and government, plus one representative from a Local Workforce Development Board (LWDB). This group would meet quarterly to review progress across all implementation objectives and advise on cross-cutting issues.

## Not Recommended: One Sponsor per Objective

Assigning a single Board sponsor to each objective is not recommended. This approach may limit strategic coverage and place undue burden on individual members. It also reduces opportunities for cross-sector input and shared ownership.

## Roles and Responsibilities

Board members serving in an oversight role, whether as co-sponsors or committee members, would be expected to:

- Consult on subplans, frameworks, and key deliverables
- Read monthly progress updates
- Attend quarterly check-ins with Workforce Board staff and partner agencies
- Participate in key meetings and events identified in subplans
- Provide strategic input on milestones, risks, and partner coordination
- Help surface policy issues or resource needs to the full Board
- Represent the Board in external conversations as needed

Co-sponsors would focus on an objective and engage more directly with staff and agencies leading that work. Committee members would review progress across all objectives, consult their respective business, labor or government members and advise on shared risks, governance, and alignment.

### *Quarterly check-ins*

Each check-in will focus on the upcoming three months of work. To ensure co-sponsors and committee members have meaningful opportunities to consult, implementation leads will schedule these meetings approximately four weeks before the next phase begins.

## Partner commitments and roles

The entities represented on the Workforce Board are committed to advancing TAP's strategic priorities through shared responsibility and collective action. Industry members on the Board contribute essential insight into the needs of business and labor, ensuring that strategies remain responsive to employer demand and worker opportunity. They also leverage the resources of their associations to strengthen research, shape methodology, and evaluate the effectiveness of strategies and programs.

State agencies and local partners, charged under federal and state statute to operate core workforce programs, play a critical role in identifying gaps in program effectiveness and improving service delivery for customers across the system. Their statutory authority and operational expertise anchor the collective effort.

## Collective impact principles

This work is guided by the principles of the **collective impact model**, which emphasizes a common agenda, shared measurement, mutually reinforcing activities, continuous communication and backbone support.

**Common agenda:** Alignment around TAP's strategic priorities and USDOL's five pillars.

**Shared measurement:** Partners will use agreed-upon indicators to track progress across initiatives, ensuring accountability and transparency. In the first phase of implementation, a dedicated workgroup began developing a performance framework to guide this effort. That framework will continue to evolve as data integration improves and new evaluation tools become available. Lead agencies are responsible for monitoring project implementation, measuring progress against established milestones, and providing regular status updates to the Workforce Board and partners. This shared measurement approach strengthens collective impact by aligning partners around common metrics and enabling continuous learning across the system.

**Mutually reinforcing activities:** Each partner contributes according to its unique mandate, resources, and expertise. Responsibility is shared, with lead agencies convening efforts and partners offering critical input, specialized knowledge, and the authority needed to advance the work. Local boards and partner agencies play an equally vital role by administering programs, coordinating their affiliates, and delivering frontline services.

**Continuous communication:** Regular engagement through the Workforce Board ensures transparency and trust. See project management communication and tracking tools for more details.

### *Backbone support*

Backbone support is essential to sustaining collective impact, providing coordination, accountability, and alignment across initiatives. In this framework:

**Lead agencies as backbone:** For each initiative, the designated lead agency serves as the backbone organization. It convenes partners, manages progress tracking, and ensures activities remain aligned with TAP's strategic priorities and USDOL's five pillars.

**Workforce Board backbone role:** The Workforce Board provides backbone support for four objectives approved at the last meeting, with shared responsibility further defined in a roles and responsibilities framework (e.g., RASCI, etc.—see subplan outlines and summaries for objectives):

- Implement **No Wrong Door**, which includes assisting partners with implementing HR1.

- Implement **Workforce Pell** to be consistent with—to the extent possible— TAP’s guiding principles.
- Establish **feedback loops** between service delivery and performance to conduct and inform strategic performance review.
- Deliver **industry-driven recommendations** to the Board to ensure strategies remain responsive to employer and worker needs.

**Partner-Led initiatives:** For initiatives led by partner organizations, those partners provide backbone support. They coordinate stakeholders, marshal resources, and maintain accountability for progress within their sphere of responsibility.

This distributed backbone model reflects the collective impact principle that coordination is most effective when anchored by the entity closest to the work. By assigning backbone responsibilities to lead agencies and the Workforce Board, the system ensures that every initiative has a clear convener and steward, while maintaining alignment with the shared agenda.

## Operationalizing collective impact

To operationalize this framework, two levels of planning will occur: agency subplans and partner initiatives.

**Workforce Board’s subplans:** Co-created by the Workforce Board and partner agencies, these will specify roles and responsibilities at the operational and tactical levels using a model such as RASCI (Responsible, Accountable, Supporting, Consulted, Informed). Workforce Board staff and partners will select models based on how supportive they are for each objective. This ensures clarity and accountability for implementation of the work directly under state agency purview.

**Partner initiatives:** Broader efforts by industry, labor, education, and community partners that advance TAP priorities and align with USDOL’s five pillars. These initiatives will be tracked and recognized as part of the collective impact approach, without requiring the same level of tactical detail as agency subplans.

Together, these commitments reflect a system-wide pledge: each partner contributes its authority, expertise, and resources toward a common agenda, achieving greater impact through collaboration than any single entity could accomplish alone.

## Tracking tools

To support transparency and strategic oversight, the Workforce Board will use two core tools to track TAP implementation: a milestone progress dashboard and a system initiatives tracker.

## Milestone progress dashboard

Staff will update a color-coded dashboard ahead of each regularly scheduled Board meeting (approximately every other month). The dashboard will track quarterly milestones for each implementation objective and include:

- Projected and actual completion dates
- Status indicators (e.g., not started, on track, delayed, complete)
- Notes on risks, dependencies, or changes

Staff will include the dashboard in the Board materials packet and use it to guide discussion during check-ins and oversight meetings.

## System initiatives tracker

Staff will keep a list of aligned initiatives led by state agencies and Local Workforce Development Boards (LWDBs). The tracker serves multiple purposes. Strategically, it highlights statewide and local efforts that advance the goals and strategic priorities in TAP. It also helps identify coordination opportunities, surfacing shared risks and resource constraints that affect systemwide planning and implementation.

For each initiative, the tracker will include:

- Lead agency and project name
- Supporting partners
- Alignment (TAP priorities and USDOL five pillars)
- Description, including goals
- Timing—start and end dates, if applicable, along with peak seasons or events
- Target populations—the end users the initiative is intended to serve
- Estimated resource level (low, medium, high)
- Origin—legislation (with bill number if applicable), federal or state mandate, philanthropic grant, strategic plan, or process improvement

## Project management communication

Communications will focus on three key audiences: Board members, partner agencies, and external stakeholders.

### Board communications

Staff will provide regular updates to the full Board through milestone dashboards, meeting materials, sponsor check-ins and briefings. Implementation leads will identify which Board meetings they plan to attend to share advisory recommendations or request input. These touchpoints will be noted in subplans, confirmed by sponsors or oversight committee members, and coordinated through staff.

Option for Board consideration: Should there be a standing agenda item at each Board meeting for members to raise questions or discuss milestone progress? Milestone updates will be included in the Board packet ahead of the meeting.

### *Board oversight communications*

Board members serving as co-sponsors or on the TAP executive oversight committee will receive monthly email updates on progress. If there's no progress to report, the update will state that. These members will also meet quarterly with implementation leads to consult on plans for upcoming work.

### **Partner communications**

**Responsible, supported and consulted partners.** Staff will coordinate with agencies to share updates, align messaging, and support cross-agency coordination. Communications may include email updates, shared planning documents, and milestone check-ins. Subplans will identify meetings, deliverables, and update cadences for each objective.

**Informed partners.** Staff will refer informed partners to TAP progress updates included in Board meeting packets and communicate as needed for collaboration and cross-agency work.

### **External communications**

Staff may share high-level updates with external stakeholders, including legislative staff, advocacy groups, and the public. Communications will focus on systemwide impact, progress on key deliverables, and opportunities for engagement. Staff will coordinate with agency communications teams to align messaging, medium, and timing.

Staff will publish the milestone progress dashboard and system initiatives tracker on [wtb.wa.gov](http://wtb.wa.gov). The dashboard will be updated ahead of each regularly scheduled Board meeting. Staff will review the tracker annually for accuracy, confirming with partners. Staff will make ad hoc updates upon request. Staff may also include TAP updates in its newsletter and will publicize opportunities for public comment on federal plans and updates.

The TAP Manager will serve as the primary point of contact for general external inquiries and will coordinate with implementation leads to respond to questions about specific objectives.

## Risk and issue management

Staff will use a structured approach to identify and manage risks and issues throughout TAP implementation.<sup>2</sup> Implementation leads will assess risks in each subplan, staff will track cross-objective risks, and the Board will monitor systemwide risks that could affect overall progress.

### Parameters

Staff will separate general environmental awareness from actionable risks. For example, anticipated budget constraints at the state or federal level are part of the operating context. Staff will note these in planning materials but won't log them as risks unless they directly threaten a milestone, deliverable, or resource commitment.

Staff will log and monitor a risk only if it meets at least one of the following criteria and includes specific details about scope, timing, and impact:

- **Milestone risk:** Links to a specific milestone or deliverable and explains how and when it could be delayed or blocked
- **Resource risk:** Names the affected resource (e.g., staff role, funding source, system) and describes the expected shortfall or disruption, including timing
- **Compliance/reputation risk:** References a specific law, regulation, or stakeholder group and describes the nature of the concern (e.g., noncompliance, public criticism)
- **Coordination risk:** Identifies the agencies or systems involved, describes the coordination challenge, and explains how it could impact implementation if unresolved

Staff will only log risks that are relevant to the current or upcoming quarter. We may flag long-term or hypothetical risks for future review, but we won't log them in our risk register. Each logged risk must name an owner and include at least one proposed mitigation step. If no mitigation is possible, Staff will flag the risk for escalation.

### Structure

Staff will manage risks at three levels: subplans for each objective, across objectives, and systemwide.

**Subplans for objectives.** Implementation leads will identify and document risks specific to their objective. They will include these in the subplan and review them during quarterly check-ins with Board sponsors or oversight committee members.

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<sup>2</sup> "A risk may or may not occur in the future; an issue is happening now." [Risk vs Issue: What's the Difference? - Project Management Academy Resources](#)

**Across objectives.** Staff will track risks that affect multiple objectives, such as shared dependencies, staffing constraints, or overlapping timelines. Staff will review these during internal coordination meetings and surface them to the Board as needed.

**Systemwide.** Staff will maintain a list of risks that could affect overall TAP implementation. These may include legislative changes, federal guidance, or major shifts in workforce policy. Staff will update this list quarterly and include it in Board materials when relevant.

## Change management

TAP implementation introduces new ways of working across agencies, systems, and teams. Several objectives—especially No Wrong Door and Service-Performance Feedback Loops—require significant change management to succeed. These changes include new coordination structures, shifts in organizational culture, and increased visibility into operational and performance data.

Workforce Board staff will act as a convener, facilitator, and coordinator. Agencies and organizations will lead their own change efforts, including root cause analysis and identification of best practices. Staff will create space for shared learning, offer technical assistance, and point to state levers, like our WIOA policies, that may support improved operations and performance.

### Workforce Board change

Beginning in January 2026, Staff will convene the research team to present federal performance measures to the Board at every regularly scheduled meeting. This will be a shift for both staff and Board members, some of whom may be new to these measures. Staff will provide context and support to help Board members understand performance measures.

### Systemwide change

TAP implementation will require new norms for how agencies and partners engage with performance data. Current structures do not encompass all the state and local agencies involved in systemwide solutions—especially not alongside Local Workforce Development Boards. This gap limits visibility into systemwide performance and leads to disconnected planning.

Staff will work with partners to either leverage an existing structure or create a new one that replaces informal, siloed meetings. This structure will support regular review of performance measures at both operational and administrative leadership levels. Staff will also act as a bridge between administrative leaders and frontline service managers, who are best positioned to identify operational root causes and share best practices. A systemwide approach will help partners learn from each other and move beyond traditional siloes.

This work will center frontline service managers and encourage open, supportive dialogue—not punitive or defensive responses. Agencies will retain ownership of their analysis, improvement strategies, and implementation. Staff will coordinate and facilitate the space for shared learning.

## Subplan requirements

Each subplan will include a tailored change management section. Implementation leads will identify the types of change required, the stakeholders involved, and the strategies they will use to support adoption. Staff will review these sections during quarterly check-ins and provide support as needed.

## Workforce Board's four objectives

In December 2025, Workforce Board staff will hold a work session with partner staff to co-create subplans for these four objectives with particular attention paid to role assignments, meeting cadence and time commitments. For each objective, we've identified a preliminary list of partners to engage in subplan development and/or implementation. We have included preliminary milestones, previously shared at the October Board meeting.

## Alignment

The table below shows how the Workforce Board's four objectives align with both TAP's strategic priorities and USDOL's five pillars.

Objectives	TAP's Strategic priorities	USDOL's Five pillars
Implement Workforce Pell.	Credentialing; industry; job quality	Worker mobility; demand-driven strategies
Implement No Wrong Door and prepare for implementation of HR1 work requirements	System integration; performance, evaluation and accountability	Integrated systems; accountability; flexibility and innovation
Connect service integration with performance (strategic feedback loops)	System integration; performance, evaluation and accountability; credentialing; job quality	Integrated systems; accountability; worker mobility
Deliver cross-industry, demand-driven recommendations	Industry; credentialing; job quality; youth; system integration	Demand-driven strategies; worker mobility; integrated systems

## Overview of quarterly work effort

### Work Effort

#### Quarter labels:

- Q0 = Oct–Dec 2025
- Q1 = Jan–Mar 2026
- Q2 = Apr–Jun 2026
- Q3 = Jul–Sep 2026
- Q4 = Oct–Dec 2026

#### Effort levels:

- Light (1) = Administrative, information gathering, drafting
- Moderate (2) = Major deliverables, broad engagement, finalizing
- High (3) = Rulemaking, tech builds, complex coordination, implementation

Objective / Deliverable	Q0	Q1	Q2	Q3	Q4	Notes
Workforce Pell	2	3	1	3	2	New
No Wrong Door / HR1	3	3	3	3	3	Baseline + lift for HR1
Service & Performance	1	2	2	1	1	Baseline + new mechanisms, forums
Cross-Industry Recommendations	2	1	3	2	TBD	Baseline + TAP Commitments
Admin A: TAP Progress Report	1	—	—	—	—	Required
Admin B: Federal Plan Update	3	3	—	—	—	Required
Other Workloads (Seasonal Peaks)	2	3	1	3	2	Baseline
<b>Total Effort</b>	<b>14</b>	<b>14</b>	<b>10</b>	<b>12</b>	<b>7</b>	Q4 TBD

## 1. Implement Workforce Pell

**Workforce Board's role:** Advise Governor's Office and collaborate with partners

**Deliverables:** ETPL rulemaking, data and program outcome analysis, tech system updates, public guidance, and technical assistance for providers.

**Dependencies:** Governor's Office and partner coordination; federal guidance; tech release windows.

### Engagement

**Government entities:** WSAC, SBCTC, LWDBs, ESD, L&I, OSPI, Commerce, LWDBs

**Industry:** Business and Labor

**Postsecondary:** COP, ICW, Northwest Federation of Private Career Schools

### Quarterly milestones and effort

**Q0:** Collaborate with workforce and education partners to develop a framework; deliver draft framework to the federal rulemaking committee. Secure a place for the Workforce Board and/or partners on the federal rulemaking committee.

**Q1:** Once federal rule package is finalized, develop public guidance and web content; begin system updates

**Q2:** Test system updates, assuming a more frequent performance evaluation for short-term programs

**Q3:** Onboard new providers to Student Data Portal; connect with current providers offering new short-term training programs, deliver technical assistance

**Q4:** Continue monitoring and reporting; refine guidance; prepare for federal monitoring

## 2. Implement No Wrong Door and prepare for HR1

**Workforce Board role:** Lead No Wrong Door, support implementation of HR1 work requirements (i.e., SNAP and Medicaid)

**Deliverables:** Common identifier (workforce system unique ID), DSAs and MOUs, navigation/referral support, options for braided and blended funding, HR1 coordination.

**Dependencies:** WA.Gov prototype development, partner legal review, implementation of HR1 work requirements, WA Works (WIT) launch in Q2, decision on WA.Gov (Data Governance Council / steering committee).

### Engagement

**Government entities:** DSB, DSHS (DVR, ESA), ESD, LNI, OSPI, SBCTC, WaTech, LWDBs

### Quarterly milestones and effort

**Q0-1:** Develop WA.Gov prototype for a coordinated navigation tool for Washingtonians seeking workforce services. Work guided by partner input and implementation needs for HR1 work requirements

**Q2:** Back-end data match, with Workforce Board staff applying common identifier for research and evaluation—no system changes for partners (DSHS, SBCTC, ESD, L&I); key MOUs signed by partners

**Q3:** Monitor back-end common identifier launch; plan for developing DSAs needed to implement HR1 work requirements and support cross-program, system evaluation. Identify implementation and phased onboarding plan of WA.Gov (if Steering Committee approves direction) towards launching a coordinated navigation tool. HR1 work requirements efforts may inform and guide this direction as well. Q4 of subsequent fiscal year updated thereafter based on next steps.

**Q4:** Stabilize integrations; iterate referral flows and data-sharing processes

### 3. Connect service integration to performance

**Workforce Board role:** Lead the convening, facilitation and development of a performance framework

**Deliverables:** Standing review of federal measures at Board meetings, interagency and state-local coordination framework, frontline service advisory committee, iterative improvement support.

**Dependencies:** Interagency and Local Workforce Development Board (LWDB) engagement, WA Works (WIT) launch in Q2, implementation of HR1 work requirements, legislative session activities

#### Engagement

Partners = Combined program plan partners + L&I

- Combined program plan partners = DSB, DSHS (DVR, ESA), ESD, LNI, OSPI, SBCTC, LWDBs, Commerce
- Combined programs in federal plan are WIOA, Perkins, block grants, HUD, Workfirst, BFET, SNAP, TANF

#### Quarterly milestones and effort

**Q0:** Prepare baseline materials; present the proposed performance framework to the Board; identify options for braided/blended funding

**Q1:** Launch standing Board agenda item to review federal performance measures; convene interagency state-local coordination planning group (check for existing meetings and groups); draft interagency state-LWDB coordination framework, charter (look for existing groups)

**Q2:** Convene interagency state-LWDB group for WIOA programs (all titles); use, expand on, align with or consolidate existing groups, meetings; draft frontline service advisory committee charter and framework

**Q3:** Establish frontline advisory committee (potential to convert and expand existing peer-to-peer group); gather input from frontline service advisory committee; help share findings and viable solutions with groups for frontline service and interagency state-LWDB coordination

**Q4:** Provide technical assistance and materials to partners, frontline service advisory committee and LWDBs

## 4. Deliver cross-industry recommendations

**Workforce Board role:** Lead and facilitate the Industry Advisory Committee (IAC)

**Deliverables:** IAC facilitation, recommendations to connect formal on-the-job training, including related policies and funding, to business and labor needs

**Dependencies:** IAC availability, legislative activities, timeline for agency budget requests

### Engagement

**Government entities:** TBD. Likely to include Commerce, small business liaisons, L&I, LWDBs, SBCTC, OSPI

**Industry:** Statewide business, labor and professional associations

### Quarterly milestones and effort

**Q0:** Finalize IAC charter; engagement tools and materials, learning agenda activities, timeline, workgroups for issue areas

**Q1:** Legislative session – asynchronous workgroup and learning activities if possible, share updates on legislative developments

**Q2:** Develop and finalize recommendations; prepare materials for presentation to the Board and partners to consider during decision package development

**Q3:** Gather IAC input on proposed framework and definition for job quality as well as agency requests for the workforce system; support advocacy and outreach efforts

**Q4:** TBD

## Outline of subplans for objectives

At the December work session, Workforce Board and partner staff will develop subplans with a focus on roles and responsibilities as well as time commitments for milestones and meeting cadence (communication).

- I. Governance
- II. Roles and responsibilities (See next section for more detail)
- III. Milestones and tracking
- IV. Project communication
- V. Risk and issue management
- VI. Change management

### Roles in subplans for Workforce Board's objectives

Staff will use a RASCI or similar framework to clarify agency roles at the tactical and operational levels. See the table below for definitions. During the work session in December, staff may choose to adjust or use a different method for assigning roles and responsibilities. Technical assistance, which shows up in the supportive role, includes:

- Support providers and partners with implementation guidance
- Deliver training, onboarding, or help desk support
- Develop toolkits, FAQs, and other resources
- Help with facilitating feedback loops and troubleshooting issues

#### *RASCI Definitions*

<b>Role</b>	<b>Definition</b>	<b>Applied to agencies and organizations</b>
<b>Responsible</b>	The agency or entity that leads and executes the work.	Owns the day-to-day work and drives the milestone forward. There may be multiple Responsible agencies, especially in cross-agency efforts.
<b>Accountable</b>	The agency ultimately answerable for the outcome.	Ensures the work is completed and meets expectations. Only one agency should be Accountable per objective to maintain clarity.
<b>Supportive</b>	Agencies that provide resources, tools, expertise.	Contribute staff time, data, systems, or technical assistance to help the Responsible agency succeed.
<b>Consulted</b>	Agencies or stakeholders whose input is essential.	Engaged for feedback, policy alignment, or subject matter expertise. Two-way communication.
<b>Informed</b>	Agencies or stakeholders who are kept updated.	Not directly involved in execution but need visibility into progress, decisions, or outcomes. One-way communication.

# Adding and tracking system initiatives

Also at the December work session, staff will review and add to the following preliminary list of partner initiatives to track at the system level. Staff will also consider and apply criteria for what gets tracked. The following are initiatives submitted by partners for consideration:

## **Credential portability and mobility + youth**

- PAYA- L&I, WSAC, OSPI, Gov's Office
- Dual credit initiatives (grant and pilots?)
- Jobs for the Future (JFF)
- FAFSA Completion Initiative
- High school & beyond plan
- AHEC

## **System resilience, integration and performance**

- WA Works (WIT)
- HR1 Implementation
- EcSA
- Washington Statewide Re-Entry Council
- Community Reinvestment Program
- Multi-Family Rental Housing Program
- Increase Earnings for People with Disabilities
- Construction Training Pathways

## **Industry and job quality**

- Manufacturing Council
- Centers of Excellence
- Fill Joint Retention and Recruitment Committee (JRRC)
- Statewide Apprenticeship Coordinators - LNI (WSATC)
- CTE Taskforce

# Appendix A

## Example of a partner-led initiative: Reentry 2023



# Project Overview

## Reentry 2030

Reentry 2030 is a nationwide initiative focused on transforming the support system for individuals transitioning back into the community after incarceration. Driving meaningful changes in reentry strengthens communities, increases public safety, and empowers individual's ability to thrive.

**Link:** [Reentry 2030](#)

## Executive Order 24-03

Washington's Reentry 2030 Executive Order was signed into effect on September 16, 2024 to bring collaborative efforts between the following state agencies:

- Department of Commerce (COM)
- Department of Corrections (DOC)
- Department of Children, Youth & Families (DCYF)
- Department of Licensing (DOL)
- Employment Security Department (ESD)
- Department of Labor and Industries (L&I)
- Department of Social and Health Services (DSHS)
- Department of Enterprise Services (DES)
- Health Care Authority (HCA)

**Link:** [Executive Order 24-03](#)

## Employment Goals from Executive Order 24-03

### Employment Security Department's Role:

- a) Work collaboratively with DOC to support employment and training services for individuals, both prior to and following release to their communities, by connecting them with WorkSource services.
- b) Serve as the conduit for individuals to engage with the state's one-stop system, called WorkSource, for referrals to additional employment and training services they may need to attain economic self-sufficiency, and to supports that will help them effectively engage in those activities.
- c) Engage and establish relationships with employers across the state to educate them on the benefits of hiring justice-impacted individuals.

## Washington State has committed to the 3 North Star Goals of:

- Zero returns to homelessness,
- 40 percent of people released from incarceration will be employed six months post-release, and
- 100 percent of eligible people released from incarceration will be signed up for Medicaid 90 days before release.

## ESD is leading the effort to meet the employment goal:

Working in partnership with the above state agencies, ESD is committed to achieving the goal of having 40 percent of people released from incarceration employed six months post-release. Work towards this will improve the lives of every individual we serve and the communities which they return to. ESD has already begun these efforts by the formation and convening of our Reentry 2030 Employment Subcommittee.



## Employment Subcommittee

**Purpose:** The Employment Subcommittee is one of three subcommittees supporting the project's North Star Goals and the employment-related objectives outlined in the executive order. It will bring together state agencies, individuals with lived experience, and community-based organizations to advance this work. The subcommittee will be co-chaired by a representative from the Employment Security Department and a co-chair with lived experience. There are three small group focus areas for the subcommittee that directly the ability of justice impacted individuals to find and keep quality employment:

- Support & Case Management (combining training, legal/policy, tech, and transportation) – upskilling, legislation and licensing, digital literacy, and access to public and private transit
- Data and Outcomes – tracking the what, how, and why of success and challenges
- Partner Coordination – including nonprofits, employers, and other reentry-focused organizations

**Membership:** There are two rotating groups that meet every other month: one that is comprised of state agencies named in the Reentry 2030 EO, and a larger one that includes the agencies, CBOs, workforce system partners, and business community members. We envision that WTB would be part of the latter.

**Time Commitment:** The subcommittee meets virtually on a monthly basis to discuss project goals and progress. As needed, additional virtual meetings between individuals or small groups may take place between the regular sessions. Ongoing email communication will also be essential to maintain momentum and ensure continued progress.

## Workforce Training and Education Coordinating Board

The Reentry 2030 Employment Subcommittee is advancing Washington's goal to ensure 40% of individuals released from incarceration are employed within six months. The Workforce Training and Education Coordinating Board (WTECB), as the leading workforce convener in the state can play a vital role in this effort. WTECB's expertise in workforce policy, program evaluation, and system coordination aligns perfectly with our focus areas: data and outcomes, support and case management, and partner coordination. WTECB's leadership can help strengthen training pathways, track meaningful progress, and engage employers in second chance hiring.

The subcommittee welcomes WTECB's input on how it would like to get engaged in this work in alignment with the TAP plan.

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STATE OF WASHINGTON  
OFFICE OF GOVERNOR JAY INSLEE

**EXECUTIVE ORDER 24-03**

**BUILDING SAFE AND STRONG COMMUNITIES**

**THROUGH SUCCESSFUL REENTRY**

(Superseding Executive Order 16-05)

**WHEREAS**, the purpose of adult corrections and juvenile rehabilitation is to improve public safety by holding those who are incarcerated accountable and providing those individuals the support and tools that help reduce the likelihood they will reoffend after they reenter the community; and

**WHEREAS**, the research shows that every dollar spent on prison education in Washington state saves up to \$19.80 on the costs of re-incarceration; and that incarcerated individuals who participate in rehabilitative, vocational, and education programs recidivate less than those who do not; and

**WHEREAS**, in Washington, approximately 96 percent of incarcerated adults and 100 percent of incarcerated juveniles will be released from confinement; and

**WHEREAS** public safety is enhanced when individuals successfully transition to communities that have opportunities for stable work, housing, health care, and other resources; and

**WHEREAS**, successful reentry is in alignment with Executive Order 22-04, the Washington State Pro-Equity Anti-Racism (PEAR) Plan to reduce disparities and increase opportunities for all people in Washington; and

**WHEREAS**, employment following incarceration reduces the likelihood of recidivism, and the state has set a goal to maintain post-incarceration employment at 40 percent; and

**WHEREAS**, the state of Washington will seek to scale up access to ADA-accessible and affordable housing for all individuals, including people with criminal convictions who need long-term care, behavioral health, medical care, and other supports; and

**WHEREAS**, the aging prison population faces additional challenges associated with limited access to health care, including mental health services and substance use disorder treatment; and

**WHEREAS**, data must be utilized to advance policies and investments to address disparities in access to services, improve quality, and measure outcomes. Health care data should also be securely shared between carceral facilities and community providers; and

**WHEREAS**, in 2016, the Legislature created the Statewide Reentry Council to advance a more humane and restorative reentry system by identifying necessary improvements to state laws, investments, and attitudes; and

**WHEREAS**, in 2021, the Legislature created a Medicaid Reentry Advisory Council and directed the Council to work to improve Medicaid eligibility, ensure system partnerships, and related improvements; and

**WHEREAS**, in 2023, the US Centers for Medicare and Medicaid renewed our state's Section 1115 Medicaid waiver, which allows Washington to use federal Medicaid funds to improve Apple Health, our state's Medicaid program; and

**WHEREAS**, Washington continues to lead the nation in advancing reentry efforts by providing education, training, and job opportunities that support a successful transition; and

**WHEREAS**, research shows that comprehensive, person-centered, and individualized reentry services increase public safety, result in cost savings, reduce recidivism, create community unity, maintain family or individual support systems, and good neighbors.

**NOW, THEREFORE**, I, Jay Inslee, Governor of the state of Washington, by the power vested in me by the Constitution and the statutes of the state of Washington, do hereby order all executive and small cabinet agencies to take the following steps within the scope of each agencies responsibilities to support reentry efforts including, but not limited to, the actions listed below:

**A. Facilitate statewide, uniform progress by;**

1. Actively supporting and prioritizing reentry efforts by consulting with the Washington Statewide Reentry Council and maximizing government resources and services to address discrimination, underemployment, unemployment, housing instability, food insecurity, and limited access to health care.
2. Establishing hiring policies, education systems, and training programs that help individuals gain full and equitable access to living-wage jobs. This includes implementing strategies that remove or mitigate legal, financial, and policy barriers to pre-apprenticeship, apprenticeship, and internship programs, specialized training and certifications, and higher education.
3. Revising all policies, procedures, nomenclatures, manuals, and other materials with human-centered and person-first language that destigmatizes formerly incarcerated individuals. This includes reviewing, adopting, and implementing best or promising practices from other states or countries.
4. Seeking revisions in federal, state, and local laws and regulations to create equitable access to safe and affordable housing for all Washingtonians, including those with criminal history.
5. Developing, maintaining, and expanding partnerships that support reentry efforts.

## **B. Accomplishing the Goals of Reentry 2030**

To achieve the goal of making successful reentry a reality by 2030, the following agencies shall, in consultation with the Washington Statewide Reentry Council, take these steps:

### **1. Department of Corrections (DOC) and Department of Children, Youth & Families (DCYF):**

- a. Design and implement a comprehensive entry and exit process that includes an assessment of each individual's needs such as housing, employment, parenting skills, health care services, substance use treatment, and mental health services.
- b. Prior to release, provide each person leaving a correctional facility with contact information for local social service programs and other community resources. This information shall include the resource guide distributed by the 2-1-1 program. Upon their return to the community, help connect individuals with community organizations which can assist with their needs.
- c. Seek to ensure equitable access to educational, vocational, postsecondary, and other programming at DOC and DCYF facilities.
- d. Dedicate resources to help individuals obtain, prior to release, a social security card, state identification card or driver's license, and a copy of their birth certificate and veteran service record, if needed. Ensure that individuals, prior to release, are given an opportunity to complete a health care application for Medicaid or Medicare services, register to vote, and obtain a local library card.
- e. Create a comprehensive health care discharge plan for individuals with medical needs, which can assist a community healthcare provider. This discharge plan shall include the person's health history, diagnoses, medications, and any necessary specialty services. Assist with navigation to community health services if needed.
- f. Pursue the removal of any known legal barriers to education and programming based on immigration status and request increased funding to provide appropriate services for incarcerated individuals with limited English proficiency.
- g. Conduct facility reviews to identify unused or underused spaces and prioritize these areas for expanding transitional services and programming.
- h. Support efforts to expand access to state-recognized apprenticeship preparation programs in state correctional facilities, and to strengthen pathways for individuals to advance to state-registered apprenticeship programs upon reentering the community.
- i. Support efforts to have DOC provide an individualized reentry plan for all persons released from a state facility provided sufficient and stable state funding is allocated for this work.

**2. Department of Licensing (DOL):**

- a. In collaboration with DOC, ensure that, upon release, all consenting individuals have Washington State identification: either a valid driver's license or state identification card. The DOL will continue to remove barriers to its licensing processes for incarcerated persons, including access to driver education and a driving test.
- b. Evaluate and adjust policies and processes related to reinstating and renewing driver's licenses for those currently incarcerated or recently released from custody. Work to remove barriers in the vehicle registration renewal process.
- c. Partner with DOC, DCYF, and the courts to reduce or eliminate fees such as driver's license reinstatement fees.
- d. Provide Correctional Industries, DOC, and DCYF with policy guidance on current restrictions for issuing certain business and professional licenses to formerly incarcerated individuals. Work with DOC and DCYF to conduct preliminary application criminal conviction reviews, when requested, for incarcerated individuals who are pursuing a professional license in Washington State.

**3. Department of Commerce (COM):**

- a. Support the Statewide Reentry Council mission and strategic plan.
- b. Pursue dedicated housing funding, in collaboration with the Health Care Authority, for individuals leaving incarceration, including those with complex health care issues who need ADA access or have significant behavioral health needs.
- c. Work to ensure that federal, state, and local policies incorporate the needs of incarcerated individuals reentering the community without stable housing and advocate to remove local and federal housing rules that authorize denial or exclusion of people with a history of incarceration.
- d. The Reentry Council will collaborate with DOC and DCYF to build an outreach plan to employers to identify workforce needs that individuals with criminal history can meet with appropriate training.
- e. The Reentry Council will make recommendations to the Governor and state agencies regarding legislation and administrative rules that would help remove barriers to successful reentry.

**4. Employment Security Department (ESD):**

- a. Work collaboratively with DOC to support employment and training services for individuals, both prior to and following release to their communities, by connecting them with WorkSource services.
- b. Serve as the conduit for individuals to engage with the state's one-stop system, called WorkSource, for referrals to additional employment and training services they may need to attain economic self-sufficiency, and to supports that will help them effectively engage in those activities.
- c. Engage and establish relationships with employers across the state to educate them on the benefits of hiring justice-impacted individuals.

5. **Department of Labor and Industries (L&I):**
  - a. Develop and deliver a workshop for incarcerated and formerly incarcerated individuals on worker rights, protections, and certain license and certification requirements for occupations regulated by the department.
  - b. Create a streamlined process for verifying training and reporting apprenticeship hours worked that must be documented for successful completion of an apprenticeship program.
6. **Department of Social and Health Services (DSHS):**
  - a. Seek funding, authority, and resources for qualified individuals who leave correctional facilities to obtain food benefits and other services provided by the Division of Vocational Rehabilitation, Disability Support Services, Economic Services Administration, and the state Office of Refugee and Immigrant Assistance.
  - b. Maintain a liaison position, co-funded by DOC and DSHS and based at DSHS, to facilitate benefits, information, data sharing, reentry, and continuity of DSHS services for individuals reentering the community.
7. **Department of Enterprise Services (DES):**
  - a. In coordination with the Office of Financial Management, update training tools for supervisors on the appropriate consideration of criminal history to allow qualified applicants to pursue opportunities for state employment.
8. **Health Care Authority (HCA):**
  - a. Maximize opportunities under the Federal Reentry Act of 2023 to increase supports under the Medicaid 1115 waiver reentry provisions by assisting with pre-release eligibility assessments and enrollment planning to access Medicaid-covered services and behavioral health care. The agency shall offer medication-assisted treatment for opioid use disorder (MOUD) and alcohol use disorder up to 90 days prior to reentry.
  - b. Seek funding to support collaboration among state agencies to ensure the secure and effective exchange of patient health care data in carceral facilities with community providers, which is required by the Medicaid 1115 waiver.
  - c. Create a pathway for individuals to transition directly to mental health and substance use disorder treatment if treatment is recommended by assessments completed while the individual is incarcerated.
  - d. Coordinate sharing of confidential health records, necessary medications, and direct connections to community health care insurers.

**Reporting Requirements:** Beginning September 1, 2025, the agencies named above must submit annual reports to my office and to the Statewide Reentry Council concerning the progress made towards achieving their stated goals and identify any barriers, including financial or other resources, so that those barriers can be addressed through future executive and legislative action.

I recognize that accomplishing some of these goals by 2030 may require additional funding and staff support, and I strongly encourage agencies to identify those needs in the first annual report so that we can seek those additional resources.

**I encourage other statewide elected officials, institutions of higher education, agencies of the judiciary, agencies of the Legislature, and boards and commissions to follow all applicable provisions of this Executive Order.**

Provisions of this Executive Order are not intended to alter any existing collective bargaining agreements. This Order is not intended to confer and does not confer any legal right or entitlement and shall not be used as a basis for legal challenges to any rule or any other action or inaction of the governmental entities and employees subject to it.

This Executive Order shall take effect immediately.

Signed and sealed with the official seal of the state of Washington, on this 16th of September 2024, at Tacoma, Washington.

By:

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Jay Inslee  
Governor

BY THE GOVERNOR:

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Secretary of State