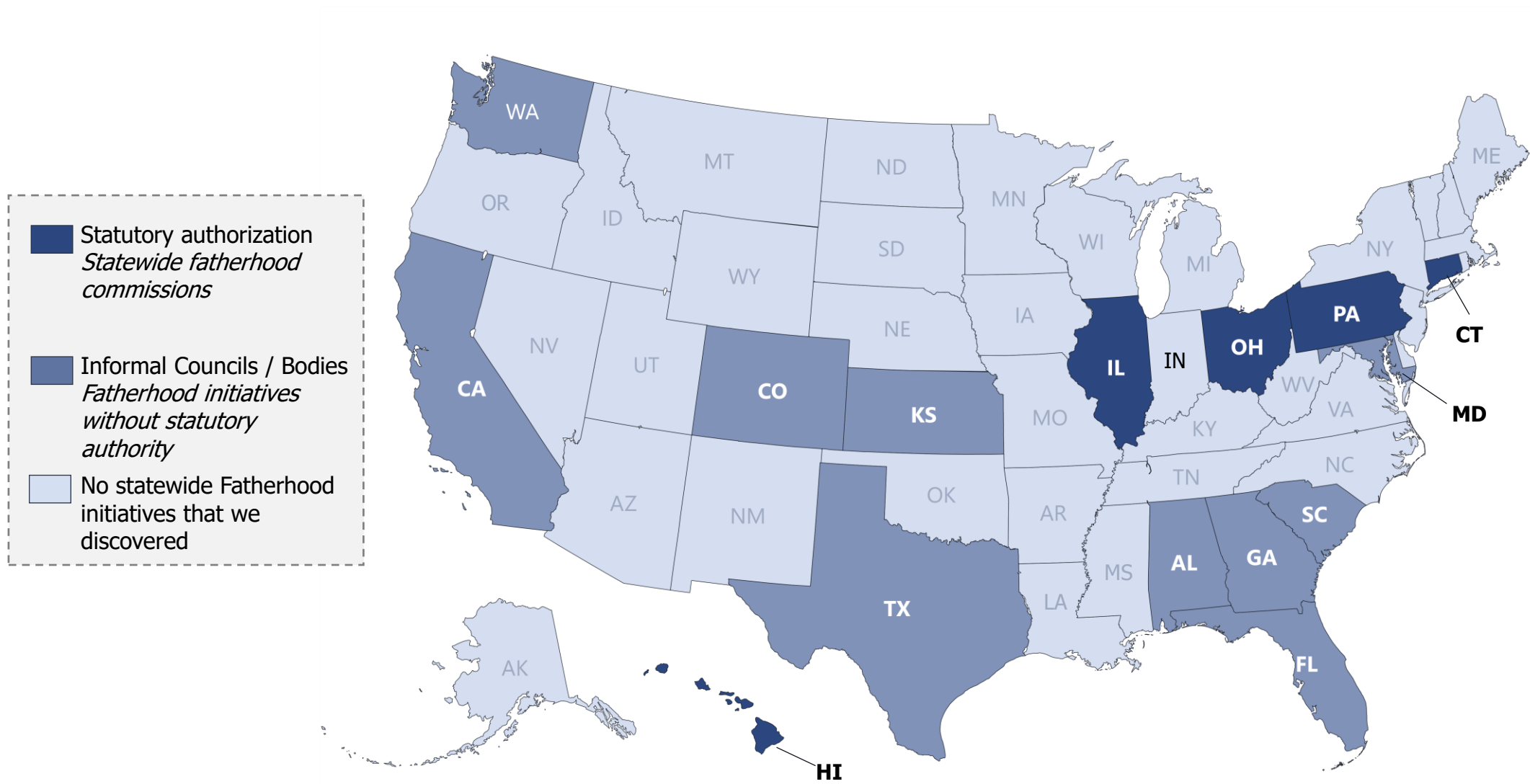







State Case Studies

Map (Editable)








Lessons learned: Stakeholder and Partnership Strategy

As Washington state seeks to formally establish its fatherhood council, it's critical to create and sustain buy-in across multiple levels and stakeholder categories.

Recommendation	 <p>Fathers are a critical component of a multi-level coalition</p>	 <p>Leverage executive and legislative branch support to launch</p>	 <p>Connect fatherhood to child and family outcomes in advocacy</p>	 <p>Foster and formalize agency collaboration with MOUs</p>	 <p>Balance cross-agency initiative and single agency leadership</p>
Notes	<p>While decision-makers, agency leaders, service providers, program partners all need to be part of the process and program pieces, involving a diverse group of fathers is critical to developing father-friendly programming.</p> <p>State level examples:</p> <p><i>CT fatherhood staff directly highlighted that it is critical to include different types of fathers (SES, race, previously/currently incarcerated, sexual and gender identity, immigrants, etc.) and ensure father-figures have a voice and a seat at the table at all stages of development and implementation.</i></p>	<p>Support from legislators and the executive branch can help launch a council or commission and catalyze legislative passage important for establishment and accessing funds. In states with mature fatherhood initiatives, a state representative introduced and sponsored legislation.</p> <p>State level examples:</p> <p><i>In OH, the governor offered a provision in his budget to set aside funding to help low-income, non-custodial fathers to secure job training and employment at the same time State Representative Peter Lawson Jones was championing the need for fatherhood support. Jones introduced a law to create a Commission on Fatherhood.</i></p> <p><i>In CT, State Rep. John Menendez played an integral role in proposing and passing legislation.</i></p>	<p>Many people may not see value in fatherhood support solely for the sake of fathers' wellbeing. Demonstrate connections to child and family wellbeing to help people understand that that fatherhood inclusion and support is central to their mission.</p> <p>State level examples:</p> <p><i>TX requested a portion of funding from the Department of Family and Protective Services, dedicated to motherhood and children's programs, by demonstrating how the presence of fathers positively impacts child wellbeing, education, poverty, and literacy. Programming then provides supports for fathers to positively parent.</i></p>	<p>Strong cross-agency collaboration is key to a holistic approach that can address multiple interrelated needs and system-level changes. However, cross-agency initiatives may suffer from agency leadership turnover if there isn't a clear designation of role and responsibility within each agency.</p> <p>State level examples:</p> <p><i>In CT, after facing challenges with agency leadership changes (i.e., confusion on role, lacking knowledge of the need), they developed a Fatherhood Interagency Memorandum of Understanding (MOU) among 15 state agencies, which has helped with continuity, institutionalization of the initiative, and shared language and branding.</i></p>	<p>While inter-agency collaboration is critical to the success of fatherhood inclusion—including a public-facing narrative displaying the collective agency and stakeholder buy-in—the <i>initiative</i> also must have a designated agency/council leader for clear assignment of responsibility, budget management, and administrative operations.</p> <p>State level examples:</p> <p><i>In CT, the fatherhood website was first part of the DSS site. In an agency-wide streamlining effort, the entire Fatherhood site was lost. They have since created a standalone site for more control and improved access to resources & information.</i></p> <p><i>In CA, one challenge in their establishment is lacking a clear agency owner.</i></p>






Lessons learned: Funding Strategies

States with existing fatherhood councils and initiatives provide insights and pitfalls from efforts to secure funding thus far.

Recommendation	 <p>Consider how funding source will affect outcome metrics</p>	 <p>Start with a right-size budget</p>	 <p>Budget for administration and coordination staffing costs</p>	 <p>Be creative to find funding opportunities</p>	 <p>Do not pit resources for fathers vs. women and children</p>
Notes	<p>The priority goals of federal or state funding sources can dictate how the success of fatherhood programming is measured and tracked.</p> <p>State level examples: <i>In OH, funding comes from TANF and program success is measured in increases in father's child support payments and reductions in families needing TANF support.</i></p> <p><i>In TX, funding comes from Community Based Child Abuse Prevention (CBCAP) and program success is measured through child safety and family wellbeing (linked to prevention).</i></p>	<p>Be cognizant of “too much too fast” with a start-up budget, which can lead to reduced quality and oversight and limited outcomes, which could result in disruptions or reduced funding.</p> <p>State level examples: <i>OH started with \$10m, which was too large as an initial budget. They could not demonstrate results as a return on the state's investment, and therefore lost funding. They shifted to “Efforts to Outcomes” to show from fatherhood program involvement increased the father's child support payments, which helped secure future funding and increases.</i></p>	<p>A cross-agency and multi-partner initiative requires administrative and coordination resources (i.e., dedicated and funded personnel) to succeed. It can be hard for just a few leaders to manage the many facets of collaborative work in addition to their other work.</p> <p>State level examples: <i>CT accomplishes a large amount on a small budget, but highlighted the difficulty of operating their initiative without sufficient staffing. They also highlighted the importance of secured staff to help with succession when partnering political or agency leaders step away.</i></p>	<p>Be creative and explore internal and external funding sources. Find alignment with existing opportunities with similar goals. For example, ask for modest funding commitments from family/child initiatives.</p> <p>State level examples: <i>CT found success through their Fatherhood MOUs and state agency solicitation letters to secure funding for Council activities.</i> <i>In CA, they face funding challenges as decision-makers felt there wasn't enough evidence to show positive impacts of fatherhood programs. They are looking for solutions to broaden beyond fatherhood programming alone.</i></p>	<p>Underscore that fatherhood work is linked to working with service providers and advocates for vulnerable women and children for family and child wellbeing to get ahead of the real or perceived tension between the two.</p> <p>State level examples: <i>In CT, it has been important for coalition-building, especially with those focused on women and domestic violence, to consistently message that the goals are about healthy engagement and meeting the needs of mothers, children and families broadly. It is likely that fatherhood efforts will meet resistance if seen to be reducing resources for other vulnerable populations.</i></p>

Lessons learned: Direct Service & Programming (i)

There are important considerations for implementation of activities within state agencies and with service provider partners that peer states have shared with Washington.

Recommendation	 <p>Be flexible and accommodating to fathers' schedules and needs</p>	 <p>Deploy a multi-level approach for services and programs</p>	 <p>Support localization and contextualization of fatherhood programming</p>	 <p>In-agency fatherhood practitioners can shift culture and systemic biases</p>	 <p>Use fatherhood programming to reduce violence</p>
Notes	<p>Understand and plan around fathers' work commitments and limitations, which means more flexible hours of operation and increasing virtual support.</p> <p>State level examples: <i>In TX, staff found that fathers often have less flexible time off work to connect with programs and children's service providers. They found more success with virtual meetings to connect with fathers one-on-one: it better accommodated their schedules, allowed for evening meetings, and reduced service provider burden of traveling.</i></p>	<p>Target multiple levels: programs and interventions for individual fathers, advocacy for responsibility at system-level, policy changes to undo barriers that hinder full involvement of fathers.</p> <p>State level examples: <i>In OH, the fatherhood council activities include developing policy recommendations, engaging the community, supporting fatherhood programs, and training professionals to target individual, provider, community and systemic levels.</i> <i>In CA, scoping work shows that barriers need to be overcome at both individual and policy levels for improved father engagement.</i></p>	<p>It is best practice to ground fatherhood programs in local contexts and specific needs that fathers have shared, done well through local partnerships and service providers.</p> <p>State level examples: <i>In OH, they developed the Ohio County Fatherhood Mobilization Initiative to provide \$10,000 grants per county to form local fatherhood councils. These councils conduct local needs assessments, build an action plan, then build out programs.</i> <i>In TX, fatherhood council staff highlighted that innovation comes from grantees tailoring services at the community level.</i></p>	<p>Fatherhood practitioners who work inside agencies can help modify the culture and biases that a majority-female workforce bring from personal experiences.</p> <p>State level examples: <i>In OH, fatherhood practitioners sit inside the state child protective services agency, bringing lived experiences, empathy, and reality checks to staff training, colleague relationships, & direct engagement with fathers.</i> <i>In CA, recruitment processes for case workers in the Office of Child Support have stymied ability to increase number of staff with lived experience as father figures.</i></p>	<p>Engage with commissions / governor's initiatives on women, domestic violence prevention, and men and boys' rights groups for conversations about what fathers need, toxic masculinity, fears, biases, and violence.¹</p> <p>State level examples: <i>In CT, the domestic violence prevention coalition has been involved in the fatherhood council since the beginning. This has helped reduce individuals who use services to assert coercive control over the other parent, resolve high conflict cases, and protect against DV. Messaging is focused on healthy engagement, safety and protection for all household members, and collaboration between parents.</i></p>

Sources: key informant interviews with fatherhood initiative administrators in CA, OH, TX, and CT.

1. Global evidence shows that parenting programs can serve as an excellent entry point for conversations and lessons on norms, gender roles, and positive masculinity, yielding reductions in domestic violence. *Prevention Collaborative: Supporting parents and caregivers.*

Lessons learned: Direct Service & Programming (ii)

There are important considerations for implementation of activities within state agencies and with service provider partners that peer states have shared with Washington.

Recommendation	 <p>Use gendered and gender-neutral language intentionally</p>	 <p>Shift away from punitive enforcement of obligations to address multiple needs of fathers</p>	 <p>Conduct outreach and programming with fathers who are incarcerated</p>	 <p>Identify and address biased policies and practices against fathers</p>	 <p>Devote time to educating service providers on the importance of supporting fathers</p>
Notes	<p>Be intentional and clear in using gender-neutral language to include fathers and inclusive language to support co-parenting households and non-resident parents.</p> <p>State level example: In CT, they ask stakeholders and service providers directly who they mean when they say “parents” to uncover biases and provide definitions where possible. They add clarity: does “parent” mean just one parent in a household, or all parents connected to a child regardless of residence? The subsequent language choices focus on inclusion.</p>	<p>Shift from punitive enforcement of financial or legal obligations to addressing fathers’ social, emotional, financial and relational needs.</p> <p>State level example: CA Fatherhood Council staff member highlighted the importance of keeping the concept of fatherhood services and child support enforcement separate because of the stigma around this: “You don’t want dads to think, could this be a trap, could it be a way for enforcement to learn who I am and determine I need to pay up.” The council is intentionally distancing fatherhood activities from Child Support via implementation through other agencies.</p>	<p>Fathers in prisons can benefit from efforts to prepare fathers for their legal, financial, emotional, and relational responsibilities in fatherhood during and after incarceration and make correctional facilities family-friendly.</p> <p>State level example: The OH fatherhood council engages in multiple ways: participating on the ODRC Family Engagement Council, providing fatherhood conferences inside prisons, presenting on fatherhood in conjunction with OCS, attending re-entry fairs, and right-size child support payments for fathers in prisons to match their small earnings to limit their debt accrual.</p>	<p>Be aware and seek to educate state agencies and service providers that systemic biases and disparate treatment make many resources difficult for fathers to access. Assumptions about fathers’ limited parenting involvement hurt fathers.</p> <p>State level example: In CA, equal parenting responsibility (i.e., custody) is often not assumed from the start in co-parenting cases which creates challenges. A low-income mom with 50/50 custody might seek and receive TANF for her and child, which renders the father unable to receive TANF even if also low-income. They are seeking to educate on biases and advocate for policy changes.</p>	<p>Many service providers who interact with fathers may not have information about the importance of supporting and encouraging fatherhood.</p> <p>State level examples: In TX, fatherhood initiative staff report facing shocked and confused stakeholders when talking a/service bout serving fathers. They educate service providers on fathers’ needs through newsletters and events.</p> <p>In OH, the commission proactively educates service providers on why father involvement is vital to children, and they also provide training materials and facilitators for fatherhood programs.</p>

Ohio Commission of Fatherhood (OCF)

Commission for 24 years with statewide implementation, and engagement from all three government branches.



GENERAL INFO	
Year Est.	1999
Housed in	Dept of Children and Youth (2023)
Initial Funding	\$10M from TANF
Current Budget	\$2.5M (of \$5.5M request)
State Coverage	88 counties (100%)

SCOPE	
Objectives	<p>The mission is to improve outcomes for children and strengthen families by providing opportunities for fathers to become better parents, partners, and providers.</p> <p>Program objectives are to:</p> <ul style="list-style-type: none"> • Improve economic stability to help fathers prepare for, find, and retain employment; • Foster responsible parenting through skills-based classes and mentoring; and • Promote healthy relationships through conflict resolution and communications skills training.

KEY TAKEAWAYS

- Ohio has a well-established commission, created with bi-partisan support, that receives TANF funding to focuses on prevention-based programs operating in all counties.
- Moved away from primary objective of collecting child support payments towards more holistic support for fathers.
- Grant dollars offered to incentivize local fatherhood councils.
- Extensive corrections programming and supports that can provide example to Washington State.

Components	Description / Details
History & establishment	<ul style="list-style-type: none"> • Initial legislation HB 195, championed by state representation, passed in the 123rd Ohio General Assembly in 1999 with bipartisan support and budget assistance from the Governor’s office with objective to help low-income non-custodial fathers secure job training and employment. • Ohio Commission on Fatherhood included in 2000-2001 biennial budget after establishment Ohio Revised Code section 5101.34. • Funding level fell but was resuscitated following a review and recommendation to reinstate funding in 2006. Budget has ranged from \$1m-\$10m/year, primarily through TANF funding. • The commission has been housed in several different state agencies/offices since inception, starting in the Governor’s Office of Faith-Based and Community Initiatives. As of July 2023, the commission transitioned to the newly formed Department of Children & Youth.
People	<ul style="list-style-type: none"> • 20 commissioners that represent all three branches of government. This includes 4 bipartisan house members, 2 bipartisan senate members, a governor’s office appointee, a supreme court appointee, representatives from different state departments –mental health, job & family services, rehabilitation– as well as 5 members of the public.
Programs	<ul style="list-style-type: none"> • Budget supports programs and salaries. Activities include developing policy recommendations, engaging the community, supporting fatherhood programs, and training professionals. • Funded programs help fathers prepare for, find, and retain employment; foster responsible parenting through skills-based classes and individualized mentoring; promote healthy relationships through conflict resolution and communications skills training; provide assistance to meet basic needs (food, childcare, cash), encourage child support payment, and reduce mothers’ need for TANF support; education to prevent child mortality, abuse and neglect; reduce premature fatherhood; and support two household and co-parenting families. • Dads2B program works on the governor’s initiative to Eliminate Racial Disparities in Infant Mortalities. • State prison engagement: Participation on Ohio Department of Rehabilitation and Correction Family Engagement Council; provision of three-day Fatherhood Conferences in prisons; presentations on fatherhood, parenting from prison, resources upon release; paternity establishment support; attendance at re-entry fairs.
Bright spots	<ul style="list-style-type: none"> • Ohio County Fatherhood Mobilization (OCFM) Initiative provides \$10,000 grants to counties forming a local fatherhood council. • Expansion of goals and activities beyond financial support aspect of fatherhood to include social and emotional support for fathers, trauma care, and reflection of system biases that fathers face. • Securing child support payment relief to “right-size” incarcerated fathers’ payments, reflective of their real incomes, so they don’t accumulate large child support arrears while incarcerated. • Demonstrated to lawmakers “Efforts to Outcomes” by showing program involvement increased the rate of father’s child support payments. • Working with Child Protective Services to engage and support fathers with case planning so there are ready supports to place the child with a father and/or his extended family. • Expanding a pre- and post-natal support program established for moms to include dads, who become breastfeeding advocates, supportive partners for pregnant mothers, and better neonatal caretakers.

Texas Fatherhood EFFECT (Educating Fathers for Empowering Children Tomorrow)



GENERAL INFO		SCOPE	
Year Est.	2013	Objectives	Fatherhood programs within the EFFECT initiative:
Housed in	Department of Family and Protective Services (DFPS)		<ul style="list-style-type: none"> provide parent education and resources to fathers, collaborate with community coalitions, encourage organizations to increase the quality of supports targeted at fathers, and expand support for fathers across multiple programs in an organization or community.
Initial Funding	CBCAP		
Current Budget	\$1.8M (for community contracts) ¹ through Community-Based Child Abuse Prevention		
State Coverage	13 counties (5.5%)		

KEY TAKEAWAYS

- Texas DFPS has launched a small number of grants without a formal fatherhood commission or statute authority and has maintained this model for 10 years.
- Partners provide parent education programs and support fathers' basic needs with success outcomes measured as children remaining safe, family functioning and resiliency, social supports, and nurturing/attachment.
- DFPS additionally created a network of service providers, host an Annual Texas Fatherhood Summit, weekly newsletters, and curate a resource hub to advocate for better and more inclusive services for fathers.

Components	Description / Details
History & establishment	<ul style="list-style-type: none"> • First fatherhood grants were made by the Texas Department of Family and Protective Services in 2013, with collaboration from Child Support (AG office) and parent engagement workers. • Grants are funded through federal Community-Based Child Abuse Prevention (CBCAP) funds, which are given to Prevention and Early Intervention Division (PEI) to support military personnel & veterans and fatherhood programs. • Grant funding is on five-year cycles, approaching third cycle (2025-2029).
People	<ul style="list-style-type: none"> • The DFPS is lead agency. • There are service provider DFPS grantees in 13 counties; other service provision programs receive funding from United Way or other non-profits. • Example partner are schools, hospitals –usually labor and delivery units, and detention/corrections facilities
Programs	<ul style="list-style-type: none"> • Grants given for prevention-focused programming to educate stakeholders and fathers, provide basic supports provided (i.e. transportation), and local systems-building efforts to support fathers. • Creation of statewide network of service providers for fatherhood; DFPS hosts Annual Texas Fatherhood Summit for service providers. • Fatherhood Fridays newsletter to providers. Topic examples: father's mental health, addressing fatherhood bias, and ensuring fathers' equal access to services. • Beginning in FY2020, Fatherhood EFFECT's scope expanded to include collaboration with community coalitions, encouraging organizations to increase the quality of supports targeted specifically at fathers, and explicitly including and supporting fathers across multiple programs in an organization or community. • Partners offer 24/7 Dads classes and counseling and create parent advisory councils (PACs) with dads, serving [MISSING DATA] number of dad since inceptions / on an annual basis. • Resources for service providers and prenatal fathers are curated and made available online.
Bright spots	<ul style="list-style-type: none"> • Grantees have space to innovate and contextualize to deliver best fit programming for their communities. • Use of promising and evidence-based models including 24/7 Dad, Parenting Wisely, Parents as Teachers, and Positive Parenting Program to meet basic needs, counseling, and referral navigation. • 24/7 Dad program published success story of participant exploring his own childhood experiences and commitment to prioritize being a good father and husband.

Footnote 1: This budget estimate comes from the program website which lists 9 counties of operation for this budget amount. However, interviewees highlighted 13 counties; therefore, this may be an under-estimate.

Sources: https://www.dfps.texas.gov/Prevention_and_Early_Intervention/About_Prevention_and_Early_Intervention/fatherhood_effect.asp

Interviews with Dallin Belt, PEI Youth and Family Program Specialist, Fatherhood EFFECTS

California Fatherhood Council (CFC)

The Fatherhood Council is newly formed and seeking buy-in and support.



GENERAL INFO	
Year Est.	2022
Housed in	No state agency in charge
Initial Funding	Not currently funded
Current Budget	Not currently funded; proposal ready to be shared (\$25m request was denied)
State Coverage	N/A

SCOPE	
Objectives	The CFC does not have formal objectives yet, though its ambitions are to: <ul style="list-style-type: none"> learn about services that fathers want and need map out existing resources and programs train state workers and service providers how to more positively and supportively interact with fathers fund fatherhood council work with ready-to-go proposal

KEY TAKEAWAYS

- California's Fatherhood Council is a new initiative that is still establishing a home entity, funding, objectives, partners and more. They do not yet have any published materials.
- The CFC was born from understanding the complex and negative relationships between the Office of Child Support and fathers (and families hoping for support, not just payment enforcement), and key folks recognize the need to reshape how OCS interacts with and supports fathers who would like to provide well for their families.
- There are some existing county-level fatherhood programs; these are not yet at the state level.

Components	Description / Details
History & establishment	<ul style="list-style-type: none"> Supporting Father Involvement intervention was funded by the California Department of Social Services' Office of Child Abuse Prevention from 2002-2012. This is disconnected from current efforts. Driven by a study that demonstrated that mothers and families wanted positive family supports from the state Child Support office, not just punitive enforcement and collection of fathers' child support payments, the Office of Child Support (OCS) started to explore the need for better services for fathers. Director of OCS and HHS Leaders brought fatherhood entities together to ask what they want to see on the state level for fatherhood support. Stakeholders suggested: 1) fatherhood competence training for all the different departments that engage with fathers, 2) learn about the types of services needed for fathers, and 3) map out father-specific services. In August 2022, the Fatherhood Council meetings started happening every two weeks, organized by OCS. Council has a ready-to-go proposal for the legislature, the governor's office, or HHS, seeking to formalize and requesting funding for fatherhood services and programs.
People	<ul style="list-style-type: none"> Leadership at OCF and HHS have worked together thus far to advance the goal of supporting fatherhood. As of August 2023, there is not state entity in charge of CFC and the work is not yet finalized. This is an identified challenge for the council's ability to progress.
Programs	<ul style="list-style-type: none"> Initiative to build knowledge and experience around the types of services that fathers want and need. OCS Administrator committed some funds to map out the California's fatherhood resources and programs. Development of materials to train state workers and service providers how to interact with fathers. Partnership with First5 (child <5 program) to add fatherhood to statewide efforts. Some counties have fatherhood programs and resource pages that are similar in objectives and activities to more established state fatherhood council programs, but these are not connected to state efforts at this time. (Examples: All Dads Matter in Merced County, First 5 LA, Fundamentals of Fatherhood in Long Beach).
Bright spots	<ul style="list-style-type: none"> Problem identification: Administrators and staff in OCS identified the need to fundamentally change how Child Support interacts with fathers –providing supports to help them be able to pay child support as opposed to just trying to collect payments without providing any help– and change child support's purpose, intent, rules and regulations so it can be more supportive to the fathers. Launch of Fatherhood Council meetings as the early-stage effort to ultimately lead to a funded and formalized Council.

Washington Fatherhood Council



GENERAL INFO	
Year Est.	Fall of 2018
Housed in	DSHS Economic Services Administration
Initial Funding	1 FTE – Director – TANF MOE
Current Budget	2 FTE Director and Program Coordinator TANF MOE and Program funding – MCHBG
State Coverage	Statewide and cross cutting

SCOPE	
Objectives	<ul style="list-style-type: none"> • Increase awareness of the essential role fathers play in their children and family's well being • Lift up fathers voices to support system transformation to increase father friendly policies, programs and practices to increase access and inclusion • Promote equitable resources for fathers so they can be the fathers they aspire to be for their children • Support and develop parent leadership, connection, and mentorship

KEY TAKEAWAYS	
<ul style="list-style-type: none"> • It has been incredibly important to focus the work at all levels being intentional around local community awareness and capacity building to build a platform for system transformation • Always lift up the voices of fathers in the design, delivery, and evaluation of efforts and offer compensation for lived experience time and expertise • Create, nurture and sustain strong cross agency partnerships at the state and local level to buffer from leadership and staff changes. Help organizations see how this is mission centric for their work. 	

Components	Description / Details
History & establishment	<ul style="list-style-type: none"> • The WFC was founded by a planning committee of 19 public and private partners who worked for one year to hold an invitational Summit to engage partners. That diverse group of 150 attendees voted to start and sustain a statewide fatherhood Council. • The Department of Social and Health Services leadership were instrumental in launching this Council as central to their unifying goal of reducing poverty without race being a predictor. • There was a broad cross cutting collective of partners and 45 fathers with lived experience at that first summit and each Summit in subsequent years has grown in number and perspective • The first year a Charter was formed and a strategic plan that included a set of values that support the Mission and Vision
People	<ul style="list-style-type: none"> • DSHS funds 2 staff positions • Department of Health has funded 3 years of community building and workforce development activity • The Council is made up of 30 “members” (self appointed) and there are roughly an additional 20 friends of the Council that stay informed about the work
Programs	<ul style="list-style-type: none"> • The Council maintains a robust speakers bureau made up of staff, partners and fathers who have spoken at 50+ engagements with partner agencies, funders, state and national conferences on a broad variety of topics to raise awareness and shift mindsets to shift the fatherhood narrative • Developed and delivered over 25 Dad Allie Provider Learning Series topic with state and national topic experts engaging fathers with lived experience whenever possible • Conducted 10 Fathers Matter Community Cafés with approximately 100 attendees made up of providers and fathers in an indepth conversation to build awareness and capacity at the local level • Annual Summit to continue to raise awareness and accelerate the work. • Provide technical assistance to organizations who wish to do more for fathers, and staff participate in a broad array of statewide planning and policy efforts in cross cutting disciplines.
Bright spots	<ul style="list-style-type: none"> • In 2022 the public partners co-generated a Memorandum of Understanding across the relevant agencies to create commitments, guide the work, and increase sustainability of the work. • In 2023-24 the WFC completed its first ever State of Fatherhood in Washington study to map the ecosystem and potential commitments and increased traction for the work