**COMPARISON OF 5- AND 10-YEAR PLANS FOR REDUCING POVERTY & INEQUALITY**

The LEWPRO 5-YEAR Plan supported all the strategies from the 10-Year Plan to Reduce Poverty & Inequality. However, LEWPRO had suggestions or modifications to the recommendations which are delineated below. LEWPRO highlights the following sentence in their report, “It is important to note that while the Task Force is in consensus on the broad strategies outlined in the report, there may not be unanimous support for all of the options for implementing the recommendations.” The 10-year plan is used as the basis for comparison, and the table below indicates whether a recommendation is the same, modified, or new in the 5-year plan.

|  |
| --- |
| **STRATEGY 1: Understand structural racism and historical trauma, and take action to undo their harmful effects in state policy, programs, and practice.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 1a. Require state entities to collaborate with the emerging Office of Equity to develop trainings on historical trauma, institutional racism, and implicit bias that are required of all public employees in systems that touch upon the lives of people experiencing poverty. | • |  |  |  |
| 1b. Require state entities to collaborate with the emerging Office of Equity to develop data, processes, and tools that prioritize racial equity in state government policies, programs, practices, and partnerships. |  | • |  | * Included example of DSHS TANF disproportionality data to understand policy change
* Added suggested options from **DSHS:**
	+ *Work with WorkFirst partner agencies and member agencies of the Governor’s Health and Human Services subcabinet to foster cross-agency efforts in this area and to make training available to community partners via WorkFirst local planning area groups and other local collaborations.*
	+ *Agencies continue to expand efforts to incorporate equity measures into public assistance performance-based contracts. Outcome measures disaggregated by race and ethnicity will allow for better understanding of who services are helping, and for whom they are not effective.*
 |
| **STRATEGY 2: Make equal space for the power and influence of people and communities most affected by poverty and inequality in decision-making.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 2a. Task the emerging Office of Equity to collaborate with Indigenous, Black, and Brown Washingtonians to develop a formal process for truth and reconciliation. |  | • |  | * Added suggested options from **DSHS:**
	+ *Agencies convene a statewide poverty summit to spotlight the commitment to elevate the voices of communities and individuals impacted by poverty, and to formally mark the start of work on carrying out the two strategic plans.*
	+ *DSHS’ Community Services Division continue its effort to obtain meaningful, actionable input from those served, by:*
		- *Clarifying, in proposed 2020 agency request legislation regarding local planning areas under RCW* [*74.08A.280*](https://app.leg.wa.gov/RCW/default.aspx?cite=74.08A.280)*, that public assistance recipients are to be part of these local advisory and collaboration boards*
		- *Exploring formation of an advisory group composed of people who currently receive or recently received public assistance benefits. In developing this group, drawing on lessons from the Department of Children, Youth and Families (DCYF) Parent Advisory Group, Head Start and Early Childhood Education and Assistance Program parent ambassadors, and the* [*Colorado Department of Human Services Family Voice Council*](https://www.colorado.gov/pacific/cdhs/family-voice-council)*.*
* *Initiating a new customer survey process, with multiple options for responding, that will make customer surveys a continuous and systemic part of business operations; using feedback from surveys to improve the delivery of public assistance programs.*
 |
| 2b. Institutionalize the practice of including people most affected by poverty in decision making by establishing a state-level entity to collaborate with stakeholders on the implementation of this 10-Year Plan for the Future. |  |  |  | *“Institutionalize the practice of including people most affected by poverty in decision making by establishing a state-level entity to collaborate with stakeholders on the implementation of* ***the strategic plans for poverty reduction****.”* |
| 2c. Invest state resources to increase ownership capacity in communities most affected by poverty. |  | • |  | * *“Invest* ***greater state resources in partnerships with communities of color and other groups*** *most affected by poverty,* ***so solutions are customized and sensitive to cultural and linguistic needs.****”*
* Added suggested options from **DSHS:**
	+ *“Agencies support and participate as requested by the Governor and tribal governments in truth and reconciliation efforts. This is a powerful way to educate people about injustice, both past and present, and accelerate healing from the effects of historical trauma and its present day impacts.”*
 |
| **STRATEGY 3: Target equitable education, income growth, and wealth-building opportunities for people with low incomes.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 3a. Adopt the Washington Kids for Washington Jobs recommendations, but bolster with more specific, intentional strategies to achieve equity. | • |  |  |  |
| 3a-i. Increase funding to accelerate the process of naturalization for immigrants, refugees, and asylees. | • |  |  |  |
| 3a-ii. Strengthen literacy programs and services for children and adults across the entire education and workforce-development pipeline. | • |  |  |  |
| 3a-iii. Eliminate harsh discipline practices in schools and replace them with culturally responsive social, emotional, and engagement supports. |  | • |  | *“****Replace*** *discipline practices in schools with culturally responsive social, emotional, and engagement supports.”* |
| 3a-iv. Increase investment in Expanded Learning Opportunities (ELO) statewide. | • |  |  |  |
| 3a-v. Increase investments to improve high school graduation and post-secondary enrollment of children and youth experiencing foster care and/or homelessness. | • |  |  |  |
| 3a-vi. Increase the availability of affordable child care and housing for student parents on or near college campuses. | • |  |  |  |
| 3a-vii. Remove residency requirements for refugees seeking higher education. |  | • |  | LEWPRO recommends this title, “Remove residency barriers for college students with refugee status”.  |
| 3a- viii. Increase opportunities for Washington students and adults who are disconnected from the educational system to prepare for and access affordable and high quality postsecondary educational pathways. |  | • |  | Added suggested options from **Washington State Achievement Council:*** + *Leverage the Washington College Grant and increase awareness of the importance of completing financial aid applications.*
	+ *Support College Bound Scholarship students from low-income families with college readiness activities.*
	+ *Reach adults through the new statewide adult re-engagement College and Career Compass initiative.*
	+ *Increase the number of low-income students enrolled in dual-credit courses (receiving college credit while in high school).*
	+ *Understand and address basic needs of college students including food and housing insecurity.*
	+ *Continue to learn and pursue equity-focused policies and strategies to increase educational postsecondary success of students of color.*
 |
| 3b. Enforce stronger salary/wage transparency and fair labor practices among employers to ensure pay equity for women and people of color. | • |  |  |  |
| 3c. Expand access to no- or low-cost financial resources and education that empower, rather than prey upon, people experiencing poverty. |  | • |  | * *“****Incentivize, promote and*** *expand access to no- or low-cost financial resources and education that empower, rather than prey upon, people experiencing poverty.”*
* Added suggested options from **DSHS:**
	+ *Support efforts like the Washington Asset Building Coalition, which provides opportunities for low moderate-income residents in Washington to build, maintain and preserve assets by investments in education, homeownership, personal savings and entrepreneurship.*
	+ *It works at a statewide level and through its network of sixteen local asset-building coalitions, typically housed within community-based organizations.*
* Added suggested options from **Washington Asset Building Coalition:**
	+ *Expand and promote programs that encourage and expand retirement savings for those workers who lack access to an employer-sponsored retirement savings plan.*
	+ *Expand and promote programs that increase the development of micro-enterprises, providing a critical source of additional income giving current low-wage workers or those in rural areas the ability to develop savings.*
	+ *Expand and promote programs that encourage a culture of savings over a lifetime.*
	+ *Consolidate responsibility for state investments in asset building in a single state agency. A program, similar to the Oregon Saves model, dedicated to oversight of efforts would increase the exposure, efficacy and ultimate success in establishing Washington State as a national model for reducing intergenerational poverty through asset-building.*
 |
| 3d. Enact changes to the state tax system that lower the effective tax rate for low-income households. |  | • |  | LEWPRO recommends this title, “Enact changes to the state tax system that lower the effective tax rate for low- and moderate-income households (bottom two quintiles).” |
| 3e. Work in partnership with local labor organizations and the government to modernize unions and the rights of workers. | • |  |  |  |
| 3f. Adopt the Child Care Collaborative Taskforce recommendations to increase the availability of affordable, high quality\* early care and education. |  | • |  | Added suggestions from **Child Care Collaborative Task Force:*** + *Increase child care subsidy rates and transition to a monthly rate – similar to that which private pay families are charged; base subsidy rates on the full cost of providing quality care.*
	+ *Change the structure of subsidy co-pays so that the amount a family pays does not increase so rapidly with income (mitigating the cliff effect).*
	+ *Increase the income eligibility cap for child care subsidies so that low and moderate income families can be served (again, reducing the cliff effect).*
	+ *Expand efforts to recruit and retain child care providers, especially those caring for infants and toddlers and those who can accommodate families who work non-standard hours*
	+ *Create a better career path for those who want to work in the early care and education field, especially those who increase the racial, ethnic and linguistic diversity of these early teachers and role models. The state workforce development system should prioritize this high-demand field and support commensurate wage levels.*
	+ *Strengthen and expand programs that serve and support school age children before school, after school, and during holiday and summer breaks. Similar to early care and education programs, these programs provide supervision so parents are able to work and help children from kindergarten through middle school develop academic and social-emotional skills needed for success.*
	+ *Align with the upcoming December 2020 recommendations to the legislature from the Child Care Collaborative Task Force that includes, among other things, prioritizing access to Early Childhood Education and Assistance Program, child care and other early childhood services for racial, ethnic, linguistic and geographic populations that are furthest from opportunity and increasing access to trauma informed/healing centered early childhood services*
	+ *Examine upcoming recommendations from a study, commissioned by the Department of Children, Youth, and Families and Department of Commerce per legislative direction in* [*2SHB 1344*](http://lawfilesext.leg.wa.gov/biennium/2019-20/Pdf/Bills/Session%20Laws/House/1344-S2.SL.pdf)*, of funding models, employer support, regulatory issues and other fundamental factors impacting the child care market.*
 |
| 3g. Increase and preserve affordable housing for renters and owners. | • |  |  |  |
| 3h. Enact changes to the tax system that support equitable economic growth. | • |  |  |  |
| **STRATEGY 4: Strengthen health supports across the life span to promote the intergenerational well-being of families.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 4a. Create a state funded supplemental Apple Health assistance benefit. | • |  |  |  |
| 4b. Ensure funding and access to culturally and linguistically appropriate health care and support services before, during, and after pregnancy. |  | • |  | Added suggestions from **DSHS:** *The following recommendations are aligned with the DSHS’s Research and Data Analysis findings in* [*The Maternal Well-Being of Washington State’s TANF Population*](https://www.dshs.wa.gov/node/31167/)* + *Provide universal health care coverage of prenatal and postpartum care.*
	+ *Invest in universal maternal depression screening and access to behavioral health services.*
	+ *Consider piloting an opt-out universal home visit for all families (idea explored in the 2019 legislative session through SB 5683/HB 1771).*
	+ *Provide access to a wide range of group-based parenting education and support groups to build social capital and break down isolation; for example, DSHS currently partners with community organizations and DCYF to offer facilitated play groups for families seeking public assistance, in five Community Services Office lobbies.*
	+ *Ensure families using the TANF infant and toddler exemption from work participation activities are connected to behavioral health, home visiting and other parenting support services.*
 |
| 4c. Expand culturally and linguistically appropriate home visiting so all eligible families can receive it. |  | • |  | * *“Expand culturally and linguistically appropriate* ***voluntary*** *home visiting so all families who are eligible can receive it.*
* Added suggestions from **DSHS:**
	+ *Secure additional funding for DCYF and DSHS’ Community Services Division to expand its successful collaboration to link families with young children who are receiving public benefit assistance to home visiting services; this multi-generational approach to strengthening families, eliminating disparities, and providing wrap-around community-connected services to support young families is essential.*
	+ *In 2014, DSHS and Department of Early Learning (now part of DCYF) partnered to build strong referral pathways to home visiting for families who are pregnant or have young children and are participating in WorkFirst.*
	+ *The effort is described as a cross-system collaboration model in a 2019* [*Zero to Three*](https://www.zerotothree.org/resources/2599-cross-system-collaboration-to-better-support-babies-in-washington-strengthening-partnerships-between-temporary-assistance-for-needy-families-and-home) *policy brief.*
	+ *Currently there are formal referral pathways to home visiting programs for families on WorkFirst in one-half of the state.*
 |
| 4d. Ensure access to free and low-cost contraceptive options and counseling, including long-term acting reversible contraceptives (LARCS) for people who want it. |  | • |  | *“Ensure access to free and low-cost counseling and contraceptive options.”* |
| 4e. Increase administrative funding to support culturally appropriate outreach for WIC, the Farmers Market Nutrition Program, and Senior Farmers Market Nutrition program. |  | • |  | *“Increase funding to support culturally appropriate outreach for Women, Infants, and Children (WIC), the Farmers Market Nutrition Program and Senior Farmers Market Nutrition program.”* |
| 4f. Increase in-home Medicaid funds for supported living for seniors so they can receive care in their home and avoid costly residential programs. | • |  |  |  |
| **STRATEGY 5: Address the urgent needs of people experiencing homelessness, violence, mental illness, and/or addiction.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 5a. Provide greater resources for community-led data collection. | • |  |  |  |
| 5b. Increase state and local rental assistance and diversion programs that allow children, youth, adults, and families to avoid homelessness |  | • |  | Added suggested options from **DSHS:*** + *Expand and enhance efforts to address the particular challenges families experiencing domestic and family violence face in finding and keeping safe and affordable housing.*
	+ *Support advocacy efforts to cultivate a network of local landlords, property managers, and affordable housing providers who are willing to support domestic violence survivors who are seeking safe and stable housing after victimization.*
	+ *Anecdotal initial feedback from domestic violence programs suggests that even relatively moderate amounts of assistance (e.g., $100 - $1,000) makes it possible for survivors and their children to secure safe and stable housing, relocate away from an abusive partner, or otherwise restore a measure of security and stability after victimization. Domestic violence advocates have long noted that lack of adequate financial resources has been a major barrier to domestic violence victims’ ability to end an abusive relationship.*
	+ *One such effort, developed by the Washington Coalition Against Domestic Violence (WSCADV), is the* [*Domestic Violence Housing First*](https://wscadv.org/wp-content/uploads/2019/08/What-We-Are-Learning-Domestic-Violence-Housing-First.pdf) *service model. It focuses on getting survivors of domestic violence into stable housing quickly and then providing support as they rebuild their lives. Through funding from the Gates Foundation and other private funders, they have launched and supported pilot projects in recent years and, based on initial positive outcomes, they are expanding and additional domestic violence programs are beginning to integrate this approach into their service models.*
 |
| 5c. Increase the number of emergency, transitional, and permanent supportive housing options. | • |  |  |  |
| 5d. Develop stronger public-private partnerships to increase opportunities for supported education, job training, and employment. | • |  |  |  |
| 5e. Create a Medical-Financial Partnership model for Washington state. | • |  |  |  |
| 5f. Improve access to prevention, treatment, and recovery support services. | • |  |  |  |
| 5g. Improve integration of behavioral health treatment in early learning settings and K-12. | • |  |  |  |
| **STRATEGY 6: Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 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. |  | • |  | Added suggested options from **DSHS:*** + *Charge WorkFirst partner agencies, and other agencies that are members of the Governor’s Health and Human Services subcabinet, with doing this work.*
	+ *In the coming five years, task a working group to develop overarching metrics for Results Washington related to outcomes for families and children. Each accountable agency should be given responsibility for achieving results that feed into the statewide goals.*
 |
| 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. | • |  |  |  |
| 6c. Develop a universal intake, data sharing, and technology platform so that we can share essential information on people across agencies, systems, and sectors. |  | • |  | *“Develop a universal intake, data sharing, and technology platform so that* ***essential information on people served can be shared*** *across agencies, systems, and sectors.”* |
| 6d. Increase cash assistance and make it unconditional upon work. |  | • |  | * *“Increase cash assistance and* ***test the impact of making*** *it unconditional upon work.”*
* Added suggestions from DSHS:
	+ *Pass through 100% of child support to children and their custodial parent.*
	+ *Pilot a state program that provides unrestricted cash assistance to individuals and families and evaluate its effect on key elements of well-being and return on investment compared to current programs.*
	+ *Advocate for federal cash assistance that does not mandate work. If federal TANF policies are not modified to reduce the focus on work participation, take action to ensure there is no need to push families prematurely into work activities (e.g. use solely state funds to pay for serving those unlikely to be able to meet participation requirements).*
 |
| 6e. Smooth on-ramps and off-ramps for programs. | • |  |  |  |
| 6f. Revamp policies, programs, and practices to inspire hope and build resilience. |  | • |  | Added suggested options from **DSHS:** *Consider statewide expansion of the Getting Ahead peer group support model for families receiving TANF/WorkFirst.* |
| **LEWPRO New Recommendation:**6g. Implement WorkFirst and TANF Program Improvements |  |  | • | Suggested options from **DSHS:** * *Develop and advocate for alternatives to work participation rate as the sole federal performance measure for the program. Alternative performance measures that may be considered include exits to employment, wage progression, credential achievement and reduced rates of return to TANF. These alternative measures align with standards used in other parts of the workforce development system. There is movement at the federal level to work in partnership with states to develop such measures.*
* *Better tailor WorkFirst offerings to the needs and goals the families that make up the caseload in the current strong economy. The Department of Commerce is engaged in an effort to redesign its paid and unpaid work experience services that exemplifies this effort.*
* *Implement statewide warm referrals to home visiting and parent support programs.*
* *Connect earlier with families at risk of hitting the five-year TANF time limit. This provides an opportunity to offer assistance, like supported employment available through Medicaid for those with behavioral health challenges. It also provides families that may qualify for a time limit extension additional time to collect necessary documentation and for staff to assist in this effort.*
* *Expand statewide the practice of providing support services to fully meet transportation needs required to participate in WorkFirst.*
* *Provide post-TANF supports to minimize benefit cliffs and assist those who are newly employed transition from cash assistance to wages.*
* *Provide a tapering TANF grant for four months after a family begins work to help ease the transition to employment.*
* *Reduce the severity of sanction policies and increasing the criteria for time-limit extensions (see also Recommendation 6g).*
* *Offering services and supports to families in which only the child receives a TANF grant.*
 |
| **LEWPRO New Recommendation**6h. Transform Case Management |  |  | • | Suggested options from **DSHS:*** + *Support the work underway by DSHS’ Community Services Division which includes changes in the following areas:*
		- ***Assessment*** *tools and processes that are strengths-based and customer-driven to understand the needs and wants of customers.*
		- ***Coaching*** *case-management to help those with complex needs set goals and navigate systems*
		- ***Partnerships*** *and referrals to help connect all those seeking public assistance with other services and supports they need.*
* *Other foundational changes needed to support Transforming Case Management are:*
	+ ***Physical environment*** *modifications to make public assistance offices welcoming, inclusive, safe and positive for customers and staff.*
	+ ***Communication*** *enhancements to increase the effectiveness of communication with customers and improve the language used to frame our work to ensure that it is consistent with our Respect, Equity, Diversity, Inclusion (REDI) values and the use of a strengths-based, customer driven approach.*
	+ ***Training****, including monitoring and feedback, to equip staff with the skills and knowledge needed to implement a strengths-based and customer-driven approach and to do coaching case-management.*
	+ ***Standardization*** *of case-management processes and procedures to increase consistency and provide baseline data for evaluating the effectiveness of these transformed practices.*
	+ ***Measure Performance*** *to adhere to fidelity of case management procedures and regularly calibrate and evaluate. Establish supervisor/management access to accurate and consistent procedures and performance metrics to foster accountability and provide effective coaching for staff at implementation.*
	+ ***Intentional change management*** *initiatives to ensure maximum staff involvement and communication.*
 |
| **STRATEGY 7: Decriminalize poverty and reduce reliance on the criminal justice, juvenile justice, and child welfare systems.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 7a. Decriminalize and destigmatize poverty by shifting resources toward diversion, treatment, and support services. |  | • |  | Added suggestions from **DSHS:*** + *Expand efforts to provide courts with access to the Benefits Verification System (BVS), providing a no-cost, quick and reliable way for courts to determine indigence. Matching user input with DSHS databases, BVS affirmatively verifies whether a defendant is receiving public assistance from the State of Washington. This information can establish a defendant’s need for a court-appointed public defender or inability to pay legal financial obligations.*
	+ *As of November 2019, 20 court systems are using BVS to improve upon the paper or self-attestation processes they used before, but there is opportunity for many more courts to participate.*
 |
| 7b. Rapidly engage families and connect them to support services when a child or adult is at risk of entering the juvenile or criminal justice systems. | • |  |  |  |
| 7c. Increase in-home assistance and support services to keep children in the care of people and environments that make them feel the safest. | • |  |  |  |
| 7d. Provide robust, trauma-informed case management to children, adults, and families involved in child welfare, juvenile, and criminal justice systems. | • |  |  |  |
| 7e. Expand education, job training, and employment opportunities for children and adults while they are in the care of the juvenile and criminal justice systems. | • |  |  |  |
| 7f. Eliminate Legal Financial Obligations (LFOs). |  | • |  | * *“****Review and reform*** *Legal Financial Obligations (LFOs).”*
* Added suggestions from **DSHS:**
	+ *Suspend child support payment responsibilities while a non-custodial parent is incarcerated. Continue to pursue agency request legislation for the 2020 legislative session to allow abatement (reduction) of child support to $10 per month when parents are incarcerated for six months or more, if the parent has no income or assets available. This proposal benefits families with an incarcerated parent by limiting the accumulation of child support debt during incarceration.*
	+ *Incarcerated parents owe more than $52,000,000 in child support debt, averaging $14,500 per individual.*
	+ *By decreasing the amount of uncollectible debt, formerly incarcerated parents will have an increased likelihood of successful reentry and sustained and consistent child support payments upon release*
	+ *This supports parents reentering the community in seeking employment without fear of a large withholding order for child support.*
 |
| 7g. Provide adequate funding to increase the availability of safe, culturally responsive foster homes and permanent living options for children and youth involved with the child welfare system. | • |  |  |  |
| 7h. Connect children, adults, and families to public assistance and support services at least three months before they exit a system. |  | • |  | Added suggestions from DSHS:* + *Expand the DSHS’s Community Services Division and Department of Corrections partnership in order to connect reentering individuals with food, cash, or medical assistance upon release.*
	+ *A process to determine financial eligibility for those transitioning out of Stafford Creek Correctional Facility within 30 days of the planned or earned release date has been piloted, with plans to replicate in 11 other Washington state correctional facilities.*
	+ *This service helps support reentry by meeting the basic needs of individuals upon release.*
 |
| 7i. Eliminate education and employment barriers, and invest in stronger, better-coordinated exit and re-entry policies, services, and programs. | • |  |  |  |
| 7j. Expand and strengthen post-release family and peer support services. | • |  |  |  |
| **STRATEGY 8: Ensure a just and equitable transition to the future of work.** |
| **TEN-YEAR PLAN** | **COMPARISON TO 5-YEAR PLAN** |
| **SAME** | **MODIFIED** | **NEW** | **Notes** |
| 8a. Adopt the recommendations detailed in the FOW Taskforce report, and bolster it with more specific, intentional strategies to achieve equity for workers of color, women, immigrants and refugees, and rural Washingtonians. | • |  |  |  |
| 8a-i. Dramatically expand mentorship and career-connected learning for people of color, refugees and immigrants, people with disabilities, and rural communities. | • |  |  |  |
| 8a-ii. Accelerate pathways for immigrants and refugees with advanced degrees and/or training from their home country to become accredited in the U.S. | • |  |  |  |
| 8b. Create tax structures for employers that offer full-time employment with living wages and robust benefit packages. | • |  |  |  |
| 8c. Protect Washingtonians from economic downturns by developing an economic “trigger” to provide countercyclical funding in human services, education, and job training. | • |  |  |  |
| 8d. Develop and pilot a portable benefits model and a guaranteed basic income program. | • |  |  |  |