

Legislative-Executive WorkFirst Poverty Reduction Oversight (LEWPRO) Task Force

August 18, 2022

9:00 am – 12:00 pm

Opening

Presented by:

Charice Pidcock, Special Assistant for
Poverty Reduction, Community Services
Division, Economic Services Administration,
Department of Social & Health Services

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Rules of Engagement

- Maintain a respectful body language, tone, and volume when sharing our opinions
- Value the many different sources of knowledge; listening to the entire message without editorializing or interrupting
- Act in ways that edify the group's self-esteem
- Seek first to understand before being understood
- Be honest and explain why
- Always assume good intentions; give people the benefit of the doubt
- Look for places to agree, connect, and support – it helps us get to better solutions
- Make it a safe environment to share – no personal attacks
- Listen to the entire message, literally, and mentally:
 - (a) don't interrupt – we are modeling respectful behavior; and
 - (b) our listening implies that we care, even if we don't agree

Housekeeping: Task Force Members

- Designated as “panelists” and will have the ability to participate
- All other attendees are muted
- Please use your reaction/hand raise buttons to ask questions, speak and vote
- Staff will count hands to determine outcome of votes

Housekeeping: Public & Non-Task Force Attendees

- Chat function is turned off
 - If you have questions during the meeting, please use the Q&A function
 - Q&A should not be used for comments or discussion
- Request to participate during 2 public comment periods by using the “raised hand” feature
- When it is your turn to speak, you will be “promoted” to panelist
- To keep us on time:
 - Green = 2 minutes remaining
 - Yellow = 1 minute remaining
 - Red = Time to move to the next speaker

Welcome & Introductions

Presented by:

Representative Mia Gregerson, 33rd
Legislative District

Secretary Jilma Meneses, Department of
Social & Health Services

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Review/Approve Agenda & Prior Meeting Minutes

Presented by:

Representative Mia Gregerson, 33rd
Legislative District

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Topic	Time
Opening	5 minutes
Welcome and Introduction	10 minutes
Review/Approve Agenda	2 minutes
Review/Approve prior meeting minutes	3 minutes
Public Comment	10 minutes
Review 5-year Plan Implementation Tracking Tool	20 minutes
Poverty Reduction Sub-Cabinet Update	20 minutes
Universal Basic Income	20 minutes
Poverty Reduction Budget Proposals	15 minutes
Break	5 minutes
Prioritize Strategies/recommendations	25 minutes
Community/Stakeholder Legislative Strategies	20 minutes
Public Comment	20 minutes
Good of the Order	5 minutes



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Quorum & Prior Meeting Minutes

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Public Comment



Review 5-year Plan Implementation Tracking Tool

Presented by:

Babs Roberts, Director, Community Services
Division, Economic Services Administration,
Department of Social & Health Services

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Implementation Tracking Tool

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Implementation Tracking Tool

I like...

- The tool
- One collective place to capture the work, update, and public can see progress

I wish...

- Also track initiatives that fail/unsuccessful, etc., to allow for lessons learned

I wonder...

- Is this a pilot, proviso, is there an end date?
- Is there more work to be done for categories with items next to them? Is there a way to identify what work needs to be done?
- Which platform might be best to do this work and address comments?
- Way to sort, filter, etc.?
- Can this be shared at combined cabinet meetings and add to it?
- Is there a way to capture the rigor expected to be successful toward the five year goal?

Poverty Reduction Sub-Cabinet Update & Universal Basic Income

Presented by:

Lori Pfingst, Senior Director, Office of the
Assistant Secretary, Economic Services
Administration, Department of Social &
Health Services

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STATE POVERTY REDUCTION UPDATE

Legislative-Executive WorkFirst & Poverty Oversight Task Force

Lori Pfingst, PhD
Senior Director, DSHS



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8 STRATEGIES | 60 RECOMMENDATIONS

BLUEPRINT FOR A JUST & EQUITABLE FUTURE



The 10-Year Plan to
Dismantle Poverty
in Washington



8 STRATEGIES POVERTY REDUCTION

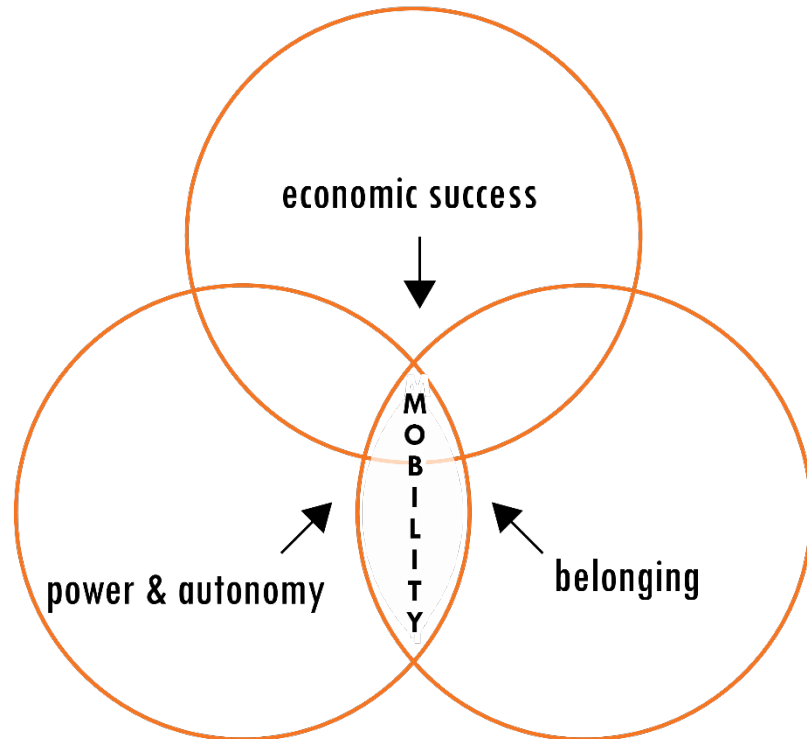
ROOT CAUSES & BEYOND



- 1 UNDO STRUCTURAL RACISM**
Understand structural racism and historical trauma and take action to undo how they manifest in state policy, program, and practice.
- 2 BALANCE POWER**
Make equal space in decision-making for people and communities most affected by poverty and inequality.
- 3 INCREASE ECONOMIC OPPORTUNITY**
Target equitable income growth and wealth- building among people with low incomes.
- 4 ENSURE FOUNDATIONAL WELL-BEING**
Strengthen health supports across the life span to promote the intergenerational well-being of families.
- 5 PRIORITIZE URGENT NEEDS**
Prioritize the urgent needs of people experiencing homelessness, mental illness, or addiction.
- 6 BUILD A HOLISTIC CONTINUUM OF CARE**
Build an integrated human service continuum of care that addresses the holistic needs of children, adults, and families.
- 7 DECRIMINALIZE POVERTY**
Decriminalize poverty and reduce reliance on the child welfare, juvenile justice, and criminal justice systems.
- 8 PREPARE FOR THE FUTURE OF WORK**
Ensure a just transition to the future of work.

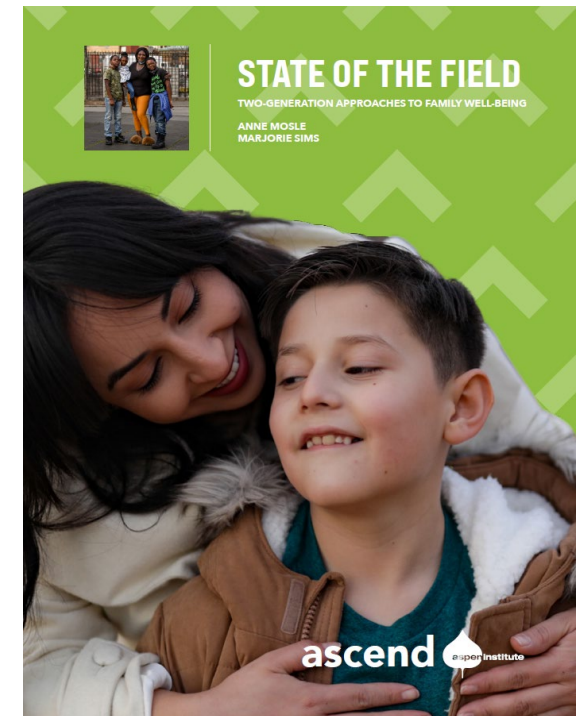
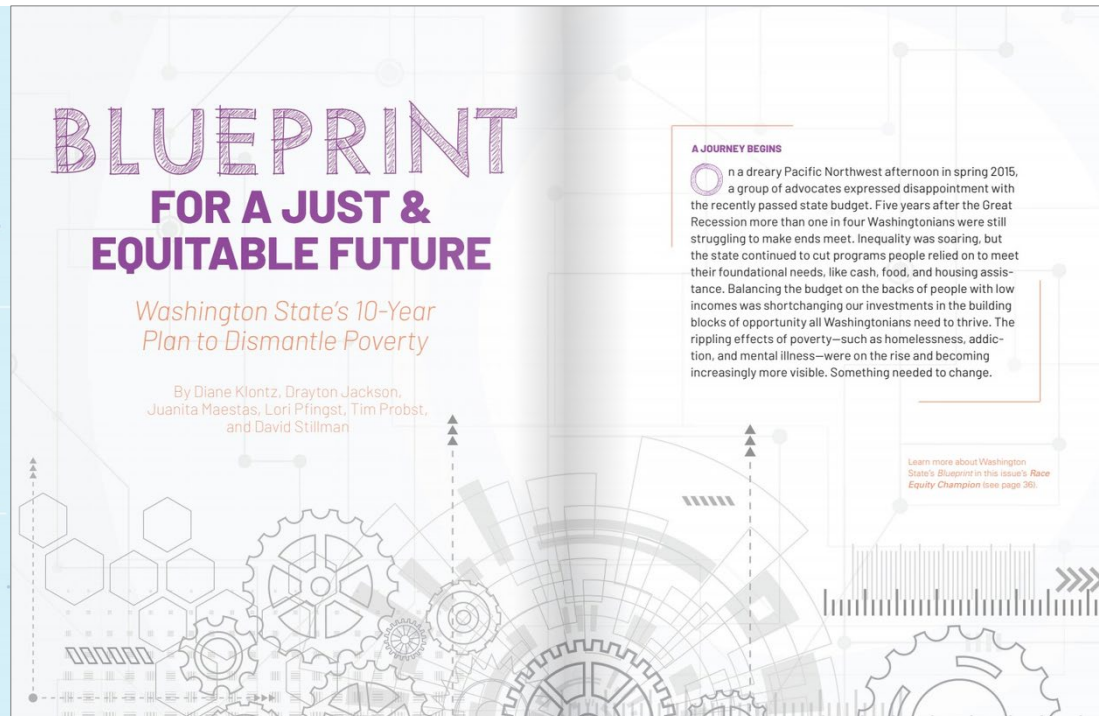
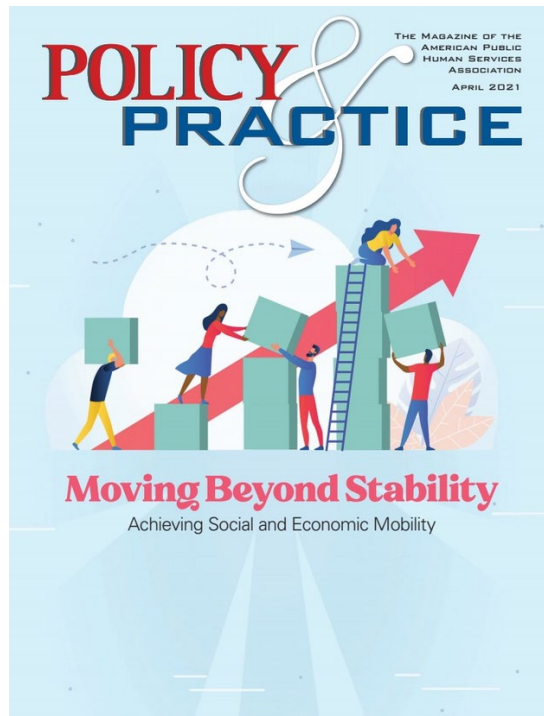
GOAL

Build a just and equitable future in which all Washingtonians live with the dignity of having their foundational needs met and the opportunities they need to reach their full potential in life.



SUCCESSSES (so far...)

- **25** recommendations immediately acted upon in 2021 legislative session
- **\$1 billion invested** in poverty reduction and homelessness in 2022 session
- Washington state poverty reduction efforts recognized as **national best practice**
- New **Subcabinet on Intergenerational Poverty**
- State agencies are using 10-Year Plan in building 2023-25 budget and policy priorities





CALL-TO-ACTION

To work collectively toward a just and equitable future by measurably reducing poverty and inequality with integrity, intention and accountability to people and communities historically excluded from well-being.

2023 SUBCABINET PRIORITIES

Make Navigating Health and Human Services Easy

Modernize and streamline access to existing health and human service programs so that all Washingtonians receive benefits they are eligible for.

Increase Food & Housing Stability for Washingtonians

Increase cash/cash-like resources so that more children, adults, and families can meet their foundational needs.

Invest in the Generational Well-Being of Families

Invest in ample and affordable housing and child care so that Washingtonians can pass health, wealth, and well-being from one generation to the next.

Strengthen Communities' Ability to Partner

Create formal and equitable pathways for people and communities historically excluded from well-being so that their expertise and solutions are reflected in state policy, programs, and funding decisions.

NEXT STEPS

- **Agencies finalize budget and policy requests**
- **Subcabinet agencies work in interagency teams**
 - › Align toward shared results that require agency collaboration
 - › Tell a better story
 - › Be accountable to people and communities historically excluded from well-being
- **Subcabinet continues to develop as a PEAR Team**



A GUARANTEED INCOME FOR WASHINGTONIANS

Summary of Recommendations from the Basic Income Feasibility Study

Lori Pfingst, PhD | Senior Director



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2021-23 BUDGET PROVISIO

ESSB 5092 Sec. 205(11)

“**\$77,000 of the general fund**—state appropriation is provided solely for the department to conduct a study, jointly with the poverty reduction work group, on the **feasibility of implementing a universal basic income pilot program**. The study must include **research** of other universal basic income programs, **recommendations** for a pilot in Washington, **a cost-benefit analysis, operational costs**, and an **implementation plan** that includes a strategy to ensure pilot participants who voluntarily quit a public assistance program to enroll in the universal basic income pilot will not experience gaps in service upon completion of the pilot. The department shall submit recommendations required by this section to the governor and appropriate legislative committees no later than **June 1, 2022**.”



PROJECT TEAM

CATEGORY	SELF-IDENTITY	#	CATEGORY	SELF-IDENTITY	#
Gender	female	12	Native Status	tribal indian	1
	male	6		urban indian	1
	transgender woman	2		non-native	20
	transgender man	1	Disability Status	no disability	18
	non-binary, queer	1		neurological condition	1
Sexual Orientation	gay or lesbian	4		behavioral illness	2
	heterosexual	13		limited mobility	1
	queer	3		hearing impaired	1
	bisexual	1	visually impaired	1	
	pansexual	1	Generation	baby boomer	1
Race & Ethnicity	black	6		gen x	14
	white	5		millennial	7
	Latina/o/x	3	Housing Status	stably housed	15
	asian	2		experience w/ housing instability	7
	vietnamese	1	Citizenship	U.S. born	18
	samona pacific-islander	1		naturalized citizen	3
	alaska native-tingit	1	Region	urban	10
	mexican american	1		suburban	10
	american indian/white	1		rural	2
	mexican american/white	1			



A BASIC INCOME IN WASHINGTON SHOULD...



Honor the dignity of human beings by ensuring their foundational needs are met and pathways to self-determination are abundant.



End poverty by establishing a stronger economic floor with no cracks to fall through.



Contribute to racial equity and economic justice through a targeted universalistic approach.



Provide flexible resources that fill in the gaps of existing public assistance programs.



Value the act of caregiving and the role of caregivers, who are often unpaid for their contributions to families and communities.



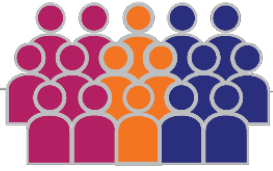
Ease the burden of accessing resources by eliminating oppressive conditions and requirements.

- **Establish the Evergreen Trust**
 - › State, tribal, and community partners that oversee all aspects of pilot
- **2-year pilot, with a targeted universalism approach focused on two groups:**
 - › **Group 1:** Poverty with a high likelihood of at least one destabilizing condition or life transition
 - › **Group 2:** Low income with a destabilizing condition or life transition and/or employed
 - › Each group has a control group so evaluation can inform a scaled statewide program
- **Pilot participants receive a percentage of Fair Market Rent (FMR) as guaranteed income amount:**
 - › Study includes estimates for 75%, 100%, and 120% FMR
 - › Estimates are provided for sample sizes of 5,000; 7,500; and 10,000
 - › Study suggests recruitment by established Managed Care Regional county groupings

Range of GI Amount	75%	100%	120%
Minimum – Garfield	\$587	\$783	\$940
Maximum – King	\$1,533	\$2,044	\$2,453



START HERE



people experiencing poverty or a destabilizing transition/condition

EVERGREEN TRUST



● a public-private partnership in charge of the basic income program in Washington state
[an equal partnership of state, tribal, and community partners to develop and administer the basic income pilot and program]

MULTIPLE ELIGIBILITY & ENROLLMENT PATHWAYS

● income verification

[a common eligibility platform for state, tribal, and community partners is simple, quick, and offers multiple verification methods]

● baseline data collection on well-being

[data collection to inform participants of progress and evaluate and inform pilot; learnings used to refine over time]

● options for people that are banked & unbanked

[direct deposit, visa cash card, venmo, western union, etc.]
[RESOURCES: AidKit, Community Financial Resources, F4GI, GiveDirectly, MoCaFi, Providers, Steady, UpTogether]

● point of exit/entry into a system

[self-attestation at the point of coordinated entry, re-entry from juvenile/criminal justice systems, foster care exit, health care system, immigrant & refugee entry programs, disability service programs]

CASH DISPERSION

● benefits counselling [RESOURCE: Atlanta Fed BI Tool]

[state, tribal, and community counselors advise on impact of basic income resources on benefits so recipients can make informed choice]

● hold harmless fund

[a fund to make up for the loss of any benefits]

● re-enrollment plan

[a plan to re-enroll into public assistance programs should the recipient choose to return or after the pilot is completed]

WRAP-AROUND SERVICES

● resource & referral (if desired)

[state, tribal, and community partners connect participants to resources if desired, such as financial tools, education, employment & training pathways, behavioral health, etc.]

● simple program integrity measures

[minimal viable measures to ensure resources reach the intended population in the simplest way possible]

ANNUAL CHECK-IN

● evaluation & check-in

[a general check-in to assess how the participant is doing, collect data if agreed to, and make additional plans if desired]



EVERGREEN TRUST



state, tribal, and community partners co-design and conduct entry into pilot

PRIORITY POPULATIONS



pregnancy



homeless



recent immigrant,
refugee, or asylee



exit from foster
care system



exit from juvenile
justice system



exit from criminal
justice system



escaping
violence



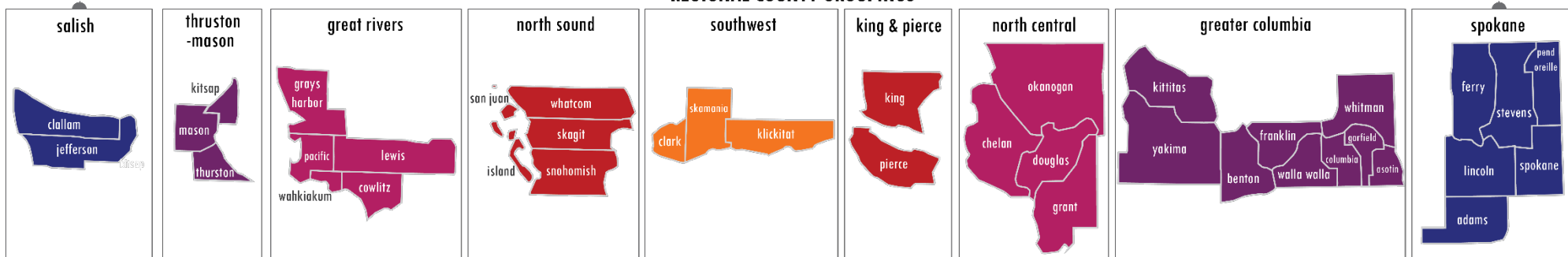
disabled/
receives ABD



behavioral
illness

priority populations are identified in partnership with community organizations by ACH region

REGIONAL COUNTY GROUPINGS

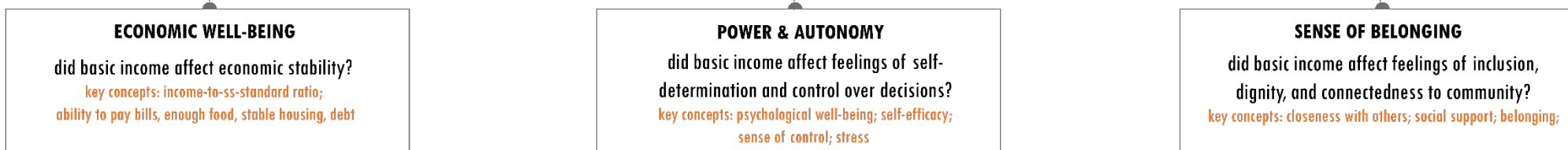


participants are randomly selected into two groups via Basic Food (SNAP/FAP), at point of system entry/exit, or street outreach



pilot evaluation concepts @ baseline, year 1, and year 2

quantitative & qualitative evaluation + stories

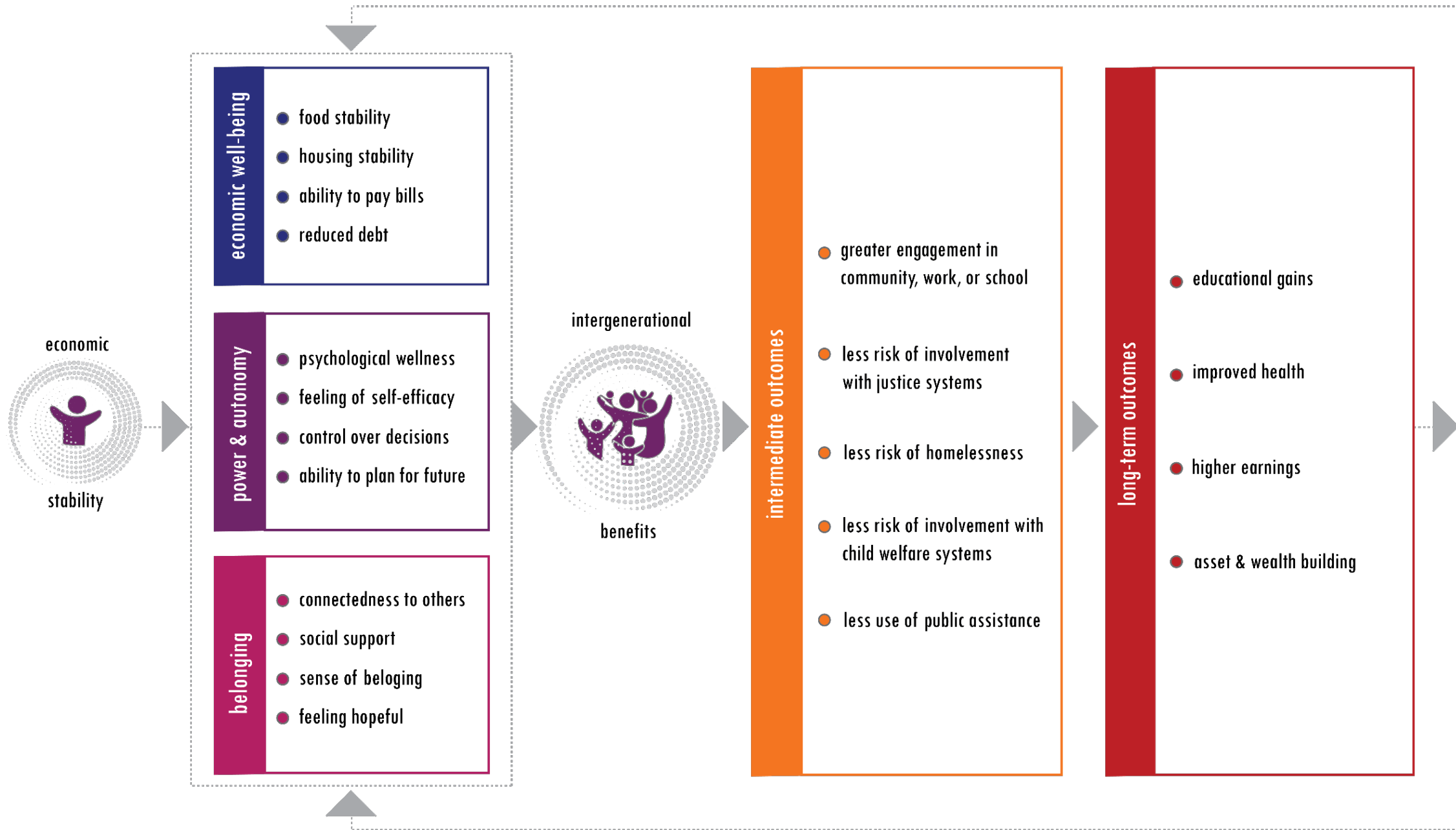


PILOT COSTS

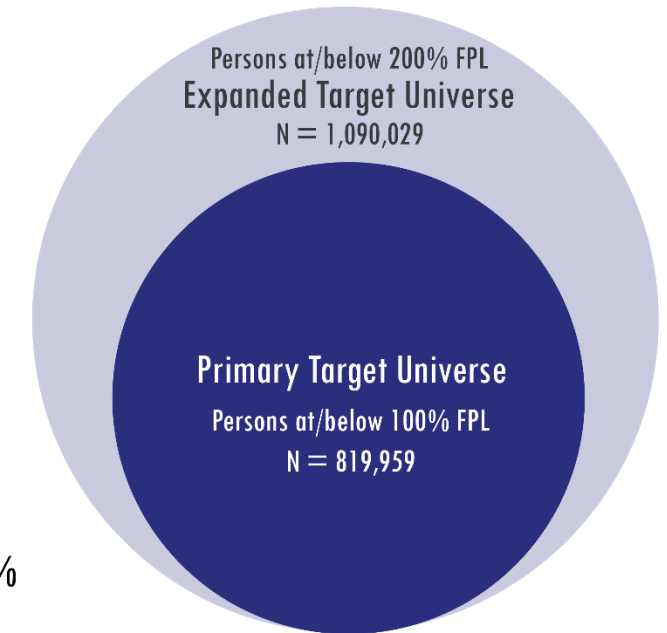
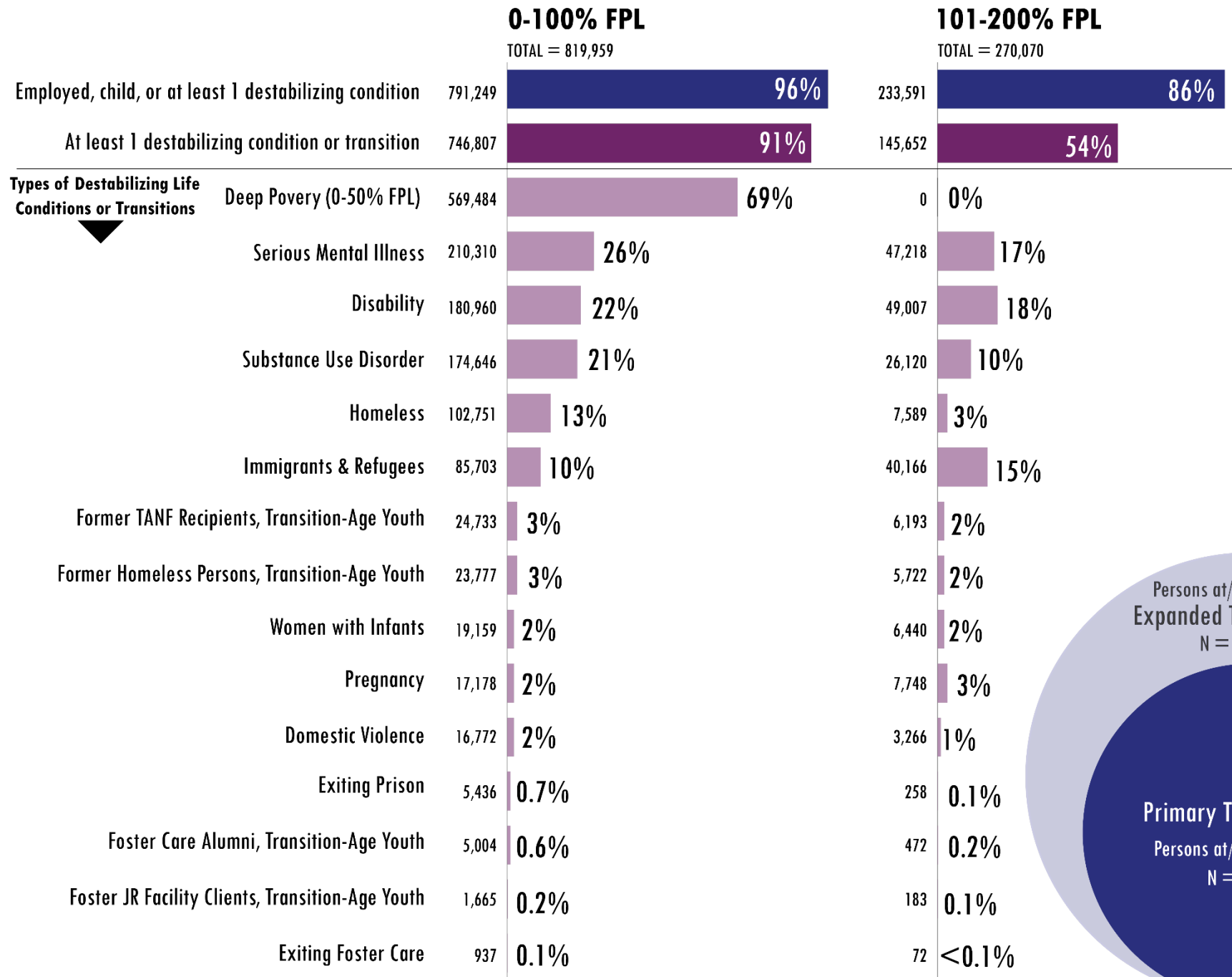
% FMR	SAMPLE SIZE		
	5,000	7,500	10,000
75%	\$65 - \$80 million	\$98 - \$117 million	\$126 - \$155 million
100%	\$85 - \$104 million	\$126 - \$154 million	\$166 - \$204 million
120%	\$101 - \$124 million	\$150 - \$184 million	\$198 - \$244 million



COST-BENEFIT & EVALUATION



TARGET UNIVERSE



- Executive Summary
- Public Webinars & Work Sessions
- Opportunities for 2023 legislative session

THANK YOU!

lori.pfingst@dshs.wa.gov



QUESTIONS?

Lori Pfingst | lori.pfingst@dshs.wa.gov



Poverty Reduction Budget Proposals

Presented by:

Secretary Jilma Meneses, Department of
Social & Health Services

Tony Bowie, Assistant Secretary, Economic
Services Administration

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Decision Package Review

Economic Services Administration

LEWPRO

August 18, 2022

Tony Bowie, Assistant Secretary

Poverty Reduction

Increasing Asset Limits for Public Assistance – To reduce disparities for individuals and families in need DSHS proposes to improve access to cash assistance for income-eligible households with retirement accounts, liquid resources above \$6000 and below \$25,000, and a vehicle valued at over \$10,000.

Budget Requests \$5,947,000 GF-State

Cash Grant Alignment with the need standard and inflation – DSHS proposes to align the Cash Grant with the need standard DSHS ESA proposes amending RCW [74.04.770](#) to require that the grant standard for cash assistance programs be set at either a specified percentage of the need standard or the prior year's grant standard, whichever is higher.

Budget requests \$48,664,000 GF-State

Smoothing the Cliff Effect - DSHS ESA proposes to allow households who are recipients of cash assistance, who gain new employment an option to maintain their full grant for six months by disregarding 100 percent of their new employment earnings. After six months, the current 50 percent disregard would apply.

Budget Request \$21,765,000 GF-State

Extending TANF Hardship - DSHS is requesting to make permanent TANF Hardship and eliminating time limits for ineligible parents, and to fund caseload impacts of making permanent an additional hardship TANF time limit extension (TLE) for all TANF applicants and recipients who have exhausted 60-months of cash assistance.

Budget request \$27,039,000 GF- State

Reducing Poverty for people with a work-limiting disability or incapacity

Removing the Interim Assistance Burden for Aged, Blind, or Disabled (ABD) Program Recipients – DSHS is requesting to remove the Interim Assistance Burden by amending [RCW 74.62.005](#) and [74.62.030](#) and eliminate the interim assistance repayment requirement for Aged, Blind, or Disabled (ABD) program

Budget request \$39,218,000 GF-State

Restoring Cash Assistance to Clients with an Incapacity - to amend RCW [74.04.805](#) and RCW [74.62.030](#) to restore cash benefits to individuals who are incapacitated from gainful employment because of a physical or behavioral health incapacity that is expected to continue for a minimum of ninety days.

Budget requests \$13,823,000 GF-State

100% Pass Through of Child Support – DSHS request to Amend RCW 26.23.035 to allow 100% of child support (current only) collected to pass-through to the custodial TANF/SFA family. Any pass-thru is not counted as income against cash grants.

Budget Request \$8,756,000

Other Policy level requests NOT tied to Legislative change

- **Increasing Access to AREN**

DSHS, ESA requests \$3,766,000 GF-State to restore the maximum Additional Requirements Emergent Need (AREN) payment to \$1500 in order to better assist families with urgent housing needs.

AREN is an emergency assistance program for families who receive TANF but need additional help to prevent an eviction or a utility disconnection.

- **Improving Program Access**

DSHS, ESA requests (8.4) FTEs and \$12,829,000 GF-State to eliminate the Eligibility Review (ER) interview requirement for recipients of the Aged, Blind or Disabled (ABD) and Housing and Essential Needs (HEN) Referral programs as well as eliminate the requirement for a Mid Certification Review (MCR) for Temporary Assistance to Needy Families (TANF) and State Family Assistance (SFA) recipients. These changes would eliminate a significant barriers to continued program access. [Washington State Department of Social and Health Services](#)

060 – PL – QN – Expanding OAR

DSHS, ESA requests \$3,203,000 GF-State and .5 FTE to expand Ongoing Additional Requirements (OAR). This includes extending eligibility to the Housing and Essential Needs (HEN) Referral population; modernizing OAR benefits to include transportation, dentures, hearing aids, optometrist visit for eyeglasses, eyeglasses, internet service, and care of service animals including boarding, grooming, and veterinary costs; and increasing the payment standards for existing services.

OAR is a state funded payment that meets a need beyond the basic essentials of food, clothing, and shelter, which are necessary to enable a person to continue living independently. This benefit is available for individuals or families receiving Temporary Assistance for Needy Families (TANF); Aged, Blind, or Disabled (ABD); Supplemental Security Income (SSI); and Refugee Cash Assistance (RCA).

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Break time

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Prioritize Strategies & Recommendations

Presented by:

Secretary Jilma Meneses, Department of Social & Health Services

Babs Roberts, Director, Community Services Division, Economic Services Administration, Department of Social & Health Services

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Simple Decision Matrix Example

	Inexpensive	Requires Legislation 0 = yes 1 = no	Fewest Resources	Total	Sorted Rank
Option 1	7	1	7	15	1
Option 2	4	0	2	6	4
Option 3	6	1	5	12	2
Option 4	2	1	3	6	4
Option 5	1	1	1	3	5
Option 6	5	0	4	9	3
Option 7	3	0	6	9	3

Weighted Decision Matrix Example

	Inexpensive	Requires Legislation 0 = yes 1 = no	Fewest Resources (x5)	Weighed Total	Unweighted Total	Weighted Rank	Unweighted Sorted Rank
Option 1	7	1	7 x 5 = 35	43	15	1	1
Option 2	4	0	2 x 5 = 10	14	6	6	4
Option 3	6	1	5 x 5 = 25	32	12	3	2
Option 4	2	1	3 x 5 = 15	18	6	5	4
Option 5	1	1	1 x 5 = 5	7	3	7	5
Option 6	5	0	4 x 5 = 20	25	9	4	3
Option 7	3	0	6 x 5 = 30	33	9	2	3

Prioritize Strategies Overview

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Prioritize Strategies/Recommendations

Duplicate this slide for step 2:
Consider whether weighting is
needed for any of the criteria

Step 1: Identify the criteria

What criteria should be considered when thinking about how to prioritize the strategies and recommendations?
(For example: easy to do, inexpensive, requires legislation, etc.)

- Reform actually removes poverty
- # people served
- Alleviating poverty
- Expand/replicate pilots, scalability
- Data based research
- Leverage existing work
- Expand on current population served
- Remove institutional barriers or dismantle them
- Serve new population
- Difficulty to implement (operationally and bi-partisan)
- Infrastructure (i.e., Budget, etc.)
- Sustainability
- Community voice
- Who is being serve – is it serving those underrepresented
- Significant Impact
- Economic impacts on economic recovery (housing, jobs, etc.)
- Other barriers (affordability, access, etc.)
- Cost per person served
- Lead to self-sufficiency
- Equity lens
- Return on investment (ROI)
- Long term impact
- Short term impact (refugees, etc.)

Prioritize Strategies/Recommendations

Duplicate this slide so that there is one slide for each of the criteria listed in step 2:

Step 3: Rank each strategy/recommendation by the criteria [INSERT CRITERIA]:

1a: require state entities to collaborate with emerging Office of Equity to develop trainings on historical trauma, institutional racism, and implicit bias that are required of all public employees in systems that touch upon the lives of people experiencing poverty.	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.	2a: Invest greater state resources in partnerships with communities of color and other groups most affected by poverty, so solutions are customized and sensitive to cultural and linguistic needs	2b: Institutionalize the practice of including people most affected by poverty in decision making by establishing a state-level entity to collaborate with stakeholders on the implementation of the strategic plans for poverty reduction.	2c: Task the emerging Office of Equity to collaborate with Indigenous, Black, and Brown Washingtonians to develop a formal process for truth and reconciliation.	3a: Adopt the Washington Kids for Washington Jobs recommendations, and bolster these 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: Replace discipline practices in schools with culturally responsive social, emotional, and engagement supports.	3a-vi: Increase the availability of affordable child care and housing for student parents on or near college campuses.	3a-vii: 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 post-secondary educational pathways.	3a: Adopt the Washington Kids for Washington Jobs recommendations, and bolster these 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: Replace discipline practices in schools with culturally responsive social, emotional, and engagement supports.
3b: Enforce stronger salary and wage transparency and fair labor practices among employers to ensure pay equity for women and people of color.	3c: Incentivize, promote and expand access to no- or low-cost financial resources and education that empower, rather than prey upon, people experiencing poverty.	3d: 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.	3g: Increase and preserve affordable housing for renters and owners.	3h: Enact changes to the tax system that support equitable economic growth.	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.	4c: Expand culturally and linguistically appropriate voluntary home visiting so all families who are eligible can receive it.	4d: Ensure access to free and low-cost counseling and contraceptive options.	4e: Increase funding to support culturally appropriate outreach for Women, Infants, and Children (WIC), the Farmers Market Nutrition Program and Senior Farmers Market Nutrition program.	4f: Increase in-home Medicaid funds for supported living for seniors so they can receive care in their home and avoid costly residential programs.	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.	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	5c: Increase the number of emergency, transitional, and permanent supportive housing options.	6f: Revamp policies, programs, and practices to inspire hope and build resilience.	5g: Improve integration of behavioral health treatment in early learning settings and K-12.	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.	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.	5c: Increase the number of emergency, transitional, and permanent supportive housing options.
6d: Increase cash assistance and test the impact of making it unconditional upon work.	6e: Smooth on-ramps and off-ramps for programs.	6f: Revamp policies, programs, and practices to inspire hope and build resilience.	7f: Review and reform Legal Financial Obligations (LEOs)	6g: Implement WorkFirst and TANF Program Improvements.	6h: Transform Case Management	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	6c: Develop a universal intake, data sharing, and technology platform so that essential information on people served can be shared across agencies, systems, and sectors.
	7e: Expand education, job training, and employment opportunities for children and adults while they are in	7f: Review and reform Legal Financial Obligations (LEOs)	7g: Provide adequate funding to increase the availability of safe,	7h: Connect children, adults, and families to public assistance and	7a: Decriminalize and destigmatize poverty by shifting resources toward diversion, treatment, and support services	7j: Expand and strengthen post-release family and peer support services	7c: Increase in-home assistance and support services to keep children in the care of people and environments that make them feel the most stable and safe.
					7i: Eliminate education and		

Community/Stakeholder Legislative Strategies

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Public Comment





Good of the Order

Next Meeting: Thursday, November 17, 2022
9:00 am - noon