

Viewpoint

THE QUARTERLY MAGAZINE OF WASHINGTON POLICY CENTER

FALL 2015

*The 2015 budget debate:
a big win for taxpayers
...and for our kids*

IN OUR FALL ISSUE

Right-to-work is right for Washington
WPC's new Legacy Partners

State and city climate policy is mired in symbolism

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Viewpoint

THE QUARTERLY MAGAZINE OF WASHINGTON POLICY CENTER

FALL 2015

Dear Friends,

Taking a quick look back at the 2015 session, the state legislature followed our recommendations and did not create a capital gains tax, income tax and they passed a transportation package that included four top WPC policy recommendations, designed to reduce costs and improve service to the public. One in particular is a longtime WPC recommendation of making traffic congestion reduction a priority for state officials. In our cover story, you will find more details on the 2015 state budget debate and how it was a big win for taxpayers.

This summer we released the Annual Public School Achievement Index results for the 2013-2014 school year that ranks public schools in Washington state. WPC's report includes a letter grade system, with schools receiving grades of A through F-. This informative report for parents can be accessed via our website.

And as the summer winds down and the start of the school year draws near, we are watching with great anticipation the launch of the seven new public charter schools in the Puget Sound area and in Spokane.

We are also looking forward to our Annual Dinner events in Bellevue and Spokane. We are excited to feature South Carolina Governor Nikki Haley and *New York Times*-bestselling author Jay Sekulow, and to honor Rainier Scholars with WPC's Champion of Freedom award in Bellevue. Our Spokane event will feature former U.S. Ambassador to the United Nations John Bolton and honor recently retired Congressman Doc Hastings. More information on both events and our soon-to-announced second speaker in Spokane can be found on our website.

If you have not yet, check out WPC's latest videos on reducing traffic congestion and the unintended consequences of the minimum wage at www.washingtonpolicy.org. And please make sure to visit our LinkedIn, Facebook, Twitter and YouTube pages and follow WPC to stay current on all of our research, breaking news and event announcements.

We invite you to share *Viewpoint* with your friends, family and at your office. And as always, thank you for your continued support of the impact we are having around the state.

Very truly yours,



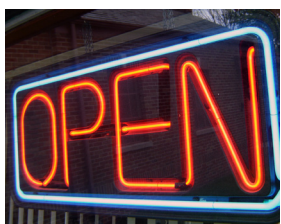
Dann Mead Smith
President





FEATURED IN THIS ISSUE

Right-to-work
is right for
Washington



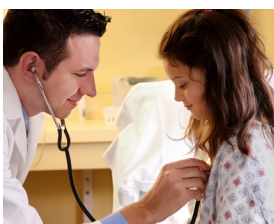
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schools



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healthy children



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WPC Young Professional members enjoy a coffee tasting at the YP Sips and Solutions event hosted at Starbucks' headquarters.

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WPC Young Professionals in action!

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a big win for taxpayers
...and for our kids

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WASHINGTON
POLICY CENTER
Improving lives through market solutions

ANNUAL DINNER 2015

Annual Dinner buzz is in the air! WPC's Annual Dinner is now one of the largest gala policy events in the country, attracting more than 2,000 elected officials, business leaders, community members and policymakers from throughout our state to gatherings in Bellevue and Spokane.

Get your tickets now before it sells out!

*Along with the Annual Dinner, our WPC Young Professionals (YP) Annual Dinner takes place on the same night as the Bellevue Annual Dinner where over 300 young leaders will view the event via a live stream and hear from Gov. Haley in person. For more details on the YP Annual Dinner, registration and sponsorship opportunities visit **WASHINGTONPOLICY.ORG/2015YPAD**.*

Bellevue



Columbia Award Recipient
South Carolina Governor

Nikki Haley



Chief Counsel, ACLJ;
Fox News Commentator &
New York Times-best-selling author

Jay Sekulow

Thursday, October 15, 2015

Hyatt Regency Bellevue

6:00 pm - Reception | 7:00 pm - Dinner

Honoring Champion of Freedom Recipient **Rainier Scholars**
Young Professional Dinner in adjoining room

Spokane



Former U.S. Ambassador to
the United Nations &
best-selling author

John Bolton



Honoring Champion of
Freedom Recipient, former
U.S. Congressman

Doc Hastings

Thursday, September 24, 2015

the new Davenport Grand Hotel

6:00 pm - Reception | 7:00 pm - Dinner

Stay tuned for the announcement of our 2nd speaker

More details and secure online registration for WPC's Annual Dinner events are available at

WASHINGTONPOLICY.ORG/events

Right-to-work is right for Washington



*by Erin Shannon, Director,
Center for Small Business
& Eric Fruits, Ph.D. adjunct
professor at Portland State
University*

*This Opinion/Editorial was
featured in The Puget Sound
Business Journal.*

The recent recession took a heavy toll on workers across the United States. Even though employment opportunities are improving nationwide and in Washington state, millions of job seekers have given up and left the labor force.

Those who have found jobs have seen wage growth stagnate. Although employment is recovering slowly, there remains an urgent need for policies that improve employment opportunities and raise family incomes.

Politicians tend to focus on fiscal policies as a solution to employment and wage problems. These solutions include tax cuts for employers, more government spending on job training or “stimulus” programs aimed at creating short-term jobs, or wage mandates forcing employers to pay workers more.

Instead of these costly top-down efforts, legislators should consider regulatory reforms that make it easier for employers to hire workers and easier for job seekers to accept employment. Enacting right-to-work legislation has been demonstrated to boost job growth without imposing a direct cost on the state’s budget.

A large body of research has found that as a group, right-to-work states have enjoyed more rapid employment growth, better job preservation and faster recoveries from recession than states without right-to-work laws. Since 1990, right-to-work states have seen employment grow by 43 percent.

Over the same period, non-right-to-work states recorded only 18 percent growth. That is one reason Washington, where many workers must join a union in order to work, has the nation’s 15th-highest unemployment rate. Clearly, there is room for improvement.

Enacting right-to-work protections would give Washington an advantage in attracting employers and new jobs, according to a comprehensive new study we recently published modeling the economic and employment impacts of a right-to-work policy in this state.

The study showed if Washington enacted right-to-work, in five years almost 120,000 new jobs would be created, with more than 13,100 in increased


manufacturing employment. The state’s wage and salary incomes would be \$11.1 billion higher.

Opponents of right-to-work legislation argue that union collective bargaining is good for employees. They say unless union membership is forced on all employees, workers have incentives to “free ride” on the benefits of collective bargaining without contributing to the costs associated with such bargaining.

Federal law, however, does not force unions to represent non-members. The National Labor Relations Act allows unions to sign “members’ only” contracts that apply only to dues-paying members. The Supreme Court upheld the ability of unions to negotiate only on behalf of their own voluntary members.

Right-to-work legislation can be a key component of a pro-investment and pro-employment package for Washington that encourages firms to locate and expand in the state.

Professional site consultants say a right-to-work law is one of the most important factors companies consider when deciding where to build major facilities. They report that half of manufacturers automatically screen out any non-right-to-work state. Our state’s lack of a right-to-work law played a part in Tesla’s recent decision to locate a new factory, and its 6,500 new jobs, in Nevada instead of in Washington.

Right-to-work legislation is one of the very few pro-growth policies that costs taxpayers nothing. It is also the right thing to do for workers. No one should be made to join a union out of fear. Paying dues to any organization should be a matter of fairness and choice; it should not be a forced condition of employment. 

For more information on WPC’s work on labor reform and to read Erin Shannon and Dr. Eric Fruits’ new study, *Impact of Right-to-Work on the State of Washington*, visit www.washingtonpolicy.org.



Lawmakers boost spending on public schools



by Liv Finne, Director,
Center for Education

After six months of debate, and convening three Special Sessions, lawmakers in Olympia finally reached agreement on a state budget for 2015-17. The new budget will increase spending on K-12 public schools from the current \$15.26 billion to \$18.15 billion, an increase of 19 percent. Lawmakers achieved this large rise in spending with the natural increase in current revenues, without imposing new taxes on Washington families and business owners.

Earlier, Governor Inslee broke a campaign promise and said he wanted to impose a capital gains income tax, saying it was essential to fund schools. Lawmakers of both parties rejected the proposal.

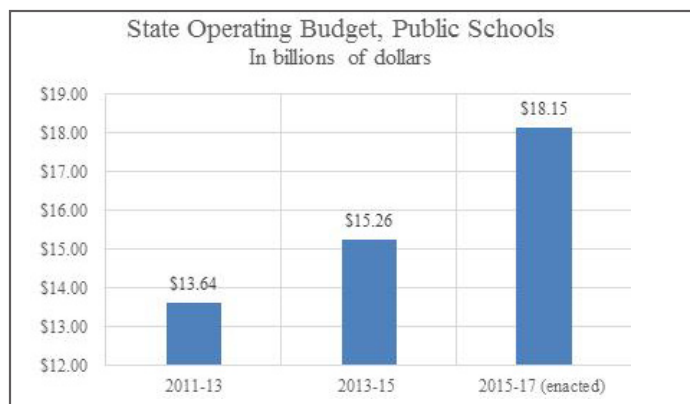
The new budget funds class size reductions to 19-22 students in grades K-3, to 17-21 students in grades K-3 in high-poverty schools, expands all-day kindergarten and preschool, provides large increases in materials, supplies, and operating costs, expands the learning assistance and other categorical programs, and increases the pay of teachers and other school employees. Republicans in the Senate pushed hard for education spending increases without raising taxes.

Democratic and Republican lawmakers worked hard to fulfill the requirements of the state supreme court's 2012 *McCleary* decision. Since then lawmakers have increased state spending on public schools by over \$4.5 billion, a 32 percent increase in four years.

The 2015-17 budget represents one of the largest one-time increases in public education spending in state history. The following graph illustrates how much the legislature has increased spending on schools in recent years.

While administrators and union executives will certainly welcome more public money in the system, funding boosts in past years show that more spending alone does not improve learning outcomes for children.

As the court ruled in *McCleary*: "Pouring more money into an outmoded system will not succeed." Here are some of the structural reasons more spending alone doesn't work:



- Only 60 cents of every education dollar reaches the classroom;
- The majority of school employees are not classroom teachers;
- Seniority rules keep "lemon" teachers in the classroom;
- Tenure rules make it hard to fire low-performing principals;
- Good teachers cannot receive performance bonuses;
- Teachers must pay union dues or be fired.

Lawmakers did offer bills to end automatic seniority rules in layoffs and assignments, in an effort to raise teacher quality, but these improvements were blocked by union executives.

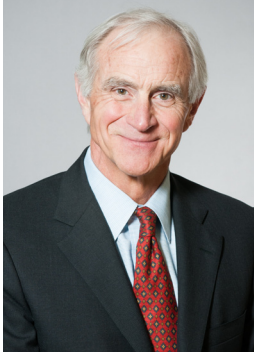
The session again highlighted the state's powerful teachers union, the WEA, as the primary obstacle to reform. Union executives closed schools across the state in a series of rolling one-day walk-outs, yet the only message behind the strike action was more spending, especially pay raises for adults, not policy improvements to help children.

In the years ahead we should not be surprised if the large increases in education spending do little to improve student learning. Large increases have been enacted before, while overall test scores remain flat, the drop-out rate is about the same, and the achievement gap has grown worse.

The good news is lawmakers decided not to increase the financial burden they place on Washington families with a tax increase. Still, there is no reason to think a 19 percent increase in education spending without structural improvements in how the money is spent will produce better results for children.



Vaccines and healthy children



*by Roger Stark, MD, FACS &
WPC Health Care Policy Analyst*

Washington state has the questionable honor of being the location of the first measles death in the United States in 12 years. So far this year, 178 U.S. residents have been diagnosed with the disease.

A recent outbreak of measles at Disneyland brought further attention to the issue of vaccination rates among children. With widespread use of the current MMR vaccine (measles, mumps, rubella), contracting measles, once a rite of passage for children, should be a disease relegated to the history books. Unfortunately, the reality is quite different.

There are four main reasons children may not receive needed vaccinations. First, the child may have a medical contraindication to vaccines. Second, the heart-felt religious beliefs of the parents may preclude vaccines. A third, and related reason, is a general parental philosophy opposing immunization. Last, payment for administering vaccines has historically been low.

Reporting of vaccination rates can be confusing because of various age categories and different types of vaccinations. The federal Center for Disease Control (CDC) reports that in the 2013-2014 cycle, Washington state had the seventh lowest vaccination rate in the country for MMR (10.3 percent unvaccinated), eighth lowest for DTaP (diphtheria, tetanus, pertussis) (9.7 percent unvaccinated) and second lowest for children receiving all recommended vaccines before starting school.

Overall, Washington state has an exemption rate of 4.7 percent, but 75 percent of these exemptions are for non-medical reasons. Even this number does not tell the whole story. There is marked variability in different counties and in different school districts throughout the state. There are geographic areas where non-immunization rates for children are as high as 40 percent.

Nothing in medicine is 100 percent guaranteed, but vaccines, if given at the appropriate age and in the correct amount, are nearly 99 percent effective in guarding against serious disease. Mild side effects can occur with some vaccines, but serious medical

complications are mostly anecdotal and may not be related to the immunization at all.

Parental philosophic concerns should be respected. However, many objections are not founded in reality. For example, the concern of vaccines causing autism has been thoroughly debunked, yet this unfounded belief persists.

Another false assumption is that pediatricians, family doctors and drug companies earn a tremendous amount of money administering and manufacturing vaccines; that they cynically want to profit from a procedure that does little for children. Nothing could be further from the truth. The vast majority of physicians do not even cover their expenses with vaccine administration. The federal government sets the price drug companies can charge for vaccines. This price fixing has led to lack of competition and fewer companies producing needed vaccines.

Vaccinating children is not only a matter of family choice, it is an important public health issue. Parents who philosophically oppose vaccinating their children are putting other children at risk, as well as their own. An unvaccinated child is 35 times more likely to contract measles than a child who has received MMR. But vaccinated children are, unfortunately, still at risk because vaccines are not 100 percent effective. Unvaccinated children with medical contraindications are at risk as well.

Parents opposed to vaccinating their children may also argue that the government has no right to force an invasive medical procedure on their kids. This argument has united people across the political spectrum. The tragedy is that this belief puts other children at risk of contracting a life-threatening disease that should have been rendered extinct long ago. There is no effective way of keeping non-immunized children separated from other kids.

Immunization is a public health issue that must be put into law. Medical exemptions are understood and they are rare. Philosophical and religious objections must go through a more rigorous process than we have now in Washington state. Although various bills have been proposed in the legislature, our elected officials need to understand that the vast majority of parents and voters favor childhood immunizations. To increase public health and safety for everyone, Washington state legislators must show the political will to pass legislation that requires a higher bar for immunization exemptions for children.



State and city climate policy is mired in symbolism



by Todd Myers, Director,
Center for the Environment

*This Opinion/Editorial was
featured in The Seattle Times.*

Bipartisan approaches to increase energy efficiency would do more good than wasteful climate policies and regulations

After 11 years of failure in our state, one would think “green” politicians would learn.

Since Gov. Chris Gregoire took office and declared fighting climate change one of her top priorities, the Legislature has held 11 sessions without producing a climate policy. The pattern is consistent: symbolic speeches and empty partisan gestures instead of effective and meaningful efforts.

The list of failures is long.

Gregoire’s cap-and-trade proposal was rejected by Senate Democrats. Instead, she offered an executive order her administration later admitted was nonbinding.

Gov. Jay Inslee hand-picked an advisory panel on climate policy. When his committee refused to endorse his cap-and-trade policy, he ignored them, choosing the most partisan approach instead. It failed to win the support of House Democrats and never made it to the floor for a vote.

The record of Seattle, where green orthodoxy is the rule, is even worse. In 2005, city politicians promised to reduce carbon emissions to meet the goals of the Kyoto Protocol climate treaty. Instead of reducing emissions, however, they actually increased. For this failure, President Obama named Seattle a climate leader.

These failures occur because politicians choose symbolic but ineffective policies: electric-car subsidies favoring wealthy drivers who don’t need them, “green” schools mandates the state admits actually increase energy use, and renewable energy rules that replaced low-cost, carbon-free hydro power with high-cost, carbon-free solar power.

Paradoxically, the environmental community actually praises these failures.

Last year, environmental groups, led by 350.org and socialist Seattle City Councilmember Kshama

Sawant, led the “climate march,” claiming it would “change everything.” It didn’t. Climate change is still not in the top 15 issues voters care about. Sawant flew across the country to be part of a news conference. People spent countless hours and millions of dollars to make no impact.

None of those same people, however, asked why Seattle failed to meet its climate targets. No local environmental groups questioned the selection of highly partisan, and unpopular, policies that are doomed to fail in Olympia. Instead, all of these groups argue the need to become more radical, more strident and, indeed, more symbolic.

After 11 years of failing to learn from their mistakes, why would we expect any different?

It is time to change this.

First, we need to admit we have a problem. Rather than admit mistakes, politicians and the environmental movement blame everyone else for their failures. Of course, that doesn’t explain why legislative Democrats opposed policies proposed by Govs. Gregoire and Inslee or why Seattle failed. Until we admit the current course is wrongheaded, we’ll fail again.

Second, prioritize what works. In Inslee’s first climate bill, he included a study to prioritize policies based on effectiveness. That’s why the Washington Policy Center supported his bill. Unfortunately, he almost immediately abandoned that intelligent, science-based approach and returned to his favored — and failed — approaches. Eliminating some of the wasteful climate policies and regulations would indicate results, not symbolism, are the real goal.

Finally, find common ground. Conservatives like Charles Krauthammer and Art Laffer make strong arguments for reducing our reliance on oil and sending fewer dollars to Iran and Russia. Instead of demonizing conservatives as “deniers” — tearing others down to build themselves up — the environmental left should recognize this opportunity and emphasize bipartisan approaches to increasing energy efficiency.

There are real opportunities to improve the environment and we have seen many successes. Carbon emissions nationwide are falling. A property-rights approach in fishing has increased fish stocks in the oceans. Forest land is expanding.

As long as Washington politicians and activists continue to emphasize partisan symbolism, however, innovative and effective environmental solutions will continue to pass us by.



East of the CASCADES

New look at Tri-Cities' Ben Franklin Transit finds familiar problems

As it searches for a new Chief Executive Officer, the public transit system in the Tri-Cities is facing serious challenges. New Washington Policy Center research, *New look at Ben Franklin Transit finds familiar problems*, shows total ridership on Ben Franklin Transit (BFT) has decreased 25 percent over the past five years. At the same time, operating costs are up 4 percent and spending on salaries and benefits is up 9 percent.

The new research is a follow-up to a Key Facts analysis published by Washington Policy Center in 2011. That initial study showed troubling trends at the transit agency from 1996 to 2009. Five years later, our updated research shows problems at BFT continue.

Since 2009, ridership on BFT buses has dropped by 24 percent, while its cost-per-trip has increased 42 percent.

While its vanpool system has received acclaim, its performance over the past five years has declined. Since 2009, its cost per trip is up 48 percent and its ridership has fallen 26 percent.

It's a similar story for BFT's demand response, which has seen a 29 percent drop in ridership, yet a 42 percent increase in its cost per trip.

Taxpayers in the mid-Columbia are very generous in the amount of money they give to Ben Franklin Transit. In fact, since 2009, sales tax revenues are up 17 percent and BFT now has more than \$15 million in reserves.

As the agency prepares to hire a new leader, the Board of Directors has the opportunity to hire a CEO who will improve BFT's outcomes and restore the public's trust in the transit agency. Our updated analysis – available on washingtonpolicy.org – contains key information and recommendations leadership can use to improve outcomes for BFT.

Spokane voters reject transit sales tax increase, electric trolley

In Spokane, voters rejected a nearly \$300 million plan in April to preserve and expand public transit and build an electric trolley system - but that does not mean it can't be improved and made more efficient.

Unlike Ben Franklin Transit, Washington Policy Center research finds Spokane Transit to be one of the state's best-managed public transit agencies. Earlier this year, we published a Key Facts on Spokane Transit which offered practical recommendations for how Spokane Transit could further reduce costs and continue to provide a valuable public service.

TRANSIT TALES



The most controversial part of Spokane Transit's ballot measure was its \$72 million, six mile-long electric trolley project. WPC produced extensive research on the trolley part of the proposal. The plan was to build a line from Browne's Addition through downtown Spokane and east to Spokane Community College. Taxpayers would also have been responsible for most of the \$4.1 million per year cost to operate the electric trolley.

Taxpayers were rightly concerned about this project. Our research concluded there were other, less expensive options that were available to transit officials.

Other parts of the sales tax measure, however, may have been attractive to voters – including expanding typical bus service. That is understandable, given the cost to carry a passenger on an STA bus is less than \$4.00 per trip – one of the lowest figures in the state.

WPC has offered important reforms STA officials should make before returning to voters with another transit package. They include further contracting out paratransit service which consumes 20 percent of STA's operating expenses as well as controlling the growth of administrative expenses, which are up 85 percent since 2004. Finally, plans for an electric trolley system should be scrapped in favor of a system better-suited for Spokane's transportation needs.

Even though voters rejected the trolley, Spokane Transit officials have successfully lobbied the state legislature for \$15 million in the recently-passed transportation gas tax package to move the project forward. STA officials are now considering pursuing federal matching funds to keep their electric trolley plan alive.

Yet, the trolley plan would be far from free. Local taxpayers are state and federal taxpayers as well, and they would still be on the hook for \$4.1 million in operational costs each year. WPC research shows no matter where the money comes from, other less-expensive options would be a better fit for Spokane.

The 2015 budget debate: a big win for taxpayers... and our kids

by Paul Guppy, WPC Vice President for Research

In 2012, Governor Jay Inslee campaigned on a promise that, if elected, he would not propose new taxes. He later broke the promise and the 2015 legislative session started and ended in perfect symmetry with him calling for tax increases.

The size of the tax increases Governor Inslee wanted, however, changed significantly from his budget announcement in December 2014 to when he signed the completed 2015-17 state budget in July.

When proposing his budget in December, Governor Inslee said that working families and other taxpayers in Washington had to “buck up” and accept his proposed new taxes. The governor said he wanted to impose net tax increases totaling \$1.4 billion on top of the \$3 billion in additional revenue that the state was forecasted to receive over the next two years. The new taxes would be permanent, without sunset dates, and were intended to be paid by Washington residents over the next two-year budget cycle and then indefinitely into the future.

The largest new tax proposed was a capital gains income tax, totaling \$798 million over the first two years. The policy choice was a surprising one since proposals to create income taxes in Washington state had been rejected before.



In 2010 the people of Washington defeated by a vote of 64 percent a ballot measure to impose a “high-earners” state income tax. More recently a bill to create a state income tax introduced by Senator Marko Liias gained only a dozen cosponsors and was never brought up for a vote.

Here are the new taxes Governor Inslee proposed in his December budget announcement:

- Creation of a capital gains income tax - \$798 million
- Create state cap and trade system - \$380 million
- Cigarette/e-cigs tax increase - \$56 million
- Remove sales tax exemption for trade-ins - \$105 million
- Remove use tax exemption for extracted fuel - \$51 million
- Charge sales tax on non-residents - \$52 million
- Charge sales tax on bottled water - \$44 million
- Change B&O tax rate for royalties - \$30 million
- Also had new, extended or expanded tax preferences - (\$94 million)

By May, however, a continually-improving economy induced the governor to drop his \$1.4 billion tax-increase package, saying it was no longer needed, though he was unable to say how large of a tax increase he thought was still necessary.

By June, the governor said he had decided to drop his capital gains income tax – it had failed to be scheduled for a vote even in the Democratic-controlled House – and said instead that lawmakers would have to focus on closing a series of unspecified tax preferences.

Ultimately the legislature agreed to a net revenue increase of \$180.3 million for 2015-17, far less than the \$1.4 billion in new taxes the governor initially wanted.

With the exception of changing the B&O tax rate for royalties, neither the House nor Senate voted on any of the other tax increases originally proposed by the governor (several House committees did, but not the full House).

Between when the governor first proposed his \$1.4 billion tax package and the \$180 million net revenue increase agreed to by the legislature, the state’s economic outlook changed with improvements to the revenue forecast as well as a reduction in caseloads.

In all, the 2015 budget debate was a big win for taxpayers, with the defeat of billions of dollars in added financial burden, along with the resulting savings in household income for thousands of working families and business owners.

As noted, however, Governor Inslee feels the higher tax revenue people are providing is not enough. He concluded the 2015 legislative session by once again calling for new tax increases. This new tax debate will unfold when the legislature reconvenes in January.

Visit www.washingtonpolicy.org for our publications and analysis on these tax proposals.



Washington State Capitol

TOP ACHIEVEMENTS

Washington Policy Center is proud of its work over the last few years in providing accurate, high-quality research and innovative solutions for policymakers, the media and the general public. Below are some recent examples of the impacts we are making by advancing good public policy ideas.

- ☑ As a result of WPC's long-term efforts, children in Washington state can now attend charter schools.
- ☑ Based on WPC's recommendation, lawmakers of both parties defeated proposals to impose \$1.5 billion in new state-level taxes, including a new capital gains income tax and a costly cap-and-trade system.
- ☑ Based on WPC's research, voters in King County defeated Metro Transit's Proposition 1 tax increase, saving taxpayers \$1.5 billion while protecting bus routes for riders.
- ☑ Based on WPC's research, Spokane-area voters rejected a sales tax increase proposal, which included building an expensive trolley system.
- ☑ Voters in Spokane, Yakima and Pierce County, adopted WPC's recommendation to limit tax increases by adopting charter amendments, making it harder for elected officials to raise taxes.
- ☑ WPC's research work brought public attention to the secretive collective bargaining talks the governor held with labor union executives.
- ☑ Following a WPC recommendation, the state Senate is now allowing citizens to testify via live video from remote locations.
- ☑ WPC's Dr. Roger Stark contributed to the national debate over the Affordable Care Act by testifying before Congress three times.
- ☑ During the 2015 Legislative Session, 51 bills were introduced based on WPC's recommendations, and WPC analysts testified by invitation before legislative committees 41 times.
- ☑ In 2013, Environmental Center Director Todd Myers, was named a *Wall Street Journal* Expert Panelist for Energy and the Environment. Todd contributes more than 12 articles a year for publication.
- ☑ WPC's education expert Liv Finne was named a 2015 "Game Changer" by *SeattleMet Magazine*. *SeattleMet* described her as someone who "is determined to set the Evergreen State on course, away from national laughingstock and toward top-notch education."

*Investing in tomorrow's families.
Investing in tomorrow's businesses.
Investing in tomorrow's leaders.*



WPC
LEGACY
PARTNERS

As a Washington Policy Center supporter, we know you understand the long-term commitment required to improve our state through market solutions. WPC has made great strides and Washington state IS better due to our work — both with policies passed and also very importantly due to harmful policies that WPC has successfully stopped from being enacted.

We can look back over the nearly two decades WPC has been in existence and be reminded of our major victories. But what's even more encouraging is to look ahead. To look ahead to tomorrow, remaining hopeful that our children and grandchildren will be able to thrive in this beautiful state we love.

We cannot adequately say how grateful we are for your support, for your partnership, in all that Washington Policy Center is doing today. We ask you to also consider how you can invest in our ongoing mission to improve lives through market solutions for *tomorrow*.

"Supporting WPC in my estate plan was an easy decision for me and my family, I believe strongly in WPC's mission and I want to ensure the organization continues to grow for the sake of my children and grandchildren."

- Bill Conner

Bill and Marilyn Conner have done just that. Bill has served on WPC's board since 1998 and was an integral part of our \$4.2 million Capital Campaign which created the research centers we have today. Bill and Marilyn have shown their commitment to our daily efforts time and time again. And yet, they also have kept their eye on the future. One way they have done that is through WPC's Legacy Partners program: Making a gift to Washington Policy Center in their estate plans. "Supporting WPC in my estate plan was an easy decision for me and my family," Bill says. "I believe strongly in WPC's mission and I want to ensure the organization continues to grow for the sake of my children and grandchildren."

With an estate or planned gift to Washington Policy Center, you can join Bill and Marilyn in ensuring that we remain a permanent voice in Washington for free-enterprise and individual liberty. You can be confident knowing your assets will promote the ideals you hold dear, rather than providing tax income for even bigger government. At the same time you will be providing WPC with valuable resources in our ongoing battle for a freer society and ensuring that future generations benefit from your investment in a better Washington.

As a valued member of WPC's Legacy Partners, you not only have the satisfaction of knowing your legacy will live on through WPC's important work, but you'll also be able to enjoy many benefits today. As a thank you for your important gift now and to show our appreciation, you will receive complimentary tickets to our special Legacy Partners and Pillar Society events. We will also recognize you at our events throughout the year, including at our Annual Dinner!

For more information about the many ways you can make a tax-wise gift to WPC and invest in tomorrow, please contact WPC's Development Director, Stephanie True, at (206) 937-9691 or sttrue@washingtontpolicy.org.

We welcome the opportunity to meet with you to discuss your legacy gift to WPC! If you have already included WPC in your will or estate plans, thank you and please let us know so that we can recognize your commitment to sound policy and free-market solutions for tomorrow.

WPC YOUNG PROFESSIONALS



WPC is proud of the accomplishments and growth of our Young Professionals (YP) group. The WPC YP Advisory Board consists of 20 community leaders who have paved the way for WPC to engage and educate future leaders about sound policy while advancing free-market solutions through relationship building, events and outreach. Learn more about how you can increase our impact at

washingtonpolicy.org/youngprofessionals.

KICKOFF EVENT

April 2010

This sold-out reception at Seattle's Hard Rock Café featured Dr. Patrick Moore—co-founder and former president of Greenpeace



ELECTION RECAP EVENT

November 2012



A LOOK AT THE 2012 ELECTION

May 2012

Hosted at Pyramid Alehouse, a bi-partisan panel gave insight to the upcoming 2012 elections.



ELECTION RECAP EVENT

November 2010

Over 200 YPs came together to hear an expert, bi-partisan panel discuss the 2010 election



EWA KICKOFF RECEPTION

April 2011

Former Attorney General Rob McKenna & WPC's Todd Myers challenged YPs in Eastern Washington to get involved in public policy



"ECO-FADS" RELEASE

November 2011

A special night for YPs featuring WPC's Todd Myers, author of WPC's book, "Eco-Fads"

EASTERN WASHINGTON "SPEED NETWORKING"

April 2012

NIGHT AT CHENEY STADIUM

August 2012

With demand to expand to the South Sound, WPC YPs hosted an evening of Policy and Tacoma Rainiers Baseball

IONALS IN ACTION...

"SPEED NETWORKING"

May 2013

Roundtable discussions with over 10 key policy, business and community leaders.



WPC YOUNG PROFESSIONALS @UW FOUNDED

January 2014

YP BOARD CREATES STRATEGIC PLAN

December 2013

CLUB KICKOFF EVENT

March 2014

Students at UW came out to learn about WPC and the new campus club!

WPC YP @ UW NETWORK SOCIAL

May 2014

WPC Board members networked with students

FORMER WPC INTERN MELANIE STAMBAUGH ELECTED TO LEGISLATURE

November 2014



THE MINIMUM WAGE DEBATE AT WSU

February 2015

WPC's first event at WSU!

SIPS & SOLUTIONS

June 2015

Exclusive event with Starbucks' executives and special coffee tasting



3rd ANNUAL YP DINNER

October 2015

2013

2014

2015

YP ANNUAL DINNER

September 2013

For the first time, WPC incorporated a separate YP event at the esteemed Annual Dinner in Bellevue



YP RECEPTION AT ROANOKE CONFERENCE

January 2013

YP CHAIRMAN ELECTED

December 2013

YP ANNUAL DINNER

October 2014



THE MINIMUM WAGE DEBATES

April 2014

Experts debated whether an increased minimum wage is an opportunity creator or job killer at UW and Gonzaga

LAUNCHED THE INK

January 2015



THE DEBATES ON CLIMATE AND THE ENVIRONMENT

April 2015

Experts debated solutions to environmental policy issues at UW and Gonzaga

2ND ANNUAL SUMMER SOCIAL

August 2015

WSU CLUB MEETING

April 2015

Interested students met with WPC staff on first steps to starting a club on WSU's campus



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WHAT PEOPLE ARE SAYING ABOUT WPC

"[WPC] is incredibly helpful because good policy is good politics. The politics should not come first, the good policy should and the rest will take care of itself."

**-Wisconsin Governor
Scott Walker**

"WPC is one of our nation's greatest state-level think tanks...think tanks play such an important role by providing important research to legislators like me, to develop our ideas in ways that can really make a difference to improve people's lives."

**- U.S. Senator
Marco Rubio**

"I wish we [New York] had an organization like Washington Policy Center when I was Governor..."

**-Former New York Governor
George Pataki**