



GOVERNOR’S POLICY OFFICE STAFF & PORTFOLIOS

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STAFF

KEITH PHILLIPS, POLICY DIRECTOR 360.902.0667 KEITH.PHILLIPS@GOV.WA.GOV
MARY ANDERSON, EXECUTIVE OPERATIONS MGR & ASSISTANT 360.902.0667 MARY.ANDERSON@GOV.WA.GOV

CLIMATE AND ENERGY

KEITH PHILLIPS, GOV'S SPECIAL ASST. FOR CLIMATE & ENERGY 360.902.0630 KEITH.PHILLIPS@GOV.WA.GOV
CHRIS DAVIS, GOV'S ADVISOR FOR CARBON MARKETS 360.902.0490 CHRIS.DAVIS@GOV.WA.GOV

EDUCATION & WORKFORCE DEVELOPMENT

JOHN AULTMAN, SR. POLICY ADVISOR 360.902.0640 JOHN.AULTMAN@GOV.WA.GOV
DEB MERLE, SR. POLICY ADVISOR 360.902.0643 DEB.MERLE@GOV.WA.GOV
RASHELLE DAVIS, POLICY ADVISOR 360.902.0551 RASHELLE.DAVIS@GOV.WA.GOV

HEALTH

ROBERT (BOB) CRITTENDEN, GOV'S SPECIAL ASST. FOR HEALTH REFORM IMPLEMENTATION 360.545.7135 ROBERT.CRITTENDEN@GOV.WA.GOV
JASON MCGILL, SR. POLICY ADVISOR 360.902.0448 JASON.MCGILL@GOV.WA.GOV

HUMAN SERVICES

VICTORIA CANTORE, SR. POLICY ADVISOR 360.902.0655 VICTORIA.CANTORE@GOV.WA.GOV
JIM BAUMGART, POLICY ADVISOR 360.902.0559 JIM.BAUMGART@GOV.WA.GOV

GOVERNMENT OPERATIONS/PUBLIC SAFETY

SHERI SAWYER, SR. POLICY ADVISOR, GENERAL GOV'T. 360.902.4113 SHERI.SAWYER@GOV.WA.GOV
SONJA HALLUM, SR. POLICY ADVISOR, PUBLIC SAFETY 360.902.0651 SONJA.HALLUM@GOV.WA.GOV
RASHELLE DAVIS, POLICY ADVISOR 360.902.0551 RASHELLE.DAVIS@GOV.WA.GOV
JIM BAUMGART, POLICY ADVISOR 360.902.0559 JIM.BAUMGART@GOV.WA.GOV

NATURAL RESOURCES/ENVIRONMENT

ROB DUFF, SR. POLICY ADVISOR 360.902.0532 ROBERT.DUFF@GOV.WA.GOV
JT AUSTIN, SR. POLICY ADVISOR 360.902.0638 JT.AUSTIN@GOV.WA.GOV
JULIE HOROWITZ, POLICY ADVISOR 360.902.9818 JULIE.HOROWITZ@GOV.WA.GOV

LABOR/FINANCIAL INSTITUTIONS

PAULETTE AVALOS, SR. POLICY ADVISOR 360.902.0546 PAULETTE.AVALOS@GOV.WA.GOV

OUTDOOR RECREATION AND ECONOMIC DEVELOPMENT

JON SNYDER, POLICY ADVISOR 360.902.0488 jon.snyder@gov.wa.gov

TRANSPORTATION/ECONOMIC DEVELOPMENT

CHARLES KNUTSON, SR. POLICY ADVISOR 360.902.0613 CHARLES.KNUTSON@GOV.WA.GOV

WASHINGTON, D.C. OFFICE

SAM RICKETTS, DIRECTOR 202.624.3691 SAM.RICKETTS@GOV.WA.GOV

ADMINISTRATION

DUSTIN DICKSON, ADMINISTRATIVE ASSISTANT 360.902.0668 DUSTIN.DICKSON@GOV.WA.GOV
HEATHER MCBRIDE, SR. ADMINISTRATIVE ASSISTANT 360.902.0608 HEATHER.MCBRIDE@GOV.WA.GOV
DENISE MULHOLLAND, ADMINISTRATIVE ASSISTANT 360.902.7536 DENISE.MULHOLLAND@GOV.WA.GOV



CLIMATE AND ENERGY

KEITH PHILLIPS – GOVERNOR'S SPECIAL ASSISTANT FOR CLIMATE AND ENERGY
360.902.0630

KEITH.PHILLIPS@GOV.WA.GOV

AGENCIES

Commerce, Department of (State Energy Office only)
Ecology, Department of (Climate only)
Energy Facility Site Evaluation Council
NW Power and Conservation Council
State Building Code Council
Transportation, Department of (Clean Transportation)
Utilities and Transportation Commission
WSU Energy Office

ISSUES

Air Quality
Clean Cars/Fuels
Clean Energy Economy
Climate Change/Climate Legislative & Executive Workgroup
Coal
Energy Efficiency
Pacific Coast Collaborative
Renewable Energy

CHRIS DAVIS – GOVERNOR'S ADVISOR ON CARBON MARKETS 360.902.0490

CHRIS.DAVIS@GOV.WA.GOV

AGENCIES

Commerce, Department of (Clean Technology)
Ecology, Department of (Emissions Trading)
Financial Institutions, Department of
(Market Regulation and Oversight)
Revenue, Department of
(Clean Energy Incentives, Carbon Taxes)

ISSUES

Carbon Pricing
Carbon Taxes
Cap and Trade
Clean Energy Incentives
Emissions Trading Systems
Governor's Carbon Emissions Reduction Taskforce
Market Based Mechanism



EDUCATION & WORKFORCE DEVELOPMENT

DEB MERLE – SR. POLICY ADVISOR 360.902.0643

DEB.MERLE@GOV.WA.GOV

AGENCIES

Education Research & Data Center
Office of Superintendent of Public Instruction (K-12)
Office of the Education Ombudsman
Professional Educator Standards Board
State Board of Education
Student Achievement Council

ISSUES

Alternative Learning Experience
Basic Ed
Charter Schools
College Bound
Education Reform and Accountability
Elementary and Secondary Education Act
Online Learning
Student Assessment
Teacher, Principal Quality and Preparation

JOHN AULTMAN – SR. POLICY ADVISOR 360.902.0640

JOHN.AULTMAN@GOV.WA.GOV

AGENCIES

Apprenticeship Council
Community & Technical Colleges, State Board for
Employment Security Department
Four-Year College & Universities
Higher Education Facilities Authority
Office of Superintendent of Public Instruction (Higher Ed)
Student Achievement Council
Washington Academy of Sciences
Workforce Training & Education Board

ISSUES

Apprenticeship Programs
Career and Technical Education and Skills Centers
Employment and Training Programs
Financial Aid - Guaranteed Education Tuition
Postsecondary Education and Training
Running Start
Science, Technology, Engineering and Mathematics
Skills Centers
Workforce Investment Act
Workforce Education and Training

RASHELLE DAVIS – POLICY ADVISOR 360.902.0551

RASHELLE.DAVIS@GOV.WA.GOV

AGENCIES

Charter School Commission
Early Learning, Department of
Education Opportunity Gap Oversight & Accountability
Committee
K-20 Ed Network
Office of Superintendent of Public Instruction
(Early Learning)
Thrive by Five
WA Youth Academy/National Guard

ISSUES

Child Care
DREAM Act
Early Learning
Federal Family Engagement
Head Start
Lifelong Learning
Opportunity Gap
School Safety, Student Health and Nutrition



GOVERNMENT OPERATIONS AND PUBLIC SAFETY

SHERI SAWYER – SR. POLICY ADVISOR, GENERAL GOV'T. 360.902.4113

SHERI.SAWYER@GOV.WA.GOV

AGENCIES

Administrative Hearings, Office of
Auditor's Office
Board for Volunteer Firefighters and Reserve Officers
Enterprise Services, Department of
Gambling Commission
Horse Racing Commission
Licensing, Department of
Liquor Cannabis Board
Lottery
Office of Regulatory and Innovation Assistance
WA Tech

ISSUES

Cyber Security
General Gambling Issues
I-502 Policy (Marijuana)
Immigration
Public Records
Real ID

SONJA HALLUM – SR. POLICY ADVISOR, PUBLIC SAFETY 360.902.0651

SONJA.HALLUM@GOV.WA.GOV

AGENCIES

Administrative Office of the Courts
Attorney General's Office
Corrections, Department of
Criminal Justice Training Commission
Fire Marshall
Forensic Investigation Council
Indeterminate Sentencing Review Board
Rehab. Administration (Juvenile Justice)
Sentencing Guidelines Commission
Special Commitment Center
State Patrol
Traffic Safety Commission
Washington Partnership Council on Juvenile Justice

ISSUES

Border Security
Byrne/Jag grants
Courts
Crime Victims
Crime Lab/Toxics Lab
Criminal Law
DNA
Domestic Violence
Drugs Enforcement
Gun Responsibility
Human Trafficking
Immigration
Law Enforcement Issues
Public Defense
Sex Offenders
Sexual Assault

RASHELLE DAVIS – POLICY ADVISOR 360.902.0551

RASHELLE.DAVIS@GOV.WA.GOV

AGENCIES

Arts Commission
Consolidated Technology Services
Eastern WA State Historical Society
Ethnic Commissions
Executive Ethics Board
Human Rights Commission
Judicial Conduct Commission
Office of Administrative Hearings
Office of Minority and Women's Business Enterprises
Public Disclosure Commission
Salaries for Elected Officials
Secretary of State
State Historical Society

ISSUES

Arts
Civil Rights, Refugee and Immigrants
Elections
Ethics
Historic Preservation
Open Public Meetings



GOVERNMENT OPERATIONS AND PUBLIC SAFETY, CONT'D.

JIM BAUMGART – POLICY ADVISOR 360.902.0559

JIM.BAUMGART@GOV.WA.GOV

AGENCIES

Military Department
Washington Military Alliance

ISSUES

Emergency Management
Military/BRAC



HEALTH

ROBERT (BOB) CRITTENDEN, MD – GOVERNOR'S SPECIAL ASSIST. FOR HEALTH REFORM IMPLEMENTATION
360.545.7135

ROBERT.CRITTENDEN@GOV.WA.GOV

AGENCIES

Commerce (Housing)
Health, Department of
Health Benefit Exchange, WA
Health Care Authority
Insurance Commissioner, Office of
Social & Health Services, Department of

ISSUES

Health System Reforms
Implementation of Affordable Care Act (Health Care Reform)
Medicaid Expansion
Mental Health Integration

JASON MCGILL – SR. POLICY ADVISOR 360.902.0448

JASON.MCGILL@GOV.WA.GOV

AGENCIES

Board of Health
Health Benefit Exchange, WA
Health Boards and Commissions
Health Care Authority
Social & Health Services, Department of

ISSUES

Administrative Simplification
Certificate of Need
Evidence Based Medicine Initiatives
Long Term Care and Aging
Operational Issues Related to State Health Care Payers
Payer Initiatives
Public Health
Rural Health Care Reform (RHCs, FQHCs, CAH)

AGENCIES

Health, Department of
Health Benefit Exchange, WA
Health Care Authority
Insurance Commissioner, Office of
Social & Health Services, Department of

ISSUES

Agency Medical Directors
Delivery System and Payment Reform
Federal and NGA activities related to Health Care Reform
Health Insurance
Population Health



HUMAN SERVICES

VICTORIA CANTORE – SR. POLICY ADVISOR 360.902.0655

VICTORIA.CANTORE@GOV.WA.GOV

AGENCIES

Commerce, Department of (Community housing services)
Deafness & Hearing Loss Family & Children
Ombudsman, Office of
School for the Blind
School for the Deaf
(Center for Childhood Deafness & Hearing Loss
Services for the Blind, Department of
Social & Health Services, Department of
(except Aging, JRA, SCC)

ISSUES

Aged, Blind & Disabled
Blind Services
Child Support Enforcement
Child Welfare
Civil Rights
Deaf, Services for the
Developmental/Physical Disabilities
ESA for Child Support and Child Care
Food Stamps/Basic Food
Homeless Issues (Youth)
Housing
Housing and Essential Needs
Mental Health
Substance Abuse
Vocational Rehabilitation
WorkFirst/TANF

JIM BAUMGART – POLICY ADVISOR 360.902.0559

JIM.BAUMGART@GOV.WA.GOV

AGENCIES

Housing Finance Commission
Social & Health Services, Department of (RA -Disabilities)
Veterans Affairs, Department of

ISSUES

Child Welfare
Homeless Issues
Housing
Mental Health
Substance Abuse
Veterans
WorkFirst/TANF



LABOR / FINANCIAL INSTITUTIONS

PAULETTE AVALOS – SR. POLICY ADVISOR
360.902.0546

PAULETTE.AVALOS@GOV.WA.GOV

AGENCIES

Board of Industrial Insurance Appeals
Financial Institutions, Department of
Employment Security Department
Enterprise Services, Department of
Interagency Committee of State Employed Women
Labor and Industries, Department of
Office of the Human Resources
Public Employment Relations Commission
Retirement Systems, Department of

ISSUES

Agricultural Labor Needs
Collective Bargaining
Consumer Lending
Farmworker Issues
Financial Institutions
Human Resources
Immigration
Labor Relations
Unemployment Insurance
Wage and Hour Laws
Workers Compensation
Worker Health and Safety



NATURAL RESOURCES AND ENVIRONMENT

ROB DUFF – SR. POLICY ADVISOR 360.902.0532

ROBERT.DUFF@GOV.WA.GOV

AGENCIES

Archaeology & Historic Preservation Department of
Columbia River Gorge Commission
Ecology, Department of
Environmental and Land Use Hearings Office
Pollution Liability Insurance Agency
Puget Sound Partnership

ISSUES

Air Quality (Except climate)
Chehalis River Flood Program
Columbia River Treaty Coordination
Columbia River Water Program
Derelict Vessels
GMA
Hanford
Land Use
Lower Columbia Estuary Partnership
Puget Sound Recovery
Shoreline Management
Shellfish Management
Spill Prevention and Response
Toxics Reduction
Waste (Solid, hazardous, radioactive, cleanup)
Water Quality and Quantity
Yakima River Integrated Water Plan

JT AUSTIN – SR. POLICY ADVISOR 360.902.0638

JT.AUSTIN@GOV.WA.GOV

AGENCIES

Agriculture, Department of
Fish and Wildlife, Department of
Natural Resources, Department of
Recreation and Conservation Funding Office
State Parks and Recreation Commission
WA State Conservation Commission

ISSUES

Columbia River BiOp
Culverts Case
Farmland Preservation
Fish Consumption and Public Health
Fisheries Management
Forest Management
Genetically Modified Organisms
Marine Spatial Planning
Mining
Outdoor Recreation
Salmon Recovery
Treaty Rights at Risk
Voluntary Stewardship Program
Wildlife/Wolf Management
Working Natural Lands

JULIE HOROWITZ – POLICY SHELLFISH ADVISOR 360.902.9818

JULIE.HOROWITZ@GOV.WA.GOV

ISSUES

Aquaculture
Clean Water to Protect and Enhance Shellfish Beds
Coordinate with Federal Agencies & WA Congressional delegation on Shellfish Issues
Harvest Public/Private Partnership for Shellfish
Marine Resources Advisory Council

Native Shellfish Restoration and Recreational Shellfish
Ocean Acidification
Permit Streamlining as it Pertains to Shellfish
Restoration of Shellfish Growing Areas on the Coast
Washington Shellfish Initiative



OUTDOOR RECREATION AND ECONOMIC DEVELOPMENT

JON SNYDER – POLICY ADVISOR 360.902.0488

JON.SNYDER@GOV.WA.GOV

AGENCIES

Commerce
Fish and Wildlife, Department of
Natural Resources, Department of
Recreation and Conservation Funding Office
State Parks and Recreation Commission

ISSUES

Business (Outdoor recreation)
Employment (Outdoor recreation)
Jobs (Outdoor recreation)
Recreation (Outdoor recreation)
Tourism (Outdoor recreation)
Workforce Planning (Outdoor recreation)



TRANSPORTATION AND ECONOMIC DEVELOPMENT

CHARLES KNUTSON – SR. POLICY ADVISOR 360.902.0613

CHARLES.KNUTSON@GOV.WA.GOV

AGENCIES

Commerce, Department of
County Road Administration Board
Economic Development Finance Authority
Economic and Revenue Forecast Council
Freight Mobility Strategic Investment Board
Innovate Washington
Licensing, Department of
Office of the State Treasurer
Office of the Insurance Commissioner - Business
Revenue, Department of
State Investment Board
Transportation, Department of
Transportation Commission
Transportation Improvement Board
Transportation Investment Board
Utilities and Transportation Commission (EVs)

ISSUES

Aerospace
Advanced Manufacturing/Composites
Agricultural and Forestry Exports
Autonomous Vehicles
Aviation
Clean Technology
Digital Media and IT
Electric Vehicles
Ferries
Freight Mobility
International Trade and Investment
Licensing Fees
Life Science/Global Health
Maritime
Mega-projects
Military/Defense Sector
Multimodal (Transit, light rail, bikes, pedestrian)
Passenger Rail
Ports
Post-Disaster Economic Redevelopment
Strategic Reserve Fund
Transit Oriented Development
Transportation Revenue
Tolling
Urban Density



WASHINGTON, D.C. OFFICE

SAM RICKETTS - DIRECTOR 202.624.3691

SAM.RICKETTS@GOV.WA.GOV

AGENCIES

Agency titles that begin with "U.S." (i.e., federal agencies)
National Governors Association membership
Western Governors Association membership
Democratic Governors Association policy work

ISSUES

Federal relations (Congress and WA congressional delegation, White House, federal agencies)
Congressional legislation, federal policy, and their interactions with state (Affordable Care Act – communication with delegation and federal agencies)
Comprehensive Immigration Reform
Federal Tax Reform
USDOE and Hanford
US Dept. of Justice and marijuana/I-502 implementation
USEPA, CEQ and POTUS Climate Action Plan



AGENCY/ISSUES ALPHABETICAL LISTING

A

ACA Prevention Fund	Bob Crittenden
Administrative Simplification	Jason McGill
Administrative Office of the Courts	Sheri Sawyer
Adult Education	John Aultman
Advanced Manufacturing/Composites	Charles Knutson
Aged, Blind & Disabled	Andi Smith
Agency Medical Directors	Jason McGill
Aging	Jason McGill
Agricultural Labor Needs	Paulette Avalos
Agriculture & Water Quality	JT Austin
Agriculture, Dept. of	JT Austin
Agriculture, Dept. of (marketing)	Charles Knutson
Agricultural and Forestry Exports	Charles Knutson
Air Quality - Climate	Keith Phillips
Air Quality	Rob Duff
Alternative Learning Experiences & Online Learning	Deb Merle
Alternative Transportation (complete streets, EVs, etc.)	Charles Knutson
Apprenticeship Programs	John Aultman
Archaeology and Historic Preservation	Rob Duff
Arts	RaShelle Davis
Arts Commission	RaShelle Davis
Assessment – Workforce	John Aultman
Attorney General's Office	Sonja Hallum
Auditor	Sheri Sawyer
Aviation	Charles Knutson

B

Banking and Finance	Paulette Avalos
Basic Ed	Deb Merle
Basic Food	Victoria Cantore
Blind, Services for the	Victoria Cantore
Board of Health	Jason McGill
Board of Industrial Insurance Appeals	Paulette Avalos
Board for Volunteer Firefighters and Reserve Officers	Sheri Sawyer
Border Security	Sonja Hallum
Business Friendly Climate	Charles Knutson
Business Recruitment & Retention	Charles Knutson
Businesses (outdoor recreation)	Jon Snyder
Byrne/Jag Grants	Sonja Hallum

C

CAH	Jason McGill
Cannabis	Sheri Sawyer
Cap and Trade	Chris Davis
Carbon Emissions	Chris Davis
Carbon Market	Chris Davis
Carbon Pricing	Chris Davis
Carbon Taxes	Chris Davis
Career and Technical Education	John Aultman
CERB	Charles Knutson



Centennial Accord	JT Austin
Certificate of Need	Jason McGill
Charter School Commission	Deb Merle
Charter Schools	Deb Merle
Chehalis River Flood Program	Rob Duff
Child Care	RaShelle Davis
Child Support Enforcement	Victoria Cantore
Child Welfare	Victoria Cantore
Civil Legal Aid	Sandy Mullins
Civil Rights	Victoria Cantore
Civil Rights, Refugees & Immigrants.....	RaShelle Davis
Clean Cars/Fuels.....	Keith Phillips
Clean Energy Economy	Keith Phillips
Clean Energy Incentives	Chris Davis
Clean Water to Enhance Shellfish Beds.....	Julie Horowitz
Climate (except energy)	Rob Duff
Climate Change	Keith Phillips
Climate Legislative & Executive Workgroup	Keith Phillips
Coal.....	Keith Phillips
Collective Bargaining.....	Paulette Avalos
College Bound	John Aultman
Columbia River BiOp	JT Austin
Columbia River Gorge Commission	Rob Duff
Columbia River Treaty Coordination.....	Rob Duff
Columbia River Water Program	Rob Duff
Commerce, Dept. of (community housing services)	Victoria Cantore
Commerce, Dept. of (economic development).....	Charles Knutson
Commerce, Dept. of (outdoor recreation)	Jon Snyder
Commerce, Dept. of (State Energy Office).....	Keith Phillips
Community & Technical Colleges, State Board for	John Aultman
Conservation Commission, WA State.....	JT Austin
Construction of Highways	Charles Knutson
Consumer Lending	Paulette Avalos
Corrections, Dept. of.....	Sonja Hallum
County Road Administration Board	Charles Knutson
Courts.....	Sonja Hallum
Critical Access Hospital.....	Jason McGill
Criminal Justice Training Commission	Sonja Hallum
Crime Lab/Toxics Lab	Sonja Hallum
Crime Victims	Sonja Hallum
Criminal Law.....	Sonja Hallum
CTE & Skills Center	John Aultman
Culverts Case	JT Austin
Cyber Security	Sheri Sawyer

D

D.C. (Washington)	Sam Ricketts
Deaf, Services for the	Victoria Cantore
Deafness & Hearing Loss Family & Children Ombudsman, Office of	Victoria Cantore
Department of Commerce (community housing services)	Victoria Cantore
Department of Commerce (clean technology).....	Chris Davis
Department of Commerce (clean technology).....	Jon Snyder
Department of Commerce (State Energy Office)	Keith Phillips
Department of Corrections	Sonja Hallum



Department of Ecology	Rob Duff
Department of Ecology (climate)	Keith Phillips
Department of Ecology (emissions trading)	Chris Davis
Department of Financial Institutions	Paulette Avalos
Department of Financial Institutions (market regulation and oversight)	Chris Davis
Department of Fish and Wildlife	JT Austin
Department of Fish and Wildlife (outdoor recreation)	Jon Snyder
Department of Licensing	Charles Knutson
Department of Natural Resources	JT Austin
Department of Natural Resources (outdoor recreation)	Jon Snyder
Department of Transportation (WSDOT)	Charles Knutson
Department of Transportation (clean transportation)	Keith Phillips
Department of Retirement Systems	Paulette Avalos
Department of Revenue.....	Charles Knutson
Department of Revenue (clean energy incentives, carbon taxes)	Chris Davis
Derelict Vessels	Rob Duff
Developmental/Physical Disabilities	Victoria Cantore
Development, Relief, and Education for Alien Minors (DREAM Act)	RaShelle Davis
Disability Employment	Victoria Cantore
DNA	Sonja Hallum
Domestic Violence	Sonja Hallum
DREAM Act	RaShelle Davis
Drug Enforcement.....	Sonja Hallum

E

Early Learning.....	RaShelle Davis
Early Learning, Dept. of.....	RaShelle Davis
Eastern Washington State Historical Society	RaShelle Davis
Ecology, Dept. of	Rob Duff
Ecology, Dept. of (climate & toxics only)	Keith Phillips
Ecology, Dept. of (emissions trading).....	Chris Davis
Economic and Revenue Forecast Council.....	Charles Knutson
Economic Development – business recruitment and retention	Charles Knutson
Economic Development – export assistance and outreach	Charles Knutson
Economic Development – friendly climate	Charles Knutson
Economic Development – military installations and veteran employment	Charles Knutson
Economic Development – minority business and workforce expansion	Charles Knutson
Economic Development – outdoor recreation.....	Jon Snyder
Economic Development – regulatory reform	Charles Knutson
Economic Development – workforce planning/assessment.....	John Aultman
Economic Development Council	Charles Knutson
Economic Development Finance Authority.....	Charles Knutson
Economic Support for Child Support and Child Care.....	Victoria Cantore
Education (K-12).....	Deb Merle
Education (higher education).....	John Aultman
Education (early learning)	RaShelle Davis
Education Reform & Accountability	Deb Merle
Educational Opportunity Gap Oversight and Accountability Commission.....	RaShelle Davis
Elementary and Secondary Education Act	Deb Merle
Elections	RaShelle Davis
Emergency Management	Jim Baumgart
Emissions Trading Systems.....	Chris Davis
Employment and Training Programs.....	John Aultman
Employment Security Department (Unemployment Insurance)	Paulette Avalos



Employment Security Department (workforce training)	John Aultman
Energy	Keith Phillips
Energy Efficiency	Keith Phillips
Energy Facility Site Evaluation Council	Keith Phillips
Enterprise Services, Dept. of	Sheri Sawyer
Environmental and Land Use Hearings Office	Rob Duff
ESA for Child Support and Child Care	Andi Smith
Ethics	RaShelle Davis
Ethnic Commissions	RaShelle Davis
Evidence Based Medicine initiatives	Jason McGill
Executive Ethics Board	RaShelle Davis
Export Assistance and Outreach	Charles Knutson

F

Family & Children Ombudsman, Office of	Victoria Cantore
Family Engagement	RaShelle Davis
Family Homelessness and Social Services Policy Alignment	Jim Baumgart
Farmland Preservation	JT Austin
Farmworker Housing	Paulette Avalos
Farmworker Issues	Paulette Avalos
Federal and NGA activities related to Health Care Reform	Jason McGill
Federally Qualified Health Centers	Jason McGill
Fees and Taxes	Charles Knutson
Ferries	Charles Knutson
Financial Aid	John Aultman
Financial Institutions, Dept. of	Paulette Avalos
Financial Institutions, Dept. of (market regulation and oversight)	Chris Davis
Finance and Banking	Charles Knutson
Fire Marshall	Sonja Hallum
Fish and Wildlife, Dept. of	JT Austin
Fish and Wildlife, Dept. of (outdoor recreation)	Jon Snyder
Fish Consumption and Public Health	JT Austin or Rob Duff
Fisheries Management	JT Austin
Food Stamps and State Food Assistance	Andi Smith
Forensic Investigation Council	Sonja Hallum
Forest Management	Rob Duff
Four-Year College & Universities	John Aultman
FQHCs	Jason McGill
Fuels	Keith Phillips
Freight Mobility Strategic Investment Board	Charles Knutson

G

Gambling Commission	Sheri Sawyer
Guaranteed Education Tuition (GET)	John Aultman
GET & College Bound	John Aultman
GMOs	JT Austin
General Gambling Issues	Sheri Sawyer
Governor's Carbon Emissions Reduction Taskforce	Chris Davis
Government Operations	Sheri Sawyer
Growth Management Hearings Board	Charles Knutson
Gun Responsibility	Sonja Hallum



H

Habitat Protection.....	JT Austin
Hanford	Rob Duff
Head Start	RaShelle Davis
Health.....	Jason McGill
Health Reform Implementation	Bob Crittenden
Health Benefits Exchange.....	Jason McGill
Health, Board of	Jason McGill
Health Boards and Commissions.....	Jason McGill
Health Care Authority	Jason McGill
Health Care Reform.....	Bob Crittenden
Health Care Payers (related to operational issues).....	Jason McGill
Health, Dept. of.....	Jason McGill
Health, Dept. of (environmental health).....	Keith Phillips
Health Insurance	Jason McGill
Health Resources, Marketplace of	Bob Crittenden
Higher Education Facilities Authority.....	John Aultman
Highways/Construction	Charles Knutson
Historic Preservation.....	RaShelle Davis
Historical Society, Eastern WA	RaShelle Davis
Homeless Issues	Jim Baumgart/
Horse Racing Commission	Sheri Sawyer
Housing	Jim Baumgart /
Housing & Essential Needs.....	Victoria Cantore
Housing Finance Commission.....	Jim Baumgart
Human Resources	Paulette Avalos
Human Rights Commission	RaShelle Davis
Human Services.....	Victoria Cantore
Human Trafficking	Sonja Hallum

I

I-502 implementation	Sheri Sawyer
Immigration.....	Sonja Hallum /Paulette Avalos
Implementation of Affordable Care Act (health care reform)	Bob Crittenden
Indeterminate Sentencing Review Board.....	Sonja Hallum
Innovate Washington.....	Charles Knutson
Insurance Commissioner, Office of	Jason McGill
International Trade and Investment	Charles Knutson
Interagency Committee of State Employed Women	Paulette Avalos

J

Jobs.....	John Aultman
Jobs (outdoor recreation)	Jon Snyder
JRA (DSHS).....	Jim Baumgart
Judicial Conduct Commission.....	RaShelle Davis
Juvenile Rehabilitation Administration	Sonja Hallum

K

K-20 Ed Network	RaShelle Davis
-----------------------	--------------------------------

L

Labor	Paulette Avalos
Labor and Industries, Dept. of.....	Paulette Avalos



Labor Relations.....	Paulette Avalos
Land Use.....	Charles Knutson
Law Enforcement Issues.....	Sonja Hallum
Licensing, Dept. of.....	Sheri Sawyer
Licensing, Fees and Forecasting.....	Charles Knutson
Lifelong Learning.....	John Aultman
Life Sciences Discovery Fund.....	Charles Knutson
Liquor Cannabis Board.....	Sheri Sawyer
Liquor Laws.....	Sheri Sawyer
Local Programs/Local Government.....	Charles Knutson
Long Term Care and Aging Summit.....	Jason McGill
Lottery.....	Sheri Sawyer
Lower Columbia Estuary Partnership.....	Rob Duff

M

Marine Spatial Planning.....	JT Austin
Market Based Mechanism.....	Chris Davis
Marketplace of Health Resources (Health Benefit Exchange).....	Bob Crittenden
Marijuana.....	Sheri Sawyer
Marijuana (medical, vape).....	Jason McGill
Medicaid Expansion.....	Bob Crittenden
Medical Directors, Agency.....	Jason McGill
Mega-Projects.....	Charles Knutson
Mental Health.....	Jim Baumgart / Andi Smith
Military Installations and Veteran Employment.....	Charles Knutson
Military Department.....	Jim Baumgart
Military/BRAC.....	Jim Baumgart
Mining.....	JT Austin

N

Native Shellfish Restoration.....	Julie Horowitz
National Guard – Washington Youth Academy.....	RaShelle Davis
Natural Resources, Dept. of.....	JT Austin
Natural Resources, Dept. of (outdoor recreation).....	Jon Snyder
No Child Left Behind Act.....	Deb Merle
NW Power and Conservation Council.....	Keith Phillips

O

Ocean Acidification.....	Julie Horowitz
Office of Administrative Hearings.....	RaShelle Davis
Office of Education Ombudsman.....	Deb Merle
Office of Insurance Commissioner.....	Jason McGill
Office of Military.....	Jim Baumgart
Office of Minority and Women’s Business Enterprises.....	RaShelle Davis
Office of State Treasurer.....	Charles Knutson
Office of the Human Resources Director.....	Paulette Avalos
Office of the Superintendent of Public Instruction.....	Deb Merle
Office of the Superintendent of Public Instruction (early learning).....	RaShelle Davis
Office of Trade & International Affairs.....	Charles Knutson
Ombudsman Office of Family & Children.....	Victoria Cantore
Online Learning.....	Deb Merle
Open Public Meetings.....	RaShelle Davis
Operational Issues Related to State Health Care Payers.....	Jason McGill
Opportunity Gap.....	RaShelle Davis



Outdoor Recreation	JT Austin
Outdoor Recreation (economic development/jobs).....	Jon Snyder

P

Pacific Coast Collaborative	Keith Phillips
Parks and Recreation Commission, State.....	JT Austin
Payer Initiatives (health)	Jason McGill
Physical Disabilities	Victoria Cantore
Pollution Liability Insurance Agency.....	Rob Duff
Population Health	Jason McGill
Postsecondary Education & Training	John Aultman
Principal Quality/Preparation	Deb Merle
Professional Educator Standards Board.....	Deb Merle
Public Defense.....	Sonja Hallum
Public Disclosure Commission.....	RaShelle Davis
Public Employment Relations Commission	Paulette Avalos
Public Health	Jason McGill
Public Records	Sheri Sawyer
Public Transportation, Transit.....	Charles Knutson
Puget Sound Partnership.....	Rob Duff
Puget Sound Recovery	Rob Duff

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R

Rail.....	Charles Knutson
Recreation and Conservation Funding Office	JT Austin
Recreation and Conservation Funding Office (outdoor recreation)	Jon Snyder
Restoration of Shellfish	Julie Horowitz
Refugee and Immigrant Issues.....	RaShelle Davis
Regulatory Reform	Charles Knutson
Renewable Energy.....	Keith Phillips
Retirement Systems, Dept. of	Paulette Avalos
Revenue, Dept. of.....	Charles Knutson
Revenue, Dept. of (clean energy incentives, carbon taxes)	Chris Davis
RHCs, FQHCs, CAH – Rural Health Care Reform	Jason McGill
Running Start.....	John Aultman
Rural Health Care Reform (RHCs, FQHCs, CAH)	Jason McGill
Rural Health Clinics (RHCs).....	Jason McGill

S

Salaries for Elected Officials	RaShelle Davis
Salmon Recovery.....	JT Austin
SCC (DSHS).....	Jim Baumgart
School for the Blind	Victoria Cantore
School for the Deaf – Center for Childhood Deafness & Hearing Loss.....	Victoria Cantore
School Safety, Student Health & Nutrition.....	RaShelle Davis
Science, Technology, Engineering and Mathematics (STEM).....	John Aultman
Secretary of State.....	RaShelle Davis
Sentencing Guidelines Commission	Sonja Hallum
Services for the Blind, Dept. of.....	Victoria Cantore
Sex Offender Policy Board.....	Sonja Hallum



Sex Offenders [Sonja Hallum](#)

Sexual Assault..... [Sonja Hallum](#)

Shellfish [Rob Duff/Julie Horowitz](#)

Shellfish Aquaculture [Rob Duff/Julie Horowitz](#)

Shellfish Permit Streamlining [Rob Duff/Julie Horowitz](#)

Shoreline Management..... [Rob Duff](#)

Skills Centers [John Aultman](#)

Social & Health Services, Dept. of (health strategy, aging, long term care)..... [Jason McGill](#)

Social & Health Services, Dept. of (health strategy, health care reform) [Bob Crittenden](#)

Social & Health Services, Dept. of (human services)..... [Victoria Cantore](#)

Social & Health Services, Dept. of (human services- JRA, SCC) [Sonja Hallum](#)

Special Commitment Center [Sonja Hallum](#)

Spill Prevention and Response [Rob Duff](#)

Superintendent of Public Instruction [Deb Merle](#)

Superintendent of Public Instruction (early learning)..... [RaShelle Davis](#)

Stadium and Exhibition Center [Charles Knutson](#)

State Auditor [RaShelle Davis](#)

State Board for Community & Technical Colleges [John Aultman](#)

State Board of Education [Deb Merle](#)

State Building Code Council [Keith Phillips](#)

State Energy Strategy [Keith Phillips](#)

State Historical Society..... [RaShelle Davis](#)

State Health Care Payers (related to operational issues) [Jason McGill](#)

State Investment Board [Charles Knutson](#)

State Investments [Charles Knutson](#)

State Parks and Recreation Commission..... [JT Austin](#)

State Parks and Recreation Commission (outdoor recreation)..... [Jon Snyder](#)

State Patrol, Washington State [Sonja Hallum](#)

State Treasurer, Office of..... [Charles Knutson](#)

Strategic Federal Waivers (population health) [Jason McGill](#)

Strategic Reserve Fund..... [Charles Knutson](#)

STEM [John Aultman](#)

Student Achievement Council..... [John Aultman](#)

Student Health & Nutrition [RaShelle Davis](#)

Student Safety [RaShelle Davis](#)

Substance Abuse [Victoria Cantore](#)

Sustainable State Government Operations..... [Keith Phillips](#)

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Teacher, Principal Quality & Preparation..... [Deb Merle](#)

Thrive by Five [RaShelle Davis](#)

Tolling..... [Charles Knutson](#)

Toxics Policy [Rob Duff](#)

Toxics Reduction [Rob Duff](#)

Tourism [Jon Snyder](#)

Traffic Safety Commission..... [Charles Knutson](#)

Transportation [Charles Knutson](#)

Transportation Commission [Charles Knutson](#)

Transportation, Dept. of [Charles Knutson](#)

Transportation, Dept. of (clean transportation) [Keith Phillips](#)

Transportation Financial Plan..... [Charles Knutson](#)

Transportation Improvement Board [Charles Knutson](#)

Transportation Revenue..... [Charles Knutson](#)



Treaty Rights at Risk [JT Austin](#)
Treasurer, Office of State [Charles Knutson](#)

U

Unemployment Insurance [Paulette Avalos](#)
Utilities & Transportation Commission [Keith Phillips](#)
Utilities & Transportation Commission (economic development) [Charles Knutson](#)

V

Veterans [Jim Baumgart](#)
Veterans Affairs, Dept. of [Jim Baumgart](#)
Veterans' Affairs (economic development) [Charles Knutson](#)
Veteran Employment [John Aultman](#)
Vocational Rehabilitation [Victoria Cantore](#)
Voluntary Stewardship Program [JT Austin](#)

W

WA State Conservation Commission [JT Austin](#)
WA State Historical Society [RaShelle Davis](#)
Wage and Hour Laws [Paulette Avalos](#)
Washington Academy of Sciences [Charles Knutson](#)
Washington Coastal Marine Advisory Council [Julie Horowitz](#)
Washington, DC [Sam Ricketts](#)
Washington Military Alliance [Jim Baumgart](#)
Washington Partnership Council on Juvenile Justice [Sonja Hallum](#)
Washington Shellfish Initiative [Julie Horowitz](#)
Washington State Department of Licensing [Sheri Sawyer](#)
Washington State Department of Transportation [Charles Knutson](#)
Washington State Historical Society [RaShelle Davis](#)
Washington State Patrol [Sonja Hallum](#)
Washington State Patrol (transportation/land Use) [Charles Knutson](#)
Washington State University Energy Office [Keith Phillips](#)
Washington Youth Academy [RaShelle Davis](#)
WATech [Sheri Sawyer](#)
Water (agriculture) [JT Austin](#)
Water quality and quantity (non-agriculture) [Rob Duff](#)
Waste (solid, hazardous, radioactive, cleanup) [Rob Duff](#)
Wildlife Management [JT Austin](#)
Wolf Management [JT Austin](#)
Worker Health and Safety [Paulette Avalos](#)
Workers Compensation [Paulette Avalos](#)
WorkFirst/TANF [Jim Baumgart /](#)
Workforce Development [John Aultman](#)
Workforce Development (outdoor recreation) [Jon Snyder](#)
Workforce Investment Act [John Aultman](#)
Workforce Training/Retraining [John Aultman](#)
Workforce Training & Education Coordination Board [John Aultman](#)
Workforce Planning (outdoor recreation) [Jon Snyder](#)
Workforce Planning & Assessment [John Aultman](#)
Working and Natural Lands [Rob Duff](#)
WSDOT [Charles Knutson](#)
WSU Energy Office [Keith Phillips](#)



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Yakima River Integrated Water Plan [Rob Duff](#)

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