



GOVERNOR'S POLICY OFFICE STAFF & PORTFOLIOS

Staff.....	2
Climate and Energy.....	3
Education	4
Government Operations and Public Safety	5
Health.....	6
Human Services	7
Labor	8
Natural Resources and Environment.....	9
Transportation and Land Use.....	10
Washington, D.C. Office.....	11
Working Washington	12
Agency/Issues Alphabetical Listing	13

A
B
C
D
E
F
G
H
I
J
K
L
M

N
O
P
Q
R
S
T
U
V
W
X
Y
Z



STAFF

MATT STEUERWALT, POLICY DIRECTOR	360.902.0645	matt.steuerswalt@gov.wa.gov	INS 100B
MARY ANDERSON, EXECUTIVE ASSISTANT	360.902.0667	mary.anderson@gov.wa.gov	INS 100

CLIMATE AND ENERGY

KEITH PHILLIPS, GOV'S SPECIAL ASST. FOR CLIMATE & ENERGY	360.902.0630	keith.phillips@gov.wa.gov	INS 100N
CHRIS DAVIS, GOV'S ADVISOR FOR CARBON MARKETS	360.902.0490	chris.davis@gov.wa.gov	INS 100Q

EDUCATION

MARCIE MAXWELL, SENIOR POLICY ADVISOR	360.902.0643	marcie.maxwell@gov.wa.gov	INS 100E
RASHELLE DAVIS, POLICY ADVISOR (EARLY LEARNING)	360.902.0551	rashelle.davis@gov.wa.gov	INS 100K

HEALTH

ROBERT (BOB) CRITTENDEN, SENIOR POLICY ADVISOR	360.902.0557	robert.crittenden@gov.wa.gov	INS 100F
JASON MCGILL, POLICY ADVISOR	360.902.0448	jason.mcgrill@gov.wa.gov	INS 100H

HUMAN SERVICES

ANDI SMITH, SENIOR POLICY ADVISOR	360.902.0655	andi.smith@gov.wa.gov	INS 100C
JIM BAUMGART, POLICY ADVISOR (HOMELESSNESS)	360.902.0559	jim.baumgart@gov.wa.gov	INS 100U

GOVERNMENT OPERATIONS/PUBLIC SAFETY

SANDY MULLINS, SENIOR POLICY ADVISOR	360.902.0651	sandy.mullins@gov.wa.gov	INS 100L
RASHELLE DAVIS, POLICY ADVISOR (GENERAL GOV'T)	360.902.0551	rashelle.davis@gov.wa.gov	INS 100K

NATURAL RESOURCES/ENVIRONMENT

ROB DUFF, SENIOR POLICY ADVISOR	360.902.0532	robert.duff@gov.wa.gov	INS 100R
JT AUSTIN, POLICY ADVISOR (NATURAL RESOURCES)	360.902.0638	jt.austin@gov.wa.gov	INS 100M
JULIE HOROWITZ, POLICY ADVISOR (SHELLFISH)	360.902.9818	julie.horowitz@gov.wa.gov	INS 100T

LABOR

PAULETTE AVALOS, SENIOR POLICY ADVISOR	360.902.0546	paulette.avalos@gov.wa.gov	INS 100J
--	--------------	--	----------

TRANSPORTATION AND LAND USE

CHARLES KNUTSON, SENIOR POLICY ADVISOR	360.902.0613	charles.knutson@gov.wa.gov	INS 100D
XANDRE CHATEAUBRIAND, POLICY ADVISOR	360.902.4113	xandre.chateaubriand@gov.wa.gov	INS 100P

WORKING WASHINGTON

KELLY OGILVIE, SENIOR POLICY ADVISOR	360.902.0640	kelly.ogilvie@gov.wa.gov	INS 100G
XANDRE CHATEAUBRIAND, POLICY ADVISOR	360.902.4113	xandre.chateaubriand@gov.wa.gov	INS 100P

WASHINGTON, D.C. OFFICE

SAM RICKETTS, DIRECTOR	202.624.3691	sam.ricketts@gov.wa.gov	WA, D.C.
------------------------	--------------	--	----------

ADMINISTRATION

AMY NADINE, ADMINISTRATIVE ASSISTANT	360.902.0668	amy.nadine@gov.wa.gov	INS
HEATHER MCBRIDE, SR ADMINISTRATIVE ASSISTANT	360.902.0608	heather.mcbride@gov.wa.gov	INS



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 (EARLY LEARNING, K-12 & HIGHER EDUCATION)

MARCIE MAXWELL – SENIOR POLICY ADVISOR (360) 902-0643

MARCIE.MAXWELL@GOV.WA.GOV

AGENCIES

Community & Technical Colleges, State Board for
Four-Year College & Universities
Higher Education Facilities Authority
K-20 Ed Network
Office of Superintendent of Public Instruction
Office of the Education Ombudsman
Professional Educator Standards Board
State Board of Education
Student Achievement Council
Washington Academy of Sciences
Workforce Training & Education Board

ISSUES

Basic Ed
Career and Technical Education (CTE) and Skills Centers
DREAM Act
Education Reform and Accountability
Elementary and Secondary Education Act (ESEA)
 No Child Left Behind (NCLB) - Federal
Family Engagement
Financial Aid
Guaranteed Education Tuition (GET) and College Bound
Graduation Requirements
Lifelong Learning
Postsecondary Education and Training
Running Start
Science, Technology, Engineering and Mathematics (STEM)
Student Assessment
Teacher, Principal Quality and Preparation
Workforce Investment Act
Workforce Training and Retraining

RASHELLE DAVIS – POLICY ADVISOR (360) 902-0551

RASHELLE.DAVIS@GOV.WA.GOV

AGENCIES

Charter School Commission
Early Learning, Department of
Education Opportunity Gap Oversight and
 Accountability Committee (EOGOAC)
Education Research & Data Center (ERDC)
Office of Superintendent of Public Instruction
 (Early Learning, Ale and Online Learning)
Thrive by Five
WA Youth Academy/National Guard

ISSUES

Alternative Learning Experience (ALE) and
 Online Learning
Charter Schools
Child Care
Early Learning
Head Start
Opportunity Gap
School Safety, Student Health and Nutrition



GOVERNMENT OPERATIONS AND PUBLIC SAFETY

SANDY MULLINS – SENIOR POLICY ADVISOR (360) 902-0651

SANDY.MULLINS@GOV.WA.GOV

AGENCIES

Administrative Office of the Courts
 Attorney General's Office
 Board for Volunteer Firefighters and Reserve Officers
 Corrections, Department of
 Crime Lab/Toxics Lab
 Criminal Justice Training Commission
 Emergency Management
 Enterprise Services, Department of
 Fire Marshall
 Forensic Investigation Council
 Gambling Commission
 Horse Racing Commission
 Indeterminate Sentencing Review Board
 Judicial Conduct Commission
 Juvenile Rehab. Administration
 Licensing, Department of
 Liquor Control Board
 Lottery
 Military Department
 Office of Administrative Hearings
 Office of the Chief Information Officer
 Retirement Systems, Department of
 Salaries for Elected Officials
 Sentencing Guidelines Commission - (Sex Offender Policy Board)
 Special Commitment Center
 State Patrol
 Washington Military Alliance
 Washington Partnership Council on Juvenile Justice

ISSUES

Arts
 Border Security
 Byrne/Jag grants
 Civil Legal Aid
 Courts
 Crime Victims
 Criminal Law
 Cyber Security
 DNA
 Domestic Violence
 Drugs Enforcement
 Emergency Management (General, Fire)
 Ethics
 General Gambling Issues
 Gun Responsibility
 Human Trafficking
 I-502 Implementation
 Law Enforcement Issues
 Military/BRAC
 Open Public Meetings
 Public Defense
 Public Records
 Sex Offenders
 Sexual Assault
 Tribal Gaming

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
 Public Disclosure Commission
 Secretary of State
 State Auditor
 State Historical Society

ISSUES

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



HEALTH – GOVERNOR'S HEALTH STRATEGY

ROBERT (BOB) CRITTENDEN, MD – SENIOR POLICY ADVISOR (360) 902-0557 ROBERT.CRITTENDEN@GOV.WA.GOV

AGENCIES

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

ISSUES

Agency Medical Directors
Delivery System and Payment Reform
Federal and NGA activities related to Health Care Reform
Federal Basic Health Option
Health Insurance
Implementation of Affordable Care Act
(Health Care Reform)
Medicaid Expansion
Marketplace of Health Resources
(Health Benefit Exchange)
Population Health

JASON MCGILL – POLICY ADVISOR (360) 902-0448

JASON.MCGILL@GOV.WA.GOV

AGENCIES

Board of Health
Health Benefit Exchange, WA (Exchange)
Health Boards and Commissions
Health Care Authority
Social & Health Services (DSHS), 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)



HUMAN SERVICES

ANDI SMITH – SENIOR POLICY ADVISOR (360) 902-0655

ANDI.SMITH@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 (DSHS)
(except Aging, JRA, SCC)
Veterans Affairs, Department of

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
Homeless Issues
Housing
Housing and Essential Needs
Mental Health
Substance Abuse
Vocational Rehabilitation
Veterans
WorkFirst/TANF

JIM BAUMGART – POLICY ADVISOR

JIM.BAUMGART@GOV.WA.GOV

AGENCIES

Social & Health Services, Department of (DSHS)
(Aging, JRA, SCC)
Housing Finance Commission

ISSUES

Child Welfare
Family Homelessness and Social Services
Policy Alignment
Homeless Issues
Housing
Mental Health
Substance Abuse
WorkFirst/TANF



LABOR

PAULETTE AVALOS – SENIOR POLICY ADVISOR (360) 902-0546

PAULETTE.AVALOS@GOV.WA.GOV

AGENCIES

Board of Industrial Insurance Appeals
Board for Volunteer Firefighters and Reserve Officers
Consolidated Technology Services (Labor)
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
Office of the Chief Information Officer

ISSUES

Apprenticeship Programs
Agricultural Labor Needs
Collective Bargaining
Employment and Training Programs
Farmworker Issues
Government Reform
Human Resources
Immigration
Labor Relations
Unemployment Insurance
Wage and Hour Laws
Workers Compensation
Worker Health and Safety



NATURAL RESOURCES AND ENVIRONMENT

ROB DUFF – SENIOR 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
Hanford
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
**Engages in Fish Consumption and Public Health issues –
with policy advisor - see below*

JT AUSTIN – 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 (GMO)
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

This position reports to the Senior Policy Advisor. Until position filled, the Senior will lead on all shellfish issues

Public/Private Partnership for Shellfish
Aquaculture
Clean Water to Protect and Enhance
Shellfish Beds
Marine Resources Advisory Council
Ocean Acidification

Permit Streamlining as it Pertains to Shellfish
Native Shellfish Restoration and Recreational
Shellfish Harvest
Restoration of Shellfish Growing Areas on the Coast
Washington Shellfish Initiative
Coordinate with Federal Agencies & WA Congressional
delegation on Shellfish Issues



TRANSPORTATION AND LAND USE

CHARLES KNUTSON – SENIOR POLICY ADVISOR (360) 902-0613

CHARLES.KNUTSON@GOV.WA.GOV

AGENCIES

Transportation, Department of
Transportation Commission
Transportation Improvement Board

ISSUES

Alternative Transportation (complete streets, EVs, etc.)
Aviation
Highways/Construction
Mega-Projects
Public Transportation, Transit
Rail
Tolling
Transportation Revenue

XANDRE CHATEAUBRIAND – POLICY ADVISOR (360) 902-4113

XANDRE.CHATEAUBRIAND@GOV.WA.GOV

AGENCIES

County Road Administration Board
Freight Mobility Strategic Investment Board
Growth Management Hearings Board
Licensing, Department of
Traffic Safety Commission
Washington State Patrol

ISSUES

Ferries
Land Use
Licensing, Fees and Forecasting
Local Programs/Local Government
Traffic Safety

The Washington State Patrol and Department of Licensing are reflected in both the Transportation and Operating budgets. Consequently, these agencies' issues may overlap with the Government Operations and Public Safety portfolio.



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 (NGA) membership
Western Governors Association (WGA) membership
Democratic Governors Association (DGA) policy work

ISSUES

Federal relations – Congress and WA congressional delegation, White House, federal agencies
Congressional legislation, federal policy, and their interactions with state, including:
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



WORKING WASHINGTON (JOBS & ECONOMIC DEVELOPMENT)

GOVERNOR'S STRATEGIC PLAN & LEGISLATIVE AGENDA FOR WORKING WA ECONOMIC DEVELOPMENT

KELLY OGILVIE – SENIOR POLICY ADVISOR (360) 902-0640

KELLY.OGILVIE@GOV.WA.GOV

AGENCIES

Agriculture, Department of (Marketing)
 Commerce, Department of (Economic Development)
 Employment Security Department (Workforce Training)
 Innovate Washington
 Office of Minority and Women's Business Enterprises (OMWBE)
 Revenue, Department of
 State Board for Community & Technical Colleges (Workforce Development)
 Utilities and Transportation Commission (Economic Development)
 Veterans' Affairs (Economic Development)
 Workforce Training & Education Coordinating Board
 Utilities & Transportation Commission (Economic Dev)

ISSUES

Business-Friendly Climate
 Business Recruitment and Retention
 Export Assistance and Outreach
 Life Sciences Discovery Fund
 Military Installations and Veteran Employment
 Minority Business and Workforce Expansion
 Regulatory Reform
 Strategic Reserve Fund
 Tourism
 Telecommunication
 Workforce Planning Assessment and Development

XANDRE CHATEAUBRIAND – POLICY ADVISOR (360) 902-4113

XANDRE.CHATEAUBRIAND@GOV.WA.GOV

AGENCIES

Economic Development Finance Authority
 Economic and Revenue Forecast Council
 Financial Institutions, Department of
 Liquor Control Board (Market Regulation)
 Office of Financial Management
 Office of State Treasurer
 State Investment Board

ISSUES

Banking and Finance
 Fees and Taxes
 State Investments



AGENCY/ISSUES ALPHABETICAL LISTING

A

ACA Prevention Fund	Bob Crittenden
ACA Communications.....	Ruth Schubert
Administrative Simplification	Jason McGill
Administrative Office of the Courts	Sandy Mullins
Adult Education	Marcie Maxwell
Aged, Blind & Disabled	Andi Smith
Agency Medical Directors	Bob Crittenden
Aging	Jason McGill
Agricultural Labor Needs.....	Paulette Avalos
Agriculture & Water Quality	JT Austin
Agriculture, Dept. of.....	JT Austin
Agriculture, Dept. of (Marketing).....	Kelly Ogilvie
Air Quality - Climate	Keith Phillips
Air Quality	Rob Duff
Alternative Learning Experiences (ALE) & Online Learning.....	RaShelle Davis
Alternative Transportation (complete streets, EVs, etc.).....	Charles Knutson
Apprenticeship Programs.....	Paulette Avalos
Archaeology and Historic Preservation	Rob Duff
Arts	RaShelle Davis
Arts Commission	RaShelle Davis
Assessment – Workforce.....	Kelly Ogilvie
Attorney General’s Office.....	Sandy Mullins
Auditor	RaShelle Davis
Aviation	Charles Knutson

B

Banking and Finance	Xandre Chateaubriand
Basic Ed	Marcie Maxwell
Basic Health Option (Federal)	Bob Crittenden
Blind, Services for the.....	Andi Smith
Board of Health	Jason McGill
Board of Industrial Insurance Appeals	Paulette Avalos
Board for Volunteer Firefighters and Reserve Officers	Sandy Mullins
Border Security.....	Sandy Mullins
Business Friendly Climate.....	Kelly Ogilvie
Business Recruitment & Retention	Kelly Ogilvie
Byrne/Jag Grants.....	Sandy Mullins

C

CAH.....	Jason McGill
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 (CTE)	Marcie Maxwell
CERB	Kelly Ogilvie
Centennial Accord	JT Austin
Certificate of Need	Jason McGill
Charter School Commission	RaShelle Davis



Charter Schools [RaShelle Davis](#)

Chehalis River Flood Program [Rob Duff](#)

Child Care [RaShelle Davis](#)

Child Support Enforcement [Andi Smith](#)

Child Welfare [Jim Baumgart](#)

Civil Legal Aid [Sandy Mullins](#)

Civil Rights [Andi Smith](#)

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 (CLEW) [Keith Phillips](#)

Coal [Keith Phillips](#)

Collective Bargaining [Paulette Avalos](#)

College Bound [Marcie Maxwell](#)

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) [Andi Smith](#)

Commerce, Dept. of (Economic Development) [Kelly Ogilvie](#)

Commerce, Dept. of (State Energy Office) [Keith Phillips](#)

Community & Technical Colleges, State Board for [Marcie Maxwell](#)

Conservation Commission, WA State [JT Austin](#)

Consolidated Technology Services [RaShelle Davis](#)

Consolidated Technology Services - Labor [Paulette Avalos](#)

Construction of Highways [Charles Knutson](#)

Corrections, Dept. of [Sandy Mullins](#)

County Road Administration Board [Xandre Chateaubriand](#)

Courts [Sandy Mullins](#)

Critical Access Hospital (CAH) [Jason McGill](#)

Criminal Justice Training Commission [Sandy Mullins](#)

Crime Lab/Toxics Lab [Sandy Mullins](#)

Crime Victims [Sandy Mullins](#)

Criminal Law [Sandy Mullins](#)

CTE & Skills Center [Marcie Maxwell](#)

Culverts Case [JT Austin](#)

Cyber Security [Sandy Mullins](#)

D

D.C. (Washington) [Sam Ricketts](#)

Deaf, Services for the [Andi Smith](#)

Deafness & Hearing Loss Family & Children Ombudsman, Office of [Andi Smith](#)

Delivery System and Payment Reform [Bob Crittenden](#)

Department of Commerce (Community Housing Services) [Andi Smith](#)

Department of Commerce (State Energy Office) [Keith Phillips](#)

Department of Commerce (Clean Technology) [Chris Davis](#)

Department of Corrections [Sandy Mullins](#)

Department of Ecology [Rob Duff](#)

Department of Ecology (Climate) [Keith Phillips](#)

Department of Ecology (Emissions Trading) [Chris Davis](#)



Department of Enterprise Services	Sandy Mullins
Department of Financial Institutions (Market Regulation and Oversight).....	Chris Davis
Department of Fish and Wildlife	JT Austin
Department of Licensing	Xandre Chateaubriand
Department of Natural Resources	JT Austin
Department of Transportation (WSDOT)	Charles Knutson
Department of Transportation (Clean Transportation)	Keith Phillips
Department of Retirement Systems	Sandy Mullins
Department of Revenue.....	Kelly Ogilvie
Department of Revenue (Clean Energy Incentives, Carbon Taxes).....	Chris Davis
Derelict Vessels	Rob Duff
Developmental/Physical Disabilities	Andi Smith
Development, Relief, and Education for Alien Minors (DREAM Act)	Marcie Maxwell
Disability Employment	Andi Smith
DNA	Sandy Mullins
Domestic Violence	Sandy Mullins
DREAM Act	Marcie Maxwell
Drug Enforcement	Sandy Mullins

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.....	Xandre Chateaubriand
Economic Development - Business recruitment and retention	Kelly Ogilvie
Economic Development - Export assistance and outreach	Kelly Ogilvie
Economic Development - Friendly Climate	Kelly Ogilvie
Economic Development - Military installations and veteran employment	Kelly Ogilvie
Economic Development - Minority business and workforce expansion	Kelly Ogilvie
Economic Development - Regulatory Reform	Kelly Ogilvie
Economic Development - Workforce planning/assessment	Kelly Ogilvie
Economic Development Council	Kelly Ogilvie
Economic Development Finance Authority.....	Xandre Chateaubriand
Economic Support for Child Support and Child Care.....	Andi Smith
Education (K-20 - Higher Education)	Marcie Maxwell
Education (Pre K).....	RaShelle Davis
Education Reform & Accountability	Marcie Maxwell
Education Research Data Center.....	RaShelle Davis
Educational Opportunity Gap Oversight and Accountability Commission (EGOAC).....	RaShelle Davis
Elementary and Secondary Education Act (ESEA)	Marcie Maxwell
Elections	RaShelle Davis
Emergency Management	Sandy Mullins
Emissions Trading Systems.....	Chris Davis
Employment and Training Programs.....	Paulette Avalos
Employment Security Department (Labor)	Paulette Avalos
Employment Security Department (Workforce Training)	Kelly Ogilvie
Energy	Keith Phillips
Energy Efficiency	Keith Phillips
Energy Facility Site Evaluation Council.....	Keith Phillips
Enterprise Services, Dept. of.....	Sandy Mullins
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	Kelly Ogilvie

F

Family & Children Ombudsman, Office of	Andi Smith
Family Engagement	Marcie Maxwell
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	Bob Crittenden
Federal Basic Health Option	Bob Crittenden
Federally Qualified Health Centers (FQHCs)	Jason McGill
Fees and Taxes	Xandre Chateaubriand
Ferries	Xandre Chateaubriand
Financial Aid	Marcie Maxwell
Financial Institutions, Dept. of	Xandre Chateaubriand
Financial Institutions, Dept. of (Market Regulation and Oversight)	Chris Davis
Financial Management, Office of	Xandre Chateaubriand
Fire Marshall	Sandy Mullins
Fish and Wildlife, Dept. of	JT Austin
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	Sandy Mullins
Forest Management	Rob Duff
Four-Year College & Universities	Marcie Maxwell
FQHCs	Jason McGill
Fuels	Keith Phillips
Freight Mobility Strategic Investment Board	Xandre Chateaubriand

G

Gambling Commission	Sandy Mullins
Guaranteed Education Tuition (GET)	Marcie Maxwell
GET & College Bound	Marcie Maxwell
GMOs	JT Austin
General Gambling Issues	Sandy Mullins
Governor's Carbon Emissions Reduction Taskforce	Chris Davis
Government Operations & Public Safety	Sandy Mullins
Government Reform	Paulette Avalos
Graduation Requirements	Marcie Maxwell
Growth Management Hearings Board	Xandre Chateaubriand
Gun Responsibility	Sandy Mullins

H

Habitat Protection	JT Austin
Hanford	Rob Duff
Head Start	RaShelle Davis
Health	Jason McGill
Health	Bob Crittenden



Health Benefits Exchange (Exchange)	Jason McGill
Health Benefits Exchange (Exchange)	Bob Crittenden
Health, Board of	Jason McGill
Health Boards and Commissions	Jason McGill
Health Care Authority	Jason McGill
Health Care Authority	Bob Crittenden
Health Care Reform (HCR)	Bob Crittenden
Health Care Payers (Related to Operational Issues)	Jason McGill
Health, Dept. of	Bob Crittenden
Health, Dept. of (Environmental Health)	Keith Phillips
Health Insurance	Bob Crittenden
Health Resources, Marketplace of	Bob Crittenden
Higher Education Facilities Authority	Marcie Maxwell
Highways/Construction	Charles Knutson
Historic Preservation	RaShelle Davis
Historical Society, Eastern WA	RaShelle Davis
Homeless Issues	Jim Baumgart
Horse Racing Commission	Sandy Mullins
Housing	Jim Baumgart
Housing & Essential Needs/	Andi Smith
Housing Finance Commission	Jim Baumgart
Human Resources	Paulette Avalos
Human Rights Commission	RaShelle Davis
Human Services	Andi Smith
Human Trafficking	Sandy Mullins

I

I-502 implementation	Sandy Mullins
Immigrants	RaShelle Davis
Immigration	Sandy F. Mullins
Implementation of Affordable Care Act (Health Care Reform)	Bob Crittenden
Indeterminate Sentencing Review Board	Sandy F. Mullins
Innovate Washington	Kelly Ogilvie
Insurance Commissioner, Office of	Bob Crittenden
Interagency Committee of State Employed Women	Paulette Avalos

J

Jobs	Kelly Ogilvie
JRA (DSHS)	Jim Baumgart
Judicial Conduct Commission	Sandy Mullins
Juvenile Rehabilitation Administration	Sandy Mullins

K

K-20 Ed Network	Marcie Maxwell
-----------------------	--------------------------------

L

Labor	Paulette Avalos
Labor and Industries, Dept. of	Paulette Avalos
Labor Relations	Paulette Avalos
Land Use	Xandre Chateaubriand
Law Enforcement Issues	Sandy Mullins
Licensing, Dept. of	Sandy Mullins
Licensing, Fees and Forecasting	Xandre Chateaubriand



Lifelong Learning	Marcie Maxwell
Life Sciences Discovery Fund	Kelly Ogilvie
Liquor Control Board	Sandy Mullins
Liquor Control Board (Market)	Xandre Chateaubriand
Liquor Laws	Sandy Mullins
Local Programs/Local Government	Xandre Chateaubriand
Long Term Care and Aging Summit	Jason McGill
Lottery	Sandy Mullins
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
Medicaid Expansion	Bob Crittenden
Medical Directors, Agency	Bob Crittenden
Mega-Projects	Charles Knutson
Mental Health	Jim Baumgart
Military Installations and Veteran Employment	Kelly Ogilvie
Military Department	Sandy Mullins
Military/BRAC.....	Sandy Mullins
Mining	JT Austin

N

Native Shellfish Restoration	Julie Horowitz
National Guard – Washington Youth Academy.....	RaShelle Davis
Natural Resources, Dept. of	JT Austin
No Child Left Behind Act (NCLB).....	Marcie Maxwell
NW Power and Conservation Council	Keith Phillips

O

Ocean Acidification	Julie Horowitz
Office of Administrative Hearings	Sandy Mullins
Office of the Chief Information Officer	Sandy Mullins
Office of Education Ombudsman	Marcie Maxwell
Office of Financial Management	Xandre Chateaubriand
Office of Insurance Commissioner	Bob Crittenden
Office of Military	Paulette Avalos
Office of Minority and Women’s Business Enterprises (OMWBE)	Kelly Ogilvie
Office of State Treasurer	Xandre Chateaubriand
Office of the Human Resources Director	Kelly Ogilvie
Office of the Human Resources Director Public Employment Relations Comm.	Paulette Avalos
Office of the Superintendent of Public Instruction (OSPI)	Marcie Maxwell
Office of the Superintendent of Public Instruction (ALE/Early Learning/Online Learning) ..	RaShelle Davis
Office of Trade & International Affairs.....	Kelly Ogilvie
Ombudsman Office of Family & Children.....	Andi Smith
Online Learning	RaShelle Davis
Open Public Meetings	RaShelle Davis
Operational Issues Related to State Health Care Payers	Jason McGill
Opportunity Gap	RaShelle Davis
Outdoor Recreation	JT Austin



P

Pacific Coast Collaborative	Keith Phillips
Parks and Recreation Commission, State	JT Austin
Payer Initiatives (Health)	Jason McGill
Physical Disabilities	Andi Smith
Pollution Liability Insurance Agency	Rob Duff
Population Health	Bob Crittenden
Postsecondary Education & Training	Marcie Maxwell
Principal Quality/ Preparation (Teacher)	Marcie Maxwell
Professional Educator Standards Board	Marcie Maxwell
Public Defense	Sandy Mullins
Public Disclosure Commission	Sandy Mullins
Public Employment Relations Commission	Paulette Avalos
Public Health	Jason McGill
Public Records	RaShelle Davis
Public Transportation, Transit	Charles Knutson
Puget Sound Partnership	Rob Duff
Puget Sound Recovery	Rob Duff

Q

R

Rail	Charles Knutson
Recreation and Conservation Funding Office	JT Austin
Restoration of Shellfish	Julie Horowitz
Refugee and Immigrant Issues	RaShelle Davis
Regulatory Reform	Kelly Ogilvie
Renewable Energy	Keith Phillips
Retirement Systems, Dept. of	Sandy Mullins
Revenue, Dept. of	Kelly Ogilvie
Revenue, Dept. of (Clean Energy Incentives, Carbon Taxes)	Chris Davis
RHCs, FQHCs, CAH – Rural Health Care Reform	Jason McGill
Running Start	Marcie Maxwell
Rural Health Care Reform (RHCs, FQHCs, CAH)	Jason McGill
Rural Health Clinics (RHCs)	Jason McGill

S

Salaries for Elected Officials	Sandy Mullins
Salmon Recovery	JT Austin
SCC (DSHS)	Jim Baumgart
School for the Blind	Andi Smith
School for the Deaf – Center for Childhood Deafness & Hearing Loss	Andi Smith
School Safety, Student Health & Nutrition	RaShelle Davis
Science, Technology, Engineering and Mathematics (STEM)	Marcie Maxwell
Secretary of State	RaShelle Davis
Sentencing Guidelines Commission	Sandy Mullins
Services for the Blind	Andi Smith
Services for the Blind, Dept. of	Andi Smith
Sex Offender Policy Board	Sandy Mullins
Sex Offenders	Sandy Mullins
Sexual Assault	Sandy Mullins
Shellfish	Rob Duff/Julie Horowitz



Shellfish Aquaculture	Rob Duff/Julie Horowitz
Shellfish Permit Streamlining	Rob Duff/Julie Horowitz
Shoreline Management	Rob Duff
Skills Centers	Marcie Maxwell
Social & Health Services, Dept. of (Health Strategy and Health Care Reform (Long Term Care)) ..	Jason McGill
Social & Health Services, Dept. of (Health Strategy and Health Care Reform)	Bob Crittenden
Social & Health Services, Dept. of (Human Services)	Andi Smith
Social & Health Services, Dept. of (Human Services-Aging, JRA, SCC)	Sandy Mullins/Jason McGill
Special Commitment Center	Sandy Mullins
Spill Prevention and Response	Rob Duff
Superintendent of Public Instruction (OSPI)	Marcie Maxwell
Superintendent of Public Instruction (OSPI-Early Learning)	RaShelle Davis
Stadium and Exhibition Center	Kelly Ogilvie
State Auditor	RaShelle Davis
State Board for Community & Technical Colleges (Workforce Development)	Kelly Ogilvie
State Board of Education	Marcie Maxwell
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	Xandre Chateaubriand
State Investments	Xandre Chateaubriand
State Parks and Recreation Commission	JT Austin
State Patrol, Washington State	Sandy Mullins
State Treasurer, Office of	Xandre Chateaubriand
Strategic Federal Waivers (Population Health)	Bob Crittenden
Strategic Reserve Fund	Kelly Ogilvie
STEM	Marcie Maxwell
Student Achievement Council	Marcie Maxwell
Student Health & Nutrition	RaShelle Davis
Student Safety	RaShelle Davis
Substance Abuse	Andi Smith
Sustainable State Government Operations	Keith Phillips

T

TANF	Andi Smith
Teacher, Principal Quality & Preparation	Marcie Maxwell
Thrive by Five	RaShelle Davis
Tolling	Charles Knutson
Toxics Policy	Rob Duff
Toxics Reduction	Rob Duff
Tourism	Kelly Ogilvie
Traffic Safety Commission	Xandre Chateaubriand
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	Xandre Chateaubriand
Tribal Gaming	Sandy Mullins



U

Unemployment Insurance.....	Paulette Avalos
Utilities & Transportation Commission	Keith Phillips
Utilities & Transportation Commission (Economic Development)	Kelly Ogilvie

V

Veterans	Jim Baumgart
Veterans Affairs, Dept. of.....	Jim Baumgart
Veterans' Affairs (Economic Development)	Kelly Ogilvie
Veteran Employment	Kelly Ogilvie
Vocational Rehabilitation	Andi Smith
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.....	Marcie Maxwell
Washington Coastal Marine Advisory Council	Julie Horowitz
Washington, DC.....	Sam Ricketts
Washington Military Alliance	Sandy Mullins
Washington Partnership Council on Juvenile Justice	Sandy Mullins
Washington Shellfish Initiative.....	Julie Horowitz
Washington State Department of Licensing	Xandre Chateaubriand
Washington State Department of Transportation	Charles Knutson
Washington State Historical Society	RaShelle Davis
Washington State Historical Society (Eastern).....	RaShelle Davis
Washington State Patrol	Sandy Mullins
Washington State Patrol (Transportation/Land Use).....	Xandre Chateaubriand
Washington State University Energy Office	Keith Phillips
Washington Youth Academy.....	RaShelle Davis
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.....	Kelly Ogilvie
Workforce Investment Act	Marcie Maxwell
Workforce Training/Retraining	Marcie Maxwell
Workforce Training & Education Coordinating Board (Economic Development)	Kelly Ogilvie
Workforce Training & Education Coordination Board	Marcie Maxwell
Workforce Planning & Assessment	Kelly Ogilvie
Working and Natural Lands.....	Rob Duff
Working Washington.....	Kelly Ogilvie
Working Washington.....	Xandre Chateaubriand
WSDOT	Charles Knutson
WSU Energy Office	Keith Phillips

X



Y

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

Z
