Acknowledgments

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Committee Members

We would like to acknowledge the extensive time, effort, and expertise that each Committee member devoted towards this study and report. The Committee was a diverse but cohesive group of individuals who each contributed their energy and skills to this project, and we would like to expressly recognize each member's contributions to this collaborative endeavor.

Governor’s Appointee

William H. Gates Sr., Bill and Melinda Gates Foundation – Committee Chair

Legislative Appointees

Senator Lisa Brown, Washington State Senate
Representative Jack Cairnes, House of Representatives
Representative Jim McIntire, House of Representatives
Gary Strannigan, Former Washington State Senator

Academic Appointees

John Beck, Gonzaga University
Neil Bruce, University of Washington
Dick Conway, Dick Conway & Associates
Lily Kahng, Seattle University
Debra Sanders, Washington State University
Hugh Spitzer, University of Washington – Committee Vice Chair

We would also like to acknowledge the contributions of former Washington State Senator Dow Constantine. Mr. Constantine was a co-sponsor of the enacting legislation for this study and served as a member of the Committee until his appointment to the King County Council.

Department of Revenue Staff Members

The following Department employees were the principal staff contributors to the research and analysis of the tax study. These individuals provided core support to the Committee throughout the duration of the study and the phases of study design, economic analysis, and development of
alternatives. Staff members from several divisions played key roles in supporting the economic research and policy analysis completed by the Committee.

**Executive Division**

Will Rice, Acting Director of the Department of Revenue – *Executive Sponsor of Study*

Sue Meldazy, Project Manager – *Committee Liaison, Study Design, Overall Study Coordination*

Cyndi Mikota, Administrative Assistant – *Organizational Assistance to Committee*

**Research Division**

Mary Welsh, Assistant Director – *Research Staff Manager, Study Design Leadership*

Lorrie Brown, Ph.D., Economist – *Principal Economic Analyst and Study Design*

Diane Mielke, Administrative Assistant – *Meeting Coordination and Minutes*

**Legislation and Policy Division**

Russ Brubaker, Assistant Director – *Tax Policy and Legal Guidance to Committee*

Nicole Stewart, Tax Policy Specialist – *Principal Contact for Advisory Group*

In addition to the core staff members, many other Department employees provided support to the Committee.

**Research Division** – *Technical Assistance on Economic Modeling, Fiscal Impacts, and Report Drafting*

Byron Angel
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**Legislation and Policy Division** – *Legal, Administrative and Policy Assistance and Report Drafting*

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Amy Rotter
Julie Sexton
Donn Smallwood
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Technical Subcommittee Members

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Terry Wilson                         Senate Ways and Means
Kriss Sjoblom                        Washington Research Council
Irv Lefberg                          Office of Financial Management
Wolfgang Opitz                       Office of Financial Management
Carol Jenner                         Office of Financial Management

Advisory Group

The Tax Structure Study was required by law to include an Advisory Group of various representatives of business, state and local government, labor, taxpayers, and other advocacy groups. At the close of the study the Committee's electronic mailing list included almost 200 individuals who represent a much larger constituency of organizations and interested parties. We would like to acknowledge the valuable input of the Advisory Group and the numerous Washington citizens who took the time to share their thoughts and issues with the Committee.