

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
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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*

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Graphic Design
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Technical Subcommittee Members

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House Finance Committee
Senate Ways and Means
Washington Research Council
Office of Financial Management
Office of Financial Management
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.