

# TRANSITION DOCUMENT

## Office of the Governor

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Legislative Building

Olympia, WA 98504-0002

[www.governor.wa.gov](http://www.governor.wa.gov)

Contact: Bill Alkire, Legislative and Policy Director, [bill.alkire@gov.wa.gov](mailto:bill.alkire@gov.wa.gov), 902-4117

Welcome to the Governor's Office transition document. Given the unique importance of the organization and function of the Governor's Office, this document combines Tier 1 and elements of Tier 2 into a summary of functions, budget, major issues, and organization within the Governor's Office. This information is intended as an overview for each of the major functional areas of the office as organized by Governor Locke.

All major issues that have an agency component are addressed in that agency's transition documents. In addition to this document, information for each employee in the Governor's Office is available in a desk reference manual including a detailed description of their responsibilities and a discussion of their current issues. The new administration is encouraged to request these more detailed descriptions when needed or to directly contact the appropriate staff by phone or e-mail.

## Summary of the Major Responsibilities of the Governor's Office by "Office" or Position

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### Chief of Staff

The Chief of Staff's function and role is entirely up to how the Governor wishes to organize the office and distribute authority. Traditionally, the position acts as a chief operating officer for the executive branch, including management of the Governor's Office, supervision of cabinet agencies, and leadership of the Governor's priorities. The Chief of Staff coordinates activities of the Governor and Governor's Office through the Governor's senior staff (Office of Financial Management, Communications, General Counsel, Executive Assistant(s), Legislative and Policy, and External Affairs); serves as senior advisor and agent for the Governor; and manages any number of high profile, priority, and sensitive issues. *Contact: Tom Fitzsimmons, 902-0488, [tom.fitzsimmons@gov.wa.gov](mailto:tom.fitzsimmons@gov.wa.gov)*

### Communications Office

The Governor's Communications Office plans and executes effective, strategic, and proactive communications with key audiences to position the Governor, advance his agenda, and create an enduring legacy. The primary duties of the Governor's Communications Office are to generate positive media coverage of the Governor through weekly news conferences and other events; promote the Governor's priorities to the media and the public; develop and successfully communicate the Governor's response to issues in the news; track, analyze and anticipate emerging media issues and opportunities; successfully position the Governor on key issues affecting the state; plan, produce and manage strategic executive communications to state employees, the media and the public; and respond to local, national, and international media requests/inquiries. *Contact: Sharon Wallace, 902-4119, [sharon.wallace@gov.wa.gov](mailto:sharon.wallace@gov.wa.gov)*

## **Constituent Services Office**

This office coordinates and prepares timely, accurate, appropriate responses to Washington residents who write to, call, or visit the Governor's Office. For many Washington residents, a letter from the Governor is the only direct contact they will ever have with the Governor. Therefore, it is highly important that letters from the Governor reflect an interest in and respect for the people of the state of Washington, as well as respond fully and accurately to any questions that are posed.

There are several functional areas within Constituent Services, each of which consists of many smaller steps and responsibilities: maintaining accurate electronic and paper files for each constituent contact; constituent relations (assistance to constituents who call or visit the Governor's Office); correspondence analysis and referral (referring mail, GovWeb Email, and hotlines for response); data entry; drafting, editing, and composing written responses; and mail sorting. *Contact: Barbara Kendrick, 902-0397, [barbara.kendrick@gov.wa.gov](mailto:barbara.kendrick@gov.wa.gov)*

## **Executive Policy Office**

The Executive Policy Office serves as the primary advisor to the Governor and all Executive Cabinet members on legislative, policy, and executive initiatives. The Policy Office is responsible for developing, coordinating, and promoting the Governor's policies and providing staff assistance on issues of statewide significance. The office has three key functions: legislative analysis, executive request legislation, and interagency coordination. The office reviews and makes recommendations to the Governor on more than 300 agency legislative proposals per year, reviews as many as 3,000 bills per session, which may include help to refine some of them to assist with their passage, and recommends actions to the Governor on more than 300 enrolled bills. The office is actually budgeted in the Office of Financial Management. *Contact: Bill Alkire, 902-4117, [bill.alkire@gov.wa.gov](mailto:bill.alkire@gov.wa.gov)*

## **External Affairs Office (Office of International Relations and Protocol, Boards and Commissions, and Community Relations/Outreach)**

External Affairs consists of three divisions: Office of International Relations and Protocol, Boards and Commissions, and Community Relations/Outreach. The office includes two regional offices – one in Vancouver and the other in Spokane.

The Office of International Relations and Protocol serves as the focal point for non-trade related foreign contacts with the state of Washington and organizes/coordinates the Governor's trade missions. The office also provides information and assistance to the Governor, the Legislature, other state officials, and state agencies relating to international relations and protocol issues.

The Boards and Commissions division directly coordinates the recruitment and appointment of members for various state boards, commissions, and councils. There are approximately 235 boards or commissions, which are focused on a broad range of topics such as education, health, natural resources, transportation, economic development, justice, and the arts. Eighty-two boards require Senate confirmation; 72 boards require Public Disclosure Commission (PDC) reporting; and 11 boards are salaried positions. Overall, there are 1,741 gubernatorial appointment positions to boards and commissions. The Governor makes approximately 500 boards and commissions appointments a year. The Boards and Commissions Vacancy Book contains a complete list of each board with board descriptions; member qualifications; legal citation; compensation; number of meetings; whether PDC reporting or Senate confirmation is required; number of positions the Governor appoints; and how many positions are open in the year.

The Vacancy Book can be accessed at <http://www.governor.wa.gov/boards/boards2004.pdf>.

The Community Relations/Outreach division's role is to develop and maintain relationships with various community groups including local, state, and federal government agencies and other stakeholders. Duties also include coordinating and developing the Governor's events, meetings, and forums with the Communications Office, the Executive Policy Office, and Office of Financial Management budget staff. In addition, the office responds to and plans events and meetings to which the Governor has accepted invitations. Public Liaison Officers prepare briefings and staff the Governor at these events. *Contact: Nancy Biery, 902-0390, [nancy.biery@gov.wa.gov](mailto:nancy.biery@gov.wa.gov)*

### **Legal Counsel**

The Legal Counsel provides advice to the Governor on a wide range of issues. Those issues include judicial appointments, clemency and pardons, extraditions, litigation, Administrative Procedures Act appeals, tribal compacting, executive orders, bill signing and vetoes, public disclosure/archiving, and bond documents reviews. Legal counsel also serves as a key legal advisor to the Executive Policy Office on a variety of issues and is often asked to interface with the Attorney General's Office. *Contact: Jennifer Joly, 902-0484, [jennifer.joly@gov.wa.gov](mailto:jennifer.joly@gov.wa.gov)*

### **Legislative Director**

The Legislative Director serves as the chief legislative advisor to the Governor and Executive Cabinet members on all legislative issues. This position also serves as the chief architect for the development, passage, and implementation of the Governor's executive and agency request legislative package. Duties of the director often include representing the Governor at public meetings, legislative hearings, and at meetings with key legislators and stakeholders. In addition to the development and promotion of the Governor's agenda, the director is responsible for executive branch responses to immersing issues brought to the Governor's Office by legislators and members of Congress. *Contact: Bill Alkire, 902-4117, [bill.alkire@gov.wa.gov](mailto:bill.alkire@gov.wa.gov)*

### **Administrative Support**

Administrative support for the Governor's Office provides office management and support services for the office, including purchasing and procurement, facilities and equipment maintenance, budget allotment, and attendance and related record keeping. The Administrative Services Manager maintains employee records, provides appointment letters, processes background checks, and supplies information to staff on health benefits, leave accrual, and other personnel related issues. The manager acts as the agency Public Records Officer, including response to inquiries within the required time frame, coordination of materials as requested (with Legal Counsel), and management of document reviews by constituents. This office coordinates and schedules all ceremonial time with Governor including the photographer, thank you letters, and briefing material. Administrative support also includes two receptionists, who cover ten general information lines, answer questions, route calls, and/or take messages. They greet the public, manage crowds during legislative bill signings and ceremonial events, reserve conference rooms, collect and distribute all fax's, and assist in a wide variety of areas as needed. These positions report to the Executive Assistant to the Chief of Staff. *Contact: Kym Ryan, 902-4112, [kym.ryan@gov.wa.gov](mailto:kym.ryan@gov.wa.gov)*

### **Executive Assistant to the Governor**

The Executive Assistant to the Governor provides executive and administrative support to the Governor, including oversight, coordination, and maintenance of the Governor's calendar and

briefing book. The Executive Assistant is responsible for management and execution of Governor's communications with Senior and Executive Policy staff; preparation, review, and processing of Governor's correspondence; travel arrangements; and office files for the Governor's gift log and Honorary Committees list. *Contact: Ellen Landino, 902-4123, [ellen.landino@gov.wa.gov](mailto:ellen.landino@gov.wa.gov)*

### **Executive Assistant to Chief of Staff**

The Executive Assistant to the Chief of Staff serves as a liaison between the Executive and Small Agency Cabinet members, policy, senior staff, and the Governor's staff; supervises receptionists and office manager; and coordinate all ceremonial proclamations issued by the Governor. *Contact: Kym Ryan, 902-4112, [kym.ryan@gov.wa.gov](mailto:kym.ryan@gov.wa.gov)*

### **Executive Schedulers for the Governor**

The Executive Schedulers serve as the primary external affairs scheduler for the Governor and the first point of contact for all invitations and requests received by the Governor's Office. The Executive Schedulers review each invitation, prepare information for consideration by the Governor's scheduling team, and coordinate with senior staff, the Mansion scheduler, and the Chief of Staff in preparing recommendations for the Governor. The schedulers are responsible for preparation of the Governor's briefing book, which includes calendar; contact information for Governor's staff, Executive Policy and Cabinet members; and a briefing document pertinent to each meeting on the Governor's daily calendar. Briefing documents are filed by month, date, and time on the shared Q: drive under "Briefing Book on OFM Software." The briefing book also contains drafts of upcoming speeches, staff action/decision items needing the Governor's response, as well as informational reading materials. *Contact: Kelli Zenk, 902-4125, [kelli.zenk@gov.wa.gov](mailto:kelli.zenk@gov.wa.gov)*

### **Mansion Administrator**

The Governor's Mansion Administrator and mansion staff coordinate and oversee all events, activities, maintenance, and repair at the Governor's Mansion. The staff maintain bank accounts, files, and schedules and oversee inventory and ordering, accounts payable, and accounts receivable. Responsibilities also include coordination with General Administration, Mansion Cadets, Capital Tour Office, Washington State Patrol, and the Governor's Mansion Foundation as appropriate. *Contact: Mary Charles, 753-1488, [mary.charles@gov.wa.gov](mailto:mary.charles@gov.wa.gov)*

### **Quality and Performance Staff**

Quality and Performance staff provide technical assistance for executive and small cabinet agencies in implementing a performance-based system of management. Responsibilities of the office include assessing organizational capacity across cabinet agencies, identifying major opportunities for improvement and developing programs and workshops to address those gaps; providing customized technical assistance and coaching to agency performance consultants and executive management teams; researching applicable best practices in performance management inside and outside of state government and promoting them in cabinet and other management forums; planning and staging the Governor's annual Leadership Conference; conducting the Governor's semi-annual Quality and Performance Awards process to recognize significant improvements made by agency teams; and representing the Governor's office on issues related to agency performance and measurement. *Contact: Mary Campbell, 902-0586, [mary.campbell@gov.wa.gov](mailto:mary.campbell@gov.wa.gov)*

### **Regulatory Assistance “Office”**

The “Office of Regulatory Assistance” was created by the 2003 Washington State Legislature. Its duties include environmental permit assistance (provided through the environmental assistance center at the Department of Ecology) and providing access to information regarding state regulations and rulemaking processes. The office provides facilitation, coordination, and education on permitting, licensing, and regulatory functions. It is located in the Office of Financial Management and administered by the Office of the Governor. The director of this office also serves as the Governor’s policy advisor on all regulatory improvement. *Contact: Claire Hesselholt, 902-0532, [claire.hesselholt@ofm.wa.gov](mailto:claire.hesselholt@ofm.wa.gov)*

### **Executive Coordinator for Sustainability**

The Executive Coordinator for Sustainability was established through Executive Order 02-03, Sustainable Practices for State Agencies. This Executive Order directs state agencies to prepare sustainability plans, which are to address agency progress towards seven long-term goals. The Executive Order also establishes the Sustainability Coordinator position, housed within the Executive Policy Office. The role of the Sustainability Coordinator is to provide guidance and support to agencies in preparing and implementing their plans and to monitor state progress towards the goals identified in the Executive Order. The coordinator also staffs the Governor’s Sustainable Washington Advisory Panel, twenty external stakeholders charged with providing guidance on statewide policy issues related to sustainability. *Contact: Lynn Helbrecht, 902-0557, [lynn.helbrecht@ofm.wa.gov](mailto:lynn.helbrecht@ofm.wa.gov)*

### **Salmon Recovery Office**

The primary purpose of the Governor’s Salmon Recovery Office (GSRO) is to coordinate and assist in the development of salmon recovery plans for five salmon recovery regions across the state. The plans will be completed no later than the end of 2005 and will then be submitted to the federal government as the basis for federal salmon recovery plans under the terms of the Endangered Species Act (ESA). The staff work regularly with the salmon recovery regions and their watersheds, serving as liaisons with state agencies and the Governor’s Office, and helping them draft components of their respective recovery plans. The Office also acts as a liaison to federal agencies, counties, tribes, etc., for issues related to ESA or recovery plans. GSRO assists the Salmon Recovery Funding Board with science and policy issues regarding monitoring and recovery planning. The GSRO wrote the Governor’s *Statewide Strategy to Recover Salmon*, established the monitoring indicators for salmon recovery, and publishes the biannual State of Salmon Report. *Contact: Bob Nichols, 902-0642, [bob.nichols@ofm.wa.gov](mailto:bob.nichols@ofm.wa.gov)*

### **Governor's Office of Indian Affairs (GOIA)**

Associated with the Governor's Office is the Governor's Office of Indian Affairs, which serves as an advisor and liaison to the executive branch on public policy related to federally-recognized Indian tribes. As mandated by Executive Order and the 1989 State/Tribal government-to-government agreement, the GOIA works with the executive branch and tribes to improve their relations and supports tribes in their efforts toward self-determination and self-sufficiency. Major initiatives have included development of a training curriculum for state, tribal, local and federal governments in government-to-government relations; an annual tribal-state Centennial Accord Conference, Criminal Justice Summit, and Education Summit; creation of a Legislative/Tribal Relations Task Force, and development of tribal economic strategies. *Contact: Kyle Taylor Lucas, 586-0175, [kyletlucas@goia.wa.gov](mailto:kyletlucas@goia.wa.gov)*

**Office of the Family and Children’s Ombudsman**

Please see the Tier 1 document prepared by the Office of the Family and Children’s Ombudsman.

**Puget Sound Water Quality Action Team**

Please see the Tier 1 document prepared by the Puget Sound Water Quality Action Team.

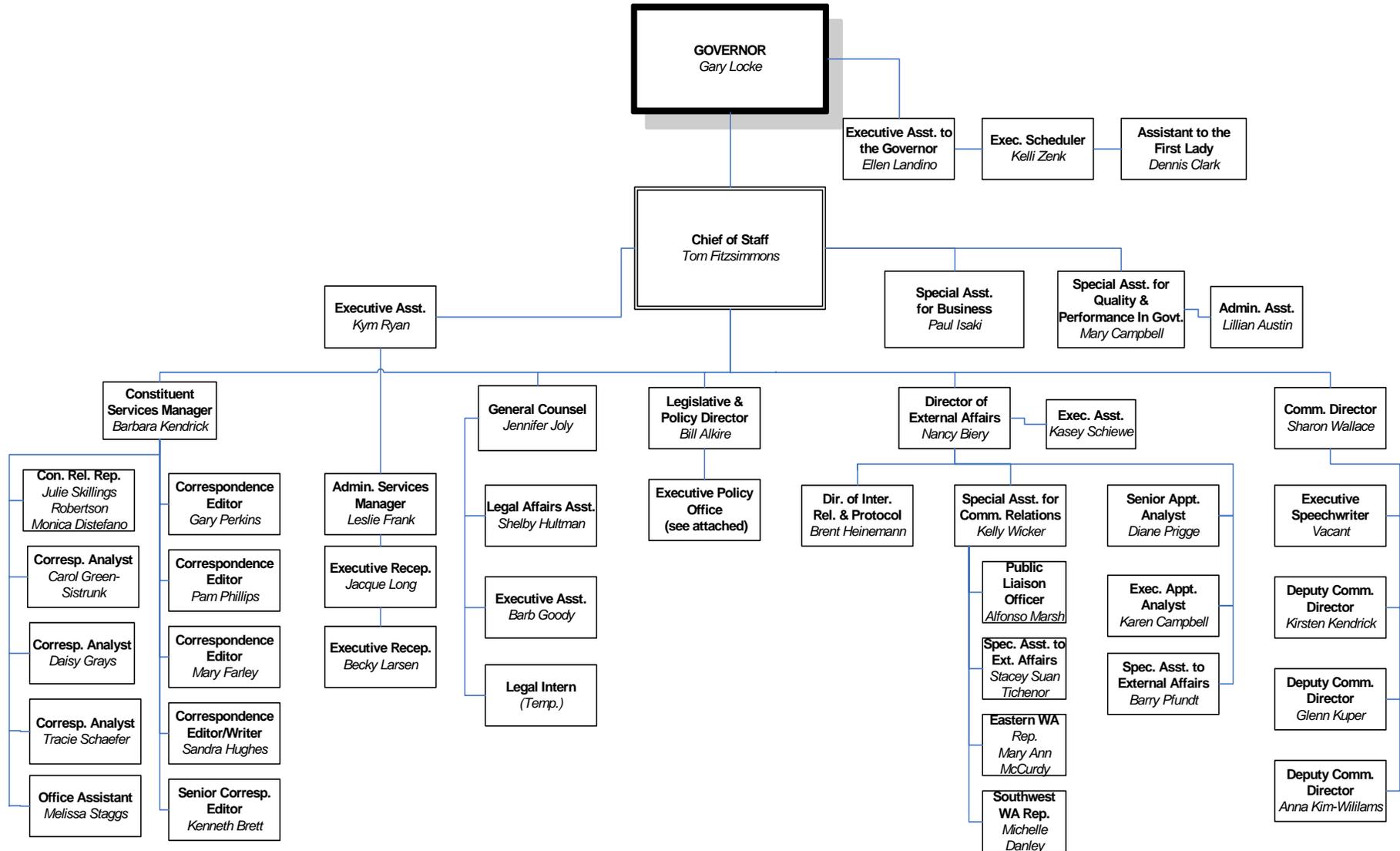
**Organization Charts**

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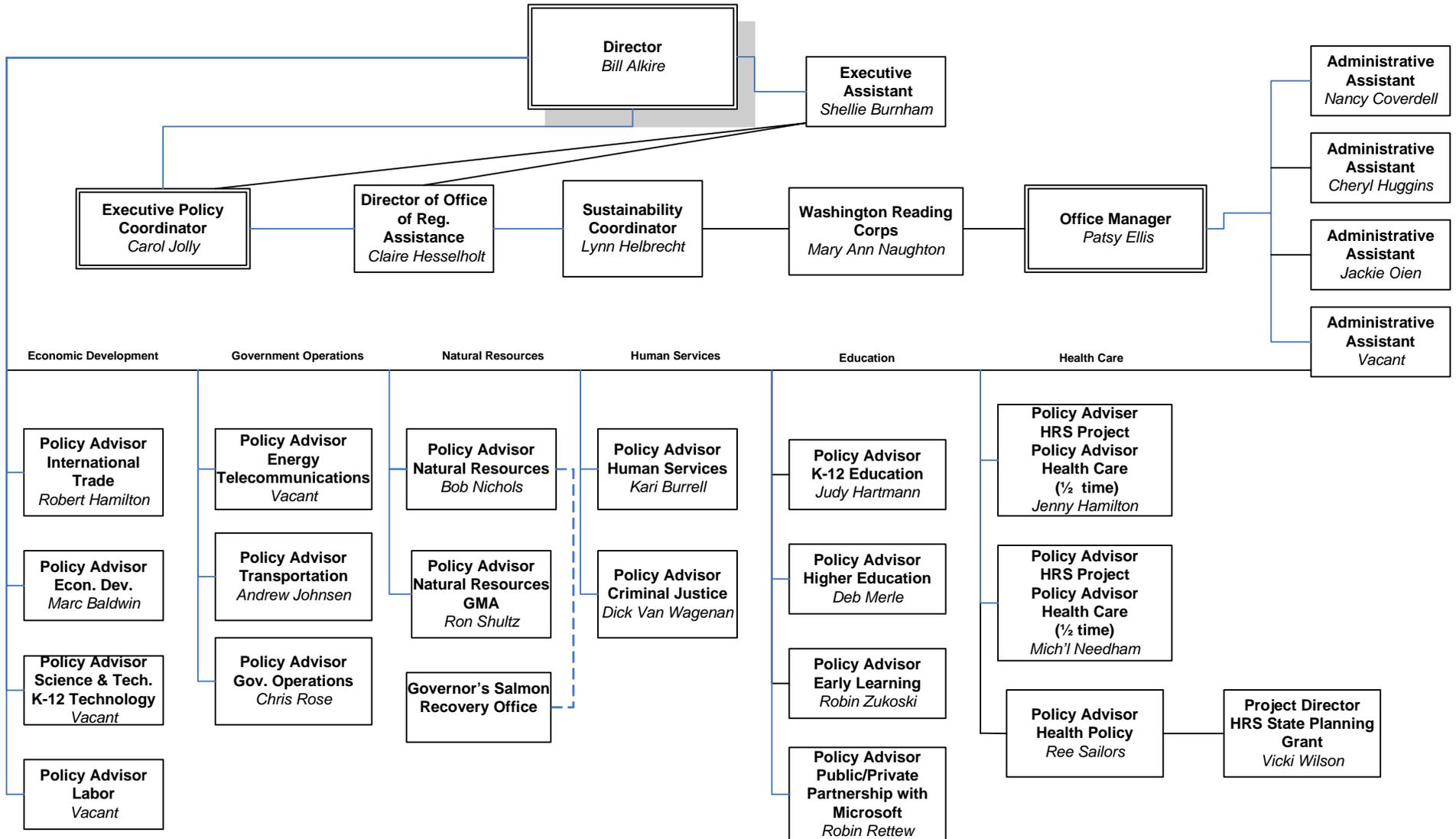
Please see pages 6 and 7 for Office of the Governor and Governor’s Executive Policy Office organization charts.

# Office of the Governor

## Organization Chart



# Governor's Executive Policy Office Organization Chart



## Summary of Governor's Office Budget by Source and Program

### OFFICE OF THE GOVERNOR

#### 03-05 Budget

<u>Program</u>	<u>Fund Source</u>	<u>FTE</u>	<u>Amount</u>
Executive Operations	General Fund - State	28.0	\$ 6,400,430
Salmon Recovery Office	General Fund - State	4.5	\$ 260,000
Puget Sound Water Quality Action Team	Water Quality Account	21.7	\$ 3,889,800
	General Fund - Federal	3.0	\$ 1,146,000
Mansion Maintenance	General Fund – State	4.0	\$ 288,000
Office of the Family and Children's Ombudsman	General Fund – State	5.0	\$ 896,270

### EXECUTIVE POLICY OFFICE

(Allotments for the Policy Office are located  
in the budget of the Office of Financial Management)

#### 03-05 Budget

<u>Program</u>	<u>Fund Source</u>	<u>FTE</u>	<u>Amount</u>
Statewide Policy	General Fund - State	17.0	\$ 2,980,901
HRSA Federal Grant	General Fund - Federal	1.8	\$ 755,362
Permit Assistance Center (1)	General Fund – State	-	\$ 1,249,000
Policy Shared Services (2)	General fund – State	7.0	\$ 0

- (1) Permit Assistance Center staff are paid by the Departments of Ecology and Revenue, and then reimbursed by OFM.  
(2) Costs of shared services are recovered from large cabinet agencies.

## Major Issues for Consideration

### **Emergency Authorities and Powers**

Before assuming the Office of Governor on January 12, 2005, at noon, the Governor-Elect should become familiar with the emergency authorities and powers of the Governor. The following is a discussion of those emergency authorities and powers.

The Governor has general emergency powers granted under RCW 43.06. A written declaration of a state of emergency may be issued within an area of the state, if there is a public disorder, disaster, energy emergency, or riot that affects life, health, property or the public peace. The Governor may issue an energy emergency under RCW 43.21G.

The Governor may issue specified types of orders (listed in statute) intended to resolve the emergency and is given general authority to prohibit other activities he believes necessary. The Governor may order areas to be evacuated and may activate the National Guard under RCW 38.08. The Governor shall terminate the emergency when the situation no longer exists; in some cases it is automatically terminated after 45 days unless certain specified actions are taken.

The Governor may by proclamation declare the county or city (or portion thereof) in which troops are serving to be under either complete or limited martial law, in order to reestablish or maintain law and order. The Attorney General's Office has identified some general principles to follow, which can be found in the "Emergency Powers Notebook" issued by the Office in April 2003.

RCW 38.52 and other laws control the Governor's ability to command state and private resources to respond to emergencies, which include exemptions from the statutes governing contracting and procurement by state agencies, and address the liability of private citizens whose resources are commandeered. *Contact: Chris Rose, 902-0640, [chris.rose@ofm.wa.gov](mailto:chris.rose@ofm.wa.gov)*

## **Executive and Agency Legislative Requests**

Governor Locke will consider a number of executive request bills for introduction the first week of the 2005 Legislative Session. The Legislative Director will coordinate with the Governor-Elect's transition team on executive request legislation. The following draft proposals are currently under consideration but have not been reviewed or approved by the Governor.

### **Budgets**

1. 2003-05 Supplemental Operating Budget
2. 2003-05 Supplemental Capital Budget
3. 2003-05 Supplemental Transportation Budget
4. 2005-07 Operating Budget
5. 2005-07 Capital Budget
6. 2005-07 Transportation Budget  
*Contact: Marty Brown, 902-0530, [marty.brown@ofm.wa.gov](mailto:marty.brown@ofm.wa.gov)*

### **Economic Development**

1. Bio 21: A multifaceted proposal to use private foundation funding and a portion of the tobacco settlement to promote the next generation of health research and bio-tech company formation. *Contact: Marc Baldwin, 902-0675, [marc.Baldwin@ofm.wa.gov](mailto:marc.Baldwin@ofm.wa.gov)*
2. Community Economic Revitalization Board Financing: Define a new revenue source for the Community Economic Revitalization Board's programs. *Contact: Marc Baldwin, 902-0675, [marc.baldwin@ofm.wa.gov](mailto:marc.baldwin@ofm.wa.gov)*
3. Tax Increment Financing: Continue the effort to adopt this local financing option for economic development. *Contact: Marc Baldwin, 902-0675, [marc.baldwin@ofm.wa.gov](mailto:marc.baldwin@ofm.wa.gov)*

### **Education**

1. Community College Remedial Math: Require students, who want to take remedial math classes in community college during the first two years after high school, to have taken math, or to have taken and passed the college math placement test, during their senior year in high school. Otherwise, they must pay the full cost of remedial math during college. *Contact: Deb Merle, 902-0490, [Debora.merle@ofm.wa.gov](mailto:Debora.merle@ofm.wa.gov)*
2. High School Dual Credit Programs: Increase incentives and remove barriers for high schools to offer and promote dual credit programs. *Contact: Deb Merle, 902-0490, [debora.merle@ofm.wa.gov](mailto:debora.merle@ofm.wa.gov)*

## Government Operations

1. Boards and Commissions Elimination/Consolidation: RCW 43.88.500-515 requires the Governor to review state government boards, commissions, committees, and councils each biennium and to submit a report and implementing legislation every odd-numbered year that proposes termination or consolidation of boards that are no longer needed or whose duties could be performed in another manner. *Contact: Chris Rose, 902-0640, [chris.rose@ofm.wa.gov](mailto:chris.rose@ofm.wa.gov)*
2. Improving the Rulemaking Process: Revise the rulemaking process so that there are three tiers of rulemaking: non-discretionary changes with public notice only; non-controversial rules with a simplified process in which hearings are not mandatory; and controversial rules with the full significant legislative rulemaking process including hearings. *Contact: Claire Hesselholt, 902-0532, [claire.hesselholt@ofm.wa.gov](mailto:claire.hesselholt@ofm.wa.gov)*
3. National Guard Activation: The Military Department is recommending the Governor ask the Legislature to expand the Governor's authority to call up the National Guard, to include instances when necessary for the public health and safety, to perform any military duty, and to plan and prepare for responding to any of the events listed in the law that qualify as reasons for activating the National Guard. *Contact: Chris Rose, 902-0640, [chris.rose@ofm.wa.gov](mailto:chris.rose@ofm.wa.gov)*

## Health Care/Human Services

1. Prescription drug prices: Require mandatory price reporting by pharmacies on most commonly prescribed drugs. *Contact: Ree Sailors, 902-0655, [ree.sailors@ofm.wa.gov](mailto:ree.sailors@ofm.wa.gov)*
2. Problem Gambling: Tax non-tribal gambling industry and dedicate a portion of lottery proceeds to fund a Department of Social and Health Services program to prevent and treat problem gambling through a new dedicated account. *Contact: Dick Van Wagenen, 902-0651, [dick.vanwagenen@ofm.wa.gov](mailto:dick.vanwagenen@ofm.wa.gov)*
3. Supporting transition from foster care to college: The state intends to encourage foster children to pursue post-secondary training or education. Foster kids are made a priority target population for existing State Need Grant program and for existing State Work Study program (these two components are cost neutral). Additional optional piece – DSHS foster care status and Medicaid coverage is extended from age 18 through age 21 for foster kids enrolled in vocational training or higher education. *Contact: Kari Burrell, 902-0645, [kari.burrell@ofm.wa.gov](mailto:kari.burrell@ofm.wa.gov)*

## Natural Resources

1. Greenhouse Gas Targets: The West Coast Governors Global Warming Initiative report includes a recommendation that the west coast states adopt a greenhouse gas target. For Washington, staff recommends a target of achieving our 1990 level by 2010, then going 10 percent below that level by 2020. The target is not a mandatory number, only a goal. It is possible that this target could be established in legislation as intent language in the vehicle emission standards legislation. *Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*

2. Invasive Species Council: Invasive species management in the state is currently spread out among several state agencies and local governments. This approach has led to overlapping responses, inefficient operation, and no clear comprehensive strategy to address invasive species. The issue is not well suited for an executive order because several of the agencies involved are non-executive agencies. Legislation would create the council and require the agencies to coordinate their work and develop, and implement, a comprehensive statewide invasive species plan. *Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*
3. Septics: Currently, the Department of Health and the Board of Health are responsible for implementing rules relating to septic systems and their impact on human health. Local health districts are responsible for developing local plans for septic system requirements. The Department of Health does not have authority to require changes to local septic plans for environmental risks posed by septic systems – only human health risks. Legislation would clarify this. Also, state agencies are currently meeting to discuss whether more statutory changes are needed, or if money for local implementation is needed. *Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*
4. Sustainability Advisory Panel: The current panel was established by directive and has completed its charge of preparing an action plan for the state. Following the release of their final set of recommendations in October, the current panel will dissolve. The Panel will recommend that a formal, standing advisory panel be established to provide continuing support, guidance, and expertise on implementing the action plan. A Sustainability Panel would represent a diversity of stakeholders and could provide an appropriate balance to the current Economic Development Council, also created through legislation. *Contact: Lynn Helbrecht, 902-0557, [lynn.helbrecht@ofm.wa.gov](mailto:lynn.helbrecht@ofm.wa.gov)*
5. Vehicle Emission Standards: Under the federal Clean Air Act, states may either adopt the federal vehicle emission standards, or they may adopt the California vehicle emission standards (which are more stringent than the federal standards). The Department of Ecology may not adopt the California standards without the approval of the Legislature. This legislation would give Ecology the authority to adopt California's low vehicle emission standards, as well as giving Ecology the authority to adopt California's new standards reducing greenhouse gas emissions from vehicles. *Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*
6. Washington Department of Fish and Wildlife Executive Management Changes: In 1995, a voter approved referendum moved the director of the Department of Fish and Wildlife from a Governor's appointee to a Fish and Wildlife Commission appointee. This change has made the director of the department less accountable to the Governor and has created problems both in policy and in budget issues. The proposed bill would move the director back under the Governor, making the department an executive agency. *Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*
7. Watershed Health: The Locke Administration has been working on merging watershed planning and salmon recovery into a more comprehensive and integrated watershed health proposal. This proposal may be ready for the next Governor and the new Legislature to consider as a legislative initiative. *Contact: Bob Nichols, 902-0642, [bob.nichols@ofm.wa.gov](mailto:bob.nichols@ofm.wa.gov)*

## **Energy Facility Site Evaluation Council (EFSEC ) Decision – Kittitas Valley Wind Power Project**

In March 2005, EFSEC will hold hearings on the proposed Kittitas Valley Wind Power Project. It is anticipated that there will be considerable controversy concerning this project. EFSEC will then make a recommendation to the Governor who will ultimately approve or deny the project. Given that the Governor's role in this process may be perceived as quasi-judicial, to make his/her decision fair and look fair to the public, ex parte communications with parties should be avoided by the Governor and staff. *Contact: Carol Jolly, 902-0639, [carol.jolly@ofm.wa.gov](mailto:carol.jolly@ofm.wa.gov); Jennifer Joly, 902-0484, [jennifer.joly@gov.wa.gov](mailto:jennifer.joly@gov.wa.gov)*

### **Task Forces and Work Groups**

Submission of reports and findings due to the Governor or the Legislature in 2005-06 from legislative-mandated workgroups and taskforces.

1. Legislative-requested study on boards and commissions.  
Report due January 2005.  
*Contact: Chris Rose, 902-0640, [chris.rose@ofm.wa.gov](mailto:chris.rose@ofm.wa.gov)*
2. 2003-05 operating budget requested a task force on mental health.  
Report due June 2005.  
*Contact: Kari Burrell, 902-0645, [kari.burrell@ofm.wa.gov](mailto:kari.burrell@ofm.wa.gov)*
3. 2003-05 operating budget requested a study on non-economic damages.  
Report due October 2005.  
*Contact: Ree Sailors, 902-0655, [ree.sailors@ofm.wa.gov](mailto:ree.sailors@ofm.wa.gov)*
4. Legislative-requested work group on tide gates.  
Report due December 2005.  
*Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*
5. Legislative-requested study on permitting.  
Report due January 2006.  
*Contact: Ron Shultz, 902-0676, [ron.shultz@ofm.wa.gov](mailto:ron.shultz@ofm.wa.gov)*

## **More Details for Certain Key Responsibilities/Offices**

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### **Chief of Staff**

The major functions of the Chief of Staff (COS) during the Locke Administration:

**Governor Office Management:** Both the office and the personal style of the Governor drive continuous action. The COS has provided primary coordination and direction for strategic planning, scheduling, budget management for the office, and supervision of lead staff.

**Interaction/Direction:** The COS has provided primary coordination and direction on behalf of the Governor for all agency heads directly appointed by the Governor. The critical role of the COS is to establish and maintain trust relationships with key people – Cabinet, legislators, stakeholders, etc., as the COS functions as the point of contact on behalf of the Governor on many issues. The COS chairs regular cabinet meetings (biweekly, except weekly during

legislative sessions); holds cabinet agencies accountable through weekly written “Alerts,” which briefly describe major issues of the week for each department; performance management agreements which commit agencies to certain performance outcome targets for agency initiatives or service delivery; chairing or participating on several sub-cabinet work groups; and, direct supervision and intervention with agency managers.

Agenda/Priority Development and Management: The COS has had the responsibility of seeing the whole picture and keeping all the elements of the Administration integrated and appropriately linked. The COS has served as the key force in translating the Governor’s vision into priorities and action strategies/plans. From time to time the COS has organized and facilitated meetings between outside advisors, Governor, and key stakeholders as a means of assisting the Governor in developing priorities.

Organization and delegation are essential to survival.

The scope, volume, and pace of the work in the Office of the Governor naturally reinforce reactive work patterns. It is essential that the Governor’s vision be translated into a strategic plan and performance contracts, which can counterbalance these patterns and support proactive action as much of the time as humanly possible.

Both the office and the personal style of the Governor will drive everyone into continuous action. The COS must ensure that the Governor and advisors have some time for reflection built into their schedules. All action and no reflection lead to mistakes and less creativity.

The COS must carry the responsibility of seeing the whole and keeping the key elements of the Administration integrated and appropriately linked. (This may be the COS’ single most important role. Everyone else will be operating with a bias toward the effectiveness of his or her unit.)

The COS needs a clear understanding with the Governor that he/she has the hire/fire power.

The COS needs to establish and maintain trust relationships with key people – Cabinet, legislators, stakeholders, etc.

Contact: Tom Fitzsimmons, 902-0488, [tom.fitzsimmons@gov.wa.gov](mailto:tom.fitzsimmons@gov.wa.gov)

### **Communications Office**

The Governor’s communications staff must work as a cohesive team and support each other at all times in order to successfully execute all of its numerous duties and responsibilities.

The Governor’s communications staff:

1. Produces weekly news conferences that promote the Governor’s priorities or position the Governor as a leader in responding to major issues affecting the state. These news conferences may also feature agency directors, statewide elected officials, state commission or board officers, county or city government officials, or others.
2. Produces and distributes several media advisories, news releases and statements from the Governor each week.
3. Produces and manages the Governor’s public speeches.
4. Produces and distributes *Working Capitol*, the Governor’s weekly electronic news update to state employees, the public and the media.

5. Produces opinion pieces from the Governor to run in various newspapers across the state.
6. Accompanies the Governor to media and other public events statewide.
7. Collects and distributes daily media briefing to Governor, senior staff, agency directors and agency communications staff.
8. Monitors a 24-hour media pager to maintain responsiveness to the media at all times. The three Deputy Communications Directors for Media Relations rotate possession of the 24-hour media pager.
9. Creates and manages the Governor's comprehensive, integrated communications plan.

The Governor's Communications Office staff includes a Communications Director, a Deputy Communications Director – Executive Communications, and three Deputy Communications Directors – Media Relations. Their responsibilities are listed below:

#### Communications Director

1. Manages and directs all media relations and communications plans for the Office of the Governor.
2. Serves as chief spokesperson to the media and public.
3. Member of Governor's senior staff.
4. Evaluates potential issues, opportunities or concerns, briefs the Governor, and provides strategic recommendations to the Governor and executive staff.
5. Develops effective communications programs and strategic direction to best convey the Governor's policies and philosophy.
6. Supervises a professional staff of communications specialists coordinating media and press relations, speech writing and research and analysis activities.
7. Handles crisis communications.

#### Deputy Communications Director – Executive Communications

1. Plans, produces and manages all executive communications from the Governor's Office. Position requires several years of experience in executive communications and internal communications, and senior-level writing ability and experience.
2. Duties include:
  - a. Write and manage all of Governor's public speeches;
  - b. Write and manage other executive messages from the Governor, including op-ed columns, publication/program copy, public statements, letters to state employees and video scripts;
  - c. Manage, write, edit and oversee distribution of Working Capitol, the Governor's weekly electronic news update;
  - d. Review, revise and approve executive messages from the Governor authored by agency communicators;
  - e. Strategically coordinate executive communications with media relations efforts; and
  - f. Provide monthly summary of executive communications activity for overall monthly communications report.

#### Deputy Communications Director – Media Relations

1. There are currently three deputy communications directors for media relations. Each deputy handles communications responsibilities for various key issues. The positions require several years experience in public relations, communications or related fields.
2. Duties include:

- a. Manage all public relations/spokesperson/governor staffing duties relating to their key issues;
  - b. Write the Governor's remarks for weekly news conferences pertaining to their key issues;
  - c. Respond to a wide variety of media inquiries each day;
  - d. Develop and maintain collaborative relationships with their counterparts in state agencies that pertain to their key issues; and
  - e. Provide monthly summary of media activity on key issues for overall monthly communications report.
3. The three deputies also share administrative duties for the office, including maintaining a monthly communications staff calendar and providing the Governor and senior staff with a monthly summary of public relations activities. There is an option of creating a position within the office that strictly handles administrative duties. That position wouldn't necessarily require extensive public relations experience.

Contact Sharon Wallace, 902-4119, [sharon.wallace@gov.wa.gov](mailto:sharon.wallace@gov.wa.gov)

### **Constituent Services Office**

The Constituent Services unit consists of a manager, correspondence analysts, a VIP analyst, a VIP editor, correspondence writers, and Constituent Relations Representatives. The following is a brief description of their different roles:

#### Constituent Services Manager

1. The manager ensures that all correspondence is routed appropriately and that all constituents are responded to in a timely and accurate manner. The manager also updates the office with current trends – what type of contacts are we receiving? what are the “hot issues?”
2. Additionally, the manager handles urgent requests for assistance.

#### Correspondence Analysts

1. After sorting correspondence by addressee and separating it based on "priority" mail and "regular" correspondence, the Correspondence Analysts must determine the topic and purpose of each contact and where it needs to go for response.
2. They also are responsible for standard responses for requests such as state retirements, birthday letters, anniversary letters, book submissions, eagle scouts, military retirements, and certificates.

#### VIP (Priority) Correspondence Analyst

1. The VIP analyst handles all priority calls and correspondence.
2. Responses to VIP correspondence are generally personally signed by the governor.

#### VIP Editor

1. The editor is responsible for ensuring that priority correspondence, prepared for the Governor's signature, is grammatically correct, in the right format, and stylistically consistent with the Governor's Executive Correspondence Guidelines.
2. The Guidelines are available on the Web at <http://sww.wa.gov/correspondence/exec/index.html>
3. "VIP Correspondence" is defined as correspondence from:
  - a. Elected officials (the President, members of Congress, state legislators from Washington or other states, other governors, elected officials from cities or counties in Washington), including most *former* elected officials.
  - b. State or federal cabinet members.

- c. Governors' associations.
- d. Officials from foreign countries.
- e. Significant state or national organizations (e.g., labor unions, business organizations, social services representatives, environmental groups, etc.).
- f. Recognized national, state or community leaders (from business, education, environmental, etc.)
- g. Personal correspondence from family or friends of the Governor's.
- h. Others as deemed appropriate.

#### Correspondence Writers

1. There is a vast array of topics addressed by constituents when writing to the Governor. Correspondence writers are assigned to several subject areas by the Constituent Services Supervisor. A Correspondence Writer becomes knowledgeable about his/her issues, which promotes continuity and consistency in responses
2. It is the goal that all correspondence be responded to within two weeks. Writers use this time to research, draft, edit, and gain approval (if appropriate). The response is then sent via email or mail. The necessary information and language is obtained by contacting other staff members, state agencies, Executive Policy staff, the library, Internet, or other resources. Correspondence writers generally follow the Executive Correspondence Guidelines that contain information about formatting and style. Writers are responsible for staying current in their issue areas and anticipating what issues will likely generate constituent contacts to the Governor's Office.
3. For issues that generate a significant number of contacts, the writer prepares a standard (form) letter, which means that a high volume of mail can be responded to more quickly. Standard letters are also used to respond to popular types of requests the Governor receives from state residents. These requests include Eagle Scouts recognitions, birthdays, anniversaries, state employee and naval retirements, and students seeking basic information about the state.

#### Constituent Relations Representative (CRR)

1. CRRs respond to constituents by telephone, create the referral, and enter the case notes into Constituent Response Tracking (CRT). They receive typical types of contacts by e-mail or telephone messages.
2. Routinely, a constituent will walk into the office and request to speak with the Governor. The CRRs meet with the constituent in the reception area on behalf of the Governor.

Contact Barbara Kendrick, 902-4118, [barbara.kendrick@gov.wa.gov](mailto:barbara.kendrick@gov.wa.gov)

#### **Executive Policy Office**

The Policy Office is comprised of approximately 20 policy advisors, an Executive Assistant, Office Manager, and three administrative assistants as well as the policy coordinator and the policy director. The policy advisors are experts in specific areas of government policy including: child welfare, development disabilities, early learning/child care, economic development, energy, environment, health care, general government, higher education, international trade, justice/corrections, human services, K-12 education, regulatory reform, sustainability, telecommunications, transportation, and vocational rehabilitation.

The Policy Office serves three primary functions: legislative analysis, executive request legislation, and interagency coordination. The legislative analysis function represents the review, monitoring, tracking and, at times, negotiating more than 3,000 bills per session. At the conclusion of session, as many as 300 bills will arrive at the Governor's Office for action. A key

role of the policy staff is to make recommendations to senior staff and the Governor as to what action the Governor should take on a given bill. The last weeks of session and the Governor's 20-day bill signing period at the conclusion of session are stressful and work intensive times for the policy staff.

The executive request function deals directly with the Governor's priorities and therefore is a top priority for the Policy Office. Executive request legislation is developed by the Policy Office in the early fall, working closely with key legislators, stakeholders, agencies, and senior staff. The development of a complimentary relationship between the Governor's budget request and the executive request legislation is the joint responsibility of the policy and OFM budget staff. The executive request legislation and the budget are finalized by the Governor in early December and introduced to the Legislature the first week of session in January.

The interagency coordination function helps to keep the executive branch speaking with one voice. The Policy Office works many issues and bills, which impact multiple agencies. It is the responsibility of the policy staff to convene weekly meetings with affected agencies and with senior staff to discuss and develop unified positions on bills and issues. These weekly meetings are usually scheduled before the start of session. The policy staff need to develop a positive relationship with an agency's director and legislative liaison for successful interagency coordination.

These primary functions represent the majority of the Policy Office workload, but staff is involved in many other activities, including a leadership role in the Priorities of Government process to develop the Governor's budget; staffing, chairing and otherwise participating in many ongoing workgroups, task forces, and committees; and, of course, dealing with the new problems/issues that come to the Governor's Office from citizens, local governments, federal government, and legislators on a daily basis.

An organization chart for the Policy Office is included in this documents. Please do not hesitate to directly contact staff in the Policy Office for their desk reference manual, which discusses their specific responsibilities and current issues.

Contact: Bill Alkire, 902-4117, [bill.alkire@gov.wa.gov](mailto:bill.alkire@gov.wa.gov)

### **External Affairs Office (Office of International Relations and Protocol, Boards and Commissions, and Community Relations/Outreach)**

The Director of External Affairs oversees the Office of International Relations and Protocol, Boards and Commissions, and Community Relations/Outreach departments. The Director also serves as a member of the senior staff team and works with members of the senior staff, policy office, and stakeholders to move the Governor's policies forward.

The Executive Assistant provides executive and administrative support to the Director of External Affairs, including oversight, coordination, and maintenance of the Director's calendar. The Executive Assistant prepares, reviews, and processes the Director's correspondence, travel arrangements, office files, and manages special projects assigned by the Director.

The Office of International Relations and Protocol promotes educational and cultural exchanges with other nations; and manages the State's official relationships in Japan, China, Mexico, Korea, and the Philippines.

1. Office of the Governor: The office coordinates/organizes the Governor's trade missions; provides information and briefings prior to meetings or foreign trips; is responsible for recommending which foreign officials should meet with the Governor and how the meetings should be conducted; selects appropriate gifts for foreign officials; arranges receptions, luncheons and other events hosted by the Governor; and represents the Governor at official functions involving international relations.
2. State Officials and State Agencies: The office arranges meetings between Washington State officials and their foreign counterparts; provides information and briefings to state officials prior to meetings or foreign trips; provides information on international relations, foreign customs and protocol; recommends which foreign officials should meet with state officials and how meetings should be conducted.
3. Consular Corps and Foreign Government Officials: The office assists foreign government representatives with information and education on the state of Washington, including the arrangement of seminars on Washington State government and the coordination of the Governor's trade missions.
4. Protocol Fund (RCW 43.290.020): The office identifies and solicits appropriate firms to provide funds for hosting and gifting of foreign officials. The office shall open and maintain a bank account into which it shall deposit all money received. Such money and the interest accruing thereon shall not constitute public funds, shall be kept segregated and apart from funds of the state, and shall not be subject to appropriation or allotment by the state or subject to chapter 43.88 RCW.

The Boards and Commissions team directly coordinates the recruitment and appointment of members for various state boards, commissions, and councils.

1. Recruitment: Boards and Commissions staff work with board directors, current board members, legislators, associations, policy advisors, senior staff, and outreach staff to locate and recruit respected, highly ethical individuals who meet the qualifications for gubernatorial appointment.
2. Appointments: Constituents interested in being appointed to a board mail their applications to the Governor's Office. The applications are routed through the advisors mentioned in the recruitment section. Once a candidate has completed the review process, the candidates are presented to the Director of External Affairs, Chief of Staff, and eventually the Governor for final approval. The Governor makes approximately 500 boards and commissions appointments a year.
3. Senate Confirmation, Public Disclosure Reporting (PDC), and Paid Positions: Eighty-two boards require Senate Confirmation; 72 boards require PDC reporting; and 11 boards are salaried positions. If a position requires Senate Confirmation, the applicant must complete a Senate Confirmation Questionnaire and return it to the Governor's office before the Governor officially appoints the applicant. The same rule applies to PDC Reporting – the PDC forms must be returned to the Governor's office in order for the applicant to be officially appointed. (See RCW 43.06.030, "For a gubernatorial appointment to be effective, the governor must transmit to the secretary of the senate notice of the appointment, along with pertinent information regarding the appointee, within fourteen days after making any appointment subject to senate confirmation.")
4. Vacancies: The Boards and Commissions Vacancy Book contains a complete list of each board with board descriptions; member qualifications; legal citation; compensation; number of meetings; whether PDC reporting or Senate Confirmation is required; number of positions the governor appoints and how many positions are open in the year. These books are distributed throughout the year to agencies, associations, citizens groups, and to any constituent interested in an appointment to a board or commission. The Vacancy Book can be accessed at <http://www.governor.wa.gov/boards/boards2004.pdf>.

The Community Relations/Outreach Office maintains two regional offices – one in Vancouver and one in Spokane. The purpose for the regional offices is to represent the face of the Governor at various events and expand services to the citizenry who are not able to travel to Olympia. A Public Liaison Officer staffs each regional office. Volunteer interns are used to supplement ongoing activities in the regional offices. Additional Public Liaison Officers are based out of Olympia along with the Special Assistant for Community Relations, who manages the Community Relations/Outreach department and provides direct supervision, guidance and support to the Public Liaison Officers.

Contact Nancy Biery, 902-039, [nancy.biery@gov.wa.gov](mailto:nancy.biery@gov.wa.gov)

## **Legal Counsel**

**General Advice/Training:** Provides advice on a wide range of legal issues, including, but not limited to, Ethics Act questions, legal ramifications of pending legislation, appointment statutes, and Public Record Act exemptions. Also, provides information and training to staff from time to time, particularly regarding Ethics Act requirements, and the Whistleblower Act.

**Special Assistant Attorney General:** The Attorney General appoints the Governor's Counsel as "Special Assistant Attorney General." This is to ensure that there is no question as to his or her authority to serve as the attorney for the Governor and to protect privileged communications.

**Litigation:** Coordinates with the Attorney General's Office on litigation where the Governor is named as a defendant, or has instituted a lawsuit as a plaintiff. The Counsel signs for all service of process and forwards pleadings to the Attorney General's Office. Also receives updates from the Attorney General's Office regarding major state litigation and possible amicus filings.

**Judicial Appointments:** Manages the judicial appointment process. The Governor is often asked to appoint judges to fill vacancies on the Superior Courts, Courts of Appeals or the State Supreme Court, or to fill newly created positions. These appointments stand until the next general election.

**Clemency and Pardons:** Attends meetings of the Clemency and Pardons Board, which provides recommendations to the Governor regarding clemency. In conjunction with the Assistant Attorney General to the Board, develops memos summarizing the recommendations of the Board. As approved by the Governor, drafts all pardons and commutations. Attested by Secretary of State and transmitted to the Legislature.

**Extraditions:** Extradition is the legal surrender of an alleged criminal, apprehended in one jurisdiction, to another state, country, or other governmental unit for trial. The Legal Affairs Assistant, who coordinates review with the Attorney General's Office, handles the processing of extradition documents.

**Bill Signing/Veto Process:** Manages the bill review process after the legislative session, including editing and approval of all veto messages. Also arranges for bill signing ceremonies and provides notice of action to the House and Senate.

**Administrative Procedure Act Appeals:** The Administrative Procedures Act (APA) allows for appeals to the Governor when an agency has denied a petition to repeal or amend an agency

rule. The Governor must respond within 45 days of receipt of the petition, or within 7 days in the case of emergency rules.

**Tribal Compacting:** Works with the Gambling Commission and tribes to establish or amend class III gaming compacts as authorized by the Indian Gaming Regulatory Act (IGRA). State-Tribal compacts are required before a tribe may conduct class III gaming. Also work with the Department of Revenue and tribes with respect to cigarette contracts. Cigarette contracts allow tribes to assess a tribal tax for essential government services in lieu of state taxes. The tribal tax starts at 80% of the state rate and at the end of three years is fixed at 100%.

**Executive Orders/Directives:** Drafts all Executive Orders for the Governor's signature. Executive Orders are typically policy statements by the Governor meant to persuade persons, both within and outside of government, to accomplish the Governor's policy set forth in the order; executive orders do not have the force and effect of law except as delegated by the Constitution or by statute. An executive order may also be a directive from the Governor to state agencies communicating something the Governor wants them to accomplish. Attested by Secretary of State.

**Proclamations (Emergencies/Special Sessions):** Drafts emergency proclamations in the event of public disorder, a disaster, an energy emergency or a riot that affects life, health, property or the public peace. Also, drafts proclamations for extra legislative sessions, which may be convened for a period of not longer than 30 days. Attested by Secretary of State.

**Day Book:** Maintains "Day Book," which is a daily record of all gubernatorial items of importance, including records of the Governor's appointments to boards and commissions, pardons, extradition warrants, executive orders, proclamations, etc.

**Public Disclosure Reporting:** Ensures that the Governor and staff subject to the public disclosure filing requirements for lobbying (L-5 form) and financial affairs reporting (L-1 form) are reminded of their obligations.

**Public Records/Archiving:** Advises agency public record officer regarding replies to public records requests. If exemptions to disclosure are asserted, drafts agency response citing relevant statutory exemptions. Advises staff regarding record retention obligations.

**Bond Documents:** Reviews bond documents prior to the Governor's signature. Bonds are typically submitted by the Washington Higher Education Facilities Authority (WHEFA), Washington Health Care Facilities Authority (WHCFA), Washington State Housing Finance Commission (WSHFC), and Washington Economic Development Finance Authority (WEDFA). The General Counsel also serves as the Governor's designee on the WHEFA and the WHCFA.

**Deeds:** Reviews deeds from Department of Natural Resources, the State Parks Commission, and the Department of Fish and Wildlife prior to the Governor's signature.

**Law Enforcement Medal of Honor Committee:** Serves as the Governor's designee to this Committee, which reviews nominations and selects recipients of the Law Enforcement Medal of Honor. This award is given for exceptional valor or loss of life in the line of duty; most of the medals are posthumously awarded. As special ceremony is held where the Governor presents the medals to widows/family, and the Attorney General gives the keynote.

Contact Jennifer Joly, 902-0484, [jennifer.joly@gov.wa.gov](mailto:jennifer.joly@gov.wa.gov)

## **Legislative Director**

The Legislative Director has three primary functions: development and passage of the Governor's request legislation, serving as the contact between the Governor and the four caucuses of the Legislature, and coordinating legislative issues/agendas between state agencies, the Policy Office, and Governor's Office. The development and passage of Governor request legislation is the Legislative Director's most important function. Governor request legislation (also called executive request) includes key bills that must be approved during the legislative session to help implement the Governor's vision for Washington State's future. The passage of the Governor's request package is a team effort within the administration. The Governor will spend more time promoting the executive request package (which includes the Governor's budgets) during a session than anything else. Therefore, it is imperative that the Legislative Director has a clear strategy for the use of the Governor's time to work individual bills within the executive request package.

Serving as the contact between the Governor and the four caucuses of the Legislature requires more time than is ever available for the Legislative Director. Each caucus, like the Governor, has a session agenda to help create the vision it has for Washington's future. The director's responsibility is to understand what those agendas are and how they help or hinder the Governor's vision for the state. Typically a legislative session requires significant give and take between the caucuses and the Governor. So, it is critical for the director to understand how to prioritize within and between these overlapping and sometimes conflicting agendas. To accomplish this the director must have strong relationships with the leaders of each caucus and their key staff members. The director builds those relationships throughout the year in weekly meetings with legislative staff and by traveling to the legislators' district offices to meet with them and their constituents. The director organizes and participates in numerous meetings with legislators and the Governor. Most of these meetings occur in the Governor's Office, but it is also necessary to have the Governor meet with legislators in their caucuses, on the floor, or at the mansion as well as bill signing ceremonies in specific legislative districts.

Coordinating legislative issues/agendas between the agencies' policy offices and the Governor's Office is also a function that requires more time than is available. The majority of legislative issues/bills, proposed by the administration, involve a state agency or multiple agencies. Because it is critical that the administration speak with one voice on any legislative issue, the director meets with agency legislative liaisons and policy staff for a particular policy area, such as human services, environment, or general government, on a weekly basis during session. These meetings are primarily intended to establish strategies for the coming week and compare observations on issues or legislative trends. The director also leads weekly discussions between senior staff and agency directors on issues before the Legislature to help establish unified positions. The agencies often have their own legislative agenda that the Legislative Director has reviewed. These agendas, while not executive request, have been approved by the Governor and are a priority for the Legislative Director, who will assist the agency when needed.

These three primary functions represent the major portion of the Legislative Director's workload, but are certainly not all the activities in which he/she would be involved. Other activities include one-on-one work with stakeholders, concerned citizens, and lobbyists involved with legislative session. This activity occurs throughout the year, but tends to be most intense during the last weeks of session and the week following, when the Governor must take action on a particular bill. Many of the new issues of the day (unexpected issues), which impact the Governor's

Office, have a legislative flavor and require the review and recommendation of the Legislative Director.

Contact: Bill Alkire, 902-4117, [bill.alkire@gov.wa.gov](mailto:bill.alkire@gov.wa.gov)