LEGISLATIVE KICK-OFF 2025

UW Finance, Planning & Budgeting UW State Relations



FPB POLICY, PLANNING & STATE OPERATIONS (PPSO) TEAM CONTACTS

Jed Bradley

jedbrad@uw.edu (206) 616.4

Christine Leibbrand

cleibb@uw.edu (425) 647.5101

Shalom Mhlanga

smhlanga@uw.edu (graduate intern)

Lauren Hatchett

lehatch@uw.edu (206) 616.7203

Michael Lantz

mlantz5@uw.edu (206) 543.7466



LEGISLATIVE PROCESS, BILL ANALYSIS, & LOBBYGOV

Lauren Hatchett

Senior Policy Analyst Finance, Planning & Budgeting



WHY DOES IT MATTER?

Legislative decisions impact:

- > **Higher ed. policy** (tuition & financial aid, access, preparedness, curriculum, enrollment).
- > **UW operations** (budget, sustainability, transportation, real estate).
- > Health care policy affecting UW Medicine.
- > Lots of other things (research, land use, forest lands, etc.)



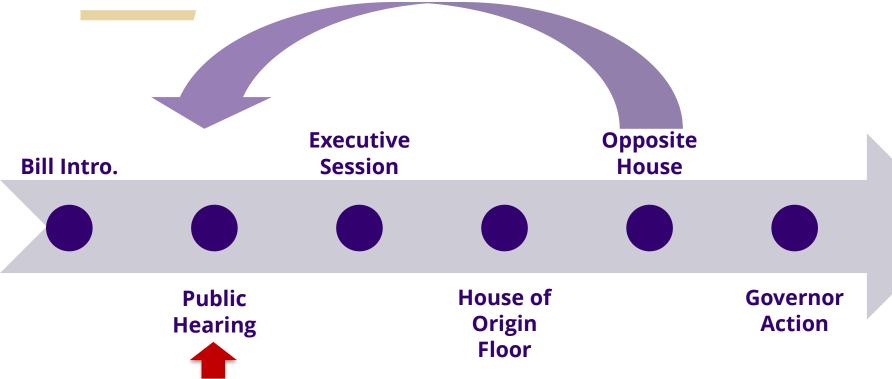
LEGISLATIVE TERMS

- > "House of Origin" or "First House": The chamber in which a piece of legislation originates (can be House or Senate)
- > "Opposite House" or "Second House": The second chamber through which a piece of legislation moves
- > Substitute bill: (SSB or SHB) a new version of a bill that completely replaces the original bill
- > "Striking amendment" or "striker": an amendment that removes everything and inserts a new bill
- > Engrossed: (E2SHB) legislation into which one or more amendments have been incorporated, and has passed a chamber



LEGISLATIVE PROCESS

Need feedback here!





STEP 1: READ THE BILL

Bill Information > SB 5227

Search for another bill or initiative:

5227



Bill Initiative



Search

SB 5227 - 2021-22

Requiring diversity, equity, inclusion, and antiracism training and assessments at institutions of higher education.

Sponsors: Randall, Nobles, Das, Lovelett, Wilson, C., Hasegawa, Hunt, Keiser, Kuderer, Liias, Nguyen, Stanford



Scroll Down

Comment on this bill

Get Email Notifications

RSS Notifications

Go to documents...

Go to videos...



Make sure you're reading the right version! Most recent will be last.

Available Documents

For a complete list of documents, go to Online Reports Text of a Legislative Document.

Bill Documents

Original Bill
Substitute Bill
Second Substitute
Engrossed Second
Substitute
Bill as Passed Legislature
Session Law

Bill Digests

Bill Reports

Senate Bill Report (Orig.) Senate Bill Report

Senate bili keport

Engrossed Second Substitute House Bill

Analysis 2021

Engrossed Second Substitute House Bill

Report

Engrossed Second Substitute Senate Bill

Report

Final Bill Report



Bill reports can provide helpful context but <u>are not</u> a replacement for reading the bill!

- AN ACT Relating to eligibility of the state medal of merit; amending RCW 1.40.010.
- 3 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

NEW SECTION. Sec. 1. The legislature finds that live mascots play an important role in fostering pride, unity, and goodwill among not just their devoted fan base, but the broader Washington community. These mascots often serve as cultural icons and ambassadors, creating meaningful connections and enriching the social fabric of the state.

The legislature also finds that Dubs II, the UW Mascot, has dutifully served as an effective representative of the University of Washington and as a friend to the people and state of Washington.

Therefore the legislature intends to recognize and honor the contributions of live mascots by expanding eligibility of the state medal of merit to include beloved, live mascots whose contributions exemplify the spirit and values of the state.

"NEW SECTION" language is <u>all new</u> but is not underlined. Please read carefully!



Sec. 2. RCW 1.40.010, State medal of merit, is amended to read as follows:

There is established a decoration of the state medal of merit with accompanying ribbons and appurtenances for award by the governor, in the name of the state, to any person entity, including individuals or live mascots, who has been distinguished by exceptionally meritorious conduct in performing outstanding services to the people and state of Washington, upon the nomination of the governor's state medal of merit committee.

Struck out text is to be removed from existing statute.

18

19

20

21

22

23

2.4

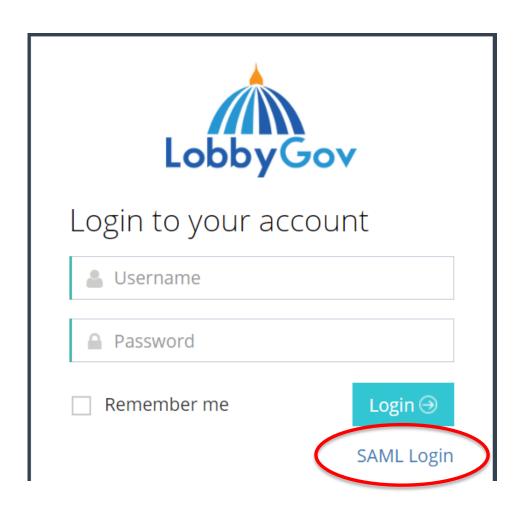
Underlined text is entirely new language







WHAT IS LOBBYGOV?



uw.lobbygov.com



REVIEWER VIEW OF LOBBYGOV

Action Needed: Review Legislative Bill Proposal



LobbyGov Agent<no-reply@lobbygov.com>





Hello,

You have been identified by the Office of Finance, Planning & Budgeting (FPB) as a reviewer for a legislative bill proposal. As soon as possible, please review the bill and provide requested feedback through the UW's LobbyGov platform.

Please log-in to uw.lobbygov.com to review this bill, or click the link below. You may need to select "SAML login" to be directed to the UW login page.

For additional legislative and bill analysis resources, please visit: https://www.washington.edu/opb/state-operations/bill-tracking-legislative-resources/

Please reach out to Jed Bradley (jedbrad@uw.edu) or a member of the FPB Policy, Planning & State Operations team if you have any questions.

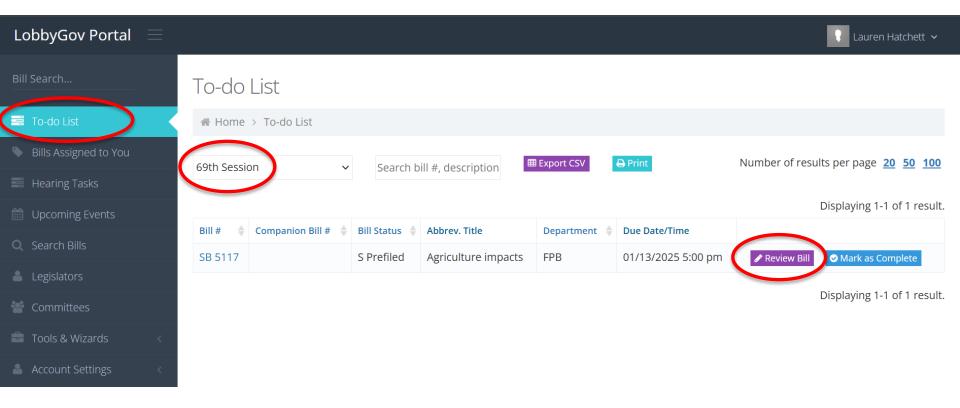
HB 1000 - Expanding the circumstances that may constitute a major violation of the uniform controlled substances act.

Please login for further details.



Tue 1/7/2025 5:32 PM

REVIEWER VIEW CONT.





Review SB 5117 (Analysis Pending)

→ Home > To-do List > Review SB 5117 (Analysis Pending)

% Legislature Bill Page

% Bill Summary

Status: S Prefiled

Short Description: Protecting agriculture.

Other Departments Assigned To: Example for Kick-off

Other reviewers in your department: Jed Bradley, Michael Lantz, Christine Leibbrand-Lapinsky

Notes: Example notes for Kick-off. If there were notes from the FPB team they would appear here!



PROVIDING ASSESSMENTS

Helpful:

- Provides a detailed summary on what the bill does & how it changes current policy.
- Summarizes how the change would affect UW.
- Recommends a position and priority.

NOT HELPFUL:

No assessment provided

Less Helpful:

- Limited and does not assess the impact of the bill.
- Indicates concerns and recommends as a high priority bill but does not detail what the concerns are.
- Does not offer amendments to alleviate concerns.
- Does not offer any helpful rationale for opposition.



▲ Jed Bradley OPB	
Initial Questions	☐ Bill misassigned to Department ☐ Bill doesn't impact University of Washington
Review Questions	 1. Please assess the impact of this bill on the UW. The University manages lots of land that is impacted by beavers (Arboretum, forest lands, etc.). We want to maintain healthy beaver populations, so I think we should support this bill. 2. Do you have any suggested amendments for the bill? If so, please include them below in as much detail as possible. Please specify the extent to which any suggested changes are needed. I agree that the plan should focus on "managing beaver conflicts and mitigating property damage." We tried to ask them nicely to use something other than our trees to build their dams but they yelled at us. I don't think this bill emphasizes how important humans are. The bill says that beavers are a "keystone species." However, they are clearly not as important as humans, so we should be the keystone species and they should be called a "building block" species.
	3. How would this proposal advance or hinder UW's Diversity Blueprint goals?: www.washington.edu/diversity/diversity-blueprint/resources/ Who could be positively or negatively impacted (e.g., based on gender, race, ability, age, sexuality, ethnicity)?
	The bill would provide funding for "financial assistance for protecting beaver habitat or participating in a beaver relocation project." This state funding would be better used for financial aid to improve access and affordability for our students, not for beavers who live very simple lives. The only Beavers we should be relocating are students from Oregon State University to the UW.
	4. What did we miss?
Recommended Position	Concerns
Recommended Priority	High
Is your review complete?	Ves

Review Questions 1. Please assess the impact of this bill on the UW. There is potential for impact. This bill details and underscores the role beavers play in Washington ecosystems, and directs the Department of Fish and Wildlife to create and implement a statewide beaver ecosystem management plan. The bill outlines a number of provisions that must be included in the management plan; a few of these areas have the potential to impact the UW dependent on the types of lands (e.g., riparian or waterfront) currently own and manages. If the UW does have lands that are current or former beaver habitats, then the UW may be impacted by section 7 items (4) pertaining to technical assistance, (5) pertaining to reintroduction to habitats, and (8) pertaining to partnerships. 2. Do you have any suggested amendments for the bill? If so, please include them below in as much detail as possible. Please specify the extent to which any suggested changes are needed. If the UW has riparian lands or owns land that are beaver habitats, consider adding either a subsection of Section 2, to create "Section 2, item (8) a" or "Section 2, item (10)" which states: "Evaluating potential actions developed for positive and negative impacts to communities that have been **Specific** historically impacted by environmental racism such as low-income and communities of color" amendments are extremely 3. How would this proposal advance or hinder UW's Diversity Blueprint goals?: www.washington.edu/diversity/diversity-blueprint/resources/ Who could be positively or negatively helpful! impacted (e.g., based on gender, race, ability, age, sexuality, ethnicity)? The bill has the potential to advance "Goal 5: Develop Place-Based Education and Engagement to Advance Access, Equity, and Inclusion" within the Diversity Blueprint given the provisions related to building partnerships with local stakeholders, specifically tribes. The bill does not include any specific directives or action broader community beyond collaboration with stakeholders to formulate the Plan. This collaboration could yield results that advance equity for groups such as Black, Indigenous and People of Color who have historically been impacted by environmental racism. However, the Management Plan ultimately developed will be a clearer document to evaluate for positive or negative impacts. 4. What did we miss? This bill that seems to have no immediate fiscal impact to the UW. If passed, and if there is UW land with beavers on it, consider monitoring the development of the Plan. Recommended Position Neutral Recommended Priority

▲ Michael Lantz орв	
Initial Questions	☐ Bill misassigned to Department ☐ Bill doesn't impact University of Washington
Review Questions	 Please assess the impact of this bill on the UW. In its current form, this bill will likely have significant and negative impacts to the UW. Do you have any suggested amendments for the bill? If so, please include them below in as much detail as possible. Please specify the extent to which any suggested changes are needed. The implementation timeline for the bill needs modifications. Also, certain key terms are missing definitions. How would this proposal advance or hinder UW's Diversity Blueprint goals?: www.washington.edu/diversity/diversity-blueprint/resources/ Who could be positively or negatively impacted (e.g., based on gender, race, ability, age, sexuality, ethnicity)? This bill will hinder our ability to recruit and retain diverse faculty and staff. Students will also be impacted. What did we miss?
Recommended Position	Oppose
Recommended Priority	High

Guidance for selecting a position/priority can be found in our <u>Bill Tracking Overview</u>

Recommended Position	Neutral 🗸
Recommended Priority	Monitoring ~
Attached Files	≛ Upload
Is your review complete?	● Yes ○ No
	Cancel Save Download PDF

Don't forget to select "Yes" and "Save" when your review is complete.

QUESTIONS TO CONSIDER:

- > What does this bill add/remove from existing law?
- > Would this have a fiscal impact? (e.g., additional staff, materials, travel)
- > Would it have a programmatic impact? (e.g., time from a PI)
- > Would it have an operational impact (facilities, sustainability?)
- > What amendments would you recommend? (i.e., what improvements could be made to the bill in its current form?)

HELPFUL REMINDERS...

- > Be clear and concise
- > Note any areas of confusion
- > Provide some education
- > Give us a sense of importance & scale
- > Pay attention to the version of the bill you are responding to

And please....

> Respond as soon as possible!



LEGISLATIVE RESOURCES



State Funding Policies

Legislative Process &

and Guidelines

Terms

HOME / UW BUDGET ~ / TUITION & FEES ~ / UW DATA ~ / STATE OPERATIONS ~ / BRIEFS / BLOG / FPB ORG CHART ~



A > Planning & Budgeting

Finance, Planning & Budgeting

Reporting to the Senior Vice President, Finance Planning & Budget

community in accomplishing its goals through the planning and allocation of financial and physical resources, and by providing analysis and information services to enhance university



QUICK LINKS

Fast Facts
UW Budget



QUESTIONS?



FISCAL NOTE UPDATES AND REMINDERS

Michael Lantz

Policy Analyst Finance, Planning & Budgeting



WHAT IS A FISCAL NOTE?

An estimate of a bill's fiscal impact

- > 6-year projection
- > Least expensive way to reasonably implement the bill
- > Tied to a specific version of a bill
- > Helps legislators evaluate a bill's costs and merits
- > Informs legislative staff, journalists, lobbyists, etc.



WHY SHOULD YOU CARE ABOUT FISCAL NOTES?

They are important because:

> They inform legislative decisions that impact the UW ... so, we need to be responsive and accurate.

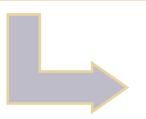
They are tricky because:

- > We have less than 72 hours to respond
- > They cover a huge variety of topics
 - ... so, we need your help!



THE FISCAL NOTE PROCESS

FPB receives and distributes request



Assessors and FPB analyst draft and finalize FN



FPB analyst reviews and submits FN



TO RESPOND TO A FISCAL NOTE REQUEST...

- 1. Read the email from your FPB Analyst, note the due date, respond to let us know you're on it
- 2. Read the bill for how it impacts the UW
- 3. Coordinate your response with and loop in others as needed (Bothell and Tacoma campuses, other units)
- 4. We use SharePoint for drafting FNs
- 5. Fill out the calculation and narrative on **SharePoint** templates
- 6. Use the **@** function in SharePoint or respond to the e-mail to let us know you are done!



PLEASE FILL OUT

> <u>Summary</u>: overview of how the bill would impact the UW (or why it wouldn't)

One or more of the following areas of impact:

- > <u>Cash Receipts</u>: estimated tax or fee collections
- > <u>Expenditures</u>: estimated costs to implement the bill, assumptions made
 - FTEs: additional staff time needed
- > <u>Capital</u>: expenditures and FTEs, plus predesign/design, construction, grants/loans, staff, and other costs



NARRATIVE

SUMMARY

← Brief overview

This bill establishes the Pesticide Application Safety Committee to: (1) explore how state agencies collect and track data; and (2) consider the feasibility and requirements of developing a shared database. It creates an advisory work group to collect information and make recommendations to the committee.

EXPENDITURES

← Cost drivers by section, assumptions, subtotals and total by FY

SECTION 2

Section 2 (1) establishes the Pesticide Application Safety Committee, stating that appointments to the committee must be made as soon as possible after the legislature convenes in regular session.

Sec 2(1)(i) lists the director of the University of Washington (UW) Pacific Northwest Agricultural Safety and Health Center, or an assistant designated by the director, as a required member of the committee.

Sec 2(3) states that the committee must hold its first meeting by September 2019 and must meet at least three times year. The co-chairs must consider costs and conduct committee meetings in Olympia when this choice would reduce costs to the state.

For the purposes of this fiscal note, the UW is assuming that there will be three meetings per year and that all three will occur in Olympia. This will require 0.02 FTE of a Professor and Director of the UW Pacific Northwest Agricultural Safety and Health Center (annual salary \$263,200, benefits rate 26.1 percent), for a total of \$5,264 in salaries and \$1,374 in benefits per fiscal year beginning in FY20. Additionally, this will require \$150 in travel costs per year.

The total cost to comply with this bill would be approximately \$6,788 per fiscal year beginning in FY20.

CALCULATIONS

EXPENDITURES - OPERATING													
Fund Title/Number		FY 20		FY 21		FY 22		FY 23		FY 24		FY 25	
001, General Fund-State	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	
TOTAL	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	
Object	FY 20		FY 21		FY 22		FY 23		FY 24		FY 25		
Salaries & Wages	\$	5,264	\$	5,264	\$	5,264	\$	5,264	\$	5,264	\$	5,264	
Employee Benefits	\$	1,374	\$	1,374	\$	1,374	\$	1,374	\$	1,374	\$	1,374	
Professional Service Contracts													
Goods and Services													
Travel	\$	150	\$	150	\$	150	\$	150	\$	150	\$	150	
TOTAL	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	\$	6,788	
FTEs - OPERATING													
Job Title, Full-Time Salary	# of FTE needed for each job title by year												
(not including benefits)	(ex. 0.25 FTE in FY20)												
Job title, full-time annual salary		FY 20		FY 21		FY 22		FY 23		FY 24		FY 25	
Professor, \$263,184		0.02		0.02		0.02		0.02		0.02		0.02	
TOTAL		0.02		0.02		0.02		0.02		0.02		0.02	



WHAT IF THERE ARE TOO MANY UNKNOWNS?

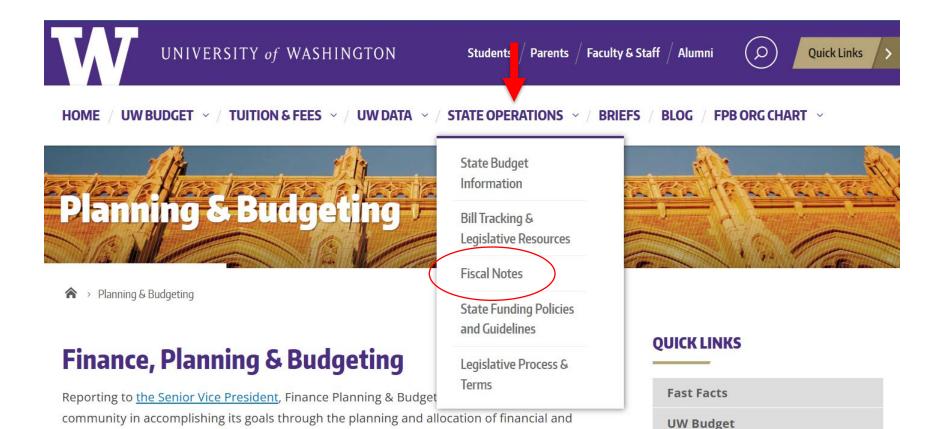
- > Talk to your assigned analyst (sooner than later) to discuss unknowns, options for scalability, options for identifying some determinate impacts.
- > Give us your best estimate.
- > "Indeterminate" fiscal notes rarely get funding!



TIPS & REMINDERS

- ✓ Fiscal notes take priority over general bill analysis
- ✓ Respond as soon as possible!
- ✓ Loop others in as needed (e.g. other staff and units, Bothell and Tacoma campuses)
- ✓ Avoid "indeterminate" responses; explain why if "no impact"
- ✓ Write for a general audience: avoid jargon, spell out acronyms
- ✓ Identify and explain all assumptions. Calculations repeatable, logic clear
- ✓ Report the bill's incremental impact over current law (new costs/impacts)
- ✓ Identify costs/receipts as one-time or on-going (current dollars, no inflation)
- ✓ Consider implementation dates—what fiscal years are affected?
- ✓ For <u>additional staff/time</u>, we need title, full-time annual salary, benefits rate/classification, and percent FTE
- ✓ Remember, we just need estimates and your best guesses!

RESOURCES



physical resources, and by providing analysis and information services to enhance university



QUESTIONS?



2025 LEGISLATIVE SESSION & BUDGETS

Jed Bradley

Executive Director of Policy, Planning & State Operations Finance, Planning & Budgeting



BIENNIAL SESSIONS & BUDGETS

- > Biennial sessions last 105 days, with the possibility of one or more 30-day special sessions (January 13 April 27)
- > Biennial budgets are *usually* our opportunity to request funding for:
 - New initiatives
 - Program expansions
- > Bill introductions start from a clean slate



2025 SESSION – REVENUE FORECAST & BUDGET OUTLOOK

The Economic and Revenue Forecast Council (ERFC) November revenue forecast:

- > Total state revenue projections were decreased by \$89 million in the current biennium (2023-25) and by \$181 million in the next biennium (2025-27), corresponding to a projected \$10 to \$12 billion budget deficit over the next four years
- > Total preliminary and projected Near GF-S revenue for each biennium:
 - \$66.39 billion for the 2023-25 biennium, 0.1% below the previous forecast, though still higher than revenue for the 2021-2023 biennium
 - \$71.43 billion for the 2025-27 biennium, 0.3% above the previous forecast

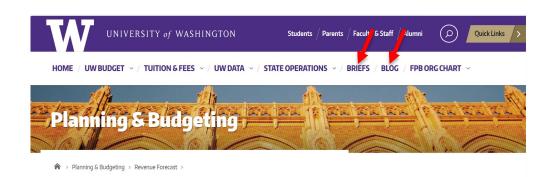


GOVERNOR INSLEE'S PROPOSED 2025-27 BIENNIAL BUDGETS

- Sovernor Inslee used the November forecast as a basis for his proposed 2025 supplemental operating budget, and his 2025-27 biennial operating and capital budgets. At a high level, these proposals would:
 - > Authorize 3 and 2 percent wage increases for most UW employees in FY26 and FY27
 - > Correspond to a one-time budget reduction of 0.1% of \$1.4 million for the 2025-27 biennium
 - > Include one-time funding for the Center for Behavioral Health and Learning, though provide no other policy-level funding
- > The Governor's capital budget would appropriate \$260.4 million in new state funding for capital projects, though it does not fund most Clean Energy Transformation proposed projects

AS A REMINDER...

- > Leadership in the House and Senate will release their own budget proposals over the course of session.
- > FPB will review budgets as they are released and will produce budget briefs for all major budget proposals
- > Stay tuned to session related emails and the FPBlog (https://www.washington.edu/opb/opb-blog/) for updates regarding:
 - Budget proposals
 - Revenue forecasts





TIPS FOR EFFECTIVE LEGISLATIVE ADVOCACY

Joe Dacca

Director
Office of State Relations



YES, YOU CAN:

- Engage in the political process as a private individual on personal time with private resources.
 - You may use your UW affiliation if you explicitly state you are speaking for yourself and not the University.
- Educate elected and state officials on policy or the work of the University, or serve as an expert on policy.
- Respond to direct legislative requests for information.
- ➤ Lobby an elected or state official as a UW employee using UW resources and report activities to the PDC via State Relations.
 - Lobbying typically involves asking public officials for something (policy, funding, etc.) or asking them *not* to do something.
- **Reach out to State Relations before interacting with elected/state officials.**



NO, YOU CAN'T:

- ➤ Lobby on bills or the budgets on behalf of the UW without coordinating with State Relations.
- Engage in grassroots lobbying as a UW employee during work hours using UW resources.
 - Grassroots lobbying typically includes a "call to action" to support or oppose specific policy or budget items. This includes UW emails.
- > Spend public funds or use public resources for political campaigns or ballot measures.
 - This includes facilities and participating in efforts during work hours.
- **UW lobbying guidance and disclosure requirements can be found on the State Relations website.**
 - https://www.washington.edu/staterelations



MEETING WITH LEGISLATORS AND TESTIFYING BEFORE A COMMITTEE:

- > Be early things move quickly during session.
- ➤ Be flexible schedules change often.
- > Be prepared and concise time is precious.
- ➤ Be gracious do not disparage other institutions, programs, legislators, or political parties.
- > Use concrete examples that connect policy and funding to the needs of the state and its residents.
- ➤ If you don't know the answer, that's ok, we'll find it together and follow up.

2025 SESSION & LEGISLATIVE AGENDA

Joe Dacca

Director
Office of State Relations



2025 SESSION AT A GLANCE:

- ➤ 105-day (long) session starting Jan. 13. The focus will be on passing the 2025-27 operating, capital, and transportation budgets.
- A "Democratic Trifecta" exists in Olympia.
 - New Governor Bob Ferguson.
 - Democrats have 60% majorities in the House and Senate.
- New Senate Majority Leader: Sen. Jamie Pedersen (D).
 - Leadership remains the same for the other caucuses: Sen. John Braun (R), Speaker Laurie Jinkins (D), Rep. Drew Stokesbary (R).
- Senate Ways & Means Committee has three new vice chairs.
 - Sens. Derek Stanford (operating), Yasmin Trudeau (capital), Noel Frame (finance).
- There will be a new chair of the House higher education committee.
- > Sen. T'wina Nobles will stay the Senate chair with Sen. Judy Warnick as the new ranking minority member.
- Big topics: budget, budget, budget.



UW 2025 LEGISLATIVE AGENDA

Operating Budget Priorities:

- > 100% state funding for all incremental compensation, benefits, and central services and approval/full funding for state-approved CBAs.
- ➤ Grow the local STEM and AI workforce to help meet student and industry demand: \$3.9M FY26, \$9.9M/year ongoing
 - <u>Bothell:</u> Increase enrollments in computer science, data visualization, data analytics and data science. Adds 108 annual degrees by FY28.
 - <u>Seattle:</u> Add 100 annual Allen School graduates by FY28 (third part of a four-biennium plan). Will be matched by investments in Al degrees and research.
 - <u>Tacoma:</u> Establish an undergraduate prelicensure B.S. in Nursing and a Doctor of Nursing Practice and expand existing B.S. program for registered nurses. Adds 45 degrees annually by FY30.



UW 2025 LEGISLATIVE AGENDA

Operating Budget Priorities:

- ➤ Improve and expand student support services: \$2.1M/year ongoing
 - <u>Tacoma:</u> 6.75 FTEs focused on student care, retention, and outcomes (i.e., social worker, mental health counselor, financial aid educator).
 - <u>Seattle:</u> 5 FTEs to support Dean's Scholars in the College of Engineering.
 - <u>Bothell:</u> Increase access to on-campus mental health services and add to the state's behavioral health workforce.
- ➤ Increase capacity for statewide climate action and solutions via the Climate Impacts Group and Office of the WA State Climatologist: \$750,000/year ongoing
- Address growing campus deferred maintenance backlog: \$25.83M/biennium



UW 2025 LEGISLATIVE AGENDA

Capital Budget Priorities:

- \$125M to construct and the modernize Chemical Sciences and Bagley Hall
- > \$292.6M (Climate Commitment Account) for campus decarbonization projects in Seattle
 - The UW has a five-part strategy to decarbonize the Seattle campus.
 - This request supports the first 10 projects outlined in the UW clean energy strategy, which are foundational to ongoing decarbonization efforts.







PLEASE AND THANK YOU:

- Coordinate advocacy with State Relations.
- Fill out legislative analysis when asked.
- Get your fiscal notes in on time.
- If you are lead on a major bill or issue, provide day and evening contact information so we can get a hold of you.
- Be a problem solver remember we're all on one team.
- ➤ If you need me and can't get in touch, don't panic call Morgan or Jordan.



QUESTIONS?

State Relations Team Contact Info:



Joe Dacca daccaj@uw.edu | 206-390-3176



Morgan Hickel mhickel@uw.edu | 206-303-8864



Jordan Caron jvcaron@uw.edu | 253-304-2277



Q&A

