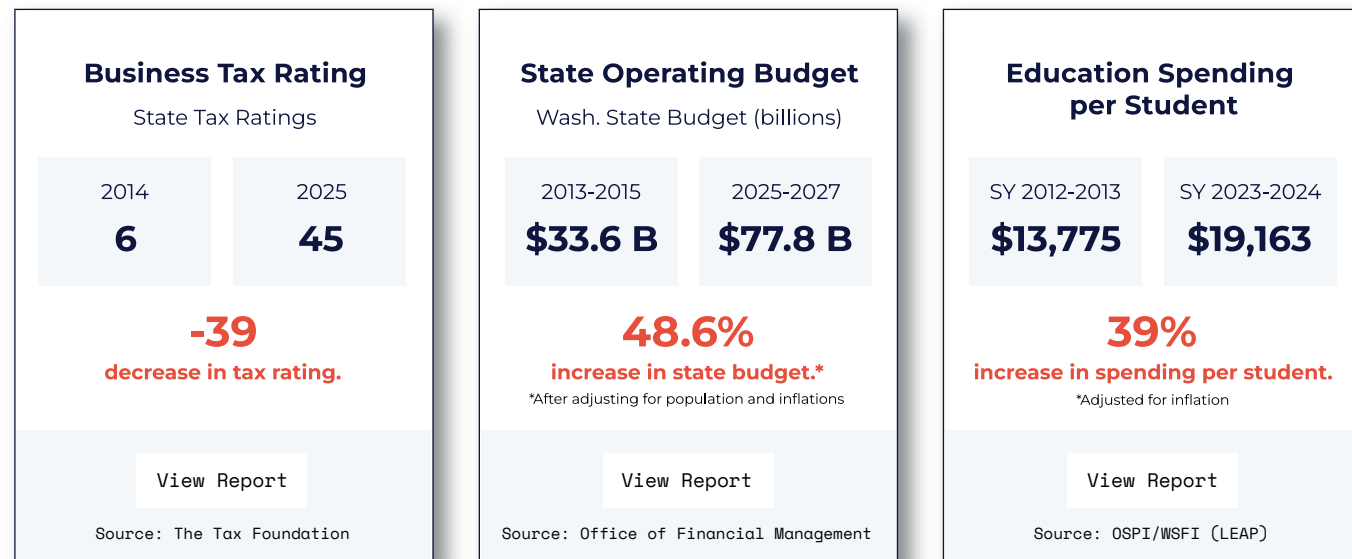




WASHINGTON
POLICY CENTER

2025 ANNUAL REPORT





In 2025, WPC released its first Report Card for Washington’s Future offering an unflinching look at where our state is in key policy metrics and sparking new media interest in policy impacts.

To Our Friends and Supporters,

As another consequential year in Washington policy comes to a close, I find myself reflecting on the nature of the work we do. There is a famous political quote often applied to the turmoil and tumble of public debate: “Politics is war by other means.” It is derived from famed Prussian general and strategist Carl von Clausewitz, who famously wrote, “War is a mere continuation of policy by other means.”

I’m not a fan of the metaphor. Yes, we have important ideological debates before us, but war is about destroying one’s opponent. At Washington Policy Center (WPC), our purpose is different. We exist to elevate the conversation, promote accountability and improve people’s lives through sound research, practical solutions and effective outreach.

I don’t have to tell you that Washington is a challenging place for accountability and free-market principles to gain ground, but I am proud to see WPC:

- Save taxpayers as much as \$50 BILLION in added costs with no additional public benefit by exposing and halting Sound Transit’s efforts for unprecedented approval to issue 75-year bonds instead of standard 20- to 30-year bonds.
- Expose the state’s electric vehicle subsidy program for failing to reduce emissions and primarily benefiting wealthy households and saving taxpayers at least \$45 million when legislators took our recommendation to end the program.
- Break barriers to reforms that removed unnecessary occupational licensing barriers,

making it easier for qualified professionals to live, work and serve Washington communities.

These are examples of the meaningful, tangible ways WPC helps make our state more affordable, our government more accountable and opportunity more accessible to everyone willing to do their part.

Yet, as proud as I am of what WPC has accomplished, it is not enough. We are not satisfied. Bad policy continues to undermine Washington’s competitive standing. State spending is out of control, student test scores are falling, our roads and bridges are deteriorating, and too many people remain unaware of Washington’s decline and the urgent need for change.

Washington deserves a government that measures success not by how much it spends, but by the results it delivers. Every tax dollar should be invested for a defined return. The choices Washington makes today will determine whether families, employers and innovators thrive here or increasingly look elsewhere. That is why WPC’s work has never been more important.

We know these things to be true, and we understand the urgency of our cause. Washington’s future is at stake.

I hope what WPC accomplished in 2025 replenishes



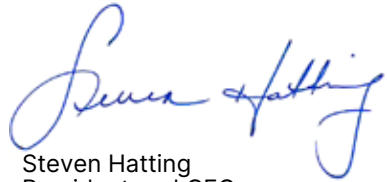
WPC BOARD OF DIRECTORS

your fighting spirit and gives you hope for the future. Change is possible, even in one of the nation's most challenging policy environments.

Most importantly, thank you. Everything described in this annual report and detailed at www.washingtonpolicy.org was made possible because people like you chose to invest in policy exploration and solutions.

On behalf of our board, staff and the countless Washingtonians who benefit from stronger public policy, thank you for believing in our mission. We are grateful for your partnership and look forward to building a more accountable, affordable and opportunity-rich Washington together.

With confidence in our future,



Steven Hatting
President and CEO
Washington Policy Center

Nathan Rimmer
Kevin Wallace
Anne Cowles
Martha Lee

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Adam Wray

WPC Leadership



Steven Hatting
President and CEO

Steven spent 25 years promoting the free market through advancement leadership at some of the nation's top public business schools, including 15 years in Seattle as associate dean at the Foster School of Business. At the University of Washington, he led alumni and corporate engagement, marketing & communications and philanthropy to construct three new classroom buildings, add 10 new graduate programs, double the endowment and climb the national rankings faster than any business school in America.



Todd Myers
Vice President for Research
Energy and Environment

Todd is an energy and environment policy expert whose original research and editorials have been featured locally and nationally by media sources including The Wall Street Journal, The Seattle Times, CNBC, Fox News and CNN. Todd oversees WPC's Research Agenda and is a frequent speaker at top policy conferences across the country.



Michele Fettel
Executive Coordinator

Michele is the Executive Coordinator / Board Liaison for Washington Policy Center. Michele excels at organization, problem solving and serving others. When not working she pursues travel and spending quality time with her family, friends, and her rescue dog Koda.



Lauren Smith
Assistant Vice President for Development

Lauren is a seasoned philanthropy professional with over 15 years of experience in nonprofit fundraising, marketing, operations, strategic planning and donor relations. She is known for her leadership, team management and ability to drive successful donor initiatives. Lauren's work in philanthropy has strengthened her belief that strong communities thrive through collective action.



David Boze
Communications and Strategy Director

David has 15 years of experience in political commentary from hosting two radio shows, and his writing has been featured in The Seattle Times, The Tacoma News Tribune and The Olympian, among other publications. David oversees and provides strategic direction for WPC's acclaimed podcast series, WPC on the Go.

WPC Research Team



Amy Ellisor
Marketing Director

Amy joined Washington Policy Center (WPC) as Marketing Director in 2025. As a seasoned marketing strategist, she brings over 20 years of experience in strategic communication, brand management and public relations (PR), large-scale project management, and process improvement. Her proven track record demonstrates significantly increasing brand visibility for firms while helping them achieve record growth.



Braden Goodwin
Operations Director

Braden oversees WPC's financial reporting, government compliance, human resources, and office management. He holds the title for longest serving employee at more than 22 years after starting at WPC fresh out of college as Administrative Manager. Braden holds a bachelor's degree in political science from the University of the South in Sewanee, Tennessee.



Ryan Frost
Budget and Tax

Ryan brings over a decade of experience in public sector finance and legislative analysis to his role and previously served as the Managing Director of the Pension Integrity Project at the Reason Foundation.



Paul Guppy
Senior Researcher

Widely regarded as one of the foremost policy experts in the nation, Paul is the former WPC VP for Research and previously worked in the U.S. Congress as a Chief of Staff and Legislative Director. He is a frequent commentator on radio and TV news programs, and in newspapers across the state.



Mark Harmsworth
Small Business

Mark is a small-business owner and previously worked in the Washington State House of Representatives where he served two terms. Prior to his legislative run, Mark worked for both Microsoft and Amazon and focuses on the technology industry.



Pam Lewison
Agriculture

Pam is a fourth-generation farmer and serves as the current President of the Washington CattleWomen's Association. Her writing and expertise have been featured in both The Seattle Times and the LA Times, as well as the Pacific Research Institute.



Dr. Vicki Murray
Paul W. Locke Research Fellow for Education Policy

Dr. Murray is the author of nine books including, Failure: The Federal 'Misedukation' of America's Children, an in-depth history of the U.S. Department of Education and federal education policy. Her research has been extensively cited, including in the successful defense of the country's first tax credit scholarship program in the U.S. Supreme Court.



Elizabeth New
Health Care and Worker Rights

With an extensive background in policy research, analysis and commentary from working at both the Bellingham Herald and The Columbian newspapers, Elizabeth has built her career advocating for free-market Policies. In addition, Elizabeth served as an adjunct professor at WSU - Vancouver.



Charles Prestrud
Coles Director of Transportation Policy

With over 30 years of transportation experience, including serving as WSDOT's Planning Manager for King and Snohomish counties, Charles is an expert in long-range transit planning, analysis of legislative proposals, State Highway HOV policies and more. He has served on multiple Transportation Research Board Committees as well as a National Cooperative Highway Research Program study.

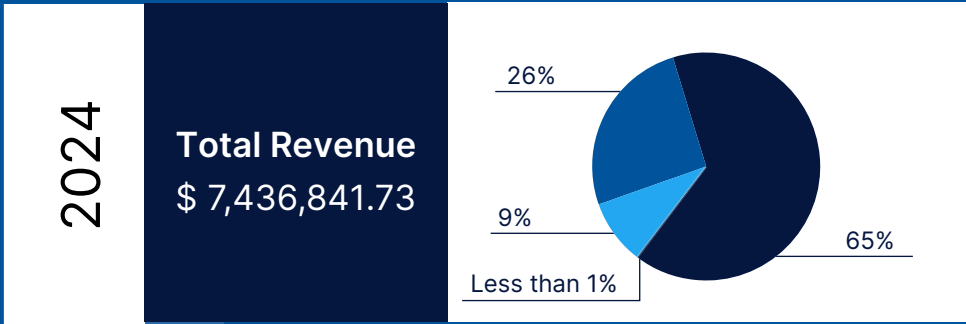
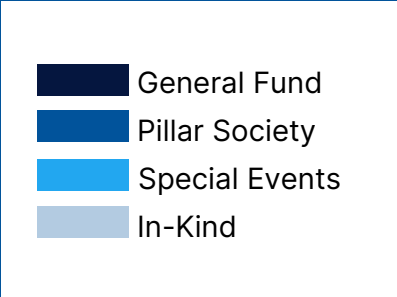
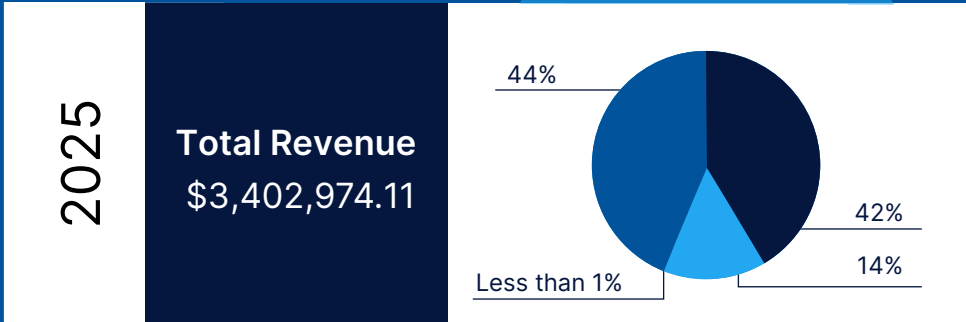


John Bernard
2025 Senior Fellow for Government Accountability

John Bernard is an internationally recognized author and authority on government accountability and transparency. John developed a system of management that he has deployed in government agencies across the country for the past 20 years. He has worked with the U.S. EPA, USDA, and the Social Security Administration as well as 14 states, seven governors, over 100 state agencies. John was an external advisor to Governor Jay Inslee on the formation of Results Washington.

OUR FUNDING

Revenue Sources



WPC was honored to receive an extraordinary \$3 million dollar estate gift from our late friend, Paul W. Locke in 2024. The 2024 to 2025 disparity in revenue is a reflection of that one-time gift. To make WPC a part of your estate planning, contact our Assistant Vice President for Development Lauren Smith at Lsmith@WashingtonPolicy.org or 206-946-1014.

KEY IMPACTS



AFFORDABILITY:

- Saved taxpayers as much as \$50 billion in increased costs with no increase in benefit by stopping a plan to allow public agencies to seek 75-year bonds instead of the 20-to-30-year standard.
- Ended Washington's electric vehicle subsidy that failed to achieve its environmental benefits and primarily benefited wealthy families at the expense of the rest, saving taxpayers at least \$45 million.



ACCOUNTABILITY:

- Revealed a political set-aside within a proposed \$2 million study of offshore wind which would have benefited a group led by an advisor of former Gov. Jay Inslee. Exposure of the earmark ended with the budget item being vetoed.
- Warned U.S. Department of Transportation about Sound Transit's West Seattle light rail extension project expenses vs. likely results. USDOT is now resistant to funding Sound Transit's West Seattle expansion plan.



OPPORTUNITY:

- Legislation informed by WPC research passed to begin the process of fulfilling the legislature's promise to exempt farmers from the Climate Commitment Act tax on fuel.
- Washington opted in to the state compact on cosmetology, allowing those licensed in other states to work in Washington without incurring undue expense.
- Saved the Snake River dams, preserving their essential hydroelectric, affordable energy production and preventing the inefficient expenditure of significant taxpayer funding for removal or reserves.

WPC ACTION AND IMPACTS

WPC's contributions make a difference every day in Washington state. Some impacts are made openly, through research and analysis exposing flaws in legislation or problems with state policy, and some quietly, when WPC meets behind the scenes with officials to discuss policy deficiencies and alternatives that the public debate has missed or ignored.

In 2025, WPC research exposed a small clause in the state transportation budget aimed at benefiting Puget Sound's regional transportation behemoth, Sound Transit. While Sound Transit is a regional agency, its size, scope, and significance have statewide implications.

The clause in the state transportation budget would have allowed Sound Transit (and other public agencies) to offer 75-year bonds, instead of the standard 20 to 30 years, significantly increasing the total cost of public projects. This expansion would have cost taxpayers as much as \$50 billion with no additional benefit. By alerting legislators to this overlooked provision, WPC was able to see the effort halted.

Noting that Sound Transit's West Seattle light rail extension relies on federal funding, WPC contacted the U.S. Department of Transportation regarding the extension's exorbitant costs at taxpayer expense. Subsequently, FOX News contacted the United States Department of Transportation (USDOT) to ask them



WPC helped stop a budget proposal that saving taxpayers \$50 billion.

about potential funding for the extension and DOT staff made it clear that any grant request is unlikely to be approved.

WPC also helped protect parental rights, exposing a hidden legislative clause that would have required social media companies to alert children if their parents were monitoring them. WPC alerted key Senators of this clause which led to its removal from the legislation.

After years of work laying out the importance of the lower Snake River dams, the enormous expense of dam removal and the misguided loss of hydroelectric power capacity versus the dubious and limited environmental benefits, WPC's efforts to highlight the strategic importance of the dams paid off, with the President of the United States signing an executive order canceling his predecessor's secret deal to destroy them.



WPC helped stop costly efforts to destroy dams that provide crucial hydroelectric power.

WPC stood up for transparency and accountability in Washington. Our research into the proposed state budget revealed an earmark within a \$2 million dollar project to study offshore wind. The earmark would have benefited a group led by one of former Governor Inslee's advisors. Seattle's KCPQ 13 News highlighted this spending and the connection to the former governor. Consequently, Governor Ferguson vetoed the earmark.

Washington was poised to increase its taxpayer subsidies of electric vehicle purchases. In 2024, the state spent \$45 million to help people buy electric vehicles for the purposes of reducing emissions and expanding electric car use by lower income families, but our analysis concluded the subsidy failed to reduce emissions and predominantly benefited wealthier families. Seattle's KOMO TV News reported on our research and the legislature subsequently scrapped a proposal to expand the program and killed the subsidy entirely.



WPC's research helped influence the decision to scrap expensive and ineffective EV subsidies.

This is not a comprehensive list of WPC accomplishments. More has been done behind the scenes to save taxpayers significant, unnecessary expense and lay the groundwork for future successes. The aim of this selection is to provide a window into the significance of WPC's work on behalf of the people and policies of Washington.

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Vicki Murray, Education

@vickimurrayphd

Mark Harmsworth, Small Business

@markharm

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Health Care & Worker Rights**

@WPCElizabeth

Pam Lewison, Agriculture

@ag_wpc

Ryan Frost, Budget and Tax

@Frost_RyanWPC

Todd Myers, Environment

@WaPolicyGreen



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