

Questionnaire for Executive Department and Key Subordinate Unit Appointees

Appointee: Please prepare written answer to the below questions and return the answers to the lead staff for the Committee of the Whole no later than the close of business on **September 14, 2018**. This questionnaire will be printed in the committee packet, provided to the Councilmembers and become part of the public record of your appointment.

1. Please describe your experience and what qualifies you to lead the agency to which you have been nominated?

As the former Assistant Director at the Water and Land Resources Division I have spent over five years working in the communities of unincorporated King County, and I am acutely aware of the need for stronger coordination of services for unincorporated area residents. It was this work that led me to apply for the position of Director of the Department of Local Services.

I am a leader with over a decade of managerial experience leading large complex organizations in service delivery. As a member of the management team at CleanScapes, a start-up solid waste/recycling company, I was part of an innovative and performance driven team that won over a half billion dollars in municipal solid waste contracts in King County, including half of the City of Seattle. CleanScapes defined high quality solid waste service delivery in the region, piloting community investment programs like the waste reduction grant programs, dumpster free alleys, and retail stores; and built the success of the company on metric driven service delivery and the strength of our relationships in the communities we served.

At the Water and Land Resources Division I was the point person on several major community initiatives in unincorporated King County, where I have built and maintained open and responsive relationships with residents and the broader community. I led the effort to develop the Division's stormwater Line of Business Plan and the outreach effort to build community support for the Surface Water Management fee proposal, including a major collaboration between the Roads Service Division and WLRD.

Developing the stormwater rate proposal required extensive outreach to all of the unincorporated area councils, relevant non-profits, and other community groups to identify community priorities. That input was reflected in our proposal, and once it was developed we revisited all of the same groups to brief them on the Executive's rate proposal, subsequently when the legislation was before Council, and finally after the County Council took final action and adopted the new rate.

For the past five years I have been the Division's lead on the Fish, Farm and Flood Stakeholder group, a collaborative effort intended to resolve long standing tensions between salmon recovery and agricultural interests in the Snoqualmie Valley. At the crux of the issue between these two groups is the need to undertake salmon recovery projects on the same landscape

where farmers live and work. Over three years, from 2013 to 2016, I oversaw the County team advancing the work of the group, with the goal of negotiating a durable agreement.

In June of 2017 the participants signed an agreement, which was transmitted to the Executive and County Council, committing to a slate of recommendations and a timeline for implementation. Since then I have continued to work with an implementation group made up of tribal representatives, state agencies, community members, farmers, and salmon recovery advocates to ensure that the County and the other participants meet their obligations under that agreement.

I led a year-long effort to respond to the concerns of Fall City residents and County Councilmembers regarding King County land acquisition in and around Fall City. I convened a stakeholder group of community members, and the group developed a slate of recommendations to ensure the community understood when we bought land and why we were buying it. The recommendations also identified some key areas where County land acquisitions can help achieve other community objectives (e.g. developing a community center and strengthening downtown Fall City). Among the outcomes of that effort is a new e-mail list serve notifying community members of planned acquisitions and project activities around Fall City, and an annual meeting to notify the community of grant applications for land acquisition and gain input on community investments that might be advanced through those acquisitions.

Finally, I am a long-time believer in “lean” management principles, first using them at CleanScapes to track our work in each of our contract cities – we held a weekly “CleanStats” meeting to look at metrics and gauge performance across all of our workgroups and develop intervention strategies to address performance deficiencies. At Water and Land Resources I led development of the Division’s Tier III board and development of metrics to determine if we were on track for major Executive initiatives, such as the Local Food and Land Conservation initiatives, as well as the core functions of Water and Land Resources.

Given my experience, I believe that I am uniquely qualified for this position, and am excited for the challenge posed by taking the helm of a new department, marshalling the resources to deliver service, and working with the County Council to define how we meet the needs of the community.

2. *King County has a well-established policy for examining and considering equity and social justice in its decision-making process. Please describe your thoughts on the topic and how you plan to advance these goals in your leadership of the agency?*

I am committed to fully implementing the County’s goals outlined in the Strategic Plan for Equity and Social Justice. At the Water and Land Resources Division (WLRD) we were a leader in implementing new approaches to conducting outreach to diverse communities, creating an I-map tool that enabled project managers to identify demographics of areas surrounding capital projects, and then tailor outreach strategies to those communities. Modifications to outreach included materials in multiple languages, community meetings at multiple times of day to reach

residents who worked evenings, on-site translation services and providing areas to accommodate children at meetings.

Additionally, WLRD formed an internal ESJ team that made recommendations to the Director and Assistant Director on program and budgetary changes needed within the Department to fully implement the Counties ESJ Strategic Plan. We had two employees that were tasked with heading up that committee, and a significant portion of their annual work-plan was related to staffing and supporting the Work of the ESJ team. At WLRD all employees have to undertake ESJ Basics training annually, and supervisors and above are required to take at least 48 hours of advanced ESJ training biennially.

I am excited to bring the approaches that we piloted at WLRD to the new Department of Local Services, and to work with the County Council to explore new ways to engage communities, to ensure that we are responding to the needs of the community in a meaningful way. My goal is to amplify our efforts across unincorporated King County, both through the addition of an economic development staff person and through looking at new ways of undertaking community engagement.

I look forward to the opportunity to expand on the excellent work that has already been done in both the Roads Service Division and the Department of Planning and Environmental Review, and make the new Department of Local Services a leader in advancing the goals of the ESJ Strategic Plan.

3. *What is your vision for the agency you have been nominated to lead?*

The creation of the Department of Local Services offers a tremendous opportunity to bring together a web of diffuse services that we currently deliver to the unincorporated area into a cohesive whole. The goal of the department is to create the equivalent of a “city” government for the 250,000 residents of unincorporated King County, and to create a more transparent service deliver mechanisms and more accountability for the services that are delivered. We will accomplish that by working across Departments and Divisions within the County to identify services that are being delivered to residents of UKC, to work with the County Council and executive branch staff to determine service levels, and then communicate those to residents. Additionally, we will expand our outreach efforts to communities in the unincorporated area to help them articulate and advocate for the services they need from the County, and use that information to make policy decisions on how and at what level we deliver services.

Our goal is to create a virtual City Hall for the citizens of unincorporated King County. In order to do that we will work with the County Council to evaluate how public facing staff within the new department are geographically deployed, and conduct an options analysis of potential site location alternatives for the Director’s office as well as some of the other functions of the new Department. Additionally, we will develop a new single point of entry for all county services in the UKC that residents can use to access any services in the unincorporated area.

My vision for the new Department of Local Services is that for the first time the residents of unincorporated King County will have a transparent and accurate picture of the services provided in the County, the levels at which those services are provided, a clear portal into County government to access services, and a robust community engagement structure that will inform the work that we do on behalf of the residents of King County.

4. *What challenges does this agency currently face?*

I think perhaps the biggest challenge the new Department faces is creating a whole that is greater than the sum of its parts. By design the Department of Local Services is trying to track, measure and integrate government services that are being delivered across the unincorporated portion of King County. In some cases those services are provided by portions of the executive branch of King County government exclusively to the unincorporated area (e.g. Roads and Permitting). In others, services are part of a larger regional service, some portion of which is being provided to the unincorporated area (e.g. Parks, Transit, Human Services). Finally, a subset of services are being provided by other units of government outside of the Executive branch of King County, and may be provided exclusively to the unincorporated area or to both cities and the unincorporated area (e.g. Sheriff, Fire Districts, Water and Sewer Districts).

In all cases the new Department of Local Services will need to negotiate Service Partnership Agreements with these entities, and arrive at a set of performance measures that will make it clear to the community the level of services that are being provided and establishing accountability for delivering those services. The challenge in undertaking this work is creating a value proposition for executive branch departments and independently elected agencies to enter into these agreements. We believe that by working with our partners we can arrive at levels of service and measures that are ambitious but achievable, and that by communicating them to the residents of unincorporated King County, we can support these agencies in building public awareness and support for their work.

Obviously, another major challenge facing the unincorporated area is a fundamental structural problem in how taxes are generated and distributed to support services. We believe that by negotiating service levels with our partners, making the level at which those services are provided explicit, and tracking data on what services are delivered, we are beginning to build an analytical case for the fundamental inequity of the current tax structure in unincorporated King County.

5. *How do you plan to address those challenges?*

To address the diffuse nature of service delivery in King County, we are implementing Service Partnership Agreements that will provide a framework for measuring the services we provide in unincorporated King County, setting service levels, and expanding the staff and communication tools we use to reach residents. The service partnership staff in DLS will work closely with all of our service partners to arrive at service levels that are ambitious but achievable, and will partner

with the continuous improvement staff within the County to see if there are ways we can improve the levels and quality of service we are providing with existing resources.

The communications and outreach staff will work with the County Council and the community to identify community needs and ensure that how we measure services reflects those needs. The communications and outreach staff will leverage internal communications function within King County and work to better coordinate communications functions across the county through collaborative efforts, such as the newly launched UKC Communicators group – a group of communications and outreach professionals from both the executive and legislative branch who are providing input as the new DLS develops communications and outreach programs.

Working with the community and County Council we can hopefully find new and innovative ways to deliver service, and build support for efforts to generate new revenue to fill the funding gap in services for the unincorporated area. One of the functions of the new DLS director's office will be to look for new and innovative funding sources - grants or other external funding sources and to push for legislative changes in Olympia that would give the County greater access to a range of local option taxes.

6. *How can your agency do a better job of serving the public? How do you plan to implement those changes?*

A cornerstone of the Department of Local Services is improving coordination and service delivery within our organization as well as across all KC agencies and the County Council. As we stand up this new department and begin our work to improve service delivery in Unincorporated King County, we use Council guidance from Motion 15125 as a touchstone. The DLS is focused on doing a better job of serving the public by:

- Exploring new and better ways to serve the people of unincorporated King County.
- Strengthening and expanding partnerships between the county, communities, residents, and other entities.
- Improving delivery, responsiveness and quality of local services to the people, businesses and communities of unincorporated King County.
- Improving local services through robust employee engagement while embracing equity and social justice and continuous improvement.
- Strengthening unincorporated communities by supporting local planning and community initiatives.
- Pursuing innovative funding strategies.

DLS plans to implement these changes through a suite of strategies focused in the following areas:

- **Enhance customer experience and service delivery at the individual and community level**
 - Increase accessibility for all: online and in-person leveraging technology, continuous improvement efforts and partnerships.
 - Communicate and provide clear information or processes.
 - Integrate or streamline services to provide customers with seamless service.

- Connect customers to the service needed regardless of the provider.
- Manage issues.
- Develop and implement customer service standards.
- Sustain and build key relationships with partners, stakeholders and residents.

- **Improving the coordination and delivery of services**
 - DLS will lead, support, and promote interagency collaboration using service partnerships to ensure alignment and accountability.
 - Service partnerships will create a common understanding and enhance communication and collaboration between agencies providing shared accountability to the residents of UKC.
 - DLS will provide timely responses to issues affecting area residents and will provide transparency and accountability through performance measurement and reporting to its customers, employees and stakeholders.
 - Improve the organization's ability to deliver most needed services, leverage collaboration and communication and reduce waste through the implementation of a Lean Management system and employee engagement methods and tools.

- **Transparency and accountability**
 - The Department of Local Services will foster focused, trusted communication between the County and local residents offering accessible, and clear information about County projects and initiatives.
 - DLS is committed to transparency and accountability in the delivery of UKC services. An understanding and quantification of the services provided and the outcomes of those services are foundational to the county's ability to improve services in UKC and achieve the Executive and Council's vision.
 - Outcomes are the ultimate measure for Council and public accountability. Outcomes measure how residents are better off because of what we do.
 - Improve financial and performance reporting and management through continuous improvement initiatives, the use of visual management tools, Business Intelligence applications and other means.

- **Recruit, support and retain a diverse and engaged workforce**
 - Empower employees to make UKC communities better and safer places.
 - Recruit skilled employees that reflect the community we serve.
 - Support employees by providing training and development opportunities as well as a thoughtful onboarding process to ensure they support the DLS mission.
 - Engage employees in finding ways to better serve the UKC.
 - Foster a culture of respect, candor, competence, collaboration, innovation and constant improvement. Do things right, and do right things.

- **Explore Innovative funding solutions**
 - Implement strategies that might broaden the economic opportunities for UKC residents, reinforce ESJ goals and increase the sales and property tax base in unincorporated King County consistent with the Comprehensive Plan.

- Convene teams to weave together ideas, talents and resources across functional working relationships, coordinating programs projects and other opportunities.
- Garner ideas through collaboration with residents, stakeholders, and external partners.

7. How do you plan to promote ethical behavior among your staff and in your agency?

I plan to lead by example by exhibiting ethical behavior in all of my actions. I plan to hold my staff and the employees of the Department of Local Services to the same standard.

8. Does your prior work history or any other relationship create any conflicts of interest with carrying out the duties of leading the agency to which you have been appointed?

No.