



King County

King County Executive
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www.kingcounty.gov

RECEIVED
2010 MAR 10 PM 4:05
CLERK
KING COUNTY COUNCIL

March 9, 2010

The Honorable Bob Ferguson,
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember Ferguson:

I am pleased to transmit for the County Council's review and approval the background and hiring documents for the appointment of Ms. Caroline Whalen to the position of County Chief Administrative Officer/Director, Department of Executive Services. The enclosed materials comprise the full set of confirmation documents as established by code and practice.

Ms. Whalen has been nominated for appointment due to her extensive and successful executive management experience. She has served as an executive level program/project manager overseeing both the Accountable Business Transformation (ABT) project and the Health Reform Initiative (HRI) program for the past few years. Prior to those assignments, she served successfully as the Deputy County Administrative Officer for five years.

Her impressive background also includes extensive experience in her role as Deputy Director of the Department of Development and Environmental Services (DDES) for three years. She has served King County in both the Executive and the Legislative branches. She also has extensive community experience in the Northwest.

I am confident that under Ms. Whalen's leadership, the Department of Executive Services will continue its efforts to ensure a well-managed county government through sound decision-making and policy development.

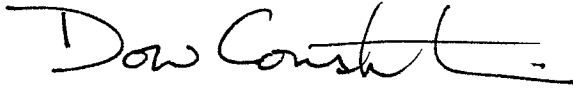
The Honorable Bob Ferguson

March 9, 2010

Page 2

It is my pleasure to request the confirmation of Ms. Caroline Whalen to the position of Chief Administrative Officer/Director, Department of Executive Services through the provision of the attached confirmation package.

Sincerely,

A handwritten signature in black ink, appearing to read "Dow Constantine". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers

ATTN: Tom Bristow, Chief of Staff

Anne Noris, Clerk of Council

Fred Jarrett, Deputy County Executive, King County Executive Office (KCEO)

Rhonda Berry, Assistant Deputy County Executive, KCEO

Anita Whitfield, Human Resources Division Director, Department of Executive Services



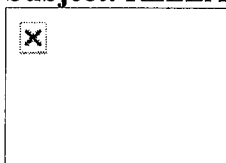
King County

**CONFIRMATION PACKET FOR CAROLINE L. WHALEN
KING COUNTY CHIEF ADMINISTRATIVE OFFICER
AND DIRECTOR OF THE
DEPARTMENT OF EXECUTIVE SERVICES**

From: Bush, James

Sent: Tuesday, February 09, 2010 2:53 PM

Subject: RELEASE: Executive appoints Caroline Whalen to head Department of Executive Services



Dow Constantine
King County Executive

News Release

Date: Feb. 9, 2010

Contact: Frank Abe 206-263-9609

Executive appoints Caroline Whalen to head Department of Executive Services

Veteran manager helped negotiate savings through employee health reform and led planning for business continuity during emergency events

King County Executive Dow Constantine today appointed Caroline Whalen, a veteran manager and administrator, as Director of the King County Department of Executive Services.

"Caroline has taken on some of the biggest projects in County government – including employee health reform and continuity of operations during emergency events – and shown she has the high level of expertise and experience that I need to implement our reforms of County government," said Executive Constantine. "She's a proven leader with a track record of accomplishments that have greatly benefitted the citizens of King County."

The Department of Executive Services (DES) provides nearly all internal services to King County government and a variety of public services, including Records and Licensing Services, Facilities Management, Finance and Business Operations, Human Resources, the Board of Ethics, and the offices of Civil Rights, Emergency Management, and Risk Management.

As the Director of DES, Whalen serves as County Administrative Officer, a position designated in the King County Charter with responsibility for the general administration of County government.

Whalen was a key member of the County team that negotiated a new approach to health benefits that is projected to save taxpayers \$37 million over the next three years. She also spearheaded development of solutions to employee health care cost and quality issues that led to the formation of the Puget Sound Health Alliance and the County's highly regarded Healthy Incentives program.

Whalen has been a Program Project Director with DES since 2007, most recently leading the countywide effort known as the Accountable Business Transformation (ABT) Program, to streamline business processes for financial, human resource, payroll, benefit and

budget operations.

Whalen has also served as Deputy Director of the King County Department of Development and Environmental Services and as a legislative analyst for the King County Council.

"It is gratifying to appoint a highly qualified person from within our ranks to tackle this important job," said Executive Constantine. "Caroline is dedicated to getting the job done, and she represents the high caliber of talent we have in our workforce."

Whalen begins her new duties on Feb.16. Her appointment must be confirmed by the King County Council.

Whalen succeeds Bob Cowan, the former longtime Director of the King County Office of Management and Budget. Cowan has agreed to delay his planned retirement to serve Whalen as a senior adviser with a focus on the ABT Program.

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DANIEL T. SATTERBERG
PROSECUTING ATTORNEY



Office of the Prosecuting Attorney
W400 King County Courthouse
516 Third Avenue
Seattle, Washington 98104
(206) 296-9067
FAX (206) 296-9013

February 23, 2010

The Honorable Bob Ferguson, Chair
Metropolitan King County Council
King County Courthouse, Room 1200
516 Third Avenue
Seattle, WA 98104

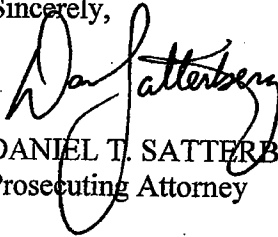
Dear Councilmember Ferguson:

I am writing to urge the King County Council to confirm Caroline Whalen to the position of County Administrative Officer and Director of the Department of Executive Services.

I have worked with Caroline on many issues over the past several years. She is smart, thoughtful, and has excellent follow-through on whatever project she has been assigned. I support Caroline's confirmation, and I believe that King County will be well-served having her in this important position.

Please do not hesitate to contact me if you have any questions or would like any additional information from me.

Sincerely,



DANIEL T. SATTERBERG
Prosecuting Attorney



King County

Department of Elections

Sherril Huff, *Director*

RNT-EL-0100

9010 E. Marginal Way S.
Tukwila, WA 98108

206-296-1540 TTY Relay: 711

www.kingcounty.gov/elections

February 23, 2010

The Honorable Bob Ferguson, Chair
Metropolitan King County Council
King County Courthouse, Room 1200
516 Third Avenue
Seattle, WA 98104

Dear Councilmember Ferguson:

This letter is in support of the confirmation of Caroline L. Whalen to the position of County Administrative Officer and Director of the Department of Executive Services.

Caroline is a leader in King County government of long term commitment and experience who in my associations with her has always put the best interest of the county first. I have frequently relied upon her counsel in my years with King County and have valued the guidance and perspective she has provided.

In addition, Caroline is always a calm, thoughtful presence in helping others to arrive at decisions that will foster trust in county government. I believe her appointment as Administrative Officer and Director of Department of Executive Services will benefit the agencies of DES, the citizens of King County and the ongoing commitment of King County Government to sustain regional excellence in governance.

I support her confirmation and urge you and the County Council members to confirm her appointment.

Sincerely,

Sherril Huff
Director

February 23, 2010

The Honorable Bob Ferguson, Chair
Metropolitan King County Council
King County Courthouse, Room 1200
516 Third Avenue
Seattle, WA 98104

Dear Councilmember Ferguson:

This letter is in support of the confirmation of Caroline L. Whalen to the position of County Administrative Officer and Director of the Department of Executive Services.

I have worked with Caroline in her role directing the County's Health Reform Initiative (HRI), which includes the Puget Sound Health Alliance. We have presented to Council together about the County's health care expense and the HRI. In addition, we attended a national meeting of coalitions like the Alliance, and subsequently Caroline was invited to sit on a national advisory group focused on changing the ways providers are reimbursed for their services.

From my first introduction to Caroline, I was impressed with her professionalism. She is a very intelligent, organized, and focused professional who sets high standards for herself and for others to achieve agreed upon goals. She is comprehensive and strategic in her approach and thinks through all the implications of recommended actions. She has a good ear for what needs to be done, and she is clear in her direction to carry it out. Her instincts are good, and they are informed by a wealth of experience. She strikes me as a very dedicated public servant who has a deep respect for County leadership and governance. She has developed a deep knowledge of health care, which is why she has been recognized nationally as someone who can provide thought leadership in areas of innovation.

I support Caroline Whalen's confirmation and urge you and the County Council members to confirm her appointment.

Sincerely,



Mary McWilliams
Executive Director

SECTION B

- Letter from Executive Dow Constantine appointing Caroline Whalen to the position of King County Chief Administrative Officer and Director of the Department of Executive Services
- Letter from Caroline Whalen to King County Chair Bob Ferguson to acknowledge willingness to comply with County Code Provisions
- Resume



King County

King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104
206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

February 10, 2010

Ms. Caroline Whalen
10728 151st Ct NE
Redmond, WA 98052

Dear Ms. Whalen:

Congratulations! This letter is to confirm my offer and your acceptance of the position of Director of the Department of Executive Services (Chief Administrative Officer), effective Tuesday, February 16, 2010. Your appointment is subject to future confirmation by the King County Council. Your assignment will be at the Executive Services Administrative Offices, in the Chinook Building. You will report to me on a day-to-day basis although you will receive guidance from Rhonda Berry, Assistant Deputy County Executive and Fred Jarrett, Deputy County Executive. Your annual salary will be \$166,203.86, which is salary range 89 step 10. You are eligible for continuation of all insured and leave benefits.

This position is career service exempt, which means it is not covered by King County's career service system. The position is not represented by a union. As a career service exempt employee, you are an at-will employee and serve at the pleasure of the appointing authority. You may be terminated from employment at any time without cause.

The position has a standard 40-hour work week and is exempt from the overtime provisions of the Fair Labor Standard Act (FLSA). All FLSA overtime exempt employees are expected to work the hours necessary to satisfactorily perform their jobs. FLSA overtime exempt employees are paid on a salary basis and are not eligible for overtime pay or compensatory time accrual. However, pursuant to Executive Policy, PER-8-1-2, you are eligible for up to ten (10) days of paid executive leave annually.

If you have any questions about this appointment, or the position, please feel free to contact Ms. Berry. Please understand that the provisions of this letter do not constitute an

Ms. Caroline Whalen

February 8, 2010

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express or implied employment contract, but are simply statements of information that are important for you to know.

Once again, congratulations on your appointment! I am very pleased that you have agreed to accept this position. I know that in the role of Director, you will be a great asset to the county and the challenges that we face.

Sincerely,

A handwritten signature in black ink, appearing to read "Dow Constantine". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dow Constantine
King County Executive

cc: Fred Jarrett, Deputy County Executive
Rhonda Berry, Assistant Deputy County Executive
Anita Whitfield, HR Division Director
Personnel File



King County
Department of
Executive Services

Chinook Building
401 Fifth Avenue, Suite 610
Seattle, WA 98104-1818
Phone: 206-263-9750 Fax 206-296-3829
TTY Relay: 711

February 17, 2010

The Honorable Bob Ferguson
Chair, King County Council
Room 1200
COURTHOUSE

RE: Acknowledgement to Comply with County Code Provisions

Dear Councilmember Ferguson:

I am pleased to accept the King County Executive's appointment to the position of King County Administrative Office and Director of the Department of Executive Services. Pursuant to King County Code Section 2.16.110(E)(5), please accept this letter as my acknowledgement that the Council's confirmation process may require the submittal of information relating to my background and expertise.

I look forward to receiving the Council's consideration for confirmation.

Sincerely,

Caroline Whalen
County Administrative Officer and Director Designee

cc: King County Councilmembers

Caroline Whalen
10728 - 151st Court NE, Redmond, WA 98052
(425) 885-1643
whalenc1@gmail.com

Summary:

- Fifteen year King County career managing complex, countywide efforts relating to land use, health care, enterprise systems, business process change and pandemic influenza business continuity planning
- Strong leader with proven management skills and ability to work effectively with all levels of management
- Advanced skills in written and oral communication, conflict resolution and strategic plan development
- Recognized health care reform thought leader

DETAILED SUMMARY OF PROFESSIONAL EXPERIENCE

King County Government: 1994 – present

King County Department of Executive Services

Program Project Director, 2007-present

- Executive level management of countywide enterprise resource planning (ERP) program, health reform program and business continuity for all hazard emergency response.

Chief Accomplishments:

- Gained approval for investment of \$77.5 million for the county's ERP effort. Project is on track to implement projects 2010-2012.
- Negotiated \$37 million in benefits savings with ten unions bargaining on behalf of 12,000 members.
- Led staff team responses for Swine Flu and Regional Hazard Mitigation Plan.

Deputy County Administrative Officer, 2002 – 2007

- Second in command and responsible for executive level management of an internal service agency delivering human resource, facilities, finance, licensing, elections and risk management functions. Specific focus devoted to employee benefits, enterprise finance and human resource systems and strategic business plan development and execution.

Chief Accomplishments:

- Key player in strategy development of demand and supply side solutions to employee health care cost and quality issues. Led benefits strategy group that created *Healthy IncentivesSM*, an employee benefit plan design that encourages active participation in health improvement. Served as lead staff to Health Advisory Task Force and led effort to launch their recommendation to form the Puget Sound Health Alliance whose efforts are aimed at managing the supply side of the health care economy.
- Provided high-level direction and coordination of countywide business continuity efforts for the Pandemic Influenza that led to nationally recognized preparedness plans.
- Served as Executive's lead in gaining countywide approval for the Accountable Business Transformation Program's Vision and Goals Statement.

King County Department of Development and Environmental Services

Deputy Director, 1999 - 2002

- Second in command and responsible for managing the department's legislative agenda, communication program, and strategic business plan implementation including performance measures. Specific job duties included development of work programs to improve performance and services within the constraints of a self-supporting fund, served as management representative for key stakeholder groups including the Master Builders Association, the DDES Environmental Committee and the department's joint labor management committee.

Chief Accomplishment:

- Member of the senior management team that transformed DDES from a department that was in debt and troubled by labor disputes to one that is recognized as well managed from a fiscal and labor management perspective.

Metropolitan King County Council

Growth Management Committee Lead Analyst 1997 - 1999

Legislative Analyst, 1995 - 1997

- Responsible for coordinating the development and implementation of the committee's work program. Specific job duties included directing the activities of committee analysts; preparing legislation, policies and issue papers for policy makers; developing strategic approaches for the presentation of sensitive issues to a variety of audiences; making oral presentations in various settings including formal council meetings, informal staff meetings, and public forums.

Chief Accomplishment:

- Received frequent promotions and recognition for the ability to serve all thirteen Councilmembers well and to analyze and manage complex legislative and fiscal assignments.

King County Department of Development and Environmental Services

Program Analyst III, 1994 - 1995

- Responsible for day-to-day project management of interdepartmental Development Regulations team. The six-month work program included identifying and writing the necessary regulations to implement the 1994 King County Comprehensive Plan in the form of 11 ordinances and a comprehensive rezone of all unincorporated properties.

Chief Accomplishment:

- Organized production of the Land Use and Zoning Atlases; provided mailed notice to 187,000 property owners; and managed staffing for zoning call center.

King County Department of Public Works

Intergovernmental Affairs, Program Analyst III, March - June, 1994

- Responsible for staffing the Fiscal Analysis and Economic Development (Fis/ED) Task Force of the Growth Management Planning Council.

Chief Accomplishment:

- Worked with project staff team to complete Fis/ED Final Report within two months of hire. The final report was unanimously adopted and received critical acclaim from *The Seattle Times* and professional planning organizations.

Church of the Resurrection, Bellevue, WA

Director of the Day School, 1988-1991 / Director of Christian Education, 1988-1994

- Responsible for managing day-to-day operations of the Day School including enrollment, payroll, record keeping, taxes, marketing, communications, program development and classroom instruction.
- Responsible for nursery through adult learning for congregation of 250.

Chief Accomplishment:

- Increased Day School enrollment 30% by initiating a cost-efficient marketing program.
- Created new learning opportunities for all age groups and developed outreach ministries for culturally diverse adjacent neighborhoods.

Lutheran Center on Aging, Seattle, WA

Assistant Director, 1984-1986

- Responsible for all marketing, product development and public relations activities of the Center.

Chief Accomplishment:

- Developed and implemented successful marketing strategy for video series. Sales and rentals increased by 35% within six months of strategy implementation.

KPBX, Spokane Public Radio, Spokane, WA

Director of Public Relations, 1980-1983

- Developed stations' first public relations department. Responsible for development and implementations of all public relations, community relations and promotional activities.

Chief Accomplishment:

- Achieved 50% increase in memberships and sizable gains in Arbitron ratings and managed nine successful membership campaigns resulting in achievement of each campaign's goal.

Oakland Hospital, Oakland, CA

Director of Public Relations, 1978-1980.

- Developed hospital's first public relations department. Responsible for creating and implementing all public relations, patient orientation and employee recognition activities for the hospital. Created an improved perception of facility by developing programs responsive to community needs.

Chief Accomplishment:

- Organized community health fairs offering free health screenings for low-income residents and convened a Community Advisory Board representative of the ethnically diverse constituency served by the hospital.

American Group Practice Association /American Academy of Medical Directors, Alexandria, VA

Programs Coordinator, 1975-1977

- Responsible for management and promotion of monthly management seminars and annual convention.

Chief Accomplishment:

- Effectively managed all technical details involved in staging meetings, seminars and conventions including faculty coordination for Robert Wood Johnson grant to teach management skills to medical directors.

Education: BA, American Studies, Goucher College. Towson, Maryland, 1975.

Course of study focused on political science, American history and journalism.

Selected to serve as a Legislative Aide to the Maryland House of Delegates for two sessions.

Computer Skills: Proficient in general office tools including Word, Excel, Outlook and Internet