



King County

Metropolitan King County Council Committee of the Whole

STAFF REPORT

Agenda Item No.:	6	Date:	28 April 2010
Proposed Motion No.:	2010-0179	Prepared by:	Nick Wagner

SUMMARY

Proposed Motion 2010-0179 would confirm the appointment of John Starbard as Director of the county's Department of Development and Environmental Services.

BACKGROUND

Department of Development and Environmental Services

The responsibilities of the King County Department of Development and Environmental Services ("DDES") are defined by the county code (K.C.C. § 2.16.055, included at pp. 41-42 of these materials), which currently divides the department into four divisions, as follows:

- **Building Services:** "[E]nsuring consistent and efficient administration of environmental, building and land use codes and regulations for commercial and residential projects by means of permit review and approval, construction inspection, and public information";
- **Land Use Services:** "[E]ffective processing and timely review of land development proposals, including zoning variance and reclassification, master drainage plans, variances from the surface water design manual and the King County road standards, critical area, subdivision, right-of-way use, urban planned development, clearing and grading, shoreline, special use and conditional use applications";
- **Fire Marshal:** "Development and implementation of an inspection program to identify fire hazards and require conformance with K.C.C. Title 17 [the county fire code] . . . Review of building plans and applications for compliance with [the county fire code] . . . Inspections . . . for compliance with [the county fire code]";
- **Administrative Services:** "[P]rovide support services throughout the department . . ." (KCC § 2.16.055(E)).

The department is in the process of reorganization, however, as described in the two organizational charts (*see* p. 43 of these materials) that were provided by the Executive in a report to the Council on April 15.

DDES is also responsible for:

- “[M]anaging and coordinating the implementation of Growth Management Act requirements”;
- “[C]oordinating county and regional land use planning with public and private agencies”;
- [D]eveloping proposed policies to address regional land use planning and developing and overseeing the countywide program for implementation of the county's Comprehensive Plan including coordinating the implementation of plans that are developed by departments”; and
- “[R]egulating the operation, maintenance and conduct of county-licensed businesses, except taxicab and for-hire drivers and vehicles” (KCC § 2.16.055(A)).

DDES Funding

DDES is primarily a self-supporting entity in the sense that it is funded in large part from fees collected for processing building and land use permits. This year DDES’s total projected revenue is \$17.8 million, 90 percent of which is expected to be derived from fees charged for permit review and inspection. The remaining 10 percent of the department’s projected revenue comes from the General Fund, to support code enforcement and rural services programs.¹

Because of the recent downturn in the economy and the corresponding decrease in the number of building and land use permit applications to DDES, the department’s staffing has decreased from almost 400 full-time equivalents (“FTEs”) in 2000 to 147.5 FTEs at the beginning of 2010.²

Role of the DDES Director

The DDES Director is responsible for the management and the fiscal accountability of the department. The director also serves as:

- County planning director;

¹ *See* Executive’s letter dated April 14 transmitting a report responding to Ordinance 16717 § 84, proviso P1. A copy of the letter and report is attached to the staff report on Proposed Motion 2010-0267, which is also on the Committee of the Whole agenda.

² *Id.*

- Zoning adjuster;
- Environmental Policy Act administrator (delegable to subordinates);
- County Building Official (delegable); and
- County Fire Marshall (delegable) (KCC § 2.16.055(A)).

MR. STARBARD'S QUALIFICATIONS

Experience

As the Executive explains in his transmittal letter (included at p. 7 of these materials), "Mr. Starbard has been nominated for appointment due to his extensive and successful executive management experience."

Mr. Starbard has substantial government and government-related experience (*see* p. 25 of these materials):

- 2004-2010: City Manager, City of Newcastle, WA;
- 1999-2004: City Manager, City of Maple Valley, WA;
- 1995-1999: Municipal Management Consulting, Bellevue and Redmond, WA;
- 1987-1995: Analyst and Planner, City of Bellevue, WA.

As Newcastle City Manager, Mr. Starbard was instrumental in the city's completion of its longstanding goal to widen and improve Coal Creek Parkway, on time and on budget, and in laying the groundwork for transforming the city's downtown into an attractive, pedestrian-friendly, urban village. Newcastle received several awards and recognitions as a result of Mr. Starbard's efforts. *See* pp. 12, 26-27 of these materials.

Mr. Starbard helped manage the incorporation of the City of Maple Valley and served as its first city manager. *See* pp. 12, 28 of these materials.

During his years as a municipal management consulting, he assisted in the setup of new King County cities (*see* Executive's transmittal letter at p. 7 of these materials).

As a planner and senior management analyst for the City of Bellevue, Mr. Starbard managed 39 annexations to the city and served in positions of increasing responsibility. *See* p. 12 of these materials.

Additional information regarding Mr. Starbard's service in those roles can be found in his resume, which is included at pp. 25-32 of these materials.

Recommendations

Mr. Starbard's appointment is supported by letters of recommendation from six individuals:

1. Sonny Putter, Councilmember, City of Newcastle, WA (letter at p. 14 of these materials);
2. Phillip K. Kushlan, Executive Director, Capital City Development Corp., Boise, ID, and former City Manager of the City of Bellevue, WA (letter at p. 15);
3. John Nesholm, Founding Partner, LMN Architects, Seattle, WA (letter at p. 16);
4. Jay A. Reich, U.S. Department of Commerce and former municipal attorney with the law firm K&L Gates (letter at p. 17);
5. Jean Garber, Former Newcastle City Councilmember and Mayor, City of Newcastle, WA (letter at pp. 18-19); and
6. Kevin Daniels, Nitze-Stagen & Co., Inc., Seattle, WA, long-time resident and former planning commission chair of City of Newcastle, WA (letter at p. 20).

Education

Mr. Starbard has a Master of Urban Planning degree from the University of Washington and a Bachelor of Arts degree from the University of Puget Sound. *See* p. 25 of these materials.

Background Check

Deputy County Executive Fred Jarrett has reviewed the financial credit report and law enforcement background check conducted on Mr. Starbard and has reported that they contain no adverse information and reveal no prior criminal record. *See* p. 35 of these materials.

INVITEES

1. John Starbard, Director Designee,
King County Department of Development and Environmental Services

ATTACHMENTS

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KING COUNTY
Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

April 26, 2010

Motion

Proposed No. 2010-0179.1

Sponsors Hague

1 A MOTION confirming the executive's appointment of
2 John F. Starbard as director of the King County department
3 of development and environmental services.
4 BE IT MOVED by the Council of King County:
5 The county executive's appointment of John F. Starbard as director of the King

6 County department of development and environmental services is hereby confirmed.

7

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Robert W. Ferguson, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

Dow Constantine, County Executive

Attachments: None



King County

Dow Constantine

King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818

206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

April 9, 2010

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

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 Mr. John Starbard to the position of Director, Department of Development and Environmental Services. The enclosed materials comprise the full set of confirmation documents as established by code and practice.

Mr. Starbard has been nominated for appointment due to his extensive and successful executive management experience. Mr. Starbard was an outstanding employee for the city of Bellevue serving for a number of years in increasingly responsible positions. Following that experience he worked with Kushlan and Associates assisting in the set up of new King County cities. Most recently, he has successfully served as the City Manager for two of those King County cities. I am confident that under Mr. Starbard's leadership, the Department of Development and Environmental Services be positioned to ensure a well-managed department through sound decision making, customer involvement, and policy development.

It is my pleasure to request the confirmation of Mr. John Starbard to the position of Director of the Department of Development and Environmental Services through the provision of the attached confirmation package.

Sincerely,

Dow Constantine,
King County Executive

Enclosure

cc: King County Council Members

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

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King County

**CONFIRMATION PACKET FOR JOHN F. STARBARD
DIRECTOR OF THE DEPARTMENT OF
DEVELOPMENT AND ENVIRONMENTAL SERVICES**

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SECTION A

- Press Release on Appointment
- Letters in Support of Appointment



King County Executive News

King County Executive News

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- Recent Exec releases
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- 2008 Exec news releases
- 2007 County releases
- 2006 County releases



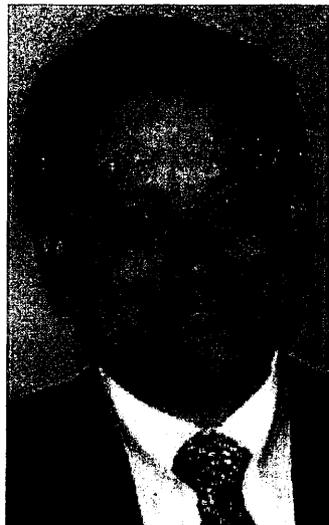
March 1, 2010

King County Executive appoints experienced Newcastle city manager to lead reform of County's building and land use permitting

Related links:

- [Property permits and DDES](#)

John Starbard named to strengthen customer service and predictability for clients of Department of Development and Environmental Services



King County Executive Dow Constantine today appointed former Newcastle City Manager John Starbard to lead reform of the county's building and land use permitting processes, as the new Director of the Department of Development and Environmental Services (DDES).

"More than three years ago on the County Council I helped begin the process to reform residential permitting and land use applications within DDES, to bring efficiency and predictability to property owners," said Executive Constantine. "I have directed John to examine the current system and recommend to me ways we can reduce the cycle time for review of permit applications and increase predictability for our customers, without sacrificing our high expectations for quality, safety, and environmental protection."

"I am honored to be able to serve Executive Constantine, and I am looking forward to

working with the staff to learn how best to adapt DDES to meet its mission in the future," said Starbard.

As Newcastle City Manager Starbard (*pron: star-bard*) helped the city achieve its top two priorities: completion of the longstanding goal to widen and improve Coal Creek Parkway, on time and on-budget, and laying the groundwork for transformation of the city's downtown core into an attractive, walkable urban village. After enacting many reforms of city processes, Newcastle went on to receive several recognitions for the first time, including Gov. Gregoire's "Smart Growth Award" for plan implementation, the Government Finance Officers Association "Distinguished Budget Award," and the "Award of Excellence" from the Association of Washington Cities.

Starbard also helped manage the incorporation of the city of Maple Valley, hire the staff, and served as its first city manager. In that position he established many of the administrative systems and plans for the city that are still in place today.

As a planner and senior management analyst for the city of Bellevue, Starbard successfully managed 39 separate annexations to the city, and Executive Constantine said that experience will play an important role as the county looks ahead to the annexation of more urban unincorporated areas into cities, as contemplated under the state Growth Management Act.

"I have asked John to develop a plan for the DDES of the future, one whose mission will evolve as more urban areas are annexed into neighboring cities," said Constantine. "Long-term reform will take time and careful analysis, but John's track record of fostering partnerships and delivering outstanding customer service

suggests he is the right person to help us change the way the department does business."

DDES is the King County agency that issues building and land use permits for properties located in unincorporated King County. Its employees enforce county land use and building codes, staff the King County Fire Marshal Division, and issue business licenses. Starbard will manage a budget of nearly \$22 million and a staff of about 150.

Starbard, who lives in Kirkland, assumes his duties on March 1. His appointment must be confirmed by the King County Council.

Updated: March 1, 2010

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14701 SE 80th CT
Newcastle, WA 98059
sonny_putter@prodigy.net
(425) 401-7220 (w) / (425) 226-2626 (h)

April 7, 2010

The Honorable Bob Ferguson
Chair, Metropolitan King County Council
516 – 3rd Avenue, Room 1200
Seattle, WA 98104

Dear Chair Ferguson:

It is my pleasure to write in support of the confirmation of John Starbard as Director of the Department of Development and Environmental Services.

John Starbard is an exceptional manager and a land use visionary.

During John's tenure as Newcastle City Manager, from 2004 through 2009, I had the opportunity to observe his successful implementation of key City Council goals.

John and his staff were able to fund a multi-year, \$41 million complex project in Coal Creek Parkway by leveraging Newcastle's 17% direct contribution with federal, state, county and private developer funds. They completed the project on time and under budget.

John set the stage for implementing Newcastle's award-winning Downtown Plan by recommending key land use and code changes to turn the plan into actions. His personal outreach efforts resulted in the plan attracting nationally recognized mixed-use developers to Newcastle, who committed considerable time and real money to invest in Newcastle.

He succeeded in building a first-rate staff and gained their loyalty by delegating to them the authority to achieve their goals, while holding them strictly accountable for their outcomes.

In my opinion, John Starbard's termination as Newcastle City Manager was a profound loss for the City. King County government was very fortunate to have the opportunity to attract an individual of his extraordinary skill, commitment and achievement. I cannot recommend him more highly to you and your colleagues on the King County Council.

Sincerely,



Sonny Putter
Councilmember, City of Newcastle



April 2, 2010

The Honorable Robert Ferguson, Chair
King County Council
516 Third Avenue
Seattle, WA 98184

Dear Mr. Ferguson,

This letter is written in support of the nomination of Mr. John Starbard to serve King County as Director of the Department of Development and Environmental Services. My experience with Mr. Starbard extends back to the period when I served as City Manager of the City of Bellevue, Washington, a position that I held for over ten years. During that time, Mr. Starbard served in our Planning Department as well as later supporting our Performance Audit function within the City Manager's Office.

Upon leaving the City of Bellevue in 1995, I established a consulting practice and Mr. Starbard eventually joined me in that endeavor as well.

In each assignment given to Mr. Starbard, he demonstrated a capacity to effectively exercise independent judgment in how best to tackle complex and often politically sensitive tasks. He never shied from difficult tasks using his inherent intellect often coupled with good humor to produce a successful outcome on behalf of either the City or the client of the consulting firm.

Having spent over forty years on the management of public agencies, I fully appreciate the difficulty establishing and maintaining effectiveness in an organization whose role is to achieve organization objectives in a regulatory environment. I believe that Mr. Starbard can bring the required analytical capacity and personal energy to DDES and can serve King County well in that endeavor.

Therefore I recommend your favorable response to the King County Executive's nomination.

Sincerely,

Phillip K. Kushlan
Executive Director

March 30, 2010

The Honorable Bob Ferguson, Chair
King County Council
516 Third Avenue
Seattle, WA 98104

Re: Reference for John Starbard

Dear Mr. Ferguson:

I have known and worked with John Starbard for approximately six years in my professional capacity as an architect and planner. My firm, LMN, worked on a series of projects for the city of Newcastle.

Through this experience, I developed a deep respect for John. He was tenacious in following through on his vision for his community and was creative and flexible in working around problems that could have been obstacles going forward. He is very proud of Newcastle's receipt of the 2008 Governor's Smart Communities Award as are we for our small role in designing the improvements that were a part of achieving it. During his time at Newcastle, he brought new and innovative thinking to his job and was totally dedicated to making that community a better place to work and live.

In the course of our meetings, we noted that John was skilled at getting the best from the junior staff at the city and was a highly effective leader. The collaborative working relationship he fostered between all parties achieved the best for the tasks at hand.

John is dedicated to public service and inspires confidence in all those with whom he interacts. I am confident that the skill set and dedication that we observed in our work with him will translate to his new position as the Director of Development and Environmental Services. In this time of heightened environmental concerns, it is imperative that the senior official be one who inspires confidence among all parties. John has that characteristic and has my enthusiastic endorsement for the position.

Very truly yours,



John Nesholm
Founding Partner

Jay A. Reich
1830 Jefferson Place NW #12
Washington, DC 20036

April 1, 2010

The Honorable Bob Ferguson, Chair
King County Council
516 Third Avenue
Seattle, WA 98104

Re: John Starbard

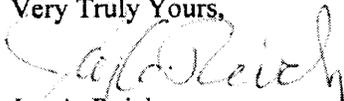
Dear Councilmember Ferguson:

I am writing on behalf of John Starbard who has been appointed by County Executive Constantine to become the Director of Development and Environmental Services subject to Council confirmation. While I am currently working at the Department of Commerce in Washington, D.C., I was formerly a municipal attorney at the firm of K&L Gates where I worked with John for over twenty years as he held various positions in local suburban cities and as a consultant to various municipalities.

John has a breadth of experience in local land use and municipal governance that makes him eminently qualified for the Director position. In each of his roles, he has faced challenging development issues under public scrutiny. Based on my experience working with John, I believe he has addressed these issues with a commitment to transparent, fair and pragmatic decision making. Balancing the often competing interests of development and environmental protection to reach legally sustainable compromises is a difficult job. I believe John has the talent, experience, credentials and temperament to succeed in this important role on behalf of the County.

I commend the County Executive on his appointment of John, and urge you to confirm that appointment. If I can be of any assistance to John or to you, please call.

Very Truly Yours,



Jay A. Reich
(202) 482-4246

Jean Garber

8436-129th Place Southeast
Newcastle, WA 98056-1764

Email: jgarber11@comcast.net
Telephone: (425) 277-9327

March 22, 2010

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

Dear Chair Ferguson:

I was extremely pleased to hear that Executive Constantine had appointed John Starbard as Director of the Department of Development and Environmental Services (DDES), and strongly encourage the Council to confirm his appointment.

I had the pleasure of working with John Starbard from 2004 through 2009, when he was City Manager of Newcastle and I was a city councilmember and Mayor. The Council asked John to focus on two major projects, in addition to day-today-city management: (1) completion of planned improvements to Coal Creek Parkway, and (2) economic development of our downtown.

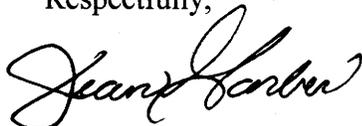
Completion of the Coal Creek Parkway project had been languishing for years. John Starbard assembled a highly skilled project team, established a schedule, set milestones, and launched a well organized fund-raising effort. Newcastle received the largest grant ever awarded by the state Transportation Improvement Board, reflecting the trust TIB had in John's management of the project. The \$41.2 million project was completed on time and under budget, with over 87% outside funding.

In 2000, after a lengthy public process, the Newcastle Council adopted a downtown plan. When John Starbard became City Manager, he noticed that certain aspects of our zoning code were inconsistent with the multi-story mixed-used vision in our downtown plan, and recommended code amendments. After review by the Planning Commission and public hearings, the Council amended the zoning code to be more consistent with the plan. With the amended zoning code in place, John was able to attract the interest of two prominent town-center developers, who purchased options on three downtown properties. In addition, the city's downtown plan and zoning received the Governor's Smart Growth Award.

John Starbard is also skilled in day-to-day city management. He assembled the highest quality staff in my 12-year tenure as a Newcastle councilmember, and fostered a respectful, productive, good-humored workplace. He focused the efforts of staff on providing excellent customer service to our residents and to developers, recognizing that new development is essential to Newcastle's financial future. Under John's financial management, we had no audit findings and for the first time in history received the Distinguished Budget Award from the Government Finance Officers Association.

With his vision and management skills, I believe John Starbard will serve King County well as Director of DDES. I look forward to your confirmation of his appointment.

Respectfully,

A handwritten signature in cursive script, appearing to read "Jean Garber".

Jean Garber

Former Newcastle City Councilmember and Mayor

NITZE-STAGEN & CO., INC.

STARBUCKS CENTER
2401 Utah Avenue South, Suite 305
Seattle, Washington 98134

March 30, 2010

Metropolitan King County Council
516 Third Ave., Rm. 1200
Seattle, WA 98104

RE: John Starbard

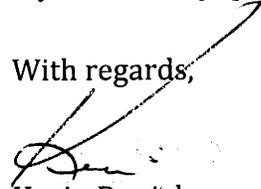
Dear Council Members:

I am a long time resident of the City of Newcastle and was that city's initial planning commission chairperson when the first comprehensive plan was created and adopted. John came to my attention a few years ago when he was hired to become the City Manager in Newcastle. Our City is a challenge because we are made up of an almost equal amount of no growth and limited government advocates and those who believe their City government should provide more services. I watched John as he was able to work with both sides and move our City forward according to our comprehensive plan even in the face of a loud and vocal minority opposition. His tenure at Newcastle was very effective in my view as a number of the original planning concepts were finally realized, and construction was completed on the Coal Creek parkway and Sound Transit projects.

I would highly recommend John as a capable public servant with a great grasp of how to move a city or a department forward in the face of difficult challenges.

If you have any questions or need additional information please feel free to contact me.

With regards,


Kevin Daniels

SECTION B

- Letter from Executive Dow Constantine appointing John F. Starbard to the position of Director of the Department of Development and Environmental Services
- Letter from John Starbard to King County Chair Bob Ferguson to acknowledge willingness to comply with County Code Provisions
- Resume



King County

Dow Constantine

King County Executive Office
401 Fifth Avenue, Room 800
Seattle, WA 98104
206-263-9600 Fax 206-296-0194
www.kingcounty.gov

February 26, 2010

Mr. John F. Starbard
P.O. Box 251
Medina, WA 98039

Dear Mr. Starbard:

Congratulations! This letter is to confirm the job offer and your acceptance to the position of Director of the King County Department of Development and Environmental Services (DDES), effective Monday, March 1, 2010. Your appointment is subject to future confirmation by the King County Council. Your assignment will be to the DDES administrative offices, at 900 Oakesdale Avenue S.W., Renton, Washington. You will report to me although on a day-to-day basis, you will work closely with and receive guidance from Rhonda Berry, Assistant Deputy County Executive, and Fred Jarrett, Deputy County Executive. Your annual salary will be \$147,618.64, which is range 87 step 7 of the 2010 FLSA Exempt Squared Table.

This offer is contingent upon the successful completion of a background investigation process. Failure to complete the background investigation process or receipt of adverse information will void this offer of employment. You will be notified of the receipt of any such adverse information which voids the offer of employment or continued employment.

The 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 ten (10) days of paid executive leave annually.

You will be scheduled to attend a new employee orientation meeting on the morning of Wednesday, March 3, 2010, in room 121 of the Chinook Building. At the orientation meeting you will receive additional information about all of the King County employee benefits and

John F. Starbard
February 26, 2010
Page 2

Washington State Public Employees Retirement System (PERS). As a benefits eligible employee, you are entitled to full benefits, which begin the first calendar day of the month following the first day you report to work. You may review the details of the programs on our website at <http://kingcounty.gov/employees/benefits.aspx>.

If you have any questions about this appointment or the position, please feel free to contact Rhonda Berry at 206-263-9661. Please understand that the provisions of this letter do not constitute an 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 delighted 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,



Dow Constantine
King County Executive

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



King County

March 1, 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 Director of the Department of Development and Environmental 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.

Very truly yours,

John F. Starbard
Director Designee

cc: King County Councilmembers

John F. Starbard

*Post Office Box 251, Medina, Washington 98039
Home: 425-803-1987. Mobile: 425-749-1634*

CAREER

City of Newcastle, Washington, December 2004- January 2010
City Manager

City of Maple Valley, Washington, 1997, July 1999-November 2004
City Manager (November 1999-November 2004)
Interim City Manager (July 1999-November 1999)
Consulting/First City Manager (May-December, 1997)

Municipal Management Consulting, October 1995-July 1999
Phillip K. Kushlan & Associates, Bellevue, Washington
FCS Group, Redmond, Washington

City of Bellevue, Washington, August 1987-October 1995
Senior Management Analyst, Office of the City Manager
Comprehensive Planner, Planning Department
Assistant/Associate Planner, Planning Department
Graduate School Intern, Planning Department

DEGREES

Master of Urban Planning
University of Washington, Seattle, Washington

Bachelor of Arts (English Literature)
University of Puget Sound, Tacoma, Washington

HONORS

Invited Panelist
"Successful Regional Collaborations," 2007
Transforming Local Government conference
"Improving the Incorporation Process," 1998
Boundary Review Boards for Washington State

Publications

"Seattle's Annual Meeting Held in Hospitable Landmark,"
Gastronome, Autumn 2009.
"Pulling Plans and Policies into 3-D," *About Growth*, Community,
Trade, and Economic Development, Summer 2008.
"The Bellevue Challenge: A Design Competition," *Arcade: Journal
of Architecture and Design*, Seattle, WA, January 1991.
"Auditorium Hotel by Louis Sullivan (1889), *Drawings of Great
Buildings*, W. Blaser, editor, Berkhauser Verlag, Basel, 1983.

ASSOCIATIONS

International City/County Management Association
Global Partnerships
Seattle Opera
Chaines des Rotisseurs

Career Highlights

The following pages provide snapshot summaries of the range of projects I have guided and completed during my twenty-two year career in municipal governance.

■ FOR THE CITY OF NEWCASTLE, WASHINGTON ■

The City of Newcastle incorporated in 1994, and is located immediately south of Bellevue, Washington and across Lake Washington from Seattle. Newcastle remains at 4.4 square miles, though its population has grown with in-fill development. Its population in 2004 was 8,400; its population today is 10,000. Newcastle's 2009 General Fund budget was \$6.7 million, its surface water management utility budget was \$1.4 million, and its six-year capital improvement budget was \$38.9 million. The area has pockets of long-established neighborhoods, while newer view homes have been built on the hills surrounding the elegant Golf Club at Newcastle. The City has a mix of direct and contracted services, though revenue downturns in the last few years have reduced direct City staff from 29.35 (2007) to 23.6 (2010 recommended) funded FTEs.

Completion of City's Longest-standing Goal: Coal Creek Parkway. Immediately after Newcastle incorporated, it documented that its highest priority was to widen and improve a 1-1/2 mile section of the City's major north/south road, Coal Creek Parkway, from its dated, rural standard. The first 1/2-mile was completed in 2003, prior to my tenure. Completing the final mile required me to assemble a new staff team, bring heightened focus to the engineering firm, participate in urban design issues, gain an additional \$23 million in federal, State, and local partnership funding, and keep the City Council informed about and confident in the decisions that were being made—including the decision to begin the two-year construction effort before full funding was secured. In the end, the \$40 million project was completed on schedule, on budget (no budgeted contingency amounts were needed for construction, management, or right-of-way), and in a manner that not only adds capacity and safety to the roadway but moreover prideful beauty to the City because of the way the corridor was conceived and detailed. Coal Creek Parkway received the most funding of any project ever funded by the Transportation Improvement Board since its creation in 1967, and exceptional last-minute funding from the State Legislature meant that Newcastle's own cash and debt contributions were less than anticipated, thereby freeing up City funds for other capital priorities.

Headway on City's Second Highest Priority: Downtown Development. Though Newcastle enjoys a regional reputation for its stunning hilltop golf course and clubhouse, the downtown area features only two grocery store strips malls, a few warehouse and industrial uses, and a smattering of convenience retail. Second only to the completion of Coal Creek Parkway, the City Council's priority when I was hired was to increase and change downtown development so that it was more in keeping with the adopted downtown vision: a walkable and attractive urban village. A series of related changes were made to ensure that new development is

consistent with the adopted downtown plan, attracts quality developers, and implements the plan. The first projects were cued-up to obtain permits and begin construction right at the time the credit crisis erupted in 2008. Accordingly, some important and transformational privately-funded projects are on hold (though the developers still remain committed to the projects), but the City has been able to implement some of its own projects. Progress made on this Council priority includes:

- The development and adoption of the City's first economic development strategy;
- Establishing a moratorium and amending dated downtown zoning so that it was in harmony with the adopted downtown plan;
- Developing and adopting new downtown urban design guidelines (after the moratorium was lifted);
- Developing and adopting new commercial signage regulations;
- Fostering a partnership between a private developer and the public library district to build a multistory mixed-use library project that includes a ground-level library, 90 units of housing above (10% designated "affordable"), integrated transit shelter, and structured parking;
- Fostering another partnership to redevelop a fast food restaurant and a free-standing bank into a multistory mixed use development that could also integrate a new City Hall;
- Developing and adopting new City signage and wayfinding standards, including a new City logo, which is being implemented in the downtown core, in public parks, and on major streets; and
- Initiation of a \$4.7 million downtown transit center, the concept of which had been in Sound Transit's plan since 1995 but not implemented and at risk of losing Sound Transit funding (which is 87% of the cost).

Administrative Changes. Shortly after beginning with Newcastle, I established and disseminated workload priorities that were consistent with established Council interests and my own preferences for conducting City work. In the period that followed, there was significant staff turnover. However, I am exceedingly proud that the staff team I then cultivated in Newcastle was a strongly capable, close-knit, supportive, and up-beat team at all levels. Newcastle's staff unquestionably was the City's greatest asset, and leaders in the regional were aware of that.

First-time Recognition for Newcastle. Since becoming City Manager and amending many City processes, the City received first-time recognition from outside agencies, including:

- Governor Gregoire's "Smart Growth" Award for plan implementation (2008)
- Government Finance Officers Association "Distinguished Budget Award" (2009)
- Association of Washington Cities "Award of Excellence" (2009)—recognition for Newcastle's blog, newcastle411.com, which was the first city-maintained blog in the United States
- The Arbor Day Foundation's "Tree City USA" designation (2008 & 2009)

▣ FOR THE CITY OF MAPLE VALLEY, WASHINGTON ▣

The City of Maple Valley incorporated in 1997 and is located in southeast King County about 25 miles from downtown Seattle. Its current population is 23,000, though during the time I was City Manager it grew from an initial population of 10,000 to 18,000 (2004). Then encompassing 5.8 square miles, the City had a 2004 General Fund budget of \$6.8 million, a surface water management utility budget of \$536,000, and a six-year capital improvement budget of \$50.7 million. The City had a mix of direct and contracted services, including: city attorney and prosecution, city clerk/personnel and information services, community development, finance, municipal court, police, and public works. In 2004, Maple Valley had 32.5 direct City FTEs.

Maple Valley Place. In fulfillment of a City Council desire, I successfully negotiated with a five-decades-long property owner for the City's acquisition of a 54-acre undeveloped site located near the exact physical center of the City. The purchase required the issuance of \$6.7 million of councilmanic debt and obtaining a rating for the City's first bond. Once the purchase was complete and the transaction announced, the action met with extremely favorable public support.

Subsequently, I served as the project manager of a citizen-based process to develop a recommended site plan for the most beneficial use of the site. The project was supported by a team of architects and urban designers, and had strategically-placed involvement and experience-based advice from legendary civic leaders including Mr. Jim Ellis and former Seattle Mayor Charles Royer.

Establishment of City Park Plan, Initial Implementation. By default in the absence of direct staff, I also served as the City's "parks department." I managed a citizen- and consultant-based effort to develop a parks and recreation plan, and over a series of years made six land acquisitions of widely-divergent contractual terms to begin assembling a park system. The first City-built park was dedicated August, 2002, and in that same year I negotiated successfully with King County for the City's assumption of a 108-acre lakefront park, historically significant lodge/conference center, and arboretum.

Finance Department Improvements. Working closely with the finance director and staff, we implemented advancements to the City's systems by establishing an active investment portfolio, refined our methodology for six-year financial forecasting, created a budget format that was more accessible to the public and other users, and improved our approach for internal overhead calculations and charges. At the time that I served Maple Valley, the City enjoyed GFOA-recognized financial documentation, and did not have a single State Auditor's Office finding throughout the years.

Uncontested Comprehensive Plan Adoption. Unlike the experience of almost all other cities and counties in the State, Maple Valley's first comprehensive land use plan was not contested by any party, and thus it was able to be adopted without the need for a Growth Management Hearings Board review.

Establishment of Alternative Service Delivery Structures. From the City's earliest days, I advocated for and established service delivery approaches that differ from the pattern followed by most new cities. With the one exception of policing services, Maple Valley's services were wholly within the City's decision-making autonomy, not contracted with the County. As a consequence of this independence, the City was spared from difficult circumstances faced by other cities when severe budget shortfalls befell King County and caused them to withdraw or renegotiate key municipal services.

Economic Development. I drafted a preliminary economic development strategy to encourage new retail and office development to balance the explosive growth in residential areas that the City had been experiencing.

▣ FOR MUNICIPAL CONSULTING CLIENTS ▣

New City Incorporation Management. Served as Consulting/First City Manager for the new City of Maple Valley, Washington, when our firm, Phillip K. Kushlan and Associates, was retained to manage the incorporation process. Supported the policy needs of the new City Council, supervised the establishment of all financial and organizational systems, negotiated an extensive array of service contracts, secured a first-ever windfall fund transfer, and recruited and hired City employees—many of whom are still with the City. At that time, Maple Valley was a city of 10,000 persons, 5.8 square miles, and had a total annual budget of \$6 million (all funds).

Incorporation Feasibility Analyses. Performed in-depth, reliable, comprehensive, and fiscally conservative feasibility analyses for proposed new cities. Studies projected out revenues and costs to five years from the presumed date of incorporation. The financial projections were organized according to State-recognized fund structures, and staffing and service delivery assumptions were customized to the circumstances of the individual communities. Studies included:

Briarwood (King County), Washington (pop. 9,000)
Kenmore (King County), Washington (pop. 17,000)
Maple Valley (King County), Washington (pop. 10,000)
Liberty Lake (Spokane County), Washington (pop. 5,000)
Silverdale (Kitsap County), Washington (pop. 15,000)

Annexation Evaluations. Conducted annexation analyses ranging from those eagerly welcomed to those hotly contested. My work with annexations has involved financial and service analyses, boundary review board processes, public

involvement, multijurisdictional issue facilitation, mapping, and the oral presentation of results to a wide variety of audiences. Studies included:

East Wenatchee, Washington
Issaquah, Washington
Lake Forest Park, Washington
Shoreline, Washington

Public Works Department Development. Worked with the City of Shoreline, Washington, on an expedited project to determine actual costs and levels of service within the City's existing contract for day-to-day public works operations and developed a three-year plan for transitioning functions to a combination of in-house and private providers. Project resulted in unanimous approval by the City Council to implement the transition plan as proposed. Shoreline, incorporated in 1995, was at the time a city of 50,000 with a 1999 General Fund budget of \$19 million.

Municipal Services Alternatives. Performed analyses of clients' current service delivery systems, budgets, and methodologies, and developed alternatives for providing improved service to achieve clients' new objectives. Services analyzed include:

Adult detention
Capital improvement funding
Fire and emergency medical services
Fleet and communications services reserve funding
General administration
Library services
Municipal court
Planning and community services
Policing services
Public works

Executive Recruitment. Conducted numerous national and regional executive searches for counties, cities, and other entities. Processes were customized for each client, but generally included the development of a candidate profile, design and implementation of an advertising campaign, resume screening, interviewing, and reference checking. For each client, provided regular status updates to the hiring authority and coordinated press coverage. Also designed and facilitated final interviewing processes. Clients included:

Gunnison County, CO (County Administrator)
Kitsap County, WA (Planning Director)
Maple Valley, WA (City Manager and seven other key employees)
Mill Creek, WA (City Manager)
Puyallup, WA (City Manager)
Robert Wood Johnson Foundation (Deputy Director)

Shoreline, WA (City Manager)
Thurston County, WA (Dir. Employee and Administrative Services)
Tukwila, WA (City Attorney)
Wenatchee, WA (City Administrator—new position)
Woodinville, WA (City Manager)

▣ FOR THE CITY OF BELLEVUE, WASHINGTON ▣

At the time of my employment there, the City of Bellevue was Washington's fourth largest city with a population of 100,000 in 28 square miles. It had a 1995 General Fund budget of \$100 million, a 1995 Utilities Fund budget of \$60 million, and a six-year funded capital improvement plan of \$270 million. The City also managed a \$125 million employee benefits trust (retirement fund), plus other special purpose funds. Starting with the City as a graduate school intern, I enjoyed an eight-year career with the City, the last three of which were in the Office of the City Manager. Key projects accomplished while with Bellevue included the following.

Department Performance Monitoring. Working at the direction of the City Manager and with the Assistant City Manager, managed the work of independent consultants retained to evaluate the performance of the City's eleven operating departments. Also performed independent assessments of budgetary performance. Conducted a modified zero-based budget analysis of the City's fire and emergency medical services.

Annexation Program Management. Successfully managed 39 separate annexations to the City over 5-1/2 years, adding 19,700 persons (24%) and 4.7 square miles (18%). Efforts included the annexation of the Factoria area, at the time the largest unincorporated commercial district adjacent to the City. Operating and capital financial impact analyses were conducted with each annexation proposal.

Affordable Housing Development Competition and Real Estate Negotiations. Served as project manager for a national developer/architect competition for: 1) the sale of an 11-acre City-owned site adjacent to a new botanical garden; and 2) the obligation of the winner to build a mixed-income housing development on that site according to the design submitted in the competition. The project resulted in one-third of the 251 units designated perpetually as affordable (with the balance offered at market rates), on-site child care services for all incomes, and a public trail easement connecting through the site to the new botanical garden.

Following the competition process, served as lead negotiator for the City in establishing purchase and sale, development, and concomitant agreements with the selected developer. The project was the City's premier and widely-watched venture into the sponsorship of affordable housing. Subsequently, the City leveraged its success by founding a regional non-profit affordable housing entity called A Regional Coalition for Housing (ARCH), which now has 14 cities as member partners.

Capital Improvement Project Oversight. Oversaw the merger and annual performance of the public safety and general government program area of the City's capital improvement plan during a period when budgetary constraints made such a merger necessary.

Site Plan Review. Served routinely as the Planning Department representative to pre-application conferences and City reviews of proposed major developments.

SECTION C

- Background Check Authorization
- Sheriff's Law Enforcement Background Investigation Report and Financial Credit Check Report
- Financial Public Disclosure Form

King County

Background Check Authorization Form

TO WHOM IT MAY CONCERN:

As an applicant for appointment by the King County Executive for the position of Director of the Department of Development and Environmental Services, I, John F. Starbard, understand that full disclosure of all relevant information regarding my fitness for this position is essential to the efficient and orderly governmental process, and I voluntarily consent to such full disclosure as a condition of my being considered further for this position.

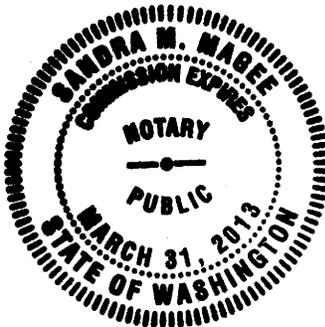
In addition, I authorize the King County Executive's Office to perform any law enforcement and financial credit checks that are necessary to complete the confirmation process.

In executing this disclosure authorization, I hereby waive, release and forever relinquish any or all claims arising from the authorized disclosure of whatsoever kind or nature I might hereafter have asserted against King County, its officers, employees, or agents and against any agency, firm, person or other entity releasing to King County the information disclosure of which is authorized by my execution of this form.

03/19/10
Date

John F. Starbard
John F. Starbard

Signed this 19 day of MARCH, 2010



Sandra M. Magee
Notary Public in and for the State of Washington. My
commission expires: March 31, 2013



King County

April 6, 2010

TO: The Honorable Dow Constantine, King County Executive

FR: Fred Jarrett, Deputy County Executive

RE: John F. Starbard – Background Check

I have received the financial credit report and law enforcement background check conducted on Mr. John F. Starbard Director, King County Department of Development and Environmental Services, by the King County Sheriff's Office. The reports contain no adverse information nor reveal any prior criminal record.

Thank you.

Statement of Financial and Other Interests

King County
Employees



Department of Executive Services
Board of Ethics
 CNK-ES-0131
 401 Fifth Avenue, Suite 131
 Seattle, WA 98104-1818
 206-296-1586 Fax 206-205-0725
 TTY Relay: 711
 board.ethics@kingcounty.gov

03-18-10A10:13 RCVD

**Read all instructions carefully, then fully complete each section.
 Incomplete forms will be returned.**

For Board of Ethics use only
 Date Received _____
 Audit Date _____
 Date Closed 3/18/10

Person reporting John F. Starbard

Position / Title Director, DDES

Department DDES Division Director's Office

Mail stop OAK-DE-0100 Work phone (206) 296-6700

I am filing within 10 days of employment or appointment, reporting on the preceding 12 calendar months ending
 (enter month, day and year) 02/28/10

I am filing an annual statement, reporting on calendar year 2009. (See #3, "Period of Reporting," on page 3.)

Financial and Other Interests to Report

Note: Underlined terms are defined on page 4 and in the Code of Ethics.
 If you need more space to provide the required information, please attach additional pages.

A. Compensation, Gifts and Things of Value

During the reporting period, did you, or a member of your immediate family, receive compensation, gifts or things of value from any person engaged in any transaction with King County in which you participated or for which you had responsibility as a county employee?

No Yes – If yes, please provide the following information.

Name of each <u>person</u> engaged in any <u>transaction with King County</u> from whom the <u>compensation, gift, or thing of value</u> was received	Name of individual who received the <u>compensation, gift, or thing of value</u> and their relationship to you

B. Financial Interests

During the reporting period, did you, or a member of your immediate family, possess a financial interest in any person engaged in any transaction with King County in which you participated or for which you had responsibility as a county employee?

No Yes – If yes, please provide the following information.

Name of each <u>person</u> engaged in any <u>transaction with King County</u> in whom a financial interest was possessed	Name of individual who possessed the financial interest and their relationship to you

C. Positions

During the reporting period, did you, or a member of your immediate family, hold a position in any person engaged in any transaction with King County in which you participated or for which you had responsibility as a county employee?

No Yes – If yes, please provide the following information.

Name of each <u>person</u> engaged in any <u>transaction with King County</u> with whom the position was held	Name of individual who held the position and their relationship to you	Title of the position held

D. Real Property

During the reporting period, did you, or a member of your immediate family, possess a financial interest in any real property that was either involved in or the subject of a King County action? Property for which the only King County action was valuation or revaluation for tax purposes does not have to be reported, except that employees of the Department of Assessments and Board of Appeals who are required to file this statement shall report property for which valuation or revaluation actions were taken by King County during the reporting period.

No Yes – If yes, please provide the following information.

Street address, assessor parcel number or legal description of real property involved in or the subject of a <u>King County action</u>	Name of individual who possessed the financial interest and their relationship to you	Name of the King County department involved in the <u>King County action</u>

E. Declaration

I have completed the Statement of Financial and Other Interests and acknowledge that I have received the following information to assist me in the completion of the form: Important Filing Information, Definitions, and Who Is Required to File a Statement of Financial and Other Interests. I understand that the purpose of this program is to ensure the public's trust in government by disclosing any conflicts between personal and financial interests and our service to King County residents, and to educate county employees on situations of potential conflict.

I, John F. Starbard, declare under penalty of perjury under the laws of the State of Washington that the foregoing is true, complete and correct.

(Print name)

John F. Starbard
(Signature)

Director, DDES

(Job Title)

Signed this 15th day of March, 2016.
(Month) (Year)

at Renton
(City)

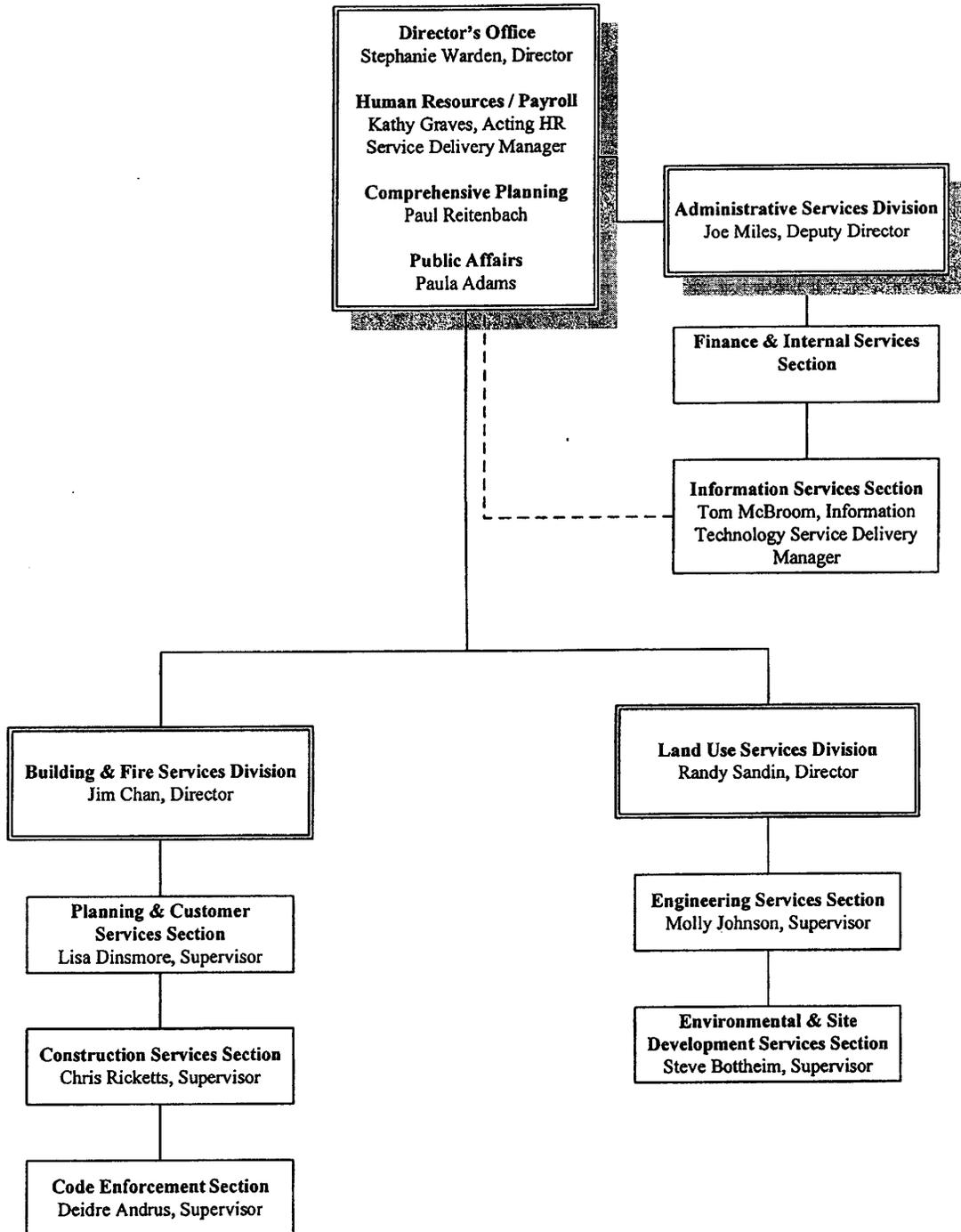
WA
(State)

SECTION D

- Department Organizational Chart
- Position Description

Department of Development and Environmental Services

January 2010



Revised 01/07/10



King County

Job Description/Responsibilities

Director, King County Department of Development and Environmental Services

The Director of the Department of Development and Environmental Services is responsible for the management and the fiscal accountability of the department and its divisions. The director of the department serves as the county planning director, zoning adjuster and responsible official for purposes of administering the Environmental Policy Act, and may delegate those functions to qualified subordinates. The director also serves as or delegates the responsibilities of the County Building Official and the County Fire Marshal.

The department is responsible for regulating the operation, maintenance and conduct of county-licensed businesses, except taxicab and for-hire drivers and vehicles.

The department is responsible for managing and coordinating the implementation of the Growth Management Act requirements, coordinating county and regional land use planning with public and private agencies, developing proposed policies to address regional land use planning and developing and overseeing the countywide program for implementation of the county's Comprehensive Plan including coordinating the implementation of plans that are developed by the departments.

The department is responsible for ensuring consistent and efficient administration of environmental, building and land use codes and regulations for commercial and residential projects by means of permit review and approval, construction inspections and public information.

Finally, the department is responsible for the effective processing and timely review of land development proposals, including zoning and variance reclassification, master drainage plans, variances from the service water design manual and the King County roads standards, critical areas, subdivision, right-of-way use, urban plan developments, clearing and grading, shoreline, special use and conditional use applications.

2.16.055 Department of development and environmental services — duties — divisions.

A. The department of development and environmental services is responsible to manage and be fiscally accountable for the building services division, land use services division, fire marshal division and administrative services division. The director of the department shall be the county planning director, zoning adjuster and responsible official for purposes of administering the state Environmental Policy Act, and may delegate those functions to qualified subordinates. The department shall be responsible for regulating the operation, maintenance and conduct of county-licensed businesses, except taxicab and for-hire drivers and vehicles. The department shall be responsible for managing and coordinating the implementation of Growth Management Act requirements, coordinating county and regional land use planning with public and private agencies, developing proposed policies to address regional land use planning and developing and overseeing the countywide program for implementation of the county's Comprehensive Plan including coordinating the implementation of plans that are developed by departments.

B. The building services division shall be responsible for ensuring consistent and efficient administration of environmental, building and land use codes and regulations for commercial and residential projects by means of permit review and approval, construction inspections and public information. The manager of the building services division shall be the county building official. The duties of the division shall include the following:

1. Permit center and public information;
2. Building plan and application review, including building, mechanical, barrier-free, energy, security and other uniform code reviews;
3. Site review, including engineering and critical areas review of permit applications;
4. Inspections, including new-construction inspections for compliance with site and building code requirements.

C. The land use services division shall be responsible for the effective processing and timely review of land development proposals, including zoning variance and reclassification, master drainage plans, variances from the surface water design manual and the King County road standards, critical area, subdivision, right-of-way use, urban planned development, clearing and grading, shoreline, special use and conditional use applications. The duties of the division shall include the following:

1. Permit center and public information;
2. Plan review, including the review of applications for compliance with shorelines, critical areas, subdivision and other zoning regulations, road standards and variances from the surface water design manual, as well as community plans and utility comprehensive plans;
3. Engineering review and inspection, including the review of clearing

and grading applications and review of engineering plans for compliance with adopted road and drainage standards and specifications;

4. Development inspection, including inspection of construction activity to ensure compliance with approved plans and codes;

5. Develop and assist in implementing local and subarea specific plans for urban and rural areas, consistent with the Comprehensive Plan;

6. Develop proposed policies to address long-range comprehensive land use planning and analyze and provide proposed updates to the Comprehensive Plan on an annual basis;

7. Develop proposed county plans, programs and policies and implement regulations on environmental issues, including critical areas and mineral resources, and serve as the contact for cities and agencies, providing appropriate research in support of county initiatives on these issues;

8. Administer the state Environmental Policy Act and act as lead agency, including making the threshold determinations, determining the amount of environmental impact and reasonable mitigation measures and coordinating with other departments and divisions in the preparation of county environmental documents or in response to environmental documents from other agencies;

9. Monitor the cumulative effects of the county's Comprehensive Plan and other plans, policies and laws intended to protect natural and community resources while permitting development and growth, and providing periodic status reports to the executive and council; and

10. Pursue and resolve code violations, including preparing for administrative or legal actions, evaluating the department's success in obtaining compliance with King County rules and regulations and designing measures to improve compliance.

D. The fire marshal division shall be responsible for programs designed to reduce the potential risk of fires and for investigating the causes of fires. The manager of the fire marshal division shall be the county fire marshal. The duties of the division shall include the following:

1. Development and implementation of an inspection program to identify fire hazards and require conformance with K.C.C. Title 17;

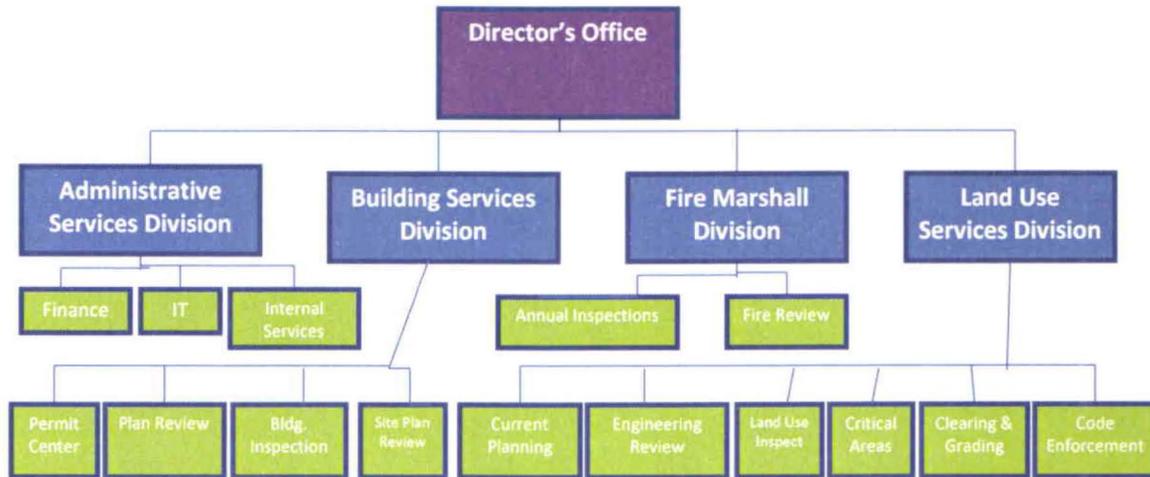
2. Review of building plans and applications for compliance with K.C.C. Title 17; and

3. Inspections, including inspections of new construction, for compliance with K.C.C. Title 17.

E. The administrative services division shall provide support services throughout the department, including personnel and payroll support, budget support, financial services, information services, facilities management and support, and records management and program analysis services. (Ord. 15921 § 1, 2007; Ord. 15319 § 1, 2005; Ord. 14561 § 3, 2002; Ord. 14199 § 15, 2001; Ord. 12940 § 1, 1997; Ord. 12441 § 5, 1996; Ord. 12051 § 1, 1996; Ord. 11955 § 5, 1995).

Appendix D: DDES Organizational Charts—2009 and Current

DDES Organization: JANUARY 2009



DDES Organization: April 2010

