



SEATTLE CITY COUNCIL

June ____, 2018

Glee Lee, Director of Finance
City of Seattle, Washington

Re: City Council Expectations for the Director of Finance

Dear Mr. Lee,

Congratulations on your re-appointment by Mayor Durkan to serve as the Director of Finance for a term through December 31, 2021. This letter has been filed under Appointment # 01037.

The Council expectations, listed below, are intended to enhance the Finance Director's accountability to the Legislative Branch. The expectations also provide a basis for Council evaluation of the Director if, and when, you are brought forward for reconfirmation after 2021. Council expectations are intended to add to the Mayor's expectations and the director's responsibilities established in the City Charter and Seattle Municipal Code.

I. City Council General Expectations for the Director of Finance.

- A. Relationship with Council. The director is expected to maintain a constructive working relationship with the Council, as demonstrated by:
1. Prompt, complete, and transparent responses to Council information inquiries.
 2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or the Executive submits a request for Council action.
 3. Dependable implementation of formal policy direction provided by the Council.
 4. Assistance in the research and development of Council policy initiatives.
- B. Management Skills. The director is expected to demonstrate strong management skills, with particular focus on the following Council priorities:
1. Public Communication
 - a. Conduct inclusive outreach to relevant stakeholders.
 - b. Implement a strong ethic of customer service.

- c. Make information available so that the public can track the department's performance in delivering services.
2. Organizational Management
 - a. Coordinate productively with other City departments.
 - b. Maintain strong working relationships with other governmental entities.
 - c. Operate within budget constraints and proactively manage expenditures.
 - d. Provide a fair and equitable approach to the award of City contracts.
3. Personnel Management
 - a. Develop and maintain strong morale among department employees.
 - b. Provide an inclusive work environment that offers equitable opportunities for all.
 - c. Address issues of succession planning and the professional development of existing staff.
4. Service Delivery -including both routine operations and emergent situations
 - a. Ensure that on-going day-to-day services are provided effectively and efficiently, and that the department tracks its performance in delivering such services.
 - b. Make certain your department is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

II. Specific Expectations for the Director of Finance from 2018 through 2021.

During the coming term, the Director is expected to continue providing, and supply regular progress reports on, the following Council expectations:

A. Race and Social Justice. Advance the City's Race and Social Justice Initiative in all aspects of your department's operations, including in career advancement, hiring and contracting.

B. Collaboration with Council. Collaborate and provide technical assistance on Council-initiated projects affecting programs for which you provide management and oversight.

C. Economic and Revenue Forecasting. Develop reporting systems, protocols and timelines (i) to assess local and regional economic performance and trends, and, (ii) to provide local financial performance, revenue collection and forecast information, for the benefit of the City's elected officials.

D. Retirement Board Oversight and Reporting. Develop systems, reporting protocols and reporting timelines to provide guidance to the City's elected officials in their oversight of the Seattle City Employees' Retirement System and the City's other retirement benefits.

E. Quarterly Reports -State Auditor's Office. Develop a reasonable, consistent reporting protocol to assist the City Council and City Departments in managing and responding to audits conducted by the Washington State Auditor's Office.

F. Accounting Systems. Oversee continued development of and ensure stability of the City's updated PeopleSoft 9.2-based Summit financial management system. Develop reasonable and consistent accounting policies and procedures for citywide use and provide training and technical assistance to departments in fully utilizing the City's updated financial management system, to facilitate easier, more consistent citywide financial reports.

G. Tax Compliance, Administration and Simplification. Develop systems, policies and procedures to administer the City's tax and revenue collection programs, focusing on providing efficient and equitable customer service, ease of compliance and to the extent reasonable, develop proposals for tax policy simplification.

H. Use of Debt -Policy Options. In conjunction with the City Budget Director, appropriately manage the City's use and issuance of debt, and provide Council with policy options for the efficient use of short-term and long-term debt. Provide routine reports on the status of the City's debt and debt capacity.

I. Treasury Services. Manage the City Treasury, taking appropriate steps to assure stability, mitigate risk and prudently maximize investment returns from the City's cash pool. Provide routine reports on the status of the City's investments and inter-fund loans.

J. Risk Management. Appropriately manage the City's Risk Management and Judgments and Claims functions, proactively managing risk exposure and implement risk avoidance strategies among City departments with a high volume of claims.

The Director of Finance will be managing the City's financial affairs through many challenges. The Seattle City Council looks forward to working cooperatively with the Director to ensure that the City's elected and appointed decision-makers receive accurate and consistent financial advice and services.

Sincerely,

Sally Bagshaw, Chair,
Finance and Neighborhoods Committee

Bruce Harrell
Council President

Cc: Seattle City Council Members