



SEATTLE CITY COUNCIL

June 10, 2019

Robert Wonsung Lee, Acting Director
Office of Economic Development
P.O. Box 94708
Seattle, WA 98124-4708

Re: City Council Expectations for Robert "Bobby" Wonsung Lee, Director of the Office of Economic Development

Dear Mr. Lee:

Congratulations on your appointment to serve as Director of the Office of Economic Development (OED).

To be successful, the Council believes all directors of executive departments in the City of Seattle must be able to work constructively with the Legislative Branch, its community partners, and the people it serves.

This letter outlines Council's expectations, which are additive to the Mayor's expectations, as well as any requirements established in the Seattle Municipal Code. The Council's expectations as outlined below (both general and specific) are intended to enhance your success in carrying out the Department's mission. Moreover, these expectations will serve as a basis for Council's evaluation of your performance, if and when you are brought forward for reconfirmation.

I. General Expectations

- A. Council Relationship. The director will maintain a constructive working relationship with the Council as demonstrated by:
1. Providing prompt and complete responses to Councilmember and legislative staff requests for information and data inquiries, including assisting in research and development of Council policies.
 2. Providing proactive updates on significant and/or controversial policy, fiscal, and operational matters.
 3. Implementing Council priorities.
- B. Stakeholder/Community Relationship. The director will maintain a constructive working relationship with stakeholders and communities by:
1. Engaging and conducting inclusive outreach to all relevant stakeholders and communities to ensure OED's services and investments are effectively implemented and results-based to maximize the City's investments.

An equal opportunity employer

600 Fourth Avenue, Floor 2 | PO Box 34025, Seattle | Washington 98124-4025

Phone (206) 684-8888 Fax (206) 684-8587 TTY 711

Email council@seattle.gov

2. Implementing a strong work ethic of customer service.
 3. Making information on service delivery and fiscal management transparent and available.
 4. Working cooperatively and productively with other City departments and governmental entities.
- C. Personnel/Management. The director will demonstrate strong people and management skills, with emphasis on:
1. Organizational Management
 - a. Operate within budget constraints and proactively manage expenditures.
 - b. Provide a fair, transparent, and equitable approach to awarding City contracts and grants.
 2. Personnel Management
 - a. Develop and maintain strong morale among OED employees by establishing policies and processes that proactively support workers and address concerns of employees to promote a workplace that is free of harassment and discrimination.
 - b. Be inclusive and offer equitable career advancement and professional development opportunities for all OED staff.
 - c. Address succession planning to ensure continuity.
 3. Service Delivery (Routine Operations and Emergent Situations)
 - a. Develop and invest in a people-centered approach to service delivery.
 - b. Ensure ongoing, day-to-day services are provided effectively and efficiently, and track performance in a manner that is useful, clear, and understandable.
 - c. Address localized emergencies and/or service and operational disruptions in a timely manner.
 4. Race and Social Justice Initiative (RSJI)
 - a. Incorporate and advance the City's RSJI in all aspects of OED's work, addressing racial disparities, institutional racism, and discrimination within the department.
 - b. Engage stakeholders in planning and policy development, contracting and direct service processes, training and technical assistance, provider evaluations, and efforts to improve processes.
 - c. Advance the use of results-based accountability for contracts, specifically utilizing the RSJI lens in identifying goals and developing performance metrics to account for disadvantaged and marginalized populations.

II. Specific Expectations

- A. Business Services. Grow and strengthen the local business community through the provision of direct services, including assistance with permitting processes and project financing. With support from OED's contracting partners, complete site visits to local businesses and provide follow-up and case management services as appropriate.

- B. Workforce Development. Oversee the City's investments in workforce development initiatives that support the career enhancement of low-income and under-employed job-seekers. Ensure that City funds are directed to effective and innovative programs that provide training and placement services for stable, living-wage jobs available in our region.
- C. Economic Resilience. Measure the City's overall economic health via analysis of the following key indicators: educational attainment, job growth, wages, business starts and closures, and business revenues. Develop and execute strategies to grow jobs and businesses in key industry sectors.
- D. Economic Development Leadership. Actively participate in regional economic development workgroups and policy meetings. Serve as an advocate for the City's interests and ensure our economic development activities are appropriately coordinated with those of our partner agencies.
- E. Neighborhood Business Districts. Work with small business owners to identify, evaluate, and address emerging needs in Seattle's neighborhood business districts.
- F. Legacy Businesses. Develop and implement a Legacy Business nomination and designation program that helps promote and ensure the viability of long-standing, independently-owned small businesses that contribute to the cultural vibrancy and local economy through marketing and technical assistance that counter displacement pressures. Facilitate and finalize the nomination and designation of Legacy Businesses in each District by the end of 2019.
- G. Film and Music. Support the growth and development of Seattle's film and music industries. Provide technical assistance that promotes the creation of a vibrant and professionalized nightlife.

This expectations letter has been placed in Appointment File 01345, which contains the materials associated with your confirmation as the OED director.

My colleagues and I look forward to partnering with you, your staff, and the Mayor's office to ensure OED is able to provide reliable, cost-effective, and innovative services to Seattle's workforce and business community. We wish you great success as director of OED.

Sincerely,



Bruce Harrell, President
Seattle City Council



Lisa Herbold
Chair, Civil Rights, Utilities, Economic
Development & Arts Committee

cc: Jenny A. Durkan, Mayor
Seattle City Council Members
Kirstan Arestad, Director of Central Staff