

**1) You've had deep experience in federal, state, and regional politics. How do you think that experience and background is going to shape your approach to the way the Office of Intergovernmental Relations approaches its work?**

I approach this work by remembering one golden rule: protect every relationship because our paths may cross again. Where do people and policies converge? In politics – and that's why relationships make all the difference. The Office of Intergovernmental Relations is the place where we build, sustain, and protect relationships across all levels of government – local, regional, state, federal, tribal, and international – to help our elected officials and public agencies advance public policy that serves the best interests of the people.

My mom used to tell her seven kids “do the best you can, where you live, every day.” That's the approach I have taken throughout my career, both before I entered the political arena and for the past 15 years. Policy and legislative debates may take years but result in strong public policies that protect the best interests of our communities. Differences of view and conflicting ideas are at the heart of every policy debate. These are the times when trusted relationships matter most of all. Policy breakthroughs happen when people find a way to debate differences of view and identify a path forward together. I love building teams of people who work together, whether we're pursuing a legislative agenda, hosting an international delegation with other regional partners, or helping communities in crisis. I encourage my team to build constructive relationships with each other, City colleagues, and City partners.

- As senior defense intelligence analyst at the U.S. Defense Intelligence Agency between 1981-1990, I led an interagency intelligence task force of 10 intelligence agencies to develop the strategy to monitor and verify Soviet compliance with the first-ever U.S.-Soviet treaty to destroy strategic nuclear ballistic missiles and warheads. On rotational assignment to the National Intelligence Officer for Strategic Programs, I helped draft and coordinate two national intelligence estimates on Soviet strategic nuclear operations, which earned the support of 17 intelligence agency directors.
- Subsequently, as a federal government contractor for 12 years, I competed for and won more than \$100 million in federal contracts to implement U.S. cooperative threat reduction programs in Russia, Ukraine, and Eastern Europe.
- During my 5 years on the Seattle Port Commission, the Port partnered with the State to provide \$300 million from the Port to help finance the removal of the Viaduct; bought the Eastside Rail Corridor from BNSF, bringing the corridor into public ownership by selling segments to Eastside King County cities to convert

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- “Rails to Trails”; and joined with the City, King County, State, and federal partners to finance the construction of the new South Park Bridge.
- As a State legislator representing the 36<sup>th</sup> legislative district, I served as House Majority Floor Leader for 3 years, as House Finance Chair, and on the Appropriations, Technology and Economic Development, Higher Education, Transportation, and Rules Committees. In my first year, I prime-sponsored Washington’s Safe Keys Act, which passed with strong bi-partisan support and requires landlords to secure master keys for all apartments to protect tenants in their own homes. I led the negotiations to pass legislation authorizing the Ports of Seattle and Tacoma to form the Northwest Seaport Alliance; led a three-year effort to negotiate and pass the state’s landmark 100% Clean Electricity law, which gained the support of all 63 utilities in our state; and worked with a bipartisan, bicameral team of legislators to secure \$440 million as basic education funding for putting career and technical education courses back into our high schools.
  - As Finance Chair, I coordinated the strategy to secure House and Senate support for creating dedicated revenue sources to fully fund student scholarships. Additionally, I led the effort to pass bipartisan modernization of the state’s Real Estate Excise Tax structure whose revenues are used to fund expanded eligibility for the seniors and disabled veterans’ property tax exemption. I also prime-sponsored legislation, which earned unanimous votes off the House and Senate floors, to confirm the first-ever WA State-Tribal Governments memorandum of agreement regarding revenue sharing among state, local, and tribal governments.

Throughout my long career working in and with every level of government, I’ve learned how to lead people through times of historic change. I was extremely successful at identifying and competing for new federal funding as the Soviet Union collapsed and Congress passed billions of dollars to implement new treaties with Russia. Now I am using this knowledge to help the City compete for historic levels of funding from the Federal Infrastructure Investment and Jobs Act. At a time when our region must tackle some of the toughest challenges of our time – acknowledging how systemic racism has left our Black and Brown communities behind, doing all we can to start a new era of equity and inclusion, and tackling climate risks that threaten our future quality of life – I have built an OIR team with exceptional public service experience who both reflect and respect the rich diversity of our City. This team is ready to help our City government be a force for good, to protect the people and this place we love.

**2) Much like many city departments, and places of work across the country, OIR has experienced some transition in the past year. How do you intend to recruit and**

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**maintain a diverse workforce? What opportunities for realignment of the department does this present?**

It is so important to acknowledge the incredible challenges all of our City's departments and staff have endured during the past couple of years. OIR is one of the City's smallest departments. Historically, the OIR staff have understood that changes in Administration typically involve staff transitions. But the combination of two years of remote work and a change in Administration were unprecedented. I started the job on January 3<sup>rd</sup> with the state legislative session beginning in one week. Three key positions were vacant, a key staff member was on paternal leave until early February, and another staff member had delayed a planned resignation date that was fast approaching, also in early February.

Today, I am thrilled to report that as of the end of March, OIR is now fully staffed with one of the most diverse teams in its history: women and men of color, first-generation Americans, Native Americans, LGBTQ community, experience on Congressional staffs and state legislative staffs, and federal civil service. I sought people who love the City of Seattle and have a track record of public service. These new hires join a core group of senior government relations professionals who are leaders and mentors.

I see this team rebuilding as an opportunity to break down silos between traditionally isolated portfolios. This OIR team has the depth and breadth of experience working within the City and across all levels of government to provide the City Council, the Mayor, City colleagues, and City partners with the support you need, when you need it.

**3) How do you intend to balance being a member of the Mayor's Cabinet with the vital role of providing unbiased, complete, and timely information to all branches of City government?**

As I have done during my first four months as Interim Director and throughout my career, I will continue to keep communications channels open with everyone. I've told the OIR staff that we have a "no surprises" rule – we share accurate information with each branch of government, even if it's not what people want to hear. I also depend on my team to review my work and each other's work for accuracy and clarity.

Our weekly check-ins with individual Councilmembers throughout the legislative session allowed us to update you on arising issues and helped me understand your individual priorities, which made us more effective in Olympia. In addition, the weekly briefings to the City Council

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allowed the Mayor's Office and all City departments to track key policy debates and the status of legislation in real time. I also will continue to share occasional "OIR Highlights" memos with both the Councilmembers and staff and the Mayor's Office, so that there is shared visibility into the OIR portfolios. I look forward to hearing from all of you how OIR can improve our communications with the Council and City staff.

**4) How would you resolve a situation where there was a disagreement between the Executive and Council? How would you approach this situation?**

There's nothing like a legislative session to reveal differences of perspective. Just as I made sure the Councilmembers and the Executive were aware of differences of view emerging with pieces of legislation introduced in this recent session, I also worked with my OIR team to help them characterize the specific nature of the policy differences. The legislative process is designed to understand where there is alignment and where there are differences of view. We have a responsibility to help legislators know when City policymakers are on the same page and where positions may diverge.

The City is an amazingly diverse place, and we should expect that there may be multiple positions on a policy issue. It's important to allow these differences of view to be expressed. OIR continues to honor the right of every elected official to testify in person or submit letters of support or opposition. My team and I work with Councilmembers and Council staff, the Mayor's Office and Executive staff, and City departments to help everyone understand who holds what perspective. Public testimony might reveal differences between the Council and the Executive, but that helps inform the legislative debate and deliberations.