



# SEATTLE CITY COUNCIL

September 17, 2018

Calvin Goings, Director  
Department of Finance and Administrative Services  
700 Fifth Ave., Suite 5200  
Seattle, WA 98104

**Re: City Council Expectations for Calvin Goings, Director of the Department of Finance and Administration**

Dear Mr. Goings:

Congratulations on your appointment as Director of the Department of Finance and Accounting Services (FAS). The letter has been placed in Clerk File 01076. To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's reconfirmation review process, we want to communicate to you our expectations for your job performance if you are reconfirmed. The Council expectations (listed below) are intended to enhance your accountability to the Council. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

**I. City Council General Expectations for the FAS Director**

- A. Relationship with Council. The director is expected to maintain a constructive working relationship with the Council, as demonstrated by:
1. Prompt and complete 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 before 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 and fiscal management.
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 pro-actively 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 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 the 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 FAS Director for 2018-2021

The Department of Finance and Administrative Services plays a crucial role in the smoother functioning of municipal government. During the term from 2018 to 2021, the director is expected to implement (and provide regular progress reports on) the following Council expectations:

- A. Race and Social Justice Advance the City's Race and Social Justice Initiative, provide guidance to City departments in implementing programs, services and issuing contracts that enhance race and social justice for the City's residents and employ criteria sensitive to race and social justice concerns in developing and administering your department's budget.
- B. Citywide Customer Service & Constituent Services. Complete integration of the former Customer Service Bureau into DFAS and implement systems to provide easily accessible, responsive and fair resolution of citizen complaints, information requests and requests for service.

- C. Seattle Animal Shelter. Proactively manage the Seattle Animal Shelter, ensuring a balance among animal-care needs, the scope of services offered, regulatory enforcement, revenue-generation opportunities and General Subfund support.
- D. Equity in City Contracting and Purchasing. Continue efforts to increase the utilization of Minority-owned Businesses (MBEs), Women-owned Businesses (WBEs) and other historically disadvantaged businesses by City departments in purchasing, consultant contracting and public works contracting, with a short-term goal of utilizing MBEs and WBEs in a proportion commensurate to their respective availability in those markets in which the City conducts procurement. In markets where there exists an underrepresentation of MBEs and WBEs relative to their proportion of Seattle residents, work to eliminate structural barriers to their participation in the City contracting process and to increase the availability of MBE and WBE vendors.
- E. Business Licensing and Regulation. Administer the City's business licensing and regulation functions equitably and efficiently, balancing the need for regulatory compliance with the desire for licensing and regulatory simplification.
- F. Capital Development, Facilities Construction and Facilities Management. Be an effective steward of general government capital resources; provide efficiency in capital planning and capital project administration; and ensure appropriate investments in asset management to preserve the long-term viability of the City's capital infrastructure.
- G. Public Disclosure Request Management. Meet the goals and expectations set out in Ordinance 122969 implementing the Public Records Act, facilitating open and transparent government.
- H. Continuity of Operations and Emergency Operations. Develop a prudent personnel succession and emergency operations and continuity plan for the Department of Finance and Administrative Services, to ensure the department's ability to provide services despite personnel changes or citywide emergencies.

As President of the City Council and as Chair of the Finance and Neighborhoods Committee, we look forward to working cooperatively with you to ensure that FAS continues to manage the City's finance and administrative resources prudently and provide reliable and cost-effective services.

Sincerely,



Bruce A. Harrell, President  
Seattle City Council



Sally Bagshaw, Chair  
Finance and Neighborhoods Committee