

City of Seattle



Director

**Seattle Department of
Transportation**

**Confirmation Packet
August 3, 2022**

Greg Spotts



City of Seattle

Mayor Bruce Harrell

August 3, 2022

The Honorable Debora Juarez
President, Seattle City Council
Seattle City Hall, 2nd Floor
Seattle, WA 98104

Dear Council President Juarez:

It is my pleasure to transmit to the City Council the following confirmation packet for my appointment of Greg Spotts as Director of the Seattle Department of Transportation (SDOT).

The materials in this packet are divided into two sections:

1. Greg Spotts

This section contains Mr. Spotts' appointment and oath of office forms, his resume, his offer letter, and the press release announcing his selection.

2. Background Check

This section contains the report on Mr. Spotts' background check.

Seattle deserves a transportation system that is safe, reliable, and equitable, and our SDOT Director is instrumental in implementing that vision. After a robust national search, I am proud to nominate Greg Spotts, a leader committed to public service and equitably serving the transportation needs of cities and communities. Greg understands that we must embed safety across all projects, view every decision through a climate lens, and build a transportation system centered on equity, quality infrastructure, and multi-modal solutions. He is a champion for innovative thinking, sustainable solutions, collaborative partnership building, and transparent public engagement.

Greg Spotts most recently served as the Executive Officer and Chief Sustainability Officer at the Los Angeles Bureau of Street Services, which oversees 1,500 staff positions, an annual budget of \$230 million, and a capital program of more than \$350 million. There, Greg helped shape policies supporting active transportation, climate change adaptation, vehicle emissions reductions, and the adoption of sustainable construction practices. He accelerated delivery of \$220 million in American Recovery and Reinvestment Act-funded projects as well as efforts to make Los Angeles more walkable, bikeable, transit-friendly and sustainable. As Executive Officer, he led three constituent-facing divisions that responded to more than 135,000 service requests annually providing pothole repair, motor sweeping, tree trimming, and the enforcement of laws pertaining to use of streets and sidewalks. During the pandemic, he identified more than \$50 million for new investments in underserved communities, including mobility improvements, tree planting, solar-reflective pavement coatings to reduce urban heat, and new median islands featuring native plants that support biodiversity.

I nominated Mr. Spotts for the Council's consideration after an extensive stakeholder committee search process. An open and competitive national recruitment process was conducted by the Seattle Human Resources (SHR) that included marketing the job opportunity through professional and affinity career center sites, direct candidate sourcing and referrals from community. In April of this year, I established an SDOT Director Search Committee consisting of local transportation experts including former and current SDOT employees, government partners, advocates, and economic development and community leaders. Committee members were selected for their technical expertise and vision, lived experiences

with the transportation system, and ability to leverage networks to market the position, collect feedback, and provide information to support the process and selection. Committee members included:

- Genesee Adkins, former SDOT Chief of Staff
- Cassie Chinn, Wing Luke Museum
- Dr. Anne Goodchild, University of Washington Urban Freight Lab
- Amy Grotefendt, Transportation Lead, Seattle Metropolitan Chamber of Commerce
- Matt Howard, Seattle Department of Transportation
- Alex Hudson, Transportation Choices Coalition
- Rob Johnson, NHL Seattle Kraken, former Seattle City Councilmember
- Lee Lambert, Cascade Bike Club
- Geri Poor, Port of Seattle
- Rizwan Rizwi, Muslim Housing Services
- Monisha Singh, Chinatown International District Business Improvement Assoc.
- Yordanos Teferi, SDOT's Transportation Equity Workgroup
- Mark Watson, PROTEC17
- Terry White, King County Metro
- Yu-Ann Youn, SDOT's Transportation Equity Workgroup, UW student

The Search Committee established evaluation criteria, reviewed applicant materials, and interviewed with their preferred candidates. I met with the top four finalists, and information gathered through the work of the Selection Committee was integral in informing my hiring decision. I heard from the involved stakeholders that Greg Spotts is a forward-thinking and environmentally-conscious leader with a focus toward creating a safe, equitable, and reliable transportation network. Review of his impressive work history and the strong support shown by the involved stakeholders is the process that informed my decision to advance Mr. Spotts for your consideration today.

I trust that after reviewing Greg Spotts' application materials, meeting with him, and following Councilmember Pedersen's thoughtful Transportation & Seattle Public Utilities Committee review, you will find that he is the right choice to serve as Director of our Seattle Department of Transportation. Greg understands and appreciates local priorities like Vision Zero, maintenance of our aging transportation infrastructure, and crafting the next transportation revenue package for voters' consideration; and he recognizes how community voices enhance and improve our transportation system.

Lastly, I would like to express my sincere thanks to the members of the Search Committee who offered both their time and valuable insight. Their work helped lead to the nomination of the credentialed leader I've referred for your review today. If you have any questions about the attached materials or need additional information, Adiam Emery in my office would welcome hearing from you. I appreciate your consideration.

Sincerely,



Bruce A. Harrell
Mayor of Seattle

SECTION

A



City of Seattle

Mayor Bruce Harrell

July 24, 2022

Greg Spotts
Los Angeles, CA
Transmitted via e-mail

Dear Greg,

It gives me great pleasure to appoint you to the position of Director of the Seattle Department of Transportation at an annual salary of \$252,001.

Your appointment as Director is subject to City Council confirmation; therefore, you will need to attend the Council's confirmation hearings. Once confirmed by the City Council, your initial term is until August 1, 2026.

Your contingent offer letter provided employment information related to the terms of your employment, benefits, vacation, holiday and sick leave.

I look forward to working with you in your role as Director and wish you success. We have much work ahead of us, and I am confident that the Department will thrive under your leadership.

Sincerely,

A handwritten signature in black ink that reads "Bruce A. Harrell". The signature is written in a cursive, flowing style.

Bruce A. Harrell
Mayor of Seattle

cc: Seattle Department of Human Resources file



City of Seattle Department Head Notice of Appointment

Appointee Name: <i>Greg Spotts</i>		
City Department Name: <i>Seattle Department of Transportation</i>		Position Title: <i>Director</i>
<input checked="" type="checkbox"/> Appointment <i>OR</i> <input type="checkbox"/> Reappointment		Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Appointing Authority: <input type="checkbox"/> Council <input checked="" type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Specify appointing authority</i>		Term of Office: <i>City Council Confirmation to August 1, 2026</i>
Legislated Authority: <i>SMC 3.12.010</i>		
Background: Greg Spotts most recently served as the Executive Officer and Chief Sustainability Officer at the Los Angeles Bureau of Street Services, which oversees 1,500 staff positions, an annual budget of \$230 million, and a capital program of more than \$350 million. There, Greg helped shape policies supporting active transportation, climate change adaptation, vehicle emissions reductions, and the adoption of sustainable construction practices. He accelerated delivery of \$220 million in American Recovery and Reinvestment Act-funded projects as well as efforts to make Los Angeles more walkable, bikeable, transit-friendly and sustainable. As Executive Officer, he led three constituent-facing divisions that responded to more than 135,000 service requests annually providing pothole repair, motor sweeping, tree trimming, and the enforcement of laws pertaining to use of streets and sidewalks. During the pandemic, he identified more than \$50 million for new investments in underserved communities, including mobility improvements, tree planting, solar-reflective pavement coatings to reduce urban heat, and new median islands featuring native plants that support biodiversity.		
Date of Appointment: <i>8/3/2022</i>	Authorizing Signature (original signature): 	Appointing Signatory: <i>Bruce A. Harrell</i> <i>Mayor</i>



CITY OF SEATTLE ▪ STATE OF WASHINGTON

OATH OF OFFICE

State of Washington

County of King

I, Greg Spotts, swear or affirm that I possess all of the qualifications prescribed in the Seattle City Charter and the Seattle Municipal Code for the position of the Director of the Seattle Department of Transportation; that I will support the Constitution of the United States, the Constitution of the State of Washington, and the Charter and Ordinances of The City of Seattle; and that I will faithfully conduct myself as the Director of the Seattle Department of Transportation.

Greg Spotts

Subscribed and sworn to before me

this ____ day of _____, 2022.

[Seal]

Elizabeth M. Adkisson, Interim City Clerk



EXPERIENCE

Los Angeles Bureau of Street Services, November 2012 to present

Assistant Director and Chief Sustainability Officer: November 2015 to present

Executive Officer: January 2022 to present

As CSO, develop, launch and implement initiatives to make Los Angeles more walkable, bikeable, transit-friendly, greener and resilient, while reducing the carbon emissions of Bureau operations. As Executive Officer, support and represent the Executive Director across the agency, serving as the principal deputy to the general manager. As Assistant Director, oversee Street Maintenance, Urban Forestry and Investigation Divisions comprising 600 staff positions and \$60 million in annual budget, with a focus on timely response to 125,000 annual service requests from the public via MYLA311.

Office of Mayor Antonio Villaraigosa, Los Angeles, 2011-2012

Director of Transportation Project Delivery. Led team that accelerated \$370 million in city projects and optimized the city's support of Metro transportation megaprojects including Expo Line, Crenshaw/LAX Light Rail, Regional Connector, and Purple Line Extension.

Office of Mayor Antonio Villaraigosa, Los Angeles, 2009-2011

Director of Performance Management Unit. Led team of analysts conducting performance reviews of Mayoral priority initiatives. Served as lead author of Mayors Budget Summary.

Office of LAUSD Superintendent John Deasy, Los Angeles, 2011

Performance Management Consultant. Developed framework for district-wide performance management initiative (part-time position concurrent with full-time position in Mayor's Office).

McKinsey & Company, Washington, D.C., 2008-2009

Associate in Organization Practice. Served large not-for-profit healthcare organizations on projects to improve the effectiveness of executive teams and boards of directors.

Office of Mayor Antonio Villaraigosa, Los Angeles, 2007-2008

Bohnett Mayoral Fellow reporting to Chief of Staff. Drafted portions of Climate LA Plan.

GSE/Shortlist Music Prize, 1990-2007

Founder and President of entertainment company managing the careers of record producers and engineers, working with REM, Seal, Jewel, Goo Goo Dolls and Widespread Panic. Co-founder and Creative Director of annual music award for emerging artists, including serving as executive producer of two concert specials televised by MTV Networks.

Los Angeles Galaxy, 2001-2003

Supervising Producer of Television and Stadium Entertainment.

POLICY MAKING EXPERIENCE

Santa Monica Arts Commission + Civic Center Working Group, 1999-2007

As Chair of Arts Commission: launched public-private partnership to create an artist studio complex at Santa Monica Airport. As a Council-appointed member of the Civic Center Working Group: adopted a Specific Plan for the Civic Center area which resulted in the creation of two new parks and hundreds of units of housing.

EDUCATION

Master of Public Policy, UCLA School of Public Affairs, May 2008

- Departmental Awards in Academic Achievement and Leadership
- Leaders in Sustainability Certificate, 2011 Alumnus of the Year

B.A. Political Science, Yale University, New Haven, CT, 1989

- Cum Laude, Distinction in the Major

Gregory Spotts

PROJECTS

2012-2022 *Los Angeles Bureau of Street Services*

- Founding member of citywide Vision Zero Executive Steering Committee. Launched pedestrian refuge island program constructing 10-20 islands per year
- Launched Great Streets, Biodiversity Medians + Streets Along Park Edges programs
- Launched bikeway inspection, cleaning, maintenance and repaving program
- Launched Street Tree Inventory project including public-facing online tree map
- Launched Cool Pavement initiative + obtained \$30M Cooling and Mobility Grant
- Tech & Innovation:
 - Purchased agency's first Plug-In Vehicles including an all-electric sweeper for zero-carbon sweeping of downtown's protected bike lanes. Led agency's deployment of GPS vehicle locators and GIS mapping of sweeping routes.
 - Optimized completion times for pothole repairs and tree emergencies by deploying tablets to crews and supervisors. Member of winning team for 2015 GovTech.com "Outstanding IT Project" award (for MyLA311 launch)

2009-2012 *Los Angeles Mayor's Office*

- Led city support of a \$10B portfolio of Metro transportation megaprojects
- Expedited Orange Line Busway Extension to open ahead of schedule
- Accelerated delivery of \$150M Traffic Signal Synchronization Program
- Accelerated delivery of \$220M in ARRA-funded capital projects

ORGANIZATIONS

- Smart Surfaces Coalition: member of Steering Committee
- Public Sector Network: member of Leadership Advisory Board
- Global Cool Cities Alliance, Cool Roadways Partnership: Steering Cmte
- C40 Cities, Cool Cities Network: Member and frequent presenter

PRESENTATIONS + AWARDS

- 2021 Urban Planning + Mobility Award, International Road Federation
- 2021 APWA SoCal Chapter Award: Best Creative & Innovative Project
- 2020 "Coolest in Los Angeles" award from Climate Resolve
- 2020 APA-LA planning award for Canoga Urban Cooling + Mobility project
- Conference Presentations: American Public Works Association National Conference, (Seattle 2019), LA City/County Engineers Association (September 2020), Reuters Responsible Business (November 2021)
- Federal Agency Webinar Presentations: EPA, NOAA, NASA/JPL, National Academy of Science Transportation Research Board
- LA County Continuous Improvement Summit (2019)



City of Seattle
Office of the Mayor

Press Release

For Immediate Release

Contact Information

Jamie Housen

206-798-5002

jamie.housen@seattle.gov

Mayor Harrell Nominates Greg Spotts to be Next Director of Seattle Department of Transportation

Experienced transportation leader with proven background in safety, climate, and infrastructure, Spotts will bring new energy and approach to lead one of the City's largest departments

Seattle (July 27, 2022) – Today, Seattle Mayor Bruce Harrell announced that he will appoint Greg Spotts to be the next Director of the Seattle Department of Transportation (SDOT), pending confirmation by the Seattle City Council. Spotts currently serves as the Executive Officer and Chief Sustainability Officer at the Los Angeles Bureau of Street Services.

“Seattle deserves a transportation system that is safe, reliable, and equitable, and our SDOT Director is instrumental in implementing that vision. Greg understands that we must embed safety across all projects, view every decision through a climate lens, and build a transportation system centered on equity, quality infrastructure, and multi-modal solutions,” **said Mayor Harrell.**

“Greg is a champion for innovative thinking, sustainable solutions, collaborative partnership building, and transparent public engagement. My sincere thanks to Interim Director Kristen Simpson for her tremendous leadership and willingness to step up to keep critical projects and priorities on track. I know she’s excited to help the new director hit the ground running during this transition period.”

“I am honored and excited to have the opportunity to lead one of the most forward-thinking transportation departments in the nation,” **said Spotts**. “I have visited Seattle several times in recent years and have been deeply inspired by the urban transformation taking place. I intend to draw upon my years of infrastructure experience to ensure that SDOT is an effective and responsible steward of Seattle’s streets, sidewalks, bridges, and street trees. I’m inspired by Mayor Harrell’s inclusive vision for **One Seattle**, and I will lead SDOT’s skilled and motivated staff to continuously improve mobility, equity, sustainability, and safety.”

Spotts currently serves as the Executive Officer and Chief Sustainability Officer at the Los Angeles Bureau of Street Services, which oversees 1,500 staff positions, an annual budget of \$230 million, and a capital program of more than \$350 million. He has led the delivery of over \$600 million in American Recovery and Reinvestment Act projects as well as efforts to make Los Angeles more walkable, bikeable, transit-friendly and sustainable.

Spotts will begin at the department in early September as acting director until Council confirmation. Later today, he will join SDOT crews to tour current bridge infrastructure and see maintenance efforts in action. As he settles in at SDOT, Spotts will tour Seattle’s vibrant neighborhoods by riding transit, cycling, and walking with neighbors and community groups.

Mayor Harrell’s search process included a [search committee](#) of local transportation experts including former and current SDOT employees, government partners, advocates, and economic development and community leaders. Committee members were selected for their technical expertise and vision, lived experiences with the transportation system, and ability to leverage networks to market the position, collect feedback, and provide information to support the process and selection. The search committee played an integral role in the hiring process, both identifying and evaluating candidates.

“I’m grateful our search committee elevated Greg’s candidacy, I’m thrilled to welcome him to our **One Seattle** team, and I’m excited about what this means for people of Seattle and the future of our city,” **said Mayor Harrell**. “Community input has been integral to our search process, and, as a result, we are bringing on board a director who understands local priorities and recognizes how community voices can enhance and improve our transportation system.”

SDOT is responsible for maintaining and operating Seattle's transportation network including about 1,700 miles of roads, over 100 bridges, 2,300 miles of sidewalk, 200 miles of bike facilities and trails, 500 public stairways, and 640,000 street trees. SDOT is currently planning, designing, and building over 60 major capital projects while also actively managing a variety of ongoing programs to keep people and goods moving safely. SDOT's infrastructure is estimated to be worth approximately \$28 billion, and the department's 2022 budget includes \$422 million for capital projects and \$308 million for operations and other programs. With approximately 1,200 dedicated staff, SDOT maintains an operational presence 24 hours a day, 7 days a week, in all weather conditions to serve and ensure Seattle's public mobility.

WHAT PEOPLE ARE SAYING

Councilmember Alex Pedersen (District 4 – Northeast Seattle)

"The Mayor's nomination to lead and manage the Seattle Department of Transportation, its \$700 million budget, and its 1,000 employees will dramatically shape how people and freight travel throughout our city safely and efficiently as we battle climate change. As Transportation Chair for the legislative branch of city government, I will conduct a thorough and transparent process for this important nomination. Together, we will follow the methodical confirmation process outlined in Seattle Resolution 31868. Seattle deserves a department director with a balanced and practical approach to urban transportation as well as a focus on safety and mobility that includes fixing our city's aging bridges. When I combine my confidence in the Mayor and his search committee with this nominee's impressive credentials, I believe we can have a positive confirmation process to keep our city moving forward."

Ryan Calkins, Port of Seattle Commission President

"We look forward to working with Greg as he takes the helm at SDOT. He brings an innovative spirit to the role at a time when the way people move around our city is changing. We all rely on our roads and transportation system in multiple ways. In addition to our own personal travel, our roads carry the food, materials, packages, and other goods that we use every day. It's vital to maintain the basic transportation infrastructure necessary for an efficient freight network, and foster innovation to move goods even more efficiently and sustainably."

Yordanos Teferi, SDOT's Transportation Equity Workgroup Co-chair and Search Committee Member

“I am excited that we were able to find a transportation director who recognizes the urgency of addressing environmental justice and equity in our transportation system. Greg clearly understood the history of how race has shaped and distorted cities across America, and how this has led to lasting consequences which still plague our communities to this day. He expressed a sincere commitment to stand by the department’s Transportation Equity Framework and advocate to make sure the department follows through on its promises.”

Mark Watson, Union Representative at PROTEC17 and Search Committee Member

“The new director has his work cut out for him, but I feel confident that he is up for the job. Seattle needs a transportation director who understands the importance of skilled workers designing and maintaining our roads and bridges. Greg made it clear that he believes the department working collaboratively with the department’s workforce and the community must get the basics right and must make sure that we are caring for the infrastructure which carries people and goods throughout the region and keeps our economy running.”

Amy Grotefendt, Transportation Lead, Seattle Metropolitan Chamber of Commerce and Search Committee Member

“Mayor Harrell made an excellent choice in selecting Greg to be the nominee for SDOT Director. Greg’s commitment to being an inclusive leader who listens to all voices as we advance our transportation network was clear. We are thrilled that Greg understands that a safe and reliable transportation system is important for our economic recovery and a key component of building a more just, equitable, and thriving Seattle.”

Lee Lambert, Executive Director, Cascade Bicycle Club and Search Committee Member

“Greg impressed me with his knowledge and passion, and I believe he is the right choice for the job. Now more than ever, Seattle needs a transportation leader who understands the importance of equitably delivering on the City’s commitments to Vision Zero. Greg’s commitment to safety is evident by his founding of the Los Angeles Vision Zero Steering Committee. Vulnerable road users, like people biking and walking, need a leader like Greg in Seattle.”

Alex Hudson, Executive Director, Transportation Choices Coalition and Search Committee Member

“Seattle needs a transportation leader that values the experience of our daily transit riders that depend on a robust transit network. I am confident that Greg is that leader. His recent work during the pandemic to prioritize new

investments in underserved communities shows he is both skilled at leveraging additional resources and investing them wisely for the folks that need them the most. I look forward to working with Greg and improving the transit rider experience for our hundreds of thousands of daily riders in Seattle.”

SDOT Interim Director Kristen Simpson

“I am honored to have worked with dedicated staff to lead SDOT while the selection process was occurring and look forward to working with Greg as he transitions to our new director and beyond. I am confident we are in good hands, and I appreciate Mayor Harrell’s thoughtful approach to selecting a person with the right experience, know-how, and dedication to keep our department running smoothly.”

ABOUT GREG SPOTTS



Gregory J. Spotts is an innovative and inclusive leader committed to designing, constructing, and maintaining sustainable transportation infrastructure to meet the evolving needs of communities.

Greg currently serves Los Angeles as Executive Officer and Chief Sustainability Officer for the Bureau of Street Services, shaping policies supporting active transportation, climate change adaptation, vehicle emissions reductions, and the adoption of sustainable construction practices. As Executive Officer, he has led three constituent-facing divisions that respond to more than

135,000 annual service requests, providing pothole repair, motor sweeping, tree trimming, and the enforcement of laws pertaining to use of streets and sidewalks.

As the Bureau’s Chief Sustainability Officer, Greg launched the city’s first bike lane cleaning and maintenance program which includes a \$4M annual program of bike lane resurfacing and the cleaning of the downtown bike lanes by a zero-emissions electric sweeper. During the pandemic, he identified more than \$50M for new investments in underserved communities, including mobility

improvements, tree planting, solar-reflective pavement coatings to reduce urban heat, and new median islands featuring native plants that support biodiversity.

Greg graduated cum laude from Yale University and received his Master of Public Policy from the UCLA School of Public Affairs. He has been recognized and awarded for this his work in urban planning, climate, and mobility.

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SECTION

B



City of Seattle

Seattle Department of Human Resources

Kimberly Loving, Interim Director

July 13, 2022

TO: Pam Inch, Senior Executive Recruiter - Seattle Department of Human Resources

FROM: Annie Nguyen - Seattle Department of Human Resources

SUBJECT: Background check for Gregory Spotts

The Seattle Department of Human Resources has received a copy of **Gregory Spotts's** background check provided by Global Screening Solutions. There were no findings that would impact their employment eligibility.

Cc: Personnel File

Seattle Department of Human Resources

Seattle Municipal Tower, 700 5th Avenue Suite 5500, PO Box 34028, Seattle, WA 98124-4028
(206) 684-7999 • TTY:7-1-1 Fax: (206) 684-4157 • Employment Website: www.seattle.gov/jobs

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