



**King County**

**CONFIRMATION PACKET  
FOR  
LEONARDO FLOR  
AS DIRECTOR OF THE  
KING COUNTY DEPARTMENT OF  
COMMUNITY AND HUMAN SERVICES**

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## SECTION A

- Letter from Executive Dow Constantine to King County Council Chair Joe McDermott to Announce Appointment
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- Letters in Support of Appointment

October 19, 2018

The Honorable Joe McDermott  
Chair, King County Council  
Room 1200  
C O U R T H O U S E

Dear Councilmember McDermott:

I am pleased to transmit for the King County Council's approval the attached motion confirming Leonardo Flor as the Director of the King County Department of Community and Human Services (DCHS). A full set of confirmation documents will be submitted to the Council under separate cover.

Mr. Flor was the successful candidate from a nationwide recruitment for the new Director of DCHS. He previously served as Director of the DCHS Community Services Division, overseeing services that connected people to employment, supported military veterans and their families, and assisted older adults. I appointed Mr. Flor to serve as Director of DCHS on October 18, 2018.

Mr. Flor has the complete set of skills to build on the progress we have made to help every child, youth, and adult in King County reach full potential. His success at creating a strong, broad, coalition for the Veterans, Seniors and Human Services Levy demonstrated significant leadership ability. With Mr. Flor as the Director of DCHS, our employees will continue to deliver real, measureable outcomes that improve the quality of life in King County.

Mr. Flor is a West Point graduate who served in Iraq and Afghanistan. He earned his law degree from the University of Washington and in 2016, joined the leadership team of the Department of Community and Human Services.

I have seen first-hand Mr. Flor's exceptional commitment to working with the community, the County Council, and leading and supporting DCHS staff in some of the most innovative work in the country. Mr. Flor's diverse skill set will assist in reaching the goals and objectives of the King County Strategic Plan of improving the health and well-being of all people in our community.

The Honorable Joe McDermott  
October 19, 2018  
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It is my great pleasure to request the confirmation of Mr. Leonardo Flor as the Director of the King County Department of Community and Human Services.

Sincerely,

Dow Constantine  
King County Executive

Enclosure

cc: King County Councilmembers  
    ATTN: Carolyn Busch, Chief of Staff  
          Melani Pedroza, Clerk of the Council  
Dwight Dively, Director, Office of Performance, Strategy and Budget  
Whitney Abrams, Chief People Officer, King County Executive Office  
Jay Osborne, Director, Department of Human Resources  
Leonardo Flor, Director Designee, Department of Community and Human Services

Date Created:	10/15/18
Drafted by:	Richard Hayes, Sr. HR Policy Advisor
Sponsors:	
Attachments:	

1 ..Title

2                   A MOTION confirming the executive's appointment of  
3                   Leonardo Flor as the director of the department of  
4                   community and human services.

5 ..Body

6                   BE IT MOVED by the Council of King County:

7                   The executive's appointment of Leonardo Flor as the director of the department of  
8                   community and human services is hereby confirmed.



**Dow Constantine**  
King County Executive



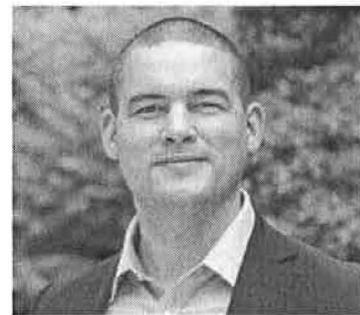
**King County**

Message from the Executive - October 9, 2018

## Leo Flor appointed Director of the Department of Community and Human Services

Dear fellow King County employee,

I am pleased to announce the appointment of Leo Flor as our new Director of the Department of Community and Human Services (DCHS). His appointment is subject to Council confirmation.



Leo was the successful candidate from our nationwide recruitment for the new director. He currently serves as Director of DCHS' Community Services Division, overseeing services that connect people to employment, support military veterans and their families, and ensure that older adults can live with dignity. Prior to that he managed the successful effort to renew the Veterans, Seniors and Human Services Levy. He is a West Point graduate who earned his law degree from the University of Washington, and served in the U.S. Army as an airborne ranger-qualified infantry officer.

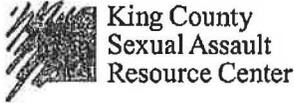
Leo has the complete skill set to build on the progress we have made to help every child, youth, and adult in King County achieve their full potential. His success at building a strong, broad coalition for the Veterans, Seniors and Human Services levy demonstrated the leadership ability I wanted for this Cabinet position. With Leo as director, our employees and partners will continue to deliver measurable outcomes that improve the quality of life in King County.

Leo will succeed Director Adrienne Quinn, who recently accepted an offer to be a Distinguished Practitioner at the University of Washington's Evans School of Public Policy & Governance after five years leading DCHS. I want to once again thank Adrienne for her leadership of DCHS and her work on behalf of the people of King County. Her contributions have helped countless people in our region get services and support that have enabled them to be healthy, happy, self-reliant and connected to our community.

I look forward to working with Leo and continuing the great work DCHS does to protect and support our most vulnerable residents.

Sincerely,

Dow Constantine  
King County Executive



Joe McDermott  
Chair King County Council  
516 3<sup>rd</sup> Ave  
Seattle WA 98104

Dear Councilmember McDermott,

I am very pleased to provide this letter of support to confirm Leo Flor as the King County Director of Human Services.

I met Leo in crafting the Vets, Seniors and Human Services levy. What stood out about him at that time were three attributes: his personal and professional humility, his ability to listen to other perspectives and divergent points of view, and an ability to lead.

As we worked through all the aspects of crafting, securing support and finally passing the levy, Leo was a steady and effective leader.

Now as we enter the implementation phase, Leo is clearly committed to the levy's success for the benefit of King County citizens. He can communicate budget, fiscal and policy goals as well as advise on how to effectively work within existing frameworks.

Adrienne Quinn was an extraordinary leader and advocate in her tenure. Our community and service providers have benefited from her vision. And I expect the same from Leo.

I believe he is an excellent choice for the position of Director of Human services and urge his confirmation.

Sincerely,

A handwritten signature in black ink, appearing to read "Mary Ellen Stone", written in a cursive style with a long horizontal flourish extending to the right.

Mary Ellen Stone  
Executive Director



STATE OF WASHINGTON  
DEPARTMENT OF VETERANS AFFAIRS

1102 Quince St. SE, PO Box 41150 • Olympia, Washington 98504-1150 • 360-725-2155

October 22, 2018

The Honorable Joe McDermott  
Chair, Metropolitan King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104

**Subject: Letter of Support for Leo Flor**

Dear Councilman McDermott:

It is truly my distinct honor to provide a letter of support for Leo Flor to be positively confirmed for the position of Director for the King County Department of Community and Human Services for your county. I have had the privilege of knowing and working with him for over five years. In that time I have had the privilege of observing his performance in both professional and social settings.

Dedication, dependability, integrity, trust, confidence, judgment, and tact are but few of the individual characteristics that best describe the professionalism and abilities of Leo Flor. Some of the leadership principles he demonstrates are leading by example, knowing himself and seeking self-improvement, looking out for the welfare of our veterans, especially those that are incarcerated in our state prisons, community members and their families not only those that lives in King County but those individuals that resides outside of the county.

Leo is an incredibly gifted leader who can inspire others as well as lead teams and committees of action, and make recommendations relative to the best course. In every situation, Leo displayed the kind of discipline, compassion, attention to detail, and overall leadership to obtain results that are, and were, required. His commitment to excellence cannot be overstated and I am personally aware of his pursuit of continuous focus on professional development.

I am offering my absolute and unequivocal recommendation for Leo Flor to be confirmed as Director for the King County Department of Community and Human Services Division. I am confident you will be delighted with the leadership and results Mr. Flor would deliver for your county. I request the council's timely confirmation of his appointment now in front of you.

I would be happy to respond to any questions you may have. I can be reached at (360) 725-2155 or e-mail at [afle@dvva.wa.gov](mailto:afle@dvva.wa.gov)

Yours in service,

A handwritten signature in black ink, appearing to read "Lourdes E. Alvarado-Ramos".

Lourdes E. Alvarado-Ramos  
Director



Honorable Joe McDermott

October 23, 2018

Metropolitan King County Council Chair  
516 Third Avenue Room 1200  
Seattle, WA 98104

Re: Leonardo Flor, King County Department of Community and Human Services, Director,  
Appointment

Dear Mr. McDermott:

I am delighted to provide this correspondence to you and your Council colleagues regarding the appointment of Mr. Leonardo (Leo) Flor.

As the Executive Director of Kent Youth and Family Services, Co-Chair of the King County Alliance For Human Services and Chair of King County Youth and Family Services Association, along with a number of my colleagues in leadership positions in the health, human service and housing provider community, I have had the privilege of working with Mr. Flor in a variety of settings during his tenure at King County, both as a Division Director and during his work on the Veterans and Human Services Levy. The recent resignation and impending departure of Adrienne Quinn as Director of Community and Human Services left all of us contemplating "who could possibly fill the void" of leadership Adrienne has provided. That said, the Executive's appointment of "Leo" as the next Department Director CHS has been received with universal support across all the diverse sectors of the human services community.

In his short tenure to date at CHS Mr. Flor's assets have already created a proven track record of accomplishments with the multi-year process he led across King County communities culminating in the Veterans, Seniors and Human Services levy, transition from VHSL to VSHSL plan and the recently adopted VSHSL implementation plan. His body of work already has demonstrated his talents at grasping every aspect of the health, human services and housing portfolio of CHS. He has an excellent understanding equity and social justice in application to the wide array of needs, gaps and strengths throughout rural and urban King County. I am confident in Leo's ability in leadership overseeing the various areas of services in that portfolio of the Department of Community and Human Services. We confidently look forward to working with him in that capacity.

I commend the appointment of Mr. Flor as the King County Department of Community and Human Services Department and request the Council's timely confirmation of his appointment.

Sincerely,

Michael Heinisch  
Executive Director, Kent Youth and Family Services  
Co-Chair King County Alliance For Human Services  
Chair, Youth and Family Services Association of King County



## ***EASTSIDE LEGAL ASSISTANCE PROGRAM***

1239 120<sup>th</sup> Ave. NE, Suite J, Bellevue, WA 98005  
Telephone: 425-747-7274 ext. 203 [jerry@elap.org](mailto:jerry@elap.org)

Gerald Shepherd Kröon  
Executive Director

October 24, 2018

The Honorable Joe McDermott  
Chair, Metropolitan King County Council  
516 Third Ave, Room 1200  
Seattle, WA 98104

Re: Leo Flor Confirmation

Dear Council Chair McDermott,

With over 30 years of senior management experience, including being a partner in our Nation's largest Service Disabled Veteran Owned Business, I have hired and managed thousands of employees. With that background and understanding I know a good "hire" when I see one. Now, as Executive Director of Eastside Legal Assistance Program, I have had the opportunity to work with Leo Flor as he helped shepherd the most recent levy; from stakeholder's meetings to implementation. You get a good measure of a person when you watch them deal with disparate groups, often competing for the same limited resource. The term "grace under pressure" is often tossed about, Leo exemplifies it.

Leo's background from Army officer to staff attorney in civil legal aid gives him a unique perspective, that will allow him to thrive as the Director of the Department of Community and Human Services. You and your fellow council members have the wonderful opportunity to hire someone who will continue to grow, and be of incredible service to our County.

Please count me as one of the many people who unreservedly supports Leo's confirmation.

Sincerely,

Gerald Shepherd Kröon  
Executive Director  
Eastside Legal Assistance Program



## Washington State Office of Civil Legal Aid

1112 Quince St SE  
Olympia, WA 98504  
MS 41183  
360-704-4135

James A. Bamberger, Director  
jim.bamberger@ocla.wa.gov

October 29, 2018

Hon. Joe McDermott, Chair  
Metropolitan King County Council  
516 Third Avenue, Rm. 1200  
Seattle, WA 98104

Re: Nomination of Leonardo Flor to be the Director,  
King County Department of Community and Human Services

Dear Chairman McDermott:

It is my honor to write in strong support of the nomination of Leonardo (Leo) Flor to serve as the Director of the King County Department of Community and Human Services. I have had the pleasure of knowing and working with Mr. Flor over the past 7-8 years, first as an attorney with the Northwest Justice Project and more recently in his capacities as a staff member of the Department where he led the effort to secure passage and develop the implementation plan for the King County Veterans, Seniors, and Human Services Levy.

During his prior military service and more recently in his post-military public service, Mr. Flor has demonstrated extraordinary vision and a complete leadership skill-set that will, upon his confirmation, ensure the highest level of performance of the Department in executing the strategies and tasks associated with implementation of the Levy as well as the many other functions assigned to the Department. Mr. Flor is a deep thinker, a team builder, and delivers results. I am confident that Mr. Flor will lead the Department with the highest degree of integrity and accountability to the taxpayers who have entrusted significant new resources to King County to serve the most compelling needs facing veterans, seniors, and others in need. From my perspective King County could ask for no better person to lead the Department of Community and Human Services at this time than Leo Flor.

Thank you for the opportunity to share these thoughts.

Sincerely,

OFFICE OF CIVIL LEGAL AID

*James A. Bamberger*

James A. Bamberger  
Director



**crisis  
connections**  
support • resources • training

206.461.3210 | crisisconnections.org | 9725 3rd Avenue NE, Suite 300 | Seattle, WA 98115

**BOARD OF TRUSTEES**

Capt. Kevin Grossman  
PRESIDENT  
*Seattle Police Department*

Danie Eagleton  
VICE PRESIDENT  
*Valley Cities Behavioral Health  
Care*

Jennifer Peters  
TREASURER  
*Community Volunteer*

Julia Woog  
SECRETARY  
*Casey Family Programs*

Jerilyn Anderson  
*T-Mobile*

Janet Arthur  
*Community Volunteer*

Ann Bodden  
*American Red Cross*

Jean Ciesynski  
*Seattle Bank*

Clif Curry  
*Metropolitan King  
County Council*

David A. Dickinson  
*SAMHSA*

Zandy Harlin  
*Kaiser Permanente*

Mike Nielsen  
*Community Volunteer*

Tina Orwall  
*Rep. 33<sup>rd</sup> Legislative District*

Marlene Price  
*HomeStreet Bank*

Ursula Whiteside  
*Research & Clinical Consultant*

\* \* \* \* \*

Allie Franklin  
*Executive Director*

The Honorable Joe McDermott  
Chair, Metropolitan King County Council  
516 Third Ave, Room 1200  
Seattle, WA 98104

November 1, 2018

Re: Leonardo Flor, appointment to the position of the Director of the King County Department of Community and Health Services

Dear Mr. McDermott,

I am writing to express our agency and my personal enthusiasm and strong support of the appointment of Leonardo "Leo" Flor to the position of Director of the King County Department of Community and Health Services (DCHS).

As the Executive Director of Crisis Connections (formerly Crisis Clinic), I have had the opportunity to work directly with Mr. Flor in his previous role as the Project Director of the Veteran's, Seniors and Human Services Levy (VSHSL). I have been impressed with his professionalism, his deep understanding and obvious passion for serving all King County residents. He and I share a background as veterans of the US Armed Forces and I have seen the results of first class management, leadership and project management training in the work he has led with the VSHSL. In the recent weeks that he has been working closely with Adrienne Quinn to learn the role, he has distinguished himself in taking an immediate interest in learning about the Behavioral Health Division and he has brought a needed perspective to the governance discussions of the King County Integrated Care Network Executive Team.

At any time, this role is a key position in the County. However, this is a pivotal moment for the County to navigate the evolving work of the Behavioral Health and Recovery Division as Integrated Managed Care is rolling out in this region over the next year. Now, more than ever, the County needs a strong, passionate leader with a proven track record for leading teams to achieving excellent outcomes in order to ensure that the most vulnerable in our County continue to receive world-class care. I believe that Leo is the perfect person for this role. Adrienne Quinn was an outstanding leader of this Department and leaves enormous shoes to fill. I can, without hesitation, support Mr. Flor to fill this role and to bring his own, unique perspectives to the work that will help our County continue with the innovative and high quality work that Ms. Quinn and her team began.

formerly known as

**Crisis Clinic**  
*Helping Lives. On the Line.*

On behalf of our staff, volunteers and Board of Trustees of Crisis Connections, please accept our strong support of Mr. Flor. We look forward to our continued partnership with the County and with Leo on behalf of all who need healthcare and crisis intervention services in King County. We commend the appointment of Mr. Flor and support the confirmation of him to this appointment.

Sincerely,

A handwritten signature in cursive script, appearing to read "Allie Franklin".

Allie Franklin  
Executive Director, Crisis Connections

## SECTION B

- Letter from Casey Sixkiller, Chief Operating Officer, appointing Leonardo Flor to the position of Director of the King County Department of Community and Human Services
- Letter from Leonardo Flor to King County Chair Joe McDermott accepting the position of Director of the King County Department of Community and Human Services, and Acknowledgement to Comply with County Code Provisions
- Resume



## King County

King County Executive  
401 Fifth Avenue, Suite 800  
Seattle, WA 98104  
206-263-9600 Fax 206-296-0194  
TTY Relay: 711  
[www.kingcounty.gov](http://www.kingcounty.gov)

October 8, 2018

Leonardo Flor

Dear Leo:

Congratulations! We are excited you have chosen to work with us and look forward to your continued contributions to King County's Department of Community & Human Services. This letter is to confirm our offer and your acceptance of the position of Director, Department of Community & Human Services. The effective date of your appointment is October 15, 2018. Below is the schedule we have agreed to in regards to the transition into your position:

Your annual salary will be \$181,541.78 which is Range 89, Step 7, of the 2018 King County 10 Step Annual/FLSA Exempt Squared Schedule. This position reports directly to me and is responsible for, but not limited to, the following:

- Provide leadership in developing and conveying DCHS's vision and mission.
- Operate programs and establish and maintain solid community partnerships based on sound practices that integrate effectively with other support organizations such as regional veterans' agencies, housing and human service organizations, housing and homelessness organizations, developmental disabilities organizations, behavioral health providers, and managed care organizations.
- Focus on outcomes-based funding and programmatic decisions.  
Develop and manage the Department's biennial budget.

King County values our diverse and vibrant community and acts to preserve our environment. We strive to provide equity and opportunity for our employees through our Equity and Social Justice efforts and seek to be the best run government in the nation. Your position, Director,

Leonardo Flor  
Page 2

Department of Community & Human Services, and the talents and skills you bring to it, will aid us in meeting these goals.

You remain eligible for the County's comprehensive health care benefits, which currently includes full-family medical coverage with no premium share. Additionally, you remain eligible for participation in the Washington State Public Employees Retirement System (PERS).

The County also offers a robust employee development and learning program so employees can maintain and enhance their skills. Every day, we are seeking to improve our skills, our programs, and the way we do business in order to ensure that we can meet our residents' service needs both now and in the future.

Below you will find additional details regarding your employment with King County. If you have any questions before your first day of work, please contact Seth Daniel Watson at (206) 477-5330 or [seth.watson@kingcounty.gov](mailto:seth.watson@kingcounty.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Casey Sixkiller", with a long horizontal flourish extending to the right.

Casey Sixkiller  
Chief Operating Officer  
King County Executive Dow Constantine's Office

cc: Liz Causby-Miles, HR Manager, Community & Human Services  
Seth Watson, HR Manager, King County Executive Dow Constantine's Office  
Payroll/Personnel

**Summary of Employment Details:**

**Base Job Title:** Director, Department of Community & Human Services

**Start Date:** October 15, 2018

**Salary/wage:** \$181,541.78

**Range 89                      Step 7**

**Date of first paycheck:** November 1, 2018

**Reporting to:** Casey Sixkiller, Chief Operating Officer

**Primary work location:** Chinook Building, 401 Fifth Avenue, Seattle, WA 98104

**Normal business hours:** 8:00 a.m. to 5:00 p.m. *The County values work-life balance, so we encourage you to discuss alternate work hours with your supervisor.*

**FLSA status:** Exempt

**Union status:** Not represented by a labor union



**King County**

**Department of  
Community and Human Services**

401 Fifth Avenue, Suite 500  
Seattle, WA 98104

**(206) 263-9100** Fax (206) 205-6565  
TTY Relay 711

November 1, 2018

The Honorable Joe McDermott  
Chair, King County Council  
Room 1200  
COURTHOUSE

RE: Acknowledgment to Comply with County Code Provisions

Dear Councilmember McDermott:

I am pleased to accept the King County Executive's appointment to the position of King County Department of Community and Human Services Director. Pursuant to King County Code Section 2.16.110(E) (5), please accept this letter as my acknowledgement that the Council's confirmation process may require the submittal of information relating to my background and expertise.

I look forward to receiving the Council's consideration for confirmation.

Sincerely,

Leo Flor  
Director Designee

cc: King County Councilmembers

# Leonardo Flor

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## **EXPERIENCE**

### **King County Department of Community and Human Services | February 2016-Present**

#### **Division Director | July 2018-Present**

Lead and manage a 37-person DCHS Division with a biennial budget exceeding \$140M responsible for community partnerships, direct service provision and contracted services for adult employment, veterans and their families, older adults, vulnerable populations and civil legal services in King County:

- Direct and develop Division managers to ensure organizational effectiveness and optimal team culture
- Lead implementation and operations of the 6-year, \$355M Veterans, Seniors & Human Services Levy
- Manage administration of King County's two direct services offices serving low-income veterans
- Oversee General Fund human services contracts for civil legal aid, senior centers, and services for survivors of sexual assault and domestic violence
- Additionally tasked to review and approve all DCHS's Council communications and proposed legislation prior to transmittal to the Council or to the Executive

#### **Veterans and Human Services Levy Renewal Manager | February 2016-July 2018**

Designed and led the thirty-month strategic planning, community partnership, legislative, and implementation processes that resulted in King County residents approving the \$355M, 6-year Veterans, Seniors and Human Services Levy and the adoption of plans and processes to maintain services during transition from the former VHSL:

- Led an 18-month community engagement process centering affected communities that included 72 community conversations and focus groups, 4 online surveys, and received responses in 9 languages from more than 1,600 county residents
- Lead author, planner and Executive representative at Council for all VSHSL renewal-related legislation, including the VSHSL Ballot Measure (ord. 18555), VSHSL Governance Plan (ord. 18722), Transition Plan (ord. 18638), and Implementation Plan (ord. 18768)
- Regularly presented to and met with key regional partners, including the Sound Cities Association, City Councils throughout King County, the King County Alliance for Human Services, sub-regional human services coalitions, the King County Veterans Consortium, and the Area Agency on Aging
- Assigned additional responsibility to lead and manage staff and processes for the Division's current operations, including administration and closeout of the former VHSL, daily direct services of the King County Veterans Program and its two site-based offices, and DCHS's General Fund-funded programs for civil legal aid, survivors of domestic violence, and survivors of sexual assault
- DCHS Council Lead, tasked by the Department Director to review and approve all of DCHS's Council communications and proposed legislation prior to transmission to the Council or to the Executive

### **Northwest Justice Project | Veterans Project Staff Attorney | September 2013-January 2016**

Provided free, integrated civil legal aid for low-income, criminal justice-involved veterans in veterans treatment courts, jails, and prisons:

- Selected as an [Equal Justice Works Fellow](#), attracting private sponsorship by Fenwick & West and Microsoft; one of 53 fellows nation-wide for designing innovative solutions to unmet legal needs
- Advised or represented more than 120 veterans on civil legal issues including military discharge upgrades, VA benefits appeals and overpayments, VA benefits and healthcare eligibility, landlord-tenant, child support, vacating criminal records, and reinstatement of drivers licenses
- Created [RepWaVets.org](#), an online legal information resource for veterans advocates in Washington, visited by more than 1,000 unique users per month; recognized with 2015 All Staff Innovation Award
- Frequent presenter and trainer on veterans legal and cultural topics, including invited presentations before the American Bar Association, the Washington State Bar Association, University of Washington School of Law, Seattle University School of Law, and multiple King County Boards and Departments

**United States Army | Infantry Officer | May 2002-August 2010**

Airborne Ranger-qualified Infantry Officer with more than 8 years of experience leading and managing teams of up to 273 people to accomplish critical missions under difficult conditions, including 27-months of combat leadership in Iraq and Afghanistan:

**Battalion Executive Officer and Operations Officer | Captain, US Army**

*2-357 Infantry | Joint Base Lewis-McChord, Washington | November 2008-August 2010*

As Executive Officer, served as second-in-command of an 82-soldier unit tasked to train and validate the readiness of Army, Navy and Air Force personnel deploying for combat operations in Afghanistan and Iraq and peacekeeping operations in Egypt; Supervised personnel administration, logistics operations, communications planning, and equipment maintenance. As Operations Officer, planned, synchronized, and supervised pre-mobilization training for 4,322 service members deploying to Iraq, Afghanistan, and Egypt.

**Company Commander | Captain, US Army**

*2-503 Infantry (Airborne) | Kunar Province, Afghanistan & Vicenza, Italy | September 2006-August 2008*

Commanded a 273-person airborne infantry company team conducting counter-insurgency operations in Kunar Province, Afghanistan and a 211-person company during pre-deployment training and post-deployment recovery in Italy and Germany:

- Commanded units including two 20-soldier improvised explosive device route clearance teams and one 35-soldier military police platoon; coordinated all Afghan Police training for 13 Kunar Province districts
- Liaison to Kunar Provincial Reconstruction Team, Department of State Special Envoy, and U.S. Agency for International Development and U.S. Department of Agriculture representatives
- Designed and implemented home station training in Italy and Germany focused on airborne operations, infantry reconnaissance, sniper operations, mortar certification, and medical training

**Company Executive Officer | First Lieutenant, US Army**

*5-20 Infantry (Stryker) | Fort Lewis, Washington | December 2004-December 2005*

Second-in-command of a 185-soldier Stryker infantry unit. Implemented logistics operations, focusing on training support and the operation and maintenance of 20 Stryker combat vehicles and their weapons and communications systems.

**Platoon Leader | Second and First Lieutenant, US Army**

*5-20 Infantry (Stryker) | Tal Afar and Mosul, Iraq & Fort Lewis, Washington | April 2003-November 2004*

Led a 42-soldier Stryker infantry unit during the first combat deployment of the Stryker combat vehicle and during pre-deployment training and post-deployment recovery at home station

**SELECTED MILITARY DECORATIONS & AWARDS**

Ranger Tab, Combat Infantryman's Badge, Basic Parachutist's Badge; Infantry Captain's Career Course (*Commandant's List*), Infantry Officer's Basic Course (*Commandant's List*); Bronze Star, Meritorious Service Medal

**SELECTED VOLUNTEER SERVICE**

Office of Military and Veteran Legal Assistance | Advisory Committee Member | October 2017-Present

King County Public Defense Advisory Board | Board Member | July 2014-July 2016

King County Regional Veterans Initiative | Special Advisor | February 2013-June 2013

Associated Counsel for the Accused | Rule 9 Intern | June 2012-December 2012

Northwest Justice Project | Veterans Project Student Law Clerk | January 2011-June 2012

**PUBLICATION**

Leonardo J. Flor, *Harnessing Information Operations' Potential Energy*, MIL. REV., May-June 2010, at 58. Print and Online ([http://usacac.army.mil/CAC2/MilitaryReview/repository/MilitaryReview\\_201006300001-MD.xml](http://usacac.army.mil/CAC2/MilitaryReview/repository/MilitaryReview_201006300001-MD.xml)).

**EDUCATION**

**University of Washington School of Law**

*J.D.*, June 2013 | Gates Public Service Law Scholar; Trained Mediator; Commencement Speaker

**University of Washington, Department of Urban Planning and Design**

*Master of Infrastructure Planning and Management*, August 2015

**United States Military Academy at West Point**

*B.S.*, English (Systems Engineering Track), June 2002

## SECTION C

- Background Check Authorization
- Law Enforcement Background Investigation Report
- Financial Public Disclosure Form



KING COUNTY SHERIFF'S OFFICE  
516 Third Avenue, W-116  
Seattle, WA 98104

Mitzi G. Johanknecht  
Sheriff

APPLICANT'S FULL NAME: Leonardo James Flor

CURRENT ADDRESS: \_\_\_\_\_

PHONE #: \_\_\_\_\_ DATE: 11/1/2018 SIGNATURE: 

To Whom It May Concern:

I hereby authorize any Police Officer or other authorized representative of the King County Sheriff's Office (hereafter as "KCSO") bearing this release, or a copy of it, within one year of its date, to obtain copies of any information in your files concerning me, or information pertaining to my employment, including, but not limited to documents concerning my arrest and conviction history, credit history, or education, academic achievement, attendance, athletics, medical, psychological, personal history, work performance, background investigations, polygraph examinations, and any and all internal affairs investigations and discipline, regardless of whether the information released may be derogatory in nature, including any files which are deemed to be confidential, and/or sealed.

I hereby direct you to release this information upon request of the bearer, regardless of any agreement I may have made with you previously to the contrary. The law enforcement organization requesting the information pursuant to this release will discontinue processing my application if you refuse to disclose the information requested to the department. This release is executed with full knowledge and understanding that the information is for the official use of the KCSO. I authorize the KCSO to read, review, or photocopy any documents to allow them to assess my suitability as a Department employee.

Consent is granted for the KCSO to furnish the information described above to third parties in the course of fulfilling its official responsibilities. I further understand that I waive any right or opportunity to read or review any information provided in the background investigation report prepared by the KCSO.

I hereby release you, as my employer, former employer, or representative of either of them and any school, college, university, or other educational institution, credit bureau, lending institution, consumer reporting agency, legal firm, medical institution, law enforcement agency, or related personnel, both individually and collectively, from any and all liability for damage of whatever kind, which may at any time result to me, my heirs, or my assigned representatives because of compliance with this authorization and request to release information, or any attempt to comply with it. Should there be any questions as to the validity of this release, you may contact me as indicated below. I understand that I have the right to receive a copy of this authorization and acknowledge that I have received a copy.

I understand that the Privacy Act, 5 USC § 552a, prohibits disclosure of certain federal records without my signed authorization or other statutory exemption. My signature above indicates my express permission to release these records pursuant to 5 USC § 552a (b), to the KCSO for their use in conducting this background check.

A photocopy, e-mail transmission, or telephonic facsimile (fax), or any other legible, non-original of this Authorization shall be valid as an original, even though such photocopy or fax does not contain my original electronic or handwritten signature. This release is valid for one year from the date of my signature.

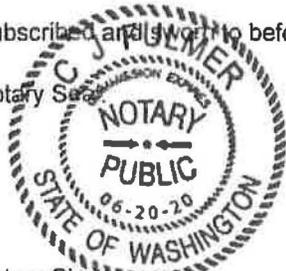
State of Washington

County of King

I certify that I know or have satisfactory evidence that Leonardo J. Flor is the person who appeared before me, and said person acknowledged that (he/she) signed this instrument and acknowledged it to be (his/her) free and voluntary act for the uses and purposes mentioned in the instrument.

Subscribed and sworn to before me this 6<sup>th</sup> day of November, 2018.

Notary Seal



Notary Signature

C. J. Fulmer

Today's Date 11/6/18



**King County**

**Department of  
Human Resources**

King County Administration Building  
500 Fourth Avenue, Room 553  
Seattle, WA 98104  
**206-296-7340** TTY Relay: 711  
www.kingcounty.gov

**MEMORANDUM**

**DATE:** December 7, 2018

**TO:** The Honorable Dow Constantine, King County Executive

**FR:** Jay Osborne, Director  
Department of Human Resources

**RE:** Leonardo Flor – Background Check

I have received the law enforcement background check conducted on Leonardo Flor, Director of the King County Department of Community and Human Services, by the King County Sheriff's Office.

The report contains no adverse information nor reveals any prior criminal record that disqualifies him for this position.

Thank you.



**King County**

King County Ethics Program  
Office of Risk Management Services  
500 4<sup>th</sup> Ave, Rm 320  
Seattle, WA 98104  
206-263-7821  
TTY Relay 711  
[program.ethics@kingcounty.gov](mailto:program.ethics@kingcounty.gov)

### Statement of Financial and Other Interests

King County Employees

#### Filing Year 2018

Read all instructions carefully, then fully complete each section. Incomplete forms cannot be filed.

Name:

Department:

I am filing within two weeks of employment or appointment, reporting on the past year.

Hire Date:

I am filing an annual statement, reporting on calendar year 2017 (See Item No. 3, "Period of reporting" in Filing Instructions.)

### Financial and Other Interests to Report

Note: Underlined terms are defined in the Filing Instructions and in the Code of Ethics

#### A. Compensation, Gifts and Things of Value

During the reporting period, did you, or a member of your immediate family receive compensation, gifts, or things of value from any person engaged in any transaction with King County in which you participated or for which you had responsibility?

No       Yes      If yes, please provide the following information:

1) Name of each person engaged in any transaction with King County from whom the compensation, gift, or thing of value was received.

N/A

2) Name of individual who received the compensation, gift, or thing of value and their relationship to you.

N/A

Describe the situation and provide any additional information regarding the compensation, gift or thing of value for the Ethics Program's consideration below.

N/A

**B. Financial Interests**

During the reporting period, did you, or a member of your immediate family possess a financial interest in any person engaged in any transaction with King County in which you participated or for which you had responsibility?

No       Yes      If yes, please provide the following information:

1) Name of each person engaged in any transaction with King County in whom a financial interest was possessed.

N/A

2) Name of individual who possessed the financial interest and their relationship to you.

N/A

Describe the situation and provide any additional information regarding this financial interest for the Ethics Program's consideration below.

N/A

**C. Positions**

During the reporting period, did you, or a member of your immediate family hold a position in any person\* engaged in any transaction with King County in which you participated or for which you had responsibility?

*\* "Person" means any individual, partnership, association, corporation, firm, institution, or other entity, whether or not operated for profit. The term does not include governmental units within the United States unless so specified.*

No

Yes

If yes, please provide the following information:

1) Name of each person engaged in any transaction with King County with whom the position was held.

N/A

2) Name of individual who held the position and their relationship to you.

N/A

3) Title of the position held.

N/A

Describe the situation and provide any additional information regarding the position(s) for the Ethics Program's consideration below.

N/A

**D. Real Property**

During the reporting period, did you, or a member of your immediate family possess a financial interest in any real property that was either involved in or the subject of a King County action? Property for which the only King County action was valuation or revaluation for tax purposes does not have to be reported, **except that employees of the Department of Assessments and Board of Appeals who are required to file this statement shall report property for which valuation or revaluation actions were taken by King County during the reporting period.**

No

Yes

If yes, please provide the following information:

1) Street address, parcel number, or legal description of real property involved in or subject of a King County action.

N/A

2) Name of individual who possessed the financial interest and their relationship to you.

N/A

3) Name of the King County department involved in the King County action.

N/A

**E. Declaration**

By filling out the information below, I affirm that I, *(Type Name)* Leonardo Flor, am signing this form and declaring under penalty of perjury under the laws of the State of Washington that the foregoing is true, complete, and correct as of the date submitted.

**Signature: S/**

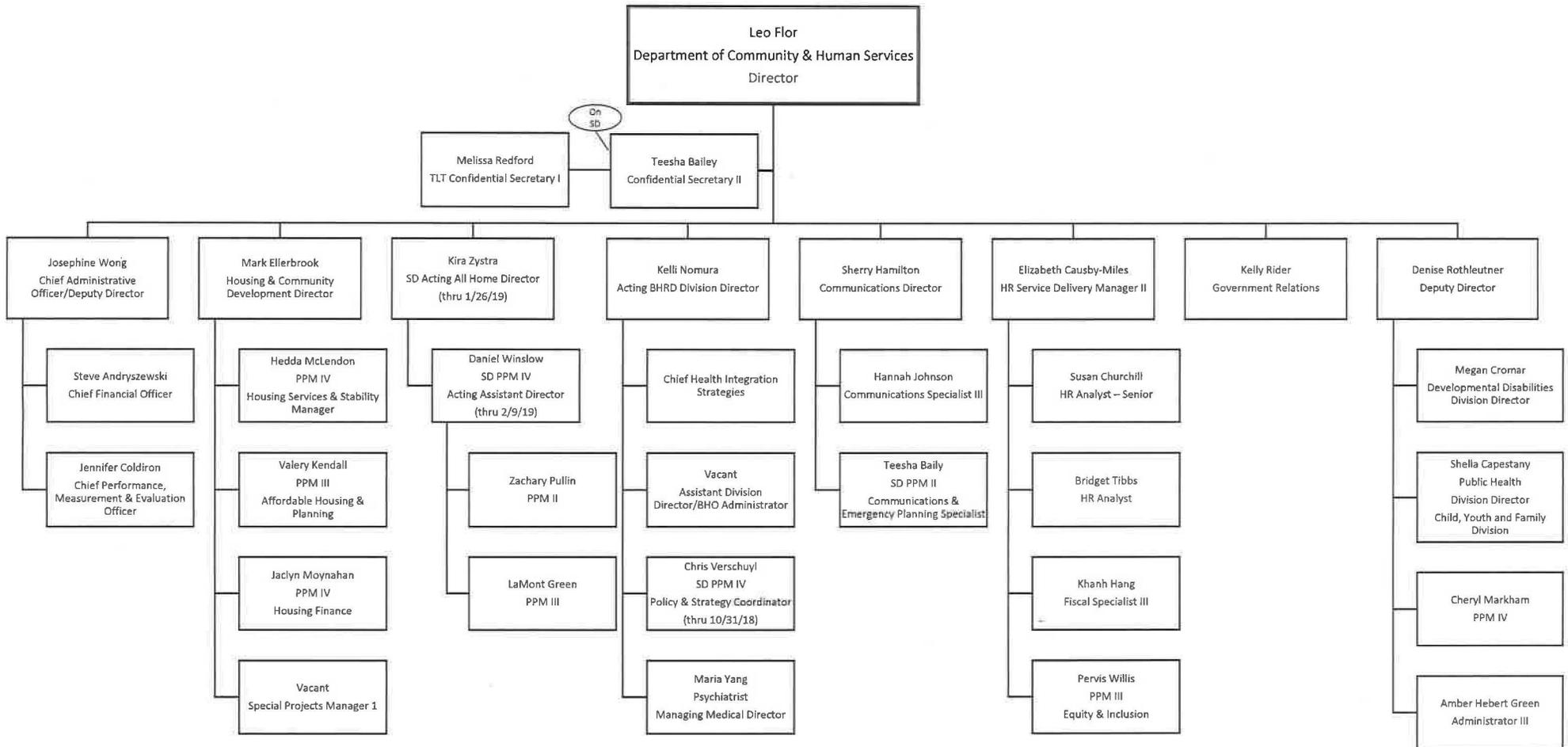
Leonardo Flor  
at Seattle WA 4/11/2018  
**City State Date**

## SECTION D

- Department Organizational Chart
- Job Announcement

# King County Department of Community and Human Services Director's Office

Created: 10/29/18  
Updated: 11/27/18





## King County

Invites Applications for the Position of:

### **Director, Community and Human Services**

Apply online at <http://www.kingcounty.gov/jobs>

*King County is committed to equity and diversity in the workplace. In addition, the county is committed to recruiting and maintaining a quality workforce that shares our guiding principles: collaborative, service-oriented, results-focused, accountable, innovative, professional and fair and just.*

**OPENING DATE/TIME:** 09/18/18 12:00 AM (GMT -8:00)

**CLOSING DATE/TIME:** 10/01/18 11:59 PM (GMT -8:00)

**SALARY:** \$157,506.34 - \$199,648.18 Annually

**LOCATION:** Chinook Building - 401 5th Ave, Seattle

**JOB TYPE:** Appointed

**DIVISION:** Department of Community & Human Services

**JOB NUMBER:** 2018SE08654

**SUMMARY:**

*The Department of Community and Human Services provides equitable opportunities for people to be healthy, happy, self-reliant and connected to community. The Department encourages people of all backgrounds to apply, including people of color, immigrants, refugees, women, LGBTQ, people with disabilities, veterans, and those with lived experiences.*

King County is seeking a new director for the **Department of Community and Health Services (DCHS)** to provide innovative and strategic leadership in the provision of equitable opportunities for people to be healthy, happy, self-reliant, and connected to community. DCHS manages a wide range of funding, programs, and services to assist the County's most vulnerable residents and strengthen its communities, with a biennial budget of \$1.5 billion and a staff of 480 people in five offices. These include services for older adults, developmental disabilities, housing and community development, homeless shelter and services, behavioral health (mental health and substance use disorder) prevention and treatment, veterans' services, women's program services (survivors of domestic violence and sexual assault), education and employment programs, and youth and family services.

DCHS is also responsible for providing leadership and coordination to the regional efforts to

address homelessness through All Home, as well as oversight and management of the revenues from the Veterans, Seniors, and Human Services Levy, the Best Starts for Kids levy, and the Mental Illness and Drug Dependency sales tax.

Services are provided mainly through contracts with community-based agencies. As a primarily regional services department, DCHS plays a strong role in the coordination of the region's human services infrastructure.

### **King County**

As the only county in the United States named after Martin Luther King Jr., one of the most influential civil rights leaders in our nation's history, King County is a vibrant community with residents that represent countries from around the world. It is a region with increasing diversity that cherishes the artistic and social traditions of many cultures. Together, we're changing the way government delivers service and winning national recognition as a model of excellence. We continue to build on an enduring legacy of shared values of equity and social justice, employee engagement, innovative thinking, and continuous improvement. With this commitment, King County has adopted a pro-equity agenda aimed at advancing regional change and is developing the systems and standards necessary to achieve better outcomes for all of our residents, regardless of race or income. All of these qualities make King County one of the nation's best places to live, work, and play.

### **Who May Apply**

This position is open to the public.

### **Work Schedule and Location**

This position is exempt from the provisions of the Fair Labor Standards Act, and is therefore not eligible for overtime pay. The position's base work schedule is Monday through Friday, 8:00am – 5:00pm. Work outside of the normal work day may be required. Occasional travelling to facilities throughout King County will be required.

### **Forms and Materials Required**

An online employment application, completed at [www.kingcounty.gov/jobs](http://www.kingcounty.gov/jobs), with employment history going back at least 10 years, resume, and a cover letter (no more than two pages) summarizing how you meet the experience, qualifications, knowledge, and skills for the job. If you have no internet access, resumes and cover letters can be sent directly to the recruiter listed below.

### **Questions**

For more information regarding this recruitment, please contact:

Seth Watson

HR Manager II

(206) 477-5330

[seth.watson@kingcounty.gov](mailto:seth.watson@kingcounty.gov)

### **JOB DUTIES:**

- Provide leadership in developing and conveying DCHS's vision and mission.
- Operate programs and establish and maintain solid community partnerships based on sound practices that integrate effectively with other support organizations such as regional veterans' agencies, housing and human service organizations, housing and homelessness organizations, developmental disabilities organizations, behavioral health providers, and managed care organizations.

- Focus on outcomes-based funding and programmatic decisions.
- Develop and manage the Department's biennial budget.
- Maintain effective, collaborative working relationships with local, state, and national community and human services officials, King County elected officials, other King County departments including Seattle King County Public Health, as well as other stakeholders in the community and human services arena.
- Participate in jurisdiction-wide efforts to coordinate community and human services efforts, technology, and emergency planning.
- Educate the public, King County officials, cities, and various interest groups to develop an understanding of the field of community and human services and its unique challenges.
- Provide direction and guidance to staff by overseeing human resource functions including hiring, mentoring, training and disciplinary decisions. All human resource functions are done in consultation with the Department of Human Resources.
- Manage effective relationships with labor unions through labor/management meetings to foster an environment of collaboration. Participate in collective bargaining activities.
- Perform other duties as assigned.

**EXPERIENCE, QUALIFICATIONS, KNOWLEDGE, SKILLS:**

<b>The</b>	<b>Ideal</b>	<b>Candidate</b>
<p>Devoted to supporting the community, the Director of the Department of Community and Human Services will be able to collaborate and creatively forge partnerships across the region to solve some of the most intractable problems facing local governments today, including how to combine forces to support veterans, make homelessness a rare, brief and one-time condition, provide effective behavioral health services, create a strong housing production pipeline, and focus on shifting from a crisis-oriented system to a prevention and early-intervention human services system. At the same time, the Director will need to focus his or her attention inward, on developing, mentoring, training, and engaging employees at all levels to have the best run facilities in the nation. The ideal candidate will demonstrate a strong commitment to the <u>mission and vision</u>, as well as the employees of the department, exhibiting a deep compassion, caring, and innovation for King County's most vulnerable populations.</p>		

**The Director Will Have:**

A proven track record of accomplishment in **building positive relationships** with a wide range of stakeholders, including elected and appointed officials, governmental agencies, community organizations, and the general public.

Ability to **effectively communicate** complex information in an easy to understand manner while in a variety of settings, including situations that may be contentious.

**Demonstrated knowledge** of the community and human services principles and practices, and public administration. Basic knowledge of applicable federal, state, and local laws, regulations, and ordinances.

Strong negotiations skills, with an ability to **navigate difficult and sensitive political situations**, and communicate a clear vision and purpose that can translate into day-to-day process management with successful results.

**Strong leadership skills**, including demonstrated expertise in developing, mentoring, and

assisting staff so they can make best use of their potential.

In addition to the ideal candidate profile, well-qualified candidates will possess, at a minimum:

- Five or more years of increasing responsible experience in human and social services and/or responsibility in strategic areas of human services such as veterans' services, behavioral health, housing and community development, or legal services, that impact large populations.
- Knowledge of strategic planning techniques and principles, policy development and analysis.
- Knowledge of human resources and management techniques and principles.
- Knowledge of budgeting techniques and principles.
- Skill in project and resource management.
- Skill in communication, presentation, and facilitation.
- Skill in management and supervision.
- Skill in negotiation, problem solving, decision-making, and conflict resolution.
- Skill in maintaining effective working relationships with labor unions, community groups, and the media.
- Skill in managing a diverse workforce with a focus on equity and social justice.
- Skill in handling multiple competing priorities and sensitive situations.
- Skill in working with and building consensus among a variety of individuals from diverse backgrounds.

**SUPPLEMENTAL**

**INFORMATION:**

**APPLICATION**

**PROCESS**

Interviews for this position are tentatively planned for the following dates:

<b>First</b>			<b>Round</b>
Tuesday,	October	9,	2018
Wednesday,	October	10,	2018
<b>Final</b>			<b>Round</b>
Monday,	October	15,	2018
Tuesday,	October	16,	2018

Skype/video options are available for first round interviews if required, final interviews must be in-person. Dates are subject to change. Additional interviews and/or meet & greets may be scheduled.

Finalists will have to successfully pass a comprehensive background check to include criminal history check and polygraph. Final appointment is subject to County Council confirmation following an additional background process.

**Class** **Code:** **1002000**

**Note: Online applications are preferred. However, if you cannot apply online, go to [www.kingcounty.gov/jobs](http://www.kingcounty.gov/jobs) for other options.**

**If you need an accommodation in the recruitment process or an alternate format of this announcement, please inquire directly with the contact listed on the job announcement or the department's Human Resources Service Delivery Manager.**