



**King County**

**CONFIRMATION PACKET  
FOR  
PATRICIA DAVIS  
AS DIRECTOR OF THE  
ROAD SERVICES DIVISION  
OF THE KING COUNTY DEPARTMENT  
OF LOCAL SERVICES**

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## SECTION A

- Letter from Executive Dow Constantine to King County Council Chair, Claudia Balducci, to Announce Appointment
- Confirmation Motion
- News Release on Appointment
- Letters in Support of Appointment



## King County

### **Dow Constantine**

King County Executive  
401 Fifth Avenue, Suite 800  
Seattle, WA 98104-1818

**206-263-9600** Fax 206-296-0194

TTY Relay: 711

[www.kingcounty.gov](http://www.kingcounty.gov)

November 9, 2020

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

Dear Councilmember Balducci:

I am pleased to transmit for the King County Council's approval the attached motion confirming Patricia Davis as the Director of the Road Services Division of the King County Department of Local Services. A full set of confirmation documents will be submitted to the Council under separate cover.

Established in 2019, the Department of Local Services has become a conduit for enhanced communication between community members in the unincorporated areas of King County and the King County agencies that provide local services. The goal in creating the Department of Local Services was to serve the County's Strategic Plan by following the guiding principle of providing quality local government in the form of effective, efficient local governance and services to unincorporated areas. It speaks to the strategic plan's goal and objective of "Efficient, Accountable Regional and Local Government" by ensuring that County government operates efficiently and effectively and is accountable to the public by aligning funding, policy, and operational goals of King County government with community priorities; optimizing County operations through innovation and continuous improvement; delivering consistent, responsive, equitable, high-quality services to residents, cities, and districts; exercising sound financial and risk management; and building King County's long-term fiscal strength.

Finding a new Road Services Division Director involved a months-long process. Local Services held online panel interviews with candidates and representatives from the Road Services Division, the Department of Natural Resources and Parks, and King County councilmembers' offices. The Local Services' Equity and Social Justice Advisory Committee and a group of employees from the various sections within Road Services also met with the candidates and their feedback played a key role in the decision. Ms. Davis impressed both employee panels.

The Honorable Claudia Balducci

November 9, 2020

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Ms. Davis is a veteran who served five years in the United States Navy's Surface Warfare Office and, deployed abroad, as an engineering officer on nuclear powered vessels. She has a bachelor's degree from Duke University and a Master's in Public Administration from the University of Washington.

Ms. Davis has been with King County for over 13 years. Most recently she served as the Deputy Director of the Rail Operations Division of the Metro Transit Department. Prior to that she was a Budget Supervisor in the Office of Performance, Strategy and Budget.

She is a proven leader and has a well-earned reputation for leading with King County values and a commitment to racial justice. She is a problem solver, an innovative and strategic thinker, and a perfect fit to help the Road Services Division confront its historic funding challenges and move it into a new era of financial stability.

Her experience and skills suggest she is well prepared to lead the Road Services Division as it meets the challenges of the future. It is my great pleasure to request the confirmation of Patricia Davis as the Director of the Road Services Division of the King County Department of Local Services.

Thank you for your consideration of this motion.

If your staff have any questions, please contact John Taylor, Director, Department of Local Services, at 206-477-4602.

Sincerely,



Dow Constantine  
King County Executive

Enclosure

cc: King County Councilmembers  
ATTN: Carolyn Busch, Chief of Staff  
Melani Pedroza, Clerk of the Council  
Shannon Braddock, Deputy Chief of Staff, Office of the Executive  
Karan Gill, Director, Council Relations, Office of the Executive  
Whitney Abrams, Chief People Officer, King County Executive Office  
Jay Osborne, Director, Department of Human Resources  
John Taylor, Director, Department of Local Services (DLS)  
Patricia Davis, Division Director Designee, Road Services Division, DLS

|               |  |
|---------------|--|
| Date Created: | <b>10/15/2020</b>                          |
| Drafted by:   | <b>Richard Hayes, HR Policy Advisor II</b> |
| Sponsors:     |  |
| Attachments:  |  |

1 ..Title

2                   A MOTION confirming the appointment of Patricia Davis  
3                   as the manager of the road services division of the  
4                   department of local services.

5 ..Body

6                   BE IT MOVED by the Council of King County:

7                   The appointment of Patricia Davis as the manager of the road services division of  
8 the department of local services is hereby confirmed.

# ***News Release***

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Oct. 2, 2020

## **Tricia Davis named Director of King County Local Services Road Services Division**

### **SUMMARY**

Local Services Director John Taylor this week announced the appointment of Davis – who's currently Deputy Director of King County Metro's Rail Operations Division.

She will begin working with Road Services in November, and her appointment will be effective once the King County Council confirms it later this year.

### **STORY**

Davis is a veteran who served five years with the United States Navy's Surface Warfare Office, and deployed abroad as an engineering officer on nuclear powered vessels. She holds a Bachelor of Science Degree in Biomedical Engineering from Duke University and a Master's Degree in Public Administration from the University of Washington.

Davis has been with the county over 13 years, serving as the Deputy Director of the Rail Operations Division since June 2019. Before that, she spent nearly 11 years as that division's budget supervisor, and before that she was a budget analyst.

Before joining the county, Davis was a research analyst for the Center on Reinventing Public Education. She also worked for Capital One Financial Services as a senior operations analyst.

She will now lead a division that maintains 1,500 miles of roadway and 182 bridges in unincorporated King County. Road Services has more than 400 employees and six divisions.

Davis will replace Road Services Division Director Rick Brater, who is retiring at the end of 2020 after nearly 20 years with King County.

Finding a new Road Services director involved a months-long process that was complicated by the COVID-19 pandemic. Local Services held online panel interviews

with candidates and representatives from the Road Services Division, the Department of Natural Resources and Parks, and King County councilmembers' offices. Local Services' Equity and Social Justice Advisory Committee played a key role in the decision

"Tricia takes the helm of one of the most diverse divisions and management teams in the county, which under the leadership of Rick Brater developed a strategic plan that preserved a road system impacted by significant funding shortfalls," Taylor said. "Tricia is a proven leader and has a well-earned reputation of leading with King County values and a commitment to racial justice. She is a problem solver, an innovative and strategic thinker, and is the perfect fit to help the Road Services Division confront its historic funding challenges and move into a new era of financial stability."

"I am excited to join the hardworking team at Road Services and the Department of Local Services to continue to deliver excellent service to the residents of unincorporated King County," Davis said. "I also look forward to taking on the challenge of securing sustainable funding for our vital road and bridge network so that we can continue in making King County a *welcoming community where every person can thrive.*"

#### **RELEVANT LINKS**

- [Road Services Division](#)
- [King County Local Services](#)

#### **FOR MORE INFORMATION, CONTACT:**

Broch Bender, Road Services, 206-477-263-1189, [bbender@kingcounty.gov](mailto:bbender@kingcounty.gov).

(Attachments: Photo of Tricia Davis)







**King County**  
**Fleet Services Division**

Department of Executive Services  
King Street Center, KSC-ES-0822  
201 South Jackson Street, Room 822  
Seattle, WA 98104-3856  
**206.477.3880**  
TTY Relay: 711

October 13, 2020

The Honorable Claudia Balducci, Chair  
King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104

Dear Chair Balducci:

I am writing you in support of King County Executive Dow Constantine's nomination of Tricia Davis to serve as the Director of the Roads Division of the King County Department of Local Services.

Since 2007, Tricia has been a dedicated steward of the county's resources. I have worked with Tricia during my time in both Road Services and Fleet Services Divisions. In that time, I've appreciated Tricia's keen analytical mind and her ability to deal with details while still having a clear vision and goals. She has consistently demonstrated her dedication to the county's values with integrity, professionalism and respect.

I look forward to continuing to work collaboratively with Tricia in this new role.

Sincerely,

Jennifer Lindwall  
Director, Fleet Services Division  
Department of Executive Services

Cc: Whitney Abrams, Chief People Officer  
Councilmembers



## King County

**Dow Constantine**  
King County Executive

October 14, 2020

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

Dear Chair Balducci,

I am honored to recommend to you the Executive appointment of Tricia Davis as King County's new Director of the Road Services Division (Roads).

I have worked directly with Ms. Davis in a number of the roles she has held at the county and have also been honored to work with her as a mentor. During this time, she worked at developing her leadership skills, learning about and engaging different operations and leaders throughout the county, and advancing her skills at problem solving and helping organizations move towards success.

As the former Roads division director, I am very familiar with the work of the division and know that Tricia will be an excellent fit. When Ms. Davis worked at the office of Performance, Strategy and Budget, she was an active and key partner in holding the Roads division accountable and assisting in solving operational issues. Her prior work experience with Water and Land Resources, her budget and financial planning work, and her regular collaboration in her prior oversight role gives her a significant understanding of Roads operations. Additionally, she has built strong and trusting working relationships with other division directors, department heads and elected officials.

Ms. Davis has a good understanding of the technical issues, options and strategies to address problems at Roads. In her various positions she's held at the county, she was involved in assisting with issues related to fish passage, flood hazard, bridge and road management, storm water management, and issues with Roads' aging operating facilities. She is able to combine technical knowledge with an understanding of policy and politics that results in very smart recommendations to address engineering, project issues, and emergency conditions.

In her prior roles, she built strong working relationships with Roads staff and will be able to quickly get up to speed with the issues, people and operations. I understand that she would overlap with outgoing director Rick Brater. They know each other well, have great respect for each other, and this should make for a smooth transition.

*Honorable Claudia Balducci*  
*October 14, 2020*  
*Page 2*

Ms. Davis has a good understanding of the work, the staff, the infrastructure, and the communities served. I hope that I can continue to work with her in this new capacity. I would be happy to discuss my recommendation further.

Sincerely,

A handwritten signature in black ink, appearing to read "Brenda Bauer". The signature is fluid and cursive, with the first name "Brenda" and last name "Bauer" clearly distinguishable.

Brenda Bauer  
Deputy Chief Operating Officer

cc: Whitney Abrams, Chief People Officer  
King County Councilmembers



## King County

Office of Performance, Strategy and Budget

Chinook Building  
401 Fifth Avenue, Suite 810  
Seattle, WA 98104

October 14, 2020

The Hon. Claudia Balducci, Chair  
King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104

Dear Council Chair Balducci:

I am writing to support the appointment of Tricia Davis to be the Director of the Road Services Division in the Department of Local Services. It has been my pleasure to have worked with Tricia throughout my over ten years with the County and I believe she will be an outstanding Roads Director.

I first met Tricia many years ago when she took a course in public finance that I taught at the University of Washington. She was the first County employee I met when I came for my interview with Executive Constantine and Deputy Executive Jarrett in February 2010. She recognized me from the UW class and encouraged me to take a job I had not yet been offered!

When I started as the PSB Director, Tricia was one of the budget managers and was responsible for the physical environment budgets, including the Road Services Division. Tricia was instrumental in helping me understand these budgets and she and her team did great work in managing these budgets in periods of both growth and contraction. Tricia established and maintained excellent relationships with the agencies she worked with and was given opportunities to take on special projects, such as working with Road Services and the Water and Land Resources Division to improve coordination of water quality projects.

Beyond her regular work responsibilities, Tricia was also a key contributor to operational and managerial improvements in PSB. In particular, she was one of the leaders of our Trust, Safety, and Inclusion work, which was an effort to address different experiences within the Office based on gender. This was challenging for many of us but paid off in a much stronger work culture and improved experiences for women in PSB.

A couple of years ago, Tricia decided she would like to move into an operational management role but recognized she lacked experience to do so. She applied for and was hired as the Deputy Director for Metro's Rail Division. I have talked with the two Metro General managers who were in that role during Tricia's tenure and they both speak very highly of her accomplishments as Deputy Director. As you may know, the Rail Division is a complex and challenging work environment, and Tricia's experiences there will prepare her for the Roads Division Director job.

Tricia brings a deep knowledge of Roads' finances to the role. She is able to work with employees at all levels of an organization, from front-line workers to department directors. She is a good public communicator and will be well accepted by residents of the unincorporated area. Finally, she brings her background as an engineer to the role, which will be valuable in dealing with the infrastructure challenges facing the Division.

I give Tricia my highest recommendation for appointment as the Roads Services Director.

Sincerely,



Dwight Dively  
PSB Director

Cc: Whitney Abrams, Chief People Officer  
John Taylor, DLS Director  
King County Councilmembers





**King County**

**Department of Metro Transit  
Rail Division  
Director's Office  
10/19/2020**

The Honorable Claudia Balducci, Chair  
King County Council  
516 Third Avenue, Room 1200  
Seattle, WA 98104

Dear Council Member Balducci,

Tricia Davis has worked at Rail for 18 months now. She is new to this industry and has learned the rail business in a very short amount of time. She has the ability to quickly learn new processes and isn't afraid to jump into situations or new programs that may be outside her area of experience.

Tricia has led our teams to improve their performance through our monthly business review where we analyze the data and targets around the work we do. We have many new leaders here at Rail and she has done an exceptional job leading our teams in a better understanding of their budgets. She also used her budget and finance experience to bring the two agencies at Rail together to a more collaborative process in this year's budget development.

Tricia has established the trust of the employees at Rail and our partner agency Sound Transit. She is a great communicator and has built relationships that strengthened our partnership. She has been committed to Equity and Inclusion while at Rail and helped the team to look for new ways to provide opportunities where we are lacking.

Tricia is a well-rounded leader who is effective at leading diverse teams of people in a cohesive direction.

I am confident that Tricia will be successful in any role that she takes on. She is driven and ensures that her staff are moving in the same direction. She has been a great partner and will be missed here at Rail.

Without reservation, I recommend her highly for the position of Roads Services Division Director.

Please do not hesitate to contact me to provide you with any further information regarding Tricia Davis.

Sincerely,

Evan Inkster  
King County Rail Division Director

cc: Whitney Abrams, Chief People Officer  
King County Councilmembers



## 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](http://www.kingcounty.gov)

October 26, 2020

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

Dear Councilmember Balducci:

It is my privilege to recommend Ms. Tricia Davis as the Road Services Director. Tricia brings several leadership talents to the Road Services Division (Roads) at a critical juncture in the history of the system. Roads is underfunded and understaffed, and the growing backlog of needs forces the division to focus almost exclusively on safety projects. This is not a sustainable model.

Tricia has a long history with the Road Services Division from her vantage point in Performance, Strategy and Budget. She is intimately familiar with the funding structure and associated challenges with the Road Fund, and she understands what it will take to stabilize the funding stream and work through the backlog of deficiencies. Additionally, she has contacts in the funding community that will be helpful as stop-gap measures are used until a true funding source can be identified.

Tricia has an engineering background and understands the maintenance, design, and implementation issues and needs of the road system. She brings this skillset to project selection and will work closely with the talented division staff as she makes contacts statewide to further the case for funding and support of the rural road system.

On a personal note, Tricia is a balanced, thoughtful leader who will listen to staff, continue the culture of innovation, and focus on the safety of the traveling public. I urge you to confirm Ms. Davis as the Road Services Director.

Sincerely,

Jay Osborne  
Director

cc: Whitney Abrams, Chief People Officer  
King County Councilmembers





**General Manager's Office**

201 S. Jackson Street  
KSC-TR-0415  
Seattle, WA 98104-3856

November 9, 2020

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

Dear Councilmember Balducci:

With a strong sense of pride, I recommend Tricia Davis for the Division Director's position with King County Roads. Having the privilege of serving as the recent Deputy General Manager and current Interim General Manager during Tricia's tenure with Metro Transit, I regularly interacted with Tricia in her role as Deputy Rail Director for King County Metro.

Tricia immediately provided a stabilizing pillar of support for a division undergoing the stress of the sudden death of their long-term Division Director. With this critical backdrop, she quickly learned the rail operations world and helped our leadership team stabilize. She also facilitated work to improve our partnering relationship with Sound Transit while setting up both agencies' structures to identify operational efficiencies and cost containment standards.

Tricia is a forward-thinking, strategic leader who builds team character through mutual respect for all and acknowledged value in inclusion while emphasizing work to improve employee relationships. During emergent events, that come with the rail operations territory, she consistently displays a level of calm. Her skills in bringing teams together under crises in pursuit of common goals and solutions are phenomenal.

With her keen knowledge of county governance, budgetary and operational insight, I firmly believe Tricia Davis is well-positioned to help lead the roads division during this unprecedented and challenging time. I am confident she will ensure that Roads will be successful in maintaining and preserving the bridges and road systems in unincorporated King County.

Consequently, to positively move the Roads division, I am excited to recommend Tricia Davis for the Department of Local Services Division Director position. If you require additional information, please do not hesitate to call or email me.

Sincerely,

A handwritten signature in black ink, appearing to read "Terry White".

Terry White  
Interim General Manager

## **SECTION B**

- Letter from King County Department of Local Services Director, John Taylor, Appointing Patricia Davis to the Position of Director of the Road Services Division, King County Department of Local Services
- Letter from Patricia Davis, to King County Chair Claudia Balducci, accepting the position of Director of the Road Services Division of the King County Department of Local Services, and Acknowledgement to Comply with County Code Provisions
- Resume



## King County

### Department of Local Services

John Taylor, *Director*

KSC-LS-0815

201 South Jackson Street

Seattle, WA 98104-3856

**206.477.3800** TTY Relay: 711

[www.kingcounty.gov/kcdls](http://www.kingcounty.gov/kcdls)

October 7, 2020

Tricia Davis

Dear Tricia:

Congratulations! We are excited you have chosen to work with us and look forward to your contributions to King County's Department of Local Services (DLS). This letter is to confirm our offer and your acceptance of the position of Director, Road Services Division contingent upon passing a background check and confirmation by the King County Council. The effective date of your appointment is Monday, November 2, 2020. Below are the details we have agreed to in regard to the transition into your position.

Your annual salary will be \$185,502.10 Grade 87, Step 7. This position is designated as exempt from the regulations of the Fair Labor Standards Act, which means you are ineligible for overtime pay, and is not represented by a union. This position reports to John Taylor, Director of Local Services, and is responsible for, but not limited to, the following:

- Provide leadership in developing and conveying the organization's vision and mission.
- Direct daily operations of approximately 400 employees and a capital improvement program, ensuring the achievement of critical outcomes.
- Develop, defend and manage the Division's budget and develop innovative strategies to secure additional Roads funding.
- Maintain effective, collaborative working relationships with local, state and national officials, King County elected officials, and other key stakeholders.
- Commit to building a diverse and inclusive workforce where every person can thrive.

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 and the talents and skills you bring to it, will aid us in meeting these goals.

You will continue to be eligible for the County's comprehensive health care benefits, and participation in the Washington State Public Employees Retirement System (PERS).


Tricia Davis  
October 7, 2020  
Page 2

You will receive 10 holidays annually, and your vacation accruals will remain the same. The position is eligible for an annual grant of 10 days of executive leave. You will receive two days in 2020, prorated for your start date of November 2, 2020. Executive leave must be used in the calendar year in which it was awarded. The county also provides sick leave and other leave benefits.

If you have any questions before your first day of work, please contact Cheryl Binetti, Chief of Staff at (206) 477-3801 or [cheryl.binetti@kingcounty.gov](mailto:cheryl.binetti@kingcounty.gov). We look forward to you joining our team.

Again, congratulations and thank you for choosing the Road Services Division!

Sincerely,

DocuSigned by:  
  
397943501675477...

John Taylor, Director  
King County Department of Local Services

cc: Mary Louis, Department Human Resources Manager  
King County Department of Local Services Payroll/Personnel



# King County

Department of Local Services  
**Road Services Division**

October 27, 2020

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

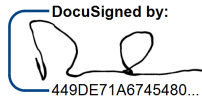
RE: Acknowledgment to Comply with County Code Revisions

Dear Councilmember Balducci:

I am pleased to accept the King County Executive's appointment to the position of Director of the Roads Division of the King County Department of Local Services. 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,

DocuSigned by:  
  
449DE71A6745480...

Tricia Davis  
Division Director Designee

cc: King County Councilmembers

**SUMMARY**

Leader and analyst with demonstrated expertise in leading teams, strategic planning, quantitative and qualitative analysis, and the ability to translate information into a compelling case which drives action. Broad range of experience in the government, the corporate sector, and the community. Strengths include ability to apply a unique perspective and collaborative approach to root cause identification and problem solving. Recognized for facilitating vision creation, effectively communicating mission, and coaching others along the path.

**PROFESSIONAL EXPERIENCE****King County, Seattle, WA****2007 – present****DEPUTY DIRECTOR, Rail Operations Division, Seattle, WA (2019 – present)**

Key leader of a division of approximately 500 people operating Link Light Rail under contract for Sound Transit and the Seattle Streetcar under contract with the City of Seattle.

- Led a series of workshops designed to improve partnership between Sound Transit and King County Metro Rail Operations that has thus far resulted in a partnership charter between leaders in both organizations and will guide ongoing efforts to identify cost containment and efficiency efforts as required in the Intergovernmental Agreement between the agencies.
- Started the division's Monthly Business Review process, which included establishing a dashboard of operational metrics that the management team reviews together on a monthly basis to identify and solve issues.
- Partnered with the acting Division Director of Rail Operations to lead the division as it navigated the COVID-19 emergency including initiating a series of virtual all-staff meetings to address employee concerns and share information in the rapidly changing environment.
- Represented light rail operations in King County Metro's ramp down and recovery efforts ensuring that there were plans for service changes, consistent customer communication, and employee communication, working closely with staff across all parts of the Department of Metro Transit and Sound Transit.

**BUDGET SUPERVISOR, Office of Management and Budget, Seattle, WA (2008 - 2019)**

Managed budget team that develops the county executive's budget for the physical environment departments totaling \$5.6 billion capital and operating biennial budgets.

- Led a county-wide project to grow capacity for business planning using performance management tools and a collaborative approach leading to transparent and data-informed decisions.
- Led project in special duty capacity to assess use of surface water funding to address failing roadway infrastructure, working across departments and engaging with the community, resulting in the approval of new funding for critical infrastructure repairs.
- Led the effort to use innovative financing mechanisms and implement the use of a social cost of carbon in financial decision-making to invest in the reduction of greenhouse gas emissions in county operations in a cost-effective way.

**BUDGET ANALYST, Office of Management and Budget, Seattle, WA (2007 - 2008)**

Provided analytic support to the county executive in the development of the county's annual budget.

- Managed information technology (IT) capital project initiation and prioritization process.

- Supported the information technology governance process, providing the budgetary analysis for all IT projects.
- Maintained the county's General Fund financial plan as the executive closed over a \$90 million budget deficit.

**Center on Reinventing Public Education, University of Washington, Seattle, WA** **2005 - 2007**  
**RESEARCH ASSISTANT**

Supported the study of major issues in education reform and governance in order to improve policy and decision-making in K-12 education.

- Analyzed public school finance data for research study on categorical school funding weights.

**Capital One Financial Services, Richmond, VA** **2000 - 2005**  
**SENIOR OPERATIONS ANALYST, Production Services, Federal Way, WA (2001 - 2005)**

Managed production support teams including metrics reporting, project management, and systems support for Federal Way production operations. Managed multiple-site team providing staffing support for 1,000 person operation.

- Developed and implemented staffing strategy to support 24x7 variable volume operations and optimized \$30 million production labor spend.
- Led team that developed and implemented forward looking reporting and analysis, enabling operations to better plan, anticipate, and respond to variability, resulting in improved metrics performance.

**SENIOR OPERATIONS ANALYST, Strategic Infrastructure, Richmond, VA (2000 - 2001)**

Provided analytic support for strategic infrastructure projects as part of internal consulting group.

- Key member of team that created a comprehensive diagnostic outlining annualized corporate procurement including the identification and prioritization of opportunities for savings of over \$100 million.
- Analyzed \$115 million of corporate professional service spending, identifying methods to increase value of engagements worth over \$6 million annually.

**United States Navy, Bremerton, WA** **1994 - 1999**  
**DIVISION OFFICER**

Supervised 40 electricians in the implementation of a preventative and corrective maintenance program for nuclear power plant electrical support equipment.

- Coordinated over 2,000 preventative maintenance items and over 200 corrective repairs to vital electrical equipment, minimizing downtime and restoring full operational capability of the nuclear power plant.
- Managed a training program that certified over 200 reactor plant operators within an 18 month period.

**NUCLEAR POWER PLANT SUPERVISOR**

Led 25 nuclear technicians in the maintenance and operation of a reactor power plant during both power producing and shutdown maintenance periods.

- Qualified as Propulsion Plant Watch Officer significantly ahead of required time.
- Selected to stand watch during annual reactor safety exam, receiving the highest operational grade contributing to the ship's overall grade of above average.
- Pioneer, as one of the first female nuclear trained naval officers.

**EDUCATION**

**Masters of Public Administration, Daniel J. Evans School of Public Affairs,** University of Washington, Seattle, WA

**Bachelors of Science in Engineering, Biomedical Engineering,** Duke University, Durham, NC

**Naval Nuclear Power School and Prototype,** Orlando, FL and Ballston Spa, NY  
Advanced course work in mathematics, chemistry, electronics, materials, thermodynamics, and arduous practical study of nuclear power plant operations.

**Surface Warfare Officer Division Officer Course,** Newport, RI  
Instruction in leadership, maintenance, training, and personnel administration and management.

**COMMUNITY EXPERIENCE**

**Federal Way Advancing Leadership Program,** Federal Way, WA 2003 - 2006  
Participant in leadership and networking program sponsored by local Chamber of Commerce.

- Played leadership role in the development of class project which established a community leadership program for local youth. Selected by peers to represent class as a graduation speaker.
- Led the committee to establish program curriculum, and coordinated all committee efforts to result in program launching on time and with secured funding for three years.
- Served on program's advisory board and facilitated day sessions of 2004 – 2005 and 2005 - 2006 program.
- Recognized nationally for community leadership.

**United Way of King County South Community Council,** Kent, WA 2002 - 2005  
Conducted site visits and recommended human service projects for venture funds.

**Capital One Federal Way Giving Committee,** Federal Way, WA 2003 - 2004  
Recommended local community projects and events for corporate funding.

**Retreat Hospital Volunteer,** Richmond, VA 2000 - 2001



## SECTION C

- Background Check Authorization
- Background Check Report
- Statement of Financial & Other Interests Form

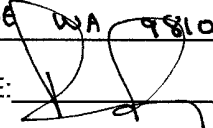


KING COUNTY SHERIFF'S OFFICE  
516 Third Avenue, W-116  
Seattle, WA 98104

Mitzi G. Johanknecht  
Sheriff

APPLICANT'S FULL NAME: PATRICIA LYNN DAVIS

CURRENT ADDRESS: 2542 WARREN AVE N SEATTLE WA 98109

PHONE #: 206 852 1038 DATE: 10/13/2020 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.

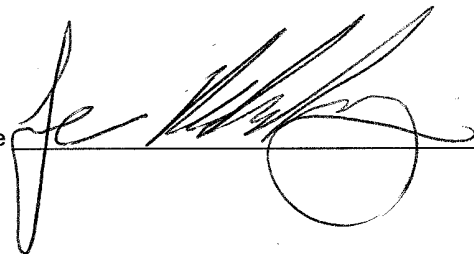
A photocopy, e-mail transmission, or telephonic facsimile (fax), or any other legible, non-original of this Authorization shall be valid as an original, even though such photocopy or fax does not contain my original electronic or handwritten signature. This release is valid for one year from the date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

State of Washington County of King

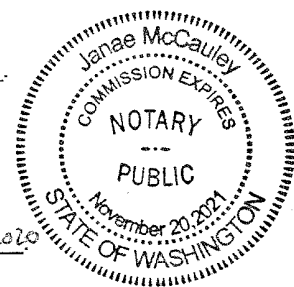
I certify that I know or have satisfactory evidence that Patricia Lynn Davis is the person who appeared before me, and said person acknowledged that (he/she) signed this instrument and acknowledged it to be (his/her) free and voluntary act for the uses and purposes mentioned in the instrument.

Subscribed and sworn to before me this 13th day of October, 20 20

Notary Seal:

Notary Signature 

Today's Date Oct 13th, 2020





## 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:** November 4, 2020

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

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

**RE:** Patricia Davis – Background Check

I have received the law enforcement background check conducted on Patricia Davis, Director of the Road Services Division of the King County Department of Local Services, by the King County Sheriff's Office.

The report contains no adverse information nor reveals any prior criminal record that disqualifies her 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 & Other Interests

King County Employees

### Filing Year 2020

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 2019 (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 answer the following additional questions:**

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

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

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

**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 answer the following additional questions:**

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

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

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

**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 answer the following additional questions:**

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

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

3) Title of the position held.

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

**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 answer the following additional questions:

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

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

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

**E. Declaration**

By filling out the information below, I **Patricia L Davis (Tricia)**, am affirm that I, 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/

|                                  |                |           |
|----------------------------------|----------------|-----------|
| <b>Patricia L Davis (Tricia)</b> |                |           |
| <b>4/13/2020</b>                 | <b>Seattle</b> | <b>WA</b> |
| Date                             | City           | State     |

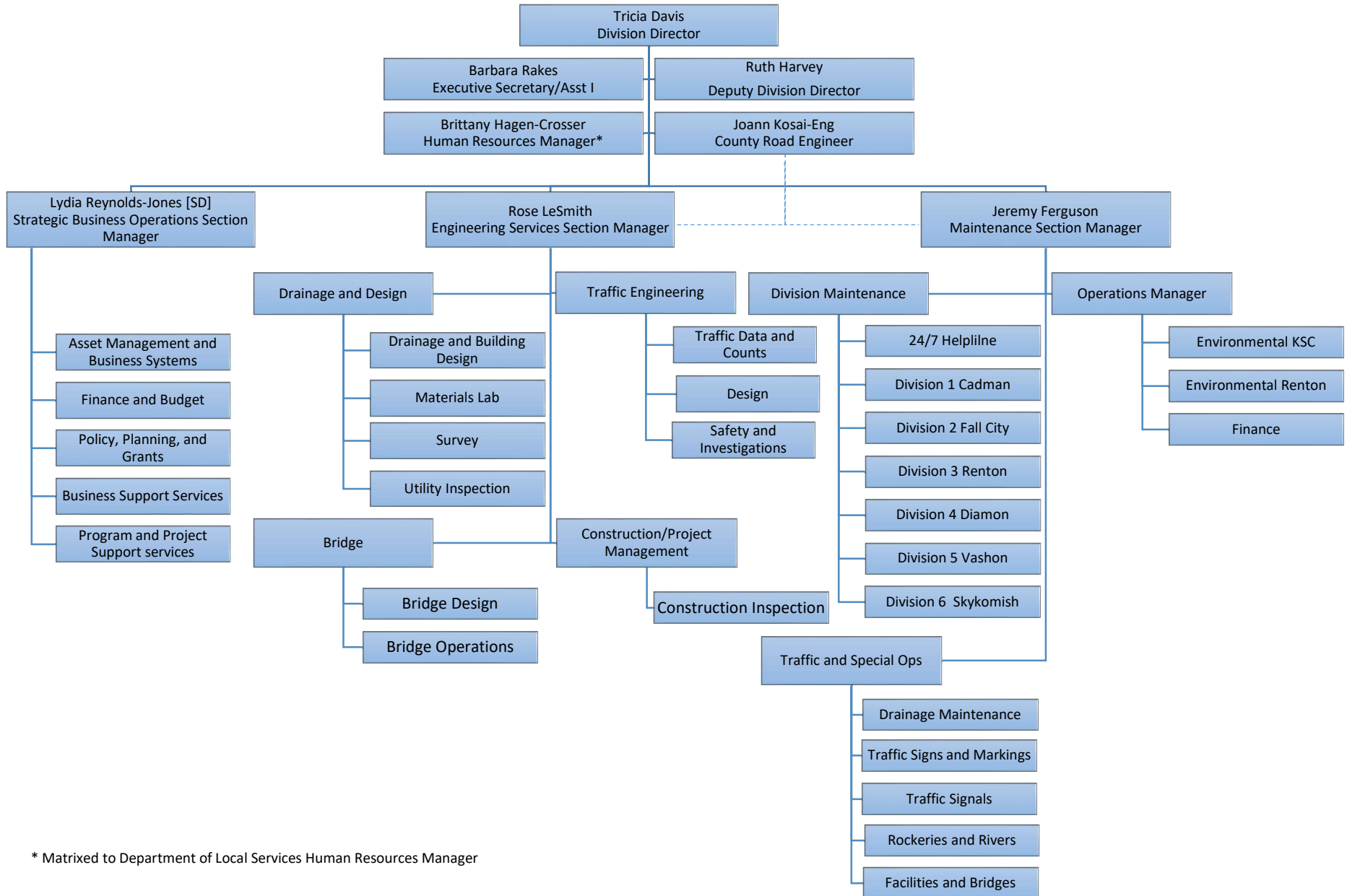
## **SECTION D**

- Division Organization Chart
- Recruitment Announcement

# King County Road Services Division

## Department of Local Services

### Organization Chart



\* Matrixed to Department of Local Services Human Resources Manager





## Division Director, Road Services Division

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**DEPARTMENT:** DLS - Local Services  
**DIVISION:** Road Services  
**SALARY:** \$154,848.00 - \$196,279.00 Annually  
**LOCATION:** King Street Center - 201 S Jackson St, Seattle  
**JOB TYPE:** Appointed  
**CLOSING DATE:** Continuous

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### SUMMARY:

**King County's Department of Local Services is seeking candidates for the Road Services Division Director position. The most competitive applicants will bring seasoned experience in delivering excellence in public service, a reputation for strategic leadership, a proven commitment to equity and social justice and authentic, engaging people skills.**



### ABOUT KING COUNTY

As the only county in the United States named after Dr. 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 who represent countries from around the world. It is a region with increasing diversity that cherishes the artistic and social traditions of many cultures. King County is changing the way government delivers service and winning national recognition as a model of excellence.

The County continues to build on an enduring legacy of shared values of equity and social justice, employee engagement, innovative thinking, and continuous improvement. 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 their race or income. All of these qualities make King County one of the nation's best places to live, work, and play.

King County provides a generous employee benefits package, including comprehensive health benefits, paid parental leave, and time to volunteer. For details, see: <https://www.kingcounty.gov/audience/employees/careers/why-work-here.aspx>

### ABOUT THE POSITION

King County is home to some of the most beautiful areas in the world. Getting to some of those sites is possible thanks to the King County Road Services Division which designs, builds, operates and maintains the roads and bridges in unincorporated King County.

Reporting to the Director of the Department of Local Services, this position leads the day-to-day functions of the Roads Division. Working closely with County leadership and interacting regularly with agency staff, county stakeholders, elected officials, inter-jurisdictional partners, and members of the communities we serve, this person will:

- Lead the Roads Services Division.
- Work with department leadership to develop innovative strategies to secure additional Roads funding.
- Provide strategic leadership, support, and guidance and ensure the achievement of critical outcomes.
- Commit to building a diverse and inclusive workforce where every person can thrive.
- Be skilled at operating in political and operational environments.
- Be organized, results-oriented, customer focused, and a creative problem-solver.
- Be a strong visionary leader during a challenging transitional period bringing the change management skills to maintain and build a culture of performance and continuous improvement.
- Develop, implement, and monitor policies, procedures, strategic plans, capital projects, roads maintenance programs and budgets.

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

### **Key duties and responsibilities include:**

- Provide collaborative leadership and a clearly articulated vision for a division that includes road maintenance and traffic operations; roadway design and construction; emergency storm and flood response; right-of-way acquisitions; bridge design and inspection; intergovernmental and community relations; roads legislation; traffic and pedestrian safety programs; administrative services; and service contracts with suburban cities, non-profits and other county agencies.
- Direct daily operations and a capital improvement program while staying within an appropriated biennium budget.
- Oversee management of approximately 400 employees in a highly unionized environment.
- Supervise a senior level leadership team.
- As part of the Department of Local Services management team, update department leadership, King County Executive's Office, and Elected Officials on key matters of political and financial consequence to the division.
- Cultivate strong relationships with a variety of internal and external stakeholders.
- Effectively manage competing community-based and political interests.
- Serve as an advisor and consultant to county and state elected officials on road-related transportation policy issues and represent the county in multi-jurisdictional forums.
- Support the advancement of the county's Equity and Social Justice (ESJ) Strategic Plan and ensure principles of ESJ are reflected in all aspects of the Division's operations.

### **We are very interested in candidates who have:**

- A Bachelor's degree in public administration, business, public policy, planning, or a related field, and seven years of progressively responsible work experience directly related to the duties of this position including at least five years in a management capacity or equivalent combination of experience and education leading to the ability to perform the key duties. A master's degree in Public Administration or Engineering, and/or licensure as a Professional Engineer (P.E.) is a plus.
- Extensive leadership and management experience in a large public sector, non-profit, or highly matrixed organization operating within a complex political, regulatory, and financial environment.
- Progressively responsible experience in strategic planning and strategic financial planning as a leader in an operating organization.
- Experience building a culture of employee engagement and supporting the development, coaching, and team building necessary to build the workforce of the future.
- Experience and skill in overseeing leadership teams in a governmental or large complex organization with a highly unionized environment.
- Managerial Courage, building and sustaining trust-based relationships with people from different cultures and backgrounds. Interact effectively with employees and leadership at all levels of the organization including elected officials and the public.

- Ability to write, edit and review a wide range of documents and correspondence including legislation, reports, and community outreach information.

**Additional qualifications that will be helpful in this role:**

- Working knowledge of and ability to oversee management of road transportation systems, modern project and program management tools, cost/risk assessments, emergency preparedness and response.
- Knowledge of national, state, and regional transportation trends that may affect King County and the Road Services Division.
- Experience working with and presenting to elected officials and the leadership of local government organizations.
- Demonstrated experience and acumen in applying an equity analysis to strategic and capital planning, and roads maintenance.
- Knowledge and experience using Lean continuous improvement concepts and methodologies.
- Experience working with communities to develop and implement programs and capital projects that respond to community needs and concerns.

**To Apply**

If you are interested in pursuing this position, please attach a resume and cover letter that clearly convey your ability to excel in this role, as defined in this announcement.

If you need this announcement in an alternate language or format, would like to request accommodation or assistance in the application or assessment process or if you have questions please contact Jamie Robinson at [jamie.robinson@kingcounty.gov](mailto:jamie.robinson@kingcounty.gov).

**This position will remain open until filled. Applicants who apply by Tuesday, June 30th will receive first consideration in the process.** The hiring manager reserves the right to make a hiring decision at any point during the recruitment process. It is in the best interest of the candidate to submit their application as soon as possible.

**SUPPLEMENTAL INFORMATION:  
ABOUT THE DIVISION**

Unincorporated King County is home to roughly a quarter million people. Collectively, these communities would be the second-largest city in the state. Millions more use the roads to access jobs and recreational activities in urban and rural King County. The Roads Services Division is committed to ensuring the county's road system is safe and efficient for all uses and modes of travel.

The division is faced with a long-term structural funding problem, yet is responsible for 1,500 miles of roads and 182 bridges, 5.7 million feet of drainage ditches, over 44,000 traffic control signs, 78 traffic signals, and 50 traffic cameras in unincorporated King County.

The Division is part of the Department of Local Services, which also includes a Director's Office and the Permitting Division. Together, this department provides a single executive point of accountability for delivery of local services to all of the unincorporated areas. The Roads Services Division works most closely with the US Department of Transportation, the Washington State Department of Transportation, King County's Department of Natural Resources, Metro Transit, and the Permitting Division to meet its objectives.

To learn more about the Road Services Division, visit:  
<https://www.kingcounty.gov/depts/local-services/roads.aspx>  
<https://www.kingcounty.gov/depts/local-services.aspx>  
<https://www.instagram.com/kingcountylocalservices/>  
<https://kingcountylocalblog.com/>  
<https://www.facebook.com/kingcountylocalservices/>

**Forbes recently named King County as one of Washington State's best employers.**

Together, with leadership and our employees, we're changing the way government delivers service and winning national recognition as a model of excellence. Are you ready to make a difference? [Come join the team](#) dedicated to serving one of the nation's best places to live, work and play.

*Guided by our [True North](#), we are making King County a welcoming community where every person can thrive. We value diversity, inclusion and belonging in our workplace and workforce. To reach this goal we are committed to workforce equity. Equitable recruiting, support, and retention is how we will obtain the highest quality workforce in our region; a workforce that shares and will help advance our guiding principles--we are one team; we solve problems; we focus on the customer; we drive for results; we are racially just; we respect all people; we lead the way; and we are responsible stewards. We encourage people of all backgrounds and identities to apply, including Native American and people of color, immigrants, refugees, women, LGBTQ+, people living with disabilities, and veterans.*


**King County is an Equal Employment Opportunity (EEO) Employer.**

No person is unlawfully excluded from employment opportunities based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status, or other protected class. Our EEO policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

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APPLICATIONS MAY BE FILED ONLINE AT:  
<http://www.kingcounty.gov/>

Job #2020JER022020  
DIVISION DIRECTOR, ROAD SERVICES DIVISION  
JR

King County Administration Bldg.  
500 4th Ave. Rm. 553  
Seattle, WA 98104  
206-477-3404 

[jamie.robinson@kingcounty.gov](mailto:jamie.robinson@kingcounty.gov)

An Equal Opportunity Employer

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