



King County
Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item No.:	5	Date:	10 Jan 2011
Proposed Motion No.:	2010-0569	Prepared by:	Nick Wagner

SUMMARY

Proposed Motion 2010-0569 (pp. 5-6 of these materials) would confirm the appointment of Lorraine Patterson as Director of the Records and Licensing Services Division of King County's Department of Executive Services.

BACKGROUND

Records and Licensing Services Division

The Records and Licensing Services Division (RALS) includes the following sections:

- **Vehicle and Vessel Licensing Services:** Partners with the State Department of Licensing to issue and renew vehicle and vessel licenses;
- **Recorder's Office:** Maintains a record of all real estate transactions, marriage records, and other documents submitted for public record;
- **County Archives:** Maintains a repository of historical county government records, including over 300 collections, some dating back to 1853, which serve as a permanent source of information about activities, programs, and decisions of King County agencies and elected officials; and
- **Regional Animal Services:** Provides licensing and shelter services for domestic animals.

An organizational chart for RALS is part of the confirmation packet and is included in these materials at p. 21.

As director of RALS, Ms. Patterson will be responsible for the division's operations, planning, and budgeting. Her specific duties are listed in her letter of appointment (pp. 13-14 of these materials) and in the position description that is included in the confirmation packet (pp. 23-24 of these materials).

MS. PATTERSON'S QUALIFICATIONS

Experience

As described in the Executive's transmittal letter (pp. 7-8 of these materials), Ms. Patterson has been appointed to head RALS because of her successful management experience in several county positions that she has held since 2002. Those include:

- Interim RALS division director;
- Assistant division director for the Wastewater Treatment Division of the Department of Natural Resources and Parks;
- Human Resources Delivery Manager II for the Department of Transportation (DOT); and
- Employee and Labor Relations Representative for the DOT Transit Division.

Ms. Patterson has also served as an employment attorney with a national firm representing corporate management in employee and labor law issues.

In these roles, as the Executive explains in his transmittal letter (p. 7 of these materials), "Ms. Patterson has demonstrated exceptional leadership through organizational development, human resources management, employee and labor relations, program and project management, and fiscal oversight."

Ms. Patterson's resume is included at pages 15-17 of these materials.

Recommendations

Ms. Patterson's appointment is supported by letters of recommendation from the following:

1. Suzette Cooke, Mayor, City of Kent (letter at p. 11 of these materials);
2. Harold S. Taniguchi, Director, King County Department of Transportation (letter at p. 12);
3. Christie J. True, Director, King County Department of Natural Resources and Parks (letter at p. 10); and
4. Caroline Whalen, King County Administrative Officer (letter at p. 9).

Education

Ms. Patterson has an undergraduate degree with honors from Cornell University and a law degree from Stanford University, and she has completed the Executive Management Program in the Evans School of Public Affairs at the University of Washington.

Background Check

Assistant Deputy County Executive Rhonda Berry has reviewed the financial credit report and law enforcement background check conducted on Ms. Patterson and has

reported that they contain no adverse information and reveal no prior criminal record. *See* p. 19 of these materials.

INVITEES

- 1. Lorraine Patterson, Director Designee,
Records and Licensing Division, King County Department of Executive Services
- 2. Caroline Whalen, King County Administrative Officer

ATTACHMENTS

Page

- 1. Proposed Motion 2010-05695
- 2. Motion transmittal letter7
- 3. Confirmation packet (excerpts):
 - a. Letters of recommendation:
 - i. Caroline Whalen.....9
 - ii. Christie J. True 10
 - iii. Suzette Cooke..... 11
 - iv. Harold S. Taniguchi 12
 - b. Letter of appointment 13
 - c. Ms. Patterson’s resume..... 15
 - d. Ms. Berry’s memo re. background check 19
 - e. RALS Organizational Chart21
 - f. Classification Specification for RALS Director.....23

[blank page]



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

January 6, 2011

Motion

Proposed No. 2010-0569.1

Sponsors Hague

1 A MOTION confirming the executive's appointment of
2 Lorraine Patterson as director of the King County records
3 and licensing services division.

4 BE IT MOVED by the Council of King County:

5 The county executive's appointment of Lorraine Patterson as director of the

Motion

6 records and licensing services division is hereby confirmed.

7

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Robert W. Ferguson, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this _____ day of _____, _____.

Dow Constantine, County Executive

Attachments: None

October 25, 2010

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

Dear Councilmember Ferguson:

I am pleased to present a motion for the County Council's approval confirming Lorraine Patterson as Director of the Records and Licensing Services (RALS) Division. The confirmation package will be transmitted to the council upon the completion of the required background checks.

Ms. Patterson has been with the County in a number of complex roles since 2002. Most recently, she has served as the interim RALS Division Director managing a division of 120 employees where she has established individual and unit performance measures and has also established performance management objectives that will ensure the success of the Regional Animal Services Model and other initiatives within the division.

Ms. Patterson previously served as the Assistant Division Director for the Wastewater Treatment Division of the Department of Natural Resources and Parks, the Human Resources Services Delivery Manager II for the Department of Transportation, and an Employee and Labor Relations Representative for the Transit Division. Ms. Patterson has also served as an employment attorney with a national firm representing corporate management in employee and labor law issues.

Ms. Patterson has demonstrated exceptional leadership through organizational development, human resources management, employee and labor relations, program and project management, and fiscal oversight. Her operational and human resources experience will be invaluable in her new role.

The Honorable Bob Ferguson

October 25, 2010

Page 2

It is my great pleasure to request the confirmation of Lorraine Patterson as director of the Records and Licensing Services Division by the King County Council.

Sincerely,

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
 ATTN: Tom Bristow, Chief of Staff
 Anne Noris, Clerk of the Council
 Fred Jarrett, Deputy County Executive, King County Executive Office (KCEO)
 Rhonda Berry, Assistant Deputy County Executive. KCEO
 Anita Whitfield, Director, Human Resources Division, Department of Executive
 Services
 Lorraine Patterson, Director Designee, Records and Licensing Services Division

New Records and Licensing Director Appointment
October 18, 2010
(via e-mail)

From: Whalen, Caroline
Sent: Monday, October 18, 2010 2:54 PM
To: ZZGrp, Council Members
Cc: Woods, Joe; Yang, Sung; Jarrett, Fred; Bristow, Tom; Patterson-RALS, Lorraine
Subject: New RALS Director Appointment

Dear Councilmembers:

I am pleased to announce that I have appointed Lorraine Patterson as the permanent Records and Licensing Services (RALS) Director. Lorraine has served in the position on an interim basis while we conducted a search to fill the position. An outside firm conducted the national search, which resulted in Lorraine's application and selection. Lorraine's appointment is subject to confirmation by the Metropolitan King County Council.

Lorraine has brought value to the RALS during her interim period as director since May. She has overseen the implementation of Regional Animal Services of King County, and was critical in the process of building relationships with cities and other stakeholders to launch a successful animal services program. During this very difficult budget season, as the RALS Director she worked to preserve services and find efficiencies, while retaining as many positions as possible to continue serving the public.

Lorraine is an experienced manager and specializes in aligning human resources functions with key business goals. Previously, she served as the Assistant Division Director for the King County Wastewater Treatment Division. Before that, she served as the Human Resources Service Delivery Manager for the King County Department of Transportation, and she has worked at the county since 2002. Prior to her time at King County, Lorraine worked as an employment attorney for a Seattle law firm specializing in labor law. She holds her law degree from Stanford University, and has a B.S. in Industrial and Labor Relations from Cornell University.

I look forward to introducing you to Lorraine if you have not had the pleasure of working with her and answering any questions you have now or during the confirmation process.

Sincerely,

Caroline Whalen
Director, Department of Executive Services



King County

**Department of
Natural Resources and Parks**
Director's Office
King Street Center
201 South Jackson Street, Suite 700
Seattle, WA 98104-3855

COPY

November 15, 2010

The Honorable Bob Ferguson, Chair
Metropolitan King County Council
King County Courthouse, Room 1200
516 Third Avenue
Seattle, WA 98104

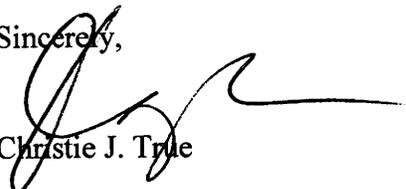
Dear Councilmember Ferguson:

I am writing in support of the confirmation of Lorraine Patterson as the new Division Director of Records and Licensing in the Department of Executive Services.

I had the opportunity to work with Lorraine for five years in the Wastewater Treatment Division (WTD). The last three years we partnered in running WTD while I was the division director and she was the assistant division director. During that time Lorraine provided leadership to two very important organizational efforts. The first effort was the development of a staffing plan for operations and maintenance that would enable the division to be able to open the new Brightwater treatment system with the same number of FTEs as in 2000. This staffing plan had to be developed with collaboration and support from management and labor, and required significant planning to ensure that we could meet this goal and still provide high quality services to our customers. The second very important effort in which she provided leadership was the development and implementation of new management and business practices in the wastewater capital program. Lorraine chaired the Capital Systems Team, the group of WTD managers responsible for implementation of the county's largest capital program that instituted new business practices. State auditors have been complimentary of the management systems employed by WTD as a result of these initiatives. Lorraine's knowledge and skills in all aspects of employee and labor management are superior.

Lorraine is known for her ability to connect the business needs and work outcomes with individual performance. King County will be well served to have such strong leadership and management skills to lead the Records and Licensing Division.

Sincerely,



Christie J. Title

cc: The Honorable Dow Constantine, King County Executive



OFFICE OF THE MAYOR

Suzette Cooke, Mayor
220 4th Avenue South
Kent, WA 98032
Fax: 253-856-6700

PHONE: 253-856-5700

November 17, 2010

The Honorable Bob Ferguson, Chair
Metropolitan King County Council
King County Courthouse, Room 1200
516 Third Avenue
Seattle, Washington 98104

Dear Councilmember Ferguson:

I am writing in support of Lorraine Patterson's confirmation as the new Division Director of Records and Licensing, Department of Executive Services.

I have known Lorraine for several years, and feel fortunate that she accepted appointment to the Kent Mayor's Advisory Team (MAT). The MAT is made up of 25 residents who represent the diversity in our community. Members are tasked with giving me their opinions on a wide variety of issues before the City. Lorraine shows intelligence, depth of understanding and compassion for people through her advice on sensitive topics I discuss with the group.

I really like the way Lorraine exhibits leadership. For example, she is so classy and respectful in the manner she expresses herself when she differs from others views. In fact I was so impressed with her that I invited Lorraine and her supervisor to meet with me for advice on how to improve the diversity of our city workforce.

Lorraine is a hardworking, dedicated individual who holds her community in high esteem. I am certain she will provide strong leadership in her new position. I am pleased to give you a strong recommendation for Lorraine Patterson. King County will continue to benefit from her leadership - both internally and externally.

Sincerely,

A handwritten signature in black ink that reads "Suzette Cooke".

Suzette Cooke
Mayor

www.ci.kent.wa.us

● MAYOR SUZETTE COOKE



King County

Department of Transportation

Harold S. Taniguchi, *Director*
KSC-TR-0815
201 South Jackson Street
Seattle, WA 98104-3856
206.684.1481 TTY Relay: 711
www.kingcounty.gov/kc-dot

December 28, 2010

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

Dear Councilmember Ferguson:

I am writing to you in support of Lorraine Patterson as the new Director of the Records and Licensing Services Division.

I first worked with Lorraine in 2002 in her capacity as the Employee and Labor Relations Representative within the Transit Division. I would often seek her advice on personnel matters as they related to the Director's Office. I found her to be timely, practical, and highly knowledgeable in her field.

In 2003, I hired Lorraine to be the department's first Human Resources Service Delivery Manager II (HR SDM). At that time, the restructuring of the county's human resource management approach required that each department select an HR SDM as the key staff responsible for countywide consistency on procedures and processes. Lorraine worked with me and other key management staff in shaping how this new position would work both within the department, as well as with a direct line of reporting to the county's Human Resource Division Director. She did an outstanding job in this role, which included overseeing the department's human resource personnel.

Based on my personal experience, I believe Lorraine is an excellent choice for the director position. She is very smart, dedicated, and is a solid manager. We are fortunate to have this talent within county government.

Sincerely,

Harold S. Taniguchi, *Director*
Department of Transportation



King County
Department of
Executive Services

Chinook Building
401 Fifth Avenue, Suite 610
Seattle, WA 98104-1818
Phone: 206-263-9750 Fax 206-296-3829
TTY Relay: 711

October 18, 2010

Ms. Lorraine Patterson
13322 SE 263rd Place
Kent, WA 98042

RE: Director Appointment to the Records and Licensing Services Division

Dear Ms. Patterson:

Congratulations! This letter is to confirm my job offer and your acceptance of the position of Director of the Records and Licensing Services Division in the King County Department of Executive Services (DES), effective October 18, 2010. Your appointment is subject to confirmation by the Metropolitan King County Council. Your work location is assigned as Room 411 of the King County Administration Building at 500 Fourth Avenue, Seattle, Washington 98104. Your annual salary will be \$140,780.02, which is salary range 85 step 7 of the King County Annual FLSA Exempt Squared Salary Table. You are eligible for continuation of all insured and leave benefits.

The position of Division Director is career service exempt, which means it is not covered by King County's career service system. As a career service exempt employee, you are an at-will employee, serving at the pleasure of the appointing authority. You may be terminated from employment, at any time, with or without cause. In addition, the position is not represented by a union.

On a day-to-day basis, you will report to me. Your duties are:

1. Ensure that administrative operations of the Records and Licensing Services (RALS) Division are accomplished in an expeditious, procedurally correct, systematic manner including, contracting, personnel and other related functions.
2. Act as the County's representative on external, internal and intergovernmental committees and projects. Oversee and manage positive relationships with suburban cities contracting for animal control services. Direct, oversee and coordinate a wide variety of public services with other governmental agencies to ensure effective provision of those services.

October 18, 2010

Page 2 of 2

3. Coordinate and oversee the division budget and promote/defend budget proposals with Budget Office and County Council. Oversee and direct the development of annual goals, business planning, performance measures and implementation strategies for the division.
4. Serve as the principal public contact on all division issues, providing information and education to the public, interest groups, and the media through briefings, special programs and personal contact.
5. Provide leadership and guidance to staff. Hire, train, coach, evaluate, discipline and terminate employees.
6. Provide direction and oversight in evaluating and handling division issues including public, economic and legal impacts of external services and internal elements.

The position has a standard 40-hour work week and is exempt from the overtime provisions of the Fair Labor Standard Act (FLSA). All FLSA overtime exempt employees are expected to work the hours necessary to satisfactorily perform their jobs. FLSA overtime exempt employees are paid on a salary basis and are not eligible for overtime pay or compensatory time accrual.

If you have any questions about this appointment, or the position, please feel free to contact me (206)263-9750. Please understand that the provisions of this letter do not constitute an express or implied employment contract, but are simply statements of information that are important for you to know.

Sincerely,



Caroline Whalen
County Administrative Officer

cc: Gretchen Herbison, Human Resources Service Delivery Manager
Personnel File

LORRAINE A. PATTERSON, SPHR, JD

Senior manager with a legal background utilizing over 15 years of operational and human resources experience to manage high performing work units to achieve measurable results.

- Excel in issue resolutions, workplace investigations, and mediation, arbitration, and litigation involving employee complaints.
 - Recruit, train, and focus staff (frontline and senior management) to surpass enterprise expectations.
 - Identify and maximize opportunities to boost staff efficiency and productivity.
 - Engage as Employment Attorney in national law firm focused on representation of corporate management.
 - Oversee organization with more than 5,000 employees and control multi-million dollar budgets.
 - Collaborate with internal and external entities to achievement of corporate mission.
 - Advance multi-tiered, time-sensitive projects in challenging settings.
 - Demonstrate expertise in business development, operations direction, process improvement, policy development, system management, project and program management, fiscal oversight, and management and employee satisfaction.
-

KEY COMPETENCIES

Collaborative Leadership • Strategic Planning • Decision Making • Consensus Building • Business Partnering
Alternative Dispute Resolution • Business Re-engineering • Continuous Improvement • Policy Enforcement
Talent Development • Performance Management • Succession Planning • Compliance • Employment & Labor Law •
Negotiations • Tool Creation • Revenue Savings • Analysis • Exercise Judgment • Confidential Problem Resolutions •

— PROFESSIONAL EXPERIENCE —

KING COUNTY DEPARTMENT OF EXECUTIVE SERVICES, Seattle, Washington • May 2010 – Present
Interim Division Director, Records and Licensing Division (temporary assignment)

Manage a division of 120 employees providing business licenses, document recording, records management, animal care and control services, archival services, and community services centers.

- Established individual and unit performance measures that will drive operational decisions throughout the upcoming year.
- Establishing performance management objectives that will ensure the success of the Regional Animal Services Model and other initiatives within the division.
- Identifying causal weaknesses in the organizational structure that hamper the division's ability to meet objectives.

KING COUNTY DEPARTMENT OF NATURAL RESOURCES & PARKS, Seattle, Washington • 2005 – Present
Assistant Division Director, Wastewater Treatment Division

Demonstrated exceptional leadership through organization development, human resources management, employee and labor relations, program and project management, and fiscal oversight of public utility service with more than 600 employees.

Established and enforced division policies while overseeing employee relations, performance management policies and procedures, training, and succession planning. Met division targets under productivity initiative and balanced scorecard

programs in unionized environment with operating budget of \$95M and capital budget of \$250M. Forged partnerships with senior management and restored progress to underperforming projects and provided coaching to improve underperforming personnel.

2

- Established and maintained confidence in Director's Office through consistent enforcement of key managerial decisions pertinent to work force.
- Championed division reorganization initiatives to include staff compensation and classifications, strategic management of labor unions, and recruitment of senior management positions into public sector during economic crisis.
- Introduced performance management to the organization, resulting in retention of high-impact staff, replacement of underperforming staff, and use of tools for staff improvement.
- Resolved stalled negotiations with external utility, facilitating division's engagement in cost-neutral project involving sale of renewable energy credits.
- Launched maintenance best management program, improving wrench time by 30%.

KING COUNTY DEPARTMENT OF TRANSPORTATION, Seattle, Washington • 2003 – 2005

Human Resources Service Delivery Manager II

Newly created position within the county – redesigned the delivery of human resources functions through matrixed positions at the department level. Responsible for all human resources functions within the department (four divisions). Managed a staff of 21 professionals and a budget of less than \$1M. Responsible for the employee relations functions (investigations, external agency responses, litigation and arbitration responsive materials/prep, alternative dispute resolution options) for the department. Oversaw staff classification, recruitment, compensation, training, relations, drug testing, contract negotiations, claims, and litigation and arbitration cases in an organization with more than 5,000 employees.

- Acted as liaison between Human Resources Director and division level Human Resources Managers, resulting in optimized resource allocations.
- Resolved numerous performance and discipline issues, resulting in management's focus on key initiatives.

KING COUNTY TRANSIT HUMAN RESOURCES, Seattle, Washington • 2002 – 2003

Employee & Labor Relations Representative

Performed role of advisor to management while providing labor negotiations and contract administration to include grievance and unemployment hearings, as well as mediations and arbitrations for a division with 4,000 employees.

- Conducted complex employment investigations, drafted investigative reports, and presented recommendations to management and Prosecuting Attorney's Office.
- Developed and delivered employee and labor relations training. Developed a class for newly promoted supervisors.

LITTLER MENDELSON, Seattle, Washington • 1999 – 2002

Employment Attorney

Engaged in national law firm representing corporate management in issues pertinent to employee and labor law. Advised clients on diverse employment law issues, managed complaints and lawsuits from state and federal agencies, negotiated settlements and contracts, and prepared for and attended court appearances.

- Conducted employee relations training.
- Gained litigation experience through collaborations with Senior Attorneys in discovery phases of various cases.
- Drafted ERISA-governed plans for companies to include Hewlett Packard.

— EDUCATION —

Executive Management Program, Evans School of Public Affairs, University of Washington
J.D., Stanford University, Stanford, California
B.S., Industrial & Labor Relations, with Honors, Cornell University, Ithaca, New York

— CERTIFICATION —

Senior Professional in Human Resources (SPHR)

— PROFESSIONAL MEMBERSHIPS —

Member, Labor Expertise Panel, Society of Human Resources Management
Member, State Bar of Washington

— CIVIC ENGAGEMENT —

Commissioner, Civil Service Commission, Kent, WA
Mayor Advisory Team, Kent, WA

[blank page]



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

MEMORANDUM

DATE: December 16, 2010

TO: The Honorable Dow Constantine, King County Executive

FR: Rhonda Berry, Assistant Deputy County Executive

RE: **Lorraine Patterson—Background Check**

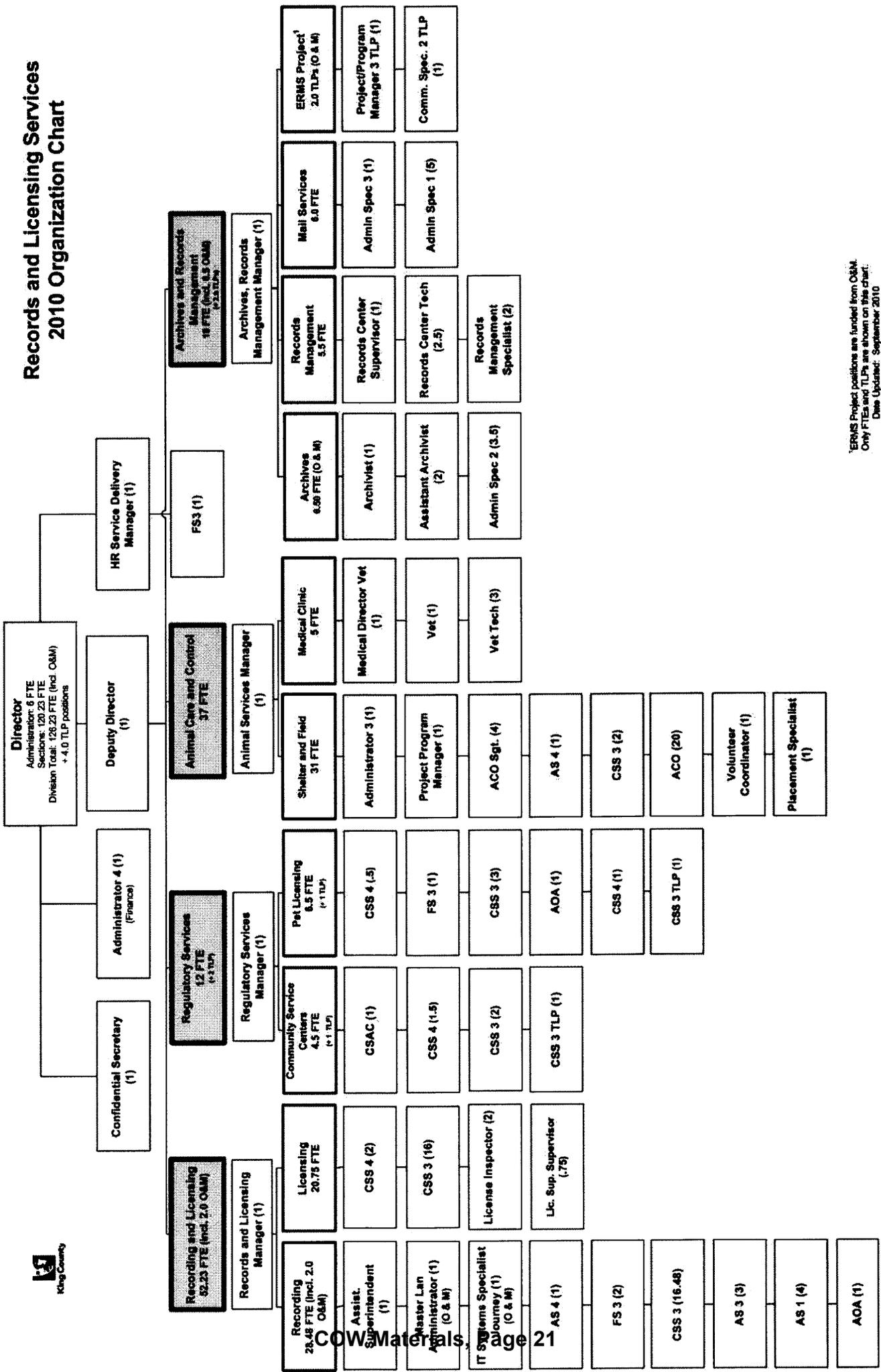
I have received the financial credit report and law enforcement background check conducted on Lorraine Patterson, Director of Records and Licensing Services, Department of Executive Services, by the King County Sheriff's Office.

The reports contain no adverse information nor reveal any prior criminal record.

Thank you.

[blank page]

Records and Licensing Services 2010 Organization Chart



*ERMS Project positions are funded from O&M.
Only FTEs and TLPs are shown on this chart.
Date Updated: September 2010

[blank page]



Class Summary

The responsibilities of this class include maintaining compliance with State and County regulations governing the operational and administrative activities of the County's records management and licensing functions. The incumbent ensures achievement of the mission, vision and goals of the Records and Licensing Division including the Recorder's Office; licensing (animal, vehicle, vessel, taxicab and marriage); archives, records management and mail services; and animal care and control.

Distinguishing Characteristics

This is a single level classification. The incumbent ensures that Division operations comply with policies, guidelines, procedures and priorities established by King County; acts as the County's representative on internal and external issues pertaining to the Division, coordinates services with other governmental agencies and provides leadership and guidance to staff.

Examples of Duties (May vary by position)

1. Ensure that administrative operations of the Records and Licensing Services (RALS) Division are accomplished in an expeditious, procedurally correct, systematic manner including contracting, personnel and other related functions.
2. Act as the County's representative on external, internal and intergovernmental committees and projects. Oversee and manage positive relationships with suburban cities contracting for animal control services. Direct, oversee and coordinate a wide variety of public services with other governmental agencies to ensure effective provision of those services.
3. Coordinate and oversee the division budget and promote/defend budget proposals with Budget Office and County Council. Oversee and direct the development of annual goals, business planning, performance measures and implementation strategies for the division.
4. Serve as the principal public contact on all division issues, providing information and education to the public, interest groups, and the media through briefings, special programs and personal contact.
5. Provide leadership and guidance to staff. Hire, train, coach, evaluate, discipline and terminate employees.
6. Provide direction and oversight in evaluating and handling division issues including public, economic and legal impacts of external services and internal elements.
7. Perform other duties as assigned.

Knowledge/Skills (May vary by position)

Advanced knowledge of laws and regulations relating to licensing and records management

Knowledge of strategic planning techniques and principles, policy development and analysis

Knowledge of management techniques and principles

Knowledge of budgeting techniques and principles

Excellent oral and written communication skills

Skill in project and resource management

Skill in presentation and facilitation

Skill in management and supervision

Skill in planning and organization

Skill in negotiation, problem solving, decision-making and conflict res

Skill in using current office software programs including word processing, spreadsheet, database and email software programs

Ability to work with and build consensus among a variety of individuals from diverse backgrounds

Ability to work on a number of projects simultaneously

Licensing, Certification and Other Requirements

Some licenses, certifications and other requirements determined to be necessary to meet the business needs of the employing unit may be required.

FLSA Designation	Exempt (Administrative)
Levels within same series	None
Class History	Created 3/2008