



King County
Metropolitan King County Council
Committee of the Whole

STAFF REPORT

Agenda Item No.: 3	Date: 18 May 2009
Motion No.: 2009-0321	Prepared by: Nick Wagner

SUMMARY

Proposed Motion 2009-0321 (Attachment 1 to this staff report, pp. 5-6 of these materials) would appoint an acting county executive to serve until a successor is elected in the November 2009 general election.

BACKGROUND

On May 8 King County Executive Ron Sims resigned following his appointment as Deputy Secretary of Housing and Urban Development in the Obama administration. Pursuant to the King County Charter, the Executive had designated his chief of staff, Kurt Triplett, to serve as interim county executive until an acting county executive is appointed.¹ Mr. Triplett is to serve “until the vacancy is filled by appointment . . . pursuant to general law for nonpartisan county elective offices”²

The general law for nonpartisan county elective offices is found in RCW 36.16.110 and provides for the appointment to be made by the county legislative authority (i.e., the Council) and for the appointee to serve until a successor is elected at the next general election.³

SELECTION PROCESS

To carry out its duty under the Charter, the Council by Motion 12953 established a process for councilmembers to nominate individuals to serve as acting county executive. The motion provided for the nominees to be reviewed both by the Municipal League of King County, because of its “long record of public service in reviewing candidates for election,” and by a Blue Ribbon Selection Committee (“BRSC”) appointed by the Council, and for each of those groups to recommend nominees to the Council.⁴

¹ See Charter § 680.1 (See Attachment 2 to this staff report, p. 7 of these materials).

² Strictly speaking, the Charter provides that the Council, “after being [apprised] of a vacancy in the elective office of county executive,” shall “fill the vacancy by the appointment of an employee who served as a deputy or assistant in such office at the time the vacancy occurred as an acting official to perform all necessary duties to continue normal office operations,” and that the acting county executive is to serve “until the vacancy is filled by appointment . . . pursuant to general law for nonpartisan county elective offices” Charter § 680.1.

³ A copy of RCW 36.16.110 is Attachment 3 to this staff report (p. 9 of these materials). Charter section 680.10 contains a similar provision.

⁴ A copy of Motion 12953 is Attachment 4 to this staff report (pp. 11-16 of these materials).

Four individuals were nominated: Steve Hammond, Louise Miller, Charles Royer, and Kurt Triplett. Each was asked to submit written materials to both the Municipal League and the Council. The materials submitted to the Municipal League are Attachment 5 to this staff report (pp. 17-47 of these materials). The materials submitted to the BRSC are Attachment 6 (pp. 49-84 of these materials).

The Municipal League reviewed the nominees' written materials, interviewed the nominees, and recommended three nominees for consideration by the Council: Louise Miller, Charles Royer, and Kurt Triplett. A copy of the Municipal League's press release announcing its recommendation is Attachment 7 to this staff report (p. 85 of these materials).

The BRSC reviewed the nominee's written materials, interviewed the nominees, and recommended two nominees for the Council's consideration: Charles Royer and Kurt Triplett. Ten of the 16 BRSC members voted for Royer, five for Triplett. As requested in Motion 12953, the BRSC also listed what it deemed to be the strengths of the recommended nominees:

Charles Royer

- Demonstrated ability to develop responsible budget;
- Demonstrated ability to respond to public concerns;
- Demonstrated leadership skills;
- Demonstrated skills in pursuing legislative agenda at local, state and federal level.

Kurt Triplett

- Knowledge of functions of King County government;
- Knowledge of issues and challenges facing King County government.

A copy of the BRSC's unanimous motion is Attachment 8 to this staff report (pp. 87-88 of these materials).

Council staff have prepared a table of selected information provided by the nominees, arranged to allow councilmembers to make direct comparisons between the candidates. *See* Attachment 9 to this staff report (pp. 89-97 of these materials; the table was also provided to the BRSC).

Motion 12953 explicitly provides, at lines 78-79 (p. 14 of these materials), that the recommendations of the Municipal League and the BRSC "shall not limit the council's authority under the King County Charter to appoint any citizen meeting the qualifications for office."

INTERVIEWS OF THE NOMINEES

The four nominees will be interviewed by the Committee of the Whole at a special meeting on Monday, May 18, in reverse alphabetical order by last name, with the interviews scheduled to begin at the times indicated below:

Kurt Triplett	9:00 a.m.
Charles Royer	9:30 a.m.
Louise Miller	10:00 a.m.
Steve Hammond	10:30 a.m.

The committee is expected to report Proposed Motion 2009-0321 out of committee without recommendation and without naming the person to be appointed. The appointment is expected to be made at the Council’s meeting in the afternoon.

INVITEES

1. Steve Hammond
2. Louse Miller
3. Charles Royer
4. Kurt Triplett

ATTACHMENTS

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KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 15, 2009

Motion

Proposed No. 2009-0321.1

Sponsors Ferguson

1 A MOTION appointing _____ as King
2 County executive, in accordance with Section 680.10 of the
3 King County Charter and RCW 36.16.110.
4

5 WHEREAS, on May __, 2009, the metropolitan King County council received
6 notice of the resignation of King County executive Ron Sims, effective on May __, 2009;
7 and

8 WHEREAS, in accordance with Section 680.10 of the King County Charter and
9 RCW 36.16.110, the council shall appoint a new executive to serve until a successor is
10 elected and qualified at the next general election, which is November 3, 2009.

11 NOW, THEREFORE, BE IT MOVED by the Council of King County:

12 The metropolitan King County council hereby appoints _____

13 to serve temporarily as King County executive, until the successor to the office
14 has been elected and qualified at the general election on November 3, 2009.

15

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

ATTEST:

Attachments None

Section 680 Vacancies.

An elective county office shall become vacant upon the incumbent's death; resignation; recall; conviction of a felony, crime involving moral turpitude, unlawful destruction of court records, or other crime pertinent to his office; declaration of incompetency by a court of competent jurisdiction; absence from the county for a period of more than thirty days without the permission of a majority of the county council; or failure to fulfill or continue to fulfill the qualifications for office; provided, however, that an elective county office shall not become vacant as the result of a criminal conviction or declaration of incompetency until the conviction or declaration has become final and is no longer subject to appeal.

680.10 Designation, Appointment and Election to Fill Vacancy.

Immediately upon commencing their terms of office, the county executive, county assessor, county director of elections and county sheriff shall each designate one or more employees who serve as a deputy or assistant in such office to serve as an interim official in the event of a vacancy in the elective office of the county executive, county assessor, county director of elections or county sheriff, respectively.

Except for a designation made by the metropolitan county council, a designation of an interim official shall only be effective if the county executive, county assessor, county director of elections and county sheriff, each for his or her elective office, complies with the following procedure; commits the designation to writing; identifies the order of precedence if more than one county officer or employee is designated; signs the written designation; has the written designation notarized; files the written designation with the county office responsible for records; and provides a copy of the written designation to the chair of the metropolitan county council. The county executive, county assessor, county director of elections and county sheriff may, at any time, amend such designation by complying with the same procedure established for making the designation.

In the event the county executive, county assessor, county director of elections or county sheriff neglects or fails to make such a designation within seven calendar days of commencing his or her term of office, the metropolitan county council may by ordinance designate one or more employees who serve as a deputy or assistant in such office to serve as an interim official in the event of a vacancy in the elective office of the county executive, county assessor, county director of elections or county sheriff, respectively. A designation made by the metropolitan county council shall be effective upon adoption of the ordinance therefor and may be amended by ordinance; provided that a designation by the county executive, county assessor, county director of elections or county sheriff which occurs subsequent to the adoption of an ordinance shall take precedence over the designation by ordinance.

The designated county officer or employee shall immediately upon the occurrence of a vacancy serve as the interim official and shall exercise all the powers and duties of the office granted by this charter and general law until an acting official is appointed as provided in this section.

The metropolitan county council shall, after being appraised of a vacancy in the elective office of county executive, county assessor, county director of elections or county sheriff, fill the vacancy by the appointment of an employee who served as a deputy or assistant in such office at the time the vacancy occurred as an acting official to perform all necessary duties to continue normal office operations. The acting official shall serve until the vacancy is filled by appointment pursuant to general law for nonpartisan county elective offices.

A vacancy in an elective county office shall be filled at the next primary and general elections which occur in the county; provided that an election to fill the vacancy shall not be held if the successor to the vacated office will be elected at the next general election as provided in Sections 640 and 645 of this charter. The term of office of an officer who has been elected to fill a vacancy shall only be for the unexpired portion of the term of the officer whose office has become vacant and shall commence as soon as he or she is elected and qualified.

A majority of the county council may temporarily fill a vacancy by appointment until the vacancy has been filled by election or the successor to the office has been elected and qualified. (Initiative 26 § 1, 2008: Initiative 25 § 1, 2008: Ord. 12847 § 2, 1997).

RCW 36.16.110
Vacancies in office.

The county legislative authority in each county shall, at its next regular or special meeting after being appraised of any vacancy in any county, township, precinct, or road district office of the county, fill the vacancy by the appointment of some person qualified to hold such office, and the officers thus appointed shall hold office until the next general election, and until their successors are elected and qualified.

If a vacancy occurs in a partisan county office after the general election in a year that the position appears on the ballot and before the start of the next term, the term of the successor who is of the same party as the incumbent may commence once he or she has qualified as defined in *RCW 29.01.135 and shall continue through the term for which he or she was elected.

[2003 c 238 § 1; 1963 c 4 § 36.16.110. Prior: 1927 c 163 § 1; RRS § 4059; prior: Code 1881 § 2689; 1867 p 57 § 28.]

Notes:

***Reviser's note:** RCW 29.01.135 was recodified as RCW 29A.04.133 pursuant to 2003 c 111 § 2401, effective July 1, 2004.

Contingent effective date -- 2003 c 238: "This act takes effect January 1, 2004, if the proposed amendment to Article II, section 15 of the state Constitution (HJR 4206) is validly submitted to and is approved and ratified by the voters at a general election held in November 2003. If the proposed amendment is not approved and ratified, this act is void in its entirety." [2003 c 238 § 5.] House Joint Resolution No. 4206 was approved by the voters on November 4, 2003.



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

May 15, 2009

Motion 12953

Proposed No. 2009-0188.2

Sponsors Hague, Constantine and Lambert

1 A MOTION establishing the process for appointing the
2 county executive in the event of a vacancy in the office.

3
4 WHEREAS, the King County council is committed to principles of good
5 government and the transparency of its proceedings, and

6 WHEREAS, it is anticipated that the King County executive will shortly resign
7 the executive's elected office for a federal position, and

8 WHEREAS, the King County council has the duty under the county charter to fill
9 the resulting vacancy in the office of executive by appointment of an individual to serve
10 as executive until the executive's successor is elected and qualified at the November 2009
11 general election, and

12 WHEREAS, the Washington state Attorney General's office has opined that a
13 board of county commissioners may not appoint one of their members to a vacant
14 position that they have the duty to fill, and

15 WHEREAS, the challenges facing an appointed county executive during the
16 intervening months before a November election will be enormous and are expected to
17 include substantial budget shortfalls, and

18 WHEREAS, criminal justice and public safety programs are likely to be the most
19 severely impacted by those budget shortfalls, and

20 WHEREAS, strong leadership by the King County executive will be essential to
21 securing "life boat" funding and ensuring that the county accesses appropriate federal
22 stimulus package funds, and

23 WHEREAS, the King County executive is considered to be one of the highest
24 ranking elected officials in Washington state, and

25 WHEREAS, the Municipal League of King County has published ratings of
26 candidates for public office, reviewed and made recommendations on proposed ballot
27 measures and closely monitored the workings of local government for almost a century,
28 and

29 WHEREAS, it will be critically important for an appointed county executive to
30 focus attention on the business of King County rather than the demands of campaigning
31 for office, and

32 WHEREAS, in order to expedite a difficult budget process, an interim county
33 executive will need to have strong ties and relationships with the state Legislature, other
34 governments, transportation groups, environmental groups, labor groups and suburban
35 cities within King County;

36 NOW, THEREFORE, BE IT MOVED by the Council of King County:

37 A. In order to preserve public confidence in the selection process for an
38 appointed county executive, a blue ribbon selection committee is hereby established for
39 the express purpose of reviewing eligible candidates for appointment to the office of

40 county executive. The committee shall establish an expedited process that will facilitate
41 prompt appointment of an executive.

42 B. The committee shall consist of citizen members representing the economic,
43 geographic and ethnic diversity of the county, together with members representing the
44 county's criminal justice and public safety systems.

45 C. The appointed members are:

46 1. Citizen members:

47 a. Norm Rice, Cochair;

48 b. Suzette Cooke, Cochair;

49 c. Becky Cox;

50 d. Joan Crooks;

51 e. Adrian Diaz;

52 f. David Freiboth;

53 g. Beretta Gomillion;

54 h. Nancy Hutto;

55 i. Sharon Maeda;

56 j. Ted Choi Tam;

57 k. Bob Wallace;

58 l. Tayloe Washburn; and

59 2. Members representing the county's criminal justice and public safety systems:

60 a. Bruce Hilyer;

61 b. Barbara Linde;

62 c. Sue Rahr; and

63 d. Dan Satterberg.

64 D. Candidates for review shall be those nominated by three or more King County
65 councilmembers by written memorandum to the clerk of the council within three days of
66 the passage of this motion. The memorandum may be submitted by email. Each
67 councilmember may nominate no more than two individuals. Each candidate nominated
68 by at least three councilmembers shall submit a resume, supporting documentation and
69 three references with contact information to the clerk of the council. The clerk shall
70 forward to the council and the committee the names of each individual receiving a
71 nomination from at least three councilmembers.

72 E. The clerk shall assemble the application materials for each candidate and
73 provide those application materials directly to the committee.

74 F. Within one week of a vacancy occurring in the office of county executive, the
75 committee shall hold a meeting to interview candidates and shall forward to the King
76 County council its top two to five recommendations. The chair of the council shall
77 schedule the meeting of the committee after consultation with the committee cochairs.
78 The recommendations shall not limit the council's authority under the King County
79 Charter to appoint any citizen meeting the qualifications for office.

80 G. Evaluation criteria for the blue ribbon selection committee shall include, but
81 not be limited to:

- 82 1. Knowledge of the functions of King County government;
- 83 2. Knowledge of the issues and challenges facing King County government;
- 84 3. A demonstrated ability to develop a responsible budget;
- 85 4. A demonstrated ability to respond to public concerns;

- 86 5. Demonstrated leadership skills;
- 87 6. A commitment to the immediate business of King County that would make it
88 unlikely that the appointee would run for any elective office while serving as appointed
89 executive;
- 90 7. A commitment to maintaining the functions and structure of county
91 government without disruption during the election of a new county executive; and
- 92 8. Demonstrated skills in pursuing a legislative agenda at the local, state and
93 federal level.
- 94 H. The committee shall deliver a set of written materials arranged to allow
95 councilmembers to make direct comparisons between the candidates. The committee
96 shall provide a list of two to five recommended candidates and observations about the
97 strengths of each.
- 98 I. Because of the Municipal League's long record of public service in reviewing
99 candidates for election, the Municipal League is encouraged to review the candidates

Motion 12953

100 presented for consideration to the committee and forward any recommendations to the
101 council.

102

Motion 12953 was introduced on 3/9/2009 and passed as amended by the Metropolitan King County Council on 4/6/2009, by the following vote:

Yes: 8 - Mr. Constantine, Mr. Ferguson, Ms. Hague, Ms. Lambert, Mr. von Reichbauer, Mr. Gossett, Ms. Patterson and Mr. Dunn

No: 0

Excused: 1 - Mr. Phillips

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

ATTEST:

Attachments None



The Municipal League of King County

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King County Interim Executive Candidate Questionnaire

The Municipal League of King County is conducting a review of the candidates to fill the interim position of King County Executive. This questionnaire is the basis of the League's research and interview process. The League's ratings are non-partisan; they are based on standards of Involvement, Effectiveness, Character, and Knowledge, all of which have been developed and refined over the past 98 years.

A copy of this questionnaire will be provided to Candidate Evaluation Committee members to help them prepare for your interview. Candidate responses, except the confidential section, will be available to the public on the League's website.

The Municipal League requests the following materials from candidates. Please check to make certain you have sent in your:

Candidate Questionnaire

Sent by: Email US Mail Fax Not Sending

Resume (education, employment, and professional activities)

Sent by: Email US Mail Fax Not Sending

Note: Electronically submitted questionnaires are strongly preferred. All materials can be emailed to cec@munileague.org. They can be processed and made available on-line far more rapidly than handwritten or typed submissions.

For non-electronic submissions, please print clearly and legibly and return the application as soon as possible in order to allow the committee the greatest amount of time to prepare a complete report on your skills and experience.

Interviews will be conducted the evenings of Monday, April 20 and Tuesday, April 21.

If you have not yet been contacted to schedule an interview, or if you have questions about this review process, please contact the League office at 206-264-1070.

If you have a disability and require accommodation to participate in the candidate evaluation process, please contact the League office.

A League volunteer Candidate Investigator is waiting to receive your questionnaire to begin his or her work. Please complete and return the questionnaire to the League office at your earliest convenience.

Please have your materials to us no later than April 13, 2009.

Email the completed questionnaire and other materials to:
cec@munileague.org

King County Interim Executive Candidate Questionnaire

1. Your Name

First Name	Middle Initial or Nickname	Last Name
Steve	B	Hammond

2. How long have you resided in King County?

31 of the last 34 years

In the following questions we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

Involvement: What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?

Effectiveness: Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?

Character: Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?

Knowledge: Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?

3. In one page or less, why are you seeking this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I seek the office of Interim Executive for King County because I believe I can best fulfill the duties desired by the Council without crossing over into duties they wish to be left for the incoming Executive. I do not now, nor do I foresee in the future, a desire to run for this office on a permanent basis. I have the skill and knowledge to do this non-partisan, executive job and the character to be trusted by those Councilmembers who were formerly Democrat and Republican.

Former colleagues on the Council know me to be a man of my word. They know that I will not seek to turn the office to some personal advantage, but will guide the ship of the County on a steady and sustainable course until a new Executive can be elected.

I have spoken with a number of Councilmembers and have had unanimous agreement that I am qualified to do the job and someone with the pride to do the job well.

Councilmembers have also agreed that I can be trusted to be a man of my word and not stray from stated purposes. They agree that I place the good of the people of King County above my personal advantage.

4. Describe your most important personal characteristics or traits as they relate to the office you seek.

Discussion of my most important characteristics would have to begin with my reputation for being a man of my word. As important as being able to submit a balanced budget to the Council in the coming months is the trust that the Interim will not treat the office as if he/she is elected and able to make major policy and personnel changes.

I am on record as stating I would not make major policy or personnel changes in this position and those who know me know that I will keep my word.

Some of my other qualities include an ability to work with all members of the Council regardless of differences yet with an ability to be my own man when the situation calls for a tough decision. I have spent my life having to lead through gaining the support and cooperation of those I seek to lead. This has caused me to develop good skills in diplomacy.

I have learned public speaking so that representing the County to the press and the citizens is second nature to me.

Not to be missed in this list would be my insatiable desire to any job of any size with all the zest and ability I can. I would rank initiative and determination as high or higher than acumen.

5. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

Probably the most apropos accomplishment would be the yearly budget cycle in churches and other not-profit organizations where I had to lead by example in making hard decisions about what could not be funded. Non-profits are notoriously cash-strapped where need always outstrips funds. In many instances these needs are life-altering.

Coincidentally, the County is cash-strapped at this time. However, I distinctly remember, while a member of the Council, we were being warned then that the County was on a collision course with disaster. Our spending even in good budget times was outstripping our income by 5% to 6% per year. This was referred to as a "structural gap." We were warned that a "train wreck" was coming if we did not change our ways.

Now the County is back in another round of decreased revenues due largely to a depressed economy. Funds are projected to be another \$50M short next year on top of the \$93M already projected for this year.

This is going to call for someone who is accustomed to making hard choices between services that are desirable. In fact, this next budget is going to call for someone who is willing to cut the budget in areas where great reaction and name-calling will result. This will not be a job for the faint of heart.

I have been accused of knowing how to squeeze a penny so hard that Lincoln gets a headache. The County is going to need just such a person in this interim position. Yet the decisions must be with a view to what effect the budget decisions are having on those who need those services. Compassion for the most vulnerable is essential.

I would also like to mention a County Council accomplishment. While still very new to the Council I teamed with the other new member from the other side of the aisle, Bob Ferguson, to craft a solution to the proposed sewer rates. While the Executive's Assistant was lobbying other Councilmembers for a more expensive solution, CM Ferguson and I came up with a plan that filled the need with a less expensive rate. Veteran Councilmembers were surprised but grateful that we put such a proposal forward. I seem to remember a unanimous vote approving this solution.

6. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

I have spent over 30 years speaking in public. A major part of being an Interim Executive is being able to effectively communicate with the press, with the public, with Councilmembers and with others.

I have already mentioned budgeting under tough economic conditions.

I have demonstrated a life of putting people and their needs ahead of my own benefit. While other occupations could have been much more lucrative, I chose the route of serving others in their need.

I have helped the homeless, those who cannot pay their electric bill, those who can't feed their babies, and those who need help getting to a productive life.

I have been the major vision and goal setter for church and other non-profit organizations. I have kept that vision in front of the organization until it has been achieved or substantially fulfilled.

I have taken on new challenges when circumstances called for it. Although I had no prior experience in elective office I was sought by a dying Councilmember to take his place after his death. Against great odds I succeeded in accomplishing that goal and going on to win election outright on my own.

I taught myself computer and took responsibility for a number of computers at a business and a school district.

Once, when short of funds, I took on a job running an excavator. The owner said that I became productive faster than others he had trained.

I saw school aged children at risk and invented a program to show them how to gain the skills desired by employers. No one told me I should do this and I received no remuneration. I just saw the need and threw myself into the project.

7. Please describe the duties of the office you seek. Which are the most important duties and why?

This office needs, first and foremost, someone who can skillfully sort through the myriad of budget requests and prioritize them in a meaningful way. Not everyone is going to agree on decisions as varied as buses, sewers, garbage and parks (to name a few).

It needs a clear thinker who can work with the Council on decisions and effectively communicate to others what is being done and why.

This job requires someone who is not enamored with the title of Interim Executive, but will enter the pilot house of the County ship and keep it as steady and on course in the midst of gale-force economic winds while waiting for the new Executive to be elected and take the helm. I have already demonstrated that I am willing to put the good of others ahead of my own.

This office needs someone who can stand tall and instill confidence in others through difficult times without thinking about personal gain.

It also needs someone who is mature and has had to stand up to an election of the people and demonstrate that they can inspire confidence and get others to follow. The less time between now and when they stood for election the better.

As a side note, I represent the unincorporated area. Although not essential to this job, I think the folks who have NEVER had an Executive from their part of the County would be inspired by having someone they

know knows them and cares about their issues. The gesture might be largely token, but it could be an opportunity to heal wounds and mend fences with little or no cost.

STEPHEN B. HAMMOND, D.Min.

23724 SE 380th, Enumclaw, WA 98022-8813

(253) 569-4880

Steve.Hammond@comcast.net

Executive, Manager and Minister

Professional Profile

- Executive that seeks new professional challenges that support delivery of a business, government or organization's mission.
- Enjoy taking on new challenges for which I have limited or no previous experience and creating a successful business, non-profit or ministry.
- Motivated to learn what it takes to be successful and to make others successful around me.
- Passion for public issues by creating and leading committees and organizations related to land use, health care, and waste water.
- Committed to projects and organizations I start that include developing vision, organizing paid and volunteer labor, managing to budgets, tracking schedules, delivering objectives, and growing people to replace me in the leadership position that I created.

Areas of Expertise

- Planning and execution of plans;
- Strategic planning and leadership;
- Personnel motivation;
- Organization, team building and development;
- Problem solving;
- Decision making;
- Computer skills in all major programs;
- Budget development and tracking; and
- Chairman of public committees.

Professional Experience

King County Councilman, Seattle, WA, 2003 to 2005

- Recruited to replace Councilman Kent Pullen to bring a clearly-focused set of principles to county council.
- Elected to 9th district to represent the 1.9 million citizens of King County including more than 140,000 directly.
- Responsible for directing a budget greater than \$3 billion and keeping the County in solid financial condition to keep bond rating high.
- Chairman of the Regional Water Quality Committee for Brightwater Sewage Treatment plant. Brought together water districts and mayors of affected cities for oversight of sewage and water rates. Provided check and balance oversight of Brightwater's construction improvement budget. Briefed legislative branch of County, Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC) and other stakeholder concerning construction schedule and budget for Brightwater.
- Provided legislative direction to Regional Water Quality Committee regarding construction, environmental, I&I (Infiltration & Inflow), interaction with existing sewage treatment plants, community involvement, and growth planning.
- To learn more concerning wastewater treatment, I visited treatment plants in other communities to learn how they handled construction, budgeting, permitting, design, and operation.
- Helped organize a citizens' advisory committee to bring accountability to elections process.
- Helped pass a comprehensive land-use plan and streamline permitting.

Cornerstone Bible Church and other Ministries, Enumclaw, WA, 1971 to present

- Built a small group to a church that is self-sustaining with its own location.
- Responsible to manage my own time and others to meet the vision and mission of the church.
- Developed and made budgets that relied on my understanding of the congregation's resources and needs.
- Set vision and mission and organized people around me helped me accomplish our goals.
- Developed budget, selected location, designed, permitted and oversaw construction of church's building.
- Brought current technology to worship services using graphics, videos, Power Point, and internet to replace older presentation methods.

Computer

- Self-taught computer skills, including operating systems, word processing, spreadsheet, presentation, page layout, database, contact/calendar, etc.
- Became IT for local newspaper and part of the local school district
- Produced two newsletters for non-profits including writing, editing and layout.

Week's Funeral Home

- Assist with First Call Removals including first-interface people skills with grieving families.
- Assist in set-up conducting and follow-up of funeral services

Citizens' Alliance for Property Rights, four WA Counties, 2003 to present

- Founder of CAPR and current president.
- Set vision and mission to grow organization and influence regulations and legislation.
- Expanded a one-county organization into a four-county organization with networks in 3 other counties.
- Major leader in Initiative 933 campaign including numerous debates.
- Advocate for small property owners caught in permitting and zoning problems helping with compliance or representing land-owners before the Hearing Examiner in a quasi-judicial role.
- Testified before King County Council, State of Washington and several municipalities.
- Attorney General's Eminent Domain Task Force.

Small Farm Operator

- Primarily raising cattle.
- Operate farm equipment relying on previous heavy equipment operations which include 18-wheel truck driving (still have Class B CDL), backhoe and track hoe.
- Do minor maintenance & repair including oil changes, spark plugs, brakes, belts, hoses, minor welding, etc.

Current projects include:

- President of Citizen Taxpayers' Association
- Steering Committee of the American Dream Conference
- Evergreen Leadership Conference
- Legislative Aide to Councilmember Reagan Dunn overseeing agriculture issues.
- Eminent Domain Task Force for Attorney General of WA

Government Relations

- Vast network of acquaintances including many in positions of authority.
- Have contacts in King and Pierce Counties, Olympia and the other Washington.

Education

Southern Baptist Center for Biblical Studies	1985	Doctor of Ministries
Southern Baptist Center for Biblical Studies	1982	Master of Ministries
Southwest Baptist University	1975	B.A. Religion and Psychology

Registrations

Washington State Funeral Directors Association
 NRA - Life Member
 Commercial Drivers License (CDL) Class B

King County Interim Executive Candidate Questionnaire

1. Your Name

First Name	Middle Initial or Nickname	Last Name
C.	Louise	Miller

2. How long have you resided in King County?

43 YEARS

In the following questions we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

Involvement: What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?

Effectiveness: Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?

Character: Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?

Knowledge: Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?

3. In one page or less, why are you seeking this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

See separate sheets

3. In one page or less, why are you seeking this office?

I would say that I'm not "seeking" this office but that many people in the community and some members of the County Council have asked me to consider serving in the position. I believe that it would be valuable and helpful to the county if I took on the responsibility of interim executive during what most certainly is a difficult and challenging time for the people of our county and indeed for our country.

I have an extensive public service record, from the beginning of my residency in the state and have served in public office at various levels of government representing the citizens of the State and King County for twenty-four years. I have held leadership positions in every elective office I've held.

Since my retirement from the County Council in December of 2001 I've been a volunteer member of several boards and committees that include higher education, arts and heritage, parks and open spaces, water resources and facilities and educational activities at Seattle Center.

In short, the County doesn't have the luxury of an interim executive spending weeks learning about the second largest government in the state. I already know the intricacies and problems that face both the rural and urban citizens of our County. An experienced and steady hand is needed from day one to keep us moving forward as a community.

4. Describe your most important characteristics or traits as they relate to the office you seek?

I'm honest, creative, hard working, do my homework, fully participate in the governing structures and make every effort to be inclusive. I gather the information and opinions of all involved and seek to come to a fair and timely decision. I have a long history of being able to work with many different people and provide leadership and advocacy for those who need my assistance. I try hard not only to show up well prepared but also to show up on time.

5. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

I started teaching music in the Seattle Public schools in 1966. There are former students of mine who are professional musicians now.

In 1983 as a freshman in the House of Representatives I was named one of two legislators to serve on the State Art Commission where I served for ten years. During my time in Olympia I was a co-sponsor, with Gary Locke, of a piece of legislation that provided a portion of the 2 percent King County hotel/motel revenue for arts and heritage

acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

I have already covered many such learning opportunities but would like to add a more recent effort. In my two three year terms on the 4 Culture Board I've spent the last six years working on legislation for future funding for arts and heritage programs in King County. I have contacted the Governor, given legislative testimony at many committee hearings, developed educational information for legislators and staff, brought support to the ongoing process from the County Council members and many arts and heritage organizations. Last year we got passage of the bill but a one year sunset date was added at the last minute. We are still working on removing that sunset date this year. This legislation is critical to the future of all arts and heritage organizations in the County as it is money they have been receiving from the hotel/motel 2 percent fund since 1990. The goal of this legislation is to secure future funding from the same source so both capitol and operating revenue can be available to large organizations like the Seattle Symphony and small organizations like the White River Museum.

Please describe the duties of the office you seek. Which are the most important duties and why?

The duties of County Executive are to serve as the leader of the executive branch for one of the largest metropolitan county governments in the nation. King County is the second largest government in the State of Washington, with over 13,000 employees. The executive needs to assure that we have highly skilled employees who are motivated to provide the best services and needed infrastructure projects to deliver those services to the citizens of King County.

Our government has two parts that need to be served. For the approximately 340 thousand people who live in the unincorporated rural and urban areas the executive is their "mayor" and the County Council is their "city council". If this unincorporated area was a city it would be the second largest in the State.

For the 1.8 million citizens in the incorporated cities and unincorporated areas of King County we are a regional government providing services that include waste water treatment, criminal justice, metro transit, public health and many others.

The most important duties should be positive and consistent working relationships with the legislative body, the several other elected officials serving King County and the other elected representatives for the state, cities, commissions (water, fire, sewer, etc.) that represent and serve our communities in and around King County. The Executive must make well informed and timely decisions that could be as simple as "yes I will speak with that person" or as complex as "here is a possible best way to keep providing transit service in the face of the loss of millions of dollars" caused by the rapid and precipitous drop in the planned for revenue.

organizations in the County. Since we began distributing the funds in 1990 the total money distributed to date to hundreds of applicants is sixty-four million dollars.

When I was elected by the voters to represent District 3 on the County Council I was selected by the Council to be chair of the Metro Arts Committee and later Chair of the King County Arts Council. I sponsored and passed a Public Art Ordinance that expanding the kinds of County capitol programs that would include public art in their construction.

Since leaving the Council I have served on two boards involved with arts and heritage, the 4 Culture Board and the Seattle Opera Board of Trustees.

After moving to the rural area of Woodinville in 1967 I became active in the Woodinville Community Action Council. We were instrumental in King County's passage of the first County land use Middle Plan for the Bear Creek area.

In the mid 70's I worked for passage of the Farmland Bond issue that has purchased the development rights from over 12 thousand acres of prime farmland in the County river valley's.

After my election to the legislature I worked and voted for the State Growth Management Act and when elected to the County Council in 1993 I voted for the implementation of comprehensive plans to put GMA in place for King County. I also sponsored the ordinance that established the County Agriculture Commission which spearheaded Puget Sound Fresh, more farmers markets and the continued use of land in King County for active, local farming.

My history with water, waste water and shaping the future for these necessities is long, starting in 1978 with my 7 year service as a Water/Sewer Commissioner with the Woodinville Water District. While there I was elected to chair the Board for three one year terms. I also chaired the Renton 201 Citizens Committee that was advising the Metro Council on the expansion of the Renton Treatment Plant. I was also one of the representatives from cities and districts in the County who negotiated the original 30 year water supply contracts with Seattle.

In Olympia I served on the Energy and Utilities Committee for 10 of my 11 years, 4 years on the Joint Select Water Resources Policy Committee and 5 years on the Nuclear Waste Board.

When elected, in 1993 to the King County Council, two of the committees I chaired during my eight years of service were the Natural Resource Committee and the Regional Water Quality Committee. During my time as Chair of these committees we implemented many Water Ways 2000 projects and all the preliminary work on the new Brightwater Treatment Plant that resulted in the final sites selected and sent to the County Executive.

6. Please list or describe current and past activities in the community in which you have

**Louise Miller**

17005 191st Ave. N.E., Woodinville, WA 98072
425-788-3404

PERSONAL

A resident of King County , Washington since 1966. She and her husband Stafford have two grown children and six grandchildren.

EDUCATION

San Jose State University - Graduate 1966, BA Music, Teaching Credential
University of Washington - Graduate studies

PAST EMPLOYMENT

Music Teacher, Seattle Public Schools, 1966-72.
Private Music Teacher, 1966-83.
Administrative Assistant. King Conservation District, 1976-82.

POLITICAL OFFICE & LEADERSHIP POSITIONS**I. Commissioner, Woodinville Water/Sewer District 1978-1985**

- A. Three separate one-year terms as Chair.
- B. Regional negotiator of 30 year water supply contracts with Seattle.
- C. Chair -Renton 201 Citizens Committee.
- D. Co- Chair Elected Washington Women, 2 yrs.

II. State Representative - 45th District, 6 terms - 1983-94

- A. Republican Whip - 1986-90; Floor Leader - 1990-94.
- B. Nuclear Waste Board - 1983-89.
- C. Region 4 DSHS Advisor Committee, 1986- 90.
- D. Municipal Research Committee - 1987-89.
- E. Joint Threatened & Endangered Species Committee, 1987-88.
- F. Gender Bias Study Commission, 1988-89
- G. Capitol Campus Arts Commission, 1990-91.
- H. Joint Select Water Resources Policy Committee, 1990-94.
- I. Washington State Arts Commission, 1983-93.

Legislative Standing Committees

- A. Energy & Utilities
- B. Transportation
- C. Rules
- D. Higher Education
- E. Natural Resources

②

Louise Miller, continuedIII. Metropolitan King County Council, 2 terms -1994-2001

- A. Served as Chair for 2 yrs. and Vice-Chair for 6 yrs.
- B. Committees chaired: Utilities & Natural Resources; Employment; Legislative Steering; Metro Arts; King County Arts Council; Regional Water Quality.
- C. Committees co-chaired: Snohomish Basin Salmon Recovery Forum (WRIA 7).
Member :Transportation; Unincorporated Affairs; Regional Transit; Utilities & Technology; Natural Resources, Parks & Open Space; Sammamish & Snoqualmie Watershed Forums; Executive Board of Tri-County Salmon Conservation Coalition.

NATIONAL

- A. Member: National Conference of State Legislators (NCSL) 11 years.
- B. The Women's Network, Vice-Chair 1988-89, Chair 1989-90, Past Chair 1990-91.
- C. NCSL Chair of AOL Arts, Tourism & Cultural Resources 1992-94.
- D. Presidential Appointment: State Grant Panel, National Endowment for the Arts; U.S. Presidents' Council on Art Education Reform - 1993-94.

WASHINGTON STATE

Gubernatorial Appointments:1995-2001.

- A. County Representative to Puget Sound Action Team.
- B. County Representative to the Governors' Government Council on Natural Resources.
- C. Blue Ribbon Task Force on Arts Funding (only elected official appointed).

VOLUNTEER ACTIVITIES

(Prior to retirement from office, December 31, 2001).

- A. Gamma Phi Beta Sorority – Chapter Advisor 5 yrs.
- B. Woodinville Community Action Council, secretary.
- C. Everett Symphony Orchestra, musician 6 yrs.
- D. Member: PTSA 13 yrs. (President Cottage Lake PTSA); Woodinville Chamber of Commerce; American Association of University Women; Business & Professional Women; Women's Political Caucus.
- E. Lake Washington Technical College Foundation Board, 2 yrs.

(3)

Louise Miller, continued.

(After retirement from office Dec. 31, 2001)

- A. Chair: Regional Water Planning Coordination Committee and Executive Committee.
- B. Vice-President: *4 Culture Board*, King County Cultural Development Authority.
- C. Member: Seattle Opera Board of Trustees. Committee responsibilities: education and public affairs.
- D. Puget Sound Regional Council Cultural Task Force, Public affairs sub-committee.
- E. Cascadia Community College Foundation Board, Scholarship Committee.
- F. King County Parks Futures Task Force.
- G. Seattle Center Foundation Board.
- H. Mayor's Task Force for Seattle Center Sustainability and Key Arena sub-committee.
- I. Washington Wildlife Recreation Coalition Board.

AWARDS

- A. Cascade Land Conservancy Frank Pritchard Lifetime Achievement Award.
- B. WWRC Citation of Merit.
- C. King County Earth Hero of the Year-2001.
- D. Tri-County Salmon Conservation Coalition Executive Committee – “For outstanding leadership and dedication to salmon conservation”.
- E. City of Seattle – “For legacy contributions to the regions water supply”.
- F. Woodinville Heritage Society – “Certificate of appreciation & lifetime membership”.
- G. Corporate Council for the Arts – “Unsung Hero Award 2001”.
- H. King County Cultural Service Award.
- I. Washington State Arts Alliance – “1st Louise Miller Award that will be given Annually to a public official showing outstanding leadership in promoting the Arts and arts education”.



The Municipal League of King County

810 Third Avenue, Suite 224

Seattle, WA 98104

(206) 264-1070 · cec@munileague.org

King County Interim Executive Candidate Questionnaire

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UW Law Student

Kendee Yamaguchi

Staff

Saul Ettlin, Director

The Municipal League of King County is conducting a review of the candidates to fill the interim position of King County Executive. This questionnaire is the basis of the League's research and interview process. The League's ratings are non-partisan; they are based on standards of Involvement, Effectiveness, Character, and Knowledge, all of which have been developed and refined over the past 98 years.

A copy of this questionnaire will be provided to Candidate Evaluation Committee members to help them prepare for your interview. Candidate responses, except the confidential section, will be available to the public on the League's website.

The Municipal League requests the following materials from candidates. Please check to make certain you have sent in your:

Candidate Questionnaire

Sent by: Email US Mail Fax Not Sending

Resume (education, employment, and professional activities)

Sent by: Email US Mail Fax Not Sending

Note: Electronically submitted questionnaires are strongly preferred. All materials can be emailed to cec@munileague.org. They can be processed and made available on-line far more rapidly than handwritten or typed submissions.

For non-electronic submissions, please print clearly and legibly and return the application as soon as possible in order to allow the committee the greatest amount of time to prepare a complete report on your skills and experience.

Interviews will be conducted the evenings of Monday, April 20 and Tuesday, April 21.

If you have not yet been contacted to schedule an interview, or if you have questions about this review process, please contact the League office at 206-264-1070.

If you have a disability and require accommodation to participate in the candidate evaluation process, please contact the League office.

A League volunteer Candidate Investigator is waiting to receive your questionnaire to begin his or her work. Please complete and return the questionnaire to the League office at your earliest convenience.

Please have your materials to us no later than April 13, 2009.

Email the completed questionnaire and other materials to:
cec@munileague.org

King County Interim Executive Candidate Questionnaire

1. Your Name

First Name	Middle Initial or Nickname	Last Name
CHARLES	T	ROYER

2. How long have you resided in King County?

38 YEARS

In the following questions we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

Involvement: What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?

Effectiveness: Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?

Character: Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?

Knowledge: Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?

3. In one page or less, why are you seeking this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

King County is the second largest government in Washington State and plays a critical role in our region. As a former Mayor of Seattle, a 38-year resident of King County and one with a long history of public service, I have a strong respect for the importance of King County government to its constituents, as well as its position in the broader region. With the departure of Ron Sims I believe it is critically important that, during this interim period, the executive branch of the county is led by an individual with experience as an elected executive; someone who has been previously tested during challenging financial times, and someone who can make the personal and professional sacrifices necessary to successfully lead the county through this transitional time. I believe I have the qualifications and skills to carry out the responsibilities of this office.

I understand well the relationship between the executive and legislative branches, and the realities of managing a complex organization in a political environment. The interim executive will not be an elected official, but must work closely with those who are elected to their respective offices—almost as a county commission works together in some counties—and to make decisions in the closest possible collaboration with members of the Council and the other elected officials of county government.

As someone not seeking election to any further political office, I would have the rare opportunity to make the hard decisions in a transparent, fully informed and collaborative way, but without fear of personal political consequence.

While the interim executive will neither start new initiatives nor attempt to articulate a new vision for the future of King County, there is much to do to make certain the ambitious policy agenda and vision for the future already set by the current Executive and Council loses no ground during the interim. Indeed in some areas of county government responsibility, some lost ground could and should be

regained during the interim, especially in public safety and the court system, public health, and human services.

I have the demonstrated experience, skills, and longtime personal relationships in the region to effectively carry out the duties of the King County Executive until such time as a new executive's election is certified. I am offering to serve because the timing is good for me personally and professionally, and because I see an opportunity to cap a career in public service by helping King County government through an especially difficult economic period which has resulted in unprecedented fiscal and service delivery challenges.

These are the kinds of challenges and opportunities that first attracted me to journalism, advocacy, and public service many years ago. The prospect of putting to work for this great region—even for a brief time—the skill and experience I have gathered over those years is hugely exciting and an honor even to think about.

4. Describe your most important personal characteristics or traits as they relate to the office you seek.

I am old enough to enjoy Metro's Senior Fare, but not old enough to remember the Great Depression and its impact on people like my parents. I learned from them that it was the government and a powerful yet compassionate leader who saved the country. Growing up I thought that's what the government and its leaders were supposed to do. While Mayor of Seattle, and on a much smaller scale, I was able to experience the feeling of putting the government to work for the elderly who built our city, but who were being priced out of their homes and apartments, and who, even with Social Security, were frightened about where and how they would have to live. In twelve years, with many able partners, we built thousands of units of housing for the low income elderly, poor families, and the disabled. I am wired to worry about people who are left out of our generally good life in this country. Whether by various kinds of discrimination or by the fallout from the kinds of economic excess we are experiencing today.

I have always felt privileged to work and advocate on behalf of people, and I have always believed that those who seek to lead on behalf of others must be very good at what they do. I was privileged after leaving public office to have a job where I worked to inspire and prepare future political leaders.

I am not very good at working at a job in which I have no fun and do not like. Fortunately, I have been successful in avoiding almost all of those situations. It may sound counter-intuitive given the crisis conditions in local government today, but I think helping county government through these tough times as the interim county executive could be very rewarding.

5. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

I have chosen three examples which illustrate some skills and capabilities required of the interim King County Executive.

The Downtown Seattle Transit Tunnel. In the early 1980's, having lost federal rail money to Atlanta when voters had earlier said "no" to a rail system, Metro Transit was planning an "electric transit mall" connecting north and south downtown transit terminals with electric trolleys. The plan did not go over well with suburban jurisdictions that would have to transfer to other buses just to get through town. An alternative developed by Metro planners was to gain suburban support by building a tunnel under Third Avenue that would accommodate "dual mode" diesel electric buses, meet suburban concerns, and get some diesel buses off the already congested streets.

I initially opposed the tunnel, which was to be "cut and cover" construction causing extreme dislocation and disruption through the heart of our city over a long period of time. Seattle residents did not like tunnels then any more than they do now, and lots of people, including downtown retailers, supported my position. However, there is nothing like confronting someone with some facts—a little **Knowledge**—to change one's position. When I figured out we could build the tunnel for less than \$500 Million, that the federal government would pay almost half of that, and that our tightly constricted city would get a new unobstructed North and South right of way that would last for more than a hundred years, I took my political lumps, changed my position, and supported the tunnel. Some of my staff said I showed some bad judgment in changing my position, but that in the end it took **Character** to do so. Metro founder Jim Ellis, a wise regional leader, convinced me it was in the long term best interests of the whole region to build this new right of way. It will carry light rail this coming July.

There was pain in the downtown for awhile, but our downtown is now one of the healthiest in the nation.

The Community Clinic System. In the 1960's they were known as the "Hippie Clinics". They were store fronts with volunteers providing some limited health care and prevention services to the street kids and the homeless. Today, in Seattle and King County, they are the Community Clinics a coordinated system of Health Care services providing high quality sliding fee scale medical aid for people without insurance or a doctor. They help to keep health care costs down for everyone by keeping so many individuals out of the emergency rooms and out of long term care. It was not a system in the late 1970's when I was elected, still existing in storefronts, portables, and in basements. With an intentional strategy of building and growing the clinic system, we put together the resources public and private necessary to build and rehab the new homes for clinics around the region, raising their respect within the health care sector, and providing affordable or free care to people who otherwise would not receive any. Again with many partners, I think most people who know about the system would say I was **Effective** in leading early on this effort.

The Urban Health Initiative. Shortly after the 1992 Los Angeles Riots some Members of Congress called together leaders of some of the most influential national foundations and asked them what they were doing about the problem of children growing up in violent, unhealthy, and dangerous urban places. The Robert Wood Johnson Foundation decided it wasn't doing enough and launched a planning effort to figure out what it could do that would make a major difference in children's health and safety outcomes in a few places. I was asked to be part of the planning effort and was later asked to manage something called the Urban Health Initiative, an effort to improve the health and safety of children in five troubled urban centers: Baltimore, Philadelphia, Richmond, VA, Oakland, CA, and Detroit. I put together a staff housed at the University of Washington and we set out to learn everything we could about these places. Five unique cities with five different histories, five different decision making cultures, five very different political systems. Our job was to help create movements, and to find and develop the leadership in these cities to put in place best practice strategies that, if successful, would over ten-years bring to scale better outcomes for children. Our critical task was **Involvement** with local leaders while not dictating strategies that were not and would never be local. Our theory, proven out over time, was that strategies developed by a foundation in Princeton, New Jersey, translated and handed down by a former Mayor of Seattle, had less chance of taking root and succeeding than strategies built locally, with the **Involvement** and participation of local leaders and the children and families who would prosper from their success.

Their stories, and the lessons learned, are at www.urbanhealth.org.

6. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

I was born and raised in the Northwest and have been fortunate enough to live elsewhere for brief periods so that I know well what a high quality of life we have in this most desirable corner of the country, and have some appreciation of what we must do to keep it. As a reporter in Eugene, Portland, and then Seattle, I have been part of the civic apparatus as someone looking in from the outside. With enough "journalist's distance" to be able to stay somewhat objective, but with enough emotional connection to the place be part advocate and change agent.

As the News Analyst for KING-TV delivering commentary and opinion on anything and everything, I once observed that parents needed "to take control of the schools and your children's education or they won't get one." Get involved, I told them. "Even if you have to go the extra mile and join the PTA." A woman called me at home to point out that I was not a member of my Middle School daughter's PTSA. The following year I was the President. I even got re-elected. I have served on the Municipal League Board and in the Candidate Evaluation Interview process. I have chaired and served on countless advisory and blue ribbon committees, including those on the future of Magnuson Park, the King County Advisory Committee whose recommendations led to the formation of the Puget Sound Health Alliance, the Cascade Dialogues and the development of the Cascade Agenda, chaired the Project Review Committee which helped to turn around Sound Transit's light rail project, and have co-chaired two advisory committees developing the Low Income Housing Levy, an effort I started in 1981.

Nationally, I served on the Institute of Medicine Panel that developed the recommendations for preventing childhood obesity, "Health in the Balance", and on the National Commission on State and Local Public Service.

What I have learned from these and many other community activities is that it is, as Mondale and Tocqueville observed, "the business of freedom." I also think new generations want to be involved in these kinds of activities, but that they will figure out some different ways to go about it, and that older generations of the civically active will have to be a little less resistant to changing the way they do business if the new people are going to get involved.

Now that I am out of journalism and mostly out of politics, I look forward to continuing my involvement in a broader definition of community.

7. Please describe the duties of the office you seek. Which are the most important duties and why?

The King County Charter outlines the broad range of duties of the King County Executive ranging from serving as the chief executive officer of the county, to overseeing the county's administrative offices and departments, to preparing the annual budget for the county. Clearly these are the responsibilities of this office, similar to responsibilities I had as mayor of Seattle.

Over the next several months, there are a handful of very critical responsibilities that the Interim County Executive must fulfill. Certainly the most challenging will be centered on the budget. Not only will the Executive need to prepare and submit to the Council a balanced budget for 2010, that person must also submit a mid-year 2009-revised budget that addresses the revenue short fall currently facing the county. The interim executive will likely take over just at the time when the executive and council will need to develop the corrections ordinance that will directly impact many departments in King County. As someone who, somewhat unfortunately, has experience in implementing similar cuts due to previous recessions, I well know the difficult path before the county and the importance of a collaborative and transparent approach between the executive and legislative branches.

The interim county executive will need to work closely with the legislature, governor and county council, as well as other key stakeholders, to implement any potential solutions that may arise from this legislative session. Further, the various other separately elected officials in the county including the sheriff, prosecutor and judges, must be active collaborators with the interim executive in implementing possible revenue solutions, as well as addressing the realities of the 2009 and 2010 budgets.

Finally, the interim executive must understand and be able to balance the varied, diverse and sometimes competing needs of the residents throughout King County. County services must continue to run effectively so that residents are well served during this time of transition. Large projects, such as the Brightwater treatment plant, must have strong oversight in order to ensure taxpayer funds are spent appropriately and timelines previously committed to are met. During these difficult budgetary times, the interim executive cannot lose focus on the importance of keeping county employee morale high, as well as making day-to-day decisions critical to the future of the county and region. And, most importantly, constituents throughout King County – whether they be rural, suburban or urban residents – must be served with the highest level of professionalism and service.

Charles Royer

Charles Royer is President of the Institute for Community Change (ICC), a private non-profit in Seattle, and a Partner in the Royer Group, a local consulting firm. Previously, he was National Program Director for The Robert Wood Johnson Foundation's Urban Health Initiative, a ten-year effort to improve the health and safety of children in five major US cities, and served as a Senior Lecturer at the University of Washington with appointments in the School of Public Health and Community Medicine and in the School of Public Affairs.

From 1990 through 1994, Mr. Royer served as Director of the Institute of Politics at Harvard University and as Lecturer at Harvard's John F. Kennedy School of Government. Prior to his appointment at the Institute of Politics, Charles Royer served as Mayor of Seattle for twelve years. He was elected Mayor in 1977 following a career in newspaper and television journalism. During his three terms as Mayor, Royer became a national spokesman for American cities in housing, the arts, health care, energy, civil liberties, and the needs of children and youth. He served as President of the National League of Cities in 1983 and was named one of the top 20 American Mayors in 1988 by *U. S. News and World Report*. In 1989, Seattle was named one of the ten best-managed cities in the nation by *Business Month Magazine*, and Mr. Royer received the 1989 Distinguished Urban Mayor Award from the National Urban Coalition.

During his tenure as Mayor, Charles Royer was instrumental in bringing new investment to Seattle while maintaining the city's high quality of life. Seattle was named the nation's "Most Livable City" in 1989 by *Places Rated Almanac*. While mayor, Royer led efforts to streamline city government; craft an international treaty with Canada for sustainable and low-cost electric power; develop low-income and affordable housing; create a community health-clinic system; establish the nation's most successful residential recycling program; and strengthen Seattle's neighborhoods with new land-use policies and zoning.

Royer was a member of the Democratic National Committee during the 1980's and a member of the Democratic Party's Platform Committee in 1988. He served on the US Conference of Mayor's Advisory Board and was for seven years President of the

American delegation to the Japan-American Conference of Mayors and Chamber of Commerce Presidents, which recently named him a life member. Mr. Royer also chaired the National Advisory Committee to the Robert Wood Johnson Foundation's Health Care for the Homeless Initiative, served on the National Commission on State and Local Public Service, and the President's Commission on White House Fellows, and currently serves on the Board of Directors of the Public Facilities District for Safeco Field, and is a Trustee of the Downtown Seattle Association.

Charles Royer received his degree in Journalism from the University of Oregon where he was recently inducted in that School's Hall of Achievement. Soon after graduation, Mr. Royer was named a fellow at the Washington Journalism Center in Washington, DC. He also received an American Political Science Association fellowship to study at the Joint Center for Urban Studies at Harvard/MIT in 1969-70.



The Municipal League of King County

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Seattle, WA 98104

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King County Interim Executive Candidate Questionnaire

The Municipal League of King County is conducting a review of the candidates to fill the interim position of King County Executive. This questionnaire is the basis of the League's research and interview process. The League's ratings are non-partisan; they are based on standards of Involvement, Effectiveness, Character, and Knowledge, all of which have been developed and refined over the past 98 years.

A copy of this questionnaire will be provided to Candidate Evaluation Committee members to help them prepare for your interview. Candidate responses, except the confidential section, will be available to the public on the League's website.

The Municipal League requests the following materials from candidates. Please check to make certain you have sent in your:

- x Candidate Questionnaire
Sent by: x Email US Mail Fax Not Sending
- x Resume (education, employment, and professional activities)
Sent by: x Email US Mail Fax Not Sending

Note: Electronically submitted questionnaires are strongly preferred. All materials can be emailed to cec@munileague.org. They can be processed and made available on-line far more rapidly than handwritten or typed submissions.

For non-electronic submissions, please print clearly and legibly and return the application as soon as possible in order to allow the committee the greatest amount of time to prepare a complete report on your skills and experience.

Interviews will be conducted the evenings of Monday, April 20 and Tuesday, April 21.

If you have not yet been contacted to schedule an interview, or if you have questions about this review process, please contact the League office at 206-264-1070.

If you have a disability and require accommodation to participate in the candidate evaluation process, please contact the League office.

A League volunteer Candidate Investigator is waiting to receive your questionnaire to begin his or her work. Please complete and return the questionnaire to the League office at your earliest convenience.

Please have your materials to us no later than April 13, 2009.

Email the completed questionnaire and other materials to:
cec@munileague.org

King County Interim Executive Candidate Questionnaire

1. Your Name

First Name	Middle Initial or Nickname	Last Name
Kurt	Andrew	Triplett

2. How long have you resided in King County?

17 years

In the following questions we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

Involvement: What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?

Effectiveness: Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?

Character: Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?

Knowledge: Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?

3. In one page or less, why are you seeking this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I am seeking this office for one simple reason: to help King County government and the citizens of King County through this difficult time of transition. King County is facing one of the most challenging periods in its history. The recession that has gripped the nation has hammered King County (KC) revenue sources and compounded a structural financial imbalance that plagues all urban counties. In 2009 KC closed a \$93 million deficit in its \$650 million general fund through deep cuts. Yet in 2010 we face another \$43 million shortfall. 73 percent of KC's budget goes to state mandated criminal justice programs such as the Prosecutor, Sheriff, District Court, Superior Court, Public Defense and the KC Jail. The Interim Executive must propose a budget that somehow takes this \$43 million from critical public health, human service or public safety programs already slashed to the bone last year. Metro Transit, our award winning bus system, faces a projected \$180 million revenue loss and twenty percent service cut over the next two years as sales tax receipts plummet statewide. We are seeking flexibility and revenue tools from Olympia to help solve these problems. If we succeed, the Interim Executive must choose between deeper cuts and raising unpopular taxes in an economic downturn.

During such turbulence there is little room for error and no time for an Executive learning curve. King County needs a proven manager experienced in King County government to provide stability and thoughtful leadership on day one. I am that manager and I can help.

First, it is my duty to help. In 2002, King County eliminated the position of the Deputy County Executive and vested the duties in the Chief of Staff. As the current "Vice President" of KC, I have been the Charter designated successor to the Executive since 2003. Over the past five years I have been intensely involved in every aspect of running the government. I have extensive training in emergency management and have already served as the Acting Executive many times when Ron Sims has been on vacation, out of the state or out of the country. I have the preparation, experience and responsibility to help.

Second, it is my sincere desire to help. I have been an employee of King County for seventeen years. I have served two different county Executives in different capacities. I have worked for the Council and have been a manager in a County agency. I care deeply for this government and the people of the region. King County has provided me with a rewarding career and given me the chance to make a difference and serve the public. I bring a depth of knowledge and continuity in budget development and policy making that will give taxpayers and residents of King County the best possible outcome over the next seven months. My time with the County will end soon and I want to give back some of what King County has given me. With the time I have remaining I hope to use my well rounded and unique King County skills, talents, knowledge and expertise to bring the County ship of state safely into the dock and get it cleaned, restocked and made ready to sail for the next Executive.

4. Describe your most important personal characteristics or traits as they relate to the office you seek.

I have several important traits that have served me well and will help me be successful as the Interim Executive. The first is that I am outcome focused. I have very little ego and care about crafting solutions, not seeking credit. My entire career has been built on quietly solving problems and advancing the agenda of the Council, the Executive, and the residents of King County. While I have a great deal of public speaking and media relations experience, my goal as Interim Executive is to leave public appearances primarily to the Council and the other elected officials of King County and focus instead on delivering a sound budget and a functioning government to the next Executive.

Second, I am decisive. Swift but well-informed decision making is critical to the success of the Interim Executive. The issues of King County are vast, complex and have significant impacts on the public health and public safety of the residents of the region. The Executive is faced daily with difficult choices that must be made and that come in challenging shades of gray. Do you close health clinics or cut children's immunizations? Do you reduce patrol officers or shut down parks? Do you spare transit commuters or spare the transit-dependent poor and elderly from service cuts? Making decisions involves taking risks. Tough choices often lead to paralysis in government as stakeholders and decision-makers seek consensus that is prove elusive. Throughout my career I have always had the confidence to make decisions. I gather needed information and use it to increase the odds of making good choices. But many times information is incomplete or contradictory. Even so, I will act and move forward. If I make the wrong choice, I will admit it, fix it and make a new decision.

Third, I have a highly developed sense of empathy. I have the patience and insight necessary to see/hear all sides of an issue. Whether it is an employee with a problem, a Councilmember with an opposing view or a city negotiating with King County, I strive to understand the needs and interests of those I am dealing with. This trait creates better communication and allows me to find common ground and compromise which leads to results that work for all parties.

Finally, my most important trait is honesty. I strive every day to perform my role in government with integrity. I am truthful in negotiations and communications and honorable in my dealings. I tell people where I stand and when I do not or cannot agree. I fulfill my commitments and live up to my word. Honesty has been my key to success thus far and will make me a successful Interim Executive.

5. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

I have many professional accomplishments that I am proud of, including siting the Brightwater Treatment Plant and developing King County's leadership on climate change, but one that stands out is the creation of King County's Health Reform Initiative (HRI). In 2003 Ron Sims declared in his budget speech that he refused to accept that his only options for solving rising health care costs were to reduce benefits or shift costs to employees. He said instead it was time for "bold, innovative actions." Unfortunately we didn't have any bold actions to take. Executive Sims added that line to the speech that morning and told me to "come up with a plan." I immediately pulled together a team and starting from absolute scratch we developed a nationally recognized, award winning initiative that is also saving King County millions of dollars on health care.

First we recruited an exceptional task force of regional and national experts and researched reform efforts and best practices across the country. The key findings were that forty percent of health care in the Seattle area did not make patients healthier and that health care costs can be addressed at a regional level. Costs could be dramatically reduced through better education of the consumer (KC employees) and creation of a regional health care entity that would identify and share best practices and clinically proven procedures so that patients received the right care at the right time the first time.

Over the past four years the HRI has resulted in the formation of the Puget Sound Health Alliance to reform the provision of medical care and an internal wellness effort that has empowered our employees and saved King County \$17 million in reduced claims over the past three years. The labor partnership that developed through the HRI created a strong trust and knowledge level with our collective bargaining units and management. That HRI partnership and trust paid dividends as our fiscal crisis emerged. Our unions agreed to 10 voluntary unpaid furlough days that will save KC \$23 million in 2009. This February our unions also agreed to changes to KC's health care benefits that will save \$37 million over the next three years while reinforcing choices that will improve health and reduce future claims. These agreements only happened because of the HRI. Information regarding all of this can be found on KC's website at kingcounty.gov.

The HRI story illustrates the capabilities I bring to the Interim Executive. I have the research and project management skills to take a vision from concept to implementation. I have the deep and current understanding of King County necessary to create positive change. I have the intellectual capacity to learn and understand brand new ideas at a detailed and technical level. I have the persuasion, negotiation and diplomatic skills necessary to create a new, innovative program and achieve its adoption by the County Council, organized labor and regional health care providers and businesses. And finally I have the leadership skills to assemble and inspire a team across government agencies and hierarchy to deliver a complex and transformative initiative that delivers results both now and into the future.

My proudest personal accomplishments are my children, Matthew (8), Daniel (6) and Meredith (4). When I was young, after tucking us into bed my father would pray that my siblings and I would grow up to be "wise, kind, strong and just." Now every night I say the same prayer with my own children. Though I have not always succeeded, I have tried to live my life by those four words. I hope my sons and daughter will too. Somehow, despite my mistakes and shortcomings as a parent, I am humbled and grateful that right now they are kind and compassionate kids who care for each other, their friends and their planet. I pray that continues. If not, it will be my fault. If it does, all the credit goes to their mother.

6. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

As my resume illustrates, I have devoted my career to public service within King County. For the majority of that time, I have held positions of significant leadership that have been nearly “twenty four hours a day, seven days a week” jobs. In those roles, I have adopted a management style that takes me out of the office and into the communities we serve. Over the past decade I have personally participated in negotiations with elected representatives and/or staff of nearly every city in King County on a far reaching range of issues including budget woes, annexations, housing and land use, salmon recovery, water supply, criminal justice and public health services, solid waste and wastewater treatment, transit service, property transfers and ballot measures.

I have a strong record of accomplishment based on community outreach. While at DNRP, I led the process to adopt the Regional Wastewater Services Plan and site the Brightwater Treatment Plant. In that capacity I made presentations to every city council in our wastewater service area and hosted dozens of public meetings and community forums. As Chief of Staff when Ron Sims explored bringing Southwest Airlines to Boeing Field I made major presentations at every Chamber of Commerce and affected stakeholder group in the region. I did so again when the Port and King County partnered over the past two years to acquire the BNSF Eastside Rail Corridor. In 2008, along with our Budget Director Bob Cowan I hosted numerous public presentations throughout King County on our budget crisis and potential solutions. From June through October of 2008 I personally met one-on-one with thirty one King County State Senators and Representatives to explain the structural budget gap facing King County and to seek financial tools to help. Those meetings educated legislators and are a critical reason why King County’s “revenue and flexibility toolkit” legislation remains alive in Olympia today even as the state faces its largest deficit in history.

I have visited the rural and unincorporated areas of King County many times. Sometimes it has been my pleasure to deliver good news such as roads projects or open space purchases. But I have also hosted intensely acrimonious public forums on the Critical Areas Ordinance, surface water management fees and the permitting of tent cities. I have toured individual farms, businesses and housing projects to help solve problems and create economic development. My goal in every position I have held is to ensure I am present, knowledgeable and involved in the issues. I develop and draft my own presentations where possible. I go visit the people and see the problems first-hand. I meet extensively with stakeholders and seek their input and advice.

Even with my intense work schedule, I also try for balance and attempt to remain involved in my local community and the activities of my kids. I have given lectures at Seattle University and made climate change presentations at various conferences. Since 2004 my wife and I have taught Sunday School for the 2-3 year olds at our church, Bethany Presbyterian on Queen Anne in Seattle. I was the Den Leader for my son’s Tiger Cub group in Cub Scouts in 2007.

From 2004 to 2008 my two oldest boys were either in cooperative preschools or attending Kapka Cooperative School, an elementary school for kindergarten through second grade. Community involvement is a hallmark of co-op education. During this time I taught classes, held parent jobs, drove children for service projects such as making Thanksgiving meals for seniors and helped raise money for the schools.

Now that my children are in Seattle public schools I am a member of the PTA and an enthusiastic and devoted soccer, chess, karate and gymnastics dad on the weekends. When I am no longer with King County I expect my community involvement and passion for service will continue unabated.

7. Please describe the duties of the office you seek. Which are the most important duties and why?

The duties of the Interim Executive must be narrower and more focused than an elected Executive. The first and foremost duty is to develop and transmit a balanced 2010 budget to the King County Council by late September. The budget process and timelines are required by Charter and have already started. Without an adopted budget by the end of the year, King County will shut down.

Preliminary budgets are due to the Budget Office on June 1st. In May and June the Interim Executive must make extraordinarily difficult decisions regarding budget cuts, transit service reductions and tax increases or potential ballot measures to balance the budget this year. There is no time for on-the-job-training. Making these tough decisions requires detailed knowledge about the policies and programs of King County, understanding of past budget actions and keen insight as to the impact of these choices on the agencies of the government and the residents we serve.

I possess that knowledge, understanding and insight. Along with the Executive and the Budget Director I have been one of the key architects of our Executive proposed budgets. I have been the Executive's chief budget negotiator with the Council each year for the past five years. Since I became the Chief of Staff in 2003, the Council has unanimously adopted the budget every year and King County has received AAA credit ratings annually since 2005 for our outstanding fiscal management. Those bond ratings have been reaffirmed again this very week.

The second duty of the Interim Executive is to retain the critical staff necessary to produce the budget and keep the government running. Several weeks ago Bob Cowan our Budget Director suffered an Aortic Aneurysm and nearly died. He will be out for months and may not return. The Interim Executive must persuade the Deputy Director and the Budget Supervisors to stay through 2009. Key intergovernmental relations staff and agency leadership teams must be retained to keep the departments running and to complete the dozens of critical interjurisdictional agreements. These agreements include jail and police contracts, transit service changes, replacing the Alaskan Way Viaduct, tolling implementation, public health and human service provision, stimulus money collaboration and many others too numerous to name. These key Executive and agency staff are nearly all appointed by the Executive and understand that their service will likely end in November. If they leave early, success will be difficult and King County will falter. Most of these staff have already pledged to stay if I am the Interim Executive. I will certainly encourage them to stay if I am not. But convincing them will be a paramount responsibility for any Interim Executive selected.

A third critical duty will be to "keep the peace" in King County. The Prosecutor, Sheriff, Superior Court Judges, District Court Judges, Assessor and Elections Director are all separately elected officials in King County and answerable only to the voters. This complexity is compounded by the fact that in 2009 seven of the nine King County Council members are either running for re-election (5) or running for King County Executive (2). The Interim Executive must balance the competing needs of all these officials with the limited budget resources available while establishing a sense of stability, predictability and calm. That will take communication, collaboration, transparency and trust. We have not always agreed but these elected officials know me and the Executive staff. We have a shared history and commitment to King County and have always found ways to work together.

The Interim Executive must also reassure the employees of King County and the residents of the region that they have the leadership and management skills necessary to run the government until the election in November. My history and experience with King County and my current relationships with the region's leaders and stakeholders will allow me to provide that assurance.

Finally, the Interim Executive must manage the daily operations of the \$5 billion government and its 16,000 employees. I believe I am uniquely qualified to do so through my own skills and expertise and through my ability to retain the key managers who have made King County an award winning, innovative, world class regional government. I have had the honor and privilege of serving King County for seventeen years. I humbly offer myself as the right choice to complete that service as King County's Interim Executive for the next seven months.

Kurt Triplett

9544 Mary Avenue NW. • Seattle, WA • 99117
katriplett@comcast.net • (206) 789.1632

SKILLS/QUALIFICATIONS

- Experienced, Proven Leadership
- Extensive Management Experience
- Political Negotiations and Strategy
- Intergovernmental Relations, Conflict Resolution, Mediation and Negotiation Experience
- Budget Development and Implementation
- Strategic Plan Development and Implementation
- Performance Management Implementation
- Legislation Development and Drafting
- Communications, Public Relations and Media Relations Expertise
- Excellent oral and written communication skills – Speech writing, opinion writing, presentation development and delivery at all levels of government and to communities, stakeholders and the public in many different forums
- Testimony before County Council, City Councils and State Legislature
- Extensive Emergency Management Preparation and Training
- Decisive, Honest, Visionary, Energizing, Outcome-focused, Passion for Public Service

EXPERIENCE

Chief of Staff, King County Executive Ron Sims, Seattle, WA

(7/03 – 5/09)

- The Chief of Staff (COS) is the “Deputy Executive”, first in line of succession and delegated all the powers and duties in the absence of the Executive. Extensively involved in all aspects of running King County’s \$4.9 Billion government and 16,000 employees and key political and policy strategist for the Executive. Manage the Executive’s Office, overseeing a \$4 million budget and 28 staff including all communications, intergovernmental relations, community and legislative relations, and administrative functions for the Executive. Also the chief budget negotiator and often public spokesperson for the Executive.
- Major innovations and successes include health care reform, climate change leadership, performance management implementation, integration of land use and health, transportation, transit expansion, alternatives to detention, combating homelessness, pandemic flu preparedness and fiscal responsibility.
- During tenure as COS, Executive Sims won numerous national awards for leadership and management. Executive Sims was called an “across the board innovator” by Governing Magazine who named him the 2006 Local Public Official of the Year Award. And in 2008 American City and County Magazine’s 2008 trumpeted Executive Sims as “ahead of the curve” in awarding him their 2008 County Official of the Year. King County has earned AAA credit ratings for outstanding fiscal management every year since 2005.

Deputy Director, King County Department of Natural Resources and Parks, Seattle, WA (2/98 – 6/02)

- In partnership with the Director, managed the daily operations of Department of Natural Resources and Parks’ (DNRP) \$700 million budget and 1400 employees. DNRP is the regional environmental management agency that treats the area’s wastewater (100 million gallons per day), solid waste (nearly one million tons annually) and operates dozens of parks, 125 miles of regional trails and had protected and preserved 150,000 acres of open space. DNRP also manages the agriculture and forestry programs as well as providing the region’s flood protection. Primary focus was overseeing DNRP’s extensive government relations, public outreach and state and county legislative efforts but also had budget development and HR responsibilities.

Deputy Chief of Staff, King County Executive Ron Sims

(1/97 – 2/98)

- One of the few senior Gary Locke staff retained by Executive Sims who was appointed to replace Executive Locke in January of 1997. Reappointed as Deputy Chief of Staff with similar responsibilities for managing the staff with a focus on Council relations, legislation and budget negotiations. Major issue was the launching of a multi-year, billion dollar effort to expand wastewater capacity in the region.

Deputy Chief of Staff, King County Executive Gary Locke

(1/96 – 12/96)

- Assisted Chief of Staff in managing all aspects of the Executive's office. Managed state and local government relation positions and was the primary liaison with the King County Council and chief legislative strategist and budget negotiator. Executive Locke was elected Governor in November of 1996 and is now the Secretary of Commerce for President Obama. Major issues included major league baseball and football stadium financing and lease negotiations.

Chief of Staff/Senior Legislative Aide, King County Councilwoman Cynthia Sullivan (4/92 – 12/95)

- Responsible for all aspects of running the three person legislative office, including constituent relations, administrative support, legislation development and implementation, speech writing, correspondence, media relations. Chief policy advisor and strategist to the Councilwoman who focused intensely on housing, land-use planning and transportation. Often spoke to community groups and public forums on her behalf. Major highlights include the passage of the nationally recognized King County Comprehensive Plan, merging King County government with the Municipality of Metropolitan Seattle (Metro) and negotiations around the creation and financing of Safeco Field baseball stadium.

Legislative Aide, State Representative Judi Roland, Olympia, WA

(1/91 – 3/92)

- As the one person "office" of Representative Roland, was responsible for all aspects of providing administrative and legislative support to Representative Roland. Duties included drafting legislation, bill tracking, constituent relations, speech writing, and correspondence.

EDUCATION

MPA, Harvard University, Kennedy School of Government, 2003

BA, Political Science, Stanford University, 1989

PERSONAL

- Married to Heather Triplett, have 3 wonderful children, Matthew (8), Daniel (6) and Meredith (4).
- One of 1000 people trained in 2007 by Al Gore to present the Climate Change Keynote which was the subject of the movie "An Inconvenient Truth", 2006.



Blue Ribbon Selection Committee

**Appointing the County Executive in the Event of a
Vacancy in the Office**

May 2009

STEPHEN B. HAMMOND, D.Min.

23724 SE 380th, Enumclaw, WA 98022-8813

(253) 569-4880

Steve.Hammond@comcast.net

Executive, Manager and Minister

Professional Profile

- All three titles listed above have been used to describe public service. I have spent my life serving both in the private, non-profit sector and in government.

Areas of Expertise

- Planning and execution of plans;
- Strategic planning and leadership;
- Personnel motivation;
- Organization, team building and development;
- Problem solving;
- Decision making;
- Computer skills in all major programs;
- Budget development and tracking; and
- Chairman of public committees.

Professional Experience

King County Councilman, Seattle, WA, 2003 to 2005

- Recruited to replace Councilman Kent Pullen.
- Elected to 9th district to represent the 1.8 million citizens of King County including more than 140,000 directly.
- Responsible for directing a budget greater than \$3 billion and keeping the County in solid financial condition to keep bond rating high.
- Served as Chair of the RWQC during Brightwater construction.
- To learn more concerning wastewater treatment, I visited treatment plants in other communities to learn how they handled construction, budgeting, permitting, design, and operation.
- Helped organize a citizens' advisory committee to bring accountability to elections process.
- Served as Vice-Chair of Growth Management Committee during a major comprehensive land-use plan update Critical Areas Ordinance passed same year.
- Served on Board of Health.
- Served on Disability Retirement Board.

Cornerstone Bible Church and other Ministries, Enumclaw, WA, 1971 to 2009

- Built a small group to a church that is self-sustaining with its own location.
- Responsible to manage my own time and others to meet the vision and mission of the church.
- Developed and made budgets that relied on my understanding of the congregation's resources and needs.
- Set vision and mission and organized people around me helped me accomplish our goals.
- Developed budget, selected location, designed, permitted and oversaw construction of church's building.
- Brought current technology to worship services using graphics, videos, Power Point, and internet to replace older presentation methods.

Computer

- Self-taught computer skills, including operating systems, word processing, spreadsheet, presentation, page layout, database, contact/calendar, etc.
- Became IT for local newspaper and part of the local school district

- Produced two newsletters for non-profits including writing, editing and layout.

Week's Funeral Home

- Assist with First Call Removals including first-interface people skills with grieving families.
- Assist in set-up conducting and follow-up of funeral services

Citizens' Alliance for Property Rights, four WA Counties, 2003 to present

- Founder of CAPR and current president.
- Set vision and mission to grow organization and influence regulations and legislation.
- Expanded a one-county organization into a four-county organization with networks in 3 other counties.
- Major leader in Initiative 933 campaign including numerous debates.
- Advocate for small property owners caught in permitting and zoning problems helping with compliance or representing land-owners before the Hearing Examiner in a quasi-judicial role.
- Testified before King County Council, State of Washington and several municipalities.
- Attorney General's Eminent Domain Task Force.

Small Farm Operator

- Primarily raising cattle.
- Operate farm equipment relying on previous heavy equipment operations which include 18-wheel truck driving (still have Class B CDL), backhoe and track hoe.
- Do minor maintenance & repair including oil changes, spark plugs, brakes, belts, hoses, minor welding, etc.

Current projects include:

- President of Citizen Taxpayers' Association
- Steering Committee of the American Dream Conference
- Evergreen Leadership Conference
- Legislative Aide to Councilmember Reagan Dunn overseeing agriculture issues.
- Eminent Domain Task Force for Attorney General of WA

Government Relations

- Vast network of acquaintances including many in positions of authority.
- Have contacts in King and Pierce Counties, Olympia and the other Washington.

Education

Southern Baptist Center for Biblical Studies	1985	Doctor of Ministries
Southern Baptist Center for Biblical Studies	1982	Master of Ministries
Southwest Baptist University	1975	B.A. Religion and Psychology

Registrations

Washington State Funeral Directors Association
 NRA - Life Member
 Commercial Drivers License (CDL) Class B

Blue Ribbon Commission for KCIE,

I am seeking the position of KCIE for the following reasons:

1. I am capable of doing the job. I have spent most of my life leading organizations, non-profits, etc. I am at home in this role. My leadership style is collaborative. I've learned to get buy-in on decisions by involving stakeholders. Another major part of this job is public relations. I've spent my life in public speaking and can be the face of the County to the press and to the public constituency. These are skills I have honed in over 3 decades of public speaking.
2. I hold the trust and confidence of the County Council to keep my word. This word is both to resist becoming a candidate for the position and to avoid using the appointment for a partisan advantage. The Council knows that if I say I won't, I won't.

I won't.

3. I have the ability to hold the ship of the County on course without trying to steer it in a new direction. Budget decisions will be the final say of the Council, but the Executive's office must lead the way. I would make full use of consultation with Councilmembers in order to have the most collaborative effort in recent memory.
4. I have spent my life leading budgets where the need is life altering but the funds are not sufficient. The low-hanging fruit has already been picked. The decisions facing the County are indeed serious. Some decisions will be controversial and difficult. This is not the time for the faint of heart to be at the helm. I am ready and eager to do this job until a new Executive can be elected in November.
5. I represent a unique opportunity to heal a rift between the Council and the unincorporated areas. This is because I have the trust of those who the Charter Review Commission identified as feeling left out of touch with their own County government. Of all the candidates I represent the only one who holds this ability to quiet the furor and heal the wounds. This can be accomplished without major policy changes. Just my appointment to this position would send an olive branch message to the disaffected.

For these reasons I believe I am the right choice. Each of the candidates have elements of skills and abilities that I do. I, alone, have the unique ability to deliver on each of these.

Thank you for your time.

Steve Hammond, 253-569-4880, steve.hammond@kingcounty.gov

LOUISE MILLER



PERSONAL

A resident of King County, Washington since 1966. She and her husband Stafford have two grown children and six grandchildren.

EDUCATION

San Jose State University - Graduate 1966, BA Music, Teaching Credential
University of Washington - Graduate studies

PAST EMPLOYMENT

Music Teacher, Seattle Public Schools 1966-1972
Private Music Teacher 1966-1983
Administrative Assistant, King Conservation District 1976-1982

POLITICAL OFFICE AND LEADERSHIP POSITIONS

COMMISSIONER, WOODINVILLE WATER/SEWER DISTRICT 1978-1985

- Three separate one-year terms as Chair
- Regional negotiator of 30-year water supply contracts with Seattle
- Chair of Renton 201 Citizens Committee
- Co-chair of Elected Washington Women for 2-years

STATE REPRESENTATIVE, 45TH DISTRICT (6 TERMS) 1983-1994

- Republican Whip | 1986-1990
- Floor Leader | 1990-1994
- Nuclear Waste Board | 1983-1989
- Region 4 DSHS Advisor Committee | 1986-1990
- Municipal Research Committee | 1987-1989
- Joint Threatened & Endangered Species Committee | 1987-1988
- Gender Bias Study Commission | 1988-1989
- Capitol Campus Arts Commission | 1990-1991
- Joint Select Water Resources Policy Committee | 1990-1994
- Washington State Arts Commission | 1983-1993
- **Committee assignments:** Energy & Utilities, Higher Education, Natural Resources, Rules & Transportation

COUNCILMEMBER, METROPOLITAN KING COUNTY COUNCIL (2 TERMS)

1994-2001

- Served as Chair for two-years and Vice-Chair for 6-years
- **Committees chaired:** Utilities & Natural Resources, Employment, Legislative Steering, Metro Arts, King County Arts Council, Regional Water Quality
- **Committees co-chaired:** Snohomish Basin Salmon Recovery Forum (WRIA 7).
- **Committee member:** Transportation; Unincorporated Affairs; Regional Transit; Utilities & Technology; Natural Resources, Parks & Open Space; Sammamish & Snoqualmie Watershed Forums; Executive Board of Tri-County Salmon Conservation Coalition

APPOINTMENTS AND VOLUNTEER POSTS WHILE IN OFFICE

NATIONAL APPOINTMENTS

- Member of National Conference of State Legislators (NCSL) 11 years
- The Women's Network, Vice-Chair 1988-1989, Chair 1989-1990, Past Chair 1990-1991
- NCSL Chair of AOL Arts, Tourism & Cultural Resources 1992-1994
- **Presidential Appointment:** State Grant Panel, National Endowment for the Arts; U.S. Presidents' Council on Art Education Reform - 1993-1994

WASHINGTON STATE GUBERNATORIAL APPOINTMENTS 1995-2001

- County Representative to Puget Sound Action Team
- County Representative to the Governors' Government Council on Natural Resources
- Blue Ribbon Task Force on Arts Funding (only elected official appointed)

VOLUNTEER ACTIVITIES

- Gamma Phi Beta Sorority - Chapter Advisor for 5-years
- Woodinville Community Action Council - Secretary
- Everett Symphony Orchestra - Musician for 6-years
- Lake Washington Technical College Foundation Board for 2-years
- Member: PTSA 13-years (President Cottage Lake PTSA), Woodinville Chamber of Commerce, American Association of University Women, Business & Professional Women, Women's Political Caucus

VOLUNTEER POSTS AFTER RETIREMENT

- Chair: Regional Water Planning Coordination Committee and Executive Committee
- Vice-President: 4 Culture Board, King County Cultural Development Authority
- Member: Seattle Opera Board of Trustees, education and public affairs committees
- Puget Sound Regional Council Cultural Task Force, public affairs subcommittee
- Cascadia Community College Foundation Board, scholarship committee
- King County Parks Futures Task Force
- Seattle Center Foundation Board
- Mayor's Task Force for Seattle Center Sustainability and Key Arena subcommittee
- Washington Wildlife Recreation Coalition Board

AWARDS

- Cascade Land Conservancy Frank Pritchard Lifetime Achievement Award
- WWRC Citation of Merit
- King County Earth Hero of the Year - 2001
- City of Seattle - "For legacy contributions to the regions water supply"
- Woodinville Heritage Society - "Certificate of appreciation & lifetime membership"
- Corporate Council for the Arts - "Unsung Hero Award 2001"
- King County Cultural Service Award
- Tri-County Salmon Conservation Coalition Executive Committee - "For outstanding leadership and dedication to salmon conservation"
- Washington State Arts Alliance - "1st Louise Miller Award that will be given Annually to a public official showing outstanding leadership in promoting the Arts and arts education"

3. In one page or less, why are you seeking this office?

I would say that I'm not "seeking" this office but that many people in the community and some members of the County Council have asked me to consider serving in the position. I believe that it would be valuable and helpful to the county if I took on the responsibility of interim executive during what most certainly is a difficult and challenging time for the people of our county and indeed for our country.

I have an extensive public service record, from the beginning of my residency in the state and have served in public office at various levels of government representing the citizens of the State and King County for twenty-four years. I have held leadership positions in every elective office I've held.

Since my retirement from the County Council in December of 2001 I've been a volunteer member of several boards and committees that include higher education, arts and heritage, parks and open spaces, water resources and facilities and educational activities at Seattle Center.

In short, the County doesn't have the luxury of an interim executive spending weeks learning about the second largest government in the state. I already know the intricacies and problems that face both the rural and urban citizens of our County. An experienced and steady hand is needed from day one to keep us moving forward as a community.

4. Describe your most important characteristics or traits as they relate to the office you seek?

I'm honest, creative, hard working, do my homework, fully participate in the governing structures and make every effort to be inclusive. I gather the information and opinions of all involved and seek to come to a fair and timely decision. I have a long history of being able to work with many different people and provide leadership and advocacy for those who need my assistance. I try hard not only to show up well prepared but also to show up on time.

5. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

I started teaching music in the Seattle Public schools in 1966. There are former students of mine who are professional musicians now.

In 1983 as a freshman in the House of Representatives I was named one of two legislators to serve on the State Art Commission where I served for ten years. During my time in Olympia I was a co-sponsor, with Gary Locke, of a piece of legislation that provided a portion of the 2 percent King County hotel/motel revenue for arts and heritage

organizations in the County. Since we began distributing the funds in 1990 the total money distributed to date to hundreds of applicants is sixty-four million dollars.

When I was elected by the voters to represent District 3 on the County Council I was selected by the Council to be chair of the Metro Arts Committee and later Chair of the King County Arts Council. I sponsored and passed a Public Art Ordinance that expanding the kinds of County capitol programs that would include public art in their construction.

Since leaving the Council I have served on two boards involved with arts and heritage, the 4 Culture Board and the Seattle Opera Board of Trustees.

After moving to the rural area of Woodinville in 1967 I became active in the Woodinville Community Action Council. We were instrumental in King County's passage of the first County land use Middle Plan for the Bear Creek area.

In the mid 70's I worked for passage of the Farmland Bond issue that has purchased the development rights from over 12 thousand acres of prime farmland in the County river valley's.

After my election to the legislature I worked and voted for the State Growth Management Act and when elected to the County Council in 1993 I voted for the implementation of comprehensive plans to put GMA in place for King County. I also sponsored the ordinance that established the County Agriculture Commission which spearheaded Puget Sound Fresh, more farmers markets and the continued use of land in King County for active, local farming.

My history with water, waste water and shaping the future for these necessities is long, starting in 1978 with my 7 year service as a Water/Sewer Commissioner with the Woodinville Water District. While there I was elected to chair the Board for three one year terms. I also chaired the Renton 201 Citizens Committee that was advising the Metro Council on the expansion of the Renton Treatment Plant. I was also one of the representatives from cities and districts in the County who negotiated the original 30 year water supply contracts with Seattle.

In Olympia I served on the Energy and Utilities Committee for 10 of my 11 years, 4 years on the Joint Select Water Resources Policy Committee and 5 years on the Nuclear Waste Board.

When elected, in 1993 to the King County Council, two of the committees I chaired during my eight years of service were the Natural Resource Committee and the Regional Water Quality Committee. During my time as Chair of these committees we implemented many Water Ways 2000 projects and all the preliminary work on the new Brightwater Treatment Plant that resulted in the final sites selected and sent to the County Executive.

6. Please list or describe current and past activities in the community in which you have

acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

I have already covered many such learning opportunities but would like to add a more recent effort. In my two three year terms on the 4 Culture Board I've spent the last six years working on legislation for future funding for arts and heritage programs in King County. I have contacted the Governor, given legislative testimony at many committee hearings, developed educational information for legislators and staff, brought support to the ongoing process from the County Council members and many arts and heritage organizations. Last year we got passage of the bill but a one year sunset date was added at the last minute. We are still working on removing that sunset date this year. This legislation is critical to the future of all arts and heritage organizations in the County as it is money they have been receiving from the hotel/motel 2 percent fund since 1990. The goal of this legislation is to secure future funding from the same source so both capitol and operating revenue can be available to large organizations like the Seattle Symphony and small organizations like the White River Museum.

Please describe the duties of the office you seek. Which are the most important duties and why?

The duties of County Executive are to serve as the leader of the executive branch for one of the largest metropolitan county governments in the nation. King County is the second largest government in the State of Washington, with over 13,000 employees. The executive needs to assure that we have highly skilled employees who are motivated to provide the best services and needed infrastructure projects to deliver those services to the citizens of King County.

Our government has two parts that need to be served. For the approximately 340 thousand people who live in the unincorporated rural and urban areas the executive is their "mayor" and the County Council is their "city council". If this unincorporated area was a city it would be the second largest in the State.

For the 1.8 million citizens in the incorporated cities and unincorporated areas of King County we are a regional government providing services that include waste water treatment, criminal justice, metro transit, public health and many others.

The most important duties should be positive and consistent working relationships with the legislative body, the several other elected officials serving King County and the other elected representatives for the state, cities, commissions (water, fire, sewer, etc.) that represent and serve our communities in and around King County. The Executive must make well informed and timely decisions that could be as simple as "yes I will speak with that person" or as complex as "here is a possible best way to keep providing transit service in the face of the loss of millions of dollars" caused by the rapid and precipitous drop in the planned for revenue.

Louise Miller References

Rita Ryder, YWCA Executive Director - 206-461-4888

Gene Duvernoy, President Cascade Land Conservancy - 206-292-5907, Ext.107

Robert Nellums, Director Seattle Center - 206-793-9448 cell

Kelly Tweeddale, Executive Director Seattle Opera - 206-947-0166 or 425-746-8018

Jim Ellis - 206-370-7623 wk. or 425-454-3705 hm.

Honorable Dan Evans - 206-979-2668 wk.

Terry Williams, Tulalup Tribe Commission of Fisheries & Natural Resources
425-754-3035 wk. or 360-659-4508 hm.

The following information is for League use only. It will not be published on the League's website.

Name: Louise Miller

Assistant Name: _____

Address: 17005 191st Ave. N.E.

City, State, Zip Code: WOODINVILLE, WASH. 98072

Best phone number to reach you: 425-788-3404

Secondary phone number: 206-755-2682

Email: _____

REFERENCES

This information is for League use only. It will not be published in any format.

If you have not previously provided the League with references, please list references you would like us to contact who can speak to your involvement, effectiveness, character, and/or knowledge. Please name at least one from each of the following three categories:

Name of Colleague	Daytime Phone	Home Phone
JIM FAULSTICH	206-232-6449	206-232-6449
KELLY TWEEDDALE	206-676-5513 or 206-947-0166	425-746-8018
JUDY WHETZEL	206-325-8077 or	206-947-7124

Name of Supervisor/Committee Chair	Daytime Phone	Home Phone
MARGARET LOWE	425-443-6897	425-643-6300
STEPHEN SPRINGER	206-226-3716	206-676 -3716

Name of Employee/Member of a Committee You Chaired	Daytime Phone	Home Phone
TERRY WILLIAMS, ^{Tulalup} _{COMMISSION of Fisheries & NATURAL RESOURCES} ^{TRIBE}	425-754-3035	360-659-4508
DAN SILVER	360-754-9343	360-786-8788

Have you ever been convicted of a crime excluding minor traffic offenses? Yes No
If yes, please explain.

The Trustees of the California State Colleges

on recommendation of the faculty of

San Jose State College

have conferred upon

Maribel Louise Miller

the degree of

Bachelor of Arts

with all the rights and privileges pertaining thereto.

Given by the Trustees of the California State Colleges at San Jose, this
tenth day of June, nineteen hundred and sixty-six.

Walter F. Fisher
Chairman Board of Trustees

Edward G. Kern
Secretary of the Board and President of the Trustees

Samuel J. Shinnick
Chairman of the California State Colleges

Robert H. Wood
President of the College



grants to
this

CLARIBEL LOUISE HAYDOCK MILLER

(All correspondence regarding credentials for the above named individual should carry File No. 3538-50),

sh

Special Secondary Credential in Music

VALID TO JUNE 30, 19 73.

(An expired credential cannot be renewed.)

This credential authorizes service as a teacher of music subjects in any elementary or secondary school.



Dated this 27th day
of June 19 68

Hawaii Day

President, State Board of Education

Max Rafferty

Superintendent of Public Instruction;
and Secretary, State Board of Education

FOR CONDITIONS OF RENEWAL SEE REVERSE SIDE OF THIS CREDENTIAL

COUNTY REGISTRATION

Education Code of California, Section 13157: Each county or city and county board of education may provide for the registration of any credential or life diploma issued by the State Board of Education. Such registration shall be deemed to be the issuance of a certificate to the holder of such credential or life diploma. Such registration shall authorize the service of the holder in the county in the capacity in which and for the period of time for which the credential or life diploma is valid.

37 June 1966
L. Miller

Seattle

State of Washington
Provisional Secondary Certificate

This certificate granted in accordance with State Board of Education

regulations authorizes CLARIBEL LOUISE MILLER

to teach in the junior and senior high schools of the State of Washington and is

Valid from 9-1-66 to 9-1-69

Dated at Olympia October 11, 1966

Certification Record No. 145529 D



Louis Bruno
Superintendent of Public Instruction

The holder of this certificate is individually responsible for its renewal or conversion under regulations established by the State Board of Education.

39 Riverside St.
Seattle

Seattle

State of Washington
Provisional Elementary Certificate

This certificate granted in accordance with State Board of Education regulations authorizes CLARIBEL LOUISE MILLER

to teach in the elementary and junior high schools of the State of Washington and is

Valid from 2-9-67 to 2-9-70

Dated at Olympia Feb. 24, 1967

Certification Record No. 145529 D



Louis Brown
Superintendent of Public Instruction

The holder of this certificate is individually responsible for its renewal or conversion under regulations established by the State Board of Education.

CHARLES ROYER

April 21, 2009

Anne Noris, Clerk of the Council
Metropolitan King County Council
516 Third Ave., Room W1039
Seattle, WA 98104-3272

RECEIVED
2009 APR 22 AM 11:23
CLERK
KING COUNTY COUNCIL

Dear Ms. Noris:

Enclosed please find the documentation you requested for submission to the blue ribbon committee charged with making recommendations to the Council regarding the appointment of an Interim County Executive. I have included references, a biography, and a response to the criteria outlined in the council's motion.

As a former mayor, a 38-year resident of King County, and someone with a long history of public service, I have a deep understanding of and respect for the important role King County government plays in this region. I believe it is critically important that, during this interim period, the executive branch of county government is lead by an individual with experience as an elected official; someone who has been tested during challenging financial times; and someone who can make the personal and professional sacrifices necessary to lead the county through this transitional time. I believe I have the qualifications and skills to effectively carry out the responsibilities of this office.

I understand well the relationship between the executive and legislative branches, as well as the realities of managing a complex organization in a political environment. Especially in these challenging financial times, the interim executive must work closely with those who are elected to their respective offices—almost as a county commission works together in some counties—and to make decisions in the closest possible collaboration with members of the Council and the other elected officials of county government.

While the interim executive will neither start new initiatives nor attempt to articulate a new vision for the future of King County, there is much to do to make certain the ambitious policy agenda and vision for the future already set by the current Executive and Council loses no ground during the interim. I have the experience, skills, and longtime personal relationships in the region to effectively carry out the duties of Interim King County Executive. I am offering to serve because the timing is good for me personally and professionally, and because I see an opportunity to cap a long career in public service by helping King County government through an especially difficult economic period.

These are the kinds of challenges and opportunities that first attracted me to journalism, advocacy, and public service. The prospect of having the opportunity to contribute to this great region—even for a brief time—is exciting and an honor even to contemplate.

Should you have questions or require further information, please do not hesitate to contact me at (206) 812-1195 or via email at croyer1@gmail.com.

Sincerely,



Charles Royer

Enc.

- cc. The Honorable Dow Constantine, Chair, King County Council
- The Honorable Bob Ferguson, Vice Chair, King County Council
- The Honorable Jane Hague, Vice Chair, King County Council
- The Honorable Larry Gossett, King County Council
- The Honorable Reagan Dunn, King County Council
- The Honorable Kathy Lambert, King County Council
- The Honorable Pete von Reichbauer, King County Council
- The Honorable Julia Patterson, King County Council
- The Honorable Larry Phillips, King County Council

Charles Royer
References & Response to Evaluation Criteria
Outlined in Council Motion 12953

References

The Honorable Ed Murray, State Senator

Daytime phone: (360) 786-7628
Evening phone: (206) 954-6943

Pat Fitzsimons, Former Seattle Chief of Police, Ret.

Daytime phone: (206) 323-5996
Evening phone: (206) 323-5996

Don Davidson, Current Councilmember and Former Mayor of Bellevue

Daytime phone: (425) 455-4770
Evening phone: (425) 457-4629

Response to Evaluation Criteria

1. Knowledge of the functions of King County government.

The King County Charter outlines the broad range of duties of the King County Executive ranging from serving as the chief executive officer of the county, to overseeing the county's administrative offices and departments, to preparing the annual budget. Clearly, the responsibilities of this office that are similar to the responsibilities I had as mayor of Seattle from 1978 through 1989; overseeing public safety, human services, public health, transportation and municipal utilities. During my tenure as mayor, Metro was a separate government. I served on the Metro Council for twelve years, during which time we carried out the Forward Thrust commitment to clean up Lake Washington with major waste water treatment expansion while building one of the nation's finest bus-based transit systems.

Over the next several months, there are a handful of very critical responsibilities that the Interim County Executive must fulfill. Certainly the most challenging will be centered on the budget. Not only will the Executive need to prepare and submit to the Council a balanced budget for 2010, but also must submit a mid-year 2009 revised budget that addresses the revenue shortfall currently facing the county. The interim executive will likely take over just at the time when the executive and council will need to develop the corrections ordinance that will directly impact many departments in King County. As someone who has experience in implementing similar cuts due to previous recessions, I well know the difficult path before the county, and I can appreciate the importance of a

collaborative and transparent relationship between the executive, other elected county officials and county council.

The interim county executive will need to work closely with the legislature, governor and county council, as well as with other key stakeholders, to implement any potential solutions that may emerge from this legislative session.

Finally, the interim executive must understand and be able to balance the varied, diverse and sometimes competing needs of all the residents of King County. County services must continue to be delivered effectively so that residents are well served during this time of transition. Large projects, such as the Brightwater treatment plant, must have strong oversight in order to ensure taxpayer funds are spent appropriately and timelines previously committed to are met. During these difficult budgetary times, the interim executive cannot lose focus on the importance of keeping county employee morale high, as well as making day-to-day decisions critical to the future of the county and region. And, most importantly, constituents throughout King County – whether they be rural, suburban or urban residents - must be served with the highest level of professionalism and service.

2. Knowledge of the issues and challenges facing King County government.

Please see response to criteria above.

3. A demonstrated ability to develop a responsible budget.

I developed and submitted twelve budgets to Seattle City Councils, three of which were prepared in times of national recession when deep cuts had to be managed in a difficult political environment. I believe councilmembers, other elected officials and department heads, if asked, would tell you the budget process was transparent, communication good, and the result, if not satisfying to all parties, was seen as having been worked out in a collaborative way.

4. A demonstrated ability to respond to public concerns.

Over my career as mayor of Seattle and later in the private non-profit sector, I have a long history of responding to public concerns. While too numerous to detail, one example that I believe stands out is the process surrounding the creation of the Downtown Seattle Transit Tunnel.

In the early 1980's, having lost federal rail money to Atlanta when voters had earlier said "no" to a rail system, Metro Transit was planning an "electric transit mall" connecting North and South downtown transit terminals to electric trolleys. The plan did not go over well with suburban jurisdictions whose residents would have had to transfer

to other buses just to get through downtown Seattle. An alternative developed by Metro planners was to gain suburban support by building a tunnel under Third Avenue that would accommodate “dual mode” diesel electric buses, meet suburban concerns, and get some diesel buses off the already congested streets.

I initially opposed the tunnel—which was to be “cut and cover” construction causing extreme dislocation and disruption through the heart of our city over a long period of time. Seattle people did not like tunnels then any more than they do now, and lots of people, including downtown retailers, supported my position. There is nothing like confronting the facts to rethink one’s position. When I figured out we could build the tunnel for less than \$500 Million, that the federal government would pay almost half of that, and that our tightly constricted city would get a new unobstructed North and South right of way that would last for more than a hundred years, I took my political lumps in Seattle, changed my position, and supported the tunnel. Some of my staff said I showed some bad judgment in changing my position, but that in the end it took character and a concern for the entire region to do so.

There was pain in the downtown for awhile during construction, but Seattle’s downtown is now one of the healthiest in the nation, and the transit tunnel will carry light rail in July of this year.

5. Demonstrated leadership skills.

As mayor of Seattle for 12 years, I had a number of opportunities to demonstrate my leadership skills. As most of us know, good public policy is not always embraced by everyone and often in the pursuit of implementing change, a leader must take difficult hits, build strong coalitions and be willing to put one’s reputation (and, in the case of elected officials, one’s future) on the line. Some examples of my proven leadership skills during my tenure as mayor include: introducing scattered site housing in Seattle to ensure a better distribution of low-income housing throughout the city; implementing a major infrastructure investment effort in 1985 that enhanced parks, libraries, roads and fire stations in the city; developing the city’s domestic partnership law; expanding public health clinics throughout the city; and negotiating a regional water compact with numerous other cities in the region.

I have also used my leadership skills significantly since entering the private-non profit world. One example would be the Robert Wood Johnson Foundation’s Urban Health Initiative I lead for ten years. Shortly after the 1992 Los Angeles Riots some Members of Congress called together leaders of some of the most influential national foundations and asked them what they were doing about the problem of children growing up in violent, unhealthy, and dangerous urban places. The Robert Wood Johnson Foundation decided it wasn’t doing enough and launched a planning effort to figure out what it could do that would make a major difference in children’s health and safety outcomes in a few places. I was asked to be part of the planning effort and was later asked to manage the Initiative, an effort to improve the health and safety of children in

five troubled urban centers: Baltimore, Philadelphia, Richmond, VA, Oakland, CA, and Detroit. I put together a staff housed at the University of Washington and we set out to learn everything we could about these places. Five unique cities with five different histories, five different decision making cultures, five very different political systems. Our job was to help create movements, and to find and develop the leadership in these cities to put in place best practice strategies that, if successful, would over ten-years bring to scale better outcomes for children. Our critical task was involving local leadership while not dictating strategies. Our theory, proven out over time, was that strategies developed by a foundation in Princeton, New Jersey, translated and handed down by a former Mayor of Seattle, had less chance of taking root and succeeding than strategies built locally, with the Involvement and participation of local leaders and the children and families who would benefit from their success.

The stories, and the lessons learned, are at www.urbanhealth.org.

6. A commitment to the immediate business of King County that would make it unlikely that the appointee would run for any elective office while serving as appointed executive.

I have absolutely no intention of running for any political office. The timing of this appointment as Interim King County Executive would work well for me personally and professionally and would allow me to use, on behalf of the region, the skills and experience gained over a long career in public service.

7. A commitment to maintaining the functions and structure of county government without disruption during the election of a new county executive.

The job of an interim executive is to make certain the transition works well for the King County Council, the other elected officials, the professionals who manage the government, and the people of King County who expect their government to function effectively and separate from the political campaign. In my view, the next elected county executive, not the interim executive, must make decisions about staffing the government, about major policy direction, and certainly about major new initiatives, all of which should be aired and debated in the political campaign.

8. Demonstrated skills in pursuing a legislative agenda at the local, state, and federal levels.

As a mayor and as a private non-profit professional, I have a long history of working with local, state and federal governments in pursuing and successfully implementing

legislative agendas. I retain significant and important relationships with many legislators in Olympia, as well as most of our state's delegation in Washington, D.C.

As mayor, I was involved in numerous efforts with other local jurisdictions including the Metro Council, negotiating the regional water supply effort with other municipal jurisdictions, pursuing and succeeding in getting the federal government to arrange a treaty with Canada to implement a power sharing arrangement with British Columbia that saved thousands of acres of public land while providing long term hydroelectric power to Seattle City Light.

On the national level, as President of the National League of Cities, I lead the organization's federal advocacy effort and worked closely with other organizations including the National Governors Association, United States Conference of Mayors and National Council of State Legislators. Further, at Harvard, I was part of the team that hosted the New Members of Congress briefings for two different classes of new members. I have retained many relationships with the Members of Congress I met during these and other national efforts.

Charles Royer

Charles Royer is President of the Institute for Community Change (ICC), a private non-profit in Seattle, and a Partner in the Royer Group, a local consulting firm. Previously, he was National Program Director for The Robert Wood Johnson Foundation's Urban Health Initiative, a ten-year effort to improve the health and safety of children in five major US cities, and served as a Senior Lecturer at the University of Washington with appointments in the School of Public Health and Community Medicine and in the School of Public Affairs.

From 1990 through 1994, Mr. Royer served as Director of the Institute of Politics at Harvard University and as Lecturer at Harvard's John F. Kennedy School of Government. Prior to his appointment at the Institute of Politics, Charles Royer served as Mayor of Seattle for twelve years. He was elected Mayor in 1977 following a career in newspaper and television journalism. During his three terms as Mayor, Royer became a national spokesman for American cities in housing, the arts, health care, energy, civil liberties, and the needs of children and youth. He served as President of the National League of Cities in 1983 and was named one of the top 20 American Mayors in 1988 by *U. S. News and World Report*. In 1989, Seattle was named one of the ten best-managed cities in the nation by *Business Month Magazine*, and Mr. Royer received the 1989 Distinguished Urban Mayor Award from the National Urban Coalition.

During his tenure as Mayor, Charles Royer was instrumental in bringing new investment to Seattle while maintaining the city's high quality of life. Seattle was named the nation's "Most Livable City" in 1989 by *Places Rated Almanac*. While mayor, Royer led efforts to streamline city government; craft an international treaty with Canada for sustainable and low-cost electric power; develop low-income and affordable housing; create a community health-clinic system; establish the nation's most successful residential recycling program; and strengthen Seattle's neighborhoods with new land-use policies and zoning.

Royer was a member of the Democratic National Committee during the 1980's and a member of the Democratic Party's Platform Committee in 1988. He served on the US Conference of Mayor's Advisory Board and was for seven years President of the

American delegation to the Japan-American Conference of Mayors and Chamber of Commerce Presidents, which recently named him a life member. Mr. Royer also chaired the National Advisory Committee to the Robert Wood Johnson Foundation's Health Care for the Homeless Initiative, served on the National Commission on State and Local Public Service, and the President's Commission on White House Fellows, and currently serves on the Board of Directors of the Public Facilities District for Safeco Field, and is a Trustee of the Downtown Seattle Association.

Charles Royer received his degree in Journalism from the University of Oregon where he was recently inducted in that School's Hall of Achievement. Soon after graduation, Mr. Royer was named a fellow at the Washington Journalism Center in Washington, DC. He also received an American Political Science Association fellowship to study at the Joint Center for Urban Studies at Harvard/MIT in 1969-70.

Anne Noris
Clerk of the Council
King County Courthouse
516 Third Avenue, Room W-1039
Seattle, WA 98104

April 23, 2009

Dear Ms. Noris and Selection Committee members;

Thank you for the great honor and opportunity of applying to become the Interim King County Executive. Attached you will find my resume, my references, and my responses to the evaluation criteria for the Blue Ribbon Selection Committee.

I am seeking this office for one simple reason: to help King County government and the citizens of King County through this difficult time of political and economic transition. King County is facing one of the most challenging periods in its history. The recession that has gripped the nation has hammered King County (KC) revenue sources and compounded the structural financial imbalance that plagues all urban counties. In 2009 KC closed a \$93 million general fund deficit. Yet in 2010 we face another \$43 million shortfall.

The Interim Executive must propose an innovative and creative budget that somehow closes this gap while sparing our critical public health, human service and public safety programs already slashed to the bone last year. Metro Transit, our award winning bus system, faces a projected \$180 million revenue loss and a twenty percent service cut over the next two years as sales tax receipts plummet statewide. We are seeking flexibility and revenue tools from Olympia to help solve these problems. If we succeed, the Interim Executive must choose between deeper cuts and raising unpopular taxes in an economic downturn.

During such turbulence there is little room for error and no time for an Executive learning curve. King County needs a proven manager that is: experienced in King County government; thoroughly knowledgeable of the current needs of the cities and stakeholders who partner with and rely on King County; well versed the geographic and demographic diversity of this magnificent region; and understands the different issues facing the urban, suburban and rural areas of King County. I am that manager and I can provide the thoughtful, informed leadership King County needs on day one.

I understand the role of the Executive better than anyone. Just as importantly, I understand the equally critical roles of the King County Council, the Prosecutor, Sheriff, Superior Court and District Court Judges, Assessor and Elections Director as the collective leadership of King County. I will seek the wisdom and guidance of these elected officials in a transparent and collaborative manner as we partner together to solve King County's problems.

As the Chief of Staff to King County Executive Ron Sims, I have been the Charter-designated successor to the Executive since 2003. Over the past five years I have been intensely involved in every aspect of running the government. I have extensive training in emergency management and have already served as the Acting Executive many times when Executive Sims has been on vacation, out of the state or out of the country.

I have been blessed to be an employee of King County for seventeen years. I have served two different county Executives in different capacities. I have worked for the Council and have been a manager in a County agency. I care deeply for this government and the people of the region we serve. King County has provided me with a rewarding career and given me the chance to make a difference. I bring a depth of knowledge and continuity in budget development and policy making that will give the elected leaders, regional partners and residents of King County the best possible outcome in this time of transition. I humbly offer my well-rounded and unique King County skills, talents, knowledge and expertise to serve the public as the Interim King County Executive for the next seven months.

If you have any questions or need more information, please do not hesitate to contact me. My home phone is 206-789-1632 and my home email address is katriplett@comcast.net.

Sincerely,

A handwritten signature in black ink that reads "Kurt Triplett". The signature is written in a cursive style with a large, stylized initial "K" and a prominent flourish at the end of the name.

Kurt Triplett

Cc: The Honorable Dow Constantine, Chair,
Metropolitan King County Council, District 8
The Honorable Bob Ferguson, Vice Chair, Councilmember, District 1
The Honorable Jane Hague, Vice Chair, Councilmember, District 6
The Honorable Larry Gossett, Councilmember, District 2
The Honorable Kathy Lambert, Councilmember, District 3
The Honorable Larry Phillips, Councilmember, District 4
The Honorable Julia Patterson, Councilmember, District 5
The Honorable Peter von Reichbauer, Councilmember, District 7,
The Honorable Reagan Dunn, Councilmember, District 9

Kurt Triplett

9544 Mary Avenue NW. • Seattle, WA • 98117
katriplett@comcast.net • (206) 789.1632

SKILLS/QUALIFICATIONS

- Experienced, Proven Leadership
- Extensive Management Experience
- Political Negotiations and Strategy
- Intergovernmental Relations, Conflict Resolution, Mediation and Negotiation Experience
- Budget Development and Implementation
- Strategic Plan Development and Implementation
- Performance Management Implementation
- Legislation Development and Drafting
- Communications, Public Relations and Media Relations Expertise
- Excellent oral and written communication skills – Speech writing, opinion writing, presentation development and delivery at all levels of government and to communities, stakeholders and the public in many different forums
- Testimony before County Council, City Councils and State Legislature
- Extensive Emergency Management Preparation and Training
- Decisive, Honest, Visionary, Energizing, Outcome-focused, Passion for Public Service

EXPERIENCE

Chief of Staff, King County Executive Ron Sims, Seattle, WA

(7/03 – 5/09)

- The Chief of Staff (COS) is the “Deputy Executive”, first in line of succession and delegated all the powers and duties in the absence of the Executive. Extensively involved in all aspects of running King County’s \$4.9 Billion government and 16,000 employees and key political and policy strategist for the Executive. Manage the Executive’s Office, overseeing a \$4 million budget and 28 staff including all communications, intergovernmental relations, community and legislative relations, and administrative functions for the Executive. Also the chief budget negotiator and often public spokesperson for the Executive.
- Major innovations and successes include health care reform, climate change leadership, performance management implementation, integration of land use and health, transportation, transit expansion, alternatives to detention, combating homelessness, pandemic flu preparedness and fiscal responsibility.
- During tenure as COS, Executive Sims won numerous national awards for leadership and management. Executive Sims was called an “across the board innovator” by Governing Magazine who named him the 2006 Local Public Official of the Year Award. And in 2008 American City and County Magazine trumpeted Executive Sims as “ahead of the curve” in awarding him their 2008 County Official of the Year. King County has earned AAA credit ratings for outstanding fiscal management every year since 2005.

Deputy Director, King County Department of Natural Resources and Parks, Seattle, WA (2/98 – 6/02)

- In partnership with the Director, managed the daily operations of Department of Natural Resources and Parks’ (DNRP) \$700 million budget and 1400 employees. DNRP is the regional environmental management agency that treats the area’s wastewater (100 million gallons per day), solid waste (nearly one million tons annually) and operates dozens of parks, 125 miles of regional trails and had protected and preserved 150,000 acres of open space. DNRP also manages the agriculture and forestry programs as well as providing the region’s flood protection. Primary focus was overseeing DNRP’s extensive government relations, public outreach and state and county legislative efforts but also had budget development and HR responsibilities.

Deputy Chief of Staff, King County Executive Ron Sims

(1/97 – 2/98)

- One of the few senior Gary Locke staff retained by Executive Sims who was appointed to replace Executive Locke in January of 1997. Reappointed as Deputy Chief of Staff with similar responsibilities for managing the staff with a focus on Council relations, legislation and budget negotiations. Major issue was the launching of a multi-year, billion dollar effort to expand wastewater capacity in the region.

Deputy Chief of Staff, King County Executive Gary Locke

(1/96 – 12/96)

- Assisted Chief of Staff in managing all aspects of the Executive's office. Managed state and local government relation positions and was the primary liaison with the King County Council and chief legislative strategist and budget negotiator. Executive Locke was elected Governor in November of 1996 and is now the Secretary of Commerce for President Obama. Major issues included major league baseball and football stadium financing and lease negotiations.

Chief of Staff/Senior Legislative Aide, King County Councilwoman Cynthia Sullivan (4/92 – 12/95)

- Responsible for all aspects of running the three person legislative office, including constituent relations, administrative support, legislation development and implementation, speech writing, correspondence, media relations. Chief policy advisor and strategist to the Councilwoman who focused intensely on housing, land-use planning and transportation. Often spoke to community groups and public forums on her behalf. Major highlights include the passage of the nationally recognized King County Comprehensive Plan, merging King County government with the Municipality of Metropolitan Seattle (Metro) and negotiations around the creation and financing of Safeco Field baseball stadium.

Legislative Aide, State Representative Judi Roland, Olympia, WA

(1/91 – 3/92)

- As the one person "office" of Representative Roland, was responsible for all aspects of providing administrative and legislative support to Representative Roland. Duties included drafting legislation, bill tracking, constituent relations, speech writing, and correspondence.

EDUCATION

MPA, Harvard University, Kennedy School of Government, 2003

BA, Political Science, Stanford University, 1989

PERSONAL

- Married to Heather Triplett, have 3 wonderful children, Matthew (8), Daniel (6) and Meredith (4).
- One of 1000 people trained in 2007 by Al Gore to present the Climate Change Keynote which was the subject of the movie "An Inconvenient Truth", 2006.

Kurt Triplett: References and Responses to the Criteria listed in Council Motion 12953

1. Knowledge of the functions of King County government;

I have a depth and breadth of knowledge of the functions of King County government that is unique. I have spent the last seventeen years working for King County in many different leadership capacities. I served my first four years in the county as a senior legislative aide for the King County Council. I was the Deputy Chief of Staff to both Gary Locke and Ron Sims. I was the Deputy Director for the Department of Natural Resources and Parks from 1998 through 2002. I have built upon these critical legislative and agency perspectives to be successful in my last five years as the Chief of Staff to King County Executive Ron Sims. I work every day to ensure that King County meets its mandates to protect public health, public safety and the environment through the sound delivery of efficient and effective services.

I also understand the need for a strong partnership between the Executive and the King County Council, Prosecutor, Sheriff, Superior Court Judges, District Court Judges, Assessor and Elections Director who are all separately elected officials in King County. The criminal justice system, human service programs, and public health provision are all linked. A cut to one affects them all. An investment in one helps them all. The Interim Executive must balance the legitimate needs of all these officials to fulfill their own responsibilities and functions with the limited budget resources available while establishing a sense of stability, predictability and responsiveness. This will take communication, collaboration, and transparency that must be based on current knowledge. We have not always agreed on policy but these elected officials know the Executive staff and me. We have a shared history and commitment to King County. As Interim Executive I will renew our commitment to listen, learn, and work together in the best interests of all our residents.

2. Knowledge of the issues and challenges facing King County government;

The national economic crisis has created challenges for King County of a magnitude never seen before. We face potentially devastating budget cuts to public health, public safety and human services in 2010. Our transit revenue shortfall could lead to a deconstruction of our world class Metro Transit system and a regional civil war over bus service if not properly managed. We are competing right now for hundreds of millions of federal stimulus dollars to create jobs, build infrastructure and plug these budget gaps. The Executive must transmit a countywide strategic plan for all branches of King County government to the King County Council by December 15, 2009.

These are just a few of the critical issues that demand experienced county leadership. There is no time for on-the-job-training. I live these issues every day and am already focused on the difficult decisions necessary to solve them.

- I was the architect of the King County “toolkit” strategy to get new flexibility and revenue tools to help address the budget woes of all urban counties.
- I help manage the daily operations of King County government.
- I review and approve all legislation transmitted by the Executive.
- I manage the staff involved in the dozens of complex intergovernmental negotiations underway.
- I direct much of the policy and budget development across the Executive branch.
- I interact daily with the public, organized labor, environmentalists, legislators, businesses, advocates and community leaders on a myriad of issues impacting King County and its citizens.

Finally, I have negotiated with nearly every city in King County on a wide range of issues including annexations, housing and land use, criminal justice and public health services, solid waste and wastewater treatment, transit service, property transfers, ballot measures and many more. This immediate, current knowledge of the issues and challenges facing King County government today is critical to the success of the Interim Executive who will have just seven short months in office.

3. A demonstrated ability to develop a responsible budget;

I am the only nominated candidate with the demonstrated ability to develop responsible **King County** budgets. Along with the Executive and three different Budget Directors, I have been one of the key architects of our Executive-proposed budgets as difficult decisions are made and priorities are set throughout each summer. I have been Executive Sims’ chief budget negotiator with the Council each year for the past five years. Since I became the Chief of Staff in 2003, the Council has unanimously adopted and the Executive has signed the budget every year. During this time the Executive and Council have shared a commitment to sound financial practices and conservative reserve policies. King County has received AAA credit ratings annually since 2005 for our outstanding fiscal management. Those bond ratings have been reaffirmed again this very week. I will maintain this fiscal discipline if selected as the Interim Executive.

This King County experience is critical because the 2010 budget process is already well under way. The 2010 budget must be presented to the Council in September, three weeks earlier than prior years due to a voter-approved change to the Charter. Preliminary budgets are due to the Budget Office on June 1st. In May and June the Interim Executive must make extraordinarily difficult decisions in partnership with the Council and other elected officials regarding budget cuts,

transit service reductions and tax increases or potential ballot measures to balance the budget this year.

Making these tough decisions requires detailed knowledge about the policies and programs of King County, understanding of past budget actions and keen insight as to the impact of these choices on the agencies of the government and the residents we serve. I possess that knowledge, understanding and insight along with a proven track record of prioritizing and making tough budget decisions.

4. A demonstrated ability to respond to public concerns;

I have devoted my career to public service within King County. For the majority of that time, I have held positions of significant leadership that have been directly accountable for creating programs, policies and budgets that respond to public concerns. My goal in every position I have held is to get out of the office and into the communities we serve. I go visit the people and see the problems first-hand. I meet extensively with stakeholders and seek their input and advice. I listen, learn and more importantly, I use this input to make our policies and actions better for the public.

I have a strong record of accomplishment based on this community outreach and responsiveness but I will focus on four examples.

First, while at DNRP, I led the process to adopt the Regional Wastewater Services Plan and build the Brightwater Treatment Plant. We had no site and little support. Over several years I made countless presentations to nearly every city council in our wastewater service area, hosted dozens of community forums, stakeholder briefings and public meetings. We revamped and improved the plan and winnowed the sites repeatedly in response to feedback. By listening to the public, we did what no one thought could be done, and I am proud that Brightwater is nearing completion and will become operational in 2011.

Next, as Chief of Staff when Ron Sims explored bringing Southwest Airlines from SeaTac Airport to Boeing Field in 2005, I made major presentations championing the move to every Chamber of Commerce, affected neighborhood and stakeholder group. I was convinced it was the right decision for the region. But in direct response to the information and concerns I received from the public and area businesses, I ultimately changed my position and advocated successfully to the Executive that he withdraw his support and end the negotiations.

Third, in 2008, along with our Budget Director Bob Cowan, I hosted numerous public presentations throughout King County on our budget crisis and potential solutions. We changed our 2009 budget priorities and tactics based on that input. The "lifeboat" and "county toolkit" strategies to preserve human services, public safety and public health were the direct result of our ability to solicit and respond to public concern. From June through October of 2008 I then personally met

one-on-one with thirty-one King County State Senators and Representatives to explain the structural budget gap facing King County and to seek financial tools to help. Those meetings educated legislators and are a critical reason why King County's "revenue and flexibility toolkit" legislation remains alive in the final days of the Legislative Session despite the state facing its largest deficit in history.

Finally, I have made it a priority to invest time in the unincorporated and rural areas of King County. I grew up on a farm and I have often visited the county's suburbs, farms and forests to better understand their needs and concerns. I have toured individual farms, businesses and housing projects to help solve problems and create economic development. Sometimes I share good news such as new roads and bridges or open space purchases. But I have also explained tough County decisions while hosting intense public forums on the Critical Areas Ordinance, surface water management fees and the permitting of tent cities. Travelling to King County's small cities, agricultural areas, rivers, lakes and forests has taught me what is at stake and given me the perspective necessary to make our policies better for all residents of King County.

5. Demonstrated leadership skills;

I have extensive county management experience. But the leadership needed over the next seven months also requires the ability inspire and motivate county employees to be innovative and creative in a time of stressful transition and uncertainty. King County government needs a trusted county leader who can provide stability while motivating teams to turn vision into actions and outcomes. Over the past decade, I have demonstrated such leadership skills many times on initiatives such as siting the Brightwater Treatment Plant and developing King County's award-winning climate change efforts. But one example that stands out because of its duration and continuing impact is the creation of King County's Health Reform Initiative (HRI).

In his 2003 budget speech Executive Sims said it was time for "bold, innovative actions" to solve rising health care costs. Unfortunately we didn't have any bold actions to take. Executive Sims added that line to the speech that morning and told me afterward to "come up with a plan." I immediately pulled together a team and starting from absolute scratch we recruited an exceptional task force of regional and national experts and researched reform efforts and best practices across the country. We then developed a nationally recognized initiative that is also saving King County millions of dollars on health care.

Over the past four years the HRI has resulted in the formation of the Puget Sound Health Alliance to reform the regional provision of medical care to improve health and lower costs. We also created an internal wellness effort that has empowered our employees and saved King County \$17 million in reduced claims over the past three years. The labor partnership that developed through the HRI created a strong trust and knowledge level with our collective bargaining units

that paid dividends as our fiscal crisis emerged. Our unions agreed to 10 voluntary unpaid furlough days that will save KC \$23 million in 2009. This February our unions also agreed to changes to KC's health care benefits that will save \$37 million over the next three years while reinforcing choices that will improve health and reduce future claims. These agreements happened because of the HRI partnership.

The HRI story illustrates the leadership capabilities I bring to the Interim Executive. I have the research and project management skills to take a vision from concept to action. I have the deep and current understanding of King County necessary to create positive change. I have the intellectual capacity to learn and understand brand new ideas at a detailed and technical level. I have the persuasion, negotiation and diplomatic skills necessary to create new, innovative programs and collaborate with the County Council, organized labor and regional health care providers and businesses on implementation. And finally I have the leadership skills to assemble and inspire a team across government agencies and hierarchy to deliver a complex and transformative initiative that creates results both now and into the future.

6. A commitment to the immediate business of King County that would make it unlikely that the appointee would run for any elective office while serving as appointed executive;

I absolutely, categorically and emphatically will not seek any elective office while serving as the appointed Executive. My only goals are to provide the stability and expertise necessary to deliver a sound budget to the Council and a functioning government to the duly elected Executive in November.

7. A commitment to maintaining the functions and structure of county government without disruption during the election of the new county executive;

Clearly as the Chief of Staff to the current Executive I am strongly committed to maintaining the Executive and department teams and structures we assembled during his terms, while also taking the steps necessary to ensure a smooth transition to the next Executive who must be free to create his or her own team.

But it is not enough to simply assert that the Interim Executive will make no changes. Staff must also be convinced not to leave. The ability to retain the critical personnel necessary to produce the budget and keep the government running is more challenging than most understand. Several weeks ago our Budget Director suffered an Aortic Aneurysm and nearly died. He will be out for months and may not return. The Interim Executive must persuade the Deputy Director and the Budget Supervisors to stay through an incredibly stressful 2009.

Key intergovernmental relations staff and agency leadership teams must also be retained to keep the departments running and to complete the dozens of critical interjurisdictional agreements currently underway. These agreements include annexations, jail and police contracts, transit service change discussions, replacing the Alaskan Way Viaduct, tolling implementation, public health, public defense and human service provision, stimulus money collaboration and many others too numerous to name.

These key Executive and agency staff are nearly all appointed by the Executive and understand and accept that their service will likely end in November. If they leave early to pursue other opportunities, success will be difficult and King County will falter. Most of these staff have already pledged to stay if I am selected as the Interim Executive. I will certainly encourage them to stay if I am not. But convincing them will be a paramount responsibility for any Interim Executive appointed by the Council.

8. Demonstrated skills in pursuing a legislative agenda at the local, state and federal level.

The “revenue toolkit” response I gave above is only one example of my many successful pursuits of legislative agendas at all levels of government. I have spent my entire career either in the legislative branch or interacting with it. I have successfully achieved the adoption of hundreds of pieces of legislation both large and small. For the past five years I have been the chief policy advisor for the Executive and chief strategist for the Executive’s local, regional, state and federal agendas. In my five years we have obtained hundreds of millions of federal dollars from everything from public health to transit and ferry services. We have passed progressive state and federal legislation to improve health, build housing, combat climate change, save Puget Sound, and improve the quality of life in King County. But more importantly, I understand the key to success goes beyond my own efforts and depends on the talents of a knowledgeable intergovernmental team skilled at working with the elected officials and agency leaders at the local, state and federal level. We have assembled a top-notch team of such individuals with current knowledge and strong relationships. Retaining these staff will be important to advance King County’s complex agenda over the next seven months.

References	Daytime Phone	Home Phone
Ron Sims King County Executive	206-263-9620	206-722-7467
Kevin Raymond Former Chief of Staff for King County Executive Gary Locke. Currently consultant/attorney.	206-351-5717	206-526-9933
Pam Bissonnette Former Director King County Department of Natural Resources and Parks. Retired in 2007. Currently Consultant and Interim Special Projects Manager for Executive Transition.	206-818-5148 (cell)	206-524-7897



The Municipal League of King County

810 Third Avenue, Suite 224
Seattle, WA 98104

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Saul Ettlin, Director

FOR IMMEDIATE RELEASE

April 24, 2009

Contact: Saul Ettlin
Director
206-622-8333

Municipal League Makes Recommendations for Interim King County Executive

SEATTLE – The Municipal League of King County today announced its recommendation of an interim replacement for current Executive Ron Sims, who is awaiting confirmation to a position in the U.S. Department of Housing and Urban Development.

The King County Council invited the Municipal League to review four candidates: former county council members Steve Hammond and Louise Miller, former Seattle Mayor Charles Royer and Kurt Triplett, Sims' current chief of staff.

The League applied its time-tested process of evaluating the candidates based on the criteria of *knowledge, involvement, effectiveness* and *character* through investigation and in-person interviews by a committee of citizens. Based on that evaluation, the League concluded that the council should select Miller, Royer or Triplett as interim executive.

“The interim executive faces a difficult task leading the county over the next several months,” said Brad Meacham, Municipal League Chair. “These three candidates are capable of doing the job.”

About the Municipal League

The Municipal League of King County is a nonpartisan volunteer organization that has worked to ensure good government that is open, effective and accountable since 1910. The Municipal League is dedicated to improving the caliber of public officials and the quality of public decisions. For more information see www.munileague.org.

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King County
Metropolitan King County Council
Blue Ribbon Selection Committee
for Appointment of Acting County Executive

Motion

A MOTION recommending nominees for consideration by the metropolitan King County council for appointment to serve as acting county executive until a new county executive is elected in November of 2009.

WHEREAS, the metropolitan King County council by Motion 12953 established a "blue ribbon selection committee" to review the nominees for appointment as acting county executive following the resignation of Ron Sims to accept a federal appointment, and

WHEREAS, the committee has reviewed the materials provided by the clerk of the council, which included the information submitted by the nominees to the council or to the Municipal League of King County; has interviewed the nominees; and has discussed their qualifications, and

WHEREAS, as directed by the council, the criteria that the committee has used in evaluating the nominees have included those specified in Motion 12953, and

WHEREAS, the council has directed the committee to "provide a list of two to five recommended candidates and observations about the strengths of each" and to "deliver a set of written materials arranged to allow councilmembers to make direct comparisons between the candidates";

NOW, THEREFORE, BE IT MOVED by the blue ribbon selection committee:

A. The committee recommends that the council consider appointing one of the following individuals to serve as acting county executive until a new county executive is elected in November of 2009:

Charles Royer – 10 votes

Kurt Triplett – 5 votes

B. The committee makes the following observations about the strengths of the recommended nominees:

Nominee

Strengths

Charles Royer

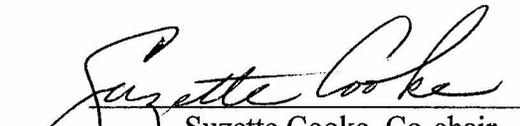
Demonstrated ability to develop responsible budget
Demonstrated ability to respond to public concerns
Demonstrated leadership skills
Demonstrated skills in pursuing legislative agenda at local, state and federal level

Kurt Triplett

Knowledge of functions of King County government
Knowledge of issues and challenges facing King County government

This motion was passed by the Blue Ribbon Selection Committee on May 13, 2009, by a unanimous vote.


Norman B. Rice, Co-chair


Suzette Cooke, Co-chair

ATTEST: 
Anne Noris, Clerk

Comparison of Nominee Data¹

DATA	NOMINEES	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
Government service – Total		4 yrs	23 yrs	12 yrs	16 yrs
Elected vs. appointed		Elected	Elected	Elected	Appointed
County vs. city vs. state		County (4 yrs)	County (8 yrs); State (11 yrs); Water/sewer dist (7 yrs).	City (12 yrs)	County (15 yrs); State (1 yr)
Government positions held		County councilmember (2 yrs); legislative aide to county councilmember on agriculture issues (2 yrs)	County Council chair (2 yrs); County Council vice-chair (6 yrs); state rep. (11 yrs); water/sewer dist commissioner (7 yrs)	Seattle Mayor, also serving on Metro Council (12 yrs)	County exec's chief of staff (6 yrs); deputy director, county DNRP (4 yrs); county exec's deputy chief of staff (2 yrs); county councilmember chief of staff (4 yrs); state legislative aide (1 yr)
Education		Southwest Baptist Univ, BA, 1975; Southern Baptist Center for Biblical Studies, Masters, 1982, Doctorate, 1985	San Jose State Univ, BA, 1966; Univ of Washington, graduate studies	Univ of Oregon, BA	Stanford Univ, BA 1989; Harvard Univ, Kennedy School of Govt., MPA, 2003.
Non-government employment		Minister, Cornerstone Bible Church and	Music teacher, Seattle Public	President, Institute for Community	None.

¹ The information in the table, which has been provided by the nominees, is only a brief summary and is necessarily incomplete. Please see the materials submitted by the nominees to the Municipal League and the Council for complete information.

DATA	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
NOMINEES	other ministries, 1971 to present	Schools (6 yrs) and private (17 yrs); admin. asst, King Conservation Dist (6 yrs)	Change; National Program Director, Urban Health Initiative; Director, Harvard Institute of Politics; reporter and news analyst.	
Other activities	Founder and current president, Citizens' Alliance for Property Rights; "I represent the unincorporated area."	Numerous volunteer activities listed in resume—e.g., chair, Regional Water Planning Coordination Committee; member Seattle Opera Board of Trustees; member, PSRC Cultural Task Force.	Chair, National Advisory Committee, Health Care for the Homeless Initiative; others listed in submitted materials.	Lecturing at Seattle University; climate change presentations at conferences; teaching at Sunday school; cub scout den leader; participation in cooperative schooling; PTSA membership.
Municipal League questions				
Years residing in King County	31 yrs	43 yrs	38 yrs	17 yrs
Reason for seeking this office	Can best fulfill duties of office "without crossing over into duties [the Council] wish to be left for" next elected Exec or using office for personal advantage; extensive budget experience with church and non-profits; uniquely able	Has been asked to serve by many in community and some councilmembers; it would be "valuable and helpful to the county" to have someone with her extensive public service record, incl. leadership positions, since there is no time	Interim executive needs to have experience as elected executive who has been "previously tested during challenging financial times"; "understand well the relationship between the executive and legislative branches";	" [T]o help King County government and the citizens of King County through this difficult time of transition." " [T]here is little room for error and no time for an Executive learning curve. King County needs a proven manager experienced

DATA	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
	to "heal a rift between the Council and the unincorporated areas."	for interim exec to learn on the job.	has "demonstrated experience, skills, and longtime personal relationships in the region."	in King County government to provide stability and thoughtful leadership on day one. I am that manager and I can help."
Most important personal traits	"[A] man of my word"; "would not make major policy or personnel changes"; ability to work with all councilmembers, yet able to make tough decisions; "good skills in diplomacy"; public speaking ability; "initiative and determination."	"[H]onest, creative, hard working, do my homework, fully participate . . . and make every effort to be inclusive"; "long history of being able to work with many different people and provide leadership and advocacy for those who need my assistance."	"I am wired to worry about people who are left out of our generally good life in this county." "I have always felt privileged to work and advocate on behalf of people, and I have always believed that those who seek to lead . . . must be very good at what they do."	"[O]utcome-focused . . . not seeking credit"; "decisive," capable of "[s]wift but well-informed decision making"; "highly developed sense of empathy"; "patience and insight necessary to see/hear all sides of an issue"; "honesty"; "integrity".
Accomplishments most proud of	Making hard budget decision for churches and other non-profits; while on Council, worked across the aisle "to craft a solution to the proposed sewer rates."	Successful support of: (1) funding for the arts, as both state and county legislator; (2) farmland preservation; (3) State Growth Management Act and King County comprehensive plan; and other programs.	(1) Downtown Seattle Transit Tunnel (initially opposed and then supported, showing character); (2) Community Clinic System (grew from storefronts); (3) Urban Health Initiative (effort to improve health and	(1) King County's Health Reform Initiative, illustrating "research and project management skills to take a vision from concept to implementation"; (2) siting of Brightwater Treatment Plant; (3) "developing King

DATA	NOMINEES	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
			safety of children in five troubled urban centers).	County's leadership on climate change."	
Relevant community activities	<p>"30 years speaking in public"; "budgeting under tough economic conditions"; chose less lucrative occupation to serve others in their need; "have been the major vision and goal setter for church and other non-profit organizations"; invented a program to show children at risk how to gain skills desired by employers.</p>	<p>Six years of service on 4 Culture board in successful support of arts funding; many other volunteer activities listed in resume.</p>	<p>As reporter, "have been part of the civic apparatus as someone looking in from the outside"; has served as PTSA president and on Municipal League board; has "chaired and served on countless advisory and blue ribbon committees," as listed in Municipal League materials.</p>	<p>Career "devoted . . . to public service within King County"; "management style that takes me out of the office and into the communities we serve"; "have personally participated in negotiations with elected representatives and/or staff of nearly every city in King County"; "have visited the rural and unincorporated areas of King County many times."</p>	
Most important duties of Exec	<p>Prioritize budget requests; work with Council; effectively communicate what is being done and why; instill confidence.</p>	<p>Lead executive branch of county government; delivery of local services to rural and urban unincorporated areas; delivery of regional services such as waste water treatment, criminal</p>	<p>County's chief executive officer, responsible for administrative oversight and preparation of annual budget; also, preparation of mid-year 2009 revised budget addressing</p>	<p>(1) Develop and transmit a balanced 2010 budget; has been a "key architect" of budget and Exec's "chief budget negotiator with the Council" for 5 yrs; (2) retain critical staff;</p>	

DATA	NOMINEES	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
			justice, transit, and public health; maintaining good working relationships with Council and other elected officials.	revenue shortfall; implementation of "any potential solutions that may arise from this [state] legislative session."	(3) "keep the peace" in King County; (4) reassure county employees and residents re leadership and management skills.
Council criteria²					
Knowledge of functions of King County government	Served as County Councilmember from 2003 to 2005. Has served since 2007 as legislative aide to Councilmember Reagan Dunn.	Served as County Councilmember for eight years, including two as chair and six as vice-chair. Chaired six council committees and served on numerous others.	(1) Responsibilities of King County Exec are similar to those of Seattle Mayor. (2) Served on Metro Council for 12 yrs. (3) Interim Exec will need to implement budget cuts similar to those I had to make as Mayor. (4) Interim Exec will need to work closely with other elected officials, as I did as Mayor.	Has spent past 17 yrs working for King County in "many different leadership capacities," the past five as the county executive's chief of staff. Understands the need for "a strong partnership" between the Exec and the other King County elected officials, to balance their needs with limited budget resources.	
Knowledge of issues and challenges facing King County government	[See response re previous criterion.] Also, is founder and current president of Citizens' Alliance for	[See response re previous criterion.] Also, "I already know the intricacies and problems that face	See response re previous criterion.	Has worked directly, every day, for many years, with the issues facing King County and is	

² Only nominees Royer and Triplett responded specifically to the Council criteria. For nominees Hammond and Miller, Council staff have listed in the table the information supplied by the nominees that seemed most relevant to the Council criteria.

DATA	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
<p>NOMINEES</p>	<p>Property Rights.</p>	<p>both the rural and urban citizens of our County." "Since my retirement from the County Council in December of 2001 I've been a volunteer member of several boards and committees that include higher education, arts and heritage, parks and open spaces, water resources and facilities and educational activities at Seattle Center."</p>		<p>"already focused on the difficult decisions necessary to solve them." Has "negotiated with nearly every city in King County on a wide range of issues"</p>
<p>Demonstrated ability to develop responsible budget</p>	<p>Has led by example in making "hard decisions" in the development of budgets for churches and other non-profit organizations. "I have spent my life leading budgets where the need is life altering but the funds are not sufficient."</p>	<p>As a councilmember for eight years, including two as vice-chair, was involved in the adoption of eight county budgets.</p>	<p>Developed and submitted 12 budgets to Seattle City Council as mayor. Three were prepared in times of national recession requiring deep budget cuts. Budget process was transparent and collaborative.</p>	<p>Is the only nominee with "the demonstrated ability to develop responsible King County budgets." has been one of the key architects of the Executive's proposed annual budgets. Has been the Executive's chief budget negotiator with the Council. King County has received AAA credit ratings since</p>

DATA	NOMINEES	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
			<p>"I . . . make every effort to be inclusive. I gather the information and opinions of all involved and seek to come to a fair and timely decision. I have a long history of being able to work with many different people and provide leadership and advocacy for those who need my assistance."</p> <p>Extensive volunteer activities, as described in resume, including active participation in Woodinville Community Action Council.</p>	<p>Both as mayor of Seattle and in private sector, I have long history of responding to public concerns – e.g., process surrounding creation of Downtown Seattle Transit Tunnel, which I initially opposed and then, after reviewing the facts, supported.</p>	<p>2005, continuing to the present.</p> <p>(1) Led process to adopt Regional Wastewater Services Plan and build Brightwater Treatment Plan. (2) In response to information and concerns raised by public about bringing Southwest Airlines, changed his position and persuaded Exec to withdraw his support and end negotiations. (3) Changed 2009 budget priorities in response to concerns raised at forums that he hosted. (4) Has made it a priority to invest time in unincorporated and rural areas to better understand their needs and concerns.</p>
Demonstrated ability to respond to public concerns		<p>"I've learned to get buy-in on decisions by involving stakeholders." "I represent a unique opportunity to heal a rift between the Council and the unincorporated areas. This is because I have the trust of those who the Charter Review Commission identified as feeling left out of touch with their own County government."</p>			
Demonstrated leadership skills		<p>Built a small group into a church that is self-sustaining with its own location. "I</p>	<p>"I . . . have served in public office at various levels of government</p>	<p>As mayor of Seattle: introducing scattered site low-income housing;</p>	<p>Health Reform Initiative: at the direction of Exec, I pulled together a</p>

DATA	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
<p>NOMINEES</p>	<p>have spent most of my life leading organizations, non-profits, etc. I am at home in this role. My leadership style is collaborative."</p>	<p>representing the citizens of the State and King County for twenty-four years. I have held leadership positions in every elective office I've held." Served for two years as chair of the Council and six years as vice-chair.</p>	<p>enhancement of parks, libraries, roads and fire stations; development of city's domestic partnership law; expanding public health clinics; negotiating regional water compact. In private sector, led the Urban Health Initiative for 10 years.</p>	<p>team and recruited a task force, and we researched reform efforts and best practices, developing a nationally-recognized program, incl. formation of the Puget Sound Health Alliance to reform the regional provision of medical care to improve health and lower costs.</p>
<p>Commitment to the immediate business of King County that would make it unlikely that the appointee would run for any elective office while serving as appointed executive</p>	<p>"I do not now, nor do I foresee in the future, a desire to run for this office on a permanent basis."</p>	<p>[No specific response to this Council criterion.]</p>	<p>"I have absolutely no intention of running for any political office."</p>	<p>"I absolutely, categorically and emphatically will not seek any elective office while serving as the appointed Executive."</p>
<p>Commitment to maintaining functions and structure of county government without disruption during election of new county executive</p>	<p>"I have the ability to hold the ship of the County on course without trying to steer it in a new direction. . . . I would make full use of consultation with Councilmembers in order to have the most collaborative</p>	<p>[No specific response to this Council criterion.]</p>	<p>"[T]he next elected county executive, not the interim executive, must make decisions about staff the government, about major policy decisions, and certainly about major new initiatives"</p>	<p>"[I]t is not enough to simply assert that the Interim Executive will make no changes." Most key executive and agency staff, appointed by the current Exec and aware that their service will likely end</p>

DATA	Steve Hammond	Louise Miller	Charles Royer	Kurt Triplett
	effort in recent memory."			in November, have pledged to stay if I am selected as the Interim Executive."
Demonstrated skills in pursuing legislative agenda at local, state and federal level	[No specific response to this Council criterion.]	Served as a legislator for 19 years, 11 in state legislature and 8 on County Council. "During my time as Chair of [two Council] committees we implemented many Water Ways 2000 projects and all the preliminary work on the new Brightwater Treatment Plant . . ."	"As a mayor and as a private non-profit professional, I have a long history of working with local, state and federal governments in pursuing and successfully implementing legislative agencies."	"For the past five years I have been the chief policy advisor for the Executive and chief strategist for the Executive's local, regional, state and federal agendas." "[T]he key to success . . . depends on . . . a knowledgeable intergovernmental team Retaining these staff will be important"