



## BUSINESS OF THE CITY COUNCIL CITY OF MERCER ISLAND, WA

AB 5509  
December 6, 2018  
Special Business

### CITY COUNCIL VACANCY, POSITION NO. 4 - CANDIDATE SPEECHES

**Action:**  
Hear candidates speeches.

- ☒ Discussion Only  
☐ Action Needed:  
☐ Motion  
☐ Ordinance  
☐ Resolution

DEPARTMENT OF	City Manager (Deb Estrada))
COUNCIL LIAISON	n/a
EXHIBITS	1. Candidate Application Packets
2018-2019 CITY COUNCIL GOAL	n/a
APPROVED BY CITY MANAGER	

AMOUNT OF EXPENDITURE	\$	n/a
AMOUNT BUDGETED	\$	n/a
APPROPRIATION REQUIRED	\$	n/a

### SUMMARY

#### BACKGROUND:

Mr. Tom Acker announced his resignation from the Mercer Island City Council, Position No. 4, effective September 29, 2018 citing personal health concerns and family commitments. Pursuant to RCW 42.12.070, the Council shall appoint a qualified person to fill the vacant position within ninety (90) days. Though Washington State law does not provide for a specific procedure for selecting someone to fill the vacancy, Council followed the procedures in previous vacancies (1999, 2011, 2012, and 2015).

Position No. 4 will be up for election on the November 2019 ballot. This will mean there will be five seats up for election. Once appointed, the new councilmember will go through a comprehensive orientation and training.

Through the City's website, the MI Weekly, and the Mercer Island Reporter, residents were encouraged to apply for the vacancy by submitting a letter of interest, a resume and answers to supplemental questions. Twelve (12) applications were received by the deadline of November 21, 2018 at 5:00 pm. The candidates are (listed alphabetically): Lisa Anderl, Elizabeth Buckley, Heather Cartwright, Jonathan Conradt, Darren Gold, Traci Granbois, Thomas Hildebrandt, Leslie Meagley, Matt Murphy, Daniel Odievich, Craig Reynolds, and Kwan Wong. See Exhibit 1 for candidate applications.

## **SPEECH QUESTIONS**

Each Candidate will have 3-5 minutes to speak to the Council. Answers to the following questions should be addressed in their speech:

1. Why do you want to serve on the City Council?
2. What experiences, talents or skills do you bring to the Council and community that you would like to highlight?
3. Are there any regional issues or forums in which you have a particular interest or expertise? (e.g. transportation, water supply, human services, water quality, fiscal management, solid waste, parks & open space, etc.)
4. Do you want to serve on the City Council because of a particular local issue on which you want to work or are your interests more broadly distributed?

The Council may ask additional questions of candidates during their speech.

## **NEXT STEPS**

At the December 11, 2018 Special Council Meeting, Council will nominate and vote from the candidate group for appointment to vacant Position No. 4. The nomination procedures will be outlined in the agenda bill.

## **RECOMMENDATION**

*City Clerk*

No formal action required (appointment to be made at the December 11 Council Meeting).

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Lisa A. Anderl  
Residence Address 7278 N. Mercer Way  
Home Phone 206-841-0207 Work Phone 206-345-1574  
E-Mail lisanderl@yahoo.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

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Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) **no later than 5:00 pm on Wednesday, November 21, 2018.** Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

**Lisa A. Anderl**  
PO Box 1493  
Mercer Island, WA 98040  
206-841-0207  
[lisanderl@yahoo.com](mailto:lisanderl@yahoo.com)

Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36th Street  
Mercer Island, WA 98040  
[deb.estrada@mercergov.org](mailto:deb.estrada@mercergov.org)

***via e-mail only***

Re: Open Council Position #4

Dear Ms. Estrada:

This cover letter is being provided in connection with my application for Council Position #4. As requested, I am providing the completed application, a resume', and the answers to the questions posed in the application. This letter serves as my expression of interest in the open position.

My general qualifications are included in the attached documents, but can be summarized as follows: I have been a lawyer in Washington for 35 years, with significant experience reviewing financial issues; I have lived on the Island for 19 years; I recently served on the Mercer Island CAG. I care deeply about the community and am prepared to work hard in the interests of the majority of the citizens of the Island.

Thank you for your consideration, and I look forward to hearing from you.

*Lisa A. Anderl*

# **Lisa A. Anderl**

P.O. Box 1493 • Mercer Island, WA 98040  
206-841-0207 (cell) • 206-345-1574 (work) • lisanderl@yahoo.com

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## **Assistant General Counsel**

Highly motivated, self-directed Assistant General Counsel with over 25 years of legal experience. Skilled in solution-oriented business advice and counsel, as well as the representation of client interests in negotiations, managing and litigating major hearings, and conducting administrative hearings. Proven ability to achieve successful results through negotiation and litigation, formulate litigation teams and strategies, marshal facts, and review and edit all pleadings and testimonies. Demonstrable ability to manage and supervise all outside counsel activities. Exceptional skills in witness preparation, as well as in examining and cross-examining witnesses.

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### **KEY STRENGTHS**

Client Representation • Business Advice • Negotiation • Compliance • Regulatory Affairs • Case Management • Litigation Team Formulation • Litigation Strategy Formulation and Management • Marshaling of Facts • Testimony Review • Witness Preparation • Major Case Litigation • Preparation and Management of Outside Counsel

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### **PROFESSIONAL EXPERIENCE**

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#### **CENTURYLINK LAW DEPARTMENT, F/K/A QWEST AND U S WEST, SEATTLE, WA, 1995-PRESENT** **SENIOR ASSOCIATE GENERAL COUNSEL**

- Provide counsel on to in-house business units on a wide variety of topics, including marketing issues, legislative issues, and compliance issues.
- Lead in-house attorney handling regulatory litigation and other legal matters in Washington and Idaho. Principally responsible for management of regulatory cases and issues.
- Represent telecommunications client interests in proceedings before the Utilities Commission and in court.
- Manage and litigate/negotiate major cases and dockets to obtain merger approvals and regulatory and pricing flexibility.
- Formulate litigation teams and strategies, manage the marshaling of facts, review/edit complex documents.
- Draft complex documents, including settlement agreements, pre- and post-hearing pleadings and briefs.
- Prepare witnesses and perform cross-examination.
- Prepare outside counsel for trial/oral argument. Oversee all outside counsel activities.
- Supervise up to five other state regulatory attorneys and all necessary support staff.
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#### **OFFICE OF ADMINISTRATIVE HEARINGS, OLYMPIA, WA, 1991-1995** **ADMINISTRATIVE LAW JUDGE**

- Conducted hearings for various state agencies, managing complex cases; multi-party and multi-day trials
- Issued formal written decisions including the findings of fact and conclusions of law.
- Examined and cross-examined witnesses. Ruled on procedural and evidentiary motions.

#### **UTILITIES AND TRANSPORTATION COMMISSION, OLYMPIA, WA, 1989-1991** **REVIEW JUDGE/HEARINGS EXAMINER**

- Reviewed the record after initial review by an administrative law judge in contested cases, including the review of procedural and evidentiary rulings.
- Analyzed the initial order to ensure correct application of the law to the facts.
- Prepared recommended final order for the Commissioner's signature.
- Analyzed and evaluated petitions for review.

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### **EDUCATION & AFFILIATIONS**

**GONZAGA UNIVERSITY SCHOOL OF LAW**  
Juris Doctorate, Summa Cum Laude

**GONZAGA UNIVERSITY**  
B.A. Italian Studies, Magna Cum Laude

**WASHINGTON STATE BAR ASSOCIATION, BAR # 13236**

Lisa Anderl's responses to the questions regarding open Position # 4 on the City Council

1. Why are you interested in serving as a Mercer Island City Councilmember?

LA – I am interested in participating in the community, and in serving the citizens of the island. I think I represent the views of many residents in terms of fiscal issues, development, and other areas of concern. My involvement with the City and the CAG over the past year makes it pretty clear to me that this service is a relatively thankless task, but I do think that people who care about the community need to get involved.

2. What strength would you bring to the Council?

LA – I think my biggest strengths are the ability to absorb and analyze a lot of information relatively quickly, and my ability (which I hope you saw in the CAG) to have differences of opinions while remaining courteous to those with opposing views.

3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

LA – The highest priorities in my view are (1) balancing the budget; (2) maintaining desired levels of service; and (3) mobility and transportation issues for Island residents. I will need more information on what the current status is on all of these issues before I can formulate a detailed response, but I think we can attack the budget issues with targeted cuts or freezes to certain areas (if necessary), and possibly a reduction of the reserves. I will need to see where we are through total 2018 before we know what might be required. Service levels for police, fire, counselors, and seniors must be maintained. There are likely areas that can be looked at in terms of preserving those functions, while reducing other areas of spending. We should also work closely with the Foundation to see if they can increase their fundraising and their contribution to YFS. I think we need to prioritize parking for Island residents, and look forward to learning more about this issue to further develop my thoughts on how it can be accomplished.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.

LA – My previous involvement has been limited, due to the demands of my job. However, as you know, I recently dedicated a number of hours to the CAG and to the No on Prop 1 campaign. Through those efforts I have learned a lot about city operations, finance, and priorities, and have had extensive communication with friends and neighbors on the Island, hearing about their concerns. I think this recent experience positions me well to step into the open position.

5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

LA – I would like to lead an effort to gain back the trust of the majority of the citizens/voters. I think the outcome on Prop 1 says that the residents of the Island either don't believe that the City needs more money, or don't trust the City to use it properly. I think communication with the residents needs to be improved, and the Council needs to demonstrate that it is hearing and acting on the priorities of the majority of the residents.

6. What is your vision for our City and community?

LA – My vision is to keep Mercer Island a safe, green, and friendly place. I have always felt it to be a safe haven from the big cities on both sides, and I would like to see the Island retain a degree of small-town feel, recognizing that growth, and ST, will make that somewhat of a challenge. I would like to see the city consider how to balance those forces and find the best balance for our citizens, not necessarily accommodate the needs of other cities before our own.

7. Is there anything else that you may wish to add that would help us get to know you a better?

LA – My husband Matt and I have lived on the Island since 1999. We have friends who have been on the Island since the 1964 earthquake. We love the parks and trails where we walk Rufus our chocolate lab, the easy access to the cities, and the friendly people who live here. I drive the speed limit, and clean up after my dog. I like to golf, but am not looking to put a course on the Island. We love it here. We want to keep it good and make it better.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

(Please type or print)

Applicant Name Elizabeth Buckley  
Residence Address 15 Brook Bay Rd.  
Home Phone 217.778.6761 Work Phone \_\_\_\_\_  
E-Mail mezzo@elizabethbuckley.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

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The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

**RECEIVED**  
**NOV 21 2018**  
**MERCER ISLAND**  
**CITY CLERK**

**ELIZABETH M. BUCKLEY, D.M.A.**

15 Brook Bay Dr. • Mercer Island, WA 98040  
Cell (217) 778-6761 • [mezzo@elizabethbuckley.com](mailto:mezzo@elizabethbuckley.com)

November 18, 2018

Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040

Dear Mayor Bertlin, Mercer Island Councilmembers, and City Clerk, Deborah Estrada:

I am applying for the current vacant position on the Mercer Island City Council. I have lived here for nearly six years with my husband and our three children who attend Mercer Island School District. In that time I have advocated for Mercer Island and its citizens with appearances at Sound Transit Board meetings, editorials and numerous appearances and meetings. I served on the Sound Transit Citizen's Advisory Group and have also made several appearances at City Council meetings and have met with city council members, our city manager and many in our community and region to discuss transportation and safety issues along with budgetary and long-term planning. In addition, I have met and worked with MICA leadership and have fundraised and volunteered for numerous NPO's in the area and the MISD.

Currently, Mercer Island is facing several challenges: budgetary constraints, access to our highway and parking, along with critical aging in our water and sewer lines. All take considerable time advocating for the island with hard decision making, and sacrifice to properly address our community's needs for long-term viability. I am prepared and look forward to this work, and working with City Council members, staff and our citizenry as we address these issues together and execute solutions to our current challenges.

I also have served as a strong advocate for transparency and accountability by our local, regional, and state leadership. Transparency and accountability are the cornerstones of earning and keeping the public's trust. These would be the focus of my time spent on the Mercer Island City Council along with building collaborative relationships with my fellow City Council members and Mercer Island city staff.

I look forward to interviewing with the City Council, and I thank you for your time and consideration.

Sincerely,



Dr. Elizabeth M. Buckley

## **ELIZABETH M. BUCKLEY, D.M.A.**

15 Brook Bay Rd. Mercer Island, WA 98040

Cell 217.778.6761 • [mezzo@elizabethbuckley.com](mailto:mezzo@elizabethbuckley.com)

### **SUMMARY**

Extensive experience in project management, event planning, public speaking, negotiations, data analysis, social media marketing, and ecommerce web design. Highly successful in building collaborative relationships with an emphasis on brand building. Significant experience in cultivating relationships with donors and soliciting donations.

### **Computer/Web Skills**

- Data: Excel, SQL, FileMaker, Access, QuickBooks Pro, Raiser's Edge
- Graphics: Photoshop, Publisher, InDesign, PowerPoint
- Web: Dreamweaver, Wordpress, Drupal, HTML

### **EXPERIENCE**

#### **MERCER ISLAND COMMUNITY OUTREACH & VOLUNTEERING** **2013-2018**

- Chair, Island Park Elementary Hand in Hand Auction
- Sound Transit Advisory Committee
- Mercer Island for Sustainable Spending

#### **PRESENCE COVENANT MEDICAL CENTER FOUNDATION, Urbana, Illinois** **2012-2013**

##### **Development Specialist**

- Created Heart of the Hospital campaign resulting in multi-million dollar investment in monitoring equipment.
- Led breast cancer awareness campaign with over 100 businesses & 5,000 individuals.
- Oversaw investment Committee for foundation and managed relationship with three investment banks.
- Managed a portfolio of high net worth individuals, corporate sponsors, and volunteers.
- Oversaw website design and content for Foundation, Facebook posts, and marketing accounts.
- Created Annual Appeal letters, Annual Reports, billboards, print advertisements, brochures, campaign materials, PowerPoint presentations, programs, and newsletters for PCMC Foundation.

#### **CHAMPAIGN COUNTY CASA, Urbana, Illinois** **2011-2012**

##### **Director of Development**

- Managed a portfolio of high net worth individuals, corporate sponsors, and volunteers.
- Created new website and marketing plan. [www.casa4kids.org](http://www.casa4kids.org)
- Significantly raised public awareness with TV & radio interviews, print, and social media.
- Built online presence for organization through Facebook campaigns and new website.
- Created first newsletter, annual giving brochure, and marketing materials for organization.
- Created Child Abuse Prevention Campaign with supporting community partners & government officials.

#### **ST. MATTHEW'S LUTHERAN CHURCH, Urbana, Illinois** **2010-2012**

##### **Director of Music and Development**

- Managed budget, staffing, and operations of music department.
- Led musical team including organist, three choirs, soloists, and community outreach program.
- Secured grant from the American Guild of Organists for world premiere of a new choral cantata.
- Created benefit concert for Lutheran Social Services of Illinois with partnering agencies and donors.

#### **PROFESSIONAL OPERA SINGER** **2000-2012**

##### **Mezzo-Soprano**

- Design and maintained website. [www.elizabethbuckley.com](http://www.elizabethbuckley.com)
- Maintained financial records, tax filings, and expense reporting.
- Performed as soloist in hundreds of live performances, including venues such as Carnegie Hall, New York and Chicago Symphony Hall.
- Performed on several recordings, including solo album "Must the Winter Come So Soon?" sold on iTunes & Amazon.com

### **Healthcare Employment**

**CARLE HOSPITAL**, Urbana, Illinois

**2003-2005**

#### **Telemetry Monitor/Patient Care Provider**

Assisted with the care and monitoring of patients ranging from fully ambulatory to immobile on the Medical Floor at Carle Hospital. Administered diabetic testing, vital sign monitoring, telemetry monitoring, and assisted in procedures. Charted progress of patients and worked with medical staff in designing care plans and implementing patient care.

**VOCALSOURCE**, Online sheet music retailer

**2001-2003**

#### **Business Development/CEO**

- Managed vendor portfolio of 56 music publishers. Established relationships, negotiated terms, placed PO's.
- Worked with inventory control and order processing software to optimize inventory turns and shipping times.
- P&L management, budgeting, financial record keeping, and tax filings.
- Built and maintained a SQL database of over 20,000 sheet music items.
- Managed marketing campaign across print and internet.
- Designed and maintained website.
- Sold company in 2003.

### **EDUCATION**

**UNIVERSITY OF ILLINOIS**, Urbana-Champaign, Illinois

**2010**

Doctor of Musical Arts in Music Performance and Literature

**UNIVERSITY OF ILLINOIS**, Urbana-Champaign, Illinois

Master of Music in Vocal Performance

**PARKLAND COLLEGE**, Champaign, Illinois

Nursing Program

**CAPITAL UNIVERSITY**, Columbus, OH

Bachelors of Music in Vocal Performance

**ZOLTÁN KODÁLY PEDAGOGICAL INSTITUTE OF MUSIC**, Keszthely, Hungary

Methodology and Solfège Certification

### **ORGANIZATIONS**

- Rotary International
- Phi Kappa Phi Honors Society
- Pi Kappa Lambda National Music Honor Society
- Association of Fundraising Professionals, Executive Board Member
- Presence Covenant Medical Center Bronze Star Winner for Excellence in Patient Care and Customer Service
- Orpheum Children's Science Museum, Executive Board Member
- Forty Under Forty Award recipient from Central Illinois Business magazine 2012

### Supplemental Questions:

#### **1. Why are you interested in serving as a Mercer Island City Councilmember?**

I am interested in serving as a Mercer Island City Councilmember as I enjoy working on demanding and challenging issues and projects. Mercer Island must now work with budget constraints while the island continues to advocate for access to I-90 and commuter parking. Most importantly, we need to replace aging water and sewer lines for the entire island. I am dedicated to working on these issues along with downtown development, protection of our parks, and protection of funding for our police, fire, parks and schools.

#### **2. What strength would you bring to the Council?**

My strength is taking complex and challenging projects on headfirst, and seeing them to a successful completion. I've worked for two organizations facing significant budget crises and have witnessed lean management and budget cuts applied to a failing hospital with significant success. I've also worked with boards, volunteers, donors, and the public throughout my life with various roles in NPO's and in my professional music career. I greatly enjoy inspiring people through mission and service to a cause and working on large, complex projects and issues with groups. In this case, I have a deep and profound love for Mercer Island and its people and I will work to be a steward of this community and an advocate for the people who live here.

#### **3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?**

1. Budget constraints – Assist City staff to identify meaningful cuts to their budgets. Prioritize the needs of the community moving forward. Identify grants and funding sources that are not currently being utilized. Reallocate funds and look for efficiencies in individual departments and across departments. Work with City Manager to institute performance metrics for staff and chart workflow output of city departments and staff.

2. Access and parking – Continue to assess and work on mobility and transportation issues on the island in conjunction with our access to I-90 as East Link is constructed. Work on commuter parking in conjunction with light rail and work to advocate for Mercer Island in the region and the state level as East Link proceeds mindful of the impacts of additional buses and traffic downtown.

3. Water and sewer lines – Work to understand the budget and timeline for complete replacement with fellow City Councilmembers, staff, and industry experts. Analyze funding sources, and work to educate the public on expenditures and timeline along with a proposal for the community.

**4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.**

I served on the Sound Transit Citizen's Advisory Group, and advocated for Mercer Island with numerous appearances at Sound Transit, City Council meetings and wrote editorials which were published in the Seattle Times and Mercer Island Reporter, and met with area and regional leaders. I established and formed an advocacy group, Save I-90, and worked with area leaders to advocate for our access to I-90 at the state level. I co-authored a paper that was presented in Olympia on the challenges facing Mercer Island with the loss of our center lanes and HOV access. Our pressure along with that exerted by others and traffic engineers alerted Sound Transit that there were indeed issues and negative impacts with their Eastlink plan and Mercer Island's access to I-90. I also have chaired auctions and dinners and volunteered for many agencies in the area. I raised \$122,000 for Island Park's Hand and Hand Auction and have been an advocate for our schools, teachers and staff. In addition, I have met with MICA leadership and performed advocacy via a FB interview outlining my experiences in the performing arts and the importance of supporting YTN and young students in their training and pursuit of the fine and applied arts.

**5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?**

I want to work with City Councilmembers and our City Manager to assist staff to identify meaningful cuts to their budgets, and identify grants and funding sources that are not currently being utilized. I will continue to assess and work on mobility and transportation issues on the island in conjunction with our access to I-90 as East Link is constructed. I will work to understand the budget and timeline for complete replacement of our water and sewer lines with fellow City Councilmembers, staff, and industry experts. I will also analyze funding sources, and work to educate the public on expenditures and timeline along with a proposal for the community for the complete replacement of our water and sewer lines.

In addition to the first three priorities I outlined, I would like to work on the protection of parkland and green spaces on Mercer Island. I would like to lead and explore the process of placing our parks into a trust and forming a foundation that can fundraise for ongoing projects the community would like to see beyond budgeted upgrades and maintenance. I will meet with the Superintendent and continue discussion on proper funding and granting sources for our school counselors. In addition, I will work with MIYFS to outline a plan for the community where counselors are annually funded via an agreement with the MISD, and explore fundraising options if necessary and assist with identifying grants. This is a priority in this community and needs fully addressed. I also will work on future parks and school funding initiatives, and work with City councilmembers, staff, and our City Manager to assess future funding needs for our parks and schools in conjunction with expiring levies, and the need to propose new levies to keep funding levels current.

## **6. What is your vision for our City and community?**

My vision for Mercer Island includes more input from the citizens and more transparency and accountability from our city's leadership. I would like to properly utilize our citizen advisory groups' advice and build a bridge of trust back to the public showing them that they are valued for their time and service. I also envision a community that is united on funding for its schools, counselors, fire and police, and leadership who doesn't threaten our basics while unnecessary expenditures are approved. Personally, I would like to see a more vibrant downtown and I believe that MICA at the Tully's location could help build towards that vision if the proper anchor donors are found. I also would like to see the replacement of our water and sewer lines prioritized and the cost identified with a plan to do so. I believe the public will be highly supportive of this funding as it assures our long term safety and health.

## **7. Is there anything else that you may wish to add that would help us get to know you a better?**

I have been fortunate to perform on some of the world's most prestigious stages and have been given the opportunity to live in and visit many countries. This has given me a very wide worldview and has exposed me to different cultures and ways of seeing the world. I also have suffered through the challenges of nursing school, worked on a medical floor for two years at a hospital, wrote and defended a dissertation while raising two children and working two jobs, produced and recorded my own album and ran a sheet music company which I sold when I was younger. I am inspired by big and bold projects and I like challenges. I also currently have three children that I am raising in this community with my husband, and we moved here specifically for the sense of community and serenity that Mercer Island offers. I want to work to protect that and I know there are many challenges ahead for Mercer Island, but I strongly believe that by working in a collaborative manner we can solve these problems together. I want to be a part of addressing and fixing these challenges and I look forward to doing so in the role of Mercer Island City Councilmember.

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## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Heather Jordan Cartwright  
Residence Address 8204 SE 62nd St  
Home Phone 206-683-7447 (cell) Work Phone same  
E-Mail heather.jordan.cartwright@gmail.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

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The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

## Deborah Estrada

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**From:** Heather Jordan Cartwright <heather.jordan.cartwright@gmail.com>  
**Sent:** Wednesday, November 21, 2018 4:36 PM  
**To:** Deborah Estrada  
**Cc:** Debbie Bertlin  
**Subject:** Mercer Island City Council Application - Heather Jordan Cartwright  
**Attachments:** Heather Jordan Cartwright - Mercer Island City Council Application.pdf; CouncilVacancyApplication2018 - Heather Jordan Cartwright.pdf; Heather Jordan Cartwright - Mercer Island City Council Application - Resume 2018.pdf

Attn:

Deborah Estrada  
City Clerk  
Councilmember Recruitment  
9611 SE 36th Street  
Mercer Island, WA 98040

Hi Deborah -

Attached is my application for the open position on the Mercer Island City Council (2-page resume and supplemental questions).

After spending the last 18 months engaged the Citizen Advisory Group for Mercer Island, I've had the fantastic opportunity to get to know many of the people who work to deliver the high level of services in our city government. When Tom Acker stepped down from his role as city councilmember and this opportunity opened, I felt it was an chance for me to step up and contribute to the community in a more prominent way. While I'm relatively new to local government, I believe my background and experience in the business world could add a unique and diverse perspective to the current council.

Per the application requirements, I have lived on Mercer Island for over 10 years, am a registered voter, have no current contracts with the city, and do not currently hold any public office. I look forward to meeting with the council and engaging the selection process.

Sincerely,  
Heather Jordan Cartwright

## HEATHER JORDAN CARTWRIGHT

*heather.jordan.cartwright@gmail.com • (206) 683-7447*

Senior executive with a consistent track record of successfully leading customer focused innovation, managing business and technical teams, and driving strategic initiatives in multiple industries:

- Championed industry leading teams in retail buying and merchandising management, including pricing, data analysis and negotiation.
- Delivered accelerated growth and profitability in e-commerce start-up and website development.
- Strong record of successful business restructuring and development of long-term strategic planning.
- Six Sigma black belt and senior leadership in supply chain and process improvement.
- Experienced leader in customer focused product management from concept innovation to launch

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Strategic Planning • P&L Management • Software Development Engineering • Product Development • Product & Digital Marketing • Process Innovation • Operations Management • Cross-Functional Team Leadership

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### PROFESSIONAL EXPERIENCE

**MICROSOFT, Redmond, WA**

*June 2015 - Present*

General Manager, Artificial Intelligence & Research, Microsoft Healthcare

Leading development of new experiences in healthcare technology (NExT). Responsible for portfolio of diverse “moonshot” project teams, including cloud development and data pipelines for healthcare data, computer human interface technology, and machine learning development with a focus on NLP and computer vision.

- Accountable for all aspects of team management, including engineering, product development, marketing, and external partner negotiations. Responsibilities include product development, machine learning models and validation, product feasibility, and pilot testing from concept to launch for multiple internal development teams.
- Key company leader on numerous industry panels and groups: Build Conference, Women in Government, Rock Health Summit, HIMSS Global Conference.

**AMAZON.COM, Seattle, WA**

*August 2006 - Present*

**General Manager, Amazon Fresh Merchant Platform**

**Senior Director, Marketing & Product Development**

August 2013 – Present    Seattle, WA

P&L leader for Amazon’s same day delivery grocery business: Amazon Fresh, and development of the core business strategy for perishable products under Amazon’s overall consumable business.

- Launched Amazon Fresh in 6 regions. Led both the launch of the Amazon Fresh brand and the Amazon Dash and product development roadmap for the merchant business, including the launch of a new mobile app and supply chain integration to existing company platforms.
- Restructured and streamlined merchant integration for Amazon Fresh, doubling capacity to launch new merchants, delivering 6 core technology projects, and launching a common operating architecture that is scaling to support same day delivery for 8 teams across the Amazon platform.

**Director, Category Leader, Consumer Electronics**

February 2011 – August 2013    Seattle, WA

General Manager for multi-billion-dollar P&L, including strategic vendor negotiations, merchandising and co-op funding, product procurement and inventory planning, hiring/people development, and user experience.

- Brought in to re-build team, delivering full restructure in the first year and hiring/development of senior leaders in all functional areas.

- Initiated and managed company-wide technical project restructure of the Amazon buy-box display.
- Developed multiple new concepts, including the company's first "Fast URL" (website to launch in 60 days) and Virtual Product Bundles technology, a cross-functional project involving 80 Amazon tech teams which expanded to over 30 US teams and 20 retail teams globally.

#### **Director, Category Leader, Automotive**

August 2006 –February 2011, Seattle, WA

Developed Amazon's automotive category as the fastest growing division, driving category from start-up. General Manager with P&L ownership and direct responsibility for inventory management, business development and acquisitions, site development, merchandising, hiring, and strategic planning.

- Led the design and launch of the automotive industry's first open source automotive part finder; nominated to the SEMA (Specialty Equipment Market Association) Board of Retailers and presenter at multiple industry events.
- Conceptualized and drove the launch of three new businesses: Powersports, Tire & Wheels, and Collision, including website design development, functional build, merchandising content and strategic partnership development.

#### **FORD MOTOR COMPANY, Dearborn, MI**

June 1993 – August 2006

Promoted through progressive leadership roles, both on the west coast and in corporate headquarters, including Product Development Vehicle Line management, Global Strategy Manager and National Field Operations Manager.

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#### **EDUCATION:**

Indiana University – B.S. Business 1993

Graduated with Honors; Nominated to Board of Eons; Alpha Kappa Psi Business Fraternity

#### **CURRENT COMMUNITY ENGAGEMENT:**

Islander Middle School PTSA– VP of Operations (2018)

Seattle Humane – Foster Program (2014 – current)

National Charity League – Lake Washington Chapter, Grade Level Advisor (2015-2017)

#### **LEADERSHIP AND RECOGNITION:**

Amazon.com: Bar Raiser (2008-2015); Negotiations Bar Raiser (2011-2015); Category Leader Trainer/Presenter – Vendor Negotiations (since 2011); Recognized as both Leader of Leaders (2012) and Leaders Teaching Leaders (2013); Stanford University Recruiting Captain (2013-2015); Amazon Future Device Beta Test Leader (6 devices)

Ford Motor Company: Inuksuk Award for Leadership (nomination from direct reports) – 3 time recipient; President's Award for Leadership (1999)

Industry Boards: SEMA Board of Retailers (2010/2011); CEA Digital Imaging Board (2013)

# **Heather Jordan Cartwright**

## **Supplemental Questions – Mercer Island City Council Application**

### **November 2018**

#### **1. Why are you interested in serving as a Mercer Island City Councilmember?**

In the last 10 years I have engaged in the community at multiple levels – volunteering in the schools, community programs, clubs and most recently in the citizen advisory group. While I've been an active member of the community, I'm interested in contributing some of my leadership and business skills toward the governance of our community.

Both Mercer Island and the Puget Sound region are under a significant amount of transformation. Mercer Island is a unique and essential part of the regional economy in next decade, we'll have to come together as a city to lead and navigate our role in this change happening around us. As we've experienced in the last several years with the Growth Management Act, regional transportation initiatives, and various taxing authority changes, there are many challenges as we navigate the right path for Mercer Island.

There are, simultaneously, several factors that will influence how our Island leadership makes choices and factors/incentives that influence people to join the city council and help shape that change. Some people want to join council to get certain proposals passed, or for a special interest. My interests in contributing to the city council aren't founded in any personal business interests, ownership, or specific group influence. My passion for wanting to be part of the council really comes from my engagement as a community member. I've lived in many places, but Mercer Island has been my home for 10 years and I plan to retire here. I care about the future of our community, I care about the people in it, I care about the success of the children that we foster and the positive impact our Island programs contribute to the greater region, and I want to help shape and guide our future for continued success.

Mercer Island governance, and how we chose to shape the future of our community, is most successful, when it feeds on input from every day citizens. My incentive for applying for this role is to serve in that capacity. I come to this council role as a member of the community at large – not representing any bi-partisan group or facet of the community, but as someone in the middle. Someone who thinks there is value in listening to all sides, all contributors, and driving our future based on the voice of the citizens.

#### **2. What strength would you bring to the Council?**

Perhaps the strongest asset from my resume is my 25 years of experience in senior management and leadership roles – including extensive financial, innovation, and technology management. I've run business P&L's ranging from several \$100K's to multi \$B's and am well recognized in multiple diverse industries as a technical and innovation thought leader through my work at Ford, Amazon and Microsoft. More importantly than my applied skills, I've been successful in my career because I've learned to be a student of the business in which I'm operating in. Whether I'm working with small business owners, a CEO of a major corporation, or my peers who joined me in taking on leadership roles in the local PTA, I have learned to listen and learn.

To me, the city council is the voice of its citizens. I love listening to people, digesting data, facts, and emotions, and making sense of it. I'm skilled at identifying strategic direction and navigating challenging problems for success. Given the complexities of issues facing the island in the next several years, I believe this skillset will be an asset to the council.

# Heather Jordan Cartwright

## Supplemental Questions – Mercer Island City Council Application

November 2018

**3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?**

- 1) **Collaboration.** Island politics have been divisive in the last several years and shouldn't be. There is universal commitment to the success of our community, and lots of ways to be successful, but we shouldn't be labelling or negating each other's ideas. I'm concerned about the culture developing of 'yes' or 'no', right and left, and closed-door conversations. Transparency, diversity of ideas, and establishing a positive forum for dialogue are key components of my communication and essential if we want to identify the best solutions. If part of the future council, collaboration and consensus will be a founding pillar of my participation. I want to bring both sides together and find solutions.
- 2) **Data driven decisions.** In my experience with the CAG, there was a disconnect in the way the city is currently collecting and applying data as we make decisions. I learned from the CAG process that we have an incredible leadership staff in our city with in-depth knowledge of how our city runs and a deep passion for the island. Yet I believe our staff could be more powerful, and their work commitment could be showcased more clearly if we could document their efforts through metrics and better data measurements. I have had extended experience in doing this throughout my career and would love to contribute some of my skillset to help bridge this. Downstream, I also believe this effort will help illuminate opportunities in our current budget scenario that both bolsters taxpayer confidence in our city budgeting and foster stronger financial sustainability.
- 3) **Capital Infrastructure.** The city has several long-term planning projects that are both imminent and at high risk given our current fiscal scenario. Our City Manager recently highlight over \$30M in capital improvements required in just the next 10 years. One of my core strengths has always been strategic/visionary planning. If appointed to council, I would plan to engage actively in planning for these capital improvements as I believe they are fundamental to the future of the island and should be one of our top priorities.

**4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.**

With three children (graduating one from MIHS in 2017 and 2 still in school), I've touched too many groups to name given the space, but am listing my current/most recent participation roles here:

VP Operations – IMS PTSA

MIHS – SWIVE Announcer

Mercer Island Country Club – Swim Team Committee

National Charity League – Lake Washington Chapter

Citizen Advisory Group (2017-2018)

I own a rental unit on the north end of the island, live on the south end, and commute off the island and up, down and around the island almost daily. I've held meetings or been in almost every community building on the island, built and driven parade floats and managed booths during Summer Celebration, and helped organize community events. I love the diversity the island brings, and that no matter where I go on the island, I see people

# **Heather Jordan Cartwright**

## **Supplemental Questions – Mercer Island City Council Application**

### **November 2018**

I know and are part of the community groups I participate in. I think people on council need to have this diversity and involvement to truly listen to what is important to the community, to understand its priorities, and to lead.

#### **5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember? 6. What is your vision for our City and community?**

I'm combining the answers to 5 and 6 because, if appointed to council, what I hope to accomplish really addresses what I believe is the vision of success I see for Mercer Island in the next several years.

I believe the city needs evolution from our current state. In my recent exploration on the budget through the CAG, I found we often rely (perhaps) too heavily on consultants and contractors to find answers, instead of listening and leveraging experience in our own community or city staff. In many of the analytics I saw, our city spent a large amount of time comparing ourselves to other communities for justification on how we should operate in government, instead of looking at what others do as input, and leveraging our own community values and actual operations as a guide.

I want to help Mercer Island continue as a leading community. I hope to bring more community members engaged in the governing process, not feel like they must confront it. We have an amazingly educated population, and benefit from citizens who are passionate about issues and benefit community discussion because they often bring both expertise and a perspective that respects our community values. There are opportunities to improve how we use data inputs, leverage our citizen contributions, and to improve data sharing amongst our community that can generate and pride across the community in how we lead our government. I hope to instill some of this viewpoint and leadership through my contributions on the council.

#### **7. Is there anything else that you may wish to add that would help us get to know you a better?**

At the end of the day – people often like to label. It makes things easier. While I hate to label, because I believe it curtails change and learning, I realize --as I consider tossing my name into the political spectrum --that its helpful for others to understand where I land as I look at community issues.

The answer is that I'm an open thinker. I won't always land on one side or the other. If I do receive the appointment to council, you can mostly expect me to start in the middle. When tackling tough problems, I often don't view issues emotionally, but rather from the perspective of data. I have had to spend a career making big, tough, decisions, that impact a lot of people. I enjoy handling complex and issues because they challenge me to quantify them and identify a positive output. Mercer Island is such a brilliant community of over 25K --and there is no question delivering successful city council decisions that satisfy all 25K is complex!

If appointed, and down the road you'd look back at my participation in council, you'll label me as balanced. I'll ask questions. I will never be embarrassed or afraid to ask the tough questions, because I'm curious, and I will always try to get as many answers as possible and get a perspective from all sides before I make a decision. This is what I believe citizens expect in their elected officials, and what I would deliver as part of my tenure on the Mercer Island city council.

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## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Jonathan Conradt  
Residence Address 9320 SE 36th ST  
(408) 799-0006  
Home Phone \_\_\_\_\_ Work Phone \_\_\_\_\_  
E-Mail Jon@TheConradts.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) **no later than 5:00 pm on Wednesday, November 21, 2018.** Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

Mercer Island City Council  
9611 SE 36th Street  
Mercer Island, WA 98040

RECEIVED  
NOV 21 2018  
MERCER ISLAND  
CITY CLERK  
3:43pm

City Council,

Attached you will find my application for the vacancy in the city council.

I rarely travel for work, but I happen to be returning from a work trip to Boston on December 6th. If my written answers to your questions don't satisfy your curiosity, I would happily work with you to find another time or means to answer your questions.

In considering my application I took the opportunity to talk to most of you. I appreciated your candor and willingness to spend some time with me. It is clear to me that members of the city council invest long hours in service to the community. You also warned me that the decisions the city council makes are never received with unanimous acclimation. I want to express my appreciation for your service, especially when you have had to make the tough decisions. I can't say I have always agreed with the council, but I recognize the burdens of leadership and thank you.

I appreciate your consideration, and regardless of who you choose I promise I will greet you at the grocery store, Christmas Tree lot, or park trail with a hearty handshake and a smile. After all, we are all very blessed to enjoy this great place to live and community is what makes it all the sweeter.

Sincerely,



Jonathan Conradt  
9320 SE 36th ST

## **Jonathan Conradt**

### **Community Service History**

**American Red Cross - Disaster Services Technology Volunteer**

March 2018 - Present

**Mercer Island Radio Operators Foundation - Founder and Board Member**

February 2018 - Present

**Mercer Island Youth and Family Services Foundation - Board Member and Vice President**

Aug 2016 – Present

**Mercer Island Radio Operators - Member**

Aug 2012 – Present

### **Employment History**

**Amazon - PM & Data Scientist**

2012 – Present

**eBay - Director, Applied Research & New Technology**

2009 – 2012

**Google - Chrome Browser - Engineering Program Manager**

2007 – 2009

**Microsoft - Lead Program Manager - Microsoft MediaRoom (IPTV platform)**

2005 – 2007

**University of Nebraska, Lincoln - Computer Science Department - Visiting Instructor**

Sep 2002 – May 2003

**Gallup - Senior Software Engineer**

1995 – 2005

### **Other Interests and Achievements**

**Languages** - English, Swedish

**Patents** - 15 patents (7 awarded, 8 filed) - <http://go.theconradts.com/patents>

**Publications** - [CMI001 - AICC/CMI Guidelines For Interoperability](#)

**Ham Radio Operator** - Technician License - N7OOB

**Red Cross Volunteer** - Disaster Services Technology - Communications, Network, Computer

**Citizenship** - USA, and Luxembourg

1. Why do you want to serve on the City Council?

The City Council faces two significant problems. The first is the structural imbalance in the budget which will require deeper cuts in 2021 and 2022. The second was demonstrated by the failure of Prop 1. The residents of Mercer Island don't trust what the city staff or city council said would happen if Prop 1 failed.

In my professional career, I have frequently been asked to resolve distrust between teams, organizations, and even companies. I think that I can help build some trust between residents and their city government. For me, this is the most pressing issue faced by the city.

2. What experiences, talents or skills do you bring to the Council and community that you would like to highlight?

I have led large and small technology teams. I have started and run my own business, with all the budgeting and creativity that requires. I have volunteered with small and national organizations. These experiences have taught me to listen first, and follow the data even when it disagrees with my biases.

Serving as a member of the Mercer Island Youth and Family Services Foundation Board, and as a member of the Community Advisory Group has taught me that public organizations face different legal, structural, and contractual problems than for-profit companies.

I also expect that there will be opportunities for the city to embrace cloud based service delivery which could save the city time and money while improving service levels. My background would be useful to the council as we evaluate our options.

3. Are there any regional issues or forums in which you have a particular interest or expertise? (e.g., transportation, utilities, human services, fiscal management, solid waste, parks and open space, etc.)

As a member of the Mercer Island Radio Operators, and a Disaster Services Technology volunteer with the American Red Cross, I am interested in public safety and how the region is preparing for local disasters like earthquakes.

As a volunteer and Vice President of the Mercer Island Youth and Family Services Foundation, I am interested in the services and support the region can provide our senior population so they can age in their homes. I am also interested in how the region supports our youth and families, especially those who need the professional expertise of mental health counselors.

4. Do you want to serve on the City Council because of a particular local issue on which you want to work or are your interests more broadly distributed?

I would be happy to serve in any capacity and work across the breadth of city departments and services.

1. Why are you interested in serving as a Mercer Island City Councilmember?

The City Council faces two significant problems. The first is the structural imbalance in the budget which will require deeper cuts in 2021 and 2022. The second was demonstrated by the failure of Prop 1. The residents of Mercer Island don't trust what the city staff or city council said would happen if Prop 1 failed.

In my professional career, I have frequently been asked to resolve distrust between teams, organizations, and even companies. I think that I can help build some trust between residents and their city government. For me, this is the most pressing issue faced by the city.

2. What strength would you bring to the Council?

I have led large and small technology teams. I have started and run my own business, with all the budgeting and creativity that requires. I have volunteered with small and national organizations. These experiences have taught me to listen first, and follow the data even when it disagrees with my biases.

Serving as a member of the Mercer Island Youth and Family Services Foundation Board, and as a member of the Community Advisory Group has taught me that public organizations face different legal, structural, and contractual problems than for-profit companies.

I also expect that there will be opportunities for the city to embrace cloud based service delivery which could save the city time and money while improving service levels. My background would be useful to the council as we evaluate our options.

3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

The first is the structural imbalance in the city budget, which may be exacerbated by the recent decline in stock and home values. The Prop 1 vote showed that residents overwhelmingly prefer service cuts to property tax increases. While I would join too late to vote on the 2019-2020 budget, I expect that much of the next two years will be overshadowed by the need to reduce services in preparation for the next bi-annual budget. The city must provide fire, police, clean water, and other mandated services, which will require cuts in many other areas and tough decisions.

The second is the expressed and persistent lack of trust in the city council and city staff, as demonstrated by the 57% of residents who rejected the endorsement of current and former mayors and council members, as well as disbelief in the proposed budget offered by the city staff. This lack of trust makes even small city council decisions, or city staff personnel changes controversial.

In my experience, trust is built slowly through consistent behavior. As a city council member I would seek to be open and transparent with the data being used to make my decisions. I would establish "office hours" where I would be available at the Mercer Island Community Event Center lobby for anyone who wants to sit and talk through their issues. We may disagree, but when we do it will be because we looked at the same data and came to an honest conclusion.

The third is the perpetual question of dynamic cities. What do we want to be in ten years? As Light Rail potentially brings new employers to our island, new customers to our stores and restaurants, and easier access for non-residents the north end of the island will face new pressure to change. Those changes can be positive or negative. They can reinforce the advantages of our island, or they can undermine them. I don't profess to have an answer or a strong bias for what we should be in ten years, but I know that progress rarely comes accidentally or despite the decisions of a community. The controversy over MICA demonstrates that Mercer Island is not aligned on this important question.

I began working in South Lake Union as Amazon and others began to transform the area. Six years later there is less crime, but more traffic. There is more retail and restaurant options, but there are more cold glass skyscrapers. There is a trolley, and there are fewer places for middle income families to live. Mercer Island is not facing the same scale of change, but it will face ever increasing pressure to change. While some of us will choose to mimic the national motto of Luxembourg, "We want to be who we are", others will want to encourage growth to move the city from a reliance on property taxes to B&O and sales taxes. The city council is at the heart of defining the future of the city, and to succeed that decision must be trusted, financially responsible, and aligned with the vision of the residents.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.

Until recently the majority of my community service has been through my church. I have served in lay clergy positions for most of the last twenty years. For nine years this service in San Jose, California frequently required me to interact with poverty, drug addiction, sorrow, and fraudulent requests for help. For two years in my youth I served in Sweden and Finland, learning Swedish, and worked closely with hundreds of families and individuals. Many of them were immigrants struggling to overcome the tragedies and challenges from their previous country while learning a new language and attempting to adopt a new culture. My experience as a member of the lay clergy of my church has shown me the real needs of communities, and the impact an efficient communal effort can have.

Since moving to Mercer Island I have been active with the Mercer Island Radio Operators (MIRO), and founded the MIRO Foundation to support emergency communications infrastructure and training on the island. It's a small non-profit today, but it is growing. As a MIRO member I have trained with emergency

responders on the island. I have completed DHS training. I have toured regional 911 centers. These experiences have taught me how fragile our Mercer Island infrastructure is and the benefits of having a city that is preparing for the eventual earthquake.

Through my involvement with MIRO, I decided to take the training to be a volunteer in Disaster Services Technology for the American Red Cross. This last October I deployed for the first time during the hurricane relief operation in North Carolina. This gave me an ringside seat to the interactions between public, private, and non-profit organizations working together to serve the community. These interactions were not always smooth, efficient, or coordinated but at the end of the day the citizens of North Carolina received help. This experience taught me that good people can disagree while still serving the same goals. It also taught me that coordination between agencies, jurisdictions, and organizations is complex, time consuming, and sometimes inefficient.

Since July I have served on the Mercer Island Youth and Family Services Foundation board as its Vice President. As a volunteer and board member for the last two and a half years I have worked closely with other volunteers to raise money to support the services offered by the city. I have learned that MIYFS serves our seniors, families, and youth beyond the very visible school mental-health counselor positions. The Foundation board is independent from the city department and not a governance board. The Foundation exists to support and maintain the services many of our residents receive. As a board member I have frequently disagreed with my fellow board members, and advocated positions that were rejected. However, the board has benefitted from these differences in perspective, and we have been able to move forward without animosity. Indeed, our trust and esprit de corps has only increased through these discussions. This experience, I believe, will serve me well on the city council.

5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

The appointment term is short. This is a unique benefit for whomever is appointed because in about eleven months after their appointment they will face a reckoning with the residents of the island. Has the new council member demonstrated they are trustworthy? Is the city moving in the right direction?

Between now and November 2019, my greatest accomplishment would be to convince the majority of residents that the sum of my actions, words, and council votes are worthy of their trust and vote.

6. What is your vision for our City and community?

I want people to strive to move to Mercer Island not because the commute is short but because the community is tight, not because the view is beautiful but because the vision is shared, not because the trees provide solitude but because the neighborhoods are warm and welcoming.

7. Is there anything else that you may wish to add that would help us get to know you a better?

I grew up in Nebraska. My family was middle class, but if you wanted money to spend you had to earn it. I would get up every morning at 6 AM and deliver papers. Some mornings I would inevitably wake up to a blizzard. These were my favorite mornings. It was me against the wind. I would use a sled to carry the papers. The route would take me a long time. My parents never offered to help.

It took me almost six months to save up the money I needed to buy my Commodore Vic-20, and then six more months to buy the Commodore 64. As a fourteen year old I sold my first piece of software. Eventually I was able to graduate from college without debt thanks in part to the money I made as an independent consultant for Apple.

These early experiences taught me to be frugal, to work hard for long-term goals, and the value of finding creative solutions to hard problems. I think Mercer Island needs all of these things.

## Deborah Estrada

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**From:** Darren Gold <darren\_mi@yahoo.com>  
**Sent:** Wednesday, November 21, 2018 3:51 PM  
**To:** Deborah Estrada  
**Subject:** Application for Vacated City Council Seat

Hello Ms. Estrada,

Below is my application for the vacated city council seat.

Happy Thanksgiving!

Cheers,  
Darren Gold

\*\*\*\*\*

Applicant Name: Darren Gold

Residence Address: 8429 SE 39<sup>th</sup> Street, Mercer Island WA, 98040

Home Phone: 650 804-5723

e-mail: [darren\\_mi@yahoo.com](mailto:darren_mi@yahoo.com)

\*\*\*\*\* Cover Letter \*\*\*\*\*

The current opening on the Mercer Island City Council (MICC) is a great opportunity for the MICC and Mercer Island. Specifically, the MICC has the ability to enhance the diversity and inclusion of the City Council by adding someone with views different views to the council. Further, sitting a city councilmember with alternate views from the current MICC could provide more access to the MICC for those that do not hew to the dominant voice on Mercer Island.

It is often stated that to feel respected, people need to feel seen, heard and valued. Sitting someone on the city council that could represent a ~30% minority of the Island could be a step towards those people feeling seen, heard and valued.

It is also said that confirmation bias leads to less than ideal results. Having a sitting city councilmember with alternate viewpoints will help to alleviate any confirmation bias issues of the MICC. It is often said that having to discuss ones views when challenged will lead to better results. I am aware that I am likely to be on the losing side of votes much more often than not, but being able to challenge views and biases to help the MICC move towards better policy for Mercer Island will be a reward in itself. We all want Mercer Island to be the best place to raise children anywhere.

Below are three examples of where I diverge from the MICC and the dominant view of its members.

1) The Settlement with Sound Transit: I would have voted no on the settlement with Sound Transit. In addition, if I would have voted yes to an agreement with Sound Transit, the first payment would be to those funding the litigation, the taxpayers of Mercer Island. It was, and still is, the first duty of the MICC to end the utility tax that funded the lawsuit. Once the funders of the lawsuit were paid, then other benefits to Mercer Island could be funded. That is the right thing to do.

2) Proposition 1: I would have voted No on the tax that the MICC put to the people of Mercer Island as Proposition 1. Further, I would have proposed moving the proposition put to the voters of Mercer Island to be more in line with the minority report of the CAG.

3) The Proclamation of November 21, 2016 and Hate Speech Letter of September 5, 2017. As I stated when I spoke before the MICC in January of 2017, the Proclamation appeared to be partisan. I would not have signed either the Proclamation or the Hate Speech Letter without major revisions to ensure that these items were not partisan.

Thank you for your time. I look forward to speaking with the MICC more fully.

\*\*\*\*\* Answers to Supplemental Questions \*\*\*\*\*

1. Why are you interested in serving as a Mercer Island City Councilmember?

I am interested in helping advance the success of Mercer Island. As an individual with views diverse to that of the current city council, I will be a great asset. Not only could I represent a large minority of people on the Island, I will also help improve legislation by providing the current council with alternate viewpoints. It has been said that diversity is our strength.

2. What strength would you bring to the Council?

I bring the ability to discuss issues with a variety of people with various viewpoints. Currently I am the co-Lead and also incoming lead for diversity and inclusion for the Intellectual Property Management Group of The Boeing Company.

I would also bring a sense of community service such as serving as a T-ball coach.

3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

1) Diversity – Placing someone on the MICC with views diverse from the current MICC.

2) Revenue & Spending – Adhere more to the CAG minority report.

3) Livability – Ensure our open spaces are protected and density is kept to a minimum. Make Mercer Island the best place to raise children.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Council member.

1) T-ball Coach

2) Co-Lead and incoming Lead for diversity and inclusion for the Intellectual Property Management Group of The Boeing Company.

3) Participant in Hetzl Ner Tamid series on civil discourse.

4) Former MICC Candidate

5) Applicant to CAG

5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

1) Bring diversity of thought to the city council. This diversity will lead to better results from the MICC.

2) Balance spending and revenue.

3) Maintain and enhance livability on Mercer Island.

6. What is your vision for our City and community?

A place for children to grow up safely and successfully. A place of refuge from the big cities that surround us.

7. Is there anything else that you may wish to add that would help us get to know you a better?

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## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

(Please type or print)

Applicant Name Traci Granbois  
Residence Address 8440 SE 82nd Street  
Home Phone n/a Work Phone 206.920.6775  
E-Mail traci.granbois@gmail.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

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Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) **no later than 5:00 pm on Wednesday, November 21, 2018**. Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

November 20, 2018

Ms. Deborah Estrada  
City Clerk Councilmember Recruitment  
9611 SE 36th Street  
Mercer Island, WA 98040

Dear Councilmembers,

Happy Thanksgiving. Thank you for your continued service to our special Island.

Thank you for this opportunity to apply for the open position vacated by former councilmember Tom Acker. I must confess that after 5+ rejection letters from applications to various boards/commissions, I have no delusions that I will be selected.

Over the past three and a half years, I have learned a lot about our City and politics in a small town. With the recent failure of the City's increased tax plan, now more than ever we need to come together as a community. I believe that I bring a fresh perspective and a manner of approaching problems that will be of benefit to the council and our community.

As a resident and registered voter of Mercer Island, I meet all the listed required qualifications for this position.

Thank you for your consideration,

x TRCG

Traci Granbois

**MERCER ISLAND VOLUNTEER ENGAGEMENT**

**Patti's Play Center**

*Co-President*

July 2018 – current

- Supervise and control all the business and affairs of Patti's Play Center.
- Ensure Patti's activities are compliant and in furtherance of its mission.
- Work with board members to sustain this irreplaceable community resource on a very tight budget.

**Tom Acker for City Council Campaign**

*Campaign Coordinator*

April – November 2017

- Responsible for the day-to-day operations of the campaign and the development and implementation of a positive campaign strategy.
- Secured a general election victory capturing 56% of the vote.

**Mercer Island Preschool Association (MIPA)**

*Co-President*

July 2018 – current

- Develop, implement, and execute MIPA's community events.
- Assure ongoing recruitment, development, and contributions of Board members.

*Co-Treasurer*

July 2017 – June 2018

*Toy Swap Accounting Chair*

November 2015 – November 2017

**Town Center Stakeholder Group**

*Member*

March – November 2015

**Paws on Patrol**

*Citizen Patroller*

February 2015 – current

**EXPERIENCE**

**Law Office of Dennis D. Reynolds**

*Contract Attorney*

January 2015 – October 2016

- Research and prepare memoranda on a variety of legal issues.

**Washington State Senate**

*Staff Attorney*

January – June 2013; January – March 2012

- Drafted legislation related to economic development, estate and B&O taxes, and natural resources.
- Advised senators on existing law and legal implications of measures and issues before the Senate.

**Perkins Coie**

*Discovery Attorney*

July 2012 – December 2012

- Reviewed and investigated electronic documents for key issues related to pending litigation.

**Institute for Justice**

*Law Clerk*

April – June 2012

- Researched and prepared memoranda and briefs on issues pertaining to free speech and property rights.

**Washington State Supreme Court**

*Law Clerk to the Honorable Charles K. Wiggins*

April – July 2016, January – August 2011

*Law Clerk to the Honorable Richard B. Sanders*

August – December 2010

- Drafted majority opinions, dissents, and other documents addressing appeals.

- Researched and prepared persuasive memoranda on a variety of legal topics.

**Dollar Development Co.**

*In-House Counsel*

May 2016 – current, November 2008 – August 2010

- Oversee tenant relations and management of multiple commercial properties.
- Draft documents associated with acquisition and maintenance of commercial rental properties.

**Kleinberg & Lerner, LLP**

*Law Clerk*

October 2007 – April 2008

- Conducted legal research on intellectual property issues and drafted patent claims.

**Goldman, Sachs & Co.**

*Analyst*

October 2004 – July 2005

- Reconciled client and company equity option records to ensure agreement with the Exchange records.

**United States Peace Corps**

*Secondary Education Volunteer*

October 2001 – December 2003

- Taught English and math to sixth and tenth grade students.

**EDUCATION**

**University of Washington School of Law**

*LL.M. Taxation*

June 2010

**Pepperdine University School of Law**

*Juris Doctor and Palmer Center for Entrepreneurship and the Law Certificate*

May 2008

**University of Pennsylvania**

*B.A.S., Systems Engineering*

May 2001

**PROFESSIONAL BARS & LICENSES**

- WA State Bar, #41421 (Feb. 2009)
- CA State Bar, #260927 (July 2008)
- USPTO Patent Bar, #61083 (Aug. 2007)
- WA State Real Estate, #78439 (Sept. 2004)

**1. Why are you interested in serving as a Mercer Island City Councilmember?**

“If everyone is thinking alike, then no one is thinking.” Benjamin Franklin.

Diversity of thought is a strength and should be welcomed in all organizations. A better end product (policy, code amendment, budget) is produced when the majority must address the concerns of differing opinions. There is a large segment of our population who believes open dialogue in city council meetings is lacking because everything has been decided in closed-door meetings before hand. I would like to bring robust, lively conversations/dialogue back to city council meetings so that our community can be part of the conversation.

**2. What strength would you bring to the Council?**

I bring experience drafting and reviewing complex legislation. A lifetime involved with successful small businesses means that “lean is in my DNA” which will be especially valuable with our future budget dialogue.

**3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?**

The City Council has outlined its seven goals and priorities for the year – these goals/priorities must be respected. In order to successfully accomplish any of its goals, however, the City Council needs to commit to earning the trust of its citizens. I believe this starts with robust open and transparent discussions, policies, negotiations, etc. The new electronic public records request system is a great start.

The defeat of Proposition 1 clearly identifies goal 2 (Maintain Quality of Life and Essential Services and Infrastructure by Addressing the City’s Financial Challenges) as a priority. We must find efficiencies and different modes of providing services within our current budget. A full efficiency audit of every department to identify areas ripe for improvement is a start.

If the City wants citizens to follow its laws, these laws must be constitutional. I have personal experience with attempting to navigate our unconstitutional sign code. Goal 6 (Update Outdated City Codes, Policies, and Practices) is a high priority.

4. **Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.**

Please see resume. The 11.20.18 council meeting affirmed my belief that serving Mercer Island is all about balancing priorities with limited resources. I work with organizations that make great things happen on tight budgets, every year without fail.

5. **What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?**

Please see question 3.

6. **What is your vision for our City and community?**

I envision a thriving community with a population which our infrastructure can support and a City Council who prioritizes the legal requirements our city is mandated to provide and programs that our community values. I hope that we can protect our parks so that all future generations can enjoy them because to the best of my knowledge we have not found a way to create more land.

7. **Is there anything else that you may wish to add that would help us get to know you a better?**

- I love to read and learn.
- I think proper usage of the ellipsis is essential.
- I am a master list maker.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

(Please type or print)

Applicant Name Thomas H Hildebrandt  
Residence Address 6880 W Mercer Way  
Home Phone 425-891-0059 Work Phone \_\_\_\_\_  
E-Mail osct.thh@gmail.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

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Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

6880 W Mercer Way  
Mercer Island WA 98040  
2018/ November 21/

RECEIVED

NOV 21 2018

MERCER ISLAND  
CITY CLERK

4:05 pm

Mercer Island City Council  
9611 SE 36<sup>th</sup> Street  
Mercer Island WA 98040

Honorable Councilmembers,

As a member of Mercer Island's Open Space Conservancy Trust Board, it is my distinct honor to be invited to apply for the open position on Mercer Island's City Council. If appointed, I will endeavor to uphold the city's values and do my part to fulfill the needs and desires of its residents.

With my wife and family, I have been a resident of Mercer Island since we moved to the Seattle area in 1995. We have reared our family here, taking advantage of Mercer Island's schools, parks and playgrounds, library and recreational facilities, and enrichment programs. We also enjoy the less-obvious benefits of city-owned and maintained utilities, transportation and public safety. It is time for me to give back to the community, and ensure that current and future generations continue to enjoy these programs and services.

My experience as a small business owner and corporate board member can assist me in understanding the City's finances; my experience coordinating large software projects can be useful both in understanding and building relationships between Mercer Island and other governments.

As a consequence of the most recent election, Mercer Island may face some difficult decisions. The task of effectively allocating its resources depends on knowledge of its current obligations as well as a firm grasp of the priorities of the community. I am prepared to expand my knowledge in those areas, and use this to help plan the future of Mercer Island.

Please consider carefully the enclosed materials and my desire to serve with you on the City Council.

Sincerely,



Thomas H Hildebrandt

## PROFESSIONAL EXPERIENCE

- Sep 15 – Present **Staff Software Engineer, Synopsys, Inc.** Design and development of static analysis software and related tools.
- Jan 11 – Aug 15 **Senior Software Development Engineer, Cray Inc.** Feature design and ongoing development of the Chapel massively parallel processing language.
- June 08 – Dec 10 **Senior Software Development Engineer, Microsoft.** Build and localization support. Added PHP intellisense to the Expression Web product. Front Page Authoring Component bug fixing and support.
- Nov 07 – May 08 **Software Engineer III, Volt.** Ported MS Office build for Expression Web.
- Nov 03 – Oct 07 **Principal Engineer, TriPlex Software.** Developed a consumer radio receiver product based on the Analog Devices BlackFin 525 and peripherals. (Trex, Inc.) Fixed defects, improved optimization and provided enhancements for several C compiler releases. Designed instruction set enhancements for the Z8Encore! processor. Designed the entire instruction set for the new Z16™ microcontroller core. Added documentation and reworked all Z16 compiler stages to improve optimization performance and maintainability. (ZiLOG)
- Oct 02 – Oct 03 **Tools Developer, Steyer Associates (under contract with Microsoft Corp.).** Designed a document authoring and production system based on XML and XSL transformations. Created a self-documenting XSD schema combining DocBook with customer's existing documentation schema, and implemented filters to convert legacy documentation into the new XML format.
- Oct 95 - Oct 02 **Senior Software Engineer, Applied Microsystems, Inc.** Wrote C and C++ expression parsers and evaluators to operate in an embedded software environment. Maintained OMF reader, symbol table and disassembler.
- Aug 92 - Oct 95 **Senior Scientist, Automated Recognition and Interpretation Corp.** Technical consulting related to the specification and integration of optical character readers and knowledge-based address interpretation systems.
- May 91 - Aug 92 **Visiting Assistant Professor, Electrical Engineering and Computer Science Department, Lehigh University.** Published several papers on optical character recognition, neural network training, and fundamental efficiency improvements in pattern recognition machines and universal compression algorithms. Taught two Junior-level programming courses.
- Feb 90 – Jul 92 **Translator and Technical Editor, Scripta Technica, Inc.** Translated technical articles in various fields from Japanese into English, and edited others.
- Aug 88 – Feb 90 **Japanese Language Study Fellow, National Science Foundation.**
- Jun 80 – Aug 85 **Design Engineer, General Electric Corp.** Wrote a helicopter cockpit display system, designed and laid out semi-custom VLSI circuits.

## EDUCATION

- Ph.D. Computer Engineering, North Carolina State University, May 1991.  
*Thesis: Optical Recognition of Handprinted Chinese Characters.*
- M.S. Electrical and Computer Engineering, North Carolina State University, May 1986.  
*Thesis: A Placement Algorithm for VLSI Layout.*
- B.S. Electrical Engineering, University of Colorado, May 1980.
- B.S. Computer Science, University of Colorado, May 1980.

# Thomas Henry Hildebrandt

Cell: 425-891-0059

zw.brandt@gmail.com

## SKILLS

- Software architecture up to the product level; redesign, retargeting as well as new designs
- Writing and editing of detailed software specifications, including manpower estimates
- Re-architecting, refactoring and reimplementing of legacy code
- Design and implementation of optimization passes
- C#/C++/C programming; tool development; hosted and embedded applications
- CM system administration, build procedure specification and implementation

## HIGHLIGHTS

- Designed and implemented ownership-forwarding memory management for Chapel
- Designed and implemented Chapel support for heterogeneous, hierarchical locales
- Reimplemented copy propagation (ZiLOG C and Chapel) to track references
- Designed the instruction set for the ZiLOG Z16™ (ZNeo) 32-bit microcontroller core
- Created a fully-functional C++ front-end meeting the Embedded C++ standard
- My 1996 patent idea (now public domain) was incorporated into the C++11 standard
- Designed and implemented an XML-based document processing system
- Wrote a VT52 terminal emulator for the IBM PC in assembler code in one weekend

## PATENTS GRANTED

**Cross-Thread Exception Handling.** U.S. Patent 9,830,206, Nov 2017.

**Processing Instruction Without Operands by Inferring Related Operation and Operand Address from Previous Instruction for Extended Precision Computation.** U.S. Patent 7,631,166, Dec 2009.

**Instruction Operation and Operand Memory Location Determined Based on Preceding Instruction Operation and Operand Memory Location.** U.S. Patent 7,415,599, Aug 2008.

**Method for Reusing Temporaries and Reclaiming Shared Memory.** U.S. Patent 5,535,390, Jul 1996.

## Answers to Supplemental Questions

### 1. Why are you interested in serving as a Mercer Island City Councilmember?

I will be living on Mercer Island for the foreseeable future, and desire to preserve the quality of life that my family and I have enjoyed here. We live in a community where the relationship between outlay (in the form of taxes) and value received is perhaps more highly valued. I think I can help in maximizing the value that the City provides.

### 2. What strength would you bring to the council?

I have four main strengths that would be most useful to me as a council member: I have experience working on committees, building consensus and moving toward a common goal; I have an intuitive sense of the interrelationships of large and complex entities; I can read and understand lengthy legal documents, helping to interpret Mercer Island's position in current and future arrangements; and I am inherently patient, allowing me to work well with people of varying backgrounds and degrees of experience.

### 3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

1) Maintaining the general quality of life and quiet enjoyment is very important to Mercer Island citizens. This is a broad issue with many impacts, among which are the preservation of parks and open spaces, limiting the impacts of construction projects, and controlling daily noise levels. These issues can largely be addressed through sensible regulation and enforcement.

2) The City of Mercer Island must continue to support its school system. A community's valuation of education is correlated with a low crime rate and the absence of a host of other problems. I think the City can continue to support the School District at historical levels, provided that funds are allocated effectively.

3) The lack of availability of commuter parking at the North End is an ongoing issue. The City cannot effectively address this problem by itself, so we must appeal to larger entities (King County Metro, Sound Transit and WSDOT) for funds to build adequate parking.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.

I was a member of the Mercer Island Aircraft Noise Abatement Committee in 1998 and 1999. For our work, the committee was collectively awarded Mercer Island's Citizen of the Year Award in 2000. As a result of our efforts, strong lobbying by a neighboring community to institute flight scattering was voted down by the Port Commission.

My special contributions to the committee were in analyzing past data and demonstrating that the FAA's proposed flight scattering would actually worsen the effects of noise associated with SeaTac Airport. I also worked behind the scenes to maintain cohesion within the committee, so we could present a united front at the Port's hearings.

Presently, I am serving as a Trustee on Mercer Island's Open Space Conservancy Trust Board. In this position, we are responsible for preserving the natural state of Mercer Island's single most valuable asset (Pioneer Park). My experience on the OSCT Board reinforces for me the value of consensus while moving toward a common goal. Even so, I am prepared to take a stand on issues of importance, and have done so.

As a City Councilmember, my responsibilities would increase, but the core values of consensus and compromise would remain.

5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

The central issue facing the council is how to plan its future finances. There is no question that the City will need voters to approve a levy lid lift, to continue to provide services at acceptable levels. Therefore we need to study the causes of the recent election outcome, and present voters with an updated proposal. If I can contribute to a desirable resolution of that issue, my time would be well spent.

6. What is your vision for our City and community?

Mercer Island is a jewel in the middle of Lake Washington - an urban oasis convenient to centers of commerce on either side. Within the constraints of the Growth Management Act, I would like to preserve as much as possible the rural sense of Mercer Island. The opening of EastLink across the Island will bring its own problems, which are best addressed proactively.

On top of that, we must strive to maintain the facilities and programs that make the Island an attractive place to settle, raise a family and retire.

7. Is there anything else that you may wish to add that would help us get to know you a [sic] better?

I like to cook, and enjoy outdoor activities.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Leslie Meagley

Residence Address 8639 SE 75<sup>th</sup> Place, Mercer Island 98040

Home Phone 206-236-5684 Work Phone 206-963-2756

E-Mail lesliemeagley@comcast.net

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

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Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

**Leslie F. Meagley**  
**8639 SE 75<sup>th</sup> Place - Mercer Island, WA 98040**

November 21, 2018

Mercer Island City Council  
c/o Deborah Estrada, City Clerk - Councilmember Recruitment  
Mercer Island City Hall

Dear Councilmembers:

Please accept this application for Mercer Island's City Council Position #4.

My family and I have benefited from the vision and investments of time and resources from generations of community volunteers and city leaders before us who built a community filled with beautiful parks, safe neighborhoods, a lively town center and strong social support for our kids, families and seniors.

The coming months will bring a significant shift in the City's ability to deliver many of the services behind these assets. The community's decision not to support Prop 1 means that we must address the City's structural deficit without additional tax revenue. The budget cuts agreed to by the Council this week starkly highlight the immediate challenges we face – and the need to find our path forward. This is just the first step.

This election also told us how important it is to continue to proactively listen to the community's priorities, be transparent about decision making and drive for consensus. The Council, City staff and the community now must begin to find and prioritize new ways to deliver and fund the services Islanders most care about. The new Link Light Rail station, a proposed arts center, and development around the French-American School/JCC/Temple Herzl-Ner Tamid are additional issues needing focus.

I am committed to work with fellow Councilmembers to reach into the community to actively listen, learn and build consensus, and to find sustainable solutions so that Mercer Island continues to be a desirable place to live for people of all ages.

I've been active in Mercer Island organizations for nearly two decades – from serving on the MI Reporter Editorial Board in the early 2000s to the Citizens Advisory Group in 2018. I bring experience leading and inspiring teams, constructing and being accountable to budgets, developing creative solutions and building consensus around their implementation. Serving on the CAG and working on the Prop 1 campaign have given me an understanding of the City's immediate financial challenges and the concerns that the voters have about the City.

The months ahead will not be easy. I am prepared to work with the community, Council and staff to tackle these issues and am dedicated to finding the best solutions we can for the long term.

Thank you for your consideration of this application. I look forward to next steps.

Sincerely,



## LESLIE F. MEAGLEY

8639 SE 75<sup>th</sup> Place  
Mercer Island, WA 98040

Phone: 206-236-5684  
[lesliemeagley@comcast.net](mailto:lesliemeagley@comcast.net)  
[www.linkedin.com/in/lesliemeagley](http://www.linkedin.com/in/lesliemeagley)

### **STRATEGIC MARKETING AND BD CONSULTANT, COACH & INTERIM CMO**

Award winning, team-focused senior professional with extensive experience designing and leading planning, branding, marketing and business development programs for professional services firms and not for profit organizations. Creative, resourceful and highly organized team leader with a bottom-line focus.

Proven competencies in:

- Research-Based Planning & Facilitation
- Designing and Leading Advertising, PR & Digital Marketing Programs
- Business Development Coaching
- Recruiting, Training and Motivating Geographically-Dispersed Staff
- Improving Efficiencies
- Structuring Effective Teams

### **PROFESSIONAL EXPERIENCE**

MEAGLEY STRATEGIC MARKETING – MERCER ISLAND, WA 2002-PRESENT  
*Principal*

Meagley Strategic Marketing ([www.meagleymarketing.com](http://www.meagleymarketing.com)) focuses on enhancing the success of professional service firms' marketing programs. Services include market and infrastructure audits; strategic plans; client satisfaction research; individual planning, training and coaching; and targeted marketing/communications programs that support those efforts. Clients range from regional law and other professional service firms of all sizes to not for profit organizations.

PERKINS COIE – SEATTLE, WA 2009-2013  
*Director of Marketing Communications*

Led team development and daily operations of the marketing communications staff (designers, web, email marketing and proposal production managers) and agencies for the Northwest's largest law firm.

- Planning & Systems: Instituted planning and goal setting, efficiency measures (templates, collateral production, proposal systems) and team building to support the firm's branding and business development programs.
- Team Leadership: Built strong cross-functional relationships with the Information Technology staff and leadership, as well as inside the Marketing department.

PRESTON GATES & ELLIS (NOW K&L GATES) – SEATTLE, WA 1994-2002  
*Director of Client Development*

Built and managed internal marketing agency of seven people for this multi-office law firm. Facilitated the firm's branding and business development planning processes, building consensus

among the attorneys. Oversaw and evaluated all firm-wide and practice-focused business development and client service programs.

- Targeted Marketing Planning & Evaluation.
- Training: Provided ongoing client development and management training and coaching.
- Proposals: Oversaw first online proposal system that lead to improved efficiency
- Public Relations, Advertising, Direct Mail: Developed and managed award-winning media relations programs, direct mail, and advertising campaigns.
- Web Site, Online Marketing: Initiated and launched the firm's first Web site; oversaw a second phase launch of this 1,000+ page site, including the content management system.
- Graphic Identity: Launched and managed two award-winning graphic identity redesigns

COMMUNICATION NORTHWEST, INC. (NOW PUBLICIS) – SEATTLE, WA 1988-1994

*Shareholder/Client Manager*

As one of four owners, built regional public relations agency to one of the top 20 in revenues. CNI is now part of Publicis. Designed, implemented and managed award-winning communications programs for professional services, distribution, and manufacturing clients.

#### ADDITIONAL RELEVANT EXPERIENCE

Additional roles include VP and Marketing Director for a savings & loan association, PR Manager for the local Pepsi bottling company and Executive Director for an 18-month arts and cultural celebration funded through the National Endowments for the Arts and Humanities.

#### EDUCATION

**M.B.A.**, Marketing and Finance

University of Washington

Seattle, WA

**B.A.**, International Relations

Pomona College

Claremont, CA

#### COMMUNITY LEADERSHIP

**Leadership Tomorrow:** ED Search Committee Chair 2017-2018; Board Chair 2013-2015; Executive Board & Marketing Committee Co-Chair 2005-2012; Class of 2004

**Legal Marketing Association:** International Board of Directors & Technology Liaison 2013-2015; West Region Board 2018-2020; National Research Task Force (Chair in 2008) 2007-2012; Northwest Chapter President 2005 & Founding Member

**King County Bar Association Judicial Screening Committee:** 2007, 2008, 2013

**Public Relations Society of America:** Puget Sound Chapter President 1994

**Food Lifeline** - President and Vice President

**Leslie F. Meagley**  
**8639 SE 75<sup>th</sup> Place - Mercer Island, WA 98040**  
**Supplemental Questions**

**1. Why are you interested in serving as a Mercer Island City Councilmember?**

In the coming years, the City will be challenged to maintain the best of this community in light of the need to address our financial structural imbalance and the pressures of the growing Puget Sound population.

The significant budget cuts agreed to by the Council this week put the City on the path of downsizing to align services with the dollars to provide them. How we implement these changes will have long term ramifications to the Island's quality of life. The Council, City staff and the community now must begin the conversations and hard work to prioritize and find new and creative ways to deliver and fund the services Islanders most care about. All ideas need to be on the table, including revisiting existing partnerships, creating new relationships with private and non-profit entities, engaging new funding sources, exploring new delivery models, and finding new technologies to enhance efficiencies, to name a few.

At the same time, Mercer Island is blessed with real opportunities. The coming Link Light Rail station will increase access for our residents to travel throughout the region and bring new people who can enliven our downtown. The envisioned mix use project that includes a regional arts center can be a gathering center for Island creativity. Responsibility for making the most of these and other opportunities will fall to the Council and City leadership to engage our community and find workable solutions.

I am submitting this application because I want to be actively involved in finding the sustainable solutions that will keep Mercer Island the desirable place it is for people of all ages within this new environment.

**2. What strengths would you bring to the Council?**

City leadership must be thoughtful, pragmatic, transparent and apolitical. I bring the commitment and ability to listen and learn from all of our citizens, actively engage with organized groups, work hard to understand and push for solutions that go beyond the ways we've traditionally approached problems, stay focused on our priorities and find compromises and solutions that work for the long

I've been active in Mercer Island organizations for many years – from serving on the MI Reporter Editorial Board in the early 2000s to the Citizens Advisory Group in 2018. In each of those environments I worked to build consensus among divergent perspectives.

My work experience leading and inspiring teams, analyzing problems, constructing and being accountable to budgets, developing creative solutions and building consensus around their implementation extends beyond the work place to civic volunteering.

Serving on the CAG and working on the Prop 1 campaign committee gave me a deep understanding of the City's financial challenges and the concerns that the voters and community have about the City. I am in a position to hit the pavement running on these issues.

Additionally, I have successfully managed high profile projects such as the search for Seattle's Leadership Tomorrow ED, which was closely watched and praised by groups throughout Seattle.

**3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?**

**A. Addressing the Structural Imbalance in the City's Budget**

By the time this position is filled, the Council will have determined how to address the structural imbalance in the immediate biennium, but the structural imbalance is a long term issue. The Council must continue to provide clear direction to the City Manager throughout this process, setting service priorities and targets for financial savings so that she and her team can successfully implement these changes. The City Manager's fiscal sustainability plan will be a key issue for Council consideration, plus there will be a real need to reach into the community and work together to find creative solutions such as new partners, sources of support and alternative ways to deliver services.

The structural imbalance creates even deeper financial challenges for the City in the next two bienniums. The Council needs to keep that reality in mind in all immediate decisions. Of deep personal concern is the need to maintain (at minimum) and rebuild (ideally) an adequate contingency fund so that a major event doesn't throw the City into a true crisis. Before tapping our reserves, City staff and the Council must look for significant savings through service reductions and other means.

**B. Successfully developing the Tully's site**

The Tully's site development presents an exciting opportunity for the Island. In the best of all worlds, it can solve our commuter parking shortage, integrate one of the two access points to Light Rail station into our town center and provide a home to an exciting arts center that can become a major asset for the Island. Three-way development partnerships involving private, public and non-profit entities are unusual and complicated. It will be very important to engage neighbors through structured and unstructured meetings to understand and address their concerns. Getting this project from concept to reality will take significant staff and council time and attention.

**C. Turning access to Light Rail into a Community Asset**

With the opening of the Light Rail station scheduled for 2023, Mercer Island will be tackling how best to integrate the station with our Town Center. Improved access to the greater Puget Sound community has the potential to bring new vibrancy to our businesses and community institutions and activities, but the Council will need to work closely with the community, Sound Transit and other public entities to ensure we anticipate and address traffic management, integration with our Park&Ride, bus transfers, public safety, pedestrian access, and other issues.

**4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.**

Mercer Island

- Citizens Advisory Group in 2017-2018 - (City Finances)
- MI Reporter Editorial Board (2016-2017 and in the early 2000s) (Community issues; endorsements)

- Assisted the Board of the Mercer Island Farmers' Market develop their annual plan for several years. (Long term vision and annual planning for this community asset)
- Active engagement in issues for the betterment of this community including the recent Levy Lid Lift Campaign

I have served for more than a decade on the Board of Directors and in a variety of Board leadership positions for Seattle's Leadership Tomorrow program and am an alum of this leading training program for community leaders.

- ED Search Committee Chair (2017-2018); Board Chair (2013-2014); Executive Board Member & Marketing Committee Co-Chair (2005-2011). As chair of the Search Committee for our new ED, I led a committee of 9 diverse, independent leaders from around the community with a very successful outcome. As co-chair of the Marketing Committee, I led a successful rebranding effort for the organization.

I also am a leader in my industry, having served for more than two decades on the International, Regional and local Board of Directors of the Legal Marketing Association, a global industry group with over 4,000 members.

**5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?**

During this one-year appointment, I want to work on behalf the MI community, the City Council members and staff to put in place sustainable solutions that address our fiscal structural imbalance, that minimize the long-term pain associated with service cuts and look for new creative ways, including finding community partners, to deliver the level of support that is possible. Community listening and transparency will be key to building trust in the process and outcomes.

**6. What is your vision for our City and community?**

Mercer Island is a community of beautiful parks, safe neighborhoods and excellent schools. We come together to support our kids, families and seniors. We have a downtown that is becoming increasingly vibrant. Our location between two of the state's largest Cities will keep Mercer Island a desirable place to live. The reality is that, with the financial cuts, the City's service levels must change. We have active citizens who want open and honest conversations. My vision is to bring this community together to address our fiscal challenges in new and collaborative ways that keep Mercer Island the attractive place it has come to be.

**7. Is there anything else that you may wish to add that would help us get to know you better?**

My husband, Rich and I have been a part of the Mercer Island community and involved in a variety of civic activities on this Island for many years. I care deeply about the quality of life here. Living in a place where our citizens respect and support each other and have access to the services we need is as important to me as our parks, safe neighborhoods, great schools and other amenities. I am committed to working to build community and keeping Mercer Island the wonderful place it is for generations to come.

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## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Matt Murphy  
Residence Address 2240 71st Ave Se  
Home Phone 425-941-4183 Work Phone \_\_\_\_\_  
E-Mail murphma4@live.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) no later than 5:00 pm on Wednesday, November 21, 2018. Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040

# Matt Murphy

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2240 71<sup>st</sup> Ave SE, Mercer Island, WA 98040 | 425-941-4183 | [murphma4@live.com](mailto:murphma4@live.com)

**November 21, 2018**

Deborah Estrada  
City Clerk  
Councilmember Recruitment  
9611 SE 36th Street  
Mercer Island, WA 9804

RECEIVED  
NOV 21 2018  
CITY OF MERCER ISLAND  
DEVELOPMENT SERVICE GROUP  
4:05 pm

**Dear Deborah Estrada:**

Please find my application for the Mercer Island City Council Position #4. I have reviewed the eligibility, requirements, and the expected duties of a member of the City council.

I am very excited about this opportunity and believe I can bring a wealth of knowledge, experience, and energy to our already great council if I were selected for the position. Please find my application, resume, and responses to the supplemental questions attached.

While I do not have previous experience serving on public or non-profit, I bring over fourteen years of professional experience in Strategic Management Consultant, Performance Auditing, Sales and Budget ownership and accountability, and Contract Negotiation. In addition, I am a 4<sup>th</sup> Generation Island who worked for the MI Parks & Rec department for 8 years while in High School and Undergrad at UW. I have seen this Island evolve over the last 30 years and want to help shape the next 30 and beyond.

I look forward to hearing back from you and let me know if you have any questions about my application.

**Sincerely,**

**Matt Murphy**

## **Matt Murphy**

2240 71<sup>st</sup> Ave SE Mercer Island, WA 98040

[matmur@microsoft.com](mailto:matmur@microsoft.com) 425-941-4183

Highly driven, results oriented professional with a background providing strategic vision, top level and tactical support to Retail Sales and Marketing teams. An experienced leader and teammate with a collaborative attitude, strong business insight, and exemplary work ethic, who strives to achieve success personally and professionally.

### **Summary of Qualifications**

- Fourteen years of combined professional experience in Sales and Marketing, Category Management, Product launches, Business Management, Project Management, Consulting, and Finance
- Marketing ownership of projects accountable for \$200M+ revenue and \$10m+ marketing spends
- Six years of consulting experience for public (Washington State Auditors Office) and private organization
- Functional work experience in detailed Market data analysis and scorecard metric creation and design
- Executive level presentation and communication experience
- Develop tools, models, processes and methods leveraged across MS Groups and Countries

### **Professional Experience**

#### **Sr. Marketing Manager – Office 365 Go-to-Market Lead (Microsoft, Redmond, WA)**

***October 2013 – Present***

Own the end to end process to bring strategic projects to market

- Negotiate wholistic contracts to achieve success for Microsoft and our largest partners
- Partner effectively across internal and external teams to ensure alignment and prioritization of work
- Orchestrated the Long-Term Planning process between Microsoft's largest partners to align investments and resources to achieve those plans
- Consistently making decision on key trade offs through out the process while maintaining commitments

#### **US Retail BG Lead – Windows FPP & PCs@OC (Microsoft, Redmond, WA)**

***October 2011 – October 2013***

Managed the \$100m+ revenue Windows Software category and launched tablets with strategic Operator partners by managing and directing \$10m+ marketing budgets.

- Own the Go-to-market planning and execution with Operator partners launching Windows 8 tablets, including Partner Onboarding & Agreement negotiations (MSPs/MOUs)
- Drive Windows share of devices by securing appropriate selling space in-store/online and by building an effective promotional plan by Operator partner
- Influence internal stakeholders and partners to make investments for COE activities

#### **US Retail Planning Manager – Windows, PCs, and Phone (Microsoft, Redmond, WA)**

***June 2010 – October 2011***

Managed the RoB and Reporting requirements, and provide the analysis and insight to support decision making across the channel and marketing levers for the Windows FPP, PCs, and Phone businesses

- Delivered Sales and Marketing insights and best practices to the business as the Market Intelligence discipline expert - driving tools, processes, and methods that are leveraged Worldwide
- Increased up stream impact on PC Forecasts with PCMIT, OEM, and BG Stakeholders
- Drove Financial Business Excellence in Planning and Analysis keeping the Marketing Budget (\$20M+ Annual budget) to Actual variance below +/-1% for FY11 H2 for a \$20M+ Marketing business
- Influenced budget owners to increase Marketing Funding for the Office and Windows Businesses

- Took personal responsibility to ensure Business Partner and Stakeholders needs are sufficiently met

**Ernst & Young, LLP - Risk and Strategy Consultant, Manager, Advisory Services (Seattle, WA)**

***June 2004 – June 2010***

Consistently ranked in the top of peer group and recipient of multiple performance based awards linked to the areas of People Development, Work Quality, and Operational Excellence.

- As part of the Washington State Auditor Performance Audit department, built driver based models to support enterprise process improvement recommendations resulting in an estimated savings of \$140 million over 10 years
- Experienced across Enterprise Risk Management, Financial/Business Modeling, Knowledge Management, and general project management
- Consulted for Microsoft across the following groups: OSD, E&D (Now IEB), Enterprise Risk Management Office, OEM, SMSG Controls and Compliance, Corporate FP&A, and the Global Trade Organization
- Created new solutions to meet management's strategic objectives by utilizing critical thinking skills and leveraging prior work experience, industry knowledge, research, education, and collaboration
- Developed solutions and communication materials to support strategic investments based on findings
- Managed projects focused on assisting Enterprise, Divisional, and Functional levels assess and develop risk management strategies for key risks/drivers, such as global fulfillment and volume licensing models
- Developed and standardized worldwide templates for global priority accounts
- Significantly increased my Client's book value by identifying and defining changes to financial models during a merger integration project
- Skilled at developing and fostering effective relationships with clients to ensure project deliverables and expectations are met within the designated project timeframe
- Leadership responsibilities - conducted executive interviews and meetings, evaluated project status and determined the best course of action to mitigate project risks and issues, mentored and developed team members, and submitted formal performance feedback

**City of Mercer Island Parks and Recreation, Building Supervisor and Rec. Leader (Mercer Island, WA)**

***June 1996 – June 2004***

Was the after-hours Building Supervisor in the old Community center at Mercer View during College at UW. Additionally, I worked as a part-time Recreation Leader during the Summers.

**Education and Other Professional Achievements**

**CPA, Certified Public Accountant (inactive)**

**The University of Notre Dame - South Bend, IN**

- **Masters** of Science in Accountancy – *Magna Cum Laude*, 2005

**The University of Washington - Seattle, WA**

- **B.A.** in Business Administration (Accounting and Finance concentrations), 2004

## **Supplemental Questions – Matt Murphy**

### **1. Why are you interested in serving as a Mercer Island City Councilmember?**

I am very interested in serving on the Mercer Island City for several reasons.

First, this is my home town, and the place where my wife and I have decided on raising our 2 daughters, who are 5<sup>th</sup> Generation Islanders. I want to ensure that we maintain and improve the quality of life I was blessed to have growing up for generations to come.

Second, I have always been a natural problem solver who is drawn to dig in to help figure out win-win (or least painful) solutions when not readily available. My professional experience has consistently put me in tenuous positions where competing priorities need to be rationalized and difficult decisions must be made. I enjoy these environments and look for solutions that are not zero sum.

Finally, while my core political beliefs are disheartened with the national rhetoric on both sides of the aisle, I am a huge believer that locally, we as a community are much more aligned. I'm often trying to find common ground and build bridges when discussion turns political. I am motivated to move beyond discussions and see if I can help in a bigger/broader role.

### **2. What strength would you bring to the Council?**

I can draw on a broad base of experiences to make decisions and derive solutions with almost 15 years of professional experience in Business Consulting, Sales and Marketing, and Government performance auditing. I have a strong background in finance and accounting with a Master of Science in Accountancy from the University of Notre Dame, a Bachelor of Arts in Business Administration from the University of Washington, and held a CPA license in the State of Washington (currently retired).

Additionally, I worked for the City of Mercer Island Parks and Recreation department for 8 years (Part-time and Full-time) in High School and College. This experience allowed me to see the impact that city services and resources have on making our city such a great place to live. I would not look at these departments as line items in a budget, but rather the services, people, and resources that are shaping our quality of life and what our city provides our community.

### **3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?**

While not specific issues for the city, I believe transparency, integrity, and accountability should be at the forefront of everything we do. These principles are fundamental to enabling our community the information to make decisions when casting their votes for the direction of our city. Ensure I adhere, and hold others accountable, to these principles would be my first priority.

Specific to issues I believe are facing the city, the financial future of the city is definitely at the top of this list for me. I believe steps have already been taken to address the financial shortcomings in the near term, but we need to start looking at the next opportunities. I would look to learn from the criticism of the past measure to inform a new strategy to pass a levy/tax increase.

Finally, I believe the city needs to address the ever-changing and more diverse population of the city. I expect our city has never been as diverse from an age, socio-economic, race, religious, and political

perspective. We need to balance the needs and expectations of those who have been here for years building our community with those just joining the community for the first time.

**4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.**

While I have professional experience consulting and working for corporate boards and the Washington State Auditor Office, I do not have any other experience working with or on non-profit boards.

I have been approached for board openings from non-profits in the past, however, I did not pursue those opportunities as my wife and I were just starting our family.

**5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?**

First, I have a strong desire to help set the long-term vision for the City and develop solutions for how we get there. While we may need to solve short-term issues, I believe shaping the long-term plan/goals will help to inform the short-term trade offs that need to be made. I believe I can be a great asset in this strategic planning process as I orchestrate something similar as part of my current job when working with the largest companies in the world.

Finally, I have been thinking about getting into public service for the last few years, and I believe this is a great opportunity to really understand if I would like to run for the position next year. I had put off most extra activities outside of work for the last 5 years as we were raising our 2 girls (now 5 and 3 years old), and believe I am at a point to dedicate the necessary time above my current professional obligations.

**6. What is your vision for our City and community?**

I believe that coming into a City Council role without being elected should preclude me from dictating a rigid vision or set of principles that I would be looking to implement.

With that said, I hope that we could frame the vision around universal truths and make Mercer Island the best city to live in for all of its citizens. Before determining a more specific vision to achieve this lofty goal, I would really dig in to understand the motivations and expectations of different groups of people I would be representing.

**7. Is there anything else that you may wish to add that would help us get to know you a better?**

I am very passionate about pursuing a life in public service and love the City of Mercer Island. It is the place where I have always wanted to raise my family.

I have spent years as a consultant and as a sales and marketing manager finding solutions to organizations toughest challenges. I want to leverage this experience to do something greater in our community.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Daniel Odievich  
Residence Address 3420 76th Ave SE, Mercer Island, WA 98040  
Home Phone (206) 568-2101 Work Phone (206) 852-5995  
E-Mail danielodievich@live.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

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**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

## Cover Letter

Hello Council members,

I would like to apply to the recently open council position. I am interested in the position because I would like to participate more fully in the organization and direction of our City of Mercer Island.

I have lived on the island since late 2008, when during economic recession my family was able to purchase a modest house on a quiet dead-end street in Mercerdale neighborhood.

My children are in public schools (one at West Mercer Elementary and another in Islander Middle School). My wife and I are both actively involved in schools, volunteering and donating our time and money. Together, we enjoy the quiet life on the island and try to participate in the community as much as we can.

I recognize that we benefit from the services that the City organizes, ranging from the standard and expected (water, sewage, electricity, garbage, fire, police, street and shoreline maintenance) to the nice to have (summer celebration, summer camps, parades, cleanups of parks). Even though our city is small, I have a lot of appreciation for complexities of running it, considering the funding sources and outflows towards widely varied things like the town center, sewer improvements, roads, fire, and schools.

I have attended a few of the council meetings and try to keep a handle on the pulse of what is going on in the city, although not to the degree I see from other citizens discussing things on our local Nextdoor.

The recent debates on the value of Proposition 1 for the levy lid have been particularly interesting to me, seeing information and misinformation move back and forth. I am convinced by the city's arguments for increase in the levy lid and would like to see the city get the increased funding that it needs to continue to provide quality of life to its inhabitants we've come to expect.

I work for Cisco as a Solution Architect in the Professional Services consulting branch, focusing on software that helps companies improve performance of their applications. I work with Fortune 500 companies helping them optimize both their software and the processes to create it. This requires ability to quickly inventory and understand interdependencies in complex systems, navigate political and funding obstacles, thoroughly document recommendations and explain actions clearly and concisely to groups of people both willing and unwilling to listen.

I believe that the analytical, listening, decision-making and communication skills that I use daily in my job will be helpful when applied to the tasks facing a member of city council.

Thank you for your consideration,

Daniel Odievich

3420 76<sup>th</sup> Ave SE, Mercer Island, WA 98040

[danielodievich@live.com](mailto:danielodievich@live.com)

10/26/2018

## Resume – Mostly from my Professional Background

I architect, build and service complex software systems. I think creatively and cross-reference many areas of my broad experience to deliver the best solution for my customers.

During my career as software architect, delivery consultant and software developer, I have:

- Participated in large software development projects in various technical roles, including individual contributor, advisor, and lately as development lead and architect.
- Managed offshore resources during complex custom application development projects.
- Found, developed and closed business opportunities as part of professional services/sales integration.
- Delivered workshops on solution architectures, application development lifecycle, building of service-oriented applications, planning, deployment and development on enterprise systems and project management practices to enterprise customers.
- Multitasked on many engagements at once, managing both my own tasks as well as other consultant activities as needed.

I bring the following skills to the team:

- Ability to work on multiple projects at once, managing interactions with geographically distributed and culturally diverse clients and teams.
- Expertise with technical sales and business development, including delivery of solution architecture workshops, creation of statements of work and writing of RFP responses.
- Excellent communication and presentation skills speaking to teams of various sizes.
- Extensive experience with building distributed, service-oriented and parallelized applications on modern on premises and cloud platforms.
- Practical and deep hands-on experience with analysis, debugging, performance evaluation and tuning of highly distributed systems.
- Writing comprehensive documentation for application implementations, solution offerings, training and technology whitepapers.

### Professional Experience in Software:

2015 – Now Cisco AppDynamics, Solution Architect, Professional Services

2013 – 2015 Neudesic, Principal Consultant, Portals & Collaboration Practice

2009 – 2013 Xtreme Consulting Group, Inc., Principal Consultant, Web Services Practice

1998 – 2009 Microsoft Corporation, Senior Consultant, Microsoft Consulting Services; Software Design Engineer in various product teams

1996 – 1998 Chase Bobko, Inc., Software Design Engineer

## Supplemental Questions

### 1. Why are you interested in serving as a Mercer Island City Councilmember?

I love living on the Mercer Island. It is a nice and quiet place right in the middle of very exciting region. I really appreciate that it can not physically expand and must play nice within the physical constraints that come from it being an island, while also integrating nicely with Seattle and Bellevue, both of which are growing at incredible pace.

I've been looking at many decisions the council made since we've moved here in 2009, from the recommendation for sizing and planning of the Town Center, to the recommendations for residential development (of which we have so much now), to the integration with the rest of the region (Sound Transit, highways, sewer grid updates). To me, the activities of the council seemed interesting because of the number of complex variables that must be judged and appreciated against competing interests, and challenges in achieving consensus.

I have not considered running for the Council seat before, but I have always wondered what it would be to participate in government beyond just voting. This opportunity to try my hand at helping make critical city decisions appeals to me because I can see if it is something that I can do, like or be good at without having to commit to campaigning upfront.

### 2. What strength would you bring to the Council?

I am an experienced professional in the enterprise software field, where I evaluate and juggle many complex variables daily, making recommendations to my clients on major capital expenditures. I also participate and sometimes direct execution of complex projects with sizeable teams involved between my company and customer. In those situations, managing complexity, achieving consensus and directing execution are the core skills that I have developed and use every week.

I am also an immigrant to this country, having come here in mid-90ies as a young adult as refugee from Russia with nothing but my ambitions. I have successfully integrated into the country and the region. I found a job working in a machine shop, running drill presses and lathes and smelting lead for company making nuclear waste disposal protection blankets at Hanford. Very quickly, though, through the passion for computers that I had since very young age I found a job in software field and have been working in this field ever since. While I make enough money to live comfortably on the island, I do not forget the realities of my family's humble start living on food stamps and how to budget according to the income.

When I care about something, I am very enthusiastic and productive in getting things done.

### 3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

First, I am concerned about maintaining level of services that the city provides. The messaging put out by the city convinced me of the importance of finding additional sources of revenue to counteract inflation and pay increases. Should the levy lid pass, I would work hard to make sure that the money is properly spent. Should it not, I would like to help figure out how to create another proposal that will, while simultaneously seeing how best to cut budgets without upsetting too many things.

Second, I believe that the town center is in major need of serious development, including more high-storied buildings for professionals who want to work in Seattle but live somewhere quieter, perhaps while they are having their first child.

I have heard arguments about importance of keeping the small town feel of the town center, and for limiting the height, and remain thoroughly unconvinced by both. We have no small-town feel right now – we have strip malls with nothing to do, and no attractions for off-island people to visit. I am a big fan of higher, more dense buildings, to counteract the single-family sprawl throughout the rest of the island and the entire region.

Instead, I believe that with the light rail coming, Mercer Island town center should seize the opportunity and encourage development of dense condos and apartments to serve to cater for the people working in SLU as well as in Redmond (at the major centers of software development).

Third, (and directly following the second point above), I believe that the integration with the rest of the region (light rail, buses, any other kinds of transportation) has to continue to be managed and be better explained to the citizens of the island. There are constant calls for additional parking to accommodate local Park&Ride space shortage, and various musings about autonomous electric buses moving islanders around from place to place. There is never enough parking and there are no autonomous buses in the world that work, and none on the horizon. I would like to see how the P&R can be expanded (maybe by building another floor on top?) or maybe it can be somehow partially reserved just for islanders a-la Zone sticker like in some neighborhoods in Seattle.

#### 4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.

I have not been involved in any city, non-profit, committees or commissions yet.

My community contributions are so far all in the volunteering at West Mercer Elementary, where for the last 6 years of my children being there, I taught reading to bunch of kindergarteners, helped with art and chaperoned various school trips.

I also helped clean Mercerdale park hill behind my house from blackberries when the call for volunteers goes out for the Sound trail management partnership.

#### 5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

I would like to help with the current funding increase dilemma, however it shakes out during the November election.

For my own personal goal, if accepted, I also would like to see if I like being part of government. The speed of decision making may not be for me, but I won't know until I try.

#### 6. What is your vision for our City and community?

I don't imagine that the allure of our quiet island is likely to diminish any time soon. I believe that very rich people will continue to be attracted to the expensive view houses lining the coasts, with merely well-to-do people living in places in the middle of the island (kind of like where I am in Mercerdale).

I would like to see many more condos and apartments in the town-center with young(er) professionals from Microsoft/Amazon/Google, perhaps starting families with children that go to public schools, commuting to work via rail/bus.

I would like to see more restaurants near where the commuters disembark and pass through the town-center, and more retail supporting them and commuters through the island who may want to stop by for a drink/meal.

I see continuing support for steady rebuilding of island single-family home with developers like JayMarc. Although I am not the biggest fan of enlarging the old homes by 2x or more as it appears to be done, but do I realize that's both what the market wants and what makes money for developers, and it does (I think) bring revenue to the city and new citizens to the island.

I would like to continue to support art enrichment programs from Art Council.

I would really like to see the city find the place and support the MICA, even though it appears to be a divisive issue and the space on the island is quite short.

## 7. Is there anything else that you may wish to add that would help us get to know you a better?

I have a well-rounded set of interests spanning computers, aerospace, astronomy, economics and history.

My background as a refugee from USSR, starting here in USA from absolute bottom gives me both humility and deep sense of appreciation of what our society brings, starting in the local space.

I am extremely glad my wife forced us to look on the island even though it was a financial stretch. I like the people surrounding me and I feel just as integrated into the town fabric as anyone else.

My pragmatic and budget-conscious nature serves our family well while managing our household plans and finances and should be useful in helping direct city's development.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

*(Please type or print)*

Applicant Name Craig Reynolds  
Residence Address 8105 SE 48th St  
Home Phone (206) 232-8473 Work Phone (206) 504-5530  
E-Mail craig.reynolds@milliman.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

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Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) **no later than 5:00 pm on Wednesday, November 21, 2018.** Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

8105 SE 48<sup>th</sup> St.  
Mercer Island, WA 98040  
  
(206) 232-8473  
craig.weston.reynolds@gmail.com

November 20, 2018

Ms. Deborah Estrada  
City Clerk  
City of Mercer Island  
9611 SE 36<sup>th</sup> St.  
Mercer Island, WA 98040

Dear Ms. Estrada:

I write to request that the Mercer Island City Council appoint me to fill the position on the Council created by the resignation of Councilmember Tom Acker. Attached to this letter you will find a completed application form, a copy of my resume, and responses to the seven supplemental questions requested on the application form.

I seek this position because the city faces many serious challenges in the years ahead, including, but not limited to:

- Adapting to light rail and providing appropriate parking and last mile solutions.
- Planning for continued development in town center while protecting the character of our residential neighborhoods and ensuring that the city operates sustainably.
- Continuing to provide police, fire, utility, maintenance, development, parks, and social services that meet the high standards for quality of service and efficiency expected by Mercer Island residents.
- Upgrading city water and sewer systems.
- Evaluating the need for, and perhaps funding, other capital improvement projects.
- Managing costs within the revenue constraints imposed by voters with the defeat of Proposition One.

My professional and volunteer duties make me uniquely qualified to help direct the city in facing these challenges.

I have worked for almost 30 years as a consultant at Milliman, a locally-founded global consulting firm with over \$1 Billion in annual revenue, over 3,500 employees, and offices in more than 60 cities around the world. In my role as a Principal of the firm, I work primarily on assisting clients in managing financial risk and in developing, validating, and using long-term financial forecasts. These are exactly the skills needed by the city to address its financial challenges. I would like to disclose that Milliman provides consulting services to the city related to its pension plan valuation. Though I have no financial stake in this work, I would recuse myself from any votes related to Milliman or to selection of actuarial consultants.

As a member of the Board of Directors, and eventually President, of the Society of Actuaries ("SOA"), I developed skills in financial management, leadership, collaboration, and strategic planning that will apply equally well to serving on the Council. With about 30,000 members and a budget of just over \$50 million, the SOA scale is remarkably similar to that of the city, and it faces similar operational challenges.

Finally, as a member of the Mercer Island Community Advisory Group and a member of the Mercer Island Planning Commission, I have developed an understanding of the challenges faced by the city. I am ready to hit the ground running.

I look forward to answering any questions that you have.

Sincerely,



Craig W. Reynolds, FSA, MAAA

# Craig W. Reynolds

8105 SE 48<sup>th</sup> Street, Mercer Island, WA 98040  
craig.weston.reynolds@gmail.com  
(206) 232-8473

## PERSONAL SUMMARY

An insightful financial manager dedicated to fact-based decision making and collaborative problem solving.

## EDUCATION

1984      **Massachusetts Institute of Technology**      Cambridge, MA  
*Science Baccalaureate, Mathematics*

## WORK EXPERIENCE

1989 - Present      **Milliman, Inc.**      Seattle, WA  
*Principal & Consulting Actuary*  
*Manager of Seattle life insurance consulting practice*  
*A \$1 Billion global firm of actuaries and other consultants*

- Progressively promoted from Actuarial Associate to Principal with responsibility for client acquisition and retention, operations, quality control, staff development, research, financial management, and practice culture preservation. Bottom-line responsibility for practice with approximately 30 staff. Chair of firm recruiting committee.
- Manage client relationships and consulting projects for major life insurers in the U.S. and Latin America. Practice focuses on mergers and acquisitions, product development, financial forecasting and analysis, predictive analytics, financial reporting, and financial model construction, enhancement, validation, and governance.
- Demonstrated skills in talent identification and development, team building, project management, strategic planning, and collaboration.

1987 - 1989      **Farmers New World Life**      Mercer Island, WA  
*Actuarial Associate*

1985 - 1987      **John Hancock Mutual Life Insurance Company**      Boston, MA  
*Actuarial Assistant*

## PROFESSIONAL SERVICE

2011 - 2018      **Society of Actuaries**

- Member of the Board of Directors. Served as President from 2015-2016.
- Responsible for financial management, international growth, strategic planning, inter-organization relationships, member connection, marketing and public relations, research, education, and credentialing.

## COMMUNITY SERVICE

2018 - Present      **Mercer Island Planning Commission**

- Involved in review and update of comprehensive plan and critical areas ordinance.

2017 - 2018      **Community Advisory Group, City of Mercer Island**

- Served on 23-member team analyzing city budget and financial forecasts. Applied skills in financial analysis and forecasting to understand city financial situation and help evaluate implications of multiple proposed solutions. Co-authored majority report with recommended solution to city's financial challenges.

2017 - 2018      **Program Director, Math Motivators**

- Led the creation of a Milliman-sponsored mathematics tutoring program that brings 15 tutors in to Franklin High School every week to assist students struggling with Algebra.

## PUBLICATIONS

- Frequent author for various publications of the Society of Actuaries on technical topics, diversity and inclusion, and strategy.
- Co-author of in-progress 3rd Edition of *US GAAP for Life Insurers*.

## 1. Why are you interested in serving as a Mercer Island City Councilmember?

Mercer Island is a special community. We have 475 acres of parkland, incredible natural beauty in a near-perfect location next to a major city, a full-service community and events center, an amazing school system, easy car and mass transit access to Seattle and eastside suburbs, police officers and fire fighters to keep us safe, and a publicly funded youth and family services program to provide a social safety net with help for those who need it. More importantly, we have an educated, passionate, and caring population with an active commitment to volunteerism and community service. I have lived in many cities around the country, and none of the others provide the quality of life that Mercer Island provides.

I want to live the rest of my life here, and I want to do my part to make sure that the city can continue to provide the quality of life to which I and my family have grown accustomed. I know the city faces financial stresses that will make delivering a broad suite of quality city services difficult, but I believe my financial background makes me well-qualified to find the best solutions for maintaining city services and infrastructure that residents demand.

## 2. What strength would you bring to the Council?

**I have had a 30+ year career as an actuary focusing on understanding, forecasting, quantifying, and mitigating future financial risks**—skills that the city desperately needs. Financially, the city faces two very serious problems. First, with the failure of Proposition One, there is an operating budget hole that will be difficult to fill. Second, the city has a variety of capital projects on the wish list, including potentially expensive upgrades to water and sewer systems. I believe my experience helping insurers to manage their financial affairs to ensure that they can meet their long-term promises to policyholders will allow me to contribute meaningfully to the search for long-term solutions that will allow the city to meet its commitments to its residents. These solutions will require creativity, an open mind, a sharp pencil, and dogged determination---all of which I will bring to the table.

**I recognize that the Council is a collaborative body.** No councilmember can accomplish anything alone. I am a dedicated coalition builder and can work to create consensus on appropriate Council goals and strategies. I am a clear communicator, both orally and in writing. I will keep an open mind to any and all solutions in order to maximize value to the community.

**I listen.** I have no agenda beyond ensuring that the city deliver its services to the residents in the most efficient and effective way possible. I recognize that I may not always know the best way to do this, but I am a firm believer in the adage that “none of us is as smart as all of us.” Accordingly, I will approach each problem the city faces with open ears and a mind open to solutions that others may offer.

3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?

**First, the city needs to get its financial house in order.** In the last election, the voters sent a clear message that they are not yet ready to approve an operations levy, so we need to take a hard look at the city operations and look for creative solutions to reduce costs. The city is required by law to balance its budget, and revenues are not going to materially increase, so the city needs to cut costs.

In the short term, the obvious way to do this is to cut staff, which is not desirable, as doing so will almost certainly lead to service degradation, but at least some of this will be necessary. But I believe the city also needs to undertake systematic reviews of city operations to identify possible inefficiencies to be addressed. Further, the city should consider what services are part of its core mission and must be prioritized. We should also investigate more shared service offerings with other cities or the county, and consider outsourcing alternatives where necessary. All of these options come with downsides, including possible degradations of service quality, as well as potential loss of local control. But all options should be on the table.

**Second, the city has to plan for the impacts of light rail.** We need to work cooperatively with Sound Transit to minimize the impacts of bus intercept traffic and to identify options for feeder bus routes on the island to feed the light rail. We need to identify opportunities for more transit parking and last mile solutions, and encourage nearby retail development to service commuters.

**Third, we need to find ways to encourage appropriately-scaled retail development in town center and support extant businesses,** in part because a vibrant retail core will make Mercer Island a more desirable place to live, but also because an expanded retail tax base will help address city financial challenges. I believe a thoughtfully designed and privately funded Mercer Island Center for the Arts (“MICA”) could be an important part of town center development that will help encourage visitors to town center, from both on and off island, which will provide more customers for restaurants, shops, and other Mercer Island businesses.

4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.

I have served on the Mercer Island Planning Commission since July. While I am not long-tenured, my service has greatly increased my understanding of the land use issues facing the island, and better prepared me to continue this work from the Council. As an island, we have no room to grow. We need to make sure we get land use planning right.

I served on the Community Advisory Group put together by the city in 2017 to examine the city’s financial challenges, where I was known for my persistence, integrity, communication skills, and

commitment to rigorous and accurate financial analysis. I co-authored the majority opinion and worked diligently as part of the campaign to pass Proposition One.

I served seven years on the Board of the Society of Actuaries (“SOA”), culminating in a one-year term as President. The SOA is a non-profit professional organization of about 30,000 members, with an annual budget of approximately \$50 million, which makes it comparable in size to Mercer Island. Here I further developed skills in financial management, strategic planning, teamwork, coalition building, communication, and leadership that will make me a more effective Council member.

## 5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?

An eleven-month term is short, so it will be important to set realistic goals. And it is important to remember that my only individual goals can be for learning and relationship building. Beyond that, accomplishments will not be mine, but those of the Council, the city government, and the city residents. However, I would feel very satisfied if, one year from now, I felt that the city had:

- (1) A long-term plan for financial sustainability that addressed important infrastructure needs.
- (2) Planning underway for a mixed-use development to combine MICA, retail space, and parking near the light rail station.
- (3) Identified “last mile” solutions for addressing commuter access to the light rail station.
- (4) A commitment to sustainable policies for city operations and to supporting sustainability efforts for city residents.

## 6. What is your vision for our City and community?

Mercer Island will always be a bedroom community. Residents do not want to be Seattle. We do not even want to be Bellevue. But appropriately scaled retail and cultural development in town center can make Mercer Island a better place to live for all of us. I would like to see us further develop a walkable town center that both residents and non-residents want to visit—a town center with interesting shops, quality restaurants, and art and cultural activities that we all want to experience. But we cannot allow this to endanger the residential character of the rest of the island or create undue traffic stress. Further, we must insist on maintaining or expanding open spaces and parklands. Ease of access to off-island employment and activities must be maintained or enhanced. And Mercer Island must maintain full-service city operations in order to protect our property values, our people, and our natural environment.

## 7. Is there anything else that you may wish to add that would help us get to know you better?

I am a passionate advocate for causes I believe in. I am dedicated to fact-based decision making. I believe in community engagement in decision making, but I believe that the Council should sometimes lead rather than follow. If appointed, I would hope and plan to stand for election in 2019.

## APPLICATION FOR APPOINTMENT TO MERCER ISLAND CITY COUNCIL POSITION #4

### Applicant Information

(Please type or print)

Applicant Name KWAN WONG  
Residence Address 4604 88th Ave SE Mercer Island WA 98040  
Home Phone \_\_\_\_\_ Work Phone 206.255.0392  
E-Mail kwanwong@yahoo.com

### Cover Letter & Resume

Please attach a one page cover letter and a resume of no more than two pages to this application.

### Supplemental Questions

Please respond to the following questions regarding your interest in the position of Councilmember for the City of Mercer Island on separate pages using no more than three (3) pages total:

1. Why are you interested in serving as a Mercer Island City Councilmember?
2. What strength would you bring to the Council?
3. What are the three highest priorities and/or issues you believe the City needs to address? How would you propose to address these issues?
4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember.
5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?
6. What is your vision for our City and community?
7. Is there anything else that you may wish to add that would help us get to know you a better?

Please return this form, your cover letter, resume, and answers to the supplemental questions to the City Clerk at Mercer Island City Hall (9611 SE 36<sup>th</sup> Street) **no later than 5:00 pm on Wednesday, November 21, 2018.** Applications received after 5:00 pm will not be accepted.

The application materials should be addressed to:

**Deborah Estrada, City Clerk  
Councilmember Recruitment  
9611 SE 36<sup>th</sup> Street  
Mercer Island, WA 98040**

## Council Position #4 – Recruitment Cover Letter

**KWAN WONG**

[kwanwong@yahoo.com](mailto:kwanwong@yahoo.com)

November 21, 2018

Mercer Island City Council  
via Deborah Estrada, City Clerk  
Position #4 Councilmember Recruitment

Honorable City Councilmembers,

I am applying for the vacant Council Position #4. In addition to this cover letter, I have enclosed my answers to the supplemental questions and a resume. **I pledge not to seek election to this council position in 2019.** I feel that the appointee to Position #4 should not have any advantage over other potential candidates who may run in the 2019 election. If chosen, my 11-month appointment would be working with other Councilmembers to accomplish three objectives:

- Reposition if necessary and adopt a final 2020 budget based on impact analysis of the 2019 budget reductions.
- Select and advance additional commuter parking for Islanders and high-quality mixed-use development near the future light rail station.
- Participate on regional transportation committees to advocate Islanders' mobility interests.

I am a citizen of the United States and a registered voter in the City of Mercer Island. My wife and I have lived in Mercer Island for over 10 years. I believe I can add value to the Council as a resident and a civic leader. I bring the following qualities to the position:

- A strong problem-solver and decision-maker with demonstrated skill and ability in building consensus, resolving conflicts, and leading teams during the past 30 years in the public sector (City of Seattle Executive Offices, Seattle City Light, Seattle-King County Workforce Development Council, Seattle Municipal Court).
- An interpersonal communicator who listens to diverse audience (department line staff and managers, board directors, government agency heads, labor representatives, Mayors, Seattle City Councilmembers, Municipal Judges) and discusses with them complex issues and opposing ideas.

It would be an honor to serve alongside with six other leaders of our city — especially during a time of great financial challenges and community transition. I look forward to the next steps of the selection process. Thank you for the opportunity to apply.

Sincerely,



Kwan Wong

**KWAN WONG**  
4604 88<sup>th</sup> Ave SE  
Mercer Island WA 98040  
[kwonwong@yahoo.com](mailto:kwonwong@yahoo.com)

**ACHIEVEMENTS**

Seattle Municipal Court

**Director of Finance and Administrative Services**

**2008 -- Present**

- ✓ Lead as chief finance officer of the busiest local jurisdiction court in State of Washington with an annual budget of \$35 million and a payroll of 220 employees. Direct internal audit controls of over \$43 million a year in fines and penalty payments. Oversee facility services and capital improvements of the Seattle Justice Center, which has 11 courtrooms, 8 floors of offices, and a jail.
- ✓ Provide leadership in advancing organization's priorities by recommending policies and budget to elected Judges. Represent the Court before City Council on key legislations.
- ✓ Guide strategic planning and performance evaluation of programs and services, including community and mental health courts to determine resource allocation.

Workforce Development Council of Seattle-King County

**Chief Financial Officer/Controller**

**2006 – 2008**

- ✓ Oversaw a \$32 million government and private grant portfolio and ensured audit and regulatory compliance. Managed monthly payments to 11 contractors and reported performance outcomes to federal and state agencies.
- ✓ Negotiated with national/local foundations, federal/state government, and non-government organizations (NGOs) to leverage new funding and collaborative opportunities to connect youth, adults, and dislocated workers with employers.

**Team Lead and Planner**

**2000 – 2006**

- ✓ Led system change efforts to implement the 1999 federal Workforce Investment Act that replaced CETA legislation by writing local policies and designing regional programs to assist job seekers to obtain training, employment and wage gain. Implemented a state data system to collect and analyze participant information.
- ✓ Created and managed a statewide senior community service and employment program in 13 Washington State counties to employ older individuals who needed new technology skills in the workplace. This program generated 250,000 work hours annually and put \$5 million in local economies through wages.
- ✓ Managed a National Emergency Grant to assist over 10,000 layoff workers from Boeing, SeaTac Airport private security screening, and other companies to receive training and find jobs as result of the 9/11 event that started the 2001 economic recession.

Seattle City Light

**Economist**

**1998 – 2000**

- ✓ Conducted cost benefit analysis of the public power utility's capital improvement projects that produced \$2.3 million savings in 1999. Received Employee Innovation Award with bonus pay.
- ✓ Evaluated public benefits and externalities in utility rate setting that led to the successful defense of tax exemption of municipal accounts.

Office of Management and Planning, City of Seattle

**Senior Strategic Policy Advisor to the Executive**

**1994 – 1997**

- ✓ Formulated a \$90 million transportation bond measure to finance priority road improvement and freight mobility projects. It failed short of 60% voter approval.
- ✓ Negotiated a comprehensive agreement between the City and the Port of Seattle to advance the Port's cruise ship business in Downtown waterfront and development of Terminal 88 to retain Immunex's headquarters in Seattle.

Office of Management and Budget, City of Seattle

**Senior Budget Analyst**

**1988 – 1993**

- ✓ Built consensus with community groups and passed legislation to recover municipal service costs of staffing special events such as Seafair, July 4<sup>th</sup> firework shows, and hydroplane races.
- ✓ Managed the \$50 million Woodland Park Zoo Redevelopment Bond Fund by balancing annual project expenditures with projected bond proceeds.

**CIVIC**

Mercer Island Utility Board Member, 2010 – Present; Board Chair 2016 – 2018

Mercer Island Citizens Advisory Group Member, 2017 – 2018

United Way of King County Employment Impact Committee Member, 2004 – 2008

Leadership Tomorrow Graduate, 1995 – 1996

Chinese Information and Services Center Board of Directors President, 1993 – 1995

**EDUCATION**

University of Chicago Harris School of Public Policy

**MA in Public Policy, 1987**

Harvard University John F Kennedy School of Government

**Sloan Foundation Minority Fellowship Program, Summer 1985**

University of Washington

**BA in English Literature, with College Honors, 1985**

## Kwan Wong – Answers to Supplemental Questions

### 1. Why do you want to serve on the City Council?

As stated in my cover letter, it would be an honor to serve alongside with six other leaders of our community on the City Council — especially during a time of great financial challenges and community transitions.

I am deeply familiar with the City by having served on the Mercer Island Utility Board since 2010 and as its chairperson for 2 years. I also participated recently as a member of the Citizens Advisory Group (CAG) on meeting the city's financial challenges. I am experienced in the issues facing Mercer Island both from an operation and policy perspective in budget, utility, public safety, human services, park programs, as well as in the transformations facing our Town Center with the future Light Rail Station. I can hit the ground running on Day 1 as the City Council deliberates its decisions on critical issues.

### 2. What strength would you bring to the Council?

I am effective as a consensus builder. I have proven my effectiveness throughout my career. From local government experience dealing with finance, transportation, electric utility and regional council work implementing federal economic and labor policies, I hear-out interests, find common ground, and move complicated issues forward. I promise the Council and the Mercer Island community that I will respect their views and opinions and find the best solution together.

### 3. What are the three highest priorities and/or issues you believe the City needs to address? How would you purpose to address these issues?

If chosen, my 11-month appointment would be working with other Councilmembers to address three priority areas:

- Finance – reposition if necessary and adopt a final 2020 budget based on impact analysis of the 2019 budget reductions.
- Town Center – select and advance additional commuter parking for Islanders and quality mixed-use development near the future light rail station.
- Mobility – participate on regional transportation and transit committees to advocate Islanders' interests on daily commute to work and local mobility around the Island.

There are no easy solutions to these complicated public policy issues. My professional and civic experience would point me to work with other Councilmembers, city staff, experts and the community to study options, engage dialogues, and achieve the best possible outcomes.

**4. Explain your current and past community involvement and/or service on city, nonprofit, or public boards, committees, task forces, or commissions and how this has contributed to the Mercer Island community. Address its relevance to the position of Mercer Island City Councilmember?**

The following community involvements have added to my understanding and appreciation of the Mercer Island community:

- Mercer Island Utility Board Member, 2010 – Present; Board Chair 2016 – 2018
- Mercer Island Citizens Advisory Group (CAG) Member, 2017 – 2018
- United Way of King County Employment Committee Member, 2004 – 2008
- Leadership Tomorrow Graduate, 1995 – 1996

More importantly, I have learned from these experiences what is good policy and I know what it takes to implement policy. Good policy that cannot be implemented is ineffective. And budget without policy direction is inefficient. If appointed as Councilmember, I will bring robust policy discussion to the meetings.

**5. What do you wish to accomplish during this appointed term as a Mercer Island City Councilmember?**

As stated in my cover letter, I will not seek election to this position in 2019. I will focus my 11-month appointment to work closely with other Councilmembers to resolve short- and longer-term public policy issues and the financial challenges facing our city.

My personal objectives to be accomplished are:

- Reposition if necessary and adopt a final 2020 budget based on impact analysis of the 2019 budget reductions.
- Select and advance additional commuter parking for Islanders and quality mixed-use development near the light rail station.
- Participate on regional transportation and transit committees to advocate Islanders' mobility interests.

I will listen and be thoughtful and thorough in my approach to these complicated challenges.

**6. What is your vision for our City and community?**

The qualities that attracted my family to Mercer Island ten years ago were open space and parks, public safety, and good schools. These qualities are still here today. I want to preserve the legacy that our Islanders have built. The enormous growth of the Puget Sound region has put pressure and pain points on the Island with traffic congestions, dense developments, and mega houses. I believe we can achieve both growth and preservation with smart designs and good public policies. I have listened to passionate debates among

Islanders about our past and our future. The city has made great efforts in engaging residents, community groups, business owners to forums, open houses, and advisory groups as part of the decision process. My vision for our city is to develop a working and ongoing public/private/community partnership to preserve our values while accommodating growth. We can work together better. And we are better together.

**7. Is there anything else that you may wish to add that would help us get to know you better?**

I attended Franklin High School in Seattle and graduated from the University of Washington's Honors Program on scholarships and Pell grants. I received a national fellowship to attend graduate school at the University of Chicago's Harris School of Public Policy. I am active in local community and have served on public and non-profit boards.

I have shown leadership in my career and community service in the style that engaged and empowered people who have an interest in the subject. I seek this opportunity to contribute to Mercer Island as appointee to the City Council Position #4.