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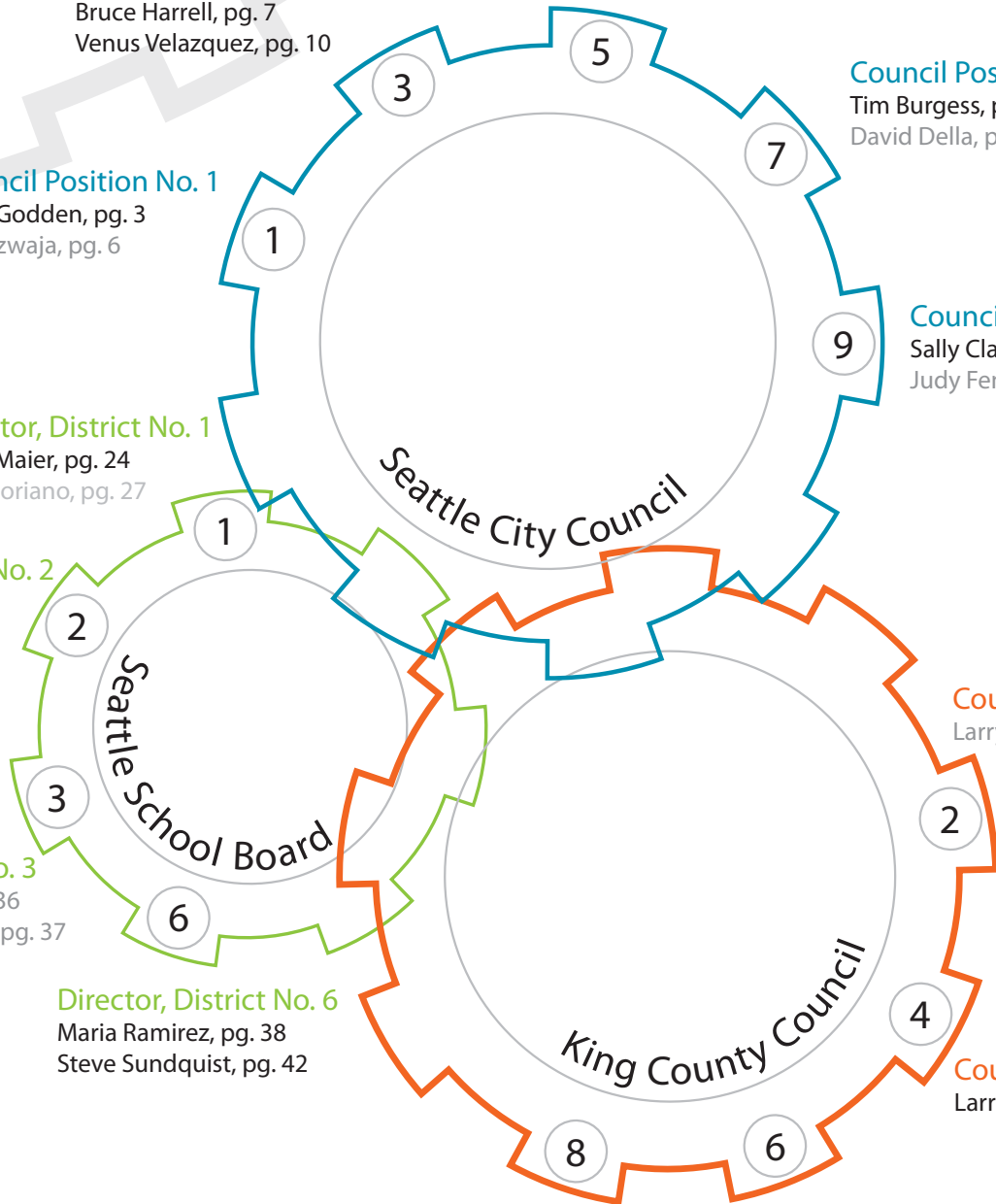
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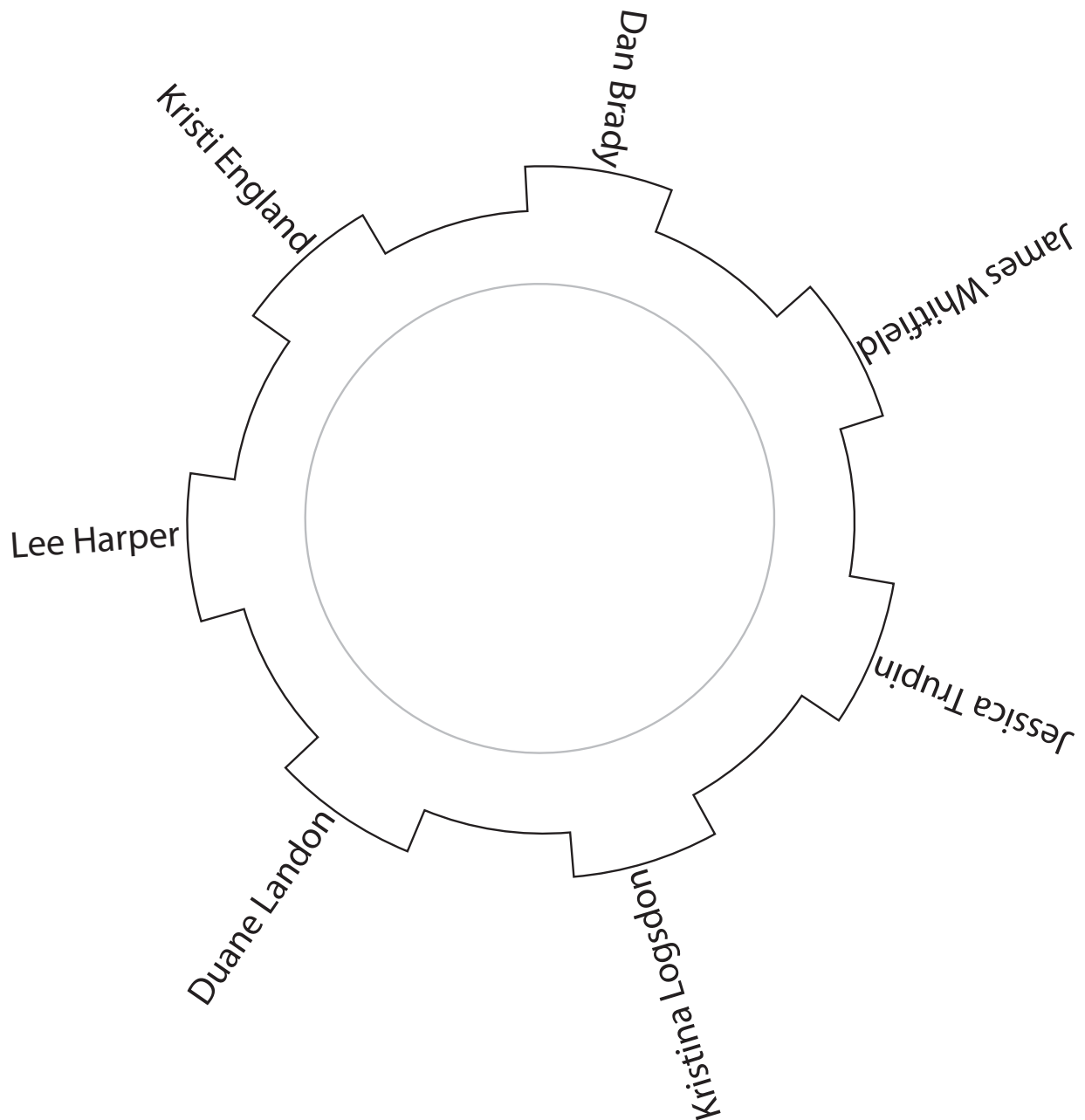
Candidates whose names appear in grey did not submit responses to the questionnaire.  
Answers have been published exactly as submitted without editing for content or grammar.



# Seattle Works 2007 General Election

# Candidate Guide

Seattle Works would like to thank the committee of volunteers who made this guide possible by generating a fearless, on-the-money set of candidate questions.





# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 1

**Jean Godden**  
Joe Szwaja

### Campaign Address & Website

Friends of Jean Godden  
PO Box 21522  
Seattle, WA 98111  
[www.jeangodden.com](http://www.jeangodden.com)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

In my three-and-a-half-years on the Council, I have had 12 interns in the Y demographic, half with minority backgrounds. I feel enriched to have had the opportunity to work with them and to hear and share their concerns. I did not relegate them to monotonous duties, but provided opportunities to do research, writing, and constituent work. The office tried to tailor their work to particular Interests. For example, when we were lucky enough to recruit Schuyler Dunphy, an environmental studies major at the University of Washington, we assigned him to environmental issues, such as the clean-up of the Duwamish River. We were able to recommend him for an environmental fellowship and, most recently, he landed an internship with NOAA, the National Oceanic and Atmospheric Agency.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

The Seattle way of decision-making is accused of being cumbersome. However, the goal is to involve as many in the process as possible. Ideally, this reliance on citizen participation enables everyone to take ownership of decisions. I have been part of the civic-Involvement process and believe it serves us well. But would I change the process? Not a lot. While It might help to channel the and compress the process, I would hesitate to hurry to the point of not allowing sufficient comment. Ten years ago, citizens did not have an opportunity to address council except during hearings. Now there is time allotted for public comment on relevant agenda Items at all full council and committee meetings. I do listen. Several times, I have changed my mind after hearing citizen comment. One example: After hearing from more than 100 citizens at the Seattle Center hearing, I pushed successfully for enhanced funding for SCAN, the Seattle Citizen Action Network, programming, Channel 77.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Open meeting laws are strictly observed at the City Council, meaning that aside from briefings from city attorneys -- during which there can be no decisions, all council business is conducted in public. Council meetings and committee meetings are broadcast live on the Seattle Channel 21 and are archived and available on demand from the [www.Seattle.gov](http://www.Seattle.gov) website. There are listen lines available for



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board and commission meetings. And now it's even possible to get iPod downloads. All council documents, with the exception of attorney-client privileged documents, are preserved and available through Public Disclosure requests. Proposed ordinances and resolutions are posted on the web, as are committee and council agendas. E-mails are kept and can be requested. Channel 21 broadcasts a weekly roundup on Friday evenings, narrated by C.R. Douglas. Issues of importance are explored on a regular basis by the channel and there are live phone-ins for the mayor on a monthly basis. I have been working with the Department of Information Technology on some additional opportunities for interfacing. We're exploring opportunities for more interactive contact with constituents. Already there are opportunities during budget hearings for call-in comment from callers. This needs to be expanded to include contact with community centers.

**How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?**

As a Councilmember, I make frequent connections with the private sector, interest groups, other governments, activists and others. I serve on the Regional Policy Committee and on the board of the Association of Washington Cities. I attend District Council meetings throughout the city and receive citizens and groups for briefings in my office. I have even traveled to a range of farmers' markets for open "office hours" for two of my four years in office.

**Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?**

No, coordination is not as good as it could be. There are multiple transportation agencies, including WashDOT, SDOT, Metro, Sound Transit, the Puget Sound Regional Transportation Policy Board and so on. Other than SDOT, most operate with insufficient city and citizen input. Attempts to reform the system, however, have not fared well. We need to continue to work at better coordination and collaboration.

**Where do the roles of the Council overlap with the Mayor?**

The Mayor proposes legislation and a city budget, but the Council reshapes and reorders both the Mayor's proposed laws and budgetary decisions. The Council is the policy making body. Overlay comes in agenda setting and priorities. Frequently, but not always, the priorities are the same. Some mayors and councils work well together; others do not. The public seems to want it both ways. When the two branches agree, critics say, "The council is just a rubber stamp for the mayor." When they disagree, critics say, "Why can't you just get along." Each of the ten (one mayor and nine councilmembers) are elected at large and that may explain why each believes that he/she has the best interests of all the citizens at heart.

**How will you ensure efficient decision making and execution of those decisions in challenging situations?**

The most important work of the council is drawing up and passing the budget. It takes a full two months of concentrated work annually -- from October through Dec. 1, by which date there has to be a budget for the city to



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function. The council has the ultimate responsibility for and oversight of the budget. Councilmembers also have the option of appropriating funds but then withholding those funds until certain specific requirements are met. That's how the Council ensures that there is efficient decision making and execution.

**What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?**

Formerly I was a Lake City Community Council Director, PTA President and legislative chairman and a leader in opposing freeways through the Arboretum and on the surface through Mount Baker and the Central Area. Some years ago, I participated in one of the first community surveys, Lake City Improves for Tomorrow (LIFT). We had help from the University of Washington Urban Planning and learned about the residents and what they wanted for the neighborhood's future.

**Who is your favorite music group?**

The Decemberists

**Where is your favorite coffee shop?**

Café Ladro on Capitol Hill

**Who is your favorite local band?**

Pearl Jam



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 1

Jean Godden

Joe Szwaja

### Campaign Address & Website

Joe Szwaja for Seattle City Council  
PO Box 30149, Seattle, WA  
joeforcouncil.com



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

Did not respond.

Where do the roles of the Council overlap with the Mayor?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

Did not respond.

What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 3

**Bruce Harrell**  
Venus Velazquez

### Campaign Address & Website

Friends to Elect Bruce Harrell  
P.O. Box 21208  
Seattle, WA 98111  
[www.electbruceharrell.com](http://www.electbruceharrell.com)



**Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?**

I currently work with both the Generation "X" & "Y" as I have both age groups involved in my campaign. My Treasurer is 23. My campaign coordinator is 26. My field volunteer lead is 17. Beyond this specific engagement I have spent many years tutoring and coaching children and youth. As a member of the "Baby Boomer" generation I understand how advertising and marketing drives generational identifications and stereotypes. More importantly I understand how historical events effect various generations and their development, be it exposure to war, loss of national/world heroes, or a strong or weak economy. I remember the Vietnam War as a kid. All these impact the eras we grow up in. As a coach, tutor and mentor, I'm sensitive to what's happening in an individual's life. I bridge the gap by staying in touch with the latest in music, movies, sports and entertainment for the different generations. I am able to converse with their topics and issues. Having grown up in a progressive home that encouraged acceptance of all people, it is easy for me to do.

**Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?**

Seattle's decision-making process is polite, but ineffective at times and inward looking as opposed to thinking regionally or globally. As a Seattle native and practicing attorney, I will bring a unique skill set to the nine-member council that will allow it to understand business, technology, finance, and bond obligations in addition to the neighborhood and community development skills it already has. I am used to looking at other jurisdictions for comparisons. I believe Seattle is now defining itself. How it reaches its solutions to transportation issues, economic development, education, public safety, affordable housing and global warming will define what Seattle will become for the next generation. Seattle has grown dramatically but I am not convinced that the City has managed its growth or planned its growth with visionary thinking. I think the Council has been somewhat reactionary during times when proactive strategic thinking, policy planning, focus and a commitment to develop a core competency in city planning is needed. I am running for office because I want to be part of the process to drive our City Council's efforts in that direction.

**What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?**

"Government Transparency" means the public has the right to see and examine city processes and decisions as they occur; it is an accountability that I have to the pub-



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lic as an elected official. Unlike any other candidate, I have legally required documents from the city of Seattle to determine how and what decisions it has made. On the Council, I will be entrusted by the voters to be a leader and decision maker in their best interest. I must have an open door and be knowledgeable at all times regarding constituent positions, input and I must provide access to me or my staff as an elected official. If we have systems in the city government that are "token" input committees for the citizens, I will lead the efforts to make participation productive and redesign the systems to be certain citizens are engaged. Citizens/neighborhoods/and advocates need to be informed before decisions are made when they are going to be affected.

**How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?**

In my first 100 days I will convene a citizen's summit to solicit ideas and support for the 5 areas of my platform: Transportation, Economic Development, Education, Public Safety and Affordable living/living green. I will develop relationships with the other council members to establish a vision of high performance and teamwork. I will continue to meet with the advocates and policy influencing groups who help set Seattle's direction. I will continue to attend public meetings and forums and be accessible to neighborhoods. No one should ever feel isolate from input to the cities business. I will be an advocate for not only transparency but also participation in governing.

**Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?**

I am highly skilled at organizational design, conflict resolution, establishing teamwork and developing high-performing teams. I will team with the WA State Dept of Transportation, King County Metro and other vested transit organizations to develop a solution to the viaduct problem that works best for Seattle commuters, neighborhoods and waterfront businesses. The impacts of construction to employees, maritime businesses and all people negatively affected by construction will be heard. I will demand that transportation impacts be honestly measured such that opponents team with each other to find the voters a viable solution. I am endorsed by Ron Sims, State Rep. Frank Chopp, State Rep. Ed Murray and Senator Joe McDermott, leaders in transportation issues and I have already begun the process of establishing effective teams.

**Where do the roles of the Council overlap with the Mayor?**

The Seattle City Council drives the operation, growth and survival of the city. It must concern itself with essential services such as public safety, street maintenance, emergency preparedness, utilities and the city's infrastructure. It must concern itself with the finances and budget of the city. The Council serves as a balance of power to some of the functions held by the chief executive of the city: the Mayor. Overlap does occur on personnel appointments and establishing budgetary goals. I think one of the most important duties of the City Council is to drive policies and laws of the city that protects its constituents: families, neighborhoods, employees, schools, businesses large and small. It must be the bridge builder between these diverse constituents always balancing the needs between these groups and driving policy and decisions with the vision of maintaining a successful, diverse economy. The City Council cannot be single vision or single issued; it must drive policy to balance the needs of all of its constituents.



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## How will you ensure efficient decision making and execution of those decisions in challenging situations?

I am seeking a position on the City Council because I am the only candidate who has a proven track record on successfully representing people, small groups and neighborhoods, as well as businesses, large and small. I am the only candidate who has advocated for the survival of small businesses and neighborhoods when change occurs during light rail construction. I am the only candidate who has worked in the areas of municipal finance and technology. This is the skill set that I bring to the Seattle City Council. I keep a calm demeanor and use data, research and oral advocacy to make decisions. I am an expert at negotiation and mediation, having worked on hundreds of conflicts requiring these skill sets.

## What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

I am an active leader and general counsel to one of the largest and oldest inner-city churches First A.M.E. of Seattle; I am the general counsel to the First A.M.E. Family and Child Services organization; I am the general counsel to the Alpha Phi Alpha fraternity, a nonprofit organization committed to community service and assisting those pursuing academic excellence; I am the general counsel to the Rainier District Athletic Association; I have been a youth tutor, mentor and sports coach in the Rainier Valley for the last 5 years; I have been a member of the Loren Miller Bar Association and served 3 years consecutively on its scholarship fundraising dinner committee; I am a member of the Japanese American Citizenship League (JACL); I am a member of the Social Venture Partnership organization (7 years) and a consistent giver to United Way of King County; I am a member of the Tabor 100 organization; I am a member of the Breakfast Group, a nonprofit organization committed to assisting disadvantaged Seattle youth; for the last 4 years I have performed pro bono work or under market rate work for the Rainier Valley Community Development Fund, These which assists businesses negatively impacted by light rail construction. community activities have enhanced my understanding of our city and citizen concerns and issues.

## Who is your favorite music group?

The original Earth, Wind and Fire

## Where is your favorite coffee shop?

Starbucks where MLK meets Rainier

## Who is your favorite local band?

Josephine Howell and Company



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 3

Bruce Harrell

**Venus Velazquez**

## Campaign Address & Website

Venus Velazquez

P.O. Box 9100

Seattle, WA 98109

[venus4seattle.com](http://venus4seattle.com)

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Seattle City Council

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

As a member of generation X myself, I understand and share many of the same perspectives and values that you do. As an older gen xer, I've had the opportunity to both work with and mentor many younger members of our generation. I've been a mentor and a teacher, helping people learn the ropes, acquire new skills, advance in their careers and grow as people.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

We've all been experiencing a gridlock of indecision. We look to our city council for leadership, but find them mired in disagreement. We need to get something done. I have a track record of bringing people together to make decisions and achieve results. I have demonstrated an ability to negotiate and resolve challenging conflicts and lead groups with differing agendas to agree on win-win solutions. Political courage is an oft cited yet little demonstrated attribute. We need to elect leaders who have proven they have the ability and courage to make the tough decisions, because you certainly don't learn it once you're in office. I've proven that I have the courage and conviction to make the tough decisions and do the right thing.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Government transparency generally implies fostering trust and accountability with citizens and other stakeholders. To me personally it is a mandate from our voters and others who do business with us, that transparency is one of our highest-priority values. It means allowing ourselves as a council to operate in a fish bowl so that those we serve have full access to information on what we're doing, how, when, where, who is responsible, etc. Thomas Jefferson once said: "Information is the currency of democracy." Trust in government is one of the most fundamental building blocks of an effective democracy and something we cannot afford to lose. Once lost, gaining trust is extremely difficult. Lack of transparency does not allow full participation by the public. It can hide inappropriate or illicit activities and favoritism in bureaucracies. I believe the city council has a pretty good track record of trying to be transparent. One example that has received recognition is its Democracy Portal of Seattle Channel TV and its website, with most council proceedings televised.



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Seattle's online Civic Engagement Initiative is a commitment to create dialogue between city government and its citizens, to encourage debate, discussion and diverse viewpoints. Is there room for improvement? Always! For the most part, the city council is not privy to the lack of transparency in departments that serve the public. The public in turn doesn't always distinguish between the council and other city departments when it comes to trust and transparency. It is therefore important that we hold departments to the same standards that we hold ourselves to as a council. In addition to keeping a close watch myself to ensure we are being transparent, I depend on organizations such as Seattle Works and individuals committed to good government to work closely with me on this issue. Finally, action must be followed up with regular reports to the public on how we are doing in this arena and others.

**How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?**

I want to be part of a truly inclusive system of city government. I see myself as elected to serve all stakeholders, which includes other government entities with which the city interacts – local, regional, state, federal and international. We live in an increasingly interconnected world and we impact and are impacted by global actions and proposals. I want to make sure that people of all ages have an effective voice in shaping our city's future. I will encourage, and even insist on different viewpoints. I'd like to see more use of new media at City Hall. It's potential is only just being felt, and I want to see how we can use it to our benefit.

**Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?**

Seattle has suffered from decades of uncoordinated transportation planning in our region, and consequent indecision. We've missed out on large federal grants that don't exist anymore, making our transportation solutions the financial burden of state and local government. The regional transportation entities have done a lot in recent years to improve the situation by trying to coordinate their planning. However, we must do more. We need to focus on results, not just process – outcomes, not just outputs. I would begin with a consensus on the outcomes we seek and then hold the stakeholders accountable for reaching them. First and foremost I would make sure that our own city departments are delivering the outcomes they promised. We must demand more accountability for expenditure of dollars already allocated for transportation projects before allocating more. We must resist the pressure to excuse indecision or lack of progress on insufficient amounts of money. We should make decisions based on measurable outcomes of performance.

**Where do the roles of the Council overlap with the Mayor?**

Technically, the council and mayor have distinct roles of policy making and implementation. In reality, these roles are often blurred and can get caught up in power struggles or genuine lack of clarity on roles. Overlaps can occur in almost all areas of city government, depending on whether someone chooses to press the issue of whose



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role it is. My preference is to work with the council to as clearly as possible delineate our roles and responsibilities and articulate them in the annual council work plan, which the mayor sees once it's done. I believe in working collaboratively with the mayor to work through issues of ambiguity while holding to what we as a council have decided to do. I do not believe in micro-management. We must allow the mayor to do the job of running this city while we focus on policy and provide him with clear guidelines and expectations.

## How will you ensure efficient decision making and execution of those decisions in challenging situations?

Building and fostering personal relationships is a cornerstone of this job. I'm confident of my ability to form and maintain relationships in the most challenging of situations. I've served as a mediator in a number of contentious projects and done so successfully. I fully anticipate times when I will disagree with the mayor. This is to be expected. I usually try to outline and articulate a clear decision-making process for major issues. The council already has a well-honed decision-making process. We need to make it less contentious. If execution of those decisions is challenging, we'll need to set up more oversight of the mayor's actions and get citizens more involved through oversight committees and teams.

## What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

Leadership experience in today's Seattle requires an ability to effectively interact with, engage, collaborate and lead people who are vastly different from each other and from those who lived here many years ago. Some statistics tell us that half of the newcomers are from minority groups. Many are in their 20s and 30s and have different expectations of their leaders. Many are already well informed and engaged, such as those at Seattle Works. I plan to tap into that rich resource and develop an enduring relationship that serves us all. I've been considered a leader in this community for more than 15 years. Among the leadership roles I've assumed are: School Superintendent's Community Advisory Committee for Investing in Educational Excellence, committee member, 2005–2006 \* CASA Latina Board of Directors, 1999–2002 \* Washington State Hispanic Chamber of Commerce Board of Directors, 1996–2001; President, 2001 \* Seward Park Environmental Learning Center Board of Directors, 2005 – present \* Minority Executive Directors Coalition Member, 2003 – present \* National Hispana Leadership Institute Fellow, 1998 \* Leadership Tomorrow graduate, 1997.

## Who is your favorite music group?

Amy Winehouse

## Where is your favorite coffee shop?

Cafe Vega

## Who is your favorite local band?

Too many to choose from!



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 5

○ Tom Rasmussen

### Campaign Address & Website

Friends of Tom Rasmussen 2007  
PO Box 4647  
Seattle, WA 98194  
[www.tom4seattle.com](http://www.tom4seattle.com)

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Seattle City Council

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Several times younger members of the LGBT community have sought my support for funding programs for LGBT youth. I enjoyed working with them. I could identify with their experiences, growing up as a member of the LGBT community, myself. While they dressed much different than me and I believe that they had much more difficult lives than mine, I love their energy and determination to improve their lives and others. We worked together and I was able to secure funding for the programs they needed assistance with. They were unfamiliar with the legislative process, so I helped them bring their voice to the council, to help them advocate for their goals and message.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

I agree that the process is inclusive but we do make decisions, even if it takes some time. I think it's important that a councilmember take ownership of an issue and continue to work through that issue until there is a result. Sometimes it is frustrating when there is no clear ownership of an issue, and that issue languishes and there is no follow-through to resolution. The best solution to lack-of-results is to have greater clarity of accountability and to set deadlines.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Government transparency means that the decision making process is carried out in public meetings and the debate and discussion can be viewed and participated in by the community. Because everything the council does is televised and is available on the Internet at any time, the current process is fairly transparent. I think there is a difference between an understandable process and a transparent process. We could have earlier notices of projects and legislation, allowing adequate time for public comment. It varies from issue to issue, as to accessibility and understanding of the process, and it is each person/councilmember's job to ensure that the work they are doing is transparent and that public input is welcome.



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How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I am visiting people in the community frequently, meeting with people in neighborhoods, of all interests, to hear their ideas and to get their feedback. I meet formally and informally at City Hall, and I pride myself on being open and accessible to all people. I work with other governments by serving in active roles on various regional boards and commissions. I make it a priority to develop strong personal relationships with leaders in government, business, the non-profit world, and neighborhoods. I welcome requests for meetings and am happy to work on weekends and evenings when that works best for others.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

I think we can always do better, but the development of the Alaskan Way Viaduct project had a few good examples of positive coordination. Both the Seattle and Washington State Department of Transportation were co-located in the development of the project, and there were frequent and regular meetings in regard to coordination. When differences developed among political leaders that process broke down. For future projects, there must be strong communication between political leaders at all levels of government. I'm excited that for the development of the 520 Bridge Replacement, a Crosslake Coalition has been established, to ensure coordination and comprehensive planning. I've served on the Regional Transit Committee, and like to see government representatives work in a regional capacity.

Where do the roles of the Council overlap with the Mayor?

The City Council is elected "at-large" i.e. we represent the entire City not just one district. That is true also of the Mayor. We have very similar responsibilities relating to the development of the budget. While the Mayor makes the initial proposal for the budget, the Council reviews and revises and eventually a majority of the Council must approve it. The Mayor operates differently from the council in that he is the chief executive and is responsible for the management of all city employees. A councilmember can be as strong as the mayor in development of legislation. A member can take a lead on an issue, and actively work toward its implementation. With both branches of city government taking an active role, it's called a strong mayor/strong council system of policy development.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

I develop and schedule decision-making deadlines, and I make a commitment to following that schedule. An example of this during my term in office was the development of the homeless service center in south downtown. I set a date of thirty days. I set the date for myself, along with everyone else involved with the project, and all involved worked to live up to that timeline.



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What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

Prior to joining the City Council, I was a leader and an advocate for seniors for twelve years. I worked in the LGBT community my entire adult life, advocating for equal rights and fair treatment. I was an early member of the Queen Anne Community Council, and I was the first co-chair of the Privacy Fund. Currently, on the council, I am a leader on issues relating to senior citizens, the homeless and people with disabilities.

Who is your favorite music group?

Scissor Sisters. But, they are starting to get a little stale.

Where is your favorite coffee shop?

Alki Mail Dispatch on Admiral Way in West Seattle.

Who is your favorite local band?

The local group I currently like best is Children of the Revolution



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 7

**Tim Burgess**  
David Della

**Campaign Address & Website**  
Tim Burgess for Seattle City Council  
2007 PO Box 9100  
Seattle, WA 98109  
[www.timburgess2007.com](http://www.timburgess2007.com)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

My former company was an advertising agency that specialized in serving nonprofit organizations; nearly all of our employees were under 35 years of age, many in their early to mid '20s. These folks ran the day-to-day operations of the company. It was a dynamic and innovative work place that allowed everyone to contribute. I loved it! And I have three daughters who are part of this generation; they keep me honest.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

We sometimes take too long and often don't act decisively. But, giving everyone a voice at the table is an important civic virtue; we should guard that carefully. Council members are also elected to lead and to make decisions. I will do that and I'm sure I'll get it wrong sometimes. But I will listen carefully and make fact-based decisions.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Transparency to me means openness, integrity, fairness of process and decision making, and a willingness to be vulnerable. It also means valuing equality and respect for the citizens we serve. I served for 12 years on the city's Ethics & Elections Commission, five years as chair. I value transparency and have been a strong and outspoken advocate for it. My door will always be open. I will listen hard and base my decisions on the facts and what's best for the common good.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

My door will be open to everyone and I will actively seek out those voices who don't normally get heard. I believe in collaboration and a participatory process. I believe Seattle should play a stronger role in a regional coalition of governments and interest groups; we are not an island to ourselves, we are part of a region that needs greater coordination and cooperation among government agencies.



# Seattle Works 2007 Primary Election Candidate Guide

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

No, I don't think the level of coordination is adequate. Just witness the conflict between government agencies related to the viaduct. We can do better. My life experiences show that I can bring people together, seek common ground, and then move forward with solid solutions. I've done this in business and in my various civic roles. My peers frequently have chosen me for leadership positions because they recognize my ability to include folks, seek understanding, then act decisively. We need stronger leaders on the City Council, leaders who aren't afraid to act, leaders who aren't just part of the group think that tends to dominate today.

Where do the roles of the Council overlap with the Mayor?

The Mayor is the chief executive who executes the policy direction of the Council. He manages city services and makes day-to-day operational decisions. The Council sets policy, establishes the budget, passes laws, both criminal and civil, and provides oversight and review of city operations. Clearly there is a need for collaboration between the Council and the Mayor, but the Council should stay out of operational details. That's the Mayor's job. The Council will have more influence and a greater impact on behalf of all citizens of the city if it carefully focuses on its policy, budget, and oversight duties.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

I ran my own company for the past 21 years and I know how to get things done in a manner that is inclusive and strategically focused. I am fact-driven in my decision making. My style is to listen carefully, learn, and then identify best practices and to lead people in this process. Sometimes there is conflict over options and that's not necessarily bad. The issue is whether leaders can work through those conflicts and inspire and rally others to keep moving toward good solutions that benefit the common good.

What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

I was elected chair of my community council, served 12 years on the city's Ethics & Elections Commission, five years as chair, and was appointed by the City Council to chair a special citizen commission that reviewed the police response to the WTO disturbances in 2000. These leadership positions demonstrate my independence, my commitment to transparency and openness, and my ability to lead people to positive solutions, sometimes in highly conflicted environments. My experiences as a journalist and international humanitarian worker also give me unique perspective and insight. All of these life experiences and skills will help me bring a broader and more independent perspective to the Council.



# Seattle Works 2007 Primary Election

# Candidate Guide

Who is your favorite music group?

Johnny Cash and Norah Jones

Where is your favorite coffee shop?

Cafe Ladro and Uptown Espresso

Who is your favorite local band?

As you can tell from my answer to the “favorite music group” question, I’m the old guy in this campaign and I won’t try to fool you about my musical tastes or local knowledge. So, just know that I value the Seattle music scene and believe it is a vital part of our economic foundation. One recent study shows that nearly 12,000 people are employed in some way in the Seattle music industry. I will be a strong advocate and champion for this important part of our city heritage.



# Seattle Works 2007 General Election Candidate Guide

## Council Position No. 7

Tim Burgess

David Della

### Campaign Address & Website

Friends of David Della 2007  
P.O. Box 22088  
Seattle, WA 98122-0088  
[www.daviddella.com](http://www.daviddella.com)

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Seattle City Council

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

Did not respond.

Where do the roles of the Council overlap with the Mayor?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

Did not respond.

What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide

## Council Position No. 9

**Sally Clark**  
Judy Fenton

### Campaign Address & Website

Sally J. Clark  
PO Box 2041  
Seattle, WA 98111  
[www.electsallyclark.com](http://www.electsallyclark.com)

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Seattle City Council

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

I think I am Generation X. In general I look for values and goals that I have in common with someone younger (or older) than I am. I find that interests like affordability and sustainability span generations. With regard to something specific about Generation Y, I don't have text messaging service as part of my cellphone plan. My campaign manager (Generation Y) might like me to change that.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

I think one of Seattle's strengths is the participatory history of great neighborhoods and advocates for the marginalized and "unheard." Certainly that means that we experience more discussion and debate than other cities may see. I can't help but think that strong, engaged individuals and neighborhoods are signs of a healthy democracy. Where process becomes painful is when we don't move on from a decision. I would be the first to say "Never give up if you think you're right." However, at some point you must concede the point and move on in the game. If reelected, I pledge to listen to all sides, research the issues and make the soundest decision possible. And then move on.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

I think Seattle City Council is tremendously transparent in its work for a legislative body with nine at-large members. There is a commitment to true open debate, public comment and engagement, and to clear rules around executive session deliberations. Having said all that, I don't think transparency is something you check off on a list. I think it is in need of constant work. I believe we can make adjustments in the Council's rules that would help with transparency. Rules concerning the introduction of new legislation and how soon it can be voted on need adjusting. I am working on this issue currently. In terms of accountability, I think the Council has made good efforts to lay out work plan priorities and budget priorities at different points in the year. We could do a better job checking back in with those priorities at the close of the work year. The website could be employed to communicate more effectively about these priorities and achievement levels.



# Seattle Works 2007 Primary Election Candidate Guide

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I work hard to introduce myself to anyone who can help me be smarter and better at my job. I make it a regular practice to visit community councils, small business chambers of commerce, and other advocacy groups all around the city. I reach out to individuals and groups that may have information or a different perspective on the issues before the City Council. I also rely on staff to have ideas about who to draw into conversations. With regard to other governments, I believe in building better relationships with our suburban city neighbors and state lawmakers. I serve on several regional committees alongside lawmakers from other jurisdictions. I contact them when other issues come up as well.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

I think transportation coordination could be improved. We have ever-increasing demand for service and for alternative modes, but disagreement about how to spend a pool of dollars that doesn't grow as fast as we need it to grow. I serve currently on the SeaShore Forum which advises King County on transit policies and spending in the North sub-area of the county, and on Puget Sound Regional Council's Transportation Policy Board. I will continue to advocate for policies and spending that effectively connect transportation and land use. On the City Council I will continue to press for transportation solutions to major problems (like replacement of the Alaskan Way Viaduct and the 520 Bridge) that move people and freight effectively and respect our neighborhoods and natural environment.

Where do the roles of the Council overlap with the Mayor?

"Policy" is one of those things where people can't necessarily define it, but they know it when they see it. The Council, as the legislative body, should be the policy-making center for the city. However, a great deal of policy is set on the Executive Side. For instance, development of the Bicycle Master Plan, land use code changes, urban forest plans, etc. The initial plans are developed by the Mayor's staff and forwarded to the Council for working over. Also, accountability to voters is shared by the Mayor and Council. All of us are accountable to voters and must demonstrate effectiveness, dedication and creativity.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

I am dedicated to open and methodical decision-making through the committee I chair, the Economic Development & Neighborhoods Committee. I am currently handling a difficult set of issues related to bars, nightclubs and the people who frequent them or live around them. In doing the due diligence around the issues I have come to realize that no set of solutions will meet with everyone's approval. It's my job to develop the best, most responsive and most fair package of legislation. I am committed to doing that and holding the Mayor's side of the shop accountable for carrying out the legislation.



# Seattle Works 2007 Primary Election Candidate Guide

What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

I currently serve on the City Council and have for almost a year and a half. I believe I have been effective in that time as a leader on neighborhood sustainability, safety and affordability. I am building experience that will enable me to be even more effective in a full four year term.

Who is your favorite music group?

Talking Heads.

Where is your favorite coffee shop?

The Allegro (the one off 42nd) in the University District or Solstice across from the Seward Park PCC.

Who is your favorite local band?

Harvey Danger. I went to college with Jeff Lin.



# Seattle Works 2007 Primary Election Candidate Guide

## Council Position No. 9

Sally Clark

Judy Fenton

### Campaign Address & Website

Judy for Seattle  
PO BOX 27055  
Seattle, WA 98165  
[www.judy-4-seattle.com](http://www.judy-4-seattle.com)

Seattle City Council

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Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the City Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the City Council?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

Did not respond.

Where do the roles of the Council overlap with the Mayor?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

Did not respond.

What relevant community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.


Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 1

 **Peter Maier**  
Sally Soriano

Campaign Address & Website  
Peter Maier For School Board  
1300 Hoge Building  
Seattle, WA 98104  
[www.petermaierforschoolboard.com](http://www.petermaierforschoolboard.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

In the 2007 school bond/levy campaign, which I led as Pres. of Schools First, we had a Gen. X/Y paid staff member. I worked closely with him in staffing the phone banks. My other experience is with my own two kids, 21 and 24, as I watch with pleasure as they launch their independence.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

How about "process with a purpose"? Decision making varies across different forms of Seattle's governments, of course. For the School Board, I hope to bring more focused leadership to the Board. More can be done, too, to make the public participation in School Board meetings more meaningful in terms of communication. One way to improve this process would be to vary the way the Board receives public comments, so that it is not always in one-way two minute segments with no feedback from the Board.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Getting out into the community is very important. I will attend many community meetings and PTSA meetings, as I already have over the past five years for Schools First. Greater transparency can be achieved, in part, with a more user friendly website. As for accountability of the Board, if the Board decides on a handful of long-term priorities, those priorities then become a way for the public to hold the Board accountable.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

By going out into the community; by meeting one-on-one with community and political leaders; by holding regular community meetings; by visiting schools and attending PTSA meetings. I am already doing these things.



Seattle School Board



# Seattle Works 2007 Primary Election Candidate Guide

## Where do the roles of the School board overlap with the Superintendent?

The Board has ultimate fiduciary responsibility and sets broad policy, but does not manage the District -- that's the Superintendent's job. What is important is that the Board and Superintendent agree upon the District's priorities, then move forward in a focused way on those goals.

## How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

Again, the key is focus: the Board deciding together what are the key priorities and then sticking with them long-term.

## What community leadership experience have you had and how will that experience complement and enhance your work if elected?

President, Schools First Coalition 6/02-3/07. Led successful levy campaigns in 2/07 and 2/04. Demonstrated ability to bring together broad community to achieve a school funding goal. PTSA officer and Site Council member and PTSA grant project leader at various Seattle Public Schools when my kids attended SPS. Twice a PTSA "Golden Acorn" award for service to a public school. Long time PCO and active member of 36th District Democrats

## Is the current school board model effective?

The School Board has not been effective, but the problem is not with the underlying model but rather with the way some members of the Board have misunderstood the appropriate role of the Board and have confused the Board's role with that of the Superintendent.

## Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

No. Board members should be elected. These are our public schools and should be ultimately controlled by the public as voters.

## The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

I figure it is about a half time "job". I will decrease my law practice some and simply earn less. I fortunate to have the flexibility in my law practice to be able to adjust my schedule to the needs of being on the School Board.

## Outside of funding, what in your opinion is the root problem with education?

Outside of funding, a core problem is that as a society we don't place sufficient value on education as a public good. This is true in many homes, where education and reading do not occupy the central place they deserve; in our communities, where educators do not enjoy the status and pay they deserve; and in our popular culture where education often seems to run second to sports or entertainment.



# Seattle Works 2007 Primary Election Candidate Guide

Who is your favorite music group?

The Beatles. (Obviously not a member of Gen X/Y!)

Where is your favorite coffee shop?

Robertino's (corner of 80th and 24th in Loyal Heights)

Who is your favorite local band?

Grynch (a rapper who is a friend of my son's)



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 1

Peter Maier

 Sally Soriano

Campaign Address & Website

Parents, Students & Teachers for Sally Soriano

14051 1st Ave NW, Seattle WA 98177

[sallysoriano.org](http://sallysoriano.org)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Where do the roles of the School board overlap with the Superintendent?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Is the current school board model effective?

Did not respond.

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

Did not respond.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

Did not respond.

Outside of funding, what in your opinion is the root problem with education?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 2

 **Sherry Carr**  
Darlene Flynn

Campaign Address & Website

Sherry Carr  
PO Box 30696  
Seattle, WA 98113  
[www.carr4kids.com](http://www.carr4kids.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

I have been in a management position at The Boeing Company for 12 years and have been a PTA leader in the Seattle Public Schools for 9 years. Throughout those experiences, I have worked with people of every generation, including Generation X/Y. I have found that differences can be bridged when I have applied the following approaches:

- Always look to find the common ground. When we come together as individuals very different in terms of socioeconomic and age, we need to remember what we are trying to accomplish and find the common ground upon which to build.
- Always deal respectfully with everyone. Each person has something to contribute and has a point of view that is valid.
- Let others help define what success looks like and let them tell you how they would like to contribute to the success of the initiative, organization, committee, etc. Find a way to allow them to contribute in that way that helps move the overall effort forward towards the goal.
- Be open to everyone's ideas. The best solution is found when everyone has had an opportunity to provide input and share his or her ideas.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

I believe that the Seattle Public Schools does not have a decision making process, and does not have a meaningful process by which to gain genuine community input. What happens today is as individual and distinct as the Seattle Public Schools employee or Board Director – sometimes they do a terrific job, and other times not as well. One of the very early actions that I would take would be to investigate best practices of other urban public school systems and benchmark what community input and decision making processes they have in use. Boston Public Schools has been identified as having a good process, but there are others. I would seek philanthropic grant money to finance an initiative to complete this investigation and bring back a couple of proposals for the District to consider. As for the decision making model, I would look to implement a board governance model as recommended by the Office of the Superintendent of Public Instruction and the Educational Service District that serves Seattle. Part of a formal governance model is an element that provides structure and process to decision making. This would provide increased transparency, increased inclusiveness, and would allow the board, the staff, and the community to know what to expect when any decision is approached. No surprises in terms of process.





# Seattle Works 2007 Primary Election Candidate Guide

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Governmental transparency means being open and communicative about decisions that impact key stakeholder groups. This includes advance notice that key decisions will be made and why, gaining stakeholder input, and then being open and communicative regarding why the decision is being made including providing any supporting data. That said, it is true that executive decisions that relate to personnel matters must respect the privacy of the employee(s) involved. The School Board and the District staff have not been transparent enough in their decision making process. I would implement the following actions to improve transparency:

- Identify and implement a process that elicits genuine community engagement. Work with philanthropic organizations for funding or obtain pro-bono services from companies that are experts in the area of public engagement. (see description in #2 above)
- Implement a board governance model. (see description in #2 above and #6 below)
- Develop and implement a comprehensive school program evaluation process wherein each school is evaluated on a regular basis.
- Require that all proposals offered to the Board have an accountability measurement plan included. Once approved, this plan would make clear how the Board would evaluate success and hold the staff accountable.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

- Complete a comprehensive process to develop the vision and define the future direction of the Seattle Public Schools. Engage all key stakeholder groups in a process that allows them to provide genuine input to the vision and values that the District will work to. Benchmark the approach to Mayor Rice's 'Education Summit' as a potential best practice, or look to experts in public and community engagement for coaching on process and approach. The results should stretch the imagination and expectations of the community.
- Establish a School Board 'Steering Committee' comprised of respected leaders in education, business, government, media, and the community to advise on the navigation of the Seattle Public Schools. Focus would be on direction setting and on course correction, and operational issues would be out of scope. This should build on the vision-setting work done (above) and should represent a brain trust of people willing to be critical and to challenge the progress of the Seattle Public Schools
- Identify and implement a process that elicits genuine community engagement. Work with philanthropic organizations for funding or obtain pro-bono services from companies that are experts in the area of public engagement. Consider best practices currently in place in Boston Public Schools and elsewhere that have resulted in genuine community engagement. (this is the same item mentioned in #2 and #3).

Where do the roles of the School board overlap with the Superintendent?

In a high functioning environment, the roles should not overlap - instead they should work together synergistically. The Board's role is to establish the vision and strategic direction of the school district, to provide structure



# Seattle Works 2007 Primary Election Candidate Guide

and policy for the district, to hold the Superintendent and staff accountable, and to advocate on behalf of public education in the Seattle Public Schools. The Superintendent's job is to develop the plan to implement the vision and to deliver a high quality education to students, and to ensure academic success of all students. The Superintendent should be held accountable for the academic outcomes of students and for the efficient, safe, cost effective, and legally compliant daily operation of the school district.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

I would pursue two strategies:

1. I would pursue the implementation of a board governance model. A governance model would help the school board define how they will work together successfully, how they will interact with each other, how they will handle confidential matters, how they will make decisions, how they will handle conflict and crisis.
2. I have solid relationships with existing school board members today, and would work to continue to build those relationships. I have 25 years of professional management and leadership experience from which to draw, and will use that experience to build constructive relationships with my peers.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Senior Finance Leader, The Boeing Company, 1987-07 (currently leading a team on the 787 Program)

Seattle Council PTSA President, VP, Area Director, 2002-07 - Leader of 12,000-member organization supporting the 46,000 students in the Seattle Public Schools. The organization's mission is to be a strong, effective voice to promote the health, education and welfare of all children. (<http://www.seattlecouncilptsa.org/>)

Board Member, Alliance for Education, 2005-2007 – Active Board member of a group of business and civic leaders committed to Seattle Public Schools. The organization's goals include:

•Every Child a Great Reader •A Great Teacher in Every Classroom •A Great School for Every Student (<http://www.alliance4ed.org/>)

Board Member, Schools First, 2005-2007 – Helped lead the successful levy and capital bond measures in February 2007. The initiatives provide nearly a quarter of the Seattle Public Schools operating budget and provide capital improvements in our community schools. Both measures provide a direct benefit to our Seattle Public Schools children. Also was an Honorary Co-Chair of the campaign. (<http://www.schools-first.com/>)

Member of Superintendent's Community Advisory Committee for Investing in Educational Excellence (CACIEE), 2005-06 - One of 14 community leaders selected to develop a set of recommendations to improving academic outcomes for students while ensuring the fiscal viability of the Seattle Public Schools. The committee's recommendations can be found at the following website: (<http://www.seattleschools.org/area/committeeforexc/index.dxml>)



# Seattle Works 2007 Primary Election Candidate Guide

Board Member, Pacifica Children's Choir, 2005-07 – Volunteer Board Member for non-profit children's choir focused on music education. (<http://pacificachoirs.org/>)

Volunteer, Seattle Children's Theater 2004-05 – Community volunteer, along with daughters, Bailey and Taylor.

PTA President (2 yrs), Treasurer (1 yr), Secretary (1 yr), Daniel Bagley Elementary School, Seattle School District, 1999-2003.

Co-Founder of Site Council, Daniel Bagley Elementary School, 1999-2000. Community organization that provides governance to school business and academic decisions.

Team Member and Parent Leader, Montessori Program implementation at Daniel Bagley Elementary. 1999-2003. Successfully implemented a Montessori program in our public school, reversing enrollment from 150 students to over 330 in 6 years.

Boeing Volunteer, Washington State Special Olympics, 1994-2004

## Is the current school board model effective?

The current school board does not follow a governance model and their approach is ineffective. I would endorse and work for the adoption of a governance model (as has been recommended by OSPI and the Educational Service District that serves Seattle Public Schools. This would absolutely benefit the Board, the District, and the community and will make significant inroads towards a high functioning school board.

## Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

I think an elected board is the best form of governance for a public school system. The process of running for an elected public office makes candidates and ultimately the office holder a better public servant for having gone through it.

It is important that voters have the opportunity to hold Board members accountable and to be able to vote them out of office in the event. Appointed boards can certainly work in some situations, but the success of fully or partially appointed boards is dependent on the individual that does the appointing. The national experience with appointed boards has been mixed (some successful, some not) and has not proven to be the answer to fixing public education in urban school districts.

## The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

Through PTA and other opportunities, I have volunteered thousands of hours per year on behalf of the Seattle



# Seattle Works 2007 Primary Election Candidate Guide

Public Schools over the past 9 years. I expect that this experience will be no different. I will invest the hours it takes to be an effective board member, and will work with my fellow board members to be smart and efficient about how we spend our time. I look forward to the opportunity to continue to volunteer on behalf of Seattle's children.

## Outside of funding, what in your opinion is the root problem with education?

Low expectations. I envision a district where:

-A culture exists in which excellence is expected, and teachers, staff, parents, and the community work together every day to deliver it. Rigor is the norm. Adults work together respectfully and know that the goal is to deliver results for kids. All stakeholders have adopted a 'no excuses' attitude.

-The achievement gap has been closed, and academic excellence is being delivered to every student. Students know that teachers expect academic results from them, and students believe they can achieve at high levels.

-Educators feel supported, and have the resources necessary to deliver a quality education to every child. All district employees feel they are treated respectfully and are valued as contributing team members.

-Parents want to send their children to Seattle Public Schools because they know their child will receive a high quality education. They are open to getting their second or third choice of schools because they believe all schools are strong and successful, and that academic programs are offered equitably.

-Parents and students feel welcome in their school, and that they are a part of the school community. Differences in race and culture are valued and celebrated.

-The School Board is functioning in a healthy way. Relationships are respectful, and debate on the issues is lively and constructive. The community is included and has a real voice.

-Voters and citizens confidently support the actions of the School Board and the District leadership as those necessary to achieve excellent results for children.

## Who is your favorite music group?

Five for Fighting

## Where is your favorite coffee shop?

Cafe Maree (by Green Lake)

## Who is your favorite local band?

Eckstein and Roosevelt Jazz Bands



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 2

Sherry Carr

 **Darlene Flynn**

Campaign Address & Website

Darlene Flynn

4509 Interlake Ave N., #302

Seattle, WA 98103-6782



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Young adults have as much to contribute as anyone else. I also know that I (and all others perceived as "experienced adults") were socialized to feel that because of their age it is ok to minimize young adults' opinions or efforts. In bridging with a younger generation is important for me to be mindful of interrupting any attitudes I might be acting out of that are oppressive to younger people. This makes space for the development of authentic and respectful relationships across generations.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

We experience a range of decision making process in Seattle; some truly inclusive, some the appearance of inclusion and some not at all inclusive. I think inclusion processes work best when it is understood by all what is on the table. Often this gets confused out of a desire (or pressure) to appear that anything goes. This can result in a process that is not focused and poorly managed, which generally results in disappointment and frustration. Processes need to be tailored to fit the occasion, with clear purpose, appropriately framed questions and clear communication about how the input will be responded to and used - then all commitments must be carried out.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

It means; no back room deals, easy access to records and documents, fair hearing on governing officials' decisions and clear open lines of communication. It is interesting that, in Seattle the school board is held to a higher standard than any other body (I have some experience here as a City Council Legislative Assistant). This is counter intuitive given that we do as much business as, say the City Council, without staff or paid time to do it. That being said, this board has increased transparency by beginning to televise and stream our meetings, etc. I am also open to specific feasible ideas for more transparency.



# Seattle Works 2007 Primary Election Candidate Guide

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I take every opportunity to communicate and collaborate with as many groups as time permits. A current focus is building more connections with community colleges and other post secondary institutions. Parent activists and special interest groups are involved across the board.

Where do the roles of the School board overlap with the Superintendent?

They have both an employer/employee, separate and co-leadership roles. The School Board is specifically responsible for: 1) Policy making 2) Hiring the Superintendent 3) Planning, goal setting and appraisal 4) Setting & monitoring standards for instruction and academic achievement 5) Budget adoption and financial monitoring 6) Insuring that students have equal opportunity 7) Approving collective bargaining agreements 8) Providing school facilities 9) Communication to and from the community 10) Serve in an adjudication and/or investigatory capacity The Superintendent staffs Board activities and manages/leads the district on a day to day basis.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

Given the challenging dynamics of the Seattle School District and relentless micro-examination by the press, this Board could teach a seminar on effectiveness in challenging situations (really). While building and strengthening the Board will be an ongoing activity, our list of accomplishments achieved in very difficult times speaks for itself. The system improvement during my time on the Seattle School Board; we've come from a \$30 million deficit to having a \$20 million dollar reserve; academic scores have risen over 50 percent in reading, writing and math, this spring our superintendent search came in on time and under budget, and resulted in the hiring of a highly qualified educational leader, we've addressed drinking water safety in our schools and cleaned up our capital budget accounting. That's the short list and none of these accomplishments could have been claimed four years ago. While this and any board I've ever served on could stand to improve, I am very proud of my contributions in all these areas.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

In my current work position I have a central role in designing and implementing the City of Seattle Race & Social Initiative, including; development, implementation, management, monitoring and evaluation of policies and programs designed to address institutionalized racism and promote multiculturalism. Inequity in educational outcomes is routinely cited in local and national research with regard to the opportunity to advance social justice through education system improvement. My ongoing professional development in this area and effectiveness at the City has deepened my expertise around challenges related to system change in this area. I also worked as a City Council Legislative Assistant to Jim Street for eight years, which provided the opportunity to: facilitate problem solving and the development of policy options with department staff, act as the liaison with the media, serve on internal and external committees, task forces, and at public meetings, make presentations to City Council Committees, explain Council actions, processes and positions to external organizations, review, evaluate and make recommendations on legislation presented for action, analyze issues and make recommendations regarding complex city budget matters, coordinate and monitor projects, assess related issues and take action or make



# Seattle Works 2007 Primary Election Candidate Guide

recommendations to assure successful completion, resolve conflicts and solve problems with and/or on behalf of a diverse range of constituent groups and individuals. This experience and the related accomplishments illustrated my ability to grasp concepts quickly, formulate responses, problem solve and work effectively within a public policy context. Volunteer Activities: Project Lead on Seattle Race Conference Organizing Committee (2002-2003) •Board President of the Sundiata African American Cultural Association - (1993 - 2003) •Participated in the Education Summit and on the Summit work group to enhance school/community partnerships as a citizen representative designated by the local summit participants (1990) •Member of the Block Grant Citizen Advisory Committee (1987) •Organized with community members to work with the City Council to revise an element of the single family land use code (1986 - 1987) •President of the Greenwood Community Council (1986 and 1987) •Board member (1980 - 1985) and Board President (1984) of the Employee Benefits Planning Association

Is the current school board model effective?

It is as effective as the current U.S. Presidency or Congress "model".

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

I believe in democratically elected leadership.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

20-30.

Outside of funding, what in your opinion is the root problem with education?

Our ability to effectively challenge a system that has not fundamentally changed in 100 years to reorganize to meet the needs of all students.

Who is your favorite music group?

Too many to choose from, I listen to blues, R & B, zydeco, folk...

Where is your favorite coffee shop?

Diva Espresso.

Who is your favorite local band?

Lady A and the Baby Blues Funk Band.



# Seattle Works 2007 Primary Election Candidate Guide

## Director, District No. 3

**David Blomstrom**  
Harium Martin-Morris

### Campaign Address & Website

David Blomstrom  
No address available.  
[2007.seattle-mafia.org/](http://2007.seattle-mafia.org/)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Where do the roles of the School board overlap with the Superintendent?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Is the current school board model effective?

Did not respond.

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

Did not respond.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

Did not respond.

Outside of funding, what in your opinion is the root problem with education?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.

Seattle School Board : Director, District 3 : **David Blomstrom** or Harium Martin-Morris



# Seattle Works 2007 Primary Election Candidate Guide

## Director, District No. 3

David Blomstrom

 **Harium Martin-Morris**

### Campaign Address & Website

Harium for School Board  
P.O. Box 51052  
Seattle, WA 98115  
[www.harium2007.com](http://www.harium2007.com)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Where do the roles of the School board overlap with the Superintendent?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Is the current school board model effective?

Did not respond.

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

Did not respond.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

Did not respond.

Outside of funding, what in your opinion is the root problem with education?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.

Seattle School Board : Director, District 3 : David Blomstrom or **Harium Martin-Morris**



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 6

○ **Maria Ramirez**  
Steve Sundquist

Campaign Address & Website

Maria Ramirez  
8838 24th Ave SW  
Seattle, Wa 98106  
[www.maria4kids.org](http://www.maria4kids.org)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Most of my experience with the Generation Y demographic is from my experience in Scouting. As the committee chair I oversaw the leadership development of our scouts. Our troop has about 30-40 boys at any time. The troop is boy-lead with adults there to provide mentoring and direction. When working with youth it has always been my goal to empower them. For the Gen Y demographic, I see them as our next leaders. As a baby boomer I believe its time for some of us to share our power with the younger generation. In my work with the Coalition I have worked to create with others (Campana Quetzal) it has been my goal to mentor the Gen Y's and share the power and knowledge I have. I did not work with others to create this organization for me to inherit the leadership role. I work to mentor young people so they feel like they are a part of the solution and that they have a seat at the table. The Gen X & Ys bring a wealth of energy, experience and knowledge that I need to learn from and utilize in my campaign. Students need to have more of a voice and I intent to harness that energy for the betterment of the City.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Most processes have a tight timeframe, sometimes with a pre-determined outcome. Public involvement is minimal and often exclusive. Traditional methods are used assuming everyone has the internet, speaks English and can be available on the date and time chosen for a public meeting. Its hard for someone new with little knowledge to play catch up to understand the issue. The meetings move fast and the facilitator may not be aware that some people don't have the background yet to fully participate. We need to identify innovative ways that ensure inclusiveness and a method to get to the word out in different formats. If elected, public processes and community involvement will be my top priorities. I will work to restore confidence in Seattle schools administration.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Government transparency means that Joe Citizen A can explain to Joe Citizen B the process, reasoning behind a decision and what the decision means for children for any board decision. Many decisions are made based on finances first and then

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children second. I believe every decision should be made with the children at the beginning, middle and end. I will bring over 10 years of experience as an involved parent to improve parent, student and community involvement. I have been through many processes lead by the district. From the beginning, the main driver will be the children. I will meet with students & parents to fully understand their position. I will read any literature I am given and will provide feedback. I intend to be fully aware of how a decision will affect children and communities and will advocate for them as my priorities. If I am aware of an issue that our students or parents feel strongly about or feel that they are not being heard I would want to take an assertive role in addressing their concerns before we get to the demand stage. People need to be heard and know that we have listened to them.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I will find a common ground with the staff in government. Each entity from the County government to the State to the City has its role in education. I will advocate for changes in policy. that are detrimental to our success with educating children. The private sector should be a partner, providing mentors, financial resources and jobs for our graduates. Interest groups should be acknowledged and encouraged to grow as they organize around their key issues. Activists and public sector groups should be viewed as a resource. The past 10 years in school board leadership has resulted in the loss of confidence by the public. We can spend time doing the same things with the same results or we can decide to move forward together. Democracy is built on a society that is involved and informs decisions, we need to get back to that.

Where do the roles of the School board overlap with the Superintendent?

Both parties are to be held accountable. The board supervises the Superintendent. It is the role of the Superintendent to provide accurate and well planned work plans to the board as policy is developed. It is the responsibility of the board to listen to parents, students and the community and to work together as a team to direct and lead all processes.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

I would start with agreeing on the problem statement and being clear that all decisions will go back to what is best for the children. Any timeline needs to be realistic with the goal of getting a good product and not meeting an invented deadline. The board needs to take a look at the big picture and stay focused together on how to take Seattle to the next level --a multicultural group of education leaders that value all communities and believe all children can learn and be successful. Other improvements or enhancements I would make: Translators should be made available at all meetings and not just reserved for one meeting. We need to ensure that parent representation is diverse and that parents are working side by side with parents that may not agree or that represent different agendas. The board needs to commit to working together. Working together we can go much farther.



# Seattle Works 2007 Primary Election Candidate Guide

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

For the past 8 years I have been working on districtwide issues. I have planned or helped to plan several community forums (mainly for a latino population, but it can all be replicated for other immigrant groups or parents and community at-large). There's lots of energy in each school and we need to harness parent, student and teacher involvement to help us make informed decisions and to help us all develop an understanding of the challenges our schools are facing and how we (all of us) can help. We need to listen to our Principals and Teachers. To have an atmosphere where they can advocate for their children. I have worked with 2 superintendents, over 20 principals and hunderds of parents and teachers. I understand the challenges they face. I want to be a partner, taking the leadership role in providing policy so that they can do their job. In all this mix, the students have no formal way to engage. Over the years we have worked to include students and youth and find that our culture of doing things doesn't work for youth. They are not interested in endless meetings that don't accomplish anything. Students need to have a defined role so they can serve on interview panels, provide input into decsions made around how their school will operate and what the curruiculum will be at their school. Education is not something that is done to them, students need and want to play an active role in their schools and how they receive their education. They are part of the equation to move us forward from the 1950s to the 21stc century.

Is the current school board model effective?

Not in terms of holding itself and the Supt. accountable. The position is essentially voluntary yet requires a heavily financed political campaign. So long as wealth remains to be the determining factor for who can run, we may take another generation before we have a board that represents the demographics, but may not represent the sentiment of the City. I would welcome the opportunity to explore other models. We also need to discuss how to make the current model work.

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

I'd need to know more details like how who does the appointing, how many are elected and how many are appointed, will there be qualifications, what will the process be? Clearly, candidates shouldn't have to raise \$60,000 for a campaign to do a job that is essentially voluntary. This board needs adequate support.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

Over the past 8 years I have put in about 10-15 hours per week on education issues. I intend to continue at this level of involvement.



# Seattle Works 2007 Primary Election Candidate Guide

## Outside of funding, what in your opinion is the root problem with education?

We are in a critical stage in Seattle's development moving from a city of majority white to a city that represents all corners of the world. One in five residents comes from another country. We need to invest in this segment so that in the future our political leadership, private and private sector will each be representative of its citizenry. We need to have a collective vision of a city with schools that produce graduates ready to work or ready to pursue a 2 or 4-year degree. Locally, lack of quality academics across the city schools, site based decision making, a failure to prioritize children in decision making and the neglect of developing leadership and engagement skills in parents are key roots to our challenges.

## Who is your favorite music group?

my son's group, REVO, a new age band of high school students.

## Where is your favorite coffee shop?

It's a toss up between Cherry Street Cafe and the Uptown Espresso. (Downtown and West Seattle locations). ETG in Fremont, I always stop there if I'm in the neighborhood.

## Who is your favorite local band?

Both of my sons are in bands and they are my favorites.



# Seattle Works 2007 Primary Election Candidate Guide

Director, District No. 6

Maria Ramirez

 **Steve Sundquist**

Campaign Address & Website

Steve Sundquist for School Board

P.O. Box 21671

Seattle, WA 98111

[www.sundquist4schools.com](http://www.sundquist4schools.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

One of the members of my campaign team is a Generation Y, and we have been able to work very effectively together. The keys have been to identify the specific objectives for each assignment as well as some of the resources available and the constraints, and then let her work through the issues. She works well independently, and she is assertive enough to ask questions when she has them. The keys so far have been that we share common goals and values, allow her the opportunity to make independent contributions, and help her prioritize the different assignments so that she can manage her workload effectively.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

I agree that Seattle's decision-making process often tries to be inclusive but, unfortunately, has not always been successful either in its inclusivity or in its outcomes. The priority has been on the process of making a decision—which is important—but must be balanced with a strong emphasis on a result. This requires leadership, knowing who is spearheading the initiatives, and accountability, being clear about what the decisions are and why they should be made. Therefore, I propose that at the beginning, we need to establish a clear leader and set a deadline for making a decision, and we must identify the key stakeholders, i.e. who is impacted by and who is influencing the decision. Finally, we need to clarify the expected outcome of the process—not necessarily the specific decision we expect, but rather how far-reaching the decision might be, what its scope should be, etc. so that we know how big the task is and make sure we complete it.

What does "government transparency" mean to you? Is the School board transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the School board?

Government transparency to me means that citizens are given information to understand all of the steps of a decision making process. That means they are provided enough details to first understand what the issue is, what process is in place to resolve the issue, who the decision makers are, how they can influence a potential decision, and when a decision or vote is made, what the outcome and rationale was and why. As for transparency on the school board, it has really varied from member to member and board to board. Overall, though, it is an area where significant





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improvement is needed. One process that helps citizens to follow key issues is the requirement that significant issues get vetted in the standing committees, then to a full board "Introduction Agenda" and finally to an "Action Agenda." This, at least, gives citizens the ability to follow the process with being surprised. I intend to work hard to be transparent. School board members are elected to be a representative, not an isolated decision maker, so it is vital citizens are part of the process. I will keep regular office hours for citizens who want in-person time to ask questions or give input. For those that can't meet in person, I will also work hard to return constituent phone calls and e-mails in a timely fashion. Additionally, as I believe that part of my responsibility is not only to make decisions but also to disseminate information, I will publish a regular newsletter so constituents can follow issues as well as better understand my approach.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I will engage openly and honestly as I indicated in the question on transparency above. I will also reach out proactively to stakeholder groups so that communication channels are open, and that positions are well-understood (mine as well as others). Keys to success in this process include empathic listening, respect, and dialogue. At the heart of things, it's important to remember we are working to find the best ways to educate our children, so much is at stake. The school board interacts with varied groups, often very passionate, and at times, opposed in their agendas. It will be important to be as transparent as possible with everyone.

Where do the roles of the School board overlap with the Superintendent?

The School Board and the Superintendent need to function as an effective team, especially after policy decisions have been reached and the process has moved to implementation. Both must be accountable to citizens on the plans, decisions, and results that impact Seattle Public Schools. Where the roles differ, however, is that the School Board is responsible for hiring and evaluating the Superintendent, as well as setting the vision, goals, policy, etc. for the district, while the Superintendent is responsible for the day-to-day management of the district. This question is an important one, because School Boards can err on the side of micromanaging or on the other side of becoming a rubber-stamp for the Superintendent.

How will you ensure efficient decision making and execution of those decisions in challenging situations? OR Given the often challenging dynamics of the Seattle school board, how will you improve board cohesion?

My approach with school board members is the same as my interactions with citizens and stakeholders. In all cases, I will work to be transparent in my communication and accountable in my decision making. As with any group, it is important to listen effectively, demonstrate integrity, build trust and actively seek ways to create win-win outcomes. While it is not possible for everyone to get his or her way on each decision, it is important that we focus on the "must haves" of our colleagues rather than the "nice to haves". This approach frequently reveals opportunities for each of us to make trade-offs that get the entire board closer to win-win outcomes.



# Seattle Works 2007 Primary Election Candidate Guide

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

I have had lots of community leadership experiences, and I will focus here on three types. First, I am an active member of four non-profit boards, and I chair two of them. Two of these are in the environmental space, one is a church board, and the other is an education-related board. Each of these have provided me with opportunities to lead, to create win-win outcomes for organizations, and to better understand the unique role of a board member as opposed to a member of the staff. I have gained experience doing performance appraisals for the top officers of an organization, and I have had the opportunity to recruit two senior leaders to the staffs of these non-profits. Second, I was part of a citizens' team that helped to establish the International Baccalaureate Program at Chief Sealth High School. We identified the program, convinced the central administration to fund it, convinced Chief Sealth HS administrators and staff to bring it in, and then oversaw the process of program certification and the fund-raising for an endowment. Finally, I recently led an effort that resulted in a co-location agreement between the Fauntleroy Church and the Fauntleroy YMCA. This had never been accomplished in the 75 years that these organizations have shared their site, and there was little trust between them. The agreement enables cooperation between these two organizations that should serve our youth and community long into the future. All of these efforts provided me with leadership experience and an improved understanding of how to create positive results in the community.

Is the current school board model effective?

The real issue is the effectiveness of the people on the board and their ability to work well together, not the model itself. There are elected school boards that are quite effective, and others that are not. Unfortunately our recent history in Seattle has been on the ineffective end of the spectrum.

Do you think that the school board should be a mix of city appointed and elected members? Why or why not?

I do not think that we need to have appointed members – I support an elected board. Our country has a long history of local voter control of schools, and while this sometimes results in ineffective boards, it does ensure accountability to the local community. It also is the best way to ensure that the values of the local community are reflected on the board, and by extension, in our schools.

The job of a school board member is essentially a volunteer position. How many hours do you expect to dedicate to school board service weekly?

I expect to dedicate 20 – 25 hours to school board service each week. I understand that the time requirements vary depending on the specific policy issues that are being worked on at particular times and the level of constituent service that is occurring.

Outside of funding, what in your opinion is the root problem with education?

In addition to funding, there are many problems with the current state of public education. Chief among them is that the entire delivery model is little changed from the needs of our agrarian economy 100 years ago. The academic calendar (summers off), the length of the school day, the movement through grades based largely on



# Seattle Works 2007 Primary Election Candidate Guide

age, the focus on teaching rather than student learning, are all driven by adult and system needs rather than the learning needs of our children. It is a poor match for an adult world which now values independent thinking, interpersonal skills, lifelong learning, and creativity. Low expectations and culturally insensitive curriculum are also significant problems.

## Who is your favorite music group?

I enjoy "smooth jazz", and there are lots of great names... David Benoit, Ronny Jordan, Spyro Gyra, Acoustic Alchemy, Nils, ...

## Where is your favorite coffee shop?

Uptown Espresso downtown on 4th and Wall.

## Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide



## Council District No. 2 Larry Gossett (DEM)

Campaign Address & Website  
Gossett for County Council  
P.O. Box 22444  
Seattle, WA 98122  
[www.larrygossett.com](http://www.larrygossett.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the County Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the County Council?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

Did not respond.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

Did not respond.

Where do the roles of the Council overlap with the Executive?

Did not respond.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide

Council District No. 4  
○ Larry Phillips (DEM)

## Campaign Address & Website

Larry Phillips  
2686 Magnolia Blvd West  
Seattle, WA, 98199  
(new website coming soon)



Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

In its infancy, the Vera Project needed support, credibility, and funding to establish itself. As Chair of the County Council's Budget Committees, I worked with Vera Project's founders to put initial funding in the County's budget. Later, I supported additional funding for the Vera Project's move to its location on the Seattle Center grounds, and attended their grand opening. "Similarities": I love music and the arts. "Bridging the Gap" I met and communicated well with Vera Project leaders, and was inspired by their vision. I also have worked closely with Earth Corps, to fund and support our international youth on local environmental projects. I started out with the Youth Conservation Corps when I was twenty, so it was easy to identify with their idealism, commitment, and enthusiasm for the planet.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Inclusive, and too often inconclusive: (Magnuson Park; The Viaduct; the Sonics; Memorial Stadium at Seattle Center). We're inclusive at the County, but more decisive: (Metro/Transit Now; TransFat elimination and menu labeling; Medic One and Park Acquisition funding; Sound Transit's Light Rail system). We're even decisive when it's highly controversial: The Critical Areas Ordinance (CAO); Brightwater.

What does "government transparency" mean to you? Is the County Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the County Council?

"Government Transparency" is simply ensuring that the public sees whether and how decisions are made and carried out by public officials. The County Council is very transparent. We abide by the Open Meetings Act; make our committee and Council hearings on all ordinances; host Town Hall meetings each month outside the Courthouse on significant regional issues (transportation; Puget Sound & Salmon Recovery; mental health funding); broadcast all committee and Council meetings on CTV (Channel 22), and correspond regularly with constituents from across King County on issues of the day. Most recently, to further improve transparency and accountability, I sponsored the "Transparency in Taxation" Ordinance to require that every property taxpayer in King County receive an annual notice accounting for how their property tax dollars are spent.



# Seattle Works 2007 Primary Election Candidate Guide

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

I engage with these entities on a regular basis via e-mail; snail mail; phone conversations; public hearings; town hall meetings; neighborhood walking tours; community meetings and events via invitations; testifying before and lobbying Congress, the State Legislature, and other local governments; and doorbelling my district.

Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?

The coordination between local and regional governments and transportation agencies is very good, but with the state it could be better. The State, while heavily dependent on Seattle/King County gas tax dollars for state purposes, just doesn't get our local transportation needs. They remain fixated on highway construction, and are unaware of our multi-modal needs when it comes to state dollars benefiting King County's transportation needs. The best way to improve transportation and ensure conclusions are reached on pressing transportation needs is to pass the "Transit and Roads" package we placed on the November General Election ballot. We did some heavy lifting to meet these challenges.

Where do the roles of the Council overlap with the Executive?

By Charter, they do not. We are separate by equal branches of County government. However, sometimes the Council "meddles" too deeply or micromanages Executive operations, and often the Executive assume the Council is his personal rubber stamp. Neither is shy about articulating the need to respect each other's authorities.

How will you ensure efficient decision making and execution of those decisions in challenging situations?

The Executive and Council work well together in crafting effective solutions during emergencies (winter storms, flooding, emergency response via medic one and the Sheriff's Office, and the Health Department), We also work well together on challenging issues, like reform of the elections division, and effective reductions in spending during the Budget Crisis (2002-2005).

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Please see my bio ([www.metrokc.gov/council/members/Phillips/biography/htm](http://www.metrokc.gov/council/members/Phillips/biography/htm)). I have also coached many youth sports teams (football, basketball, baseball, skiing, swimming, and soccer). Interacting with young athletes teaches the value of teamwork, skill development, sportsmanship (abiding by the rules), how to be competitive and come from behind, as well as the value of discipline and sustained effort. All are very valuable in a legislative context working effectively with council colleagues.



# Seattle Works 2007 Primary Election Candidate Guide

Who is your favorite music group?

My generation: Earth, Wind & Fire; Chicago, Elton John; Moody Blues

Where is your favorite coffee shop?

Caffe Ladro or Appasianotto

Who is your favorite local band?

Blue Scholars



# Seattle Works 2007 Primary Election Candidate Guide



## Council District No. 6

○ Jane Hague (REP)  
Richard Pope (DEM)

### Campaign Address & Website

Friends of Jane Hague  
14150 NE 20th St, PMB 303  
Bellevue, WA 98007  
[www.janehague.com](http://www.janehague.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

Did not respond.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

Did not respond.

What does "government transparency" mean to you? Is the County Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the County Council?

Did not respond.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

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Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide



## Council District No. 6

Jane Hague (REP)

○ Richard Pope (DEM)

### Campaign Address & Website

People for Richard Pope  
1839 151st Avenue, S.E.  
Bellevue, WA 98007  
[www.popeforcouncil.com](http://www.popeforcouncil.com)

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

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Did not respond.

What community leadership experience have you had and how will that experience complement and enhance your work if elected?

Did not respond.

Who is your favorite music group?

Did not respond.

Where is your favorite coffee shop?

Did not respond.

Who is your favorite local band?

Did not respond.



# Seattle Works 2007 Primary Election Candidate Guide



## Council District No. 8

**Dow Constantine (DEM)**

John Potter (REP)

### Campaign Address & Website

Dow Constantine  
P.O. Box 16285  
Seattle, WA 98116  
dowconstantine.org

Describe a time you worked effectively with someone from the Generation X/Y demographic. How did you build on the similarities and bridge the gap of difference?

...which is to say, every current adult born after the 1960 election (or, some would say, the 1963 Kennedy assassination) or, in other words, most people. Just to take an obvious example, I worked with the founding leadership of the VERA Project (Baby Boom and Gen X), and their successors (Gen X), to ensure county funding for a succession of VERA spaces leading up to a significant county investment in VERA's new space at the Seattle Center to serve their Gen Y clientele. I met them in their element (at a show, which also happened to be my element, so it all worked out) and helped them to understand how they could appeal to policymakers. They were quite successful in conveying the need and making their cause sympathetic to other members of the council and the executive.

Some people describe the Seattle way of decision making as inclusive but inconclusive. How would you describe Seattle's decision-making process and what, if anything, would you do to change it if you are elected?

I don't have a lot of patience for process, but endless process surely beats coming out on the short end of a decision. Even when I disagree with the Executive or Mayor, I appreciate that they are acting rather than hand-wringing, and that clarity provides an opportunity to clearly say "Amen!" or "Hell no!"

What does "government transparency" mean to you? Is the County Council transparent enough to the citizens it serves? What specifically will you do to further improve the transparency and accountability of the County Council?

Paradoxically, the day that all government became televised is the day that all governing, or at least legislating, became theatre. The official proceedings became less authentic and transparent because the players are constantly aware of, and performing for, the camera, rather than having a genuine debate about genuine issues. So, there is tremendous access to information via King County Television and the county's very content-rich web site. It takes a real journalist, however, to reveal how decisions are made and what they really mean.

How do you plan to engage with other governments, the private sector, interests groups, parents, activists, and public sector groups?

In addition to our internal committee assignments at the council, each of us is assigned to multiple, and I participate in probably two dozen, outside committees or



# Seattle Works 2007 Primary Election Candidate Guide

groups. Many of these are intergovernmental, and many include representatives of non-governmental organizations. They run the gamut from environment (I co-chair the WRIA 9 Steering Committee) to growth (I serve on the PSRC's Growth Management Policy Board and Growth Management Planning Council) to education (I am co-founder and vice-chair of the West Seattle High School Foundation).

**Is the amount of transportation coordination between state, regional, and local governments and transportation agencies as good as it could be? What could you do to improve coordination and what can be done to ensure conclusions are reached on our most pressing transportation challenges?**

Nothing is as good as it could be, but it is all much better than the legislature makes it out to be. Sound Transit and the county transit agencies work very well, and work well together. The biggest problems come in working with State DOT, which at times seems locked in a bygone era. RTID is, of course, a funding entity only, born of the legislature's unwillingness to raise state funds to pay for state roads. The county ferry district is being created, in large part, in response to the state walking away from passenger-only ferry service. The conclusions about transportation determine our environmental, land use and economic destiny. They can not be made by highway engineers or a little-known and unaccountable commission.

**Where do the roles of the Council overlap with the Executive?**

Where the executive exceeds his authority, of course.

**How will you ensure efficient decision making and execution of those decisions in challenging situations?**

The execution is the difficult part. It is the executive's job to direct a vast bureaucracy to implement the policy decisions of the council. Should he fail to do so, our primary leverage is budgetary.

**What community leadership experience have you had and how will that experience complement and enhance your work if elected?**

West Seattle High School Foundation: Founder, Vice-President (2000-Present); Stone Soup (non-profit devoted to women's issues): Board Member, Former President (1999-Present); ArtsWest: Board Member (2002-2004); Delridge Neighborhoods Development Association: Board Member (1998-2005); West Seattle High School Alumni Association, Past President (1996-2000); West Seattle HelpLine: Board Member (1995-1999); Allied Arts of Seattle: Trustee (1992-1998); Seattle Citizens' Open Space Oversight Committee: Member (1994-1997); Friends of College Street Ravine: Founding member (1988-Present); West Seattle High School Site Council: Founding member (1992-1994); Southwest Youth & Family Services: Volunteer attorney (1993-1996). I have learned that, even with all my experience in office (House, Senate, Council), and having spent my entire life an active participant in this community, I am just now becoming familiar with many of the people, institutions, and processes that determine the direction of our region - enough so now that I am able to move issues along both inside and outside the courthouse. So it is an exciting time: I can solve problems using not just the charter-defined powers of the council, but also calling upon my relationships and reputation in the larger community. The challenges of stewarding our natural and built environment, and our democratic institutions, are greater than they were a decade ago. And yet, I am better prepared each day to meet those challenges.



# Seattle Works 2007 Primary Election

# Candidate Guide

Who is your favorite music group?

That is correct.

Where is your favorite coffee shop?

Revolution Coffee and Art on Admiral Way (they're scrappy) [revolutioncoffee.net](http://revolutioncoffee.net)

Who is your favorite local band?

Blue Scholars, in no small part because I am introducing them at the Block Party this weekend.



# Seattle Works 2007 Primary Election Candidate Guide



## Council District No. 8

Dow Constantine (DEM)

 John Potter (REP)

### Campaign Address & Website

John Potter

Address and website unavailable.

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Did not respond.

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Who is your favorite local band?

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