

Application for Appointment to Sequim City Council

*Thank you for your interest in serving the community as a member
of the Sequim City Council.*

The Sequim City Council is seeking applicants to fill a vacancy in the office of City of Sequim, Council Position No. 6. The person appointed to the position will take office immediately and will serve until the results of the November 2021 General Election are certified. An election for this position will be held in November of 2021.

The timeline for filling Council Position No. 6 is as follows:

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| Tuesday, September 15 | Announcement and application posted |
| Wednesday, September 30 | Applications due to the City Clerk by 4 p.m. |
| Monday, October 12 | Council conducts interviews and may appoint |
| Monday, October 26 | Additional meeting if necessary |

To be considered, you must complete and submit this application, answers to supplemental questions, a letter of interest and a resume. Your application materials may be submitted by sending an email to City Clerk Sara McMillon at smcmillon@sequimwa.gov. You may also send it by regular mail to the City Clerk at Sequim Civic Center, 152 West Cedar Street, Sequim, WA 98382.

Applications must be received no later than 4:00 p.m. on Wednesday, September 30, 2020.

Applications received after 4:00 p.m. or incomplete application submissions without a cover letter and resume will not be accepted. Additional written information will not be accepted, unless requested by the City Council.

Eligibility Requirements & Public Disclosure

Eligibility Requirements

- Must be a registered voter of the City of Sequim as of September 30, 2020;
- Continuously reside within the Sequim city limits for a minimum of one year prior to appointment;
- Hold no other public office or employment under the city government except as authorized by RCW 42.23.

Public Disclosure

- Once a Councilmember application is filed with the City, it is a public record subject to disclosure;
- Applications received from all candidates who meet the minimum requirements of state law will be posted on the City of Sequim website as part of the Council's meeting packet;
- Interviews are conducted in an open public meeting however Council deliberations concerning the qualifications of candidates are in closed session;

- Selection of an appointee(s) is performed during an open public meeting;
- If appointed, you will be required by state law to file financial disclosure statements with the Washington Public Disclosure Commission. (www.pdc.wa.gov).

Duties, Key Responsibilities & Necessary Skills

City Council Duties

The Sequim City Council is the legislative authority of the City of Sequim. The City operates under a Council-Manager form of government, which means the Council adopts policy and appoints a City Manager to implement policy. The seven-member City Council is primarily responsible for adopting laws, determining the services to be provided and funding levels for those services through adoption of an annual budget. City Council positions are non-partisan. The monthly Councilmember salary for this position is \$250 per month.

The duties of a City Councilmember will likely involve an average minimum commitment of 18-20 hours per month for preparation, participation, and attendance at various meetings and community activities. Beyond the broad duties previously mentioned, Councilmember duties also include, but are not limited to:

- Attendance at regular City Council meetings, unless prior notice is provided of unavailability. Regular City Council meetings are held on the second and fourth Monday of each month. Regular meetings begin at 6:00 p.m. Work sessions, if necessary, begin at 5:00 p.m. From time to time, the City Council or Mayor may call special City Council meetings;
- Representation on Council subcommittees, regional boards and commissions, and at various community functions. These various meetings and functions occur normally during the evening but may also occur on weekends or weekdays;
- Travel locally, regionally, and/or within the State of Washington when allowable under public health restrictions. Councilmembers may also, at their discretion, travel and attend training, education sessions and/or participate in other organizations at the local, regional, state or in some instances on the national level. Travel, education and training expenses for local, regional, state and national activities are reimbursed in accordance with City policy applicable to all employees and City officials, subject to the budgetary limit set for each Councilmember and for the City Council as a whole.

Key Responsibilities

- Participate in setting policy that is in the best interest of the community;
- Follow the rule of law in the conduct of government;
- Perform duties in a participatory, transparent, accountable manner;
- Oversee the activities of the City Manager;
- Develop annual budgets and provide continuous oversight of City finances;
- Collaborate with City staff in setting priorities for governance.

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name Keith A Larkin

Street Address

Mailing Address Same

Home Phone _____ Work Phone _____ Cell Phone

E-Mail Address

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?
4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

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Cover Letter & Resume

Please submit this completed **application, a cover letter and a resume**. Incomplete or late submissions will not be accepted. Please email or send by regular mail for receipt no later than 4:00 p.m. on Wednesday, September 30, 2020 to smcmillon@sequimwa.gov or to:

**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

September 5, 2020

City of Sequim
Karen Kuznek-Reese, City Clerk
152 West Cedar Street
Sequim, WA 98382

Re: Councilmember Application

I am submitting an application for appointment to current vacancies that exist on the Sequim City Council.

My name is Keith A Larkin. I have lived in the City of Sequim for approximately 3 years and am a registered voter in Clallam County. I retired from California State Service in December 2015 after serving for over 36 years and am currently retired. I purchased property in the City of Sequim in 2014 and built my home as an owner builder completing it in March 2018. This project allowed me to interact with the City Staff on a regular basis and was a very positive experience.

In my 36-year career in California State service, I served in mid-level, upper level, and executive level management positions. In upper level management, I served over 6 years as the Fire Chief for Fresno County Fire Protection District (FCO), worked directly with the Fire District Board of Directors consisting of 7 members, and managed a \$19 million-dollar annual budget. In executive level management, I served as the Northern California Region Chief reporting directly to the Director/Chief of CALFIRE (Department of Forestry & Fire Protection). The Northern Region consisted of 12 Ranger Units between Sacramento, CA and the Oregon border.

I feel that my prior career has properly prepared me to serve on the City Council and I would be honored to do so.



Keith A Larkin

Keith A. Larkin

Sequim, WA 98382

CANDIDATE OBJECTIVE

To serve on the Sequim City Council in a fair and unbiased manner and to assist in shaping the growth and organization of the City for current and future residents.

EDUCATIONAL BACKGROUND

Associate of Science - Fire Technology

Shasta Community College; Redding, CA

Management Certificate Program

University of Pacific, Stockton, CA

Multiple Management/Supervision Courses, CAL FIRE

CERTIFICATION(S)

Incident Commander (IC) Type 1

Team Leader - Serious Accident Review Team (SART)

Liaison Officer/Agency Rep

Skelly Officer – CA State Personnel Board

Master Instructor - CA State Fire Marshall

LEADERSHIP

CAL EMA REGION 5 – Coordinator

CAL EMA Operational Area Fresno County - Coordinator

Department of Homeland Security (DHS) Approval Authority – Fire Service Representative

BOARD OFFICER

Fire Agencies Insurance Risk Authority – Executive Board Member

Fire Districts Association of California – President

FIRESCOPE Board of Directors – CAL EMA Region 5 Coordinator

SUMMARY OF EXPERIENCE

12/2015 to Present

Retired

11/2013 – 12/2015

CAL FIRE/Northern Region

Redding, CA

Region Chief, Assistant Region Chief, CNR

Executive Manager, CAL FIRE Northern Region, direct report to the State of CA, Director of the CA Department of Forestry and Fire Protection, serve on Executive Management Team in developing policy, budget priorities, statewide management of forestry and fire protection services, and overseeing the operations of over 6,000 personnel

4/2007 – 11/2013

CAL FIRE/Fresno County Fire Protection District

Fresno, CA

UNIT CHIEF, Fresno/Kings Unit

Manage CAL FIRE Fresno/Kings Unit encompassing 795,000 acres of State Responsibility Area (SRA) land; a budget of \$10 million, 3 Divisions, 7 Battalions, 8 Fire Stations, Emergency Command Center, Training Bureau, and an 80-man inmate Conservation Camp.

FIRE CHIEF, Fresno County Fire Protection District

Manage the Fresno County Fire Protection District encompassing 2600 square miles, 8 cities, a population of 210,000, a \$19.5 million budget, an annual emergency call volume of over 15,000, 2 Divisions, 4 Battalions, 13 career fire stations, 6 Paid Call Firefighter(volunteer) fire stations, 110 career personnel and 115 volunteers.

- Work collaboratively with the 7-member Fire District Board of Directors, Fire District Legal Council, and Fresno County Board of Supervisors.
- Develop a Strategic Plan for the Fire District, performed emergency call volume studies, evaluated response times and identified strategic future station locations, established staffing levels and funding measures.
- Conducted a District wide campaign, to raise \$3.5 million in new revenue to increase staffing levels and build three (3) new fire stations. This included town hall meetings, presentations to service groups, and ballot mailings to over 15,000 property owners within the fire district.
- Improved emergency services through increased fire staffing, enhanced dispatching technology, new fire apparatus, and cooperative agreements (automatic aid).
- Initiated new Fire District revenue sources; including Community Facilities District (CFD), reimbursement fees for services, Proposition 172 funds, and transition agreements with LAFCO/City Annexation of property.
- Manage a fiscally secure and stable Fire District budget including a current \$9 million capital improvement reserve.
- Provide Emergency Fire Protection and Dispatching Services to 8 cities, 11 fire agencies, and tribal lands.
- Recently initiated construction on an eight (8) acre Regional Training Center that includes a training administration building, two (2) student classrooms, burn tower, rescue tower, a Fire District Board Meeting room, and a museum.

11/2005 to 4/2007

CAL FIRE - Academy
Sacramento, CA

STAFF CHIEF/Department Training Chief

Manage the CAL FIRE Department Training program for 3,500 Permanent and 1500 seasonal employees. Develop Master Training Plan, develop and implement Department policy, establish training program direction, priorities, and funding levels for delivery of statewide Department Training Program, identify key Departmental Training issues and develop proposals for Executive Management decision process.

- Manage the Department Joint Apprenticeship Program. Supervise the Deputy Chief - Academy Administrator and four executive managers at the Department Training Academy.
- Serve on various Department policy committees - Operations Safety & Health-Training Advisory Committee (OSH-TAC) member, Department Statewide Training Committee – Chairperson, Joint Apprenticeship Committee (JAC) – Co-Chair.
- Serve as Academy Administrator from May 2006 to January 2007 while the position was vacant. As Academy Administrator, I managed the \$9.4 million budget, supervised a staff of 60 personnel, managed facility operations for the 420-acre site, instituted a facility expansion plan, managed the construction project for expansion of the Dining Hall and an 80-person Dormitory, and developed the annual Academic Calendar for the Department.

6/74 to 11/2005

CAL FIRE
Various Locations

DIVISION CHIEF, BATTALION CHIEF, FIRE CAPTAIN, ENGINEER, FIREFIGHTER

Perform emergency response Chief Officer Battalion coverage, direct and supervise a helicopter crew on initial attack fire suppression, develop and update the Department's Fire Protection training programs, develop Career Development Guides, academy instructor for Firefighter and Driver Operator Modules, station management, drive and operate fire engine on emergency incidents, supervise firefighters.

COMMUNITY SERVICE

Central Valley Fire Chiefs Association member, Rotary Club Member, Girls Junior Olympic Softball Coach (9 years), Youth Soccer Coach, Competitive Softball Coach – Girls 18 under (6 years).

Sequim City Council Application

SUPPLEMENTAL QUESTIONS

Keith A Larkin

LIVED IN SEQUIM & INVOLEMENT

I have lived in the City of Sequim full time for approximately 2 years. I purchased property in the City in 2014 and built a home on the property which I completed in May of 2018. Serving as the owner builder on the home I had regular interaction with the City staff. I don't have any current involvement within the community but have served as Vice President and Treasurer for our Home Owners Association within the City.

ROLE OF CITY GOVERNMENT

I believe that the role of City Government is to serve the people and best represent their wishes and needs. City Government must respond timely to issues, be unbiased in consideration of all matters, and be good stewards of the funds placed in our control. City Government must commit the time and energy required to best understand all aspects of a matter brought before them so they are able to reach the best decision possible.

INTEREST IN SERVING

These are challenging times for the City of Sequim. Now, more than ever, it is critical to have full Councilmember participation with the many issues facing the City. Of particular concern is the rapid growth occurring in and around the City and I feel it is important to have all seats occupied on the Council as vitally important decisions are made. These decisions will have long term effects on the City and its Citizens.

ACCOMPLISH DURING APPOINTMENT

I don't have an agenda or specific accomplishment I wish to achieve. I believe that "the best" decisions are made when there is open discussion with a variety of viewpoints. I have experience in working at the Executive Level of government and directly with a seven-member Board of Directors. This has prepared me to work collaboratively in the decision-making process.

WORKING COLLABORATIVELY TO ARRIVE AT BEST DECISION

As a manager/supervisor I found the best decisions (for everyone involved) are achieved when open discussion is allowed and opposing viewpoints are shared. Participants in the decision-making process must feel free to speak openly without threat of repercussion for sharing an opposing viewpoint. Through open discussion the results and/or effects of a decision are more successful, the decision participants have ownership, and the decision participants will be more likely to support the decision in the future.

SUPPORTING A DECISION NOT AGREED WITH

Throughout my prior Management/Supervisor career I was faced with implementing and/or supporting decisions or policies that I didn't fully agree with. This, as I see it, is a common situation when you move into upper level positions and is a responsibility you must accept with the move. I recall a situation in which the Board decided to place a revenue source into dormancy (ceasing to collect these funds) because a particular group was opposed to paying it. At the time, revenue was critical to the survival of the Department and I shared my opposition to the decision with the Board. However, once the decision was made, I fully supported it and found ways to reduce the operating budget to meet the reductions. Once revenue had increased to appropriate levels the reductions to these effected programs were restored.

COMPLAINT FROM ANGRY CITIZEN

First and foremost, I would remain calm and respectful. Second, I would listen and let them speak. Let them fully explain their concern and ask questions to fully understand the issue. Last, I would explain my view of the issue and why I voted the way I did. The most likely response from me would be that "I voted for or against what I believe to be in the best interests of the City and the citizens".

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Key Responsibilities

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 - Oversee the activities of the City Manager;
 - Develop annual budgets and provide continuous oversight of City finances;
 - Collaborate with City staff in setting priorities for governance.
-

Please attach to this application a cover letter and a resume, along with your answers to the Supplemental Questions. Please email or send by regular mail for receipt no later than 4:00 p.m. on Wednesday, September 30, 2020 to smcmillon@sequimwa.gov or to:

**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name Kathy Downer

Street Address [REDACTED]

Mailing Address Sequim, Wa. 98382

Home Phone — Work Phone — Cell Phone [REDACTED]

E-Mail Address [REDACTED]

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
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4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
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6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

City Councilors may ask additional questions, or follow-up questions, at their discretion. These questions will not be provided to applicants prior to the interview.

References available upon request

Cover Letter & Resume

9/16/2020

291 Morgison Loop
Sequim, Wa.
98382

Greetings:

My name is Kathy Downer and I am interested in being appointed to the recently vacated Sequim City Council seat.

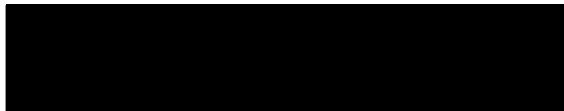
I served recently as a City Councilwoman in a town of 14,000 people, Marietta, Ohio. I appreciate the role of local government. Presently I am on the Sequim City Planning Commission. I understand that if I am appointed to the city council I would need to resign my seat on the planning commission.

I was a nurse for forty three years, and retired when I was elected to office. As a councilor, I was the Chair of the Streets Committee, and a member of both the Police/Fire , and Water/Sewer committees.

The city of Sequim is experiencing rapid growth, and the decisions being made now will affect us for a long time. I am confident I can be a contributing member of the Sequim City Council.

Enclosed is my application and resume.

Thank you for your consideration.
Sincerely,

A solid black rectangular box used to redact the signature of Kathy Downer.

Kathy Downer

Kathy Downer



Education: Santa Monica College RN 1980
El Camino College LVN 1972

Career: Elected official City of Marietta, Ohio 2014-2019
301 Putnum St.
Marietta, Ohio 45750
Chairwoman of Streets,
member of Police/Fire, and Water/Sewer
Committees
Liaison to Main St.
Champion of our bike path
Traffic Commission
Storm Water Commission

Marietta Memorial Hospital 1987-2014
401 Matthews St.
Marietta, Ohio 45750
Many types of nursing including education, disaster
nursing,
Alcohol and drug rehab and detox nursing.

My husband and I have been landlords since 1978

Community service: Sequim city wide Christmas choir 2019
Sequim Planning Commission 2020
Trinity United Methodist Choir 2020
Estates HOA Secretary 2020

Hobbies: reading murder mysteries
traveling

City Council application supplemental questions

- 1) I have lived in the City of Sequim for one year as of June 2020. I am currently on the Sequim Planning Committee and I am a retired city councilwoman from Ohio
- 2) City government is important as a direct communication between the citizens and the city administration. Councilors offer a listening ear and directly report to the citizens, not the city administration.
- 3) I am interested in being on the city council because I find it interesting and rewarding. The responsibility of studying the issues, examining the budget, and committing to community development should reflect the best interests of the citizens. I have the background to do this.
- 4) My priorities would be to continue the good work of this council. Search for light manufacturing jobs to relocate here while continuing to support small businesses. Consider setting aside some RV short term parking so visitors don't take up too many parking spaces, and last but certainly not less important, is my dedication to more workforce housing.
- 5) One example of collaborating on a tough decision was this: My former city was approached by a private college who requested a street running thru it be closed and given to them. They felt it would be safer for their students to cross it to get to some of their classes, and they wanted to add more buildings. Animated public hearings took place, traffic studies were done and shared with the public, and heated e-mails and phone calls were exchanged. I had to request that all of the meetings at the college be council meetings so we could attend and not violate the Sunshine Laws. Personally, I thought people would get used to it, but change is difficult for many. After six months I took a straw vote around the table and I did not have enough support to advance any legislation to the Law Directors office. And there the issued died.
- 6) As a brand new councilperson I didn't know I would be asked to vote on fracking. The city was asked to lease mineral rights under city property. I voted yes on the parcel outside the city limits, and no on the property under a park. I was the only one to vote no. Wow! Headlines the next day! I knew it would pass without my vote. All these years later I now know that injecting brine into wells is much more dangerous than fracking.
- 7) As far as dealing with angry or disappointed citizens, I am used to it. Just listen, don't make any promises, and if you say you will look into something- then do it and update them. I will talk with anyone who is sober.
- 8) I am open to answering further questions.

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Necessary Skills

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- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name Lowell Rathbun

Street Address [REDACTED]

Mailing Address [REDACTED]

Home Phone _____ Work Phone _____ Cell Phone _____

E-Mail Address [REDACTED]

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5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
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City Councilors may ask additional questions, or follow-up questions, at their discretion. These questions will not be provided to applicants prior to the interview.

Cover Letter & Resume

Please submit this completed **application, a cover letter and a resume**. Incomplete or late submissions will not be accepted. Please email or send by regular mail for receipt no later than 4:00 p.m. on Wednesday, September 30, 2020 to smcmillon@sequimwa.gov or to:

**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

Resume to accompany my application to the Sequim city council

Name: Lowell Rathbun

[REDACTED]

Residency: 2 years, 8 months in city; 6 additional months in Clallam County

Employment status: 6 years retired from Tektronix, Inc., Beaverton, OR

Born: 1948, age 72

Native of Montana

Education: BSEE, magna cum laude, University of Portland, 1984

Awarded patent in Microwave Frequency Synthesis in 2007.

Professional Experience:

10 years as technician and RF design engineer at Tektronix, Inc., of Beaverton, OR

2 years as RF design engineer at General Dynamics, Pomona, CA

5 years as senior RF design engineer at Raytheon Missile Systems, Tucson, AZ

10 more years as senior RF design engineer at Tektronix, Inc. of Beaverton, OR

Civic Experience:

2+ years as Family-to-Family instructor at NAMI, Nation Alliance on Mental Illness in Washington County, Oregon.

Served on executive board of the Washington County NAMI organization.

Served as District 1 Trustee on the Eboard of the Clallam County Democrats for nearly 2 years.

Currently serving as Democrat PCO in Sequim precinct 405.

Involved with the Cedar Ridge Homeowners Association.

Cover Letter to accompany my application to the Sequim city council

To: Sequim City Councilors

From: Lowell Rathbun

September 27, 2020

I am applying for the Council Position No. 6 on the Sequim city council that has been vacated by the resignation of Troy Tenneson.

I want to bring some political balance back to the Sequim city council. This council is currently dominated by Republicans and needs to be balanced by the presence of more Democrats with progressive views. The following are some of the issues that concern me and the policy directions I favor.

This town is in the middle of a Covid-19 pandemic with widespread negative health and economic consequences for small businesses and private individuals. By Mayor Armacost's own testimony, the city has spent over \$300K to aid small businesses in this city. While the well-being of the small businesses of this town is important and enhances the general prosperity, I believe the city could do more for individual citizens who have been hurt by the Covid-19 pandemic. Many of these people are struggling with just trying to stay in their homes and/or find food or medical care during this crisis. In a previous meeting, the city council decided to put the annual intake of \$30,000 of HB1406 aid money, intended to help just this kind of people, into the bank and keep it there for 4 years. That money should be used now to aid the citizens of Sequim, just as PA is doing for their citizens.

Finding an affordable home in this town is a serious challenge or just downright impossible for most working-class people in this town, including my own stepson who lives with us in my home. These hard-working people are having to compete in an unfair sky-high housing market that is currently being inflated by much wealthier people moving in from Seattle or California. This is a challenge that the city has chosen to address, and I support those efforts. I am convinced that more can be done.

Homelessness and mental illness are a serious and growing problem in this area. When we first moved to the area, my wife and I were forced to live in local motels for about 3 weeks while we hunted for a rental. While we had money and were lucky, many other people are not. Police Chief Crain alluded to this problem in her annual police report released just recently. While homeless and mentally ill people appear to be scary and some do commit crimes, according to Chief Crane's own testimony, the problem is not serious. I do not believe it is right to just ignore these real people who need help – food, a safe place to get in out of the cold and for many of them, drug treatment.

That is why I am solidly in favor of the construction of the Jamestown S'Klallam tribe's MAT clinic. It is a fact that drug treatment facilities are safe, positive assets to the community and are not sources of crime. They are part of the solution, not the problem. Sequim needs this clinic.

When I first started attending city council meetings in February, I was appalled at the lack of civil discourse and the outright bullying that I saw at these meetings. City staff and city council members should always be addressed with courtesy and respect, not only by the public, but by other council members. I realize that we can often be highly emotional and fearful about some of the issues facing the city, as was obvious in the Guy Cole Center in July of 2019. We can take some time to hear each other out in a respect manner, but in the end, I believe it is necessary to consider and work out solutions to

these problems calmly and rationally. And we are certainly going to need this calm, respectful and realistic discourse in the highly polarized times that we live in, right here in our own community.

There are other issues facing the city which I did not mention, such as the challenge posed by climate change and the need to move to a sustainable economy. The city also needs to reaffirm its commitment to identifying and repudiating racism wherever it may be found.

My father was a career civil engineer and I was exposed to public works departments when I was growing up. I am a retired engineer myself so I will be comfortable with being exposed to some of the analytical and strategic planning aspects of managing this city. In times past I have taught classes to high school students and to the public. I have been involved in Democratic party and community politics for years, not just in this area. Therefore, I feel comfortable meeting the public and working with them. I have attended either in person, or virtually, most of the city council meetings since February of this year and thus, I believe I am familiar with many of the issues the city faces. I believe that I am ready to hit the ground running and serve the city right away.

Questionnaire for City Council Member Position

Applicant: Lowell Rathbun

Date: September 26, 2020

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.

My wife and I moved into our present address in January of 2018, about 2 ½ years ago. I am currently the Democratic Party PCO for precinct 405. I am currently active in various political groups in the Sequim area. I had past involvement on a committee tasked with forming the Cedar Ridge Homeowners Association. In fall of 2018, I canvassed my entire precinct on behalf of the Democratic Party. I previously applied for a vacant city council seat in the spring of this year.

2. What in your opinion is the role of City government in general? Why is it important?

The city government is a democratic institution whereby the citizens cooperate to provide for the common good. The citizens of the city have entrusted some of their power and wealth to city government with the understanding that they will use it to enhance the common good. The proper function of the City Council is to be informed of the wants and needs of the Sequim public and then to provide fair and informed policy guidance to the city staff as needed. As such, City Councilors must be sensitive to the public as well as respectful and cooperative with other council members and the city staff.

3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?

I was originally drawn to attend city council meetings because of the MAT clinic matter. As I sat through several city council meetings from start to finish, I became aware of longer term matters important to our community, such as the need for affordable housing and the critical need for locally provided health care. As a trained engineer, I will bring an ease with math, technical and analytical skills and strategic thinking to the council. From my experience with working with the public, I will bring in an ease with meeting, listening to and working with the public.

4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.

I refer you to the attached cover letter for a more detailed answer to this question. In this Covid-19 emergency, my top priority would be taking care of the health and safety of our fellow citizens, including mask wearing and social distancing as dictated by the governor and the scientific experts. I also believe that the city should do what it can to ameliorate the financial and personal hardships caused by this pandemic, including business closings and slowdowns, unemployment, evictions and of course, the health danger itself. Right behind

that concern, for me, is the need for affordable housing in the city. The city has recognized that problem and has undertaken efforts to correct that problem. I support those efforts.

5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.

In a political organization that I was recently involved with, I became the chairperson of a committee tasked with reaching out to the public. I called a committee meeting and invited the participation of everyone who was interested in this task. Before the meeting, I drew up a draft strategic plan and presented it to those who showed up. I sought input from those present and together we brainstormed a structure and generated a multi-pronged plan to message the public. Each member present volunteered to assist in the plan according to his/her abilities and experience. The meeting adjourned after we drew up a detailed list of tasks with deadlines that everyone agreed to.

6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.

In an organization that I sat on the governing board of, the chairperson, without conferring with the other board members, called for a snap election to fill a vacant board seat. That chairperson had already chosen a candidate to fill that seat. I publicly objected that the organization should stick to the predetermined procedures for choosing and electing candidates for that seat. I was overruled and the snap election proceeded. While I was irritated, I dropped my objections. I continued to work with that chairperson to take care of other matters. In situations like that, I prefer to communicate my disagreements in private and try to work out a compromise if possible.

7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

It is essential to me not to personalize any anger directed at me by another citizen nor should I give in to my own anger. I try to listen patiently and hear that person out. There are often valid concerns that motivate that the caller's anger. I would want to pick up on and validate those concerns. After hearing out the caller's emotions, I would try to steer the conversation toward some manner of rational discussion of the issue. Many times, this usually calms things down, and if the caller is not interested in discussing the matter, this usually ends the conversation. There will be NO arguing. Of course, any threats of violence will be referred to law enforcement if needed.



152 West Cedar Street Sequim, WA 98382
City Hall (360) 683-4139 FAX (360) 681-3448
Public Works (360) 683-4908 FAX (360) 681-0552

Application for Appointment to Sequim City Council

*Thank you for your interest in serving the community as a member
of the Sequim City Council.*

The Sequim City Council is seeking applicants to fill a vacancy in the office of City of Sequim, Council Position No. 6. The person appointed to the position will take office immediately and will serve until the results of the November 2021 General Election are certified. An election for this position will be held in November of 2021.

The timeline for filling Council Position No. 6 is as follows:

| | |
|-------------------------|--|
| Tuesday, September 15 | Announcement and application posted |
| Wednesday, September 30 | Applications due to the City Clerk by 4 p.m. |
| Monday, October 12 | Council conducts interviews and may appoint |
| Monday, October 26 | Additional meeting if necessary |

To be considered, you must complete and submit this application, answers to supplemental questions, a letter of interest and a resume. Your application materials may be submitted by sending an email to City Clerk Sara McMillon at smcmillon@sequimwa.gov. You may also send it by regular mail to the City Clerk at Sequim Civic Center, 152 West Cedar Street, Sequim, WA 98382.

Applications must be received no later than 4:00 p.m. on Wednesday, September 30, 2020. Applications received after 4:00 p.m. or incomplete application submissions without a cover letter and resume will not be accepted. Additional written information will not be accepted, unless requested by the City Council.

Eligibility Requirements & Public Disclosure

Eligibility Requirements

- Must be a registered voter of the City of Sequim as of September 30, 2020;
- Continuously reside within the Sequim city limits for a minimum of one year prior to appointment;
- Hold no other public office or employment under the city government except as authorized by RCW 42.23.

Public Disclosure

- Once a Councilmember application is filed with the City, it is a public record subject to disclosure;
- Applications received from all candidates who meet the minimum requirements of state law will be posted on the City of Sequim website as part of the Council's meeting packet;

- Interviews are conducted in an open public meeting however Council deliberations concerning the qualifications of candidates are in closed session;
- Selection of an appointee(s) is performed during an open public meeting;
- If appointed, you will be required by state law to file financial disclosure statements with the Washington Public Disclosure Commission. (www.pdc.wa.gov).

Duties, Key Responsibilities & Necessary Skills

City Council Duties

The Sequim City Council is the legislative authority of the City of Sequim. The City operates under a Council-Manager form of government, which means the Council adopts policy and appoints a City Manager to implement policy. The seven-member City Council is primarily responsible for adopting laws, determining the services to be provided and funding levels for those services through adoption of an annual budget. City Council positions are non-partisan. The monthly Councilmember salary for this position is \$250 per month.

The duties of a City Councilmember will likely involve an average minimum commitment of 18-20 hours per month for preparation, participation, and attendance at various meetings and community activities. Beyond the broad duties previously mentioned, Councilmember duties also include, but are not limited to:

- Attendance at regular City Council meetings, unless prior notice is provided of unavailability. Regular City Council meetings are held on the second and fourth Monday of each month. Regular meetings begin at 6:00 p.m. Work sessions, if necessary, begin at 5:00 p.m. From time to time, the City Council or Mayor may call special City Council meetings;
- Representation on Council subcommittees, regional boards and commissions, and at various community functions. These various meetings and functions occur normally during the evening but may also occur on weekends or weekdays;
- Travel locally, regionally, and/or within the State of Washington when allowable under public health restrictions. Councilmembers may also, at their discretion, travel and attend training, education sessions and/or participate in other organizations at the local, regional, state or in some instances on the national level. Travel, education and training expenses for local, regional, state and national activities are reimbursed in accordance with City policy applicable to all employees and City officials, subject to the budgetary limit set for each Councilmember and for the City Council as a whole.

Key Responsibilities

- Participate in setting policy that is in the best interest of the community;
- Follow the rule of law in the conduct of government;
- Perform duties in a participatory, transparent, accountable manner;
- Oversee the activities of the City Manager;
- Develop annual budgets and provide continuous oversight of City finances;

- Collaborate with City staff in setting priorities for governance.

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name Janine Bocciardi

Street Address [REDACTED]

Mailing Address [REDACTED]

Home Phone n/a Work Phone n/a Cell Phone [REDACTED]

E-Mail Address [REDACTED]

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?
4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

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**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

Janine Bocciardi
[REDACTED]
Sequim, WA 98382

September 23, 2020

Sequim City Council
c/o Sara McMillon, City Clerk
152 West Cedar Street
Sequim, WA 98382

Dear City Councilors,

Attached, please find my application for appointment to Sequim City Council; my current resume; and my supplemental question answers. Please accept this as my letter of interest in the vacant position on the Sequim City Council.

My name is Janine Bocciardi and I am interested in filling the vacant seat on the Sequim City Council. I have had a lengthy career in the tech sector, much of it in support of equitable education decisions. Since moving to Sequim over five years ago, I have reduced my work hours and now am working part-time, which gives me more time to use in service to my community. Recently, I made a decision to pay more attention to community government and try to determine how I can help. I have been engaged, lately, in a lengthy dialog with one of our councilmen. Although his general views sometimes do not reflect my own on some local issues, we had a very respectful, collaborative exchange; and, I think it opened my eyes to the fact that all of us (especially myself) need to do more listening and less assuming. The conversation left me feeling hopeful and uplifted. In reality, I believe that most of us want what's best for our amazing town. We each have our own viewpoint on how best to accomplish that, to be sure, but the end goal is the same: a safe, healthy community whose members work together for the betterment of our city. I believe that this can be helped by having people on our council who listen to their residents; truly try to understand their needs and desires; and then rationally determine the best way to go about making the city the best it can be, for all its residents.

There has been a large population increase in Sequim during the last twenty years (almost doubling in size), and even in the last ten years the population increased almost 20%. It can't be easy for people who were born and grew up here to see so many new people flocking to their city, with all of the infrastructure and other changes that has brought. The best way to bridge this gap, in my opinion, is to be open to asking people what issues concern them the most, how they think these issues should be addressed, and to consistently attempt to find common ground from which to begin any conversation. Sometimes, the best question to ask people is, "What are you most afraid of?" The answer to that question often reveals the true concerns of citizens, and will help inform a dialog that can move forward and help develop plans and solutions.

I would greatly like to be a part of bringing people together, implementing solutions that can satisfy the vast majority of residents, and ensure that people are more engaged and are afraid of less.

Thank you for reading and carefully considering my application. I am available to answer any questions you may have, and I look forward to working with you in the near future.

[REDACTED]
Janine Bocciardi



I perform educational database design and coding as well as complex data analysis, with the goal of ensuring that students have every opportunity to gain access to quality secondary and post-secondary education.

OVERVIEW

- Results oriented professional with strengths in database creation and administration, business and systems analysis and reporting, data quality checking and assurance, strategic planning, and customer relations.
- SQL/Server query tuning and performance enhancement; SQL/Server database administration.
- Readily establish positive, professional rapport among senior management, co-workers, and the public.
- Willingly share information with colleagues and team members to strengthen their skills.
- Diligently assure data quality and proactively document processes, development projects, and data quality cases.
- Exercise sound judgment in protecting all student data, especially identifiable data protected under FERPA.
- Make sound decisions independently and under pressure.
- Highly self-motivated. Excellent multi-tasking ability.

EDUCATIONAL DATA EMPLOYMENT AND CONTRACT PROJECTS

University of Hawaii P-20 Partnerships for Education, Honolulu, Hawaii April 2018 – present

Database Engineer

- Design, code, and implement enhancements and additions to Hawaii P-20's longitudinal database, including data from preschool through K-12, post-secondary, graduate, and labor/workforce data
- Ensure conformity with FERPA rules and regulations
- Advise team on efficient database design and coding techniques
- Choose relevant text, create personalized exercises, and teach SQL coding to entire team (made up of data analysts, database administrators, and supervisors)
- Spearhead and encourage documentation efforts related to all code

College Futures Foundation (client), San Francisco, California November 2017 – April 2018

Database Analyst Consultant

- Create views in PostGres database to facilitate dashboard reporting for scholarship grantee tracking application

Institute for Evidence-Based Change [IEBC], San Diego, California January 2015 – October 2017

Database Analyst Consultant

- Design, code, and implement databases and applications to audit, compare, and report information for high schools relevant to having accredited, available courses necessary for California university (UC and CSU) admission
- Design longitudinal student database for University of Hawaii P-20 project and develop, code test, and implement database objects for aggregating student data for longitudinal reporting needs
- Develop, test, and implement code to import data from California school data (CAL-PADS)
- Develop hands-off routines and database objects to routinely back up and archive backup files for all databases

EdTrustWest (client), Oakland, California 2011 – June 2018

Database Analyst Consultant

- Architect and create database and all related procedures to compile data for high school districts in order to enumerate issues with college readiness
- Create data import packages and complex coding for importing district data and performing transcript analysis

- Write data-driven reports to present easily-understood data compilations in order to enable districts to pinpoint issues and determine the most effective areas in which to make changes and improvements
- Work closely with Analysis Team members to determine pertinent questions to be answered by data-driven metrics
- Design, create, and populate database to contain teacher, student, and test score data for second-largest school district in the nation, in order to evaluate teacher effectiveness and provide data for analyzing layoff versus student achievement relationships

Schoolzilla, Oakland, California April 2013 – October 2014

Database Engineer

- Engineer and maintain solutions to dynamically and accurately report school data in order to better serve students everywhere
- Support customer data needs through creating and maintaining data connectors from customer and vendor databases to company's databases; vendor data includes, but is not limited to, PowerSchool, California Doorways data, Chancery, MasteryConnect, multiple state test score vehicles, and CollegeBoard exams
- Perform data mapping and business analysis, working with educational customers, to import data to SQL/Server databases
- Collaborate with educational customers to ensure data integrity and accuracy in import processes
- Work on high-visibility project to analyze California student transcripts in underserved communities to determine college eligibility and access

eStream Technologies/Abacus Consulting (client), Petaluma, California September 2011 – March 2013

Database Analyst Consultant

- Design and create database from start to finish for data warehouse and import data from multiple sources and file types for all school-related performance metrics for the state of Texas for 2007-2011 for Texas' Charter School Association ; ensure data accuracy and normalize data so that all sources could be combined into one warehouse for comparative purposes; build and populate all relevant lookup tables; create documentation of database schema and procedures
- Acting as sole database analyst and architect: design, create, and populate a database and all relevant packages and procedures to successfully complete and implement a project to bring together diverse data sets for a school district in Arkansas, including student data from PowerSchool SIS, state test scores, normalized test scores, food service data, financial data, and survey data
- Compile and present complete data mapping and data models for incorporating diverse data sets into one cohesive and integrated database
- Create all data import packages and complex coding for importing data from a variety of data sources and types

KIPP Foundation, San Francisco, California 2009 – 2010

Data and Reporting Analyst

- Architect, design, create, and maintain databases related to schools, students, and test scores for educational non-profit
- Provide meaningful data analysis reports for Research and Evaluation Department
- Design, code, and execute data loading and scrubbing processes for loading data from multiple sources into various test score databases
- Provide database support and knowledge transfer to team members and school leaders in extracting data for grant applications, state reporting, etc.

Other (non-educational) employers and clients include:

Sacramento County Department of Probation; State of California Governor's Commission on Volunteerism; Blue Diamond Growers; Data Control Corporation; Wells Fargo Bank; American Health Care; Sutter Medical Foundation

Supplemental City Council Application Q&A – Janine Bocciardi

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.

I have lived within the city limits of Sequim for 5 ½ years.

- I contacted the Sequim PD and volunteered to maintain, for them, a list of local agencies that could be documented and relayed to people in need of local services (such as emergency shelter, food, etc). Unfortunately, this effort was delayed by COVID-19; my last conversation with Officer Sean Madison ended with our shelving this idea until the Sequim Cares group can go back to regular meetings.
- I organized and led a book club in my neighborhood, including getting a dozen members up and running on Zoom for socially-distanced monthly meetings.
- I also volunteered last winter to take Christmas photos of dogs and their owners for a local dog club.

In past communities:

- I did volunteer work both on- and off-air for KVIE (the public television station in Sacramento, CA)
- I volunteered at the San Francisco Food Bank
- As a volunteer for the San Francisco Police Officers' Association, I took photographs to be published in their SFPOA Journal for public events (such as the annual St. Patrick's Day Parade)
- I was a church secretary (also volunteer) for a start-up Episcopal church in Rocklin, CA.

2. What in your opinion is the role of City government in general? Why is it important?

The role of City government is to act as the city's legislative branch and represent all residents of the City; to enact, amend, and maintain rules and laws related to city infrastructure, planning, citizen safety and other areas not specifically mandated by federal, state, or county laws. The council also creates and maintains budgets for the city. It is an incredibly important role in that it involves the most locally-decided and locally-enforced set of rules for a city's citizenry. In addition, the city council should be available to answer questions and hear the concerns of the local residents.

3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?

I am interested in serving on the Sequim City Council with a goal of making Sequim's residents feel that their concerns are heard and considered; and ensuring that the majority of citizens are being served by existing and new laws. My career has largely been spent creating, storing, and analyzing large amounts of complex data in order to improve knowledge of and service to many types of organizations: educational, medical, law enforcement, and corporate. My experience with and dedication to data-driven decision-making would mean that I would concentrate on using available data to ensure that all decisions support as many of our residents as possible. Also, I feel that a council that reflects the demographic makeup of our city is important; as a woman, I would be able to add to the diversity of the council and more accurately represent our city population (Sequim is well over 50% female, but there is currently only one female councilperson).

4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.

My main priority would be to ensure that an easily-understood and single source of regulations exists for the city; to make local decisions that adhere to and (when necessary) maintain and modify those

regulations; and to be available to explain those rules and regulations to our constituents. Often, I hear multiple interpretations of city regulations, and I'd like to be able to contribute towards giving all people a clear direction and understanding of our local statutes.

In addition, I'd make it a personal priority to support local education in any way possible and to advocate for our local school district (as my recent and current career focus has been in using data to ensure that more students get to and through college or post-secondary technical education).

5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.

As consultant to an educational non-profit organization, I was tasked with enabling a team manager to spend less time accounting for and reporting out his team's hours worked and tasks fulfilled each month without the team members feeling judged or unfairly scrutinized. These team members were hard-working, trusted employees and we didn't want any of them to feel as though they were being micro-managed. I gathered the reporting requirements from the team's director, and then researched and suggested a task recording and logging application that was acquired at a very low cost to the organization. My next step was to document and create examples of task management and work hour logging for the team members, and then introduce the concept to them and be available for any questions. During the implementation, I was able to listen to their concerns and help assure them that the new system was created to alleviate two days a month of "busy work" for their director, which would allow him more time to work with and for his team; I was able to alleviate their concerns and reiterate to them that they were fully trusted to do their work. In the end, the director was freed up to help his team more; the reporting was seamless and took only a few minutes each month; and each team member still felt supported, trusted, and valued. It was a win all around.

6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.

As an employee of a data-centric organization, the President of the organization and the COO (both of whom had done the outreach and marketing for the entire organization) decided fairly suddenly to make the analytics team (of which I was a member) in charge of doing its own marketing and acquiring the contracts and work necessary to continue working. This was quite a shift for our analytics team. We had little choice in the matter, but it was a good lesson in the difference between "agreement" and "consensus." (Basically, my training has taught me that you can be in disagreement with a decision, but still be in consensus, which means that you stand behind the decision and do everything in your power to support the decision and continue to enable the organization to move forward). Though we didn't agree with the decision, we had to achieve consensus with the rest of the organization in the decision, so that we could move forward and begin to fulfill our new role. To that end, I was able to collaborate with my teammates and procure two new contracts so that our team could continue our important work.

7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

I think the best way to handle a difficult situation such as this is to attempt to find common ground from which to begin any conversation. Sometimes, the best question to ask people is, "What are you most afraid of?" The answer to that question often reveals the true concerns of citizens, and will help inform a dialog that can move forward and help alleviate the citizen's concerns. Certainly, there will always be concerns that cannot be resolved, but assuring each person that the city's well-being was the foremost factor in any decisions made is the least we can do as local representatives.

Applicant Contact Information

Applicant Name: George T Norris



GEORGE T. NORRIS



Sara McMillon
City Clerk
152 West Cedar Street
Sequim, WA 98382

DEAR MS McMILLON,

I am interested in the vacant position on City Council. Based on your instructions I have enclosed my application, answers to the supplemental questions, and my resume.

Thank you for reviewing these documents and I look forward to hearing from you.

George T Norris
Enclosures

GEORGE T NORRIS



OBJECTIVE | Position on Sequim City Council

SKILLS & ABILITIES | German Linguist; Microsoft Office

EXPERIENCE | **FIELD ARTILLERY OFFICER US ARMY**

JUNE 1976 – JANUARY 1987

Two Battery [Company]-level commands; Brigade Operations Officer; Instructor

**SCIENTIFIC AND TECHNICAL INTELLIGENCE ANALYST US ARMY
NATIONAL GROUND INTELLIGENCE CENTER**

JANUARY 1987 – SEPTEMBER 2016

Analysis of foreign field artillery capabilities and threats; Advisor to State Department Task Force on Bosnian Army; Leader of frequent Working Groups for Intelligence Community and foreign partners; Branch Chief/Acting Division Chief

EDUCATION | **UNITED STATES MILITARY ACADEMY, WEST POINT, NY**
BACHELOR OF SCIENCE

UNIVERSITY OF OKLAHOMA, NORMAN, OK
MASTER OF LIBERAL STUDIES

COMMUNICATION | Level 1 Instructor, US Army Field Artillery School; Preparation and presentation of briefings for military and government personnel including Ambassadors and Congressional Staff

LEADERSHIP | President, Fluvanna County Society for Prevention of Cruelty to Animals, 1999 – 2000; Second Vice President/Book Sale Director, Friends of the Jefferson-Madison Regional Library, 2012-2013

REFERENCES | **BENJAMIN KIM, BRANCH CHIEF**
US ARMY NATIONAL GROUND INTELLIGENCE CENTER



Supplemental Questions

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.

I, and my wife, have lived in Sequim since January 2017.

We are currently members and supporters of the Shipley Senior Center, the Dungeness River Audubon Center, Friends of the Sequim Library, and the Sequim Museum and Arts Center. I am currently a researcher and docent for the museum.

2. What in your opinion is the role of City government in general? Why is it important?

In general, a city government must provide for the needs of its citizens while protecting the economic and environmental health of city. I think this is especially important and challenging in a small community where fiscal resources are limited, but the needs of its citizens and employees continue to grow. This requires finding ways to promote growth and increase tax revenues while limiting the growth that might otherwise overtax the resources available and destroy the quality of life that promotes that growth.

3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?

I plan to live here for the remainder of my life and feel that I therefore have a vested interest in the health and vitality of the community. Although I have no experience as a member of a small city government, I have experience in problem solving and the formation of groups of like-minded individuals to accomplish goals.

4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.

I believe the Sequim needs to promote its identity as a tourist destination. That means supporting the groups that organize and host such events while minimizing the stress such tourism places on the city and its natural resources. I would hope to find ways to promote additional opportunities that maximize the good work already being done within the city.

5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.

As the Director of the Book Sales for a Friends of the Library organization I needed to implement techniques to enhance fiscal accountability, increase the customer flow through on sale days, and maintain the casual atmosphere for the largely-volunteer workforce. After discussions (and the occasional argument) I established procedures that assigned the new tasks to the small number of paid employees making it possible to immediately implement almost all of the desired goals with minimum disruption for the large number of volunteers.

6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.

We must all compromise at times, as none of us have absolute power. Every decision means someone does not get what they wanted and you accede to the decision and adopt it as your own. Loyalty and duty require adherence to decisions of the majority, otherwise we devolve into a mob.

7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

An angry caller should be allowed to fully express his/her opinion. That means listening calmly, occasionally soliciting details, and then trying to get the caller to express his/her desired outcome. Calm questioning about the caller's involvement if the process leading to the decision can be used to gauge the depth of their involvement and provide a means to get them to express how they would go about effecting change. Encouraging the individual to get more involved in the business of city government can also be used to provide a suitable outlet for their anger.

Application for Appointment to Sequim City Council

*Thank you for your interest in serving the community as a member
of the Sequim City Council.*

The Sequim City Council is seeking applicants to fill a vacancy in the office of City of Sequim, Council Position No. 6. The person appointed to the position will take office immediately and will serve until the results of the November 2021 General Election are certified. An election for this position will be held in November of 2021.

The timeline for filling Council Position No. 6 is as follows:

| | |
|-------------------------|--|
| Tuesday, September 15 | Announcement and application posted |
| Wednesday, September 30 | Applications due to the City Clerk by 4 p.m. |
| Monday, October 12 | Council conducts interviews and may appoint |
| Monday, October 26 | Additional meeting if necessary |

To be considered, you must complete and submit this application, answers to supplemental questions, a letter of interest and a resume. Your application materials may be submitted by sending an email to City Clerk Sara McMillon at smcmillon@sequimwa.gov. You may also send it by regular mail to the City Clerk at Sequim Civic Center, 152 West Cedar Street, Sequim, WA 98382.

Applications must be received no later than 4:00 p.m. on Wednesday, September 30, 2020.

Applications received after 4:00 p.m. or incomplete application submissions without a cover letter and resume will not be accepted. Additional written information will not be accepted, unless requested by the City Council.

Eligibility Requirements & Public Disclosure

Eligibility Requirements

- Must be a registered voter of the City of Sequim as of September 30, 2020;
- Continuously reside within the Sequim city limits for a minimum of one year prior to appointment;
- Hold no other public office or employment under the city government except as authorized by RCW 42.23.

Public Disclosure

- Once a Councilmember application is filed with the City, it is a public record subject to disclosure;
- Applications received from all candidates who meet the minimum requirements of state law will be posted on the City of Sequim website as part of the Council's meeting packet;

- Interviews are conducted in an open public meeting however Council deliberations concerning the qualifications of candidates are in closed session;
- Selection of an appointee(s) is performed during an open public meeting;
- If appointed, you will be required by state law to file financial disclosure statements with the Washington Public Disclosure Commission. (www.pdc.wa.gov).

Duties, Key Responsibilities & Necessary Skills

City Council Duties

The Sequim City Council is the legislative authority of the City of Sequim. The City operates under a Council-Manager form of government, which means the Council adopts policy and appoints a City Manager to implement policy. The seven-member City Council is primarily responsible for adopting laws, determining the services to be provided and funding levels for those services through adoption of an annual budget. City Council positions are non-partisan. The monthly Councilmember salary for this position is \$250 per month.

The duties of a City Councilmember will likely involve an average minimum commitment of 18-20 hours per month for preparation, participation, and attendance at various meetings and community activities. Beyond the broad duties previously mentioned, Councilmember duties also include, but are not limited to:

- Attendance at regular City Council meetings, unless prior notice is provided of unavailability. Regular City Council meetings are held on the second and fourth Monday of each month. Regular meetings begin at 6:00 p.m. Work sessions, if necessary, begin at 5:00 p.m. From time to time, the City Council or Mayor may call special City Council meetings;
- Representation on Council subcommittees, regional boards and commissions, and at various community functions. These various meetings and functions occur normally during the evening but may also occur on weekends or weekdays;
- Travel locally, regionally, and/or within the State of Washington when allowable under public health restrictions. Councilmembers may also, at their discretion, travel and attend training, education sessions and/or participate in other organizations at the local, regional, state or in some instances on the national level. Travel, education and training expenses for local, regional, state and national activities are reimbursed in accordance with City policy applicable to all employees and City officials, subject to the budgetary limit set for each Councilmember and for the City Council as a whole.

Key Responsibilities

- Participate in setting policy that is in the best interest of the community;
- Follow the rule of law in the conduct of government;
- Perform duties in a participatory, transparent, accountable manner;
- Oversee the activities of the City Manager;
- Develop annual budgets and provide continuous oversight of City finances;

- Collaborate with City staff in setting priorities for governance.

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name

David Herbelin

Street Address

[REDACTED]

Mailing Address

[REDACTED]

Home Phone

Work Phone

Cell Phone

[REDACTED]

E-Mail Address

[REDACTED]

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?
4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

City Councilors may ask additional questions, or follow-up questions, at their discretion. These questions will not be provided to applicants prior to the interview.

Cover Letter & Resume

Please submit this completed **application, a cover letter and a resume**. Incomplete or late submissions will not be accepted. Please email or send by regular mail for receipt no later than 4:00 p.m. on Wednesday, September 30, 2020 to smcmillon@sequimwa.gov or to:

**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

Tuesday, September 29th, 2020

Re: Open Position for City Council

To Whom It May Concern:

Thank you for opening the position for Sequim City Council to the public. I am excited to present myself for consideration. Included are copies of my resume and answers to the supplemental questions the Council proposed. Please allow me to give a brief overview of my qualifications and desires for the position.

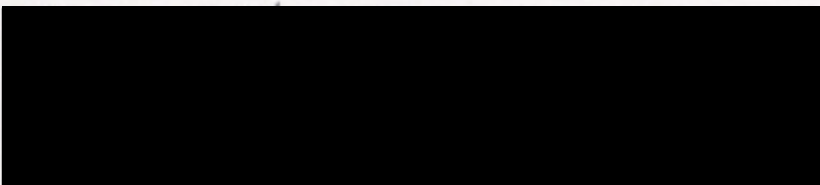
As a recent addition to Sequim's population, I have a fresh, open, and unbiased view of Sequim. I moved to Sequim not as someone running from somewhere, but as someone running to the beauty Sequim has to offer. I bring with me an ability to soak up the culture I am joining without judgement brought on by long term baggage. I have a desire to belong to a community helping serve one another achieve our dreams.

I have a background in collaboration and representation. My roots are in theatre: a collaborative art utilizing skills in both right and left brain thinkers. As we produce art we do so with an ear to the community, listening to its needs and desires. We try to represent these needs in the content and execution of each production.

My purpose in Sequim is longterm. Already three generations of our family live here. No member has any desires to move elsewhere. Sequim is our forever home. As such, we care deeply about the longterm effects of each decision made by city government. We take every issue and view it with a far reaching lens to make sure it protects not only our family, but those families yet to arrive in Sequim.

As a city council member, I hope to provide an open impartial representation of the community to the city, and to communicate city policy effectively to the community. It is my hope that we can help shape and define Sequim's identity based on local insight so that we can build a community residents are excited to participate. Such an identity spurred by council leadership could unite, strengthen, and inspire generations.

Thank you for taking the time to consider my application for City Council. If you have any questions, feel free to contact me at (310) 351-8876 or email at davidherbelin@gmail.com.



David Herbelin
9785 Old Olympic Hwy.
Sequim, WA 98382

David Herbelin

Summary of Qualifications

Entrepreneur, Leadership, Collaboration, Team Building, Staff and Business Managerial Skills, Theatrical Performance and Business, Knowledge of Theatrical Technical Systems and Design, Directing, Improvisation, Teaching, Working With Children, Producing, Writing, Casting and Hiring, Accounting Skills, and Corporate Relations.

Professional Accomplishments

Edutainment Arts, LLC – President (2000-Present)

Edutainment Arts is an educational entertainment production company which creates shows and experiences for theme parks, educational assemblies, and theme based summer camps. Clients include Arimaw Productions (Artistic Director), the San Diego Zoological Society, Walt Disney Imagineering, the Segerstrom Center for the Performing Arts, and the majority of cities in Orange County.

- *Tasks Include:* Creating intellectual property such as scripts, shows, curriculum, and concepts. Implementing and overseeing shows and experiences from concept to performance. Managing and directing staff, contracts, advertisement, purchasing, payroll, and accounting.

PuzzleMazement Escape Rooms – Founder/ Artistic Director

PuzzleMazement is a unique venture of Edutainment Arts' which runs teams building escape rooms in Anaheim. David creates each escape room from start to finish including story creation, writing, direction, set design, production, marketing, and management. Each room is a show where the audience are the actors living out their assigned stories.

Imagination Machine – General Manager/ Director (2000-2008)

Imagination Machine is an improvisational based traveling children's theatre company which specializes in turning students' writings into live plays.

- *Tasks Included:* Responsibility for the troupe of actors and directors including casting, directing, and performance review. Responsibility of the quality of the show in flow, organization, entertainment, integrity, and educational value on a daily basis.

The Improv Comedy Clubs – General Manager (1992-2001)

The Improv is the world renowned comedy club for standup comedy.

General Manager

- *Tasks included:* Responsible for maintaining the smooth consistent operation of the highest quality comedy club and restaurant in the industry. Booking talent. Club financials. Designing operating systems. Staffing and relations with fifty employees. Inventories and ordering. Handling guest complaints. Responsible for the growth of the club.

Theatre Manager

- *Tasks included:* Responsible for restoring and running the Improv's only black box theatre. Developing all financial and day-to-day operating systems needed to successfully run the theatre. Scheduling all theatre rentals and touring companies with in-house productions. Producing in-house productions. Designing and maintaining all lighting systems, sound systems, and sets.

Promotional/Office Manager

- *Tasks included:* Responsible for nurturing press relations needed to successfully promote the Improv and maintaining the business office. Coordinating talent with live television and radio coverage. Designing all advertisements and writing all press releases for print media. Developing and maintaining reservation systems, files, computers, and all office needs. Coordinating corporate events.



David Herbelin

Other Notable Accomplishments

Cast Member of the Disney Company Entertainment Department

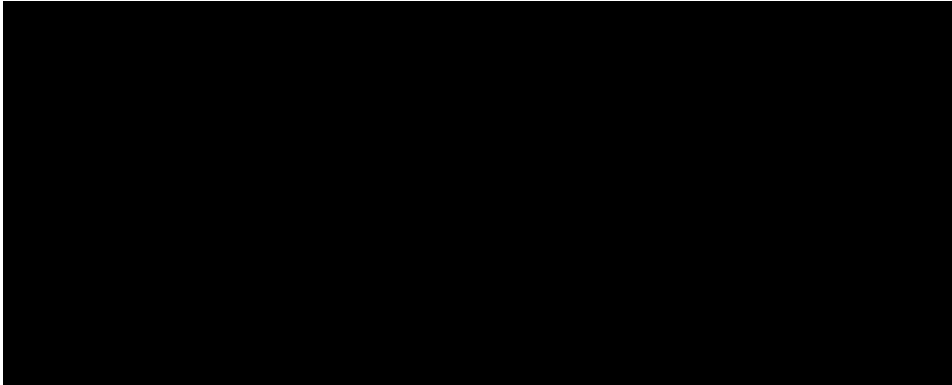
- *Tasks Include:* Collaborating, taking direction, bringing scripted work to life, and creating improvisational based shows at Disneyland, Disney's California Adventure, and Walt Disney Imagineering.

Second City Improvisation Instructor

- *Tasks Included:* Managing a class of ten to twenty students while exploring improvisation, focusing on the ensemble as a whole and each individual's need to support the ensemble.

Education

| | | |
|---------------------------------|------------------------------|----------------------|
| Brandman University | MA Organizational Leadership | Expected Degree 2021 |
| University of California Irvine | B.A. Drama | Graduated 1998 |
| Second City, Los Angeles | Conservatory | Graduated 2001 |



David Herbelin's Answers to Supplemental Questions for Sequim City Council

1) We discovered Sequim in 2016 when we helped my father find and purchase his home here. My wife and I purchased our Sequim home in the Spring of 2017 with the hopes of moving our family from Southern California. We would be joining my brother and sister-in-law as well as my brother who all live in Sequim. My wife and I have been searching for employment in the area. We investigated commercial properties and our own property to open a family business. We interviewed several businesses for sale on the Olympic Peninsula. However all possibilities have not proven capable of supporting our family. Our most recent venture is to develop a lavender farm on our property and open for agritourism. We have spent the last year putting this plan into action. We enrolled our daughter in Sequim Middle School in 2018. We split our time between our house in Sequim and our businesses in southern California. The majority of this past year has been spent residing in Sequim.

During the past four years I have spent a lot of time exploring the community and its trends to get a pulse on what the community wants, needs, and has. My job search has shown the lack of economic advantages available. My search for entrepreneurial opportunities has enlightened me to the difficulties of small business owners, the market of Sequim, and the consumer choices by the residents. This last year, prior to the start of Covid, I spent time attending several City Council and Planning Commission meetings getting to know the desires of the outspoken residents, and the process and direction of the city government. I believe my investigation and attention to the community I've been trying to assimilate with has given me a deeper understanding of the community than most who have actively lived in Sequim for years.

In full disclose to this question, our address is listed as Sequim at 9785 Old Olympic Highway, Sequim, WA 98382, which is located between Sequim Avenue and Fifth. However this plot is categorized in the planning zone as Sequim Urban Development and technically considered County district.

2) The role of city of government is to support the safety and prosperity of the community in the present, while keeping an eye on the future, and learning from the past. Government is designed to serve the community, not control it. It provides, maintains, and defends a playing field of equality to all residents so that they can enjoy their human rights and liberties.

3) I believe the voices of the community need to be heard and considered unbiasedly. Government decisions should be made in a true representative form serving the community. I believe I have the abilities to provide a clear neutral path residents can use to bring their concerns to the government. While I do hold a perspective that Sequim needs to evolve more smartly in consideration of the resounding affects their actions make, and that Sequim needs to develop a clear identity its residents can support, I know that my perspective is but one voice and vote in the community. I can separate my personal views from my job responsibilities.

4) Identity and evolvement. Sequim, in a time of evolution, seems to be losing a grasp on its identity. The shrinking middle-class, affordable housing shortages, and a lack of supporting industry has Sequim seeking short-term, or "bandaid," solutions. However, many of these solutions may cause longterm damage. I would like to help Sequim find its identity as defined by

the residents. While Sequim created a Comprehensive Plan, I found the majority of the plan weak in its language on defining the city's identity and creating policy to uphold that identity. I would like to inspire community involvement in the creation and support of this identity. Giving ownership of the community to the community, breeds a sense of purpose and desire to be active in city events and actions. I also hope to inspire city government to become more involved in the community it serves.

5) With a background in theatre, the majority of my professional life has been in collaboration. Success in theatre only arrives through collaboration. Most recently, my team collaborated on the development of a new theatre format to be able to produce during the pandemic while maintaining safety for those involved. We took a theatre that was about to go under and created a live event that is on schedule to be sold out before opening. Prior to this, my employment staff, my clients, and I had to mitigate the future of summer camps and our company at the outbreak of the pandemic. While possibly meaning the closure of our summer camp company, we came to a decision to cancel all camps for 2020 for the safety of the community. Each decision was made with input and consideration of ideas from all involved.

6) Most recently, Sequim City council voted to approve the development of Lavender Meadows Mobile Estates. I was against the approval. Using the avenues allowed, I spoke at council meetings, submitted research on mobile home parks to the council and planing commission, and spoke with Sequim's Senior Planner and JWW Group leaders. The approval went forward against my desires. The first action I took after the approval was to congratulate the JWW Group on their success. I shook the leader's hand and complimented them on the aspects of the project of which I did agree. I did asked that they at least keep in mind the concerns voiced prior to their approval. As with any action approved against one's desires, one must find common ground and move forward. Since then, I've tried to learn from the experience, regarding the process and the community.

7) Listen and diffuse. Angry voices need to be heard just as much as other voices. If someone calls angry about city decisions, it is because they feel their ideas and concerns were not listened to and considered prior to the decision. It is best to give them an unbiased sounding board to share their thoughts. While listening do not defend policy or fuel anger. Collect information and ideas and offer to bring those concerns to the council.



152 West Cedar Street Sequim, WA 98382
City Hall (360) 683-4139 FAX (360) 681-3448
Public Works (360) 683-4908 FAX (360) 681-0552

Application for Appointment to Sequim City Council

*Thank you for your interest in serving the community as a member
of the Sequim City Council.*

The Sequim City Council is seeking applicants to fill a vacancy in the office of City of Sequim, Council Position No. 6. The person appointed to the position will take office immediately and will serve until the results of the November 2021 General Election are certified. An election for this position will be held in November of 2021.

The timeline for filling Council Position No. 6 is as follows:

| | |
|-------------------------|--|
| Tuesday, September 15 | Announcement and application posted |
| Wednesday, September 30 | Applications due to the City Clerk by 4 p.m. |
| Monday, October 12 | Council conducts interviews and may appoint |
| Monday, October 26 | Additional meeting if necessary |

To be considered, you must complete and submit this application, answers to supplemental questions, a letter of interest and a resume. Your application materials may be submitted by sending an email to City Clerk Sara McMillon at smcmillon@sequimwa.gov. You may also send it by regular mail to the City Clerk at Sequim Civic Center, 152 West Cedar Street, Sequim, WA 98382.

Applications must be received no later than 4:00 p.m. on Wednesday, September 30, 2020.

Applications received after 4:00 p.m. or incomplete application submissions without a cover letter and resume will not be accepted. Additional written information will not be accepted, unless requested by the City Council.

Eligibility Requirements & Public Disclosure

Eligibility Requirements

- Must be a registered voter of the City of Sequim as of September 30, 2020;
- Continuously reside within the Sequim city limits for a minimum of one year prior to appointment;
- Hold no other public office or employment under the city government except as authorized by RCW 42.23.

Public Disclosure

- Once a Councilmember application is filed with the City, it is a public record subject to disclosure;
- Applications received from all candidates who meet the minimum requirements of state law will be posted on the City of Sequim website as part of the Council's meeting packet;

- Interviews are conducted in an open public meeting however Council deliberations concerning the qualifications of candidates are in closed session;
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Duties, Key Responsibilities & Necessary Skills

City Council Duties

The Sequim City Council is the legislative authority of the City of Sequim. The City operates under a Council-Manager form of government, which means the Council adopts policy and appoints a City Manager to implement policy. The seven-member City Council is primarily responsible for adopting laws, determining the services to be provided and funding levels for those services through adoption of an annual budget. City Council positions are non-partisan. The monthly Councilmember salary for this position is \$250 per month.

The duties of a City Councilmember will likely involve an average minimum commitment of 18-20 hours per month for preparation, participation, and attendance at various meetings and community activities. Beyond the broad duties previously mentioned, Councilmember duties also include, but are not limited to:

- Attendance at regular City Council meetings, unless prior notice is provided of unavailability. Regular City Council meetings are held on the second and fourth Monday of each month. Regular meetings begin at 6:00 p.m. Work sessions, if necessary, begin at 5:00 p.m. From time to time, the City Council or Mayor may call special City Council meetings;
- Representation on Council subcommittees, regional boards and commissions, and at various community functions. These various meetings and functions occur normally during the evening but may also occur on weekends or weekdays;
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Key Responsibilities

- Participate in setting policy that is in the best interest of the community;
- Follow the rule of law in the conduct of government;
- Perform duties in a participatory, transparent, accountable manner;
- Oversee the activities of the City Manager;
- Develop annual budgets and provide continuous oversight of City finances;

- Collaborate with City staff in setting priorities for governance.

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name VICKI L. LOWE

Street Address [REDACTED]

Mailing Address - SAME -

Home Phone [REDACTED]

E-Mail Address [REDACTED]

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?
4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

City Councilors may ask additional questions, or follow-up questions, at their discretion. These questions will not be provided to applicants prior to the interview.

Cover Letter & Resume

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**Sara McMillon, City Clerk
Councilmember Application
152 West Cedar Street
Sequim WA 98382**

Vicki Lowe



Sequim City Councilors
152 West Cedar Street
Sequim WA 98382

September 28, 2020

Dear Sequim City Councilors;

I am writing to inform you of my interest in the Position 6 City Council seat recently vacated, and my desire to be appointed to fill this position. Attached please find my resume, application, and answers to the City Council questions.

Additionally, I would like to share the following important information about me that will aid you in your decision-making.

I have lived in the Sequim area my entire life; fifty (50) of the last fifty-five (55) years within the city limits. I am descended both from pioneer families and the Jamestown S'Klallam Tribe. Many generations of my family - grandparents, parents, myself and four sisters, my five children, and now my grandchildren - have attended or are currently enrolled with Sequim Schools. My first job, at age eleven, was working in my parents' grocery store/gas station on the corner of Fifth and Washington Streets, where Rite Aid now sits. My family and I have deep roots in this community.

I possess nearly twenty-four (24) years of experience working locally and at the state level in health and social services in administration and policy development. My knowledge of and employment in healthcare is a strength I will bring to the Sequim City Council, an asset not currently represented on the Council.

It has been difficult to watch our community members and businesses struggle through the effects of the Coronavirus Pandemic over the last six months. I look forward to working with all of you to ensure our businesses and community are prepared and capable of ongoing success when there are downturns in the economy.

Over the years, Sequim has become increasingly dependent on seasonal tourism; I am eager to explore ways to attract businesses that have year-round, consistent, and stable sources of revenue.

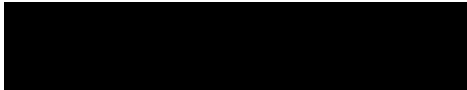
As a lifelong resident of Sequim, I have followed the topic of city sidewalks being discussed for many years, and am interested pursuing forward movement on completing sidewalk placement

in our city. I also see a definite need to address housing issues for (younger) families, elderly, lower income, and disabled members of our community.

In my lifetime, I have watched this small town become a city. Sequim is one of the most beautiful places to live. My hope for my grandchildren is for them to be able to grow up here in the kind of town I grew up in, a community filled with caring people in service to one another.

Thank you for your consideration.

Sincerely yours,

A solid black rectangular box used to redact the signature of Vicki Lowe.

Vicki Lowe

Vicki Lowe

Objective: Seeking a position on the Sequim City Council, Position No. 6, where I can apply my experience and knowledge to represent my community in our city government.

Experience:

July 2015 to Present – Executive Director, American Indian Health Commission for Washington State (AIHC)

- Manage the financial viability of the organization: secure on-going funding, establish an annual budget approved by Commission; coordinate the administration and maintenance of AIHC grants and contracts; oversee and coordinate the work of staff and consultants under each grant, ensure the work is supporting the priorities of the AIHC;
- Collaborate with AIHC Chair, Executive Committee, and delegates to identify state health issues affecting tribes and urban Indian health programs, including impacts of state budgets, legislation, regulations, and other policy changes and initiatives;
- Facilitate the biennial Tribal and State Leaders Heather Summit to set AIHC Priorities;
- Assist with and maintain working relationships between tribes and urban Indian health programs, state legislators and state health agencies, including, but not limited to: Department of Health, Department of Social and Health Services, Health Care Authority, Office of Insurance Commissioner, Washington Health Benefits Exchange, Governor's Office of Indian Affairs, etc.);
- Coordinate communications on issues of importance to AIHC members, and provide regular updates to other tribal organizations (Northwest Portland Area Indian Health Board, Affiliated Tribes of Northwest Indians, Association of Washington Tribes, DSHS Indian Policy Advisory Committee);
- Establish legislative priorities for State legislature. Coordinate AIHC Tribal Health Legislative Day for each legislative session in Washington State;
- In coordination with the Health Care Authorities Office of Tribal Affairs, recruit members for the Governor's Indian Health Advisory Council, create agendas, develop presentations, support the Tribal Reinvestment Account Committee;
- Staff and direct AIHC Executive Committee Meetings and quarterly AIHC meetings;
- Ensure staffing for AIHC workgroup meetings, including but not limited to: Tribal Centric Behavioral Health Advisory Board, American Indian/Alaska Native Opioid Response Workgroup, Tribal Foundational Public Health Services Tech Advisory Workgroup, Data Sovereignty Workgroup, Policy Workgroup, Maternal Infant Health, Immunization Coalition, Washington Health Benefit Exchange Tribal Advisory Workgroup, Tribal Reinvestment Account Committee, Governor's Indian Health Advisory Committee;
- Provide education and outreach to state agencies, legislative staff, and other organizations on Indian health care delivery system issues, tribal sovereignty, and consultation policies;

September 2012 to June 2015 - Grants Manager/Interim Administrator, American Indian Health Commission for Washington State

- Staffed bi-monthly AIHC meetings, which included developing agenda, scheduling presenters, preparing minutes and other documents, coordinating meeting location, distributing agenda and materials to delegates and state agencies, conducting follow-up as directed by delegates;
- Coordinated the administration and maintenance of AIHC grants and contracts, including communication and coordination with fiscal agent;
- Established and monitored budget;
- Maintained financial records and upkeep of Charitable Organization status;

November 1996 to June 2015 Tribal Health Benefits Manager, Jamestown S'Klallam Tribe, Sequim WA.

- Developed and managed the budget for the Tribal Health Benefits program;
- Maintained financial records for program and ensured monthly reporting to Accounting Department.

- Safeguarded program compliance with Tribal policy and federal law;
- Updated and maintained program policies and procedures;
- Facilitated Tribal Citizens registration for and maintenance of appropriate insurance coverage;
- Supported Tribal Citizens in accessing insurance coverage;
- Provided education to non-Tribal providers about the Tribal Health Benefits program;
- Attended Tribal, local, state and IHS meetings;

Professional Accomplishments:

- 2004 - Instrumental in the creation and implementation of the Jamestown S’Klallam Tribe Employee Plan, a self-funded plan for the employees of the Jamestown S’Klallam Tribal government and business entities;
- 2007-2010 - Collaborated with Jamestown S’Klallam Tribe’s newly created Human Resources Department to review and update benefits, policies, and created procedures for the employees’ plans, including Life Insurance, Accidental Death and Dismemberment, Long-Term Disability, Long-Term Care, Self-Funded Worker’s Compensation, and Wellness Benefits;
- 2012 - Developed the Tribal Assister/Patient Navigator statewide program to support and train staff at Tribal and Urban Indian Health Programs (UIHP) who register American Indians and Alaska Natives for coverage in the Washington State Health Benefit Exchange;
- 2019 – Facilitated the drafting and passage of the Washington Indian Health Improvement Act;
- 2020 - Facilitated the drafting and the passage of the Indian Behavioral Health Act;
- 2020 - Appointed by Governor Jay Inslee to the Washington State Women’s Commission;

Committee and Board Membership:

- Commissioner: Washington State Women’s Commission
- Member: Governor’s Indian Health Advisory Council
- Board Member: Peninsula Behavioral Health Board of Directors
- Member: Washington State Health Improvement Plan Committee
- Member: Universal Health Care Workgroup
- Member: Department of Health Foundational Public Health Services Steering Committee

Skills and Attributes:

- Ability to manage and lead several projects at one time
- Excellent communications skills
- Ability to take complex and difficult information and explain it in a logical and relatable fashion
- Exceptional negotiation skills
- Strong work ethic
- Organized
- Problem-Solver
- Critical Thinker
- Flexible
- Team player
- Creative
- Emotional Intelligence
- Attentive to detail
- Responsible

Vicki Lowe Sequim City Council Position No. 6 Application

1. How long have you lived within the city limits of the City of Sequim?

I have lived within the city limits of the City of Sequim for 50 out of the last 55 years.

Describe any involvement you currently have in the community and any past relevant activities.

I currently serve on the Equity and Inclusion Community Design Team with fellow citizens and City of Sequim staff. I am a member of the Sequim Alumni Association, working on the All School Reunion. I assisted the steering committee for Voices for Health and Healing, striving to offer community forums on homelessness, food insecurities and other related topics. I also sit on the board of directors for Peninsula Behavioral Health. In 2017 and 2018, I coordinated the meal for Jamestown Canoe Hosting Day, feeding 400- 800 canoe family members from visiting Tribes. I am a past Board Member for the Sequim Little League and have been involved with Sequim school-related activities at all levels.

2. What in your opinion is the role of City government in general? Why is it important?

The role of the City Council/ government is to represent every city resident; thoughtfully discern issues, goals, and priorities; set a strategic plan for future growth; and to ensure that decisions made consider both public interest and impact. It is also vital for the City Government to build ties to and connections with other organizations in Clallam County to serve the needs of our citizens.

City government is important because it serves to lead and guide decision-making, while ensuring that the voices of all citizens are considered as we are all equally a part of this community. City Councilors act as innovators, role models, conduits for information exchange, and "positive disruptors."

3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?

Growing up here in Sequim, my dad was a volunteer firefighter, served on the Sequim School Board, and coached Little League and Babe Ruth teams. This example instilled in me and my siblings the importance of community service.

When I opened up my fall ballot in 2019 and saw that two of our city council members had run unopposed, I realized, with my children all grown and out of the house, it was my time to step up and do my part to serve this community which has given me so much.

The skills I will contribute as a City Councilor include the ability to assess multiple topics and see clearly how they fit together; the capacity to keep an eye on the big picture while working on smaller issues; an aptitude for working collegially with others; and broad understanding of the importance in building allies and growing partnerships in order to get work done for the best interests of all.

The perspective I bring comes from having deep roots and a lifetime lived in our Sequim community. I grew up here and raised my family here. I am cognizant of what kind of hard work it takes to make a small city run successfully, and am committed to using my strengths to help lead Sequim.

4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.

My number one priority would be looking at our local businesses and making sure they are getting information and support needed to continue operations, particularly as we begin (hopefully) to move again through the Safe Start Phases. I want to help our city and businesses find our "new normal" with success. I seek to clarify what are the needs of our city and local businesses as regards a balance between healthy community and healthy economy. It is important that we attract businesses that are not overly dependent on tourism since the tourism industry mostly provides seasonal, low wage jobs.

If the desire exists to promote Sequim as a retirement community, it is vital we have the services to support retirees, including accessible and comprehensive medical and behavioral health care. Over the past twenty years, people retiring

Vicki Lowe Sequim City Council Position No. 6 Application

to Sequim have found it difficult to find a primary care provider, often ending up on a waiting list or driving to Kitsap County for services. I seek to explore how we can not only attract providers to our community, but help them stay for the long term, and in the process, keep our community members on the Peninsula for their physical and mental health care needs to be met locally.

Pursuing community partnerships is another worthwhile goal for Sequim City Council, to effect positive change and expand opportunities for our valued citizens.

Additionally, our Council need to help ensure good schools, affordable housing for families, and activities that families and all community members can participate in.

5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.

My current position requires me to work with state agencies to solve policy and programmatic issues impacting accesses to care for American Indian and Alaska Natives in our state. One example of my working in collaboration follows.

In 2015, as the State of Washington was developing their Healthier Washington Initiative, the Health Care Authority (HCA) was applying for a Medicaid Waiver to change how Medicaid services are delivered in the state. At the same time, the Department of Social and Health Services (DSHS) was applying for another Medicaid Waiver to integrate medical and behavioral health services.

Through the consultation process with the Tribes in Washington State, many issues between the Indian Health delivery system and the Medicaid managed care system were identified.

I worked with HCA and DSHS Tribal Liaisons to develop an “issues grid” to track the issues, determine if they were programmatic, operative, or legislative, and worked together with all sides to find actionable solutions and work through all the identified solutions. It took several years to get through the whole process, but through compromise and partnering on the part of the State Agencies, the Tribes, and Urban Indian Health Programs, we ended up creating a better system with fewer barriers to care.

6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.

In a former job, I developed a program to bring in more third-party revenues for the employer. I advised the funds to be used for a reserve account in case there was an interruption in revenues (like a pandemic). The employer chose to use the funds for other purposes. I dealt with this circumstance by realizing that it wasn't my money, thus what to do with the funds was not my decision. I also recognized that people don't always take advice from others, even when it seems to be good advice.

7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

I am a good listener; I recognize that sometimes people just want and need to be heard, and have me “hold space” for them. (Holding space means to be with someone without judgment, practice empathy and compassion, and accept someone's truths, no matter what they are.)

Having raised five children, I have developed finely-honed skills in negotiation. I also spent thirteen years working in retail, and am quite skilled at working with people when they are upset; I know how to work toward finding agreement and affirming the point of view shared by others. The best thing I can do when an irate citizen calls is to listen, act respectfully and charitably, and find points of agreement wherever possible.

- Collaborate with City staff in setting priorities for governance.

Necessary Skills

- Ability to understand and analyze complex data and information;
- Communicate effectively within a group to represent broad citizen interests;
- Learn and maintain a knowledge of laws and other legal procedures;
- Represent the City always, and demonstrate adherence to high ethical standards;
- Commit to the betterment of the City of Sequim.

Applicant Contact Information

Applicant Name Joshua A. Washburn

Street Address [REDACTED]

Mailing Address Same AS Above

Home Phone [REDACTED]

E-Mail Address [REDACTED]

Supplemental Questions

On a separate page, please respond to the following questions regarding your interest in the office of City of Sequim, Council Position No. 6.

1. How long have you lived within the city limits of the City of Sequim? Describe any involvement you currently have in the community and any past relevant activities.
2. What in your opinion is the role of City government in general? Why is it important?
3. Why are you interested in serving the City of Sequim as a City Councilmember? What skills and perspective do you anticipate contributing?
4. Describe your priorities and what you would hope to accomplish if you are appointed to the Sequim City Council.
5. Provide an example or examples of times when you collaborated to arrive at the best decision for everyone involved.
6. Provide an example of a time when you had to support a decision that you may not have agreed with and how you dealt with the circumstance.
7. City Council actions or decisions are not always popular with the citizens. How would you handle a phone call from a citizen who is angry with the decision that was made?

City Councilors may ask additional questions, or follow-up questions, at their discretion. These questions will not be provided to applicants prior to the interview.

Joshua A. Washburn

[REDACTED]
[REDACTED]
[REDACTED]

To whom this may concern:

After careful consideration and discussions with my family and friends, I would like to submit my name for the open position on the city council. I am a husband and father of 4 great kids and have grown with the town of Sequim since 1996. I currently run a general contracting business (HMP Contracting), as well as own a coffee shop here in town (Adagio Bean and Leaf) with my wife. I am an EMT/Firefighter with Quilcene Fire and Rescue, as well as volunteer with CCFD #3 here in town.

I feel I would be a great addition to the city council because I have grown right along with this town. Being part of the fire department, as well as being a business owner has taught me many things, but nothing more important than communication. I know a lot of people in town, from all walks of life, which I consider one of my great qualities. True, I do carry a lot of my own personal opinions, but I love a great conversation, and even more, a spirited debate.

If considered for this position, just know that I would carry myself honorably and always in mind that I would be a representative of the City of Sequim. I will work hard, and you can always count on me giving you my 100%. Thank you very much for your time and consideration, and if selected, look forward to working with you all.

Sincerely,

Joshua A. Washburn



Richard Branson

State Certified EMT. Experienced in applying training and clinical skills to secure a rewarding role as Emergency Technician. Well versed in measuring vitals, CPR, treating wounds and assisting with ALS medical procedures.

LICENSES AND CERTIFICATIONS

Washington State Department of Health

License # ES60935058

Date Issued: March 2019

Expiration: March 2022

JOSHUA A. WASHBURN

Fire firefighter/E.M.T.

EDUCATION

Peninsula College

2001 - 2003

[3.86 G.P.A.] Graduated with A.A.S.

Peninsula College

2018-2019

Emergency Medical Technician w/ Supraglottic Airway

WORK EXPERIENCE

Quilcene Fire and Rescue (EMT/Firefighter)

2019-Present

Adagio Bean and Leaf (Owner) 2019-Present

Clallam County Fire and Rescue (Volunteer FF/EMT)

2017-present

Graduated academy and certified in fire attack, search and rescue, hazmat, triage and mass casualty.

Wildland Certified (DNR)

HMP Contracting (General Contractor)

2003-Present

Small construction company specializing in floors and home remodels. Currently employ three full time employees.

Skills

- CPR and Child CPR Training Cert. (2018)
- Emergency Vehicle Operation Cert. (EVIP, EVOC)
- Patient Assessments and Risk Management
- EMT Techniques

[REDACTED]
[REDACTED]

[REDACTED]
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[REDACTED]
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[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

- 1.) My name is Joshua Washburn and my wife and I have lived in the City of Sequim for over 12 years with our wonderful four children. We own a construction company as well as a local coffeehouse, Adagio Bean and Leaf. I currently serve as an EMT/Firefighter with Quilcene Fire and Rescue, as well as Volunteer with Clallam County #3 Fire Department.
I have been a part of this community since I moved here in 1996. I have been a baseball coach with Sequim Little League for over 20 years, and we help sponsor and contribute to as many community services we can.
- 2.) In general, the role of city government should be to provide the services essential to keep a city moving and growing. It is important on so many levels, that people often don't realize all that city government really does, and the impact it has on all of our lives within the community. From street lights, law enforcement and community zoning, city government keeps these services funded on the basis of need, and the impact to the quality of life of all its citizens.
- 3.) I am interested in serving on the city council because I feel that people should serve where there is a need. Growing up in Los Angeles gives me a wide perspective on ideas, theologies and beliefs, which has kept me open minded and often from the trappings of quick to judgement. My strong belief that all sides should be heard and understood before drawing an opinion has helped me well in life and would be something I would bring to the council.
- 4.) One of my biggest priorities if appointed to the council would be my work with the youth of this community. I believe that kids in motion and purpose leads to success and drive to pursue bigger and better. Small towns can be tough to cultivate this growth, why we often see higher drug and alcohol problems in rural youth. As an EMT, I have seen first hand, the results of kids caught in the web of drug abuse, usually due to their life circumstances, and if I can do anything to give them that other option, well that's what we should do.
- 5.) I think this is where my fire/emt experience has its bonuses. Constantly we are faced with very fluid situations which involve collaboration on all sides to ensure a positive outcome. Council is not all that different, and I think should be approached the same way. When you use collaboration, you are drawing off the vast years of knowledge and experience from all parties involved, which will usually help you find the best route to a solution.
- 6.) Being part of the fire department, there are many policy decisions that have been made over the years I may not necessarily agree with, but still perform my duties. As part of a council, fire department and community, we are constantly faced with decisions that we may not necessarily agree with, and in a true democratic society, it is the way it should be. We are one of many, in a world of a thousand views. We cannot grow if we are closed in our own little box!!
- 7.) I own two businesses and I would handle it the same way we have trained our employees. Every person should be treated with respect, even if what they have to say is something we do not like. It does not make their opinion any less credible. I also know that the customer is not always right, but that does not mean we disregard their concerns. We should always try to listen and understand a citizen's concerns, and let them know they will be heard, and their opinions will be taken into account.