

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Interviews and Selection of City Council Applicants for City Council Position #6
<b>DEPARTMENT:</b>	City Manager's Office
<b>PRESENTED BY:</b>	John Norris, Assistant City Manager
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

In November 2018, former Deputy Mayor Jesse Salomon won election to the Washington State Senate in the 32<sup>nd</sup> Legislative District. He subsequently resigned his Shoreline City Council seat (City Council Position #6) effective January 14, 2019. To fill this Council position, the City Council will be appointing a Shoreline resident to serve in this role. The appointment by the City Council is scheduled to occur tonight following final candidate interviews and City Council discussion of candidate qualifications.

On January 7<sup>th</sup>, the Council selected six finalists (Genevieve Arredondo, David Chen, Jennifer Greenlee, Eben Pobee, Rebeca Rivera, and Betsy Robertson) to move forward for a Council candidate interview. The interview process, which is described in this staff report, has been designed to be fair and consistent for all applicants. Once all six Council candidates have been interviewed, the Council will recess into executive session to discuss the qualifications of all candidates. Following the review of Council candidate qualifications, the Council will return to the Council Chambers and select via motion a Council candidate to appoint to City Council Position #6. Once the Council candidate is selected and affirmed via a vote of the Council, the candidate will be sworn in by the City Clerk.

**RESOURCE/FINANCIAL IMPACT:**

There is no financial impact for this action.

**RECOMMENDATION**

Staff recommends that Councilmembers interview all six final Council candidates as described in this staff report and select via motion a Council candidate to appoint to City Council Position #6 by vote of the Council.

Approved By:            City Manager **DT**    City Attorney **MK**

## **BACKGROUND**

In November 2018, former Deputy Mayor Jesse Salomon won election to the Washington State Senate in the 32<sup>nd</sup> Legislative District. He subsequently resigned his Shoreline City Council seat (City Council Position #6) effective January 14, 2019. To fill this Council position, the City Council will be appointing a Shoreline resident to serve in this role. The appointment by the City Council is scheduled to occur tonight following final candidate interviews and City Council discussion of candidate qualifications. This appointment will expire upon the certification of the 2019 election results in November 2019, as this position will subsequently be filled in the 2019 election cycle.

The Council has followed the procedures outlined in state law and in their rules (Council Rule of Procedure 2.5) to fill this vacancy with the most qualified candidate available. This included distributing and publishing a notice of the vacancy and an application form. The deadline for receiving applications from the public was January 3, 2019, and Council reviewed Council Candidate qualifications on January 7<sup>th</sup>, 2019. Fifty-three (53) applicants applied by the January 3<sup>rd</sup> deadline. Following a review of qualifications, the Council selected *Genevieve Arredondo, David Chen, Jennifer Greenlee, Eben Pobee, Rebeca Rivera, and Betsy Robertson* to move forward for a Council candidate interview tonight. The staff report for the Council review of all Council candidates conducted on January 7 can be found at the following link:  
<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2019/staffreport010719-10a.pdf>.

## **DISCUSSION**

The six final candidates selected by Council will be interviewed by the Council during tonight's Council meeting. As per Council Rule of Procedure 2.5, the order of the interviews has been determined by drawing candidate names prior to the writing of this staff report. The interview order for tonight's interviews is as follows:

1. Jennifer Greenlee
2. David Chen
3. Betsy Robertson
4. Eben Pobee
5. Rebeca Rivera
6. Genevieve Arredondo

The Council Candidate Application Forms for the six finalists are included with this staff report as Attachment A. The Application Forms are organized in the order the applicants will be interviewed tonight. Candidate personal information on the Application Forms has been redacted. As well, a map of where the six final Council candidates and six current Councilmembers reside can be found as Attachment B to this staff report.

### **Interview Process**

The interview process has been designed to be fair and consistent for all applicants. Interviews will be approximately 15 minutes each, and all applicants will be asked the same set of interview questions. Candidates will be asked to remain outside the

Council Chambers while other candidates are being interviewed. Candidates will not be provided the interview questions in advance of their interview. To ensure that the interview process is fair and consistent for all candidates, staff will explain to candidates that they are not to live stream the Council meeting or use other means to obtain the interview questions prior to their interview being conducted.

During the interview, Councilmembers will ask questions of the Council candidates. At the conclusion of the interview, each candidate will then be allowed two (2) minutes for closing comments. Comments and responses about other candidates will not be allowed.

Once all six Council candidates have been interviewed, the Council will recess into executive session to discuss the candidates' qualifications. Following the review of Council candidate qualifications, the Council will return to the Council Chambers and select via motion a Council candidate to appoint to City Council Position #6. Once the Council candidate is selected and affirmed via a vote of the Council, the candidate will be sworn in by the City Clerk.

### **RESOURCE/FINANCIAL IMPACT**

There is no financial impact for this action.

### **RECOMMENDATION**

Staff recommends that Councilmembers interview all six final Council candidates as described in this staff report and select via motion a Council candidate to appoint to City Council Position #6 by vote of the Council.

### **ATTACHMENTS**

Attachment A: Finalist Council Candidate Application Forms  
Attachment B: Map of Finalist Council Candidate Residences



# CITY COUNCILMEMBER APPLICATION

Application is due by 5:00 p.m., January 3, 2019

Name Jennifer Greenlee

Are you a registered voter? Yes

Are you a resident of the City of Shoreline? Yes

Length of residence in Shoreline? 7 years

1. List your educational background (or attach resume). See attached resume

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2. Please state your occupational background, beginning with your current occupation and employer (or attach resume). See attached resume

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3. Describe your community activities and volunteer work (or attach resume). See attached resume

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4. Describe your special qualifications applicable to City Council. See attached

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5. Why do you want to serve on the Shoreline City Council? See attached

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6. Specify any activities that might create a conflict of interest if you should be appointed to the City Council. See attached

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Jennifer Greenlee

Shoreline, WA 98155

## Shoreline City Council Application Questions

### Describe your special qualifications applicable to City Council:

I believe I would bring a unique and needed voice to the City Council. Both my background and career path are unique. I am a licensed attorney in Washington but have never practiced law. I have worked my way up the career ladder in the public sector. I come from a multiracial and multicultural background (White English mother and Black American father), raised my sons as a single parent, and have lived in rental housing all my adult life. My journey has taken me from being a single parent, raising children and attending school while surviving on public assistance and student loans, to my current position as an Executive Director. I grew up in a very racially and economically diverse neighborhood. This has broadened my perspective and ability to walk in someone else's shoes and see from that point of view. I know what it is like to have privilege and sit (somewhat) comfortably in the majority. I also know what it is like to be made to feel inferior and unwelcome as an outsider. I understand the impacts of structural and institutional racism and sexism from a personal as well as professional perspective. I believe diversity of thought and perspective is crucial for informed decision making that includes an awareness of equity issues and unintended impacts.

I have experience in a political environment with a variety of competing stakeholders with differing goals and objectives. I just completed my term as Chair of the Civil Legal Aid Oversight Committee. The Committee includes State Senators and Representatives, Judges, and an appointee from the Office of the Governor's General Counsel. As well as chairing our Committee meetings, I attended meetings and represented the Committee before the Supreme Court, the Board of Governors for the Washington State Bar Association, the Access to Justice Board, leadership of the King County Bar Association, and the Seattle Times. I am a City of Seattle employee in an independent department. I am appointed by and report to the Civil Service Commission and the Public Safety Civil Service Commission. Each Commission is made up of a Mayoral appointee, a City Council appointee, and an employee elected member. The City Council must confirm my appointment. In my work, I have to work regularly with employees from the Department of Human Resources and the Law Department and have frequent communication with employees throughout the City of Seattle.

I believe in treating everyone with professionalism and respect. I have extensive training and experience investigating and mediating complaints and in negotiating settlements. It has made me an excellent listener that identifies underlying meanings and interests. I am able to manage disagreement and conflict while remaining calm. I am comfortable interacting with people of all backgrounds and of all demographics. I provide a positive and respectful experience to

employees at all levels of government as well as to the public. I believe in appropriately sharing honest and accurate information in a timely manner. I believe that consistency, dependability, integrity, and fairness go toward developing trust and credibility regardless of whether you are in agreement or in conflict.

**Why do you want to serve on the Shoreline City Council?**

My positions on the Statewide Civil Legal Aid Oversight Committee and the City of Seattle Management Association ended in 2018 and I am looking for an opportunity to become involved and give back to my local community. I have lived in Shoreline since 2011 and would like to take a deeper dive into the city that I and several family members live in. In the past several years, I have witnessed changes in the region and would like to lend my voice to the discussion. I believe I can fairly, equitably, and reasonably represent the people who live, work, and play in Shoreline. While I stay informed about local issues, I would like to become more involved in the decision making around issues that are important and impactful to the City of Shoreline. I originally moved to Shoreline as a less expensive area than Seattle but have grown to love the sense of community and caring that Shoreline residents have for their neighbors and for the city. The City Council should continue to foster the sense of a caring and compassionate community where residents know and are willing to reach and help their neighbors. Now that Shoreline has become my home, I want the opportunity to invest my time and energy to making a difference here. I am a graduate of Leadership Tomorrow (2014) and the JustLead Washington Toward Equity & Justice Leadership Academy (2018). I want to continue my leadership journey while maintaining my commitment to public service. I have spent my career in the public sector and think that decisions should be based on what is best for the community and common good instead of self-interest.

**Specify any activities that might create a conflict of interest if you should be appointed:**

The only conflict of interest I foresee is if asked to vote on decisions that impact my property owner, Par Three LLC, at North City Park Villa.

**What do you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue?**

I believe the most important role for the City Council is to have a vision for the future of Shoreline, a strategic plan to develop and implement that vision and messaging to constituents around the vision and the plan to achieve it. If the City Council has a vision for Shoreline, then when issues come up they can respond consistent with that vision instead of reacting moment by moment, issue by issue. When making decisions around changing laws and developing budgets, the City Council should ask whether this moves us closer or further away from the vision we have for Shoreline. The most important issue will be continued growth and density in Shoreline. Increased growth and density are inevitable, regardless of the pain this causes some residents, so being able to plan for that in a responsible and equitable way is essential. With an increased population, the area will see increased crime, traffic, and needs for services and infrastructure. If at all possible, the City Council should try to stay ahead of the game, instead of being forced to play catch up after growth happens. Shoreline is not part of Seattle; however,

my perception is that King County focuses much of their attention on the larger south end of the county. The Shoreline City Council needs to develop a strong City identity and advocate for our specific needs. The City Council will have to make tough choices about how to increase revenues to provide needed services and infrastructure while still providing opportunities for an economically diverse population to thrive.

Traffic is increasing, and commuting times are longer so developing a plan for increased public transit services is needed. A transit plan also has to account for employees that do not work a traditional Monday through Friday, daytime schedule. People with young children or with disabilities cannot be expected to walk long distances to a bus stop or transfer several times to get their destination. The City Council will need to figure out ways to increase transit options and improve traffic flow and safety.

If the City can increase employment opportunities in Shoreline, then more residents will be able to work close to home. As well as increased businesses, an option such as a shared work space would allow more employees to telecommute or conduct meetings locally. Increased employment opportunities may come naturally with the increased population, but the City could also plan for commercial not just residential development and incentivize starting or moving businesses to Shoreline.

The homelessness issue is a pressing one in the region and a multifaceted approach will be required to tackle it. To keep up with rising housing costs, the City Council should require and incentivize affordable rental housing options and develop ways to keep lower income families in the homes they own. In addition, there is an increased need for mental and behavioral health services, addiction and substance abuse services, reentry programs for the formerly incarcerated, and supportive housing for all of the above. The City Council should balance compassion without allowing widespread unsafe and unhygienic living conditions to develop.

With an increased population, the City Council should also look for ways to increase arts and recreation opportunities and open space in Shoreline. Arts and recreation and open space are essential to a healthy community, providing opportunities to keep children focused on positive and productive activities and allowing everyone to destress, enjoy cultural events, and meet other members of their community.

With all these issues, using a data driven approach and seeking continual improvement is important. It's important to identify how the City Council will know whether things are working and what changes are needed to policies, rules, or laws to bring about the desired results. There are always many more needs than resources to fulfill them, so I understand that the City Council often must make difficult decisions on challenging questions.

**PERSONAL INFORMATION**

Name Jennifer Greenlee

Home Address [REDACTED]

Shoreline, WA Zip Code 98155-5120

Cellular/Home Telephone Number [REDACTED]

Work Address Seattle Municipal Tower, Suite 1670, PO Box 94729

Seattle, WA Zip Code 98124-4729

Work Telephone Number [REDACTED]

Email address [REDACTED]

**Jennifer A. Greenlee**

**Shoreline, WA 98155**

**SKILLS:**

Supervision/Management/Leadership  
Legal Analysis  
Negotiation/Facilitation/Mediation  
Human Resources/Employee Relations  
Equal Employment Opportunity/Diversity  
Presentation/Training  
Investigation/Interviewing

**LICENSES/CERTIFICATIONS:**

Senior Certified Professional, Society for Human Resources Management  
Certified Professional, International Public Management Association for Human Resources  
Senior Professional in Human Resources, Human Resources Certification Institute  
Licensed Attorney, Washington State Bar Association

**EMPLOYMENT:**

**Executive Director,  
City of Seattle Public Safety Civil Service and Civil Service Commissions**

February 2012 – Present

Executive Director of a small independent Department in City of Seattle government. Manage the Commissions' appeal processes as defined by rules of practice and procedure. Manage the Public Hearing process. Administer all laws and ordinances pertaining to the Commissions and their functions. Review and draft rules and oversee rule revision processes for the Commissions including consultation and coordination with the City's Labor Relations unit and Law Department. Develop employment policy options and recommendations on issues relating to the administration of the Personnel system and employment law. Research and propose legislation and/or changes to rules, policies and procedures related to the Personnel system. Conduct pre-hearing conferences, issue orders, continuances, subpoenas; frames issues; in conjunction with legal counsel write case decisions. Represent the Commissions to the public, the press, the Council, the Mayor's office, department heads, all appellants and department staff. Consult with and report regularly to the Commissions on the working of the Department, and attends meetings of the Commissions. Make periodic reports to the Commissions concerning the activities of the Department. Develop and implement appropriate program performance measures and assessments. Provide strategic advice to the Commissions regarding personnel policy and

## Jennifer Greenlee Resume

the administration of the personnel system. Work with the Human Resources Department and other departments to affect solution to difficult personnel issues. Review all pending personnel legislation and determines the impact of proposed changes on civil service employees. Communicate with Commission chairs when personnel issues are raised that require further advisement prior to a course of action being taken or response made. Subject to the City's personnel ordinances and rules, appoint, assign, supervise, control, and remove all administrative staff and interns in the Commissions office. Conduct hiring process and provide oversight of the Hearing Officers in the Commission's employment. Provide oversight and guidance to the Police and Fire Exams Analysts. Prepare and oversee the Commission budget and authorize necessary expenditures and contracts for professional and expert services in accordance with the budget. Coordinate, oversee or assume all needed department functions such as Human Resources, Information Technology, Finance and Budget, Public Information, and Public Disclosure. Provide training and information to City employees and human resources staff.

### **Employee Relations Advisor, Seattle City Light, City of Seattle**

October 2008 – February 2012

Served as Out of Class Employee Relations Manager from September 2010 to January 2011 which included supervision of Employee Relations Assistant and Return to Work Coordinator.

Administration/implementation of Equal Employment Opportunity, reasonable accommodation, & Family & Medical Leave programs. Investigating employee complaints of policy & workplace expectations violations, discrimination, harassment, & retaliation; investigation of employee misconduct; preparing investigation reports; debrief the parties & management; responding in writing to externally filed charges; providing advice, information, & recommendations to management regarding the resolution of workplace issues & the interpretation of policies, rules, & regulations. Working with labor relations and management to resolve employee attendance, performance, and behavioral issues. Evaluating reasonable accommodation requests & medical documentation, working with the employee, labor relations, & management to identify & implement reasonable accommodations, providing information and advice to employees and management on accommodation issues. Evaluating FML requests & medical certifications, communicating to employees & management the scope of approved FML requests, monitoring FML use, & providing advice to management on how to effectively manage FML. Developing & providing in-house training on EEO, ADA, & FMLA issues.

### **Operations Manager, Seattle District Office, Washington State Human Rights Commission**

June 2006 – October 2008

Provide supervision for up to twelve investigators in the Seattle office who are responsible for investigation and resolution of cases in employment, housing, and public accommodation within NW Washington. Supervise administrative staff. Oversee and conduct education and outreach regarding fair housing and equal employment opportunity including sexual harassment and disability discrimination. Monitor performance standards and compliance with the working agreements with HUD and EEOC. Monitor and evaluate performance, provide guidance, counseling and discipline as appropriate. Oversee interns, special projects and Commission initiated investigations.

### **Statewide Housing Unit Supervisor, Washington State Human Rights Commission**

August 2005 – May 2006

Provide supervision for investigators in the housing unit who are responsible for case intake, investigation and resolution throughout Washington. Track HUD case inventory, assignment, status, and closure. Oversee and conduct education and outreach regarding fair housing. Monitor performance

## Jennifer Greenlee Resume

standards and compliance with the working agreement with HUD. Monitor and evaluate performance, provide guidance, counseling and discipline as appropriate.

### **Civil Rights Analyst, City of Seattle Office for Civil Rights**

March 2003- August 2005

Served as Out of Class as Enforcement Supervisor during summer 2003 and winter 2004/2005 which included monitoring and reviewing intake, charges, investigations, case closures and findings and providing mentoring and guidance to newer investigators. Investigate discrimination complaints in employment, housing, and public accommodation. Complaints are filed due to discrimination based upon age, ancestry, color, creed, disability, gender identity, marital status, parental status, political ideology, race, religion, sex, sexual orientation, use of a Section 8 certificate, and/or use of a service animal. Investigations include analyzing complaints and developing investigative plans, scheduling and conducting interviews, requesting information and documentation, responding to phone calls and correspondence, mediating disputes, scheduling and conducting conferences, conducting research and seeking consultation as necessary, preparing findings and settlement agreements, and logging case activities.

### **Equal Opportunity Compliance Investigator 2, Washington State Human Rights Commission**

March 2001 - March 2003

Acted as lead for the HUD unit from November 2002 through March 2003 which included tracking the assignment, status, investigation, resolution and closure for the HUD case inventory; acting as point of communication and providing requested information to HUD; providing guidance and training to HUD investigators, providing fair housing training. Investigate complaints of discrimination based on race/color, age, disability, creed, sex, marital status, national origin, and retaliation. Duties include management of a caseload of approximately 30 to 40 cases, including housing, employment, public accommodation, whistleblower and credit transaction cases.

### **Support Enforcement Officer 1, 2, 3, Dept. of Social & Health Services/ Division of Child Support**

January 1998 – March 2001

Promoted to lead worker in September 2000 which included providing coverage for absent team members, answering questions, and providing guidance and direction, providing clarification, and resolving conflicts on supervisor calls, sitting on conference boards. Manage a caseload of between 600 and 700 cases: establish administrative child support orders; explain laws, policies and procedures to parents and employers; exchange information with attorneys, community service offices, and agencies in other states; refer cases as appropriate for contempt, modification, hearings or conference boards; locate individuals and assets; ensure the collection and enforcement of child support obligations; answer phone calls and correspondence and respond to review codes; obtain needed documentation from the court system, employers, and a variety of locate sources; negotiate payment agreements on arrears, regularly review cases and prepare for necessary action; document all actions on the case in the computer and/or paper file.

## Jennifer Greenlee Resume

### MEDIATION

Mediator, City of Seattle ADR Program  
Mediator/Trainer, Seattle Federal Executive Board  
Mediator/Coach, Inter-Local Conflict Resolution Group, King County Office of ADR

### CIVIC INVOLVEMENT/LEADERSHIP:

Participant/Graduate, JustLead Washington Leadership Academy, 2018  
Board Member, Seattle Management Association, President 2016-2018  
Mentor/Coach, City of Seattle Career Quest Program  
Participant/Graduate, Leadership Tomorrow, Class of 2014  
WSBA Representative, Civil Legal Aid Oversight Committee, Chair 2015-2018  
CLAOC Representative, Advisory Committee, Equal Justice Leadership Development Academy

### PRESENTOR/TRAINER:

Trainer, Seattle Federal Executive Board, Conflict Resolution Training, 2015  
Coach, King County Supervisor Conflict Resolution Training, 2013-2015  
Seattle Civil Service Overview, New Employee/New Supervisor Orientations, 2012-2013  
EEO/ADA/FML Employee and Management Training, Seattle City Light, 2009-2012  
Snohomish/Island County Landlord/Tenant Seminars, 2005- 2007  
Tacoma Fair Housing Conference, Building the Foundation for Fair Housing, 2007  
Fair Housing Presentation for Coast Real Estate, 2006  
Make Your Workplace Discrimination Free for City Supervisors and Managers, 2004  
Fair Housing Workshop for Rental Housing Association of Puget Sound, 2004  
Fair Housing Presentation for ReMax Real Estate, 2004  
TRENDS Rental Housing Management Conference, 2003 & 2005  
HUD sponsored Quarterly Fair Housing Training, 2002-2006  
EEOC Technical Assistance Program Seminar, 2003  
HUD Harvesting Hope for Our Communities Conference, 2003

### EDUCATION:

Juris Doctor, June 1997, University of Washington School of Law  
Bachelor of Science, Psychology, March 1992, Magna Cum Laude, Seattle University



## **CITY COUNCILMEMBER APPLICATION**

Application is due by 5:00 p.m., January 3, 2019

**Name** David Chen

**Are you a registered voter?** Yes

**Are you a resident of the City of Shoreline?** Yes

**Length of residence in Shoreline?** 8 Years

1. List your educational background (or attach resume). See Attached Resume.
2. Please state your occupational background, beginning with your current occupation and employer (or attach resume). See Attached Resume.

3. Describe your community activities and volunteer work (or attach resume).  
See Attached Resume.

4. Describe your special qualifications applicable to City Council.

Beyond the formal experience outlined in my attached resume, I hope to serve on Shoreline City Council to help facilitate collaborative and strategic partnerships with private, public and non-profit sector entities to support fulfilling the community's long-term goals as set forth in the Vision 2029 vision statement.

I have experience with balancing and reviewing large capital expenditure and operating budgets, helping to complete large infrastructure projects on time and in budget. I have served on multiple non-profit governance boards in the areas of human services, transitional housing, homelessness and race equity.

I have also served on working groups and strategic committees related to advocacy and best-practice discussions on issues of homelessness, affordable housing and addiction. I have particularly enjoyed the work I have been privileged to be involved with led by the Washington Low Income Housing Alliance and the Seattle Region Partnership. I hope to continue the city's efforts to engage in regional and state-level multi-agency and multi-sector partnerships and committees to ensure that state, local and municipal agencies are coordinating investments and activities to address these major issues.

I believe that we can continue to support the community's goals of diversity and inclusion in civic engagement by considering simple and practical enhancements to city events and meetings including child-care options, proxy and remote attendance, and varied session options. Growing up in a small family restaurant located on North Seattle's Aurora Avenue has given me the opportunity to meet and learn from many of our unsheltered and marginalized neighbors that need unique services and support to transition into permanent housing. I hope to bring a diverse perspective in listening, engaging and interacting with Shoreline leaders and residents in developing new methods of addressing complex challenges.

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

I deeply love our city and want to help the community in solidifying and enhancing Shoreline's identity with practical efforts and initiatives to support the Council's commitment to professional, effective and sustainable city management.

I enjoy servant leadership opportunities to enable and support other residents and community members of Shoreline to engage in civic activities and get their ideas for improving our city off the ground by helping to establishing collaborative networks, partnerships and helping to navigate access to resources.

Shoreline's greatest asset is its residents. In particular, the engagement, resilience and diversity of its community members looking for opportunities to engage and develop

new community enhancement initiatives, including pocket parks, community events and activities, civic groups, public art projects, and human services projects. I hope to serve all the residents of Shoreline by building upon Shoreline's inclusivity efforts to encourage use of city programs and engagement in city projects by all of Shoreline's resident.

6. Specify any activities that might create a conflict of interest if you should be appointed to the City Council.

I own my home in the City of Shoreline in the Echo Lake Neighborhood. Additionally, I am employed by a local not-for-profit organization with its principal place of business located in Shoreline.

7. Briefly explain what you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue.

Currently, I agree with King County Executive, Dow Constantine, that homelessness and housing affordability are the most pressing challenges facing the Shoreline community and our greater region. Notwithstanding, I believe those challenges are symptoms of larger complex upstream issues that our community must address collectively, including the region's housing shortage, mental health and addiction crisis, growing income inequality, and lack of social services and community engagement options.

I believe City Council can continue to address these challenges by implementing policies, directing investments, and modeling a civic culture that increases housing inventory and density, improves social and economic mobility for individuals, and provides opportunities for greater access for Shoreline residents to access human services and community activities.

The city should also continue to foster collaboration and greater public investment through practical initiatives and partnerships, especially working with Shoreline Community College, Shoreline Public Schools, King County and the City of Seattle's new collaborative entity on homelessness. These partnerships can support greater school to work options, increase the availability of affordable housing, and support individuals transitioning from involuntary institutionalization or mental health treatment.

I also believe a sustainable community is also an economically diverse and resilient community. With strategic infrastructure, public art, human services, and community investments that activate residents and facilitate collaborations with local non-profits, Shoreline can foster centers of art and culture that attract geographically diverse stakeholders to Shoreline, fostering economic development and sustainable and environmentally friendly density in neighborhood centers.

I believe these changes not only reduce homelessness by providing economic stimulus and living wage jobs, but also prevent chronic homelessness through generating more education and work-training pathways, allowing the city to invest in more human services, and attracting small businesses to our community, helping to ensure that individuals that suffer acute homelessness have access to services and community networks that help to make the experience rare, brief and one-time.

To that end, I hope to work on strategic partnerships and initiatives to consider policies that attract and incentivize more businesses of diverse backgrounds to Shoreline, including businesses outside of the retail and services sector that help to make the community more resilient to external market changes. City contracts can also continue to support diversity and local economic growth by seeking to contract with local businesses that support Shoreline's environmental and diversity goals.

I declare under penalty of perjury under the laws of the State of Washington that the information provide herein is true and correct.

s/David Chen  
Signature

1/3/19  
Date



# DAVID CHEN

Shoreline, WA ·

· [LinkedIn](#)

Member of Executive Team utilizing diversified law firm and corporate in-house experience in leadership role responsible for all legal and compliance affairs for 2,000+ employee non-profit organization, generating 120 million dollars in charitable and fee-based revenue. Manages team of attorneys and staff responsible for all legal and compliance projects and initiatives for seven distinct domestic and overseas multi-sector divisions, creating legal solutions to support business objectives in furtherance of the organization's mission, goals and strategic plan.

## EXPERIENCE

**CRISTA Ministries**, Shoreline, Washington

*Vice President, General Counsel & CCO*  
September 2016 – Present

- Manage CRISTA's legal, policy, compliance, and regulatory affairs.
- As a member of the Executive Leadership Team, participates in strategic planning at the executive level, including planning and budgeting. Manages all legal, compliance and contracts programs for 2,00+ employee international organization doing business in diverse and highly regulated industries including: international relief and development (World Concern and CVM); senior care, skilled nursing and housing (CRISTA Senior Living); digital media and radio broadcasting (CRISTA Media); camps and conferences (Island Lake and Miracle Ranch) and pre-K-12 education (King's Schools and Seattle Urban Academy). Partners and guides business and corporate resource divisions in the areas of, board governance and oversight, human resources, facilities and construction management, public relation, government affairs, sales and marketing, accounting and finance, information technology, fundraising and donor development.

**CRISTA Ministries**, Shoreline, Washington

*Corporate Counsel,*  
June 2011 – September 2016

- Oversee all legal affairs for radio broadcasting, schools, overseas relief & development, camping and senior care
- Manage litigation, including selection & supervision of outside counsel
- Risk management and compliance
- Immigration matters
- Provide manager training on employment issues
- Draft, revise and review policies and procedures
- Leasing, land-use & real estate matters
- Purchase and Asset Sale Agreement management
- Contract review, drafting and negotiation

- Manage reductions in force (RIFs) including drafting releases & severance agreements
- Implement and oversee Document Management Program
- Work with Human Resources on complex employee relations matters
- Successfully respond to EEOC and BBB complaints
- Supervise and handle unemployment hearings
- Manage difficult constituent/customer relations issues
- Oversee intellectual property issues, trademarks, copyrights and patent matters
- Analyze insurance coverage issues, challenge coverage denials

**Premier Law Group, Seattle, Washington**

*Associate/Legal Intern,  
August 2009 – December 2010*

- Cases involve complex litigation including civil lawsuits arising from employment discrimination, sexual harassment, disability discrimination, police misconduct and excessive use of force, and personal injury
- Practice areas frequently include torts, breach of contract, civil rights, and products liability, personal injury, and employment law
- Prepare and argue motions, including motions for summary judgment
- Conduct document review, including summarizing and managing large volumes of documents
- Consult with clients, manage experts, and prepare witnesses to testify at trial
- Research various legal issues and draft memoranda of my findings to partners
- Conducted and defended depositions, including expert witnesses
- Prepared appellate briefs for the Ninth Circuit Court of Appeals, Washington Court of Appeals, and Washington Supreme Court

## **EDUCATION**

**Seattle University School of Law, Seattle, WA**

*Juris Doctor, May 2010*

**Western Washington University, Seattle, WA**

*BA,  
Economics/Political Science,  
Emphasis: International  
Relations, June 2007*

**Shorecrest High School, Shoreline, WA**

*Diploma, June 2003*

## **LICENCES AND AFFILIATIONS**

- Washington State Bar Association Member
- King County Bar Association Member
- Association of Corporate Counsel
- Christian Legal Society
- Leading Age – National Legal Committee

## **ACTIVITIES AND VOLUNTEER POSITIONS**

- Vision House, Board of Directors, Board President
- Pro Bono Attorney, KCBA Neighborhood Legal Clinics
- Pro Bono Attorney, KCBA Nonprofit Legal Clinic, Nonprofit Assistance Center
- Leadership Tomorrow Seattle – Class of 2016
- CityWise Shoreline
- Parks Funding Advisory Committee
- SKYC/Hillwood Soccer Coach
- SYLAW – Board of Directors
- Echo Lake Neighborhood Assn.

# Council Application

## City Councilmember Application

Page 1

**\* Full Name**

Betsy Robertson

**\* Are you a registered voter?**

Yes

**\* Are you a resident of the City of Shoreline?**

Yes

**\* Length of residence in Shoreline?**

12

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### Contact Information

**\* Home Address**

[REDACTED]

Shoreline WA 98155

**\* Cell/Home Phone**

[REDACTED]

**Work Address**

1900 25th Ave S

Washington Seattle 98144

**Work Phone**

[REDACTED]

**\* Email**



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## Background and Experience

*Please attach a resume or answer the following three questions.*

### **Resume**

Betsy Robertson\_resume.pdf

*If you have attached a resume, you do not need to answer the next three questions and may proceed to the next page.*

### **List your educational background**

I am a graduate of the University of Washington, 1996, with a Bachelor of Arts in Communications.

### **Please state your occupational background, beginning with your current occupation and employer**

My professional journey includes various leadership roles throughout 20 years in local television broadcasting, and 2 years as a mission-driven media relations specialist and spokesperson.

I am a career-long storyteller and advocate, using the various platforms at my disposal to shine a light on individuals and issues that impact my community.

In my time at KING 5 Television, I grew the results of their annual signature community event nearly 600%. This was accomplished by gregarious goal setting, care and feeding of community relationships, partnerships, influence and collaboration. The campaign earned two Emmy awards in my tenure, and helped anchor a winning submission for the Service to America Award, presented by the National Association of Broadcasters.

What I reflect on most fondly during this time, are the countless discussions had with non-profit organizations in Western Washington. Learning about the tremendous needs they serve and contributing to their success. Areas of interest were education, health, arts and the environment. Also, the ability to react and respond to emergencies when a need in the community arises. That's how I was introduced to the American Red Cross and its mission.

In 2016, I made a career and life change to join one of the causes I had championed. I have been honored to represent the Red Cross at disaster scenes at home and across the country. This role has also provided the

opportunity to lead a team of volunteers, individuals who inspire me every day through their selfless work and dedication.

Much like my experience with Home Team Harvest, Red Cross communications are growing at staggering rates. The editorial team is bigger, more efficient, more effective and surpassing goals at every turn under my leadership.

### **Describe your community activities and volunteer work**

I have been part of the City of Shoreline PRCS&T board since 2013, a position I have taken great pride in over the years. Officially I am a member and chair of the board. Unofficially, I consider myself an evangelist for the City, its resources, amenities, values and community.

Also within the community, I am an active member of the Ridgecrest Elementary School PTA. This year, I volunteered to spearhead their external communications. Last spring, I coached “Girls on the Run” and chaired the school’s annual multi-cultural family event, the “Taste of Ridgecrest.” I consider myself incredibly fortunate to have this opportunity for involvement. I share my experience and enthusiasm with parents, PTA members and community members at large and encourage active involvement. I’ve inspired others to take on responsibilities as chairs of other PTA events or join their neighborhood associations. I find that contributions made on behalf of the young families in our neighborhood and their development are incredibly rewarding.

Outside of Shoreline, I am a 5-year member of the Seattle CityClub Board of Governors. Our organizational mission is Civic Engagement and Civic Health, creating opportunities for discussion, access to political leaders and issues impacting our region. For 2018 I was asked to chair the organization’s Governance committee, primarily focused on managing policies, recruiting new board members and maintaining board health and satisfaction. I have learned so much from the community I have there, individuals who value civility as the most important of our combined qualities.

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## City Council qualifications and service questions

### **Describe your special qualifications applicable to City Council:**

I am a thoughtful, active listener. I am politely inquisitive and ask questions that encourage deeper understanding for all involved. I have an engaging persona and am eager to apply these specific qualities as a chosen representative of our city.

I take complex issues, process them, and describe them in ways that make them clearer and easier for others to comprehend.

I value civility and collaboration, but will not and have not shied away from respectfully presenting a dissenting opinion.

My role as a Park Board member gives me unique insight into one aspect of our City's operations in the midst of a dynamic period for our Parks Department. I was an active participant in the creation of the current PROS plan, specifically in the process of ascertaining needs, interests and desires from multiple segments of our community.

I also represent residents and homeowners on the rapidly evolving eastern side of Shoreline. I see what they are seeing and feel what they are feeling as the city grows around us. I believe it is essential for the council to have a diversity of perspectives and opinions represented, including the geography of our neighborhoods within the city of Shoreline.

### **Why do you want to serve on the Shoreline City Council?**

I feel strongly that the Shoreline City Council should be representative of its residents. Diversity of perspectives and opinions is essential to thoughtful and effective governance. Geographic diversity should be considered as well. Currently, the council is under represented from communities like Ridgecrest which are east of I-5 and who are expected to face the biggest impacts of the re-zoning and development projects. I am proud to be putting my candidature forward as a resident impacted by the impending changes and in turn be the voice of the communities who share similar impacts in the City of Shoreline.

But my address isn't the only or main reason I want to serve. As detailed in some of the questions above, I have had several years to grow and prepare for this opportunity. It is a role I have considered pursuing for some time. I have loved having a voice in our Parks Department and its services. I have loved talking to community members about their relationship to these places and programs. Now I am interested in, and ready to be an educated, experienced and thoughtful voice on the City Council and to have a vote in the key decisions that shape this City.

I want to be a champion for the public through due process and offer my communications experience to outreach efforts, internal and external, city wide.

I want to be an advocate for the members of my community and continue to be an evangelist for Shoreline within and beyond its boundaries.

### **Specify any activities that might create a conflict of interest if you should be appointed:**

My husband is the owner of a coffee roasting company based in Burlington, WA that has several accounts in the City of Shoreline. Café Aroma and Sky Nursery are most well-known. I am somewhat partial to their lattes.

Darryl Miller, my husband, is also a board member for the Shoreline Lake Forest Park Arts Council, an organization that receives a portion of its budget from the City of Shoreline.

In my current position at the American Red Cross, I serve as a spokesperson for the organization. In that role, I occasionally provide media interviews (TV, Radio & Print), where my name is referenced in local and national media.

What do you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue?

**Briefly explain:**

I'm a big believer in the phrase, "you don't know what you don't know," so I won't pretend to identify the most important issues. That said, my experience on the Park Board and as a resident allow for observation and some insight.

One issue is the potential outcry as trees and homes come down in rapid succession this March. The reality of change coming to Shoreline will be seen and felt in new and significant ways, shocking for community members who have been only passively involved in the process. The location may also draw attention, questions and possible ire from individuals outside our city limits, who only drive through to and from work each day.

I believe the Council could be working closely with staff to encourage outreach, beyond traditional platforms, to tell our side of the complete story, including plans for replacement trees within our borders and a story of opportunity, mobility, growth and community in a positive way.

Also in the works is the likelihood of a very large bond measure to fund a new Community and Aquatics Center and Park Improvements city-wide. The PFAC is working hard to understand the data, design concepts and financial impacts. I have been both inspired and impressed by the thoughtfulness of the members of our committee. We are grappling with what projects will be proposed, the size and functionality of the pool, and available funding mechanisms. I believe Shoreline needs a facility to be built, existing park land needs to be improved, and new land purchased for the future. I believe we need these things to maintain the quality of life for our community as it grows, and yet I am concerned about the impact of increased taxes on senior, and lower income populations. In many cases, these are the very individuals I hope will benefit most from these public facilities. It would be defeating if, in the process of providing these amenities, if these families/community members are priced out of our neighborhoods.

This will be a question the PFAC and ultimately the Council will deliberate and decide. In the process, and hopefully before that point, I believe the Council can and should be involved with improving working relationships with the School District. Once the current Shoreline pool fails or closes, a new Joint Use Agreement will be needed. We have too many overlapping interests not to be putting a priority on

collaborating with the District on this project.

Finally, homelessness. I work in South Seattle. I walk and drive by Seattle's homeless encampments daily. R.V.'s line the Red Cross office, parked on city streets. I see the tents slowly creeping north along I-5's green spaces. This issue might not be visible in Shoreline yet, but I believe it's only a matter of time, and may be accelerated by the arrival of light rail stations and higher density.

I know Council is already working on programs to address some of the associated problems like mental health, substance abuse, housing costs. I hope the City and Council will stay vigilant, thoughtful, and consider creative, proactive solutions that support this transient population as well as our permanent residents.

It would be an honor to be part of the conversation and help shape the future of our great city.

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**\* By checking the box below I agree that the following statement is true:**

I declare under penalty of perjury under the laws of the State of Washington that the information provided herein is true and correct.

Cancel

Submit

# Betsy Robertson

Shoreline, WA 98155

## EDUCATION

Bachelor of Arts in Communications, University of Washington - Seattle, WA 1996

## AWARDS & ACCOMPLISHMENTS

- Recognized by National Association of Broadcasters with Service to America Award for Television – 2015
- Three-time regional EMMY Award Winner for community services and programming – 2010, 2012, 2016
- Grew KING 5 signature community event, Home Team Harvest from 800 thousand to 4.7 million meals raised annually – 2008-2015
- American Red Cross Advanced Public Affairs team member, deploying to significant disaster events as spokesperson and storyteller, producing content for national social media accounts – 2017, 2018
- Doubled Red Cross Northwest regional blog traffic in consecutive years, from 10 to 20 thousand, then 40 thousand views annually – 2017, 2018

## VOLUNTEER POSITIONS & EXPERIENCE

- Member/Chair; Parks, Recreation, Cultural Services & Tree Board, City of Shoreline, WA - 2013–present
- Co-Chair; Ridgecrest Elementary School PTA “Taste of Ridgecrest” Multi-Cultural Event – 2018–present
- Board of Governors; Seattle CityClub, Chair; CityClub Governance Committee - 2014–present

## WORK HISTORY

### **Communications Program Manager; American Red Cross Northwest Region – October 2016–present**

- Represent the ARC organization and mission as an advocate and media spokesperson
- Conceive and coordinate opportunities to tell the Red Cross story through traditional media outlets
- Recruit, train and engage team of volunteer communicators in the mission of the Red Cross through writing, photography, videography and external affairs
- Strategize management/growth of local social media platforms with original content and campaigns

### **Director of Communications and Community Relations; KING 5 (Seattle, WA) - 2009-2016**

- Managed and represented The Home Team’s community outreach and community marketing efforts throughout Western Washington
- Built and maintained network of partner businesses, foundations and non-profit organizations
- Produced KING 5’s annual Home Team Harvest food drive, benefitting Northwest Harvest
- Organized and moderated representatives from internal departments and external sponsors to execute cohesive and effective campaigns
- Developed and delivered community marketing campaigns that elevate KING 5’s presence in Western Washington while exposing staff to new and meaningful issues and organizations
- Determined annual budget for sponsorships, keeping in line with station goals & initiatives

### **Managing Editor; Northwest Cable News (Seattle, WA) - 2004-2009**

- Managed staff of Assign. Editors, Reporters and Photographers at 24-hour regional cable network
- Developed and assigned story ideas to reporters, anchors, and photographers
- Identified opportunities for live guests, booked interviews and prepared background research for anchors

### **Reporter; WMTV-TV (Madison, WI) - 2000-2003**

### **Reporter/Producer; KPAX-TV (Missoula, MT) - 1998-2000**



# CITY COUNCILMEMBER APPLICATION

Application is due by 5:00 p.m., January 3, 2019

**Name:** Eben Pobee

**Are you a registered voter?** Yes

**Are you a resident of the City of Shoreline?** Yes

**Length of residence in Shoreline?** 5 Years

1. List your educational background (***Please see attached resume.***)
2. Please state your occupational background, beginning with your current occupation and employer (***Please see attached resume.***)
3. Describe your community activities and volunteer work

#### Activities & Volunteer work

- Edwin Pratt Early Learning Center PTA Treasurer
- CityWise first graduation class -member
- Guest speaker - State of the City Breakfast 2017
- King County 4Culture Arts Advisory Committee
- Shoreline Community College (Performance Arts and Digital Film Advisory Committee)
- JHP Legacy, Shoreline – Artistic Director/Co-founder
- Shoreline-Lake Forrest Part Arts Council- Arts Festival Planning Committee
- Diversity and Inclusion's Culture Share's first participant

***(See attached resume for details)***

4. *Describe your special qualifications applicable to City Council.*

My expertise is Finance and Arts. I have a master's degree from Concordia University Portland Oregon in Business Administration, with a specialization in Finance. I have studied, worked professionally, and volunteered in the realm of budget development and management, budget analysis, financial analysis, transportation and county general government.

With a 4-year bachelor's in fine arts, and over 14 years of working as a passionate organizer of festivals and community events, I have gathered the experience of working with diverse groups, individuals, communities and local governments in achieving a single purpose, mostly community development. As an immigrant who understands the importance of family, community development, leadership, volunteering work, partnership and solidarity, I believe these special qualifications will serve the council well.

As a professional, my approach is based on strengths of creative problem-solving, taking initiative, following through, customer service, and building rapport. For more than 6 years, I have applied those strengths within public agencies, non-profits, and consulting firms. I would like to bring that creative, tireless, collaborative spirit to the Shoreline City Council.

5. *Why do you want to serve on the Shoreline City Council?*

It has always been a dream of mine to hold public office. I've worked closely with and campaigned for friends who've won political positions. I've been encouraged to seek elective office by mentors many times throughout my career who have found my passion and character traits a good match for the job. For the first time in my life, that advice seems undeniably correct. When I learned of this opportunity, I could not ignore the sense that here, with the set of issues before us as a community, was a place where I could do the most good. A place where my passion for the public interest and all my experience and background would be useful.

From the moment I moved to Shoreline, I knew I never wanted to move again. I was amazed at the ease with which we'd already made meaningful connections since I moved to join my wife who has been living here with her parents for over 22 years. I was immediately captivated by the environment and overwhelmed by the spirit of community. Just about every day we feel grateful to live here. I am passionate about protecting what makes this place special, and motivated to provide a guiding hand in the areas of my expertise in service of the will of the voters. I am moved whenever I think of the shared vision laid out in the aspirational Vision 2029. It reflects my own dream for the future of our city as an inclusive, thriving, sustainable community. It is my purpose in life as a professional to take up the banner of community and serve as an empathetic, hard-working catalyst for the shared vision of that community.

My expertise is Finance and Arts. I have a master's degree from Concordia University Portland Oregon in Business Administration, with a specialization in Finance. I have studied, worked professionally, and volunteered in the realm of budget development and management, budget analysis, financial analysis, transportation and county general government.

With a 4-year bachelor's in fine arts, and over 14 years of working as a passionate organizer of festivals and community events, I have gathered the experience of working with diverse groups, individuals, communities and local governments in achieving a single purpose, mostly community development. As an immigrant who understands the importance of family, community development, leadership, volunteering work, partnership and solidarity, I believe these special qualifications will serve the council well.

As a professional, my approach is based on strengths of creative problem-solving, taking initiative, following through, customer service, and building rapport. For more than 6 years, I have applied those strengths within public agencies, non-profits, and consulting firms. I would like to bring that creative, tireless, collaborative spirit to the Shoreline City Council.

6. *Specify any activities that might create a conflict of interest if you should be appointed to the City Council. **None***

7. *Briefly explain what you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue.*

Growth (a healthy community), transportation options, and the arts, all three of which are inextricably linked. The choices we make as a community today or beyond have lasting impacts, positive and negative, the dividends of those decisions can make or unmake our community for decades hence.

I would propose to address those issues by reaching out to the community to ensure whatever solutions we propose match the vision of the community. I would further look at our proposals through the lens of many years' experience in public policy and studying the results as well as unintended consequences of past policy in the areas of growth (community development), transportation and arts. What are the long-term ramifications of decisions before us today? What are the opportunity costs of one policy direction over another? And, crucially, how do decisions we make, however well-intentioned, match with our rhetoric, the will of the voters, the framework in which we operate as mandated by the state, or legally?

These are the sorts of questions a high-functioning body like our City Council can and should ask, and I would be eager to work collaboratively with fellow councilmembers to make sure we consider these important questions, and pursue where they lead us, hopefully to better outcomes

I see this vacancy as an opportunity to bring my background in Finance and Arts to bear for the benefit of the city and neighborhood in which I hope to spend the rest of my life. While working as Pierce Transit/County's Business Development and Budget Analyst, I architected a business plan for establishing a county-wide Transit Communication Technology with a capital budget of \$62 million. Liaised with over 43 Law Enforcement Agencies and 9 General Government within Pierce County to create a new rate allocation model with a more accurate cost per user of the shared technology platform by utilizing business drivers captured in enterprise databases, cutting preparation time of this complex calculation by 75%.

This required me to do an extensive research about policies, property rights, funding sources and multiple taxing systems. Uncovering those linkages through policy to present actionable recommendations has always been my passion. And these are policy areas that can cause a great deal of concern in our community. The council's first value, of listening to the community and representing its interests and goals is especially important in this area. I worked closely with some of the councilmembers of Pierce County, including the then county executive who is now the state auditor to make this possible. I led communications efforts for equitable rate allocations and budget development and office projects which served as a precedence.

Our City government, in an open, collaborative, highly-transparent and accessible manner, will play the central role in the realization of our shared vision as a community. It is not mere coincidence my vision is like shared vision hammered out over the past few years leading up to the completion of the Vision 2029 statement in the comprehensive plan.

I declare under penalty of perjury under the laws of the State of Washington that the information provide herein is true and correct.

  
\_\_\_\_\_  
Signature

1/3/2019  
\_\_\_\_\_  
Date

**PERSONAL INFORMATION**

Name: Eben Pobee

Home Address [REDACTED], Shoreline WA

[REDACTED] Zip Code 98133

Cellular/Home Telephone Number [REDACTED]

Work Address 4600 Campus Pl, Mukilteo, WA  
Zip Code 98275

Work Telephone Number [REDACTED]

Email address: [REDACTED]

**Eben Pobee**

[REDACTED] - Shoreline - WA - 98133  
Phone: [REDACTED] - Email: [REDACTED]

**Resume**

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**Summary of Qualifications:**

Detail-oriented Financial Analyst with background leveraging MBA/CFA credentials and hands-on experience in quantitative / statistical analysis, budgeting, accounting, and forecasting, FP&A, cost allocation models producing reports that identify spending patterns and potential fiscal issues.

Software Skills: MS Excel, Power BI, PowerPoint, MS Word, Access, Workday, HFM, SPSS

**Education: Finance (Accounting Option) and Project Management**

MBA, Finance, (Accounting Option) & Project Management  
University-Portland, Oregon – April 2014  
CFA, Certified Financial Analyst (Certificate, On-going) 2018  
Bachelor of Arts, University of Ghana – May 2011

**Professional Experience:**

**Synrad – Financial Analyst -Contract**

**2018**

Essential duties include but not limited to the following;

- Preparing budget estimates and consolidating budget forecasts;
- Providing budget justifications by compiling, comparing, and correlating information about current and future products;
- Provide robust modeling and reporting to facilitate executive-level decision making.
- Monitoring, analyzing and evaluating spending relative to budget and planning documents;
- Performs budget formulation procedures/processes involving independent assessments and preparation of detailed analyses, budget estimates, special reports, and other documentation;
- Providing constant status reports on all deliverables requested by the Finance Director and Senior leadership as needed;
- Uses automated budgetary system(s) and computer-generated products in accomplishing budgeting assignments.

**Pierce County/Pierce Transit**

**2015 – 2018**

**Business Development & Budget Analyst**

Essential duties include but not limited to the following;

- Maintaining a \$3.4Million O&M Budget and a \$5.6Million Capital Purchase and Project budget as well as a \$30Million worth of asset
- Overseeing complex and detail-oriented projects such as radio site construction, budgeting, financial analysis asset management,
- Review departmental financial statements and analyze revenue, costs, expenses, and tax rates for all business units with understanding of GAAP/GASB
- Managing over 13 contracts including a 10-year contract with Motorola and Aviat
- Overseeing procurement, inventory and asset categorization
- maintenance of a computerized asset/inventory management system comprised of communication infrastructure, radios (voice and data), smart transportation systems, fare collection systems and other asset related equipment;

**Business & Financial Analyst**

Essential duties include but not limited to the following;

- Prepared financial statements consisting of a Statement of Net Assets and a Statement of Activities.
- Maintained a Cost Center budget of \$6,300,000
- Performed financial analysis and variances covering materials, costs of sales, and overhead allocations

- Utilized direct allocation method coupled with Step-down method to allocate costs across agencies and departments equitably
- Assisted in the formulation and presentation of a budget of \$24,000,000 for Department of Emergency Management, Pierce County.
- Utilized the County's Financial system (Workday) to reconcile and prepare reports for managers
- Monitored expenses to accounts and cost centers
- Maintained the general and subsidiary ledgers and produced financial reporting needed for the Trial Balance.

### **Program Management Analyst**

Essential duties include but not limited to the following;

- Maintained a Cost Center budget of \$6,350,000 and implemented a standard rate setting model.
- Prepared a total cost of ownership (TCO) for voice/data communication project worth \$62Million
- Developed enhanced financial documentations to improve data quality and program delivery
- Performed statistical analysis supported to enhance emergency communications and preparedness
- Compiled and analyzed all asset categories related tied to the Single County-Wide Communications System while tracking all capital projects
- Developed strong public and industry relations while performing contract management duties
- Coordinated multiple funding streams and agency activities including SS911 and 41 other LEA

### **Danquason Company Limited (Part Time)**

**2012-Present**

- Managing issues in accordance with corporate responsibility for the business,
- Managing projects from design through completion for clients aligned with program objectives;
- Reviewing contract documents and making necessary suggestion or
- Monitoring Cashflow
- Reviewing and monitoring variances of construction project relative to cost control and schedule;
- Overseeing the Finance Unit.

### **Habitation Home Realty, Portland, Oregon**

**2013-2014**

#### **Business Administrator**

Essential duties include but not limited to the following;

- Provided direct services to clients, establishing, modifying, and enforcing financial obligations;
- Prepared checks, cancellations, reissues and distributes checks & accounts payable duties
- Processed purchase orders and processed copious quantities of fiscal data with consistency, accuracy, and efficiency Provides customer/vendor services in looking for checks, stop payments, etc.
- Monitored compliance (budget, signature, and accounting) and perform periodic reconciliations.

#### **Assistant Valuation Officer**

Essential duties include but not limited to the following;

- Undertook valuation for financial planning and rating
- Supported the development, planning and execution of employee-related financial activities
- Surveyed and Valuated structures for varying purposes sales, compensation, lettings etc.
- Engaged in facility management for effective and efficient financial planning
- Engaged in the execution of projects for clients with dispatch and within the constraints of their budget

### **National Investment Bank**

**2011-2012**

Essential duties include but not limited to the following;

- Facilitated opening of savings, current, business and foreign accounts for customers.
- Collected customer details and did entered them a spreadsheet
- Analyzed documents and entered them into UNIVBANK (the bank system software).
- Addressed customer complaints and inquiry and escalated the necessary ones if needed.
- Compiled daily activities on account opening and kept them on file.
- Submitted weekly and monthly activity report of new account holders

## **Community & Volunteer Work**

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### **EDWIN PRATT EARLY LEARNING CENTER PTA**

**2018-Present**

#### **Treasurer**

Providing overall financial/account management for the PTA

### **CITY OF SHORELINE**

**2016**

#### **CityWise Project Participant**

- Engaged in the operations and community development programs within the city
- Understanding the biannual budgeting concept
- Making inputs in the capital improvement projects

### **4CULTURE (KING COUNTY)**

**2017-Present**

#### **Arts Advisory Committee**

- Reviewing grant applications
- Designing and implementing proper procedures to improve Arts in King County
- Negotiating for equitable funding within districts

### **SHORELINE COMMUNITY COLLEGE**

**2018-Present**

#### **Performance Arts and Digital Film Advisory Committee**

- Mentoring SCC students in the fields of Arts and DF

### **CONCORDIA UNIVERSITY Portland, Oregon**

**2012-2013**

#### **Planning Team member**

- Assisted the curator of TEDxCUPortland in hosting an independently organized TED TALK for a minimum of 700 attendees.

### **ACTIVITIES AND ORGANIZATIONS/ VOLUNTEER WORK/CONFERENCES/WORKSHOPS:**

- Multi-Cultural Heritage Festival, Shoreline, Artistic Director
- JHP Cultural & Diversity Legacy, USA- President & Founding Member-2014-Present
- TEDxCUPortland, Concordia University, Portland Oregon, USA- 2012-2014
- World Domination Summit, Portland Oregon, USA, 2013



## **CITY COUNCILMEMBER APPLICATION**

Application is due by 5:00 p.m., January 3, 2019

**Name** Dr. Rebeca Rivera

**Are you a registered voter?** Yes

**Are you a resident of the City of Shoreline?** Yes

**Length of residence in Shoreline?** 9.5 years

**1. List your educational background (or attach resume).**

Please See Attached Resume

**2. Please state your occupational background, beginning with your current occupation and employer (or attach resume).**

Please See Attached Resume

**3. Describe your community activities and volunteer work (or attach resume).**

Please See Attached Resume

**4. Describe your special qualifications applicable to City Council.**

I have expertise in urban development, policy, sustainable development, and housing. My PhD work focused on urban sustainability and housing development in this region. I have a research background in housing and recreation in King County. I have extensive knowledge of less well known development approaches that work in other cities and regions across the country.

As a board member for a community land trust for housing I have experience balancing values, long term goals, and budgets.

I also have expertise in facilitation and consensus decision making—especially around contentious or complex issues. I am an empathetic person, an excellent listener, and enjoy working to solve problems.

**5. Why do you want to serve on the Shoreline City Council?**

I would like apply my expertise to serve the public, the city council, and the City of Shoreline. I want to help maintain the City of Shoreline as a thriving, healthy, and sustainable city into the future. I would strive to ask questions that will lead to informed decisions and to vote on resolutions balancing my expertise, community concern, long term goals of the city, the knowledge and perspectives of the elected city council members, and the budget.

I am also excited to learn from the experience and insight of the current city council. Being able to hold a City Council position, even for a year, would make me a stronger and more informed citizen and potentially run for office in the future.

I really enjoy the fine detail of policy and legal documents—specifically thinking about the implications of particular sections and terms used. I have co-authored land trust documents, use agreements, and MOUs. I have also analyzed bills and policy documents. I look forward to reading and commenting on city documents.

Finally, I am transitioning out of academia in order to actively work on the complex and interconnected issues we are facing as a region. I have just accepted part-time position with Leadership Tomorrow and want to use my additional time for public service. The one year City Council position is a perfect fit for my time, interests, and expertise.

**6. Specify any activities that might create a conflict of interest if you should be appointed to the City Council.**

None

**7. Briefly explain what you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue.**

We are facing a number of intersecting challenges including regional growth, economic progress, affordable housing, access to public transportation, climate mitigation, and social and racial equity. One of the most important issues to address is ensuring affordable housing and sustainable development around transit hubs and specifically around the new light rail stations. Through development and growth it is also important to maintain the feel of Shoreline as a family focused community while growing in population, developing the built environment, and managing resources.

A second important issue is mitigating for climate change. While affordable housing near transit hubs (including light rail stations) will be important for mitigating for climate change we also need to do more. For example, we need to adapt to changes in climate patterns while developing our city and region in ways that minimize carbon emissions and ensure a healthy and prosperous community. Other pressing issues are developing sidewalks, recreational opportunities, and ensuring the continued excellence of our school systems.

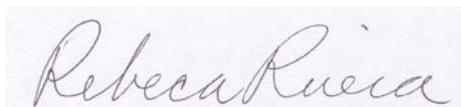
The City Council can play a role in mitigating for and resolving the issues we face through:

Directing and receiving feedback and information from city staff on projects, task forces, action plans, ordinances, and resolutions to ensure the needs, values, interests, and long term well-being of the community are being addressed.

Working with the community, city staff, and city council members to write, give feedback on, and vote on new or amended ordinances and resolutions.

In addressing the issues we face the city council can keep in mind the interconnected issues (such as housing, climate change, and growth) in creating, giving feedback on, or voting on particular items to ensure that they mitigate for or help to solve those issues.

**I declare under penalty of perjury under the laws of the State of Washington that the information provide herein is true and correct.**



\_\_\_\_\_  
**Signature**

**January 3, 2019**  
**Date**

**PERSONAL INFORMATION**

Name Dr. Rebeca Rivera

Home Address [REDACTED]

Shoreline, WA 98155

Cellular/Home Telephone Number [REDACTED]

Work Address Leadership Tomorrow

1301 5<sup>th</sup> Ave #1500

Seattle, WA 98101

Work Telephone Number [REDACTED]

Email address [REDACTED] *(please note that I start my new position on January 10, 2019 and will have a new work phone number and e-mail address at that point).*

# Rebeca Rivera

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██████████ ██████████ Shoreline, WA 98155 ██████████, ██████████

## Summary

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I have expertise in sustainable urban development, climate mitigation, affordable housing, facilitation, and consensus decision making. I make decisions balancing the budget and current issues with the needs for a prosperous future.

## Areas of Expertise

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- Racial Equity and Inclusion
- Affordable Housing
- Waste Management
- Sustainable Development
- Urban Ecology
- Community Engagement

## Education

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**Ph.D. Environmental Anthropology**, University of Washington, Seattle, WA 2012

**Graduate Certificate in Urban Ecology**, University of Washington, Seattle, WA 2012

**M.A. Environmental Anthropology**, University of Washington, Seattle, WA 2003

**B.A. Anthropology**, University of Maryland, College Park, MD 1994

## Awards

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- 2016 University of Washington, Husky Green Award for Leadership in Sustainability
- For efforts to lead sustainability initiatives including a campus garden.
- 2001 North American Students of Cooperation, Hall of Fame as a Mover & Shaker
- For leading development of permanent affordable housing in Seattle.

## Experience

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- 2019 **Leadership Tomorrow**, Seattle, WA  
Alumni Engagement Manager
- Establish alumni programming to meet the ongoing needs of alumni working as community leaders affecting positive change in our region.
- 2007 - 2018 **University of Washington Bothell**, WA  
Faculty, School of Interdisciplinary Arts and Sciences
- Designed and taught over 10 courses on sustainable urban development, social/environmental justice using decolonizing curriculum.
- 2011 - 2018 **Cornish College of the Arts**, Seattle, WA  
Instructor, Humanities and Sciences
- 2012–2013 **U.S. Forest Service and Oregon State University**, Seattle, WA  
Consultant and Researcher
- Research on recreation activities and housing purchases in King County.

- 2005 – 2008 **University of Washington**, Seattle, WA  
Dissertation Research, Environmental Anthropology
  - Conducted quantitative and qualitative research in Seattle intentional communities to understand factors that inhibit or support sustainability, including affordable housing, group housing, and community land trusts.
  
- 2004 – 2008 **Edquist Davis Exhibits (EDX)**, Seattle, WA  
Consultant and Researcher
  - Conducted research and proposed interpretive themes for five National Park exhibits focused on the perspectives and experiences of Native Americans, women, and people of color.
  
- 2003 – 2005 **Urban Ecology IGERT Program**, University of Washington, Seattle, WA  
Research Fellow, worked with Interdisciplinary Team
  - As part of an interdisciplinary research team I conducted research in Okanogan and San Juan Counties to understand drivers and impacts of second home development.
  
- 2000 – 2003 Research Assistant, **University of Washington**, Seattle, WA
  - **Society for Conservation Biology**: Managed membership database.
  - **Conservation in Practice Magazine**: Editorial Intern.
  - **Anthropology**: Conducted interviews with environmental justice organizers.
  
- 1999 – 2000 GIS and Government Work Experience
  - Real Property, Geocode Project (GIS), **Seattle Public Utilities**, Seattle, WA.
  - Cartographic Aid, **US Census Bureau**, Geography Department, Seattle, WA
  
- 1998 – 1999 **Amazon.com**, Temporary Executive Assistant to CEO, Seattle, WA

**Volunteer and Professional Service**

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- 2016 – 2018 Founding Member, **Rural Urban Roundtable**, Seattle, WA
  - Developed methodology for, designed, and facilitated urban-rural dialogues.
  
- 2013 – 2018 Founding Faculty Member and Core member, **UW Bothell Campus Farm**, WA
  - Included community outreach, engagement, and public education.
  
- 2015 – 2018 After-School Programs Coordinator, **Cascade K-8 Community School**, WA
  - Included program management and community outreach.
  
- 2005 – 2010 Board Member, **Washington Foundation for the Environment**, Seattle, WA
  
- 2002 – 2003 Board Member, **Evergreen Land Trust**, Seattle, WA
  - Experience developing a land trust to promote affordable housing.



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CITY CLERK  
CITY OF SHORELINE

# CITY COUNCILMEMBER APPLICATION

Application is due by 5:00 p.m., January 3, 2019

Name Genevieve Arredondo

Are you a registered voter? Yes

Are you a resident of the City of Shoreline? Yes

Length of residence in Shoreline? 3 yrs

1. List your educational background (or attach resume). \_\_\_\_\_

Please see attachment.

2. Please state your occupational background, beginning with your current occupation and employer (or attach resume). \_\_\_\_\_

Please see attachment.

3. Describe your community activities and volunteer work (or attach resume). \_

*Please see attachment.*

4. Describe your special qualifications applicable to City Council. \_\_\_\_\_

*Please see attachment.*

5. Why do you want to serve on the Shoreline City Council? \_\_\_\_\_

*Please see attachment.*

6. Specify any activities that might create a conflict of interest if you should be appointed to the City Council. \_\_\_\_\_

*Please see attachment.*



# Genevieve Arredondo

• Shoreline, WA 98133

## EDUCATION

- Western Washington University**, Bellingham, WA Spring 2002-December 2004  
Huxley College of the Environment  
B.S. in Environmental Studies
- Shannon Point Marine Center**, Anacortes, WA Winter-Spring 2002  
Selected as one of eight students nationwide to participate in six-month program (Minorities in Marine Sciences) that introduced minority students to opportunities, skills, and careers within marine science. Presented research results at national conference. Taught marine science at local elementary school.
- Wesleyan University**, Middletown, CT Fall 1999-Spring 2001  
Majors: Environmental Science & Latin American Studies

## WORK EXPERIENCE

- Marketing & Communications Manager, Girls on the Run**, Seattle, WA May 2013-Present  
Responsible for digital and print marketing at the girl empowerment non-profit, Girls on the Run of Puget Sound. During tenure, youth participation in the program increased over 300% (from 600 girls in 2013 to close to 2,000 in 2018). Oversaw the translation of promotional materials into most frequently spoken languages in King County. Led creation and implementation of new updated website. Worked with Development Director to secure funding to grow and expand program.
- Marine Science Educator, Seattle Aquarium**, Seattle, WA November 2011-May 2013  
Delivered on and offsite marine science classes for preK-12<sup>th</sup> grade students. Designed and facilitated summer camps specifically aimed at reaching and engaging young women in STEM. Coordinated the Beach Field Trip Program for local schools during the Spring 2013.
- Program Supervisor, Monterey Bay Aquarium**, Monterey, CA Summer 2010  
Supervised summer program that introduced children ages 8-13 years of age to marine life and SCUBA. Trained and oversaw 12 seasonal SCUBA instructors.
- Bilingual Education Specialist, Monterey Bay Aquarium**, Monterey, CA Fall 2005-Summer 2009  
Curated and delivered marine science curriculum for preK-12<sup>th</sup> grade students in both English & Spanish. Supervised bilingual summer program that empowered underserved girls to become involved in science and the conservation. Wrote and presented preK-12<sup>th</sup> science curriculum and activities to teachers and educators at state and national conferences.
- Youth Care Worker, The Birch Bay House**, Birch Bay, WA Fall 2002-Spring 2005  
Served as a mentor and care taker for abused and neglected youth in group home. Assisted youth with homework and fostered a safe, productive, and positive environment until the teens were placed in stable foster or adoptive care.
- Education & Husbandry Intern, Marine Life Center**, Bellingham, WA. Summer 2004  
Assisted in the maintenance and care of aquarium animals as well as aquaria. Taught visitors about local wildlife in both English and Spanish.

## VOLUNTEER EXPERIENCE

- Board Member, Phinney Neighborhood Spanish Preschool** Fall 2016-Present  
Serve as Development & Operations Chair at Seattle's only Spanish coop. Exceeded fundraising goal to grow scholarship fund in order to ensure school is inclusive and accessible to low income families.
- Community Dinner Volunteer, First Lutheran Church** Fall 2013-Present  
Table host and server at annual holiday meal that serves transient population of more than 200 people. On monthly basis, assist in the assembly of hundreds of sandwiches for residents at local homeless shelter.
- Youth Athletic Coach, YMCA & I-9 Sports** Fall 2003, 2005 & 2018  
Served as a Coach for 3-6 year old youth in soccer, basketball and softball.
- Scuba Instructor Volunteer, Zach Bunnell Day of Discovery** Summers 2008 & 2013  
Scuba instructor to kids with disabilities. Adapted scuba methods, instruction and equipment for kids of varying abilities and so they would have the opportunity to experience local marine life.
- Harvest Volunteer, Ag Against Hunger** Summers 2007 & 2008  
Harvested produce on agricultural fields for distribution at local food banks in order to boost access to healthful produce and thwart food waste.
- Public Health Worker & Supervisor, Amigos de las Americas** Summers 1998 & 2000  
Worked and lived in rural Costa Rica and Mexico as a public health volunteer, promoting community sanitation, public health, and environmental preservation. Taught English as a foreign language to local children, gave community health presentations, and assisted at local primary schools. Received recognition from the Ministries of Health of Costa Rica and Mexico.
- Inner City Youth Advocate, The Sporting Chance Foundation, Chicago, IL** Summer 1999  
Demonstrated the value, fun and importance of physical activity to low-income, inner city girls in Chicago. Served as a water sports instructor and acted as a positive mentor for program participants.
- Youth Mentor, The Ronald McDonald House, Seattle, WA** Fall 1997-Fall 1999  
Organized and led activities designed for children with cancer living at the Ronald McDonald House. Participated in fundraisers to provide financial aid for families unable to afford lodging costs during treatment. Given the United States President's Student Service Award in recognition of outstanding community service.

## SKILLS & CERTIFICATIONS

**Skills:** Native Spanish & English Speaker. Microsoft Suite & Publisher Software programs. Wordpress, CMS, Google Analytics & Web Tracking Metrics.

**Certifications:** Medic First Responder; American Red Cross First Aid Certification; American Red Cross Adult, Child, & Infant CPR; Divemaster.

## INTERESTS & HOBBIES

- NCAA Wesleyan University Women's Basketball Player
- Outdoor Enthusiast (including hiking, rock climbing, sea kayaking)
- Avid Traveler (traveled to over 30 countries)
- Amateur Photographer
- Half Marathon Runner

## **Council Application Attachment: Genevieve Arredondo**

### **4) Describe your special qualifications applicable to City Council.**

Throughout my career and personal life, I've committed myself to finding ways to engage marginalized and traditionally underserved audiences. I'm passionate about providing access and opportunities for all and strive to ensure that diverse perspectives are not only represented, but heard.

As a Bilingual Education Specialist for the Monterey Bay Aquarium, I translated and interpreted conservation topics to migrant farm workers and established a summer program that introduced girls from underprivileged backgrounds to marine science and women scientists.

For the past several years, I've served as Board member for the Phinney Neighborhood's Spanish Preschool, where I've been the both the Fundraising and Operations Chair. During my time as Fundraising Chair, I exceeded projected fundraising goals, which allowed the school to increase the number of scholarships awarded to families in need.

Professionally, I work as the Marketing & Communications Manager for the non-profit Girls on the Run, which empowers Puget Sound girls to recognize their inner strength and live healthy and confident lives. The program is currently offered in Shoreline at Parkwood, Highland Terrace, Ridgecrest, Lake Forest Park and Echo Lake Elementary Schools, with additional schools adding this spring. Through this position, I have had the opportunity to get to know Shoreline school administrators, regularly visit participating schools, and connect with local students and families. These activities have allowed me to both better get to know community members and become familiar with the Shoreline School District.

### **5) Why do you want to serve on the Shoreline City Council?**

As the mother of two young boys, one who attended the Shoreline Children's Center and will, with luck, be starting kindergarten at Briarcrest's Dual Immersion Program, I feel passionate about contributing to the community my family and I call home. Since our arrival to Shoreline three years ago, I have followed Council's work and have been impressed by its commitment to ensuring Shoreline's progress and improvement. I would like to join the efforts and team to continue making Shoreline a wonderful community and place to live.

In addition, as a woman and Latina I am interested in joining Council because I believe representation matters. As an immigrant from Mexico, I feel as though I could bring unique perspectives and expertise to Council.

### **6) Specify any activities that might create a conflict of interest if you should be appointed to the City Council.**

I believe there are no conflicts of interest in my potential appointment to Council.

**7) Briefly explain what you believe are the most important issues facing the Shoreline community at this time and the role the City Council can play in addressing each issue.**

**Important Issues Facing the Shoreline Community:**

- A. Affordable Housing: As Shoreline rapidly grows and expands, I believe one of our greatest challenges as a community is access to affordable housing. Adequate housing contributes to health and safety, and protects community members from homelessness. Providing access to affordable housing not only lessens the stress on families and individuals with limited income, but decreases the strain on community resources.

As Council is aware, the affordable housing crisis is a complex and regional issue. I support Council's collaboration with King County towards creating an affordable housing project on 198<sup>th</sup> and Aurora. Council may want to discuss mandating new developers to include a certain percentage of affordable housing units within new housing developments. Council should work to preserve existing affordable housing and may want to consider tax exemptions for landlords who commit to rent restriction. Long term, Council could discuss and weigh the possibility of increasing the city minimum wage so that residents have the income necessary to afford adequate housing.

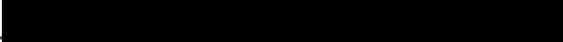
- B. Arrival of Sound Transit Link: I am confident that the extension of the Link Light Rail to Shoreline will decrease traffic congestion, reduce pollution and make the region more accessible. That being said, I believe construction and the realization of the Link in our community must be monitored carefully. First and foremost, we must consider the potential environmental impacts and residential disruption construction may have. From my understanding, several environmental impact studies have been conducted and that Sound Transit has agreed to tree and environmental restoration in critical areas. I applaud these efforts as well as Council's work in keeping residents informed and allowing for public input during each phase of the project. This, in my opinion, is key to ensuring the project is successful and has the support of Shoreline residents. I believe it is Council's responsibility to relay residents' concerns to Sound Transit, hold Sound Transit accountable on agreements, and ensure the Link station and related infrastructure are constructed in a responsible and safe manner.

- C. Sidewalk Installation:

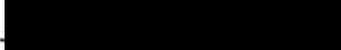
I commend Council for working to add the sidewalk improvement tax on the ballot this year, as I believe it is an important issue. Sidewalks are a priority because they make Shoreline a more walkable community and allow for safer travel for both pedestrians and wheelchairs. To maximize their use, the areas that are used the most and where pedestrians are most vulnerable, such as schools and parks, should receive the highest priority. City Council may also want to consider mandating that new developments and housing complexes include sidewalks as part of their construction proposal and permitting process.

**PERSONAL INFORMATION**

Name Genevieve Arredondo

Home Address 

Shoreline Zip Code 98133

Cellular/Home Telephone Number 

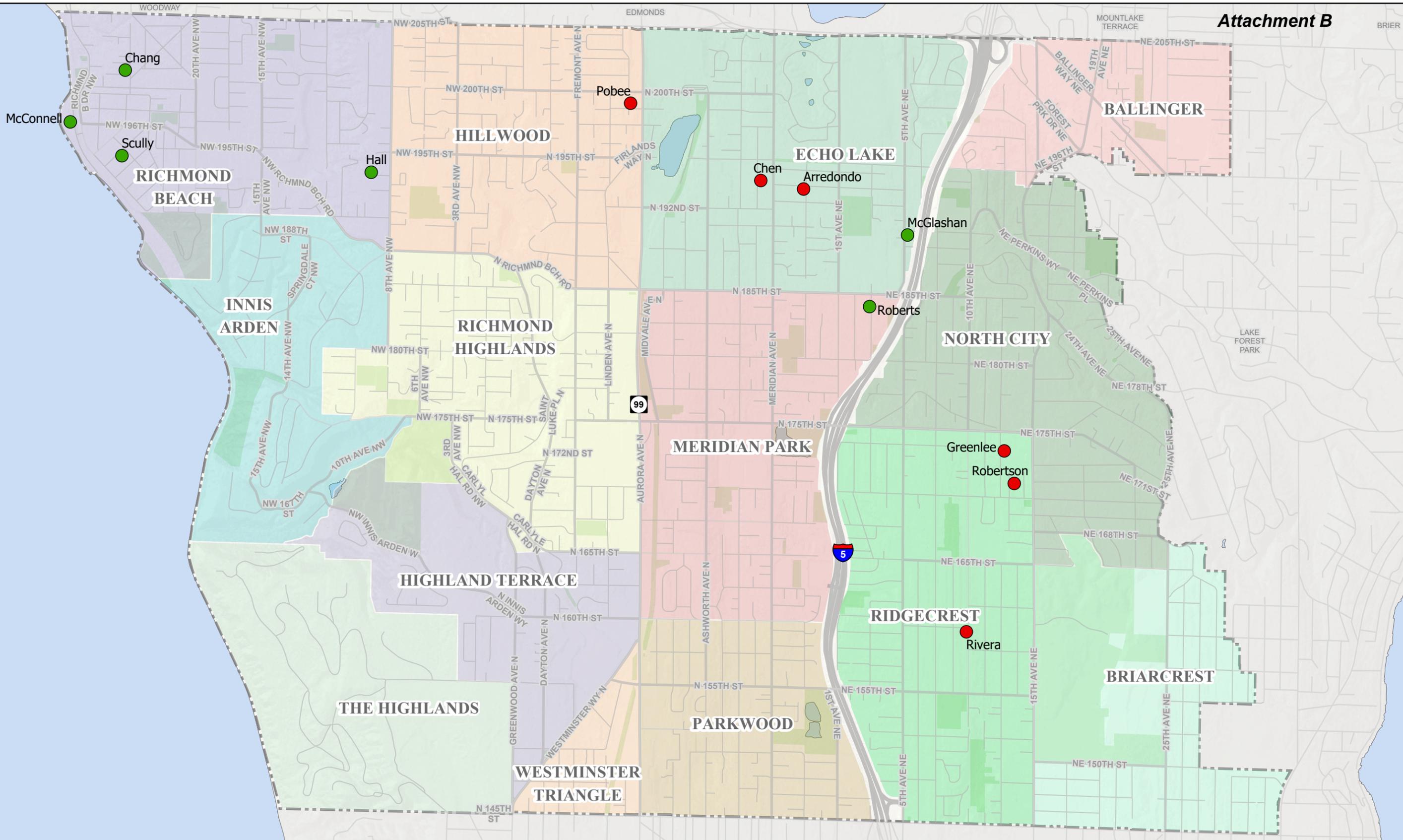
Work Address Girls on the Run of Puget Sound

1404 East Yesler Way, Suite 201

Seattle Zip Code 98122

Work Telephone Number 

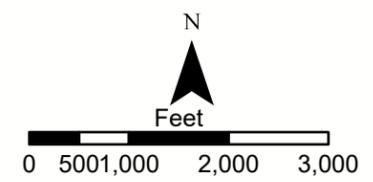
Email address 



**City Council**  
**Applicant Addresses**  
**Finalists**

- Status**
- Applicant
  - Councilmember

8a-53



Date Printed: 1/14/2019 | Request: 19074

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