

For each question, please provide specific examples and avoid generalities.

1) **Would you change the Critical Areas Ordinance (CAO), and if so, how?**

As chair of the County Council's Growth Management and Unincorporated Areas Committee I shouldered the difficult task of leading the council through the review, revision, and adoption of the state-mandated critical areas protections.

The executive delivered to the council a set of proposals that required extensive revision to meet the goals of preserving rural character, ensuring the ability to build to the zoned capacity, and protecting the natural systems on which the community relies for such functions as aquifer recharge, flood control, and stream flow regulation.

I oversaw a series of difficult and often tense hearings throughout King County to listen to the ordinances' critics, as well as supporters, seeking smarter, fairer, but still effective solutions.

Based on what we heard, I unveiled a broad package of amendments to the critical areas ordinances: Adjusting clearing limits, especially for smaller landowners; Honing and introducing performance criteria regarding rainwater runoff restrictions; Allowing for flexible buffer sizes around wetlands based on environmental benefit and real world impacts; Grandfathering existing cleared areas to preserve the rural way of life; and Making it easier for landowners to create individual, custom plans for their property, rather than using the standard rules, and to receive tax benefits for doing so.

I believe there is much more that can be done with the critical areas, stormwater and clearing and grading regulations to make them both more protective of the environment and easier for landowners.

2) **There is a strong difference of opinion regarding the effective distribution of King County services within Seattle versus the rest of King County. What is your opinion regarding this situation?**

Inequities exist throughout every service. There is a tax subsidy of \$25-\$30 million per year from the cities to provide local government services in the unincorporated areas. The 10 cent Flood Control District tax, 5.5 cent Ferry District tax, and King Conservation District assessment all disproportionately benefit certain areas of the county at the expense of others. More Metro Transit service dollars per capita flow to the most populous Seattle neighborhoods, where the bus system originated, than to other urban centers or to the less densely populated regions.

Fundamentally, ours is no longer a county of one big city surrounded by bedroom communities. It is a single economic unit made up of many burgeoning urban hubs,

each with a growing business and residential center. To reflect that reality, transit mobility between these hubs must increase. The artificial political construct of south/east/west must give way to one based on utility and performance – one that reflects how people in our county actually live their lives today.

3) What do you think that King County government is currently doing well? Likewise, which specific King County services do you believe need improvement, both in terms of process and in terms of greater financial efficiency?

We live in the 14th largest county in the nation. And while King County remains a great place to live and raise a family, the challenges we face today are very serious: Our economy is in trouble, and our people are hurting. Yet at a time when people need a helping hand the most, King County government is faced with steeply declining revenues, unmet human service needs, spiraling criminal justice costs, rapidly expanding transit demand with diminishing resources, and a critical need to protect the farms, forests, and clean air, water and food we rely on to support our quality of life.

To meet these challenges, King County must make the difficult decisions necessary to solve the vexing budget problems that have simmered for years. Especially in this economy, we cannot ask strapped taxpayers for more without proving that we are making the best, most efficient use of what we have.

To paraphrase our new president, as Executive I will put an end to programs that no longer work, reform those in need of improvement, and invest finite resources in agencies and programs proven to deliver maximum value. In other words, the measure of effectiveness is not spending more dollars, but getting the most for each dollar spent.

By way of specific examples, King County has one of the nation's better bus systems, despite the inability to meet ever increasing demand. It has a top-notch regional parks system. It is a leader in environmental protection. It has one of the finest public health departments anywhere. On the other hand, the animal shelters are shameful, law/safety/justice is stretched to the limit but still consuming $\frac{3}{4}$ of the general fund budget, the building permitting agency is slow, expensive and exasperating, and the cost drivers within the budget are wholly unsustainable.

4) To what extent, if at all, will you be considering replacing full-benefit county jobs with contract positions as a means of reducing costs?

I oppose contracting out services performed by union employees, the trained and accountable professionals who make county government work. Contracting out generally doesn't save money, and shouldn't save money if a program is well-managed because government, unlike private business, does not need to turn a profit. I oppose contracting out of government services to save money. That doesn't mean

that the government is stuck doing the same things it always did, regardless of their utility. I have saved the county print shop several times during my tenure, including once again just last month. But technological and other changes challenge some of our old lines of work. And some things, like running an animal shelter, have proven to be beyond the county's competence. Shops that simply fail to function have to be either radically reformed, or closed in favor of better investments.

I support creating and bringing new lines of work in house and under union contracts.

5) Would you consider breaking Metro Transit away from King County? If yes, would you support merging Metro Transit with Sound Transit?

No, at least not for the foreseeable future. The people of King County, and especially those on either side of Lake Washington, have proven the most eager in the region to raise revenues for improved transit service. It is counter-productive to divorce the decisions about where to invest transit resources from the constituents willing to raise those resources. If the progressive cities ringing Lake Washington wish to increase transit, they should not have to wait for the permission of Pierce or Snohomish County residents to do so.

6) What has been your most frustrating failure as a public servant? How, if at all, would you approach that situation differently today?

Without question, the inability to make up for the executive branch's failure, prior to transmitting the legislation, to communicate the necessity of protecting critical areas. In hindsight, I would have ignored the state's deadlines for enacting the legislation in favor of a year-long information campaign and conversation about the science regarding the tolerance of watersheds for clearing and compacting, the ecological systems characteristic of our region, the ways in which the needs of all landowners (not just the first to the permit counter) and the natural environment could be reconciled, and the fundamental quality of life issues at stake. Only then would I have moved forward with hearings on the executive's actual proposals.