



# Seattle City Council

April 21, 2011

Vincent Kitch, Director-designee  
Office of Arts and Cultural Affairs  
PO Box 94748  
Seattle, WA 98124-4748

**Re: City Council Expectations for Vincent Kitch, Director of the Office of Arts and Cultural Affairs**

Dear Mr. Kitch:

Mayor McGinn has designated you for appointment as the Director of the Office of Arts and Cultural Affairs (OACA). To be successful, a director needs to work constructively with both the Executive branch and the City Council. A positive working relationship requires a director to be responsive to Council needs and priorities.

To that end, as part of the Council's confirmation process, this letter is designed to communicate our expectations for your job performance, once you are confirmed as Director of OACA. The Council expectations (listed below) are intended to enhance your accountability to the Council. The expectations also provide a basis for Council evaluation of your performance if and when you are confirmed. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

A copy of this letter has been placed in Clerk File 311397, which contains Mayor McGinn's request for your appointment as Director of OACA.

**I. City Council General Expectations for Vincent Kitch as Director of OACA**

**A. Relationship with Council.** You are expected to maintain a constructive working relationship with the Council, as demonstrated by:

1. Prompt and complete responses to Council information inquiries.
2. Pro-active updates on policy development, operational concerns and financial matters of significance, so that the Council is informed of significant changes or controversies before the information reaches the media and/or before the Executive submits a request for Council action.
3. Dependable implementation of policy direction provided by the Council.
4. Assistance in the research and development of Council policy initiatives.

**B. Management Skills.** In addition to the duties outlined for the Director of OACA in Seattle Municipal Code 3.14.815, you are expected to demonstrate strong commitment to the following Council priorities:

**1. Public communication**

- a. Conduct inclusive outreach to relevant stakeholders.
- b. Implement a strong ethic of customer service.
- c. Make information available so that the public can track the department's performance in delivering services.

**2. Organizational management**

- a. Coordinate productively with other City departments.
- b. Maintain strong working relationships with other governmental entities.
- c. Operate within budget constraints and pro-actively manage expenditures.
- d. Provide a fair and equitable approach to the award of City contracts.
- e. Continue to improve and enhance the role of the Seattle Arts Commission in achieving their duties outlined in Seattle Municipal Code 3.14.830. Particular attention should be paid to involving the Seattle Arts Commission in budgetary duties, as outlined in SMC 3.14.815 and 830.

**3. Personnel management**

- a. Develop and maintain strong morale among employees.
- b. Provide an inclusive work environment that offers equitable opportunities for all.
- c. Address issues of succession planning and the professional development of existing staff.

**4. Service delivery, including both routine operations and emergent situations**

- a. Ensure that on-going, day-to-day services are provided effectively and efficiently, and that the department tracks its performance in delivering such services.
- b. Make certain the department is able to deal with localized emergencies or service disruptions and has thoroughly planned how to manage its operations in case of a City-wide emergency.

**II. Specific Expectations for Vincent Kitch as Director of OACA for 2011 – 2015**

During the term from 2011 to 2015, Mr. Kitch is expected to implement (and provide regular progress reports on) the following Council expectations:

**A. Cultural Overlay District Advisory Committee (CODAC) Recommendations.** Work with the Seattle Arts Commission to develop an implementation plan for the CODAC recommendations accepted by the City Council in August, 2009, and described in Council Resolution 31155.

**B. Arts and Cultural Development.** Work with the Seattle Arts Commission, City departments, other governmental offices, artists, arts and cultural organizations, and

property developers and owners to advance the retention of existing and the development of new long-term affordable space for arts and cultural uses.

- C. Public Engagement.** Actively engage and collaborate with Seattle residents, businesses, nonprofits, and other groups with an interest in arts and culture. Provide clear communication to the public and create opportunities for open dialogue about OACA projects and programs.
- D. Race and Social Justice.** Advance the City's Race and Social Justice Initiative. Advance arts and culture projects and programs that appeal and are accessible to individuals with diverse racial, ethnic, and socioeconomic backgrounds.

The City Council looks forward to working cooperatively with you to ensure that OACA continues to stimulate a diverse and lively arts and cultural environment in Seattle.

Sincerely,

Richard Conlin, President  
Seattle City Council

Nick Licata, Chair  
Housing, Human Services, Health, and Culture  
Committee

cc: Michael McGinn, Mayor, City of Seattle  
Seattle City Council Members