



# Seattle City Council

July 26, 2011

Bernadette Agor Matsuno  
Interim Director  
Seattle Department of Neighborhoods  
700 5<sup>th</sup> Ave, Suite 1700  
Seattle, WA 98104

**Re: City Council Expectations for Bernadette Matsuno, Acting Director of the Department of Neighborhoods**

Dear Ms. Matsuno:

This letter has been placed in Clerk File 311602, which contains the Mayor's request for your confirmation as Director of the Department of Neighborhoods (DON). 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 review process, we want to communicate to you our expectations for your job performance if you are confirmed. 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 the Mayor reappoints you for another term in the future. Council expectations are intended to add to the Mayor's expectations and your responsibilities established in Seattle Municipal Code.

**I. City Council General Expectations for Bernie Matsuno as Director of DON**

- A. Relationship with Council.** Ms. Matsuno is 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 formal policy direction provided by the Council.
  4. Assistance in the research and development of Council policy initiatives.

**B. Management Skills.** Ms. Matsuno is expected to demonstrate strong management skills, with particular focus on 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.

**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 Bernie Matsuno as Director of DON for 2011 – 2013**

During the term from 2011 to 2013, Ms. Matsuno is expected to implement (and provide regular progress reports on) the following Council expectations:

- A. Budget.** Ensure the department's budget is managed responsibly and efficiently to achieve City's top policy objectives. Identify opportunities to streamline processes and to deliver high quality programs in context of increasingly challenging budget environment.
- B. Community and Equity.** Balance goals of the department to optimize efforts to build community capacity, maintain existing community assets and strengths, and ensure equity of access to City decision-making and prioritization.
- C. Neighborhood Matching Fund.** Continue to promote collaboration between the City and community through the Neighborhood Matching fund. Continue to work with the community members to leverage city dollars and empower the residents to enhance and strengthen their own neighborhoods.
- D. Public Engagement and Outreach.** Continue efforts to conduct outreach, improve the public's access to information, and increase effective interaction and engagement

between the public and City officials. This includes looking for innovative ways to engage the public in neighborhood projects and continuing to empower residents of Seattle. In particular, focusing on more of Seattle's underrepresented residents. This also includes working closely with the community on the neighborhood planning updates and keeping the Council apprised of the needs in the neighborhoods.

- E. **Race and Social Justice.** Advance the City's Race and Social Justice Initiative. Focus on Department of Neighborhood policies and practices to ensure that all residents have access to City resources, understand decision-making processes that are important to neighborhoods, and have an effective voice in those decisions.

The City Council looks forward to working cooperatively with you to ensure that DON continues to achieve the highest standards of public outreach, engagement with the community, and collaborative approaches to achieve City policy objectives.

Sincerely,



Richard Conlin, President  
Seattle City Council



Mike O'Brien, Chair  
Seattle Public Utilities & Neighborhoods Committee

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