



**Tom Rasmussen**  
Seattle City Councilmember

July 22, 2014

Scott Kubly  
Seattle Department of Transportation  
P.O. Box 34996  
Seattle, WA 98124

Mr. Kubly,

Congratulations on your nomination by Mayor Ed Murray to serve as Director of the Seattle Department of Transportation (SDOT). Your past experience in Chicago and Washington, D.C. demonstrates a commitment to developing a multi-modal transportation system that a rapidly growing city such as Seattle desperately needs.

As Chair of the City Council's Transportation Committee, I look forward to receiving your testimony at your confirmation hearing before the Committee on August 12. To assist with the Committee's deliberations regarding your nomination, I have prepared the attached list of questions for your consideration. Your response to each of these questions by August 5 is requested.

I anticipate that a final vote on your nomination will be taken by the full Council in September. Should your confirmation by the City Council be successful, I look forward to working closely with you in the years to come.

Sincerely,

Councilmember Tom Rasmussen  
Chair, Transportation Committee

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Confirmation Questions for Mr. Scott Kubly  
Nominee for Seattle Department of Transportation (SDOT) Director  
Response Requested by August 5, 2014

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- 1) What goals do you have and what would you like to accomplish during your first year as SDOT Director and during Mayor Murray's first term in office?
- 2) What immediate opportunities do you see to affect positive change at SDOT?
- 3) How will you evaluate current staff and assess changes needed and/or new policies needed to ensure a highly motivated and well trained workforce?
- 4) In addition to the perennial lack of abundant financial resources, what other challenges face SDOT and what strategies will you use to meet those challenges?
- 5) What process will you use to set priorities among different transportation projects/needs?
  - a) How will you include the City Council in the prioritization process including the process of seeking funds from various sources such as the federal government?
- 6) What strategies will you use to ensure that SDOT listens and responds to citizens, businesses, and organizations in a timely and helpful manner?
  - a) What system will you set up to focus on outcomes and on serving the public?
  - b) What system will you set up to directly hear from the public before a crisis arises?
- 7) How will you foster cooperative partnerships with other local governments, local transit agencies, and the State and Federal government to develop good public transportation policy?
- 8) Please detail your experience managing extremely large capital projects similar to the Seawall and Mercer projects.
  - a) With the retirement of a number of SDOT's senior managers, how will you know if you have a team in place to ensure success of such large projects?
  - b) How will you independently assure budget and schedule success for the City's mega-projects?
- 9) How will you communicate the department's goals to the public and the Mayor and City Council and how will you track and report on results?
  - a) What direction will you give to SDOT staff about working with the public and adjacent property owners to minimize risk and inconvenience to their lives and businesses? How will you monitor and evaluate compliance or success with your direction and goals?

10) What direction will you give to SDOT staff about meeting goals and commitments to contracting with women and minority owned businesses?

- a) How will you implement and hold department managers and their contractors accountable for compliance with the Mayor's executive order on inclusion?
- b) Do you support an open exchange with consultants and contractors on improving contracting equity? If so, how will you carry that out?

11) SDOT processes permits and works closely with private and public utilities and other city departments.

- a) How will you ensure that the Department responds quickly and in a constructive manner to requests for permits?
- b) How will you ensure strong collaboration and coordination between SDOT and other City departments including the Seattle Police Department, City Light, and Seattle Public Utilities to minimize costs, delays, and inconvenience to the public?

12) The State Highway 99 Corridor is one of the few north-south routes through the City and to and from southwest Seattle neighborhoods. On June 10, 2014, an automobile crash south of the Spokane Street Viaduct at East Marginal Way and S. Nevada Street caused the closure of the Alaskan Way Viaduct for over five hours while the Seattle Police Department (SPD) conducted an investigation. Questions have been raised whether the investigation could have occurred without closing the Alaskan Way Viaduct for so many miles to the north of the crash scene.

Both SPD and SDOT have provided information on their response to questions relating to the management of this incident. In its response SDOT referred the Council to the June 2005 SDOT Alaskan Way Viaduct Emergency Traffic Management and Closure Plan.

The June 10 crash appears to be a Scenario 3 type of incident contemplated in the Closure Plan. Please review the incident with the relevant department representatives and provide the Council with a report on the incident including a determination as to whether the Closure Plan was followed. Also, please provide us with your assessment as to whether the Closure Plan needs to be revised to minimize the disruption to travel on SR 99 based upon the experience of SDOT and other departments since its adoption in 2005. Please tell us when your review and recommendations would be provided to the Council.

13) How will you ensure that the Department complies with Seattle's "Complete Streets" policy to ensure that pedestrian, freight, cyclist, and transit needs and requests are met?

14) How will you incorporate the advice of Seattle's Bicycle Advisory Board, Freight Advisory Board, and Pedestrian Advisory Board into SDOT's work?

15) What can be done to speed up implementation of Seattle's Bicycle Master Plan and Pedestrian Master Plan?

16) How will you ensure that SDOT's roadways, crosswalks, signs, wayfinding, information, street furniture, signals materials, etc. are designed and provided in a manner to be useful and accessible to people with disabilities?

17) How will you ensure that Councilmembers and their staff get all the information they need in a timely manner to respond to citizen requests and to make policy and financial decisions?