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RESUME

Summary of Qualifications

- Washington State Attorney since October, 1986; WSBA #16153.
- Produce Guardian ad Litem investigations for minors and incapacitated adults in four Washington counties.
- Eight years experience as investigator for state agency; several additional years experience in supervisory and oversight positions, including six months managing DSHS Office for Equal Opportunity.
- Excellent negotiator; adept at negotiating "win-win" settlements.
- Have conducted confidential personnel investigations for the Washington State Departments of Labor and Industries and General Administration.
- Experienced in developing, writing and interpreting statutes, legislation, policies, regulations, and fiscal notes.
- Worked successfully with members of the judiciary and with attorneys.
- Successful change agent; creative and innovative.
- Leader in promoting public and customer service, "Plain English," and access to government.
- Twenty-six years professional experience in writing and editing.
- Several years experience in developing, managing, and maintaining Web sites for state agencies.
- Expert in rule-making under the Washington State Administrative Procedures Act.
- Experienced manager and supervisor.
- Experienced in all aspects of working with and on state-wide commissions.

Adjudicative Experience

- Wrote eighteen to twenty draft final decisions a month at the Court of Appeals.
- Conducted scores of "fact-finding" conferences (non-adjudicative hearings).
- Wrote hundreds of investigative decisions.
- Organized and participated in "moot court" appellate arguments during and after law school.
- Better Business Bureau Arbitrator; Small Claims Court Mediator.
- Served as acting Appeals Manager for the Department of Retirement Systems (DRS).
- Served as acting Petition Examiner for DRS.

Legal Training

- Two years experience as a Law Clerk in the Washington State Court of Appeals, Division II, 1992 - 1994
- Admitted to bar, 1986: Washington and U.S. District Court, Western District of Washington.
- Seattle University (formerly University of Puget Sound) School of Law; JD 1986; Law Review, 1984 - 1986

Legislative/Policy Experience

- Two years experience managing regulatory reform for all of the Department of Social and Health Services (DSHS), including reviewing and approving all new and amended DSHS Washington Administrative Code (WAC).
- Eleven years state agency experience analyzing, researching, and writing Washington legislation, statutes, policies, and WAC.
- Two years experience as Legislative Liaison for the Washington State Human Rights Commission
- Four years experience representing DSHS on the Governor's Small Business Improvement Council. Also represented DSHS on the Governor's Regulatory Improvement Task Force and as an alternate on the Supreme Court's Professional Guardianship Certification Committee.
- Three years experience as a Commissioner on the Tacoma Human Rights Commission.

- Instituted changes in the Discrimination Law, Whistleblower Act, Administrative Procedures Act, and Tacoma Municipal Code, as well as countless DSHS WACs and DRS WACs.
- Three years experience on DRS Policy Advisory Committee.

Accomplishments

- Set up programs with superior courts to monitor guardianships for children and vulnerable adults in four counties.
- Created online Public Disclosure Training for DRS.
- Met all milestones for DRS rule-making and other tasks. Some of the major milestones included implementing PERS Plan 3, Retire/Rehire, and Deferred Compensation/EGTRRA WACs.
- Created, developed, and now manage and maintain a Web site for DRS rules. Managed and maintained the DRS Legislative Web site for three years.
- Initiated and managed the DSHS regulatory reform effort during its initial years, including writing, organizing, editing, and producing the *DSHS Regulatory Improvement Review Plan* and the *DSHS Regulatory Improvement Progress Report: 1997*.
- Upgraded the DSHS rule-making and administrative policy review process.
- Managed the reorganization of DSHS' equal opportunity and affirmative action functions.
- Helped establish and promote the original DSHS Intranet; established the first inter-active website on the DSHS Internet (rule-making); managed and developed other DSHS websites.
- Helped start the "Legal Writing Institute," a national association of legal writing instructors and administrators, including setting up and running two national conferences.

Professional Employment

9/03 – present **Attorney in Private Practice** (part-time 9/03 – 2/04).

12/01 – 2/04 **Legal Retirement Plan Specialist**
Washington State Department of Retirement Systems, Tumwater, WA

6/94 - 12/01 **Project Manager/Attorney/Assistant Director**
Washington State Department of Social and Health Services, Olympia, WA

8/92 - 5/94 **Law Clerk (Attorney)**
Washington State Court of Appeals, Division II. Tacoma, WA

7/88 - 7/92 **Discrimination Specialist/Investigator/Legislative Liaison**
5/80 - 5/82 Washington State Human Rights Commission, Olympia/Tacoma, WA

11/86 - 7/88 **Attorney in Private Practice**
Practice continued part-time through August, 1992

12/83 - 7/86 **Administrative and Teaching Assistant, Legal Writing Program**
Legal Writing Program, U.P.S. School of Law (now Seattle University), Tacoma, WA

5/79 - 5/80 **Program Developer/Editor**
Washington State Planning & Community Affairs (PCAA), Office of the Governor (now part of Department of Community Development), Olympia, WA

Information about earlier positions available upon request.