

**Contact Information -- Person ID:**

Name: Joshua Wayne Marcy

**Personal Information**

Can you, after employment, submit proof of your legal right to work in the United States? Yes

What is your highest level of education? Master's Degree

**Preferences**Are you willing to relocate? Yes  
I already live here.

Types of positions you will accept: Regular

Types of work you will accept: Full Time

Types of shifts you will accept: Day , Evening , Night , Rotating , Weekends , On Call (as needed)

**Education****Graduate School***Purdue University*  
Purdue.edu  
6/2015 - 12/2017  
West Lafayette, IndianaDid you graduate: Yes  
Major/Minor: Aviation and  
Aerospace Management  
Units Completed: 30 Semester  
Degree Received: Master's**College/University***Utah Valley University*  
UVU.EDU  
8/2012 - 4/2015  
Orem, UtahDid you graduate: Yes  
Major/Minor: Aviation  
Administration/Cum Laude  
Units Completed: 129 Semester  
Degree Received: Bachelor's**High School***Bolton High School*  
1996 - 2000  
Arlington, TennesseeDid you graduate: Yes  
Highest Level Completed: 12  
Did you receive a GED?  
Degree Received: High School  
Diploma**Work Experience****Deputy Airport Director**

5/2021 - 3/2023

Paine Field, Snohomish County  
<https://www.paineairport.com/>  
3220 100th Street SW, Suite A  
Everett, Washington 98204  
4253082347Hours worked per week: 40  
# of Employees Supervised: 43  
Name of Supervisor: Neepaporn  
Boungjaktha "A" - Executive  
Director  
May we contact this employer?  
Yes**Duties**

I receive administrative direction from the Airport Director. In the role of Deputy Airport Director, I am responsible for the management of Airport Operations, Airport Rescue and Firefighting, Security, Wildlife, Environmental, and Public Information divisions. While overseeing the operations at the airport I plan, coordinate, supervise and manage with a broad latitude for independent action within the framework of federal, state and local laws, rules and regulations, county policies, and procedures. This includes managing a budget, grant assurances, and other administrative roles as needed.

**Reason for Leaving**

Have not left, still currently employed here.

**Terminal Manager**

2/2016 - 5/2021

Hours worked per week: 40  
# of Employees Supervised: 17  
Name of Supervisor: Daniel

Port Of Seattle  
https://www.portseattle.org/Pages/default.aspx  
2711 Alaskan Way  
Seattle, Washington 98121  
206-787-5229

Zenk - Operations Senior  
Manager  
May we contact this employer?  
Yes

#### **Duties**

- Liaison with federal, state and local agencies to promote programs that improve operational efficiency, safety and security for passengers and airlines
- Devise, develop and sponsor capital improvement projects and small facility projects that improved efficiency and capacity of terminal operations.
- Oversee steering committees for future terminal modernization projects
- Manage all operations contracts regarding customer service
- Manage airport operations in the terminals to maximize the passengers' efficient and safe transition through the terminal with a high focus of customer service.
- Oversee 17 Airport Duty Managers, who oversee the day to day operations of the airport, including landside operations, terminal operations, and airfield operations.
- Advocate for airlines and passengers to improve customer service and maximize terminal operational efficiency through continued process improvement (LEAN)
- Manage the operations support contracts, to include baggage handling, passenger processing through the facility, the checkpoint queue management contract, and consolidate customer service contract (encompasses FIS, Landside, and terminal operations)
- Lead joint initiatives with federal, state and local agencies and stakeholders to improve processes that affect airline operations and passenger movement through terminal facilities and assist in mitigating or resolving issues that might affect terminal operations.
- Manage and oversee all other terminal operations including flight arrivals, departures, facilities supporting all tenants, and Airport Communication Center.
- Represent the Port of Seattle in matters involving airport operations; work within the NIMS, and provide leadership in ECC and IC when required
- Proficiency in FAR 139 and maintain 139.303 qualifications and requirements; including the self inspection program monitoring items of non-compliance through resolution, wildlife hazard management, and winter operations
- Participate on special project committees; such as weather, safety team, queue management, budget, and environmental coordination
- Serve as the first responder, as directed in the AEP and within NIMS.
- Participate on the operations snow team and be on-call during airport emergencies

#### **Reason for Leaving**

Took an advanced position with Snohomish County, Paine Field Airport.

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#### **Airport Operations Specialist**

7/2011 - 1/2016

City of Austin-Aviation Department  
Austin, Texas 78719  
512-530-2242

Hours worked per week: 40  
# of Employees Supervised: 26  
Name of Supervisor: Gary  
Carper - Airport Security  
Coordinator  
May we contact this employer?  
Yes

#### **Duties**

- FEMA certified in NIMS 100, 200, 300, 400, 700, and 800
- Knowledge and enforcement of 49 CFR 1500 series with an main focus in 1542
- Knowledge and enforcement of Title 49 part 139
- Maintain U.S. Customs and Border Protection Seal
- Serves as first responder to all incidents and establishes and runs ICP during certain incidents
- Enforce federal, state, and local laws, regulations, and ordinances by issuing citations, warnings, notice of violations, and conducting inspections
- Monitors airport activities, inspects airport property and facilities and uses security tools and equipment and processes to identify and deter potential threat elements
- Inspect facilities and ensure safe operating conditions
- Investigate accident scenes to include, interviewing suspects and witnesses, following-up on accidents/incidents by contacting witnesses, gathering and sharing information, etc.
- Recommend improvements to supervisors and management
- Leads training and classroom instructions on a variety of subjects relating to airport operations and security
- Perform other special projects as requested and necessary

#### **Reason for Leaving**

Looking to use my Bachelors Degree in Aviation Administration to pursue Aviation Management.

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#### **Airfield Maintenance Operator II**

3/2011 - 7/2011

Hours worked per week: 40  
# of Employees Supervised: 0

City of Austin-Aviation Department  
Austin, Texas  
512-530-2242

Name of Supervisor: Billy  
Aguero - Airfield Maintenance  
Supervisor  
May we contact this employer?  
Yes

**Duties**

- Completed various tasks to keep the airport current with part 139 requirements
- In charge of mapping obstacles on the airfield to prevent equipment damage and conducted construction projects on the airfield
- Knowledge and enforcement of CFR 49 part 139

**Reason for Leaving**

Did not leave. I was promoted to Airport Operations Specialist.

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**Community Court Supervisor**

2/2010 - 3/2011

City of Austin-Community Court  
Austin, Texas 78119

Hours worked per week: 40  
# of Employees Supervised: 5  
Name of Supervisor: Pete  
Valdez - Community Court  
Administrator  
May we contact this employer?  
Yes

**Duties**

- Managed Travis County probationers and parolees activities while performing community service
- Coordinated services with other departments within the city to have tasks completed by probationers/parolees - mostly construction projects
- Responsible for working with probation officers to ensure time was accounted for their convicts
- Oversaw the graffiti abatement program for the City of Austin along side the Health and Human Services Department and the City of Austin Police Department

**Reason for Leaving**

Transferred to Aviation Department. My background is in aviation.

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**Line Operations Supervisor**

6/2010 - 2/2011

Georgetown Jet Center  
160 Terminal Dr  
Georgetown, Texas 78628  
512-869-4532

Hours worked per week: 30  
# of Employees Supervised: 5  
Name of Supervisor: Ken Mabe  
- General Manager  
May we contact this employer?  
Yes

**Duties**

- Acting manager on shift in charge of quality control of fuel and fuel farm
- Responsible for all ground movements of aircraft and fueling on shift
- Lead training for employees including training on handling and storage of fuel to keep the FBO compliant with 14 CFR §139.321
- Scheduled staff and events according to need
- Liaison for all customer service concerns
- Oversaw the hiring and evaluation of employees

**Reason for Leaving**

Focus on Aviation goals with the City of Austin

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**Construction/Customer Service Manager**

2/2008 - 3/2010

Lennar Homes  
Lennar.com  
Austin, Texas 78759  
512-418-0258

Hours worked per week: 40  
# of Employees Supervised:  
150  
Name of Supervisor: Gavin  
Bruno - Director of Construction  
May we contact this employer?  
Yes

**Duties**

- Managed the construction of new homes from ground to completion, for 7 to 20 homes at one time
- Responsible for hiring and terminating contractors and vendors
- Ensured proper building and installments in a timely manner according to Lennar standards
- Oversaw obtaining commodities futures contracts

- Make sure home is up to code and follows policies set forth by the inspecting agencies
- Keep up to date with OSHA and Storm Water Protection Program and other various training
- Successfully completed sixty-five homes in 2007, and was the number two builder in the region for two consecutive quarters
- Gained expert knowledge of BuildPro, a scheduling program, and utilized it to construct my homes
- Managed \$1-1.5 million budgets for communities in the region and enforced contracts

**Reason for Leaving**

Housing market crash, laid off.

**Director of Outdoor Facilities**

8/2008 - 2/2010

Hyde Park Baptist Church  
 HPBC.org  
 Austin, Texas 78119  
 512-459-5687

Hours worked per week: 40  
 # of Employees Supervised: 25  
 Name of Supervisor: Kent  
 Jennings - Business Manager  
 May we contact this employer?  
 Yes

**Duties**

- Responsible for facilities management of properties including budgets and staffing
- Manage operations of ball fields and any outdoor activities on park grounds
- Responsible for maintenance of vehicles and grounds
- Coordinate all adult leagues for the recreational programs
- Responsible for hiring and evaluations for all staff
- Scheduled all events for Hyde Park Baptist School's High School including all sporting events next to adult recreation
- Oversaw the budgets for shifts and managed expenditures via credit card reconciliation

**Reason for Leaving**

Career advancement

**Line Operations Supervisor**

7/2000 - 12/2005

Signature Flight Support  
 2488 Winchester Rd.  
 Memphis, Tennessee 38114  
 901-345-4700

Hours worked per week: 40  
 # of Employees Supervised: 15  
 Name of Supervisor: David  
 Napier - General Manager  
 May we contact this employer?  
 Yes

**Duties**

- Acting manager on shift in charge of quality control
- Handled close-out inventory for all fuel pumped on airline side daily
- Responsible for all ground movements of aircraft and fueling on shift
- Lead training for employees including training on handling and storage of fuel to keep the FBO compliant with 14 CFR §139.321
- Traveled to Florida for several different events to work as a FBO (Fixed Base Operator) for private business jets and government aircraft
- Coordinated large amounts of aviation events with parking and towing up to 500 aircraft a day
- Responsible for hiring and evaluating employees
- Oversaw the budgets for shifts and managed expenditures via credit card reconciliation

**Reason for Leaving**

Transferred to KAUS

**Line Operations Supervisor**

7/2005 - 12/2005

Signature Flight Support  
 4321 Emma Browning Rd.  
 Austin, Texas 78719  
 512-530-5451

Hours worked per week: 40  
 # of Employees Supervised: 15  
 Name of Supervisor: Tony Tracy  
 - General Manager  
 May we contact this employer?  
 Yes

**Duties**

- Acting manager on shift in charge of quality control
- Handled close-out inventory for all fuel pumped on airline side daily
- Responsible for all ground movements of aircraft and fueling on shift
- Lead training for employees including training on handling and storage of fuel to keep the FBO compliant with 14 CFR §139.321
- Traveled to Florida for several different events to work as a FBO (Fixed Base Operator) for

private business jets and government aircraft

- Coordinated large amounts of aviation events with parking and towing up to 500 aircraft a day
- Responsible for hiring and evaluating employees
- Oversaw the budgets for shifts and managed expenditures via credit card reconciliation

#### **Reason for Leaving**

Sought better opportunities

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#### **Line Operations Supervisor**

11/1997 - 7/2000

Tulsair Beechcraft  
8182 Hornet Ave.  
Millington, Tennessee 38152  
901-873-4144

Hours worked per week: 40  
# of Employees Supervised: 8  
Name of Supervisor: Charles  
Landes - Line Operations  
Manager  
May we contact this employer?  
Yes

#### **Duties**

- In charge of second shift fueling and towing operations of all aircraft
- Standby emergency supervisor for aircraft operations for FedEx
- Coordinated schedules for staff and refueling
- Oversaw the budgets for shifts and managed expenditures via credit card reconciliation
- Responsible for hiring and evaluating employees
- Lead training for employees including training on handling and storage of fuel to keep the FBO compliant with 14 CFR §139.321
- Oversaw the budgets for shifts and managed expenditures via credit card reconciliation

#### **Reason for Leaving**

Just graduated high school and needed a job with health benefits.

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#### **Certificates and Licenses**

Type: American Association of Airport Executives (2022)  
Accredited Airport Executive (AAE)

Number:

Issued by: AAAE

Date Issued: 9 /2022 Date Expires:

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Type: American Association of Airport Executives (2018)  
Certified Member (CM)

Number:

Issued by: AAAE

Date Issued: 11 /2018 Date Expires:

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Type: American Association of Airport Executives (2015)  
Airport Security Coordinator (ASC)

Number:

Issued by:

Date Issued: 4 /2015 Date Expires:

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Type: American Association of Airport Executives (2019)  
Airport Snow Expert (ASE)

Number:

Issued by: AAAE

Date Issued: 4 /2019 Date Expires:

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Type: National Incident Management System NIMS ICS - 100,  
200, 300, 400, and 700

Number:

Issued by: FEMA

Date Issued: 9 /2015 Date Expires:

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#### **Skills**

Office Skills

Typing:

Data Entry:

### Additional Information

### References

### Resume

#### Text Resume

### Attachments

Attachment	File Name	File Type	Created By
Cover AD.docx	Cover AD.docx	Cover Letter	Job Seeker
Aviation Resume Marcy.doc	Aviation Resume Marcy.doc	Resume	Job Seeker

### Agency-Wide Questions

- Q: Are you now or have you ever been employed by Snohomish County Government?  
A: Yes

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- Q: If yes, please provide the title of the job(s) held and the department(s) employed by.  
A: Deputy Airport Director May 2021-Current

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- Q: Are you a current Snohomish County employee?  
A: Yes

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- Q: If yes, would this be a voluntary demotion?  
A: No

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- Q: Are you a current Snohomish County Government union member?  
A: No

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- Q: If yes, which union?  
A:

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- Q: Do you have relatives working for Snohomish County?  
A: No

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- Q: If yes, please provide their name, relationship to you and the department in which they work.  
A:

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**9. Q:** Are you under age 18?

A: No

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**10. Q:** Are you requesting veterans' preference?

A: No

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**11. Q:** Have you previously received employment with Snohomish County through the use of veterans' preference?

A: No

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**12. Q:** In order to receive veterans' preference, you will need to attach an electronic copy of your DD214 or NGB-22 form to your application in the attachments section before you submit your application. Have you attached a copy of your DD214 or NGB-22 form to your application?

A: I am not requesting Veteran's Preference

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**13. Q:** Will you need accommodation due to disability in the application, testing, or interview process?

A: No

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**14. Q:** If yes, please provide a brief description of the accommodation requested.

A:

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**15. Q:** Do you understand that you will have to undergo a criminal background check prior to employment (A non-job related conviction does not necessarily bar you from employment)

A: Yes

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**16. Q:** The County will use email to contact you. We want to make sure that our test and interview invitations and notices do not go to your junk mail/SPAM box. Have you added info@governmentjobs.com and info@neogov.com to your "safe sender" list?

A: Yes

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**17. Q:** How did you hear about this employment opportunity?

A: Snohomish County Employee

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**18. Q:** Is all the information you've provided in this questionnaire true and accurate to the best of your knowledge? Do you understand that this information will be verified and that any misstatement will result in removal from the eligibility list and/or the position if already hired?

A: Yes

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**19. Q:** Did you use a previous name(s) when employed elsewhere or when attending school?

A: No

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**20. Q:** I understand that by submitting my application, I am authorizing Snohomish County to make such inquiries of my personal, employment, or educational references as may be necessary in arriving at its employment decision.

A: Yes

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**21. Q:** I understand that by submitting my application, I am authorizing information to be provided to Snohomish County and release employers, schools, or persons from all liability in responding to inquiries in connection with my application for employment.

A: Yes

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### **Supplemental Questions**

**1. Q:** What is your highest level of education in business or public administration or other field directly related to airport management?

A: Master's degree or higher

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**2.** Q: How many years of experience do you have in airport operations and administration?

A: Ten years of experience or more

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**3.** Q: How many years of supervisory or managerial experience do you have?

A: Three or more years of supervisory or managerial experience

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**4.** Q: Do you possess or can you obtain prior to appointment, a valid Washington State Driver License, unrestricted except as to vision?

A: Yes

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**5.** Q: Which, if any, accreditations have you earned from the American Association of Airport Executives (AAAE).

A: Accredited Airport Executive (A.A.E.)

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**6.** Q: Your completed response(s) to the following questions must be submitted with your application in order to be given consideration for the next phase in the recruitment process. You are encouraged to provide as much detail as possible in your answers. A complete response will include detailed experience and knowledge that supports your ability to perform the duties of this job description. Please prepare responses which describe the specific situations, your role and actions taken, and the impact your actions had on the organization or the particular project outcome. The supplemental questionnaire will be scored by a panel of evaluators. They will only score your submitted answer to each specific question. Your resume that you have attached to this application will not be available to the evaluators for this initial screening. The information you provide will be reviewed and used to determine your eligibility to move forward in the selection process. Incomplete responses, false statements, omissions, or partial information may result in disqualification from the selection process. Do you understand these instructions?

A: Yes

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**7.** Q: Provide specific examples of your direct supervision of management-level staff in a government or business environment, preferably within the aviation/airport sector. Provide details of reporting relationships, your leadership style, and highlight management of activities in the areas of programs, regulations/laws, and facility/property development.

A: For the past 20 years I have worked for civil airports, all government. As an example, while working at Seattle Tacoma International Airport (SEA), I oversaw 17 Airport Duty Managers. I oversaw training and functions of their roles that were being completed. Eight of the duty managers were my direct reports. However, I met with them all monthly. I gained value in their feedback on how operations and the group were functioning. I applied their knowledge to plans in how operations were managed. They were entrusted with oversight of the landside, terminal, communications, and airfield operations. As a result, I also had to have extensive knowledge in the roles they managed. Currently, I am a Deputy Airport Director overseeing Operations, Public Information, Environmental, Airport Rescue and Fire Fighting at Paine Field (PAE). I have a team of division managers who report to me. I was/am responsible for the annual performance reviews and discipline as needed for both examples. I do not necessarily prescribe to any specific leadership style. I have learned it is valuable to be able to change my leadership style based on the person or project being managed. It is valuable to be able to adapt to the nuances of sensitivity and changing priorities that arise. I can use soft skills when needed and adapt and use more authoritative skills when necessitated. Generally, I like to use a democratic approach as it is good make your team know they have an ownership role in the direction of the organization. This often helps with team building and employee retention. I tend to urgently encourage people to keep moving the ball forward. I do not like to see progress go stagnate. I enjoy being involved in all things in the organization. As a leader you must keep a finger on the pulse of all groups. Awareness is important so that support can be shifted to areas that necessitate it. I tend to let the managers have autonomy while running their division, but I do keep informed of their actions through weekly one on ones. I prefer to provide direction and let them handle the details. I recognize that we hire valuable employees to do a job because they are capable, thus I let them do just that.

As an Airport Operations Specialist, Duty Manager, Terminal Manager, and Deputy Director of Operations I have extensive experience with TSA Part 1542 in airport security and FAA Part 139 in airport certification. At Paine Field I oversaw the creation, adoption, and implementation of the airport's rules and regulations. I have had direct responsibility in managing aspects of the Airport Certification Manual (ACM). I have also had direct responsibility in managing aspects of the Airport Security Plan (ASP). As an example, while at SEA I oversaw the checkpoint management program. This specific program accounted for ADA requirements, queue management, crowd control, incident



management, customer service standards, signage and wayfinding program, building code standards, and communications plan. While at SEA and PAE I have had roles in airport expansion projects. My role on my development teams, such as when I worked with a team to build 2 new security checkpoints and expansion of another at SEA, has been to provide design requirements based on functional needs for the user and to ensure regulated and SEA requirements were met. At PAE I provide more of an oversight on development to ensure the development make sense for the airport in terms of safety, security, and efficiency. I also like to provide thoughts about future direction so future leaders are left in good hands. All of these managed properly lead to a great customer experience.

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**8. Q:** Snohomish County actively collaborates with regional partners and with many agencies and jurisdictions. Provide examples of specific experience developing and/or working with multiagency and/or multijurisdictional partnerships. Describe your experience, if any, with building international relationships. Provide specifics, including the issue addressed, the outcomes expected, the change management strategy you used, and the successes and challenges you experienced.

**A:** I have good experience working with multi-agency partners. There are a lot of different groups that help regulate and run an airport. As a result, I have training in FEMA Incident Command Systems. This training lays out framework for working in multi-agency incidents. Due to my knowledge of ICS, while working at SEA, I was the point person for all incidents in the terminal. One specific example is that the airport realized, through contact, that there was an organization that was going to hold a major protest at the airport. The proper ICS team met and began communicating the plan. The management strategy was to focus on how to not disrupt airport operations. The FBI, TSA, POSPD, landside operations, customer service, Port Commissioners, maintenance, protesting organization, myself, and public information office all met and worked through details to allow for a peaceful protest in an area of the airport that did not disrupt operations. For this to successfully work we had to communicate between all parties regardless of level of ownership. We expected that our planning would lead to no interruptions to airports operations. We did plan for the protest to spill over just in case. The outcome was the group was able to protest peacefully as planned and airport operations were not affected. Some of the challenges were competing opinions in the room on whether to be strict and enforce trespassing rules or to be more understanding and just let it happen. Also, understanding the political climate at the time, with nationwide protests being questioned as peaceful or not and the image government was facing by impeding protest, was a big topic we had to navigate through. Also, we had elected officials who had invested interests in the protest. Therefore, we had to account for those concerns and weigh them against all options.

While working at SEA I was the lead for an airport innovation to try to reduce wait times at the airport checkpoints. Airport checkpoints have peak wait times due to passenger arrival behaviors. The airport set a strategy to try to shave the peak times by distributing when people could arrive. Like a slot system used at airports with airspace/terminal capacity issues. As a result, we decided to leverage technology to solve for the objective. We partnered with the TSA, CLEAR, Alaska Airlines, POS IT, customer service, and a Dutch company out of Copenhagen. This team was using technology in Denmark based on Queueing theory. Working with them for this solution was one of our only options. Building this relationship was a unique one as it was built just prior to COVID. We met in person many times to get acquainted and understand each other's strengths and weaknesses. Once COVID set in and international travel became problematic. We adapted and met virtually for many months. Once a vaccine was established, we were able to meet again in person. Since we were always in communication a relationship did come to fruition. We were able to then share with our industry partners a new resource on the market that they could use at their airport and that company has now grown as a result. One challenge was testing the work that was being done by our team in the US and the members in Denmark. We were able change course and use staff who were not busy, due to low passenger numbers, to do our testing for us. We were successful in being able to provide people with slot times in which they could come to the airport and go to the front of the line. Because of this success SEA now has a Spot Saver Program in which anyone can sign up for before they arrive at the airport.

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**9. Q:** Describe your experience with budget development and grant administration. Detail your roll in the process.

**A:** As a Terminal Manager and an Airport Deputy Director I have had administrative roles in budget development and grant administration. As a terminal manager I have had to develop a clear and realistic budget: To do this, I determined all the expenses that will be required for projects or programs and allocated funds accordingly. Since I was dealing with the airlines and working on projects that heavily affected the airline's operations in the terminal, I had to communicate with stakeholders to provide updates on the project's financial status and address any concerns or questions. As a Deputy Airport Director, I have learned budget administration involves managing a budget and ensuring that funds are allocated and used properly. This includes creating and

maintaining a budget, monitoring expenditures and revenues, ensuring compliance with financial regulations, and making strategic financial decisions to optimize resources. I meet weekly with our airport finance team to make sure the airport has everything it needs to be successful.

The airport receives many grants, especially from the FAA. With those grants we must maintain grant assurances or address the strings attached to the grants. There are many of them and we must be aware of them all. This is something I have had detailed training on while earning my Accredited Airport Executive designation. Understanding these assurances has helped me to manage doing business at the airport as we must apply those rules to the way we do business. Having someone like me who understands these rules ensures the airport will remain eligible to receive future grants. Therefore, my best experience with grant administration is ensuring compliance with the regulations.

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**10. Q:** Describe your experience providing policy advice to executive and elected leaders. How did you formulate your recommendations, how did you communicate the recommendations, and how were they received?

**A:** While overseeing terminal operations at SEA continually had to brief the executive staff on the state of the terminal. We were on a first name basis. I sometimes had to brief commissioners, however not as frequent, on incidents on airport property. I have had to do this through simple communications such as email, phone, text, or in person. I have also had experience doing it formally, when requesting more money for a big project or giving the commissioners a brief on something they want information on, at Port Commissioner Meetings. In my current role I have had to attend executive meetings while I am the Interim Airport Director. The approach I take in preparing for recommendations is that I understand the context. Before providing policy advice, it's important to understand the overall context in which the leaders are operating. This includes the political environment, the economic landscape, and any relevant social or cultural factors that may impact policy decisions. Secondly, I focus on practical solutions. Elected and executive leaders often need practical, actionable recommendations that are grounded in real-world examples and evidence. I provide clear and concise solutions that are feasible given the constraints and limitations of the situation. Thirdly, I tailor my advice to the leaders' values and goals: Elected and executive leaders have different priorities and values, and their policy decisions often reflect those values. As such, it's important to tailor your advice to their specific goals and values, rather than proposing solutions that are not aligned with their worldview. Next, I like to make sure we have effective communication. I make sure my recommendations are presented in clear, concise language that is free of jargon and can be easily understood by non-experts. Lastly, if able I offer to provide ongoing support and feedback. Policy decisions can have far-reaching consequences, and it's important to provide ongoing support and feedback to ensure that the policy is implemented effectively and achieves its intended outcomes.

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**11. Q:** Please provide an example where you created a sense of belonging in the workplace for employees from diverse communities. Describe what steps you have taken to get a leadership team to champion DEI (Diversity, Equity, Inclusion) initiatives. Include the situation, action(s) taken, and the outcome. Include any DEI training you have implemented at your organization.

**A:** When I worked at SEA I had a co-worker who was BIPOC. While she was working with me, I got to know her very well and we both realized we are lot alike. We still joke about being related somehow. Getting to know her she shared her desire to be a mother. Several months later, while she was pregnant, I hosted a baby shower for her in our cafeteria. I invited her wife and their families. I did not hold back her mom even flew in from CA to join the party. I invited all the people in the building that she knew. It was quite the turn out. I emceed several games and really tried my best to make the environment very welcoming to all. My goal for the party was to really let her know she was welcomed and loved by our team. She really said she had a great time and really felt like a part of the family. She now is the airport Manager of Customer Service for the Port.

While at SEA I was a part of team that partnered with Raisbeck Aviation High School. They are an aviation high school that provides access to curriculum to communities that would not likely have access to aviation. I really enjoyed working with the youth and still do it to this day. My role was to provide tours and host the students at the airport. I would provide the tour no matter what part of the airport that it was in or the operation it dealt with. I love aviation so much that I have taken the time over the years to learn all the different functions with the facilities. I feel it is imperative to give back to aviation because of how other invested in showing me things. I often wonder if one day there will be a student that is working at an airport or in aviation because of those tours. My thought is the true way to affect the future workforce is to ensure early access to aviation and that is how I approached it.

Since I have taken over for the Airport as the Interim Airport Director, I have already taken two steps to help with making our workforce diverse. First, I have instructed that

anyone who has any role in the hiring process to re-take training annually that deal with how to operate within NEOGOV and the things to be aware of. This will help ensure integrity in the hiring process. Secondly, I have made it mandatory for everyone to learned about bias in the interview process. King County has put material will help make people aware of unconscious bias we all have, how to recognize it, and what to do with it.