April 3, 2008

To: Neil Weinstein (Maryland LID Center)
Michael Thomas (RWQCB):

Please accept my attached resume in consideration for the lead position of the new Central Coast Low Impact Development (LID) Center. I am confident that I have the expertise, leadership and motivation required to initiate and manage the Center to its full potential. My experience and education in surface- and stormwater management spans over 20 years and has included work at the local, state, and federal levels. During my professional career, I have steadily progressed in my responsibilities including program and staff management. In my current position with the City of Seattle, I have played an integral role in the development and implementation of the City's LID program including projects, programs, collaboration with private/public stakeholders, and expansion of local development regulations and guidelines to include LID. I have shared my LID knowledge through conferences, workshops, publications, and participation on technical advisory committees.

When I envision a successful Central Coast LID Center, I imagine a service-oriented group of individuals who:

a) operate by a clearly-defined, achievable mission statement,
b) function as a resource for developers, planners, landscape architects and other professionals by providing real "nuts-and-bolts" LID support,
c) act as an LID catalyst between key individuals and groups (e.g., designers and developers; elected officials and the business community), and
d) provide a breadth of policy, regulatory, and technical LID services with a focus on the particular needs of the central coast region.

I believe a good business plan with concrete deliverables and performance measures will clarify the work plan of the Center. I would start with a small, focused set of objectives before expanding the Center's menu of services. This allows for the maturation of the Center to be tailored to the needs of the community it serves. For example, early efforts by the Center staff would include work to create a basic LID presence within the stakeholder community via education and outreach to key audiences (e.g., the development community, local government planners and engineers). The Center should facilitate the construction of 1-2 pilot projects in order to showcase LID cost-effectiveness and feasibility. These projects would be a crucial "learn by doing" opportunity to teach the function of LID, design principles, maintenance needs, and local regulations required to conduct similar projects. The pilot projects can be used as a spring board for the services the Center can offer. With this type of beginning, the Center can grow in subsequent years to provide more sophisticated technical, regulatory and policy support.

Using the above model, some examples of 1-2 year objectives for the Center might look something like this:

1) Reach 90% of building contractors to educate on sustainable building practices such as soil-friendly site preparation.
2) Work with a local agency to plan, design and build a pilot LID that has high replication potential.
3) Create an information warehouse related to LID that contains policy, regulatory, technical design, and cost-benefit information.

4) Create functional partnerships with other disciplines that are involved in cradle-to-grave pollutant pathways (e.g. California Toxics Coalition).
5) Make LID easier to access, understand and implement. For example, work with the local Planning Department to develop LID Client Assistance Memos and plan reviewer guidelines.

Why am I passionate about LID? It has been over 25 years since the Clean Water Act went into effect. And yet, with all the projects, programs, and millions of dollars spent, we are still unable to effectively protect our aquatic ecosystems. The issues have only become more complex when one considers climate change, emerging pollutants, desertification, and environmental equity. Stormwater managers today need to be more sustainably-minded than their predecessors. The term "sustainability" is used a lot these days and may mean different things to different people, yet the common thread is a sense that short-sighted decisions related to how we live equates to a high cost for the entire planet. More than ever, stormwater managers need to be innovative in order to serve this and future generations. Sustainability and innovation are what I consider the basis of the term Low Impact Development: it is how one considers both the larger site design (e.g., soil amendments, shared driveways, etc.) and BMP use (e.g., swales, cisterns, etc.) in order to minimize adverse environmental impacts. I believe LID holds a solution to how we can be in better ecological harmony with our environment- this is why I have devoted a large part of my professional career to this promising area.

With its beautiful scenery, climate and proximity to San Francisco and Los Angeles, the Central Coast area will continue to experience increasing pressure for residential and business development. I grew up on the Central Coast and have a personal interest in protecting this special area. Through my work, I have demonstrated the ability to meet and exceed expectations in a variety of environments and I am certain I will contribute the same level of performance as manager of the Central Coast LID Center. This is a pivotal and exciting time in looking to the future of the Central Coast Region. I hope to be a part of the LID Center that shapes that future.

Sincerely,

Darla Inglis

DARLA INGLIS
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EDUCATION

Ph.D.: Civil Engineering University of Washington Seattle, WA Emphasis: urban stormwater, lake/river pollution control.	M.S.: Biology Humboldt State University Arcata, CA Emphasis: creek/wetland, limnology, water quality.	B.S.: Environmental Biology Cal Poly State University San Luis Obispo, CA Emphasis: ecology, water quality.

Summary
Currently, I am the manager of the Surface Water Quality Program at Seattle Public Utilities (SPU). SPU acts as the lead City agency responsible for surface water management programs, projects, and regulations including an emphasis on Low Impact Development (LID). My position includes direct management of staff as well as extensive cross-organizational program management and collaboration. In this position, I work across a breadth of technical, policy, and regulatory issues with many different stakeholder groups and individuals. I provide leadership to support the organization in achieving its vision and goals. Below, I have chosen to describe my skills and experience by category to facilitate identification of matches between myself and the desired qualifications of the Central Coast LID Center position.

Leadership Skills

Ability to create a motivating work atmosphere where people clearly understand their role and importance in the vision of the organization

Example: within SPU, I have created a WQ Team consisting of staff from across the organization. I ensure that each person understands the context and value of their work within the larger program. Each person is able to describe not only their specific work but also comprehensively describe the entire program. In the realm of LID, I lead by example by motivating and encouraging others to learn, think outside the box, and be enthusiastic about their role in environmental protection.

Ability to develop and implement a program vision

Example: I have been instrumental in the development of the WQ and flow control vision as it relates to aquatic resource protection and LID. I have made that vision tangible by creating corresponding flow and water quality service levels and performance measures that are followed by public and private entities. I have provided direction and guidance at both a project-specific and regional scale. While I strive to be democratic and reach win-win situations, I am able to assert decision authority when necessary.

Capability in implementing and coordinating multiple programs and projects

Example: as WQ Program Manager, I coordinate all WQ efforts across SPU, which includes 5 Branches and 9 Divisions. This coordination includes all projects (i.e. capital), and programs (e.g., outreach and education; field operations). It is my responsibility to ensure that program efforts are implemented in a timely manner and are consistent with SPU's vision, goals, and priorities.

Ability to provide regular and constructive feedback to employees

Example: as a manager, one of my top priorities is working with my employees related to their performance, skill range, and career development. Engaging employees in these discussions is a crucial function of a

good manager and improves both employee's job satisfaction and organizational success. I obtain great satisfaction from helping an employee reach their professional potential.

Support of employee professional development

Example: I challenge my employees to include in their work plans some responsibilities that are outside their usual comfort zone. I do this, in a supportive manner, to enhance their professional skills and sense of accomplishment. I delegate responsibility as a work tool for myself and to encourage and allow staff the freedom to be innovative and experimental within a defined range. I support training, conference attendance/presentations, extended education, journal submissions, and peer review of work products. Under my leadership, the WQ Team leads SPU in the number of journal articles, conferences presentations, and peer mentoring activities.

Technical Background

Technical Skills

-Flow control and WQ planning (e.g., small/large site and regional scale).
-Flow control and WQ treatment, conventional/innovative approaches (e.g., proprietorship BMPs, LID techniques).
-Stormwater pollutant transport/fate processes (e.g., metals fate in LID swales and human health concerns).
-Aquatic ecosystem management (e.g., benefit of pollutant reduction to receiving waters).
-Infrastructure design and operation (e.g., LID operation and maintenance requirements).
-WQ BMP research, effectiveness, and feasibility analysis (e.g., performance studies).

Project and Program Management

Projects/Programs

-Innovative stormwater management (e.g., SEA Street, Broadview Green Grid, Highpoint Natural Drainage LID projects).
-Project operations and maintenance (e.g., optimization of LID site sustainability-soils, vegetation, and configuration).
-Public outreach and education (e.g., LID project acceptance, public LID stewardship, green gardening).
-Source Control (e.g., WQ business inspections, illicit connections/discharges).
-Monitoring (e.g., LID performance for flow, treatment, function, trouble-shooting).

Budget Management experience

-Extensive contract development, implementation, and oversight.
-Program budget development including defense to executive management and elected officials.
-Average annual budget managed- 20 million.

Asset Management

-Utilization of whole life-cycle cost-benefit analysis including environmental, social and economic factors. AM is used to bring objectivity and documentation to investment strategies and decisions.

Performance Management

-Development of customer Levels of Service for water quality and flow management.
-Development of performance indicators to track progress, provide accountability and measure results.
-Reporting of program status to executive management, elected officials, the public, and other program stakeholders.

Policy and Regulations

Policy/Regulatory

-Stormwater code development (i.e., WQ/flow requirements for stormwater management related to new and re-development; numerical performance requirements for site development including roadways).

-Water quality program strategic direction (e.g., city-wide policy development on role of City agencies in the protection/improvement of receiving waters; includes emphasis on LID).

-SW & CSO NPDES permits, TMDLs (i.e., City of Seattle lead for all WQ regulatory programs including implementation, negotiation, and future strategies).

Related Skills

Stakeholder/partnership Relations

-Communication and collaboration with a wide variety of stakeholders including public, elected officials, advocacy groups, businesses, developers, and government agencies.

-Day-to-day working relationships with engineers, planners, landscape architects, economists, field staff, managers, biologists, geotechs, channel geomorphologists, and finance experts.

Work Philosophy and Character

-Able to prioritize work load, schedule, deliverables.

-Excellent communication skills.

-History of successfully developing and implementing work plans, leveraging resources, and obtaining public support.

-Commitment to the environment with a results-oriented philosophy.

-Belief in building a firm program foundation, based on science, feasibility, reasonableness, and stakeholder trust in order to earn credibility.

-Team/management style- equanimous, direct, belief in seeking potential in others to achieve results.

-Known for garnering trust and loyalty among staff and other stakeholders.

-Enthusiastic and motivated about LID techniques and principles and their integration into communities.

Miscellaneous

-Adjunct Faculty with University of Washington Department of Civil and Environmental Engineering.

-Member of City of San Francisco Technical Advisory Committee- emphasis of TAC role is to represent innovative solutions to stormwater management with an emphasis on LID.

-Teaching for graduate-level courses at Humboldt State University and University of Washington related on aquatic ecology, non-point source pollution, and stormwater management.

-Participation in monthly Leadership Forums designed to improve leadership skills and understanding of management issues.

-Completed "Directions" Leadership training- an intensive 4-week course intended to facilitate leadership development, teach tools and techniques, and provide feedback on leadership strengths and weaknesses.

-Multiple conferences and presentations related to Low Impact Development. Topics presented have ranged from technical design issues to community acceptance factors.