

## 2009 Candidate Questionnaire

### SECTION I

#### BASIC CANDIDATE INFORMATION

1. Name as it will appear on the ballot

First Name	Middle Initial or Nickname	Last Name
Joe		Mallahan

2. Office sought (include office, jurisdiction, position/district number):

**Mayor of Seattle**

3. Are you the incumbent?  Yes  No

4. How long have you resided in this district/city?

**I have lived in Seattle for over 9 years.**

5. How long have you resided in King County?

**9 Years**

6. Is the office sought partisan or nonpartisan?  Partisan  Nonpartisan

7. If partisan, please indicate party:

### CAMPAIGN CONTACTS

Campaign Name: **Mallahan For Mayor**  
Address: **P0 Box 9100**  
City/State/Zip: **Seattle, WA 98109**  
Campaign Phone: **206-313-6839**  
Campaign Fax: **206-323-0738**  
Campaign E-mail: [info@joemallahan.com](mailto:info@joemallahan.com)  
Campaign Website: [www.joemallahan.com](http://www.joemallahan.com)

### POLITICAL BACKGROUND

1. Beginning with the most recent position, please list public offices you have held. Include positions on appointive boards or commissions.

Public Office	Elective or Appointive?	Dates Held	Leadership Role (if any)

2. If you ran for public office but were not elected, please list those races below:

Office Title	Year of Run

## SECTION II

In this section, we are seeking responses that reflect the four ratings criteria: involvement, effectiveness, character, and knowledge. These are defined as follows:

- **Involvement:** What has the candidate done previously in family, neighborhood, community, volunteer work, employment or public life to suggest readiness to accomplish challenging objectives? How do these activities demonstrate readiness for the challenges unique to the office sought?
  
  - **Effectiveness:** Has the candidate demonstrated promise of being productive in the office sought? Has the candidate shown the ability to work with other people?
  
  - **Character:** Do the candidate's personal traits show the ability to take on the responsibilities of campaigning for and holding the public office she or he is seeking? Is the candidate a leader, participant or observer? Is the candidate trustworthy, reliable and candid?
  
  - **Knowledge:** Has the candidate demonstrated the willingness and ability to learn and adapt? Does the candidate understand the duties and challenges of the office sought? Does the candidate have a firm grasp of the issues important to his or her constituency and their potential effects?
- 
1. In one page or less, why are you running for this office? (Note: the interview committee will be given a copy of this statement before your interview; at the beginning of your interview you will have the opportunity to expand on this statement in any way you wish.)

I am running for Mayor of Seattle because I believe that Seattle city government is fundamentally broken, and we need a mayor that we can trust.

I was born and raised in the Pacific Northwest, the seventh of nine kids in a working class family. Our parents taught us the value of hard work, integrity and service to others.

I paid my own way through college, earning degrees at The Catholic University of America (BA, American Politics), the University of Washington's Jackson School of International Studies (MA, International Studies), and University of Chicago (MBA, Finance and Accounting).

I have 20 years of private sector experience, including the last 9 at T-Mobile USA in Factoria. I have built a long track record of bringing diverse groups of people together to solve complex problems in large organizations. I'm confident I can do the same as mayor of Seattle.

Our current Mayor has proven repeatedly that he is a bad manager:

- He disbanded the gang unit in 2002, discarding years of gang intelligence, along with relationships with other cities' gang units that helped track regional gang activity. Now youth violence is on the rise. While the Mayor recently reconstituted the gang unit, we are behind the 8 ball with regard to youth crime.
- He mismanaged last winter's snow storm response—or worse yet he didn't even try. He failed to admit mistakes until the media had written a thorough indictment, and even then he didn't change his report card on the event. Despite the Street Maintenance Division reporting that it had swept up 91% of the 12,400 tons of sand laid on streets during the storm within the first 2 weeks. However, an incremental 2,500 tons of sand ended up in the Magnolia sewage plant after the April 16<sup>th</sup> rain storm. That sand alone represents 20% of the sand dumped, not to mention how much ended up in streams, the lakes and the Sound--we can't trust the work to get done, or the data to be accurately reported.
- He tolerates government abuse. He spends hundreds of thousands of taxpayers' dollars studying abuse rather than simply stopping it. A fire department whistle blower gets demoted, and inept streets maintenance manager gets promoted.

I believe that my upbringing, my education, and my track record of successful management make me qualified to be a mayor that we can trust. If you visit my website, [www.joemallahan.com](http://www.joemallahan.com), you will find over 2 dozen testimonials—unedited and un-coached—from people I have worked with who attest to my leadership capabilities, my management style, my commitment to the customer, and my high integrity.

2. Describe your most important personal characteristics or traits as they relate to the office you seek.

I am a superb manager of large organizations. I have held several different leadership roles at T-Mobile USA, including General Manager of Prepaid Wireless, Vice President of Corporate Strategy & Analysis, and Vice President of Operations Strategy. I have lead teams that have created several break-through improvements in customer experience and company profitability. My typical technique is to convene a small group of experts to innovate a solution, then congregate subject matter experts in every company function to further vet and refine the solution, and finally, to make a bold decision and drive execution of the solution across the enterprise. Often in a large organization, decision-making authority is unclear, and the willingness to act is weak. My method for achieving execution is always first, to ensure that all stakeholders know they have been heard; second, articulate the risks and tradeoffs being made in the decision; and third, to raise my hand and say “I will be the leader accountable for the success or failure of the project, and I own the fact that we are proceeding in light of the risks and tradeoffs that we have documented.” People are quick to follow a leader who is open and accountable for decisions made.

I have a warm an open personality, I obtain energy from interacting with people, and I deeply value community. Part of the requirements for being Mayor of Seattle is to reflect the persona of the City and its residents. It is important to be out with the people, expressing optimism and support, and expressing gratitude to individuals and organizations for building strong

communities. I am quite sure I would relish this part of the job, and people would sense my enthusiasm.

I hold myself to the highest standards of personal integrity. Again, the testimonials on my website attest to this fact, and I believe my resume speaks to this as well. You will find my workmates quoted in the media as stating that “Joe always speaks truth to power.” More accurately, I always speak truth to anyone who is listening. I plan to make historical improvements in the efficiency of city government, earn people’s trust, and cause the people of Seattle to believe in a bolder civic vision.

3. Please describe, in sufficient detail, one to three accomplishments or contributions of which you are most proud. These examples should illustrate skills and capabilities you think apply to the office you are seeking. These accomplishments may have occurred at any time in your personal, professional, or public life.

My proudest accomplishment is my family. Although I do not intend to speak about my two children during the campaign, I have been married to the same lovely woman, Carolyn Stocus Mallahan, for the past 23 years. We have raised our family for the past 9 years in Wallingford, where we are active members of the community. We have been leaders for several years at the The Great Wallingford Wurst Fest, a 27-year tradition that is a fundraiser for one of our children’s schools located in Wallingford. We have close relationships with many of our neighbors, and we can’t imagine a better community to raise our family. I think my appreciation for what great neighborhoods and great communities mean to families gives me important insight into my agenda for Seattle.

I’m proud of my entire career at T-Mobile USA. In particular, I am proud to have led the team that created a product that we launched in July 2007 that gave several million low-credit (i.e. low income) customers access to the same rate plans that traditionally have been reserved for high-credit customers. My corporate strategy team ideated the concept and built the business case, and then I and another leader in the marketing department partnered to drive execution of the product. In the course of just 5 months, we caused (i) billing and network systems to be developed, tested and deployed, (ii) customer service and retail training and knowledge base content to be developed and delivered; (iii) marketing and point of sale materials to go to market; and (iv) finance, accounting and taxation policies, procedures and reporting systems to be agreed to and deployed. The product earns several hundred millions of dollars of incremental profit for the company each year. No competitor has yet replicated the product. We have proven that a corporation can have a social conscience and still make profit. I think this particular project is great evidence of my ability to drive innovation, and to

execute a broad vision across a large organization.

I'm proud that I am now fulfilling my life-long goal to enter public service. While still a student at the Catholic University of America in Washington, D.C., I was working as a staff aide to Congressman Al Swift, a representative from the 2<sup>nd</sup> congressional district and native of Bellingham. I told a legislative aide to the congressman that I planned to get a law degree and go into public service. He told me, "Joe there are too many lawyers in government. Go get an MBA and make a name for yourself as a business person. That will make you a more effective Democrat. The Republicans always frame Democrats as bad for business and bad managers of the economy. Go prove them wrong." I followed his advice closely. In fact, I specifically chose University of Chicago for my MBA because of its quantitative rigor and its reputation as a bastion of conservative economic thinking. I have emerged from my work and my education as a sharper progressive thinker, and I am raring to apply my skills at managing the city government of Seattle.

4. Please list or describe current and past activities in the community in which you have acquired skills that relate to the office you seek. Include your role in the activity and the year(s) in which you were involved. Involvement consists of many areas such as family, neighborhood, community, employment, or public life.

Strong communities and community involvement are the first line of defense against crime.

I have been a CYO soccer coach for 4 years, and a substitute soccer referee for the Woodland Park soccer club for 3 years.

I am an active supporter of City Year, both as a fundraiser (Seattle chapter) and as a corporate leader. I have helped lead 5 different day-long events in the past 3 years at which T-Mobile delivered 300 employee volunteers (at each event) to spruce up public schools in Seattle (Asa Mercer, Aki Karuso, Summit Elementary), and Boys & Girls Clubs in Chicago and Miami.

My wife and I are active supporters of Tree House, which offers grants to fill gaps in state funding for foster families. We are major donors, and my wife participates on a program advisory board.

I have supported my wife for several years as a Court Appointed Special Advocate for children in King County Superior Court (she took a break from that role in 2008).

My wife and I have been leaders for several years at the The Great Wallingford Wurst Fest, a 27-year tradition that is a fundraiser for one of our children's schools located in Wallingford. In 2002, I designed 9 kids' carnival games, and recruited a group of carpenters and painters to build those games. For the past seven years, I have staffed one particular game for virtually every hour of the festival and am well known among kids and adults alike as the "Spin Stadium guy." The kids' area has become a focal point of the festival.

All of these projects have demonstrated my skills for motivating people to contribute to the community, and they have sharpened my appreciation for the role that community organizations play on the frontline of public well being and public safety.

5. Please describe the duties of the office you seek. Which are the most important duties and why?

The most important duties of the Mayor of Seattle include:

- Managing basic city services, with an eye towards serving the citizens, not serving the mayor or his department heads.
- Driving efficiencies in the city government budget by conducting open, unbiased review of what programs have the highest return or human impact, and trading off programs that are marginally effective or ineffective.
- Bringing diverse groups of stakeholders together to build a common vision for long-term improvements in Seattle, through renewed neighborhood plans, industrial areas zoning, partnerships with other government entities on transit planning, environmental programs and policies, and human services and public safety strategies, to name a few. Making bold decisions after garnering input, and achieving those decisions by ensuring that stakeholders know they have been heard, and by taking personal accountability upfront for the tradeoffs and risks that any major policy decision entails.