

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
Norman	Zadok	Sigler

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

Seattle Mayor

3. Are you the incumbent? Yes x No

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

6 years

5. How long have you resided in King County?

6 years

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

7. If partisan, please indicate party:

CAMPAIGN CONTACTS

Campaign Name: Sigler for Seattle

Address: 2226 Eastlake Ave., E. #79

City/State/Zip: Seattle, WA 98102

Campaign Phone: 206-724-8498

Campaign Fax: _____

Campaign E-mail: info@siglerforseattle.com

Campaign Website: www.SiglerforSeattle.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)
na			

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

Office Title	Year of Run
na	

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?

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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.)**

Our leadership has not listened to its citizens. Over the last six years and especially during my campaign for mayor, I've met thousands of residents who are unhappy with the current way our city is being run - they want change. They want leadership that listens to the people, is fiscally accountable and transparent, protects our natural environment, and encourages our neighborhoods and businesses to flourish.

As Seattle's mayor, I WILL LISTEN TO YOU. I will create workable partnerships between the city and all areas of our community and region to produce innovative solutions to our most pressing transportation, education, and economic concerns. I know this will work because I have done it. I've shown that I'm a strategic thinker with my campaign ideas and a successful negotiator in the partnerships that I've formed.

Seattle is a great city full of talented and creative people working in the public sector, for non profits, and with for profit organizations. I envision a Seattle where all three areas work in concert with one another to create a quality of life and community unmatched anywhere on the planet.

Seattle's economy has seen better days. My background in corporate financial planning along with a graduate degree in Finance & Accounting from the University of Michigan has helped me to understand that every citizen needs to take control of their economic situation. I will help you by providing resources on starting and growing businesses especially family businesses, helping you increase your financial literacy, and facilitating your access to capital in every neighborhood. Under my leadership, all neighborhoods thrive, especially those where business success has not been realized or has been disrupted by infrastructure improvements. I will also create incentives for businesses to cluster in every part of the city - no community will be excluded or neglected. Isn't it time we have an economy that works for us and not the other way around?

I will partner with other cities, counties and the state to pool healthcare purchasing power for all of our employees to reduce governmental costs and your associated tax burdens. I believe small private businesses and Seattle residents can have affordable healthcare.

Public schools need our help. We have the capacity to innovate our educational system, where our children attain the skills necessary to reach their potential and pursue their dreams. I will bring together Seattle Public Schools with local neighborhoods, nonprofits, and other stakeholders to create quality learning environments that are accessible, fully utilized by the community and safe for children and families. When schools succeed, families win, businesses thrive and neighborhoods prosper.

Along with you, I voted "no" to the tunnel option and to rebuilding the existing viaduct structure. The current government disregarded our vote and a tunnel we cannot afford is scheduled to be built. As mayor, I will ensure that cost overruns are not borne by the citizens of Seattle but by those who advocated for the tunnel, who will use it and whose property values will increase because of it.

I love Seattle, its people, culture, history, natural beauty, and (believe it or not) its weather. I would be honored to have your vote for mayor.

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

My ability to bring groups together for mutual benefit is a trait at which I excel. I guess it started during my childhood when I realized that I was the peacemaker of the family (as most middle children are). I am constantly looking for ways to identify where resources are available and where they are needed. My background includes roles in business development where I set up joint ventures with my company and other organizations to produce increased benefit while decreasing individual costs. At the Blue Cross Blue Shield Association, I created a partnership with the American Association of Family Practitioners, the Illinois Association of Family Practitioners, and the American Geriatric Society that provided physician education courses on elderly issues. All groups benefited from the alliance. At the airlines, I worked to create partnerships with other airlines to share costs and split revenues by jointly operating flights with our networks. Each airline experienced an increase in revenues. Lastly, I am a professional matchmaker who helps people find the right fit for their personal lives.

This partnering ability will serve me well as Seattle's mayor because we need to understand that government cannot solve all of our problems in isolation. We need someone who is able to bridge the public sector, non profit, and for profit pieces of our community for a common good.

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 most significant accomplishment has been my ability to identify where resources are needed and where resources are available and bring the two together. One example was when I served on a Children's Charity Board which donated small amounts to kid specific non-profits with huge funding. At the same time, I served on a board that raised money to provide scholarships to kids while still in 8th grade to help alleviate a worry about funding for college down the road. It was obviously a natural fit between my two non profits. After listening to the Executive Director of the scholarship organization, my Children's Charity Board funded two scholarships.

I also founded an Annual Summer cruise for new-to-Seattle graduate student interns and alumni. This year will be the 6th annual with attendance averaging 250 people. This is an excellent way to newcomers to form strong relationships with Seattle and each other. Corporate/Civic sponsors have included WaMu, Starbucks, RealNetworks, Microsoft, PointB, T-Mobile, Amazon.com, Seattle Symphony, and the Seattle Repertory Theater. Companies love the event as a way to retain great employees to the area.

I was also on the organizing committee of the Puget Sound Connections, and organization designed to help retain executives of color new to the Puget Sound. Other committee members represented diversity efforts from the Seattle Times, WaMu, Safeco, the State of Washington, Group Health, the Seattle Art Museum, ColorsNW, Boeing, Alaska Airlines, and Starbucks.

These are just a few examples of my passion for bringing people together and forming partnerships to leverage resources. This is what I will bring to the role as Seattle's next mayor.

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.**

In addition to being an active volunteer for public radio at KUOW, Sigler is a board member of the Washington & Lee University Alumni Association and former board member of the Seattle Repertory Theatre Crew. As a volunteer on the [Candidate Evaluation Committee](#) for the Municipal League of King County, Sigler gathered public information and evaluated City of Seattle candidates for public office. Sigler also served as community representative to the Local School Council for [Newberry Academy of Math and Sciences](#) located in Lincoln Park in Chicago. I am also a 2005 graduate of the Project LEAD program of the United Way of King County and former organizing committee member of Puget Sound Connections, an organization created to help retain executives of color new to the Northwest. In addition, I founded the MBA Summer Sunset Cruise <http://seattlebsa.com/>, the largest annual event for 17 top business school alumni clubs in the Puget Sound.

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

First and foremost we must deliver services to our citizens in the most efficient, transparent, and fiscally accountable manner. It will also be my responsibility to ensure our citizens are safe and secure and that they enjoy the highest life quality possible. Lastly, we must ensure the future of our region by improving the infrastructure (and creating redundancies) for future generations.

Being transparent and fiscally responsible and accountable are the most important duties because we are charged to collect and spend our citizens' hard earned money. Especially during these tough economic times, it is more important than ever to maintain a balanced budget and reduce the burden of taxes on our people. I believe we can create a new civic order by facilitating community-wide approaches to solving our most pressing issues – transportation, education, and the economy.

NORMAN Z. SIGLER
norman@siglerforseattle.com

BUSINESS DEVELOPMENT/MARKETING

Market Development

- Developed international strategy for Blue Cross Blue Shield Association and its 52 member Plans that included sizing opportunity within several countries, assessing competitive environment, understanding regulatory restraints, identifying potential partners, and creating investment approach. Resulted in a joint marketing agreement with Allianz. Initiated and developed relationship with International Law Firm to assist the Association in negotiations with European and South American healthcare companies. Identified and analyzed a \$200 million Net Present Value medical management alliance with a New England healthcare company. Presented findings to senior management of both companies.
- Performed economic analyses for market entry/exit and fleet optimizing decisions. Developed strategic plan improving elapsed time for international passengers traveling through Boston and Seattle. Valued \$200 million of non-core assets for divestiture including Chicago O'Hare landing slots and a wholesale travel subsidiary.
- Analyzed major California-based healthcare provider in areas of Sales and Marketing and physician information reporting. Results used to develop a marketing strategy for a Blue Plan in the western U.S.

HUMAN RESOURCES

Recruiting

Several years experience with all stages of the recruiting process including: working with hiring managers to identify staffing needs and descriptions of open positions; backgrounding interviews with team; marketing position to targeted candidate list; phone screening potential candidates; sourcing candidates; interviewing top applicants; bi weekly communications with hiring managers; daily communications/updates with superiors; selecting the final candidate slate; creating interview schedules; arranging travel plans; reference checks; and offer negotiation. Positions I've recruited for include CEO, CFO, CIO, VP of Marketing, VP of Sales, Head of the Department of Neighborhoods, Regional Director of Marketing and Communications, Director of Creative Services and Marketing, High Net Worth Sales, Sr. Marketing Manager, Sr. IT Auditor, and Sr. Auditor averaging a salary of \$125K for Seattle-area companies. Total yearly revenue was \$125,000.

Employee Benefits

Analyzed cost savings of \$30M for a flexible healthcare plan for management employees at Northwest Airlines.

FINANCE & ACCOUNTING

Financial Analyses/Alliance Development

- Analyzed financial issues related to Continental's seven alliance partners - including appropriating shared revenue, examining financial viability of partners, and budgeting capital to each relationship. Discovered additional \$1 million due Continental during audit of previous alliance payments. Presented Continental's financial and operational results to the CEOs of South American airlines LanChile and Ladeco.
- Developed revenue forecasts for Newark Airport Strategic Business Unit. Analyzed competitor hub flying. Led team of Bain & Co. consultants in preparing a business plan for the markets between New York City and Florida. Plan included identifying best-demonstrated-cost-practices among competition, reallocating aircraft, and restructuring fares (gap between high and low fares was too great). Year-over-year Income statement for the routes improved by more than \$60 million. Presented this and other analyses to senior management including analyses of new aircraft configuration, wide-body grounding, and international fleet planning.
- Valued \$35 million NPV in savings from Northwest's flexible healthcare spending for management employees. Modeled contract labor costs and participated on negotiations team with Northwest's union. Developed analysis of the impact of labor deals at United and TWA. Priced out voting shares for the \$886 million Employee Stock Ownership Plan. Presented findings and recommendations to the Executive Management Team.

Financial Reporting

- Negotiated \$120 million worth of savings on long-term supply-chain maintenance contracts with 5 vendors. Prepared and controlled \$240 million budget for maintenance at Alaska. Negotiated short-term engine leases and other maintenance contract extensions. Managed entire monthly reporting process at Continental. Managed \$55M engine repair budget; negotiated 10-year Maintenance Cost Per Hour agreement resulting in savings of \$33M on several engine repair contracts with GE, Air New Zealand, and Pacific Gas and Turbine; Directed the \$255M budget development process for the Maintenance & Engineering division. Received the Alaska Airlines teamwork award two years in a row (only employee to do so).

COMPANIES

Co. Name	Dates	Title	Type of Business	Location
Norman Sigler	2007 – Present	Managing Director	Executive Search firm	Seattle
Date Life Coaches	2007 – Present	Partner	Matchmaking firm	Seattle
Waldron & Company	2006 – 2007	Consultant	Executive Search firm	Seattle
Alaska Airlines	2003 – 2005	Manager, Maintenance Finance & Contracts	Airline	Seattle
Epiphany, LLC	1999 – 2002	Founder	Executive Search firm	Chicago/Charlotte
Blue Cross Blue Shield Association	1997 – 1999	Consultant	Healthcare	Chicago
Pinnacle Copy Service, LLC	1996 – 1997	CFO	Legal Document Reproduction (sold to IKON)	Chicago
Continental Airlines	1994 – 1996	Project Manager	Airline	Houston
Northwest Airlines	1992 – 1994	Sr. Financial Analyst	Airline	St. Paul, Minn.
Ford Motor Company	1991	Finance Intern	Automotive	Dearborn, MI
BCM Engineers, Inc.	1989 - 1990	Scientist	Environmental Consulting Firm	Mobile, AL
Trosch, Inc.	1988 – 1989	Financial Analyst	Sundry stores	Charlotte

EDUCATION

The Stephen M. Ross School of Business (www.bus.umich.edu)

Ann Arbor

The University of Michigan

MBA, Finance and Accounting, 1990 - 1992

Washington & Lee University (www.wlu.edu)

Lexington, Virginia

BS, Natural Sciences and Mathematics, 1984 - 1988 *Dean's List Honors*

Harvard Negotiating Roundtable

Skills in Negotiation workshop, 1998

AWARDS & PERSONAL

- Alaska Airlines 2003 Teamwork Award
- Alaska Airlines 2004 Teamwork Award (only employee to receive award two years in a row)
- Alaska Airlines Supply Chain Management Outstanding Effort Award, 2004
- Board Member, Washington and Lee University Alumni Association, 2007 – 2011 term
- National Black MBA Association, Seattle Chapter organizing Committee 2008
- Past President of Puget Sound Chapter of Washington and Lee University Alumni Association, '03 – '07
- Project LEAD graduate from the United Way of King County Board Development Program, Spring '05
- Board Member, Seattle Repertory Theatre Crew (under 40 subscriber group), 2004 – 2008
- Member of Candidate Evaluation Committee ('04 Seattle races), Municipal League of King County
- Past President, University of Michigan Business School Club of Chicago, 1999 – 2002 term
- Elected to Local School Council of Chicago Public School: Newberry Academy for Math & Sciences
- Past Board member of Chicago Children's Charities 1999 – 2002
- Past Board member of the Auxiliary Board of Northwestern Memorial Hospital 1999 - 2001
- Volunteer for National Public Radio stations, KUOW (Seattle), WBEZ (Chicago) and WFAE (Charlotte)