

# DRAFT

## CITY OF SHORELINE

### SHORELINE CITY COUNCIL SUMMARY MINUTES OF SPECIAL MEETING

Saturday, December 20, 2003  
9:00 a.m.

Shoreline Conference Center  
Board Room

PRESENT: Mayor Jepsen, Deputy Mayor Grossman, Councilmembers Gustafson, Hansen and Ransom

ABSENT: Councilmember Chang

1. CALL TO ORDER

The meeting was called to order at 9:00 a.m. by Mayor Jepsen, who presided.

2. FLAG SALUTE/ROLL CALL

Mayor Jepsen led the flag salute. Upon roll call by the City Clerk, all Councilmembers were present with the exception of Councilmember Chang. Mayor Jepsen stated that he had spoken with Councilmember Chang, who had reaffirmed that he would not participate in today's Councilmember selection process.

**Councilmember Ransom moved to excuse Councilmember Chang. Councilmember Hansen seconded the motion, which failed 2-3, with Mayor Jepsen, Deputy Mayor Grossman and Councilmember Gustafson dissenting.**

RECESS

After Mayor Jepsen reviewed the schedule for today's interviews, he recessed the meeting at 9:10 a.m.

At 9:15 a.m. the meeting reconvened. Interviews of the selected Council candidates were scheduled for 40 minutes each. Interviews proceeded in the following order:

1. Michael Pollowitz
2. Bonnie Mackey
3. Larry Blake
4. Paul Grace
5. Connie King
6. Dom Amor

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Each applicant provided an opening statement. Then each Councilmember asked the following questions, although the order changed from one applicant to the next:

**Councilmember Hansen:**

What are the two primary forms of city government provided for in state law?  
What is the primary duty of a city councilmember?

**Councilmember Ransom:**

Cities across the state are dealing with tighter budgets. How could the City of Shoreline save money or generate additional revenue?  
What experience do you have in budgeting and management controls?

**Mayor Jepsen:**

What City services are you most interested in and what is your vision of those services in the next five years?  
If appointed to the position, how would you keep the City moving in a positive and productive direction?

**Deputy Mayor Grossman:**

Housing needs are changing in the City of Shoreline. How would you reconcile Growth Management targets for increased density versus the community value of preserving the neighborhood character of our community?

**Councilmember Gustafson:**

What is your vision for the City of Shoreline in ten to fifteen years, and what changes will need to be made to make it a better place to live and work?  
What qualifications do you bring that set you apart from other candidates?

**Follow-up questions:**

Councilmember Hansen: What is the difference between a representative democracy and a true democracy, and which is Shoreline's form of government?

Councilmember Gustafson: Will you run for this position in 2006?

Councilmember Ransom: Does the City have a budget crisis? Why or why not? How would you evaluate the Council's communication with the public and could it be improved?

Michael Pollowitz made opening remarks and responded to interview questions. He provided background on his family and professional experience and explained his role as executive director of Parkview Services, a King County-based non-profit organization supporting people with developmental disabilities. He noted that he is not aligned with any current Councilmembers nor is he affiliated with any recognized community groups. Therefore, he approaches the Council position from a position of neutrality. He felt he could work compassionately and effectively on all issues before the Council and the City.

While he was not aware of the two forms of city government, he felt the primary duties of a Councilperson are to represent the interests of Shoreline residents, honor participatory

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democracy, and cherish diversity. He felt that Shoreline's government is a representative democracy, although it can be difficult for voters to determine whether candidates, in fact, represent the interests of the people. He felt that representative government works best because of the limited time and obligations people have. He said Councilmembers should not feel obligated to vote a particular way simply because someone makes a suggestion or recommendation.

Responding to Councilmember Ransom, Mr. Pollowitz said that he approaches budgeting from a "zero-sum" perspective in that every tax dollar must be justified. He described his budget experience in a large organization and emphasized the importance of getting value for the money and evaluating one's effectiveness. He recognized the range of both fixed and variable expenses that large organizations have. He said responsible budgeting involves due diligence by Council and staff to try to balance the City's needs with value. He said good staff and good information should be relied upon to create responsible budgets.

Responding to Mayor Jepsen, he said his interests include finding ways to bring a sense of collaboration and consensus back to the City. He felt the Council may be spending more time addressing breakdowns in communication than on more important issues. He noted that some citizens feel their input is not valued. He stressed the importance of keeping one's perspective and maintaining a good sense of humor.

He discussed the demographic changes in the City and the need to explore housing alternatives based upon reliable and accurate information. He emphasized the importance of leveraging state and federal funds through partnerships, as well as creating incentives for developers while simultaneously bringing value to the community.

His long-term vision for Shoreline included completion of projects such as the Aurora Corridor and City Hall. He felt the City should be a business-friendly "destination" that is safe, livable, and gives residents pride in their community.

He said his experience working with the developmentally disabled population gives him a unique perspective since it involves empowerment of a disenfranchised group. He felt he could make a positive contribution to the Council, despite his tremendous learning curve. He was not sure whether he would run for office in 2006 if appointed.

He felt the Council could improve its efforts to communicate with the public, noting that Council has the responsibility to ensure an effective process. Characterizing current communication as "one-way dialogue," he suggested that a more dynamic and interactive process be adopted.

Noting his limited knowledge of the City's budget, he felt he could not comment on whether the City is in a budget crisis.

Mr. Pollowitz stated that although his limited knowledge of City issues puts him at a disadvantage, his strong points compensate for any deficiencies. He concluded by

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relating a personal anecdote to illustrate the fact that there are many dedicated people in Shoreline who are willing put their energies into making Shoreline a better place to live.

## RECESS

At 9:50 a.m. Mayor Jepsen declared a recess. At 10:00 a.m. Bonnie Mackey was interviewed.

Ms. Mackey provided opening comments regarding her background, education, and expertise in various areas. She emphasized her experience as a business owner/operator and her skills in budgeting and business management. She said her home and family are her most important priorities. She described herself as one who can listen to all sides, set priorities, and make decisions. She expressed her deep concern for the people of the community and for Shoreline's future.

Responding to Councilmember Ransom, she noted that cities have an important responsibility to set budget priorities because resources are limited. She felt that homeowners alone cannot support all that is needed in the community. Therefore, economic development is essential to increasing the City's revenue base. She felt that attracting new businesses to Shoreline will help generate the revenues that will help improve the overall quality of life for Shoreline residents. She said her experience in family and business budgets has taught her what it takes to be prosperous and successful.

Responding to Mayor Jepsen, she said she is most interested in essential City services such as police, fire protection, and infrastructure. She said in the next five years she would like to see the Aurora Corridor project partially completed. She said the Council can move in a positive and productive direction by getting out into the community to ascertain needs. She felt the Council does a good job in communicating with the public with the many tools at its disposal.

Responding to Deputy Mayor Grossman, she agreed that there needs to be more housing alternatives due to changing demographics. She emphasized the importance of providing essential services to an increasingly diverse population. She expressed hope that changes can be made to attract young families and maintain enrollment in Shoreline schools.

Responding to Councilmember Gustafson, she hoped that the Aurora Corridor project and the Interurban Trail project will be completed in the next 10-15 years. She said creating a "hub" or city center along the corridor would enhance Shoreline and create a "sense of place." She hoped that more business opportunities and spaces would be available in the future. She said her in-depth knowledge of City issues, business expertise, vision, and strong network set her apart as a qualified candidate.

Responding to Councilmember Hansen, she explained that Shoreline has a Council-Manager form of government, in which the Council is responsible to the citizens, and the Manager is responsible to Council. She said the Council relies on the Manager and City staff for advice and expertise, but that Council has the decision-making authority. She

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said a councilperson's primary duties include approving a budget, setting priorities, and working with the City Manager and the public. She characterized the Shoreline as a representative democracy. She said Council's role is to represent all Shoreline citizens and not just do what a few people ask.

Responding to Councilmember Gustafson, she said she would run for office in 2006 if appointed. She said she understands the commitment in time and energy and she would be willing to serve the community for the long term.

Responding to Councilmember Ransom, she felt that Council is doing a good job in communicating with the public. She explained that many communication modes are available, including e-mail, the City website, the Government Access Channel, publications, letters, and telephone. She said the Council could consider working in smaller groups and even one-on-one at times in order to prevent misinformation. She also suggested that the City could do a better job with education. Responding to Councilmember Ransom's second question, she did not feel the City has a budget crisis since it does have adequate funds and reserves. She felt that Shoreline is in excellent financial condition for having incorporated so recently.

Ms. Mackey provided closing remarks, noting that government's primary purpose is to provide services that citizens cannot provide themselves, such as public safety (police, fire) and infrastructure. She reiterated her own business experience and expressed her desire to enhance the City through economic development. She said developers are just waiting for something to happen in Shoreline that will encourage them to act. She said the Aurora Corridor and other endeavors can help provide that encouragement. She concluded by saying that she can help provide the leadership necessary to make things happen and to make Shoreline a better place to live, work, and play.

## RECESS

At 10:35 a.m. Mayor Jepsen declared a recess. At 10:45 a.m. Larry Blake was interviewed.

Mr. Blake noted that as a long-time resident of Shoreline, he has been actively involved in community work, including the Parks, Recreation and Cultural Services Board, Bond Advisory Committee, and as a volunteer for athletic sports. He said he applied for the vacant position because of his commitment to the community and his desire to give something back.

Responding to Mayor Jepsen, Mr. Blake said he is interested in upgrading Shoreline parks and ball fields. He added that Shoreline must build resources and revenues through logical and correct development, such as the North City project, Aurora Corridor project, and the Interurban Trail. He said all these projects will help make the City more livable and increase taxes for the City and revenues for Aurora businesses. He said he would keep the City moving in positive direction by moving forward and not going back to readdress issues already settled by the Council.

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Responding to Deputy Mayor Grossman, he said although lots sizes have been reduced by half as a result of the Growth Management Act, he generally agrees with the policy. He suggested rezoning Aurora Avenue for more density to allow for apartment development without impacting adjacent neighborhoods. He noted that current zoning laws will not prevent growth in neighborhoods. On another topic, he said his decision-making process on challenging issues includes 1) discussing the issues; 2) coming to a conclusion; 3) voting; and 4) accepting the result and moving on.

Responding to Councilmember Gustafson, Mr. Blake said that in ten years he would like to see the Interurban Trail and the North City project completed, Aurora Avenue upgraded, and commercial development on the empty lots along Aurora Avenue. He also hoped to see upgraded parks, playgrounds and ball fields. He said hard work, business experience, and the ability to work with the conflicting needs of different groups set him apart from other candidates.

Responding to Councilmember Hansen, he differentiated between a Mayor-Council and a Council-Manager (Shoreline) form of city government. He said the Council-Manager form has part-time Councilmembers who direct staff to find solutions that fit the City's needs. He described the primary duties of a Councilmember as: 1) becoming aware of the issues; 2) interacting with community members and getting a sense of what they want; 3) combining community sentiment with one's own background and opinion; and 4) voting based on input given by staff, the community, and other Councilmembers. He viewed City staff as people who are there to provide assistance and information to the Council. He discussed the difference between representative democracy and true democracy and noted that Shoreline has a representative democracy.

Responding to Councilmember Ransom, he said that the City could generate more revenue through partnerships (grants/matching funds) and economic growth. He described the workings of his own small business, admitting that he has never worked on large budgets or in a large bureaucracy. He described the various modes of communication with the Council and felt he has always been able to easily contact Councilmembers on any issue. He did not believe the City has budget crisis due to its balanced budget and reserve fund.

Responding to Councilmember Gustafson, he said he would run for election in 2006 only if he feels he has something more to give. He said it would be clear whether the voters were happy with his performance. He said the question of running for office in 2006 is very open.

## RECESS

At 11:05 a.m. Mayor Jepsen declared a recess. At 11:30 a.m. Paul Grace was interviewed.

Mr. Grace stated that he believes he shares the Council's vision for Shoreline. He said he moved to Shoreline 17 years ago primarily because of the excellent schools and residential character of the community. He said his interests include preserving the character of neighborhoods, finding ways to reduce the tax burden on residential property owners, and increasing economic activity and financial stability in order to provide the best services and facilities for citizens. He said his business leadership and experience in dispute resolution and consensus-building can help the City achieve its goals and move forward. He said his expertise in managing assets, budgets, and large numbers of staff can also benefit the Council. He said his commitment in working for a public agency not only relates to financial considerations but also to customer service. He felt it important that the City provide excellent customer service to the electorate and taxpayers.

Responding to Deputy Mayor Grossman, he said the City should look for opportunities to developing multi-family housing without interfering with the residential character of single family neighborhoods. He felt that several areas of underutilized property along the Aurora Corridor and elsewhere could be developed for this purpose. He said the City should work with developers to find solutions that will address the needs of an increasingly diverse population.

Responding to Councilmember Gustafson, he said he would like to see a well-developed Aurora Corridor and vibrant commercial district in the next ten years. He felt the corridor should be designed to attract more businesses and more consumers. He felt that new facilities should include features that accommodate the changing population. He said the future Shoreline should be recognized as a city with excellent schools and services, as well as an excellent place to live. He said his professional, managerial, and school board experience can help the City achieve consensus in the decision-making process. He said his ability to work with everyone on the Council towards decisions that represent the best interest of Shoreline set him apart from others.

Responding to Councilmember Hansen, he explained the difference between the Council-Manager and Mayor-Council forms of government, noting that the City Manager and professional staff takes direction from the Council and is responsible for the day-to-day operations of the City. He felt the primary duty of a Councilperson is to develop policies and make decisions that benefit the City. He characterized Shoreline as a representative democracy wherein Councilmembers are elected by the citizens.

Responding to Councilmember Ransom, he said that a comprehensive, long-term plan for economic development is the only way to have increased financial stability. He described his experience in developing annual budgets and labor contracts for the Port of Seattle. He said he manages budgets on a day-to-day basis with his team of supervisors and foremen. He noted that his philosophy is to spend wisely and efficiently.

Responding to Mayor Jepsen, he said his main interests include infrastructure, needs based on demographic changes, and parks/recreational resources. He said he would keep the City moving in a positive direction by getting to know other Councilmembers' values, reaching consensus, and building relationships within the Council. He felt that the

Council's process for getting community input should be continually emphasized. He felt that moving forward comes from Council unity around decisions and then effectively expressing that unity to the community.

Responding to Councilmember Ransom, he cited the City's balanced budget and savings account as evidence that the City does not currently have a budget crisis. He felt the Council properly scrutinizes the financial condition of the City regularly. He also felt that the City's communication efforts have been successful, describing them as timely and informative. He noted that the process allows many opportunities for the public to provide input, although it should be adaptive to the situation (some issues are broad while others have a more narrow focus).

Responding to Councilmember Gustafson, he said he is not definite whether he would run for election in 2006.

Mr. Grace closed his remarks by reiterating that he shares Council's vision for the City and could work effectively with the entire Council. He restated his management experience in the public sector as well as his experience as an elected official. He stressed his respect for professional staff, his collaborative work style, and the input-driven decision-making process.

#### RECESS

At 12:04 p.m. Mayor Jepsen declared a recess. At 12:45 p.m. Connie King was interviewed.

Ms. King said she applied for the position to give the Council an alternative in case there were too few applications received. She said she was delighted to see that so many qualified people are willing to assume leadership. She said although she has not followed the City's business in detail, the policy issues have changed little since she served on the City Council.

Responding to Councilmember Gustafson, she said she would like to see more development projects in the next ten years, including the Aurora Corridor, City Hall, and at Aurora Square. She said her vision for Shoreline includes a stronger human services element. She explained that her history with the City sets her apart from others.

Responding to Councilmember Hansen, she differentiated between the Mayor-Council and Council-Manager forms of city government, noting that Shoreline chose the latter in order to have an inclusive, supportive Council. She said the primary duty of a councilmember is to make policy. She characterized Shoreline as a representative democracy because people elect their representatives.

Responding to Councilmember Ransom, she noted that Shoreline is already saving money in an impressive way when other cities have either over-budgeted or not planned for a slowdown in business. She said Shoreline's good financial condition can be



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improved by attracting additional businesses to the City. She explained her past budget experience with the City and as a member of the METRO Council. She explained her preference to allow the City Manager to handle management control.

Responding to Mayor Jepsen, she said her interests include human services and transportation. She explained that Shoreline is at a disadvantage in the area of bus service compared with other cities. She said she would keep the City moving in positive direction through discipline and adherence to the City's established goals.

Responding to Deputy Mayor Grossman, she discussed housing costs and the need for alternative housing in the future, particularly for the growing aged population. She discussed the possibility of exploring low-income housing options as well as building multi-story buildings. She said some people objected to multi-story buildings when she first ran for City Council, but people now recognize it as a viable solution to limited space.

Responding to Councilmember Ransom, she felt the City does not have a budget crisis and the Council does not have a communication problem. She listed the many communication methods that people can use to contact their representatives.

Responding to Councilmember Gustafson, she said her intent today is not to run for election in 2006, although that could change.

She closed by commenting favorably on the pool of qualified applicants.

## RECESS

At 1:10 p.m. Mayor Jepsen declared a recess. At 1:30 p.m. Dom Amor was interviewed.

Mr. Amor provided background on his personal and family life and details on his experience in business development, marketing, and government relations. He said part of his job entails finding opportunities for businesses to save money and improve operations. He said one of the primary reasons he moved to Shoreline is because of its family-friendly living environment. He said he shares a concern and vision for what the City should be – a community of citizens dedicated to the common benefit through stable growth, economic development, sound education, and social/political involvement.

Responding to Councilmember Hansen, he said that Shoreline's City Council structure provides more opportunities for teamwork and collaboration than in a Mayor-Council structure, which tends to be less productive. He said the duty of a councilperson is to represent the citizens and businesses and oversee responsibilities of the budget. He said the Council should work closely with City staff, which is a major source of information and which carries out Council direction. He characterized Shoreline as a representative democracy in which the people's will is expressed through an elected representative. He said an absolute democracy is one in which the people, not representatives, run the government.

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Responding to Councilmember Ransom, he said the best way to generate more revenue is to attract outside dollars by establishing sound economic growth and enhancing existing infrastructure. He said revenues will grow in Shoreline by enhancing transportation systems, business corridors, and the school district. He said although his budget experience is limited, some of his strongest qualifications include management, communication, and leadership ability.

Responding to Mayor Jepsen, he said his short-term interests include management of open spaces and development of recreational facilities. He also emphasized the importance of maintaining a correlation between government and education. He said he could keep the City moving in a positive direction by providing leadership and maintaining communication among citizens. He suggested that the City should hold more open forums and establish a more intimate relationship with groups, neighborhoods, and businesses.

Responding to Deputy Mayor Grossman, he said the Growth Management Act is one of the most important considerations Shoreline is facing. He said he would scrutinize how open spaces and housing is developed in the City.

Responding to Councilmember Gustafson, he said he views Shoreline much the same way he views the enhancement of his own property. He explained that he wants to ensure the City has value and is structurally sound and aesthetically pleasing. He said the correct direction to take is a matter of enhancing the structural, economic, and moral values of the City. He said while he does not personally know the other candidates, his best quality is his ability to bring people together through effective communication and leadership.

Responding to Councilmember Ransom, he said while he agrees with the three-minute rule for speakers at Council meetings, the public comment period could be extended to allow more people to speak. That said, he felt the Council's rules of procedure are adequate. He said while he has not looked at the City budget in detail, he did not feel the City is in a budget crisis.

Responding to Councilmember Gustafson, he said the decision to run for election in 2006 would be weighed against several factors, including success in office, the best interests of Shoreline, and his situation at the time of the decision.

Mr. Amor thanked the Council for the opportunity to interview and considering him for the position.

## RECESS

At 1:45 p.m. Mayor Jepsen recessed the meeting until 2:00 p.m.

## 4. EXECUTIVE SESSION

Mayor Jepsen asked Special Counsel and Interim City Attorney Steven diJulio to outline what the Council can discuss in executive session. Mr. diJulio described the Open Public Meetings Act and said that section 42.30.110(h) allows the Council to evaluate the qualifications of candidates for elective office in executive session but that no votes or straw polls can be taken and the final action must occur in open session. After brief discussion, Council decided to recess into executive session.

**Councilmember Gustafson moved to recess into executive session for 30 minutes to evaluate the qualifications of candidates for appointment to elective office under RCW 42.30.110(h). Councilmember Hansen seconded the motion, which carried 5-0.**

At 2:10 p.m. Mayor Jepsen stated the Council would recess into executive session for 30 minutes to evaluate the qualifications for candidates for elective office.

At 2:40 p.m. the executive session concluded and the special meeting reconvened.

Mr. diJulio explained that the appointment process would involve calling for nominations supported by a second. Then there would be a roll call vote on each candidate.

**Councilmember Hansen nominated Larry Blake. Councilmember Ransom seconded the motion.**

**Councilmember Gustafson nominated Paul Grace. Councilmember Hansen seconded the motion.**

**Deputy Mayor Grossman nominated Dom Amor. Councilmember Hansen seconded the motion.**

**Upon motion by Councilmember Hansen, seconded by Councilmember Gustafson and unanimously carried, the nominations were closed.**

Councilmembers commented on the field of qualified candidates and the difficulty of choosing just one. The Council agreed that all six finalists were well-qualified.

Councilmember Hansen said his first choice for the position is Larry Blake. Councilmember Ransom concurred, noting Mr. Blake's years of community service. He noted that Paul Grace was his second choice.

Councilmember Gustafson said his first choice is Mr. Grace, noting his experience in dispute resolution. He indicated that Ms. Mackey was his second choice.

Deputy Mayor Grossman said Mr. Amor was his first choice because of the fresh perspective he could bring to the Council.

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Mayor Jepsen ranked candidates by his order of preference: 1) Paul Grace; 2) Bonnie Mackey; and 3) Dom Amor.

**The City Clerk made a roll call vote. The results were:**

**Larry Blake 2 votes (Hansen and Ransom)**

**Paul Grace 2 votes (Gustafson and Jepsen)**

**Dom Amor 1 vote (Grossman)**

**The City Clerk did a second roll call vote. The results were:**

**Larry Blake 2 votes (Hansen and Ransom)**

**Paul Grace 3 votes (Grossman, Gustafson and Jepsen)**

**Councilmember Hansen moved to declare Paul Grace unanimously selected to fill the unexpired term of Councilmember Linda Montgomery (Position #3).**

**Councilmember Gustafson seconded the motion, which carried unanimously 5-0.**

5. ADJOURNMENT

At 2:53 p.m., Mayor Jepsen declared the meeting adjourned.

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Sharon Mattioli, City Clerk