

TUMWATER CITY COUNCIL CANDIDATES INTERVIEW

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CONVENE: 9:13 a.m.

PRESENT: Mayor Pro Tem Pete Kmet, Councilmembers Ed Stanley, Bruce Zeller, Judith Hoefling, Neil McClanahan, and Joan Cathey.

Excused absence: Mayor Ralph Osgood and Councilmember Ed Hildreth.

STAFF: Acting City Administrator Eric Trimble and Recording Secretary Valerie Gow.

OTHERS: Councilmember-elect Betsy Murphy; Heber Kennedy, Port of Olympia; Walt Jorgensen, Citizen; Dwaine Hoffer; Citizen, Judy Bardin, Citizen; and Nancy Partlow, Citizen.

INTRODUCTION & REVIEW OF INTERVIEW PROCESS:

Mayor Pro Tem Kmet described the interview process and schedule for the four applicants, Marcus Glasper, Jessica Moore, Tom Oliva, and Debbie Sullivan, for Council Position No. 2. The Council has the option of adjourning to an executive session to discuss candidate qualifications. Any notes taken by the Council are part of the public record. The applicants received a copy of the interview questions prior to the meeting.

At the conclusion of the interview, each applicant was thanked for taking the time to apply and participate in the interview. Formal appointment to the Council will occur on January 5, 2010 during the Council's meeting.

Each applicant was asked the following questions in the following order.

- 1. Please detail the education and experience that best qualifies you to fill this position on the Tumwater City Council. We are particularly interested in any involvement that you have had with service on local committees, boards or commissions in this or other communities.*
- 2. Please describe your vision of the Tumwater community for the next decade. At a minimum, please include comments on quality of life, economic vitality, and community safety.*
- 3. Tumwater has experienced considerable growth and development in the last several years. How do you feel about this development activity? What do you think the City should do to promote/limit additional growth and development in the future?*
- 4. What do you think the City can do to promote and preserve its heritage as Washington's first community?*
- 5. The three cities and County that make up the Capitol area have numerous committees and contractual relationships to coordinate services. What role do you envision as a Councilmember in fostering these relationships?*
- 6. A local newspaper informs you they are doing a series of articles on "waste" in government citing, among other things, the amount of money Tumwater is spending on employee training and publications. The reporter asks for your reaction to this information. How would you respond to the reporter?*

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7. *If I were to telephone your best friend, how would he or she describe the type of person you are? Your worst enemy?*
8. *The goals of increased density and transportation alternatives under the Growth Management Act often conflict with exiting residents' expectations on how development should occur (e.g. preserving trees, large lot single family home development, dead end streets). As a Tumwater Councilmember, what strategies do you think the City should employ to address these conflicting goals and expectations?*
9. *Tumwater currently has a large backlog of projects that could benefit from the current competitive bid environment. Like most jurisdictions, we don't have reserves to pay for these projects. The Planning Commission, in review of the Capital Facilities Plan, proposes the City borrow funds to accelerate construction of several of these projects. How would you respond to this recommendation?*
10. *Tumwater's Comprehensive Plan designates an area of the City as a future neighborhood commercial area. A developer that specializes in single family residential development submits a request to change this designation and zoning to single family low density residential. What factors would you consider in deciding whether or not to approve of this request?*
11. *This Council position requires attendance at two lengthy evening Council meetings each month, at one or two Council subcommittee meetings (usually in the daytime), and at one or two intergovernmental meetings at which you would represent the City. What is your availability for honoring this kind of demanding time commitment?*
12. *Is there anything you would like to add for the Council's benefit?*

INTERVIEWS:

Marcus Glasper

1. Mr. Glasper reported he has a Bachelor of Science degree in Mechanical Engineering and a Bachelor degree in Engineering Management from the Washington State University. Both of those educational qualifications have given him the ability to understand technical issues. Over the past 16 years his entire career has been in public service working at both the federal and state level. He worked for the federal government for over 10 years prior to moving to state government. Working for the federal government provided a variety of experiences both domestically and internationally. Mr. Glasper said when he was working for the federal government he lived in the Tri-Cities area and was always involved in his community. His community involvement started in high school and college, when he entered college as a freshman and ran for freshman class president and won. That afforded him with the opportunity to be involved in quite a few community service activities, as well as organizing them. When he moved to the Tri-Cities after college, he was on the Columbia Basin Minority Economic Development Association as a member of the Board of Directors, which provided an opportunity to be concerned and involved with minority businesses, such as promoting them and helping to sustain the businesses within the community. He was the liaison with his company as the "loaned executive" with the United Way and served in that capacity for several years. He also was a graduate of Leadership Tri-Cities, a community leadership program similar to Leadership Thurston County. That provided a broader perspective about

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all the issues involving social and economical issues organizations are facing within the community. He had the opportunity to move to the greater Olympia/Tumwater/Lacey area when he began working for the state six years ago. He became integrated into the City for several years and wanted to become involved in the community. For the last several years, he's been a member of the Tumwater Planning Commission and has also served on the Tumwater Economic Development Advisory Committee for the last two years. He also serves as a volunteer mediator with the Thurston County Dispute Resolution Center. The combination of these experiences has clearly shown that he is committed to his community and the community's growth.

Councilmember Cathey asked whether Mr. Glasper obtained both of his degrees from Washington State. Mr. Glasper said he is originally from Louisiana and attended college and obtained an undergraduate degree from Southern University in Baton Rouge.

2. Mr. Glasper said one of the good things is that the City has a great draft Strategic Plan. Consistent with the strategic plan, the City of Tumwater is poised to be a vibrant and dynamic City. But, there are several things he envisions for the City. He envisions a walkable and sustainable community, but one that has diversity of opportunity as well as diversity of activity. When he comes home in the evening and chooses a restaurant he would like to choose one in the City of Tumwater. Tumwater is on the right path but there clearly is much more that can be done. He envisions a City that capitalizes on its rich cultural resources. The City has a lot to offer from a resource standpoint to promote development in the City. But, he also envisions a City where the Strategic Plan and the Economic Development Plan comes to fruition and the fruits of the labor involved in the development of those comes to life. Lastly, he envisions a City where citizens are highly engaged in shaping the City that residents want.
3. Mr. Glasper said it's an interesting question and one he had to read several times because it really just talks about growth and development and he's unsure if the word "strategically" is left off. He is a proponent of smart and managed development. Tumwater has experienced a lot of growth and development over the last several years, particularly with state office buildings. He is a state office worker who is in one of those buildings. But, he's not necessarily convinced that all that development has been economically advantageous or beneficial to the City. He said he thinks it's been good and certainly enhanced the City's diversity. He said his involvement where he has invested his time and has a lot of ownership in is the Economic Development Plan that has kind of opened some additional rights about the City's financial future. He wants to ensure there is smart and managed development. He is a self-proponent of sustainability and has been over the last 10 years or so. He wants to make sure that development brings diversity to the City's profile as well as in community activities. It's important to focus on the right kind of development that will help the City achieve Strategic Plan goals. There are some ideas that will help with this smart and managed development. There is an opportunity to explore piloting certain areas of the City to shape, such as placemaking for example. In that way it's controlled and there is an opportunity to see what can happen from incentives that the City might offer and how it can actually do those things. There is also a balance between protecting the City's resources, so that is one opportunity for the City to explore. Another opportunity that should be targeted is educational outfits, such as post secondary learning, such as Chapman and ITT - those kinds of outfits that bring economic talent also to the area. A lot of times those outfits tend to have folks who remain in the City and the City receives the double benefit of academics at the same time.

Mayor Pro Tem Kmet referred to Mr. Glasper's references to sustainability and said that many types of retail is big box retail that attracts much traffic, which is of course incidental to the concept of sustainability.

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He asked Mr. Glasper how he sees that fitting together. Mr. Glasper said his involvement has been on sustainability in terms of LEED certified. The City can replicate some things that the state is doing in terms of providing incentives for LEED certified buildings and LEED goals. Those kinds of things promote sustainable materials in the construction of those buildings. That is where his emphasis is. He believes the City could receive points for using local materials in its efforts. That only enhances the community in its sustainability efforts. That is where he sees some focus on sustainability.

4. Mr. Glasper said he thinks that the City should ensure integration of course in the Strategic Plan and the Economic Development Plan. The City's heritage – all of these things, should work in harmony with one another. The City can continue to partner with the Historical Society and one of the things the City can do is prioritize preservation of historical sites and places in the Capital Facilities Plan on an annual basis. There are other historical sites and places that are not owned by the City and there are some outreach opportunities by businesses owners in the preservation of those historical sites. There should be some recognition that even though the City of Tumwater's name is not on the deed, that it actually belongs to the people from an historical standpoint. That outreach should occur to ensure that those things remain in the City. There definitely are opportunities to capitalize on many of the historical sites that the City has now as the City implements both the Strategic Plan and the Economic Development Plan. Another significant piece is education on the City's heritage. Mr. Glasper said when he was in the Tri-Cities, one of the things that he was involved in was the Leadership Tri-Cities Program. There was a concerted effort that he was involved in where just like Tumwater, Olympia, and Lacey are doing, there was a connected trail throughout all three cities and they used it as an opportunity to educate citizens about Lewis and Clark by constructing statues and podiums along the way where people could have an opportunity to sit and read about the City's heritage. The City has those opportunities to do some of those same things related to Michael Simmons or George Bush. The City is a proponent of trails and there are resources where the City has some opportunities to partner with others to do some similar kinds of things.
5. Mr. Glasper said he mainly wants to serve where he's needed, although each person has different passions. He is definitely familiar with the work of the Community Action Council in terms of property elimination that is near and dear to him. He is interested in Intercity Transit issues and is somewhat involved because of his state position working in Tumwater and trying to promote additional routes for state workers. There are also opportunities to become involved in some things that he's not involved in, such as the Disability Board or the Housing Action Council. He wants to be open-minded about where those opportunities are and becoming involved in those things that he is familiar with and has passion about, but also learning about new community service involvement. His mediation and facilitation skills would be beneficial in any of those efforts in helping the three cities and the county reach their goals.
6. Mr. Glasper said first, if he doesn't have the information he would need to state so and would need some time to look into the matter further. In terms of this particular issue, citizens should expect responsible government. The City has a fiduciary responsibility to be helpful to citizens. In this case on employee training and development, he would hope that the City is not engaging in wasteful spending. He said he hasn't typically seen wasteful spending by the City, such as elaborate excursions for senior leaders. He would try to promote employee development as a benefit. It is educational, it builds capacity for the City, and it serves citizens of Tumwater, as well as publications. He would hope that those publications are being directed at being a service provider and educating citizens in providing what they need.

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7. Mr. Glasper said he thinks that they would say he was fabulous. They would say that he is fun, entertaining, and that he likes humor. But they would also say that he is reliable, dependable, keeps his commitments, and that he cares about people. He doesn't have many enemies, but doesn't know. But in looking at the question, he was reminded of the class he used to teach on personality traits. The analogy was around the old 45 records that have an A and B side and when a person purchases the record it generally was for one song with no choice of what's on the other side. The same thing goes for one's personality and character traits. A person might believe from a characteristic standpoint that they are assertive while on the "B" side others might perceive them as aggressive. Part of it is that your best friend and your worst enemy are looking at the same traits in different ways. He would characterize them as seeing him as the same way and they may say that he is too focused or too detail-oriented. However, many times those characteristics have many benefits. It's all about self-awareness.
8. Mr. Glasper said to him it's about education and also balanced, smart, and managed development. The City has to do a better job of engaging its residents and evaluating different alternatives. The City has to have buy-in on the strategies it employs as its one City with everyone wanting to live here. One strategy is more citizen engagement and involvement in land use and transportation and elements of the comp plan, particularly land comprehensive plan amendments, particularly since those set the framework for the policies for meeting both GMA and City goals. The City needs to ensure clarity that will help balance some of the conflicts.
9. Mr. Glasper said before the City engages in borrowing funds the City has to also do a better job of prioritizing projects and that is one of the areas of opportunity in the CFP. The Planning Commission has been discussing that in that the City needs to do a better and more detailed job in understanding the projects that are moving forward. Clearly, there are quite a few projects that are quite expensive, and if the City doesn't do some alternative financing strategies they might never be funded. He is not opposed to borrowing funds, but it needs to be the right project where the City extends itself from a credit standpoint. Every organization and city needs some level of credit, but he doesn't want to see the City go bankrupt. The kinds of criteria that he would look at in evaluating the projects is whether it jeopardizes safety or has some significant cost benefit for moving forward now rather than pursuing a regular prioritization schedule.
10. Mr. Glasper said he would want to know how significantly it deviates from the comp plan in meeting GMA targets. Knowing that it would require a comp plan amendment, the City must evaluate whether or not the goals would still be met and that the City is achieving its goals as well as GMA targets. It's all about balance in the City and he would want to know the location of other commercial centers in the City and the extent of single family large lot areas in the City. The City must be mindful that as people migrate to the City, that the City must meet its goals and incorporate all of its citizens. He would look at impacts to surrounding areas, adjacent areas, zoning adjacent to those area, and potential impacts as well as input from citizens for a zoning change. He would consider all those factors in ensuring balance.
11. Mr. Glasper said that's why he is here. His previous experience and history speaks for itself. He understands it is a tough job. He works in a pretty high position in his organization that allows flexibility and has had conversations with his Director, who is extremely supportive of this endeavor. He said he doesn't think there is any concern about his level of commitment in supporting the City Council.
12. Mr. Glasper said he would be honored to serve Tumwater citizens in this capacity and that his background, experience, and community involvement from a collective viewpoint, finds him well suited

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to serve in this capacity. He said he thinks that his strategic leadership skills, mediation skills, facilitation skills, and the ability to bring balance are important to hear all sides of the issue in making informed decisions. We are here to serve the right way and must make sure we are hearing all sides of an issue and considering those sides to make an informed decision. This is an exciting time for Tumwater and he would be honored to be a part of that. Clearly, there are some opportunities that can be achieved in the goals the Council has drafted in the Strategic Plan about being a vibrant and dynamic City. As a resident, he wants to be a part of making that happens. He thanked the Council for the opportunity to interview and wished the Council luck in its decision.

Councilmember Cathey asked Mr. Glasper if he has ever considered running for office. Mr. Glasper replied that he has years ago. He said he was actually labeled during high school as best dressed and a likely politician. He didn't necessarily want to be politician but wanted to serve and give back as everyone is here for a purpose. Over time he could see the pros and cons of an elected position. It was about asking whether it's right for him. However, if it's for the right reason, it would be the right decision. Over the several last years with his continued involvement with public service, it has revealed that it is the right path for him.

Councilmember Cathey asked whether he is willing to campaign for the position and whether he's considered the work involved in running a campaign. Mr. Glasper said he's thought about it and that it's been on his agenda when he first moved to the area. However, he wanted to become grounded about the City first to understand the City's issues so he could establish a purpose for running for office.

Councilmember Hoefling commented that Mr. Glasper is a bright man with two engineering degrees. She asked him why he's not employed as an engineer. Mr. Glasper said he started his career with General Motors and worked at a car manufacturing plant in Indiana. The engineering profession allowed him to utilize only one side of his personality. His father was a math teacher and he was proficient in math as well. He wanted to be in a discipline that allowed him to capitalize on his math skills. However, the personality side of being people-oriented was his skill set that was not being utilized as an engineer. He worked as a project engineer at the Hanford site and when he received his Masters he moved into a management position, which moved him away from the engineering profession. He received an opportunity to interview for an Assistant Deputy Director at the Department of Corrections involving the building and renovations of all institutions. However, the Director also delegated him with human resources and strategic planning responsibilities. He discovered he was good at strategic planning. The Director left the department and transferred to the Department of Revenue and recruited him to join the department.

Councilmember Hoefling said earlier in the week while attending a goodbye party for another official, she was accosted by a citizen who let her know what a dangerous thing that Tumwater had done with respect to the manufacturing park issue. She asked Mr. Glasper how he would have handled a similar situation. Mr. Glasper said it's not that much different than what he experiences in his position at the department as employees have very strong opinions about particular activities or decisions that are made. Many speak their mind about them. One of the things that he does is to listen, which is very important. It's important to ensure that citizens' opinions are valued. He said he then takes the opportunity to educate, particularly by subject matter, and not in a controversial way but asking the person if they have considered another aspect or the other side of the story and valuing that person's opinion. It's about the level of engagement and honoring and respecting that person's point of view. He said even though they may disagree with you, the important piece is that it builds relationships and having conversations that are respectful.

Mayor Pro Tem recessed the meeting from 9:56 a.m. to 10:26 a.m. for a break.

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Jessica Moore

The Council and attendees provided self-introductions for the benefit of Ms. Moore. Mayor Pro Tem Kmet thanked Ms. Moore for applying for the Council position.

1. Ms. Moore said she has a BA in Environmental Science and Government from the University of Virginia. As part of the government piece she did a lot of local planning courses. Back then it was more environmental planning. She said she has book information on how to make cities better and make them work more efficient and to provide more green space, parks, and trails – that kind of information. She moved here about six years ago and went to The Evergreen State College to complete her master degree. She started working with the Evergreen community, folks in Tacoma, and with high schools tutoring students in chemistry and math and getting them involved in local activities, such as gardens and in community service as well. She said her experience with working with local communities is her participation in the local Stream Team in the local area. She does a lot of salmon outreach and education around the cities in the fall. She doesn't participate much in plantings, but really enjoys outreach to the community talking about the health of the streams and the health of the communities for salmon and also giving visitors that extra piece information about where they are in Washington and what the community is in general and other opportunities and sites to visit. She is a big fan of community events and it's a great way to see neighbors and interact with folks that may not interact with you on a daily basis. It's a great thing and it makes the community stronger when getting to know them and making some contacts. She's lived in Tumwater for over a year and within the community for approximately six years. She responded to questions about her position with the Department of Ecology and indicated she is an Environmental Specialist and works with the Clean Water Act and the Coastal Zone Management Act in terms of doing some policy work tweaking permitting requirements to meet the department's concerns as well as outreach to applicants for water quality certifications in terms of the process and what the department is looking for in project requirements and general regulatory (requirements).
2. Ms. Moore said it was the toughest question for her as she hasn't lived here that long and doesn't know where Tumwater has been and therefore doesn't know whether her vision would feed it or change it. She said she likes living in Tumwater and used to live on the west side and always did her laundry in Tumwater. She had a grand vision of living in Tumwater. She would like to see it being more cohesive and feels that she is familiar with pieces of Tumwater and not so familiar with other pieces. She is a new resident and would like to see some cohesiveness among the neighborhoods and more community events focusing on more areas of the City, such as moving them to different areas of the City. In terms of economic vitality, it would be nice to focus on redevelopment of some of the areas and building up the current shopping areas and enhancing them with stores and facilities that people would like in the community instead of building new strip malls or new shopping areas. Focus on redevelopment and improvement of the current ones in the City. They are all in key locations for community access. For community safety, she feels safe as a Tumwater resident, but as a pedestrian and biker, there could be some improvements for residents. The City should continue working on more pedestrian crossings with lights or flags or some more focus on (inaudible), that's an issue that she has come across many times. Overall, it is a pretty safe community and people getting to know each other in neighborhoods is a key piece to community safety as well as providing pedestrian and bicycling crosswalks, lanes, lights, and increasing out-of-car safety.

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3. The development occurring over the last several years appears to have some troubles with some of the housing developments. She suggested improving some of the requirements and codes to reduce flooding and strange fill in places. She said she feels that it has kind of grown in an appropriate way from the outside perspective. In terms of future growth, it's important for cities to continue to grow and develop according to the needs of the citizens. She would like to promote growth and that is redevelopment of areas that are not so used, and for new development, focusing on things that the community needs that we can easily accommodate and not building out or having a grand vision of things that will take additional infrastructure, additional roads, or places a lot of additional burdens on the City itself if there is new development. But, kind of keeping it in terms of those areas where the City's services are and where they are headed and focusing development in those areas and keeping a planned vision of commercial or residential or institutional development in terms of the future of water and sewer service, fire, and police, and making sure they tie together. Use the space currently available and strategically think about new spaces to develop.
4. The City needs a big banner when people drive into the City. She said she enjoys watching the Henderson House slide show programs that are offered occasionally that are played on TV. It's a great program and there should be some evening programs. Having a series like that to showcase different pieces of Tumwater history is fantastic. It would also be great to showcase the history and art around the City and having people reflect on the beginning of the City and where it's gone and capture that moment for them in some piece of art around town through a volunteer kind of program. She said she likes art, as it's a great way to showcase a community's history. But she also likes what happens down at the falls last year with the salmon and the Harvest Fest and the apples. It's a great way for people to come out and kind of remember where they live. They had signboards around the falls and little pictures, things like that. Putting some visuals out there for folks and creating lecture series and a big banner are a great way to do it.
5. It's a great idea to keep an active member involved in all of those organizations and agencies. It's important to have a constant check-in too so that the whole Council and each City Council knows what is going on with each group, especially with Transit and Animal Services. Just keeping that open communication and inviting them to participate in discussions that are occurring at the Council level that may impact or enhance or somehow may change that relationship would be a good idea. It seems like that it is working now. She said she's attended a couple of transit meetings and that the City is providing input for the City and making that balance for the organization.
6. Employee training is extremely important. It provides the employee with a connection to the City and it shows that the City is investing in its employees because it wants them to stay and contribute and be part of the City. She doesn't think that allowing employees to build their skills and gather more information and becoming a better employee is a bad thing and doesn't consider that a waste of City money. It's important to enhance employees because it retains them and in the long run, it's much cheaper than constantly hiring new employees. As for publications, that is also an essential piece of a city government by getting information out to the community, to citizens, and to surrounding communities. And so, using publications – there might be some smarter and more technical ways to get things out without paper, but that is still the number one way to reach folks by having them read something. That is also a critical piece of city government.
7. This also was a tough question. Her best friend would have nothing but glowing things to say about her. She would be very honest. She is a very dedicated person and would work very hard. She said her

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friend has seen her dedicated to numerous things as they have been friends for 15 years. She would sum it up by saying that she is a very dedicated and hardworking person. Unfortunately, she doesn't have a worst enemy and tried to think of one. If she had a worst enemy, she wouldn't know what her worst enemy would say about her. Sometimes she likes to talk too much. One of her downfalls may be that she likes to think about decisions and can make a hasty decision and then change positions because it wasn't the correct decision. She's learned over her years to really think about it and make sure she's made the right decision. She is a very thoughtful and a time-taking decision-maker, which could be a pro or a con.

8. Often times, people when dealing with property, are really reluctant to change or they have to deal with new or different regulations or their community or neighborhood will have a different look in 10 years. It is kind of hard for many folks. With these density goals and transportation needs it begins to impact existing communities. The key is really outreach and talking to folks and getting them to understand why this is important to the City and how it will benefit them even though they may see some short-term losses or short-term changes, and that it is really better for the community, such as reducing traffic jams here and here or reducing sprawl in this area because of high density. The real strategy for getting people to buy in into these changes in their communities is just really outreaching and providing them with a step-by-step series of why, how it is being thought through, why this is the best alternative, here's what the City is doing to mitigate for it, and here is how you can contribute to these ideas, such as giving them a place to provide input and offer some alternatives that folks hadn't thought of. Having the conversation with them about the future changes is key to making it less threatening for some folks.
9. Borrowing funds can be a tricky process. However, if the City is going to decide to borrow funds it needs to prioritize the most needed and most important projects for the community and focus on getting those accomplished and not try to do the whole suite, but really create a chunk of number one projects that need to happen in the next five years. The City should focus on those and raise some funds and then borrow what is needed to finish it or to get construction moving. As some of the loans are paid down, the City can move toward the next projects and begin the thought process to get some of the base planning and design completed. Really, prioritizing what the City needs especially when it comes to borrowing funds is really important, and being able to justify it to the citizens when they ask why the City is borrowing dollars. The City can state the need and the timing. Priority of projects determines the need of whether to borrow funds.
10. Ms. Moore said she would think of a couple of things at least in terms of the parcels that they want rezoned and if there is really a need for single family low density residential in that area and how is planning around that community been going. There was an obvious reason as to why it was zoned residential neighborhood commercial in the first place. So how would the change in zoning affect the other plans in the neighborhood and does that low density meet with the requirement that the City has for housing and is there really a need to change the zoning would be the first questions she would ask before getting into the details. She would look at the reasoning behind why it was a commercial area to begin with and if there is a need for more low residential density to meet planning goals and how that will impact the surrounding neighborhood.
11. Ms. Moore said she is willing to give the time to participate in these meetings and the time necessary to prepare and follow up with the rest of the Council in terms of intergovernmental and subcommittee meetings. Mayor Pro Tem Kmet asked Ms. Moore if she has the flexibility at work. Ms. Moore said she does and is very fortunate that she has much flexibility at work.

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12. Ms. Moore said she believes she gave information about how she feels about cities and communities. When she saw the newspaper article that no one had submitted an application, it was a sign that maybe it was the time for her to become involved and give back to the community. She was excited about the chance to put herself out there and put her name in the hat and serve her community. This has been a great process and made her think a lot about where she wants to be and what she can contribute.

Councilmember Cathey asked Ms. Moore if she has considered running for office before now. Ms. Moore said she has but has never done so. She said she doesn't have lofty political goals except to be President. She said she didn't see the position as her chance, but more like this is an opportunity to give back. She said she has been on the fence about politics the past couple of years, but this is more about community service and not so much about the political sides of things. This is about contributing and ensuring things are moving forward and how can she help and involve other people. Ms. Moore said she has considered the idea of campaigning and that it would be a great challenge that she would be excited to take on.

Councilmember Cathey commented positively on Ms. Moore's decision to apply and the importance of young people becoming involved and contributing to their community. The future belongs to young men and women of her age, education, and heart. Ms. Moore said if given the opportunity, she will force others that she knows to become involved.

Mayor Pro Tem Kmet recessed the meeting from 10:57 a.m. to 11:06 a.m. for a break.

EXECUTIVE SESSION

Mayor Pro Tem Kmet suggested amending the agenda to recess to an executive session to discuss the City Administrator position.

Councilmember Stanley moved, seconded Councilmember Zeller, to adjourn to amend the agenda to consider the City Administrator position. Motion carried.

Mayor Pro Tem Kmet recessed the meeting at 11:08 a.m. to an executive session to discuss the qualifications for a potential City Administrator appointment. The discussion will take approximately 10 minutes.

Mayor Pro Tem Kmet reconvened the meeting at 11:26 a.m. from an executive session.

CITY ADMINISTRATOR POSITION

Mayor Pro Tem referred the Council to a proposed contract. Negotiations are still ongoing with the applicant.

Acting City Administrator Trimble reported the proposed contract is based on former City Administrator Baker's contract. The provisions are standard for city administrator positions and include provisions for an at-will term, which stipulates that the City can end the relationship with the employee at will. There are some distinctions as to whether it is the employee or the City that decides whether the employee should leave. If the employee leaves, the City will provide the same leave and entitlements currently afforded to all City employees. If the City terminates the contract, the City may have an obligation of paying a severance of five months, which

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is slightly more than the former City Administrator's contract. The standard within the state is a six-month severance package.

Mayor Pro Tem Kmet reported the City offered the applicant a salary near the top of the range. The candidate, John Doan, is well worth the salary as he is well qualified and essentially has the equivalent experience that Mr. Baker had.

Acting City Administrator Trimble described how the salary range is established, which is evaluated annually through the Association of Washington Cities.

Mayor Pro Tem Kmet advised that the applicant must provide 30 days notice to his current employer. He is requesting early confirmation from the Council to enable him to provide notice. The Council will vote formally on the appointment at either its first or second meeting in January.

Councilmember Stanley moved, seconded by Councilmember Cathey, to support and affirm Mayor Pro Tem Kmet's selection of John Doan as City Administrator. Motion carried.

Mayor Pro Tem Kmet recessed the meeting from 11:36 a.m. to 12:12 p.m. for lunch.

INTERVIEWS (Continued):

Tom Oliva

Nancy Partlow provided a copy of a letter supporting the appointment of Mr. Oliva to the Council.

1. Mr. Oliva thanked the Council for their time and the time they donate monthly and weekly for the City Council. He appreciates the investment the Council makes. Mr. Oliva referred to his resume for details on his education and experience. He's been interested in public policy for a long time and his Bachelor degree is for Public Administration with a Master in Business Administration. It is kind of interesting in a way in how he tries to approach things in terms of understanding this duality or the muse of different kinds of groups and navigating compromises between them. That is one of the reasons that he went for his MBA, to understand how that community and how that mindset kind of works. It wasn't really to go out and make a million dollars on Wall Street, which turned out to be a good choice, but to really understand how that works and what their needs are and why those needs are legitimate when it comes to public policy discussions. He said he's also been in leadership positions. When he was little, he remembers growing up in St. Louis and collecting fireflies at night for chemical companies to do research for cancer medicines. They would pay him for the fireflies. At that time, research couldn't be replicated with computer models, but instead the company needed the insects. For an eight or ten-year old, it was quite a bit of money. He organized his neighbors and collectively they turned in insects where he would pay each neighbor a commission for their work. In high school and in Boy Scouts, he was a leader as well as a camp counselor. He indicated he is glad that he worked at several different jobs because they were transformational positions in terms of developing his skills and abilities, but also in terms of the jobs transforming organizations. They were organizational development jobs in a way by helping organizations rethink about how they do business and updating business practices to see new opportunities, and to restructure in ways to be better aligned with their mission, as organizations can get out alignment with their missions or people can get out of alignment with their missions for that matter. It was a matter of seeing opportunities and kind of getting the organization to do what it was intended to

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do in instead of what it happens to do at any particular moment. That includes the things he did at the university and small business consulting for the SBA, which exposed him to a lot of different business situations and the concept of business planning. More recently, he has been working for the state parks systems in Washington. The most recent position is Enterprise Coordinator for Washington State Parks. The position was created from the State Parks Commission in 1996 involving a national recruitment. It was a matter of taking an organization that was very service oriented and tax reliant and turning it around. Locally, there are a short list of groups that he's been involved with, such as Capitol Land Trust, United Communities AIDS Network, and the Tumwater Farmers Market group. Some of the groups that he initiated include the Barnes Lake Conservancy, Friends of the Old Brewhouse, and the Old Brewhouse Foundation. He is beginning to see the power within the last 10 years for the need for individuals to step up. Citizens can't rely on government to do everything. Citizens must do things. He said he finds that those who do step up find that people are willing to let them take on the work.

2. Tumwater is at a pivotal time as well as the county. It's likely that when the economy eventually recovers that things will not be the same in terms of the ability to rely on federal government to fund things. Most people would say that Uncle Sam is maxed out because there isn't enough money and the nation has too much debt. To cut debt the only way is to stop funding things that we have relied on in the past. Even if that doesn't happen, there will be interest in terms of the debt the nation has. It will force that question. There will be a need to look within ourselves and communities to become more self-reliant. That will take some organizing in terms of quality of life. That is a function of how people experience their communities as much as the goods provided to them. It's a way - a result - of people's relationships and activities within the community. Some of this is within the purview of government to design or zone, but a lot of it is just in experiences that people have. For quality of life, it would be a community where people are engaged, where people understand that they live in a certain area that's distinct from others because of landmarks and symbols around them and their relationships with their neighbors. It's one that's very seamless in terms of their use of - where they live is not just a place that they come home and sleep, but it's a place where they interact with neighbors. They have meetings with neighbors, they recreate at schools, for instance in the evenings when schools are not that busy, they actually live there and participate more and are much more engaged in civic work - the work of the City that is, in terms of understanding what the City does, understanding the plans, watching the shows on TV and on YouTube, presentations, and town halls. The quality of life issue is there and people define it in terms of what's important to them, the ability to get around quickly, lack of traffic jams is one big thing, lack of pollution, and the ability to see stars at night are important. Mr. Oliva said he would like to see that the experience that citizens have in Tumwater is different than the experience they would have with neighboring cities. In terms of preservation of cultural resources, it's important to maintain those so people can go to the old brewhouse. There are different landmarks that highlight the area as Tumwater, which is something quite different. Economic vitality is very important of course. Mr. Oliva said he followed some of the work of the Economic Development Advisory Committee and attended several meetings and was involved in a lengthy interview with the consultant. The City needs sufficient strategy in terms of economics and in building the resources and providing opportunities to do business to generate taxes and jobs to avoid turning into a bedroom community where everybody goes to another city to work. With that said, the City shouldn't have to be Olympia or Lacey, but needs to measure what we do and consider what occurs in Tumwater in terms of opportunities that are available to business throughout the community. The City needs to think in concert with existing opportunities. Finally, community safety. It would be nice to staff the City's fire departments and ensure proper response times for police and fire and avoid creating situations that creates unsafe conditions in terms of the lack of concurrency in roadways. It's a never-ending juggling act to keep everything caught up.

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But, it must be a priority. The way to do that could be to consider alternative funding sources for some other things where there is potential to do so.

3. Mr. Oliva said we've experienced slowdown recently, which is good because it gives us time to catch our breath and gives the housing stock a chance to sort out. He said he doesn't know what the City can do to promote or limit, but what can occur is channeling or steering it in certain directions. People will invest and the market is a force of its own. People will invest for their own reasons. Sometimes it's predictable and sometimes it's not. However, the City could steer that into ways that makes more sense in terms of quality of life and the needs of the community for a diverse economic base. Probably the most important thing that we can do right now is the opportunity at the brewery property and what is left of the 176 acres. That will inform what happens in this town for the next 50 to 100 years. It will be important to get that right. He acknowledged that the City doesn't own the property, but there is nothing that prevents the City from incentivizing things to happen there or be prepared for the various permutations of things that might be proposed so the City can react accordingly and not be caught off guard. The other thing concerns annexations. He said he doesn't know how problematic it is, but the neighborhood where there are alternate cities and different houses and school district (boundaries), it might be something to sort out as well, in terms of growth and development. Maybe the City boundaries might make more sense if they were realigned dependent upon how the market actually works and citizen needs. There should be more coordination between the cities in terms of growth and development. It was disappointing to see the City complete an Economic Development Plan in total isolation of what's occurring in other cities because they are also experiencing growth and development. It seems like there should be better coordination. It would be helpful to have a robust public process where people are engaged, not just invited to attend, but engaged somehow because there are some differences between what people expect to happen and what actually happens. It's important to have citizens engaged in the process.
4. The City needs to be commended in terms of what it has done in terms of registration of the Historic District and the New Market District, which occurred in the 70s that led to other planning since then. If that had not occurred, it might be more difficult today. The City has invested in the Henderson House and is staffing the museum with Carla. Not all cities would do that especially when times get tough. The Harvest Festival is a wonderful amenity that the City's had. Unfortunately, it had to be dropped this year. It was a good way of capturing the City's cultural heritage and keeping it alive. It happens in a couple of different ways. The City's architecture and buildings around the City reflects the brewhouse tower. That was clever and it was great to see it happen over and over again. A lot of has to do with repetition in terms of themes, visual aids, and terms, etc. Some of it is big and some is small (efforts). The sign that used to be on the Custer Street Bridge over I-5 that read "Ocean Beaches" disappeared several years ago, which leads to the loss of culture through the loss of sign by sign. The other was the loss of the brewery whistle, which punctuated the air of the City five times a day. When it closed, the whistle was moved and was used several times, but has since been silent. That is how it dies – one step at a time. He asked what it will take to preserve the heritage of the old brewhouse. It's a good opportunity to preserve the landmark that is architecturally significant, beautiful, and in need of attention and rehabilitation and reuse. People would eventually visit the site and experience what occurred in the series of factories and buildings on the site. The tower was actually built to effectuate gravity brewing by moving batches to one stage to another stage. That story could be interpreted and provide a great story. The rest of the property is useful for other things. There are huge and small spaces enabling restoration to reinterpret the building and provides economic development in construction jobs, operating jobs, and experiences that could occur in both large spaces and indoors. If the City doesn't

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act, it's possible that at one point an earthquake or the owner may take the brewhouse down or make it unusable and require demolition. It is possible through redevelopment that the modern brewery will be torn down. It is not inconceivable that the community could lose any record that a brewing industry ever existed in the City. That is sad and prompts him to do something about it. An inventory of some of the City's historic assets, culture assets, and natural resources would be beneficial to determine what needs to be saved to ensure it's listed on the radar screen for tracking. The City can save those that are possible and if not, document them as part of the record. A long-term plan for the old brewhouse would be important as well as the other natural culture resources.

5. Mr. Oliva said he is aware of 18, 19, or 20 interjurisdictional committees and boards. He said it is an area where he might do particularly well in terms of helping organizations study how well they are aligned and if they can become better aligned with their mission and whether the mission is possible. He's also interested in obtaining a better sense of why there are certain committees and interjurisdictional bodies and not other ones, and how they came to play or came to be, whether they are still good, and when was the last time that one disappeared or was added. Do we really cover the waterfront in terms of the scope of issues of common interest to all jurisdictions? That is something that he would take a closer look at. The role that he envisions is one that he can play as a change agent, as one as a representative of the Council and the City, and being able to understand the issues and represent the City and bring the issues back to the Council for direction and also doing that in a way that kind of strengthens and builds relationships between the cities not just on the projects at hand, but between the cities in general. There are some fresh opportunities in the City now with recent elections and with other cities to do some bridging and some relationships that the City hasn't had the opportunity to pursue before. He said he knows most of the elected officials in north Thurston County and is friends with many of them and has worked on many of their campaigns. He said he will be able to hit the ground running in terms of relationships and their understanding of who he is in terms of how we can work together and having a comfort level. It's important to use the committees to get the job done but to also build a bigger role and bridges and then to understand the entire system of governance in north Thurston County and how well it is working, and whether there has been any kind of closed loop feedback or quality assurance steps or whether it is simply treading according to how it's been done, because it's been done so long. It might be time for a checkup on that. He said he raised the issue about home rule of county commissioners with citizens on the street. The reaction he gets is "of course, why wouldn't we want general rule" or it's "we tried that in the 90s and it didn't work." That doesn't sound like a good answer and it's something that should be pursued. It's not enough for government to just do things right, government must do the right things. That means stepping back from the things time to time and questioning why it is being done, is it still needed, is there a better way, or should something else be pursued. He said he is unsure if that happens often. It might happen all the time and he may not be aware of it, which is one of the reasons he wants to be on the Council to see. If it's not happening, then the citizens are owed that periodic reflection, the joint retreats, or the check up on how we are doing.
6. Mr. Oliva commented on the similarities between *The Olympian* and *The News Tribune*. He said he would tell the reporter that he is the worst nightmare and if there is waste that he would certainly want to root it out. But, he would want to find out what they mean by waste. Even waste is a presumption of inappropriate spending and he would like to see the kind of examples the reporter found so far and in what way are they waste. The intent is to get some facts on the table and not necessarily have a sensational story that is not driven by facts. That would be the first thing – try to reach out to the reporter a little bit to build a relationship there enough to see if the story is on track. He said he would

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have wanted to know if they had contacted the City for comment and ensure that they have all the facts and are dealing with original documents and not something that they heard from somebody. If the public record is out there and people take a look at and if the City has done things right, there shouldn't be anything to worry about. Most reasonable people would say you have to have some training. If there isn't training in the budget, it's not a good sign. There are several aspects. One is the reporter and one is the City's response to the reporter. He said he would want the City to be as transparent as possible during the process. If nothing else was learned from Watergate, it is that the cover-up is always worse than the mistake. It's important to get the facts out there. If there is anything bad, then the City takes its lumps and fixes it. So, there is the reporter, the City's response, and the documentation or the story itself. The best way not to have bad news released about a training budget is not to do anything dumb in the training budget, but to have good policies to ensure that training is appropriate. Some people need training for certification and sometimes training involves best practices and improving City government. Some training is workplace related, such as workplace violence or safety. There has to be some training. The question is whether it's appropriate and did the right people receive it, was it delivered efficiently, and what are the expected outcomes of the training – hopefully there are some quantifiable outcomes that have fewer complaints about wrongful discharge or supervisory complaints, or fewer accidents or whatever the intention is. Documentation could be provided to indicate the training was completed and here's what occurred. All the different parts need to be managed.

Councilmember Hoefling asked Mr. Oliva to describe how he would react to a reporter, such as after a Council meeting when it hasn't been possible to obtain all the information. Mr. Oliva said if it's the first time that he's heard about it he would thank the reporter for bringing it his attention. He said he would want to review some of the source information.

7. Mr. Oliva said his best friend would say that he is creative and very hardworking. That is pretty much what he does. He either is working at his office for the state or on volunteer projects. He's always thinking that sometimes things can be better and his first conclusion is whether he is willing to do something about it rather than just complain or that somebody ought to be doing something or it should be different. He is idealistic and passionate and consequently a little overextended because he ends up stepping into these different responsibilities. His comfort level is being outside of his comfort level, otherwise he will only be comfortable and that's not where he wants to be. He constantly pushes himself and has many things to do with never enough time to do them. He tries to be strategic and put his efforts where they can do some good – where he can contribute. His worst enemies would say the same things about him. He's probably his worst enemy in terms of being critical, honest, and so forth. One thing is balance. There probably isn't as much balance as there could be and knowing when to give up might be another worthy criticism. If someone had told him five years that he would be still working on the old brewhouse he probably would have been surprised. Everything also seems to occur faster than it does. Things seem kind of logical or intuitive to him to solve the problem and it's hard to understand that things take longer in a budget cycle, there's training, there's reprioritization, etc. So that's one thing, having a sense of urgency - that is sometimes difficult to meet.
8. There are two parts – goals and expectations. Goals are established in planning documents and the GMA as the City plans to execute them. He said he's reviewed them and on the one hand, in setting goals that represent community value, the City has a process that is used that is pretty good and thorough and people have an opportunity to come in and participate. The City doesn't always receive much participation and he understands how controversial it is. The City doesn't always receive contributions from citizens that actually might benefit the process and there must be other ways of

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getting people engaged besides requiring them to come in to the planning sessions. There could be different ways of outreach especially with the social media today. With the social media available such as Facebook, Twitter, email, and web sites, the City could do so much more outreach and engaging citizens than the City could ever before - costing practically nothing. The benefits could be considerable. Just getting email addresses and going through the efforts of mailing everybody in a certain area a postcard, for instance, that the City plans to do this subarea plan and if you would like to be a part of it please send an email. The comments the City may receive may be interesting because if you listen to some talk radio shows there are some comments from people who likely wouldn't attend a meeting but they can easily call in or communicate with the City to receive a diversity of opinions and professional expertise that the City wouldn't otherwise receive. It is incumbent upon the City to outreach. Part of it is setting reasonable goals that reflect community values. By the same token, the other part of it is the expectations and people who may attend and what they may be after that were not part of the goals. So many times, finding out changes that have been made appear to be a surprise, while they have been on the books for a decade or more. The issue is that citizens didn't know about them. Once case in point is Tumwater Overlook Park. It used to be surrounded by forest, not anymore. It is now surrounded by houses. It was well known a long time ago that it was all private property around the park and that one day the trees would come down and people would build up to the fence line. However, that was kind of a surprise to people, and maybe if it were, over time the City could have done something to prevent such a stark contrast or even remedy that in terms of landscaping. The hillside for instance on Tumwater Hill on the south side - the trees are mostly gone. It's the shock of that he believes - what happens is that the people see the trees gone and even when driving down Littlerock Road over the years it has changed in terms of trees disappearing and development going up. We wonder if anything will be left and that creates an overreaction, which is the opportunity for the City to indicate that housing will happen, but some areas will be preserved. If citizens have some sense of assurance that the way of life and quality of life will be preserved, that will take some of the sting off of it. It's a match of managing goals and managing expectations. It can be done, but right now there is a disconnect. When he was the president of the board of a local homeowner association he was never once outreached by the City on issues. As a property owner, once in a while, but as a community, it never occurred. He suggested the City needs to engage neighborhoods - it's not hard to do, but it could make a big difference in terms of expectations and the quality of life.

9. Mr. Oliva said he would approach it from a point of fiscal conservatism. A fiscal conservative doesn't say I'm not going to do anything unless I have all the money in my wallet. It's a matter of being able to afford it. A fiscal conservative looks for a good buy and questions overpaying. He said he would take a look at opportunities. The question is a little vague deliberately. It depends on what the project is. If it's something that urgent that the City will have to pay for, such as new fire house or some sort of urgent road repair, then it might well make sense to bond the purchase. Frankly, the formula can be calculated easily. The cost of buying now versus later in terms of savings and interest versus the savings in the cost of construction. As long as it is something that the City can afford and it's needed, it shouldn't be dependent on a sale; it has to be something of real need. That is part of the subjective part of understanding what the City needs. To some degree it can be quantified and it would be possible to see what the term would be. The question is why the City would pay for things if it doesn't have to. Why would the City not want to pay 2000 prices for something in 2010? There are some good buys out there that I am aware of as state parks are completing some good projects that couldn't have otherwise been completed. It's something that the City has to take a look at without rushing into it, but each project needs to be evaluated individually and all the options should be on the table. However, the City must be able to afford it and it has to be something of real need. There are other impacts as well. It's

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not only building, it's about the ability to operate. Some improvements may not have much operating requirements while some may have much operating impacts but they are substitute facilities that might actually save the City operating impact. If the City were to aggregate offices across the City for instance, there could be some cost savings. There might be some advantages for customer service by doing certain things. There are other issues. On the other hand, it's a tougher call if it involves building something that can't be operated. Even then, the City is receiving an asset that will be more expensive in the future. There are many factors to consider, such as opportunity costs and the costs of not doing it now that will be more expensive later.

10. There are many unknowns associated with the question. It depends on, for instance, on how long ago it was designated neighborhood commercial and whether it was recently or 10 years ago. It's possible, especially in this City where things have changed so dramatically, that the designation doesn't fit for some reason. It is always on the developer to prove the case and why the public should change its position. The developer must make a case and explain why it's needed and what considerations are being offered in exchange for the approval. There are many reasons for designating an area neighborhood commercial, such as economic reasons to bring in tax money as houses don't contribute to the tax base as well as businesses. There is a need for livable communities and having neighborhood scale buildings and retail stores so residents don't need to drive three miles for milk at night. There is an issue about buffering houses from commercial districts. The issue is determining why the City established the area as neighborhood commercial and what would be the effect of changing it to single family residential development. If it were to buffer, then those folks would be in the war zone in whatever the City was trying to shield the other houses from originally. If there was an expectation that there's a need for an area that generates revenue for the City from taxes, would that be replaced somewhere else or is the City losing that opportunity for that economic development. It might be that it is occurring somewhere else and the area can be a place that can be traded out. If not, then the City needs to replace that capacity for development. It would be considered on a case-by-case basis. There is a threshold that ought to be met before it is rezoned because if the City doesn't preserve the neighborhoods, the neighborhoods are the building blocks of life in a community and all the City will have is a bunch of houses without neighborhoods. It is very important to consider those things and it's possible that conditions have changed. However, all the answers would have to be provided in a form of a public process. The public process that was used the first time to designate the neighborhood commercial zone should entail another public process again to determine whether there should be changes. If the case can be made to the satisfaction of the professionals, elected officials, City staff, and citizens, there might be some cases where the situation has changed sufficiently that it makes some sense to make a zoning change. He said he is aware of a case where there was a proposal for some commercial at the expense of some residences and the argument was keeping some residences along the street so that it wouldn't be such a shocking transition of going into the commercial area. There could be a case where an area that was commercial converting a small part to residential in order to continue some larger residential goals and objectives.
11. Mr. Oliva said he is able to handle the commitment and basically works and doesn't have too much of a life outside of meetings, so it would fit perfectly. He said he also has the flexibility within his job.
12. Mr. Oliva said he's applied before in 2003 and learned his lesson. Jerry Murphy received the appointment and he then ran for election. He learned his lesson never to run against a guy, who is better known, better funded, and better looking. It's not a passing fancy as he is interested in service in Tumwater and he has pursued the initiative in terms of nonprofit groups for the Barnes Lake, the

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Tumwater Farmers Market, and the old brewhouse, as well as participation on the Economic Development Advisory Committee. He said he is familiar with City operations to be able to hit the ground running he believes, but still objective enough to recognize some opportunities that might come up.

Mayor Pro Tem Kmet recessed the meeting from 1:05 p.m. to 1:10 p.m. for a break

Debbie Sullivan

1. Ms. Sullivan said she's served on the Planning Commission for a number of years and has served as Chair for the last four years. That experience has really constituted the most experience of being qualified for the position. Other experience that she's had that would be useful is in the number of other areas that she has volunteered in. She's served on Community Accountability Board at Community Services for 16 to 17 years and has served in Search and Rescue, which requires training in emergency management. She did that for approximately five years. Those particular community services and experiences would be most beneficial to working in this position. She said she did not finish her degree in physiology although she attended several years and made that transition of deciding against doing so because of the demands of being a single mom. She's received some good training through her jobs, especially with Intel that included completion of *Seven Habits of Hiring Successful People*. Intel also has some amazing courses of constructive confrontation, working in teams and groups, working where things are contradictory to each other, and working on solutions. That was something she benefited from. Working at Intel involved a fast-paced, intense work environment. That training was also very beneficial.
2. One of the areas that she would like to see grow is the Tumwater Town Center and the Littlerock Road subarea. When the Planning Commission was working on those particular areas, the Commission visited the community of Mill Creek. There was a lot in Mill Creek that was very interesting and she believes the Tumwater Town Center or the Littlerock Road subarea would be an area that would fit well with that type of vision and development. The City is growing quickly and it's important to have an identity. She would like Tumwater to develop an identity during the next 10 years that will move it forward and separate it from Olympia and Lacey. It is on the I-5 corridor when heading south and it's more or less the gateway to this area. She would also like to ensure fire and police safety is addressed and continues to meet the needs of the citizens and doesn't want to lose the resources because the City needs to attract all types of businesses and make it a livable City where citizens can work, shop, and be employed all within the City limits.
3. Being on the I-5 corridor and as development moves further south from Tacoma and Seattle area, it is inevitable that growth will occur here. Looking at Yelm reveals that growth is occurring. It's important for the City to focus on what it should look like and that it meets the needs of the public. It is a very difficult time with fast growth, changes, and people don't like change very much. There has to be a way to finding that balance that meets citizens needs and doesn't create stress within the community and have it grow as the City envisions to meet the public's needs. The City incorporated a large area that will start being developed. As the growth occurs there in that rural community, it will be stressful for residents as growth occurs. She said she personally has experienced growth because she used to have woods outside her yard and now there are state office buildings instead of trees, deer, and squirrels. Her deck now looks over a state parking lot and she understands that type of impact on people.

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4. Ms. Sullivan said the first is determining a trademark. She's aware of the City's emblems and that kind of thing. But when thinking of Tumwater, she said she doesn't think of Tumwater as the first community as she would like. There is much focus on the brewery as being the identifier, but there are other resources here that are also really nice that the City could focus on. For example there is the Crosby House and all the other things. Getting more of that publicity on the bottom of everything that Tumwater is Washington's first city would be helpful. Getting that message out in documents and making it more like a trademark or something that can be associated with Tumwater. She said she's not sure it is out there as much as it should be. The City has a lot, but everybody focuses on Olympia as it's the capitol and it's bigger and it has more focus. More can be done to focus on Tumwater as its own identity.
5. Ms. Sullivan said she believes it will be an interesting time to foster community relationships because of so many new people on all three councils. That will be a more interesting time and it will be a learning curve for more individuals all at the same time. She said she envisions it being less of an established process with new people coming in and having new ideas. There will more of a balance there. Depending upon the committees that she would serve on, it would be key to what kinds of things that you either are integrating into a well established or a multitude of new people learning those resources and tasks at hand. It is a more difficult time now.
6. Ms. Sullivan said she would respond in two areas. One would pertain to training. As budgets become tight, one of the things that both government and private business usually chop is training. It is usually the first thing on the budget line that comes off. However, training is important to keep all employees up-to-date and to become the best employees that they can be, especially when you deal with training for a fire or police department. There's always ongoing training that needs to happen. It needs to be done in a smart way and aware of where the training is taking place. Training shouldn't be occurring in a place, such as Las Vegas or someplace that would not convey the right image. As far as publications, it's important for them to be available, especially at meetings. As technology changes, the way publications are distributed in the future will change. There's PDFs and all kinds of other electronic computers and in the next few years it is likely there will be changes in the way publications are distributed. Some of the areas can also be added to the website also.

Councilmember Hoefling asked how she would respond to a reporter after a meeting. Ms. Sullivan said it also involves not knowing the protocol of the City Council. That would be something that she would want to know in terms of the right way to respond to reporters. Having more knowledge would help answer the question.

7. Ms. Sullivan said she asked her best friend how she would answer the question. Her friend said that she has unquestionable integrity and honesty. Her friend said she is also supportive and encouraging and easy to work with. Her friend said her worst enemy would say that she is intense with a pit-bull determination. Sometimes tenacity and determination can sometimes put people off a lot and can be very confrontational at times, but not mean. However, if people don't like confrontations that would probably would be stressful for them.
8. Ms. Sullivan said the question ties to question 3. It is a difficult time as we do look at Tumwater as being a village more than a city or town and we want to maintain that village aspect. But, unfortunately, things are growing and condensing and development is going to happen. She said she is sad anytime she

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sees large development with all the beautiful trees removed. It looks naked and although new trees are added, it's not the same. It is really hard as trees need space for growing. It's important to find that balance to meet both the urban growth requirements and to make it a livable community. Having the Strategic Plan and the Economic Development Plan will help the City obtain a vision. As long as the City focuses on what it wants and less than what it doesn't want it to look like, it will be easier to achieve the goals.

9. Ms. Sullivan said having been involved in many of those discussion on the Planning Commission for this particular topic, one of the things that the Planning Commission has always had difficulty with is that there are some projects that the Commission knows need to happen, and trying to find the funds to do them. There were three that were identified as needed and they don't appear to be moving forward quickly. One is the enlargement of the police station. The Commission's concerns revolve around an unsafe environment, it's too crowded, too much activity occurs, and that eventually somebody will be hurt. The City will end up in a liability issue. The Commission wanted to pursue avenues such as bonds or loans to accomplish the project. The longer the delay, the larger the community becomes. The next item is the replacement of the City Hall roof. The longer the project is delayed the more damage occurs to City Hall increasing costs in the long-term. The other is adding more staff to the Fire Department to staff the other station on a more consistent basis. Those types of things are really difficult to balance and certain things must occur to maintain the City, but the Commission wanted those projects to be much higher on the priority list.

Mayor Pro Tem Kmet asked about her thoughts on borrowing for projects. Ms. Sullivan cited the golf course as an example of where the City was able to borrow against other funds. If there are funds within the City, that would be a way in the long-term that makes good sense to pursue. It would be dependent upon the source of the loans and may be a combination of different things between loans and bonds or other areas. If the City started pursuing some of those combinations, it might happen. With the recent tragedy in Lakewood, citizens might be more open to consider a bond because they understand law enforcement and its challenges. It's about looking at the environment, while acknowledging that it is a difficult economic time. There are solutions for being creative on different combinations involving borrowing against other funds within the City.

10. Ms. Sullivan said the Commission had to face this on a multitude of bases practically every year when someone wants to have a zoning change for a particular project. There is a lot to the process. Being on the Council as opposed to the Commission, she said she would rely on a lot of the work the Planning Commission has done in investigating the request, and going into the public hearing with an open mind to consider what would be best for the community. There's been several controversial zone changes since she's been on the Planning Commission and there has been a good process where the Commission more or less was split on its recommendation with a minority report. There has been good input on both sides. She said she would have to step back at the end and determine what is the best for the overall vision of Tumwater and the overall effect on the citizens and the City as a whole. Would the rezone fit in that area or for the overall development? All of those things would need to be considered. She said she's had to make those recommendations previously and would use the same care she previously used.
11. Ms. Sullivan said she understands the length of City Council meetings and acknowledged that it takes a huge commitment. She said she talked with her employer so that they understand that there will be daytime meetings. Her employer has agreed to work her schedule around meetings. She also has an advantage as several of the directors of the agency are a member of the Tacoma City Council and the

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Olympia City Council. She said she has the support of her family. She has always been involved in community volunteer service and has cut back in some areas to allow the extra time commitment for the City Council.

12. Ms. Sullivan said one of her unique aspects for the City Council is her work with both private business and government entities and she understands the stresses between the two groups and how they can work together. Having that experience in both camps provides her with a different vision of how they are more similar than different and how there are areas that they can work together effectively without constant confrontation. She said her previous experience of working in both camps would be very beneficial.

Councilmember Cathey asked her about her thoughts for campaigning for office. Ms. Sullivan said she considered the amount of work involved in two campaigns. It will be difficult and time consuming, but it will give her a chance to learn about the public and their issues. It will be a stressful time of running a campaign.

Mayor Pro Tem Kmet recessed the meeting from 1:38 p.m. to 1:41 p.m. for a break

COUNCIL DISCUSSION

The Council agreed to meet in an open session to discuss candidate qualifications. The Council ranked their candidates of choice. The top two choices in no specific order included Marcus Glasper and Tom Oliva.

Nancy Partlow, Walt Jorgensen, and Judy Bardin shared their reasons for supporting the appointment of Mr. Oliva.

Mayor Pro Tem Kmet reported the Council will make an appointment at the January 5, 2010 Council meeting.

ADJOURNMENT

With there being no further business, Mayor Pro Tem adjourned the meeting at 2:06 p.m.

Prepared by: Valerie L. Gow, Recording Secretary/President
Puget Sound Meeting Services