

CITY OF BELLEVUE  
CITY COUNCIL

Summary Minutes of Council Meeting  
**Council Mini Retreat**

April 21, 2014  
6:00 p.m.

Robinswood House  
Bellevue, Washington

PRESENT: Mayor Balducci, Deputy Mayor Wallace and Councilmembers Lee, Chelminiak, Robinson, Robertson, and Stokes

ABSENT: None.

The meeting opened at 6:23 pm with all Councilmembers in attendance. The Mayor welcomed everyone and recalled the successes of the earlier February retreat in developing a Council Vision and Strategic Target Areas.

Ms. Balducci thanked Councilmembers Chelminiak and Robertson for their work on further refining the work products from the February retreat. She noted that the primary goal for tonight's session is to complete refining of the Vision, Strategic Target Areas, and Priorities and to develop a common message to the community that will enable the Council to seek partners and build community support. She welcomed facilitator Tyler St. Clair back to assist with tonight's meeting.

Ms. St. Clair walked through the objectives for tonight's session:

1. Revisit the Local Elected Leadership Model and the status of the elements of the Council's leadership work.
2. Review and agree on the Council's Vision.
3. Agree on how the Vision can be used to maximize leadership.
4. Review the Priorities and ensure they have Council support; revisit how they will be used in the future.
5. Agree on Council roles and develop Operating Guidelines that enhance the Council's effectiveness.
6. Develop a set of next steps.

She noted that there is a diversity of working styles among Councilmembers which can affect how the Council works together.

Ms. St. Clair reviewed the Local Elected Leadership Model previewed for Council at the February retreat which focuses on policy circles, using the analogy of a series of bowls. She noted the importance of a “big bowl” focus to Council effectiveness and likened it to a collective leadership action agenda. Only the Council can do the “big bowl” and a Council focus at that level allows staff to be more creative and innovative. If Council gets too far into operational details (“small bowls”), then staff is less able to be effective and innovative. If Council does staff work for them, then staff over time might do less work.

Ms. St. Clair spoke to how setting the Vision and Priorities for Bellevue are “big bowl” work. The Desired Future States incorporate Council’s stated policy background. Ms. St. Clair also spoke to how Council’s subscribing to a series of operating guidelines also contributes to Council effectiveness in remaining at the big picture level.

Ms. St. Clair walked through the Characteristics of an Effective Vision. She noted it can be appropriate to have a detailed vision and a picture of the desired future state, but also possible to have a shorter vision that can be used in communications. She reminded Council of their development of themes and desired future states before beginning their drafting of the Vision statement. The purpose tonight is to establish ownership of the Vision.

Staff distributed the revised Bellevue 2035 Vision which had been edited by Councilmembers Chelminiak and Robertson. Ms. Robertson explained that they sought to shorten, reduce repetition, and refine the language. She noted the challenge in refining the Council’s earlier work in that many subareas are interlinked.

Ms. St. Clair noted that Council should want the document to be something that any Councilmember could speak about with the community, and convey one voice as a shared vision. She walked them through the revised draft document, including the Council’s list of identified priorities, and invited further edits. Councilmembers offered a number of further refinements to the Vision.

Councilmembers then agreed that the next step is to ask that the City Manager work with staff to prepare a final draft of the Vision statement, ensuring that the Council’s emphasis and consensus is maintained, prior to Council’s review and adoption of the Council Vision. Ms. St. Clair noted that the Comprehensive Plan needs to align with the Council’s vision, and she recommended that a communications strategy be developed and implemented to share the Council’s vision with Bellevue stakeholders and the region.

Councilmembers reviewed, discussed, and revised the list of priorities that were identified at the earlier Council Retreat. The City Manager will develop a work plan that addresses Council’s Vision and 2-Year Priorities noted below.

### **Economic Development**

1	Complete the economic development plan and begin implementing the plan (with appropriate and adequate resources).
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	<ul style="list-style-type: none"> <li>• Attract companies to establish local offices in Bellevue.</li> <li>• Develop the Bellevue brand and create a marketing brochure for investment in the City.</li> <li>• Create an incubator environment; develop affordable and flexible workspace for entrepreneurial businesses.</li> <li>• Integrate our infrastructure planning with an economic development focus (our main departments should work collaboratively with an economic development focus).</li> <li>• Promote tourism.</li> </ul>
2	Develop an educational institution such as a research and development (R&D) Center for local and international talents and businesses.

### **Transportation and Mobility**

3	Establish a transportation capital plan for future growth and mobility of the City and determine long-term capital funding mechanisms to support the plan. At a minimum, the plan should speed the completion of transportation projects that are complementary to light rail construction by Sound Transit in Bellevue through 2024.
4	Secure funding for the next phase of I-405 and completion of SR 520.
5	Complete the Downtown Transportation Plan and begin implementation.
6	Permit light rail to include mitigation; reach closure on the MOU as agreed in the collaborative design process and in an economically viable manner.

### **High Quality Built and Natural Environment**

7	<p>Promote housing opportunities for the needs of our diverse population to include:</p> <ul style="list-style-type: none"> <li>• Bring forward a multifamily property tax exemption for Council’s consideration.</li> <li>• Bring forward the possibility of a revolving fund for affordable transit- oriented development (TOD) in the Bel-Red area for Council’s consideration.</li> </ul>
8	Construct Phase One of Meydenbauer Bay Park and complete the Downtown Park circle and gateway by the end of 2018.
9	Develop the Smart City strategy to include high speed data options to support business and residents, and determine implementation steps.
10	Complete the Downtown Livability Initiative study and identify items for early action.

### **Bellevue: Great Places Where You Want To Be**

<b>11</b>	Collaborate with regional partners to reach a determination regarding a performing arts center in Bellevue.
<b>12</b>	Create a civic center plan integrating City Hall, the Metro property, Convention Center expansion, and the Transit Center and incorporating: <ul style="list-style-type: none"> <li>• Pedestrian Corridor</li> <li>• Special Opportunity District.</li> </ul>
<b>13</b>	Establish the vision for a grand connection from Meydenbauer Bay Park to the Wilburton Special Opportunity District.
<b>14</b>	Update the Ashwood Park Master Plan.

### **Regional Leadership and Influence**

<b>15</b>	Engage City staff and our elected leaders to develop a plan for regional advocacy and for collaboration with other jurisdictions, especially Eastside cities.
<b>16 New</b>	Develop a plan for securing greater levels of grant funding.

### **Achieving Human Potential**

<b>17</b>	Explore expanding higher education options in Bellevue (grades/levels 13 through 20).
<b>18</b>	Re-create a neighborhood program that supports neighborhood leadership, engagement, and community-directed investment (request that staff come back with a funding proposal).
<b>19</b>	Complete the Diversity Initiative to include a plan to increase community connections and outreach (e.g. diversity engagement through multicultural activities, participation, and partnership; translation banks; encouraging residents to become multi-lingual).
<b>20</b>	Get update on the implementation of Eastside Pathways and determine the best way for the City to continue to support the organization's goals.
<b>21 New</b>	Work toward an Eastside solution for a permanent winter shelter.

### **High Performance Government**

<b>22</b>	Evaluate how we can better provide hearing accessibility within the public meeting areas in
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	the City.
<b>23</b>	Develop and implement strategies for Council engagement with the community.
<b>24</b>	Identify and implement technologies that improve customer service.
<b>25</b>	Through the budget process, insure that the City’s budget outcome goals are reached. <ul style="list-style-type: none"> <li>• Evaluate public safety standards as part of the budget process.</li> <li>• Staff should be focused on how the organization operates in a high performing way.</li> </ul>

The City Manager will work with the Leadership Team (LT) to determine how to address the Council’s priorities, including other major initiatives that relate to the Vision. The City Manager will return to Council to discuss feasibility and options.

City Manager Miyake said the Leadership Team is in the process of identifying items that are already underway in some form as well as new items. He will report back on what can be accomplished within the current budget and on additional funding that might be needed to further some priorities. Current staffing capacity and whether specific priorities can reasonably be accomplished within the next two years will also be considered. Ultimately, Mr. Miyake and the Leadership Team will develop a work program that includes other Council work already underway, bring it back to Council for discussion, and provide ongoing progress reports.

Ms. St. Clair then engaged the Council in a discussion of City Council roles and operating guidelines, which resulted in development of the following descriptions:

### **Bellevue City Council Roles**

Role of the Council:

- Set policy.
- Be the legislative arm of the government.
- Shape the principles that are used to create the budget.
- Adopt the budget.
- Adopt financial policies.
- Approve the land use plan for the City (Vision, Plan, Code).
- Adopt all codes.
- Adopt principles and interest statements to guide the work of others.
- Set parameters for work done by staff, Boards and Commissions.
- Represent the community.
- Hire and fire the City Manager.
- Approve specific levels of expenditures.
- Approve contracts in the both the legislative and fiduciary role.
- Serve as the representative face of the City for citizens and in the region.
- Represent the City’s interests, both formally and informally, through the committees on which Councilmembers serve and informally by going to meetings.

- Set policies for how the Council manages itself (i.e. meetings, conduct, agendas, etc.).
- Serve as liaisons for the City to Boards and Commissions.
- Sit as judges in quasi-judicial matters.
- Hold public hearings.
- Assist and facilitate/serve as a the conduit for citizen access to government.
- Establish a City Council Vision, Mission, and Priorities.
- Support official Council policies.

Role of the City Manager and Staff:

- Implement City Council Vision, Policy, and Priorities.
- Manage the day-to-day activities of the City.
- Manage staff functions.
- Develop the budget.
- Hire and fire staff.
- Conduct union negotiations.
- Abide by the Council's budget.
- Lead the executive branch of government.
- Represent the City externally.
- Provide services to the public.
- Interact with the City Council to insure effective policymaking.
- Set the Council's meeting agenda with input from Council.

Role of the Mayor:

- Chair effective Council meetings.
- Ensure equal representation of all Council viewpoints.
- Represent the Council as a whole.
- Collaborate with the City Manager to manage the Council's meeting agendas.
- Approve Council expenditures on travel and training.
- Sign declarations of emergency.
- Represent the City.
- Serve as a point of contact for the City.
- Speak regarding the Council's position on issues.
- Appoint Council assignments and liaison roles.
- Serve in ceremonial roles.
- See that all Councilmembers succeed; clarify and provide support to them.
- Serve as the liaison between Council, staff, and the community, anticipating needs and concerns.

The Council identified a number of areas or issues that could be clarified in order to enhance the effectiveness of the body. The following guidelines or strategies were identified to enhance Council's effectiveness:

1. In order to manage the effectiveness of the Council Meetings, Councilmembers should be prepared, insure relevance, and be concise in providing information to colleagues during the Council Business portion of the meeting.
2. Councilmembers should avoid using the Council Business portion of the meeting to share an individual position on an issue that has been previously discussed.
3. Councilmembers recommit to the 8-hour rule regarding staff research on individual Council requests so that Council can use staff resources effectively. The staff will also monitor this in the interests of using staff resources and capacity appropriately.
4. Councilmembers will ensure that training and travel expenses are consistent with policy and represent expenditures that the Council would consider relevant to the Council's success. (Note: Specific guidelines should be developed in the future to provide clearer priorities and parameters for training and travel, include a budget, and to define appropriate items for reimbursement.)
5. As a legislative board, Council should avoid doing executive branch work. Councilmembers will stay at the policy level and avoid micro-managing staff work. Councilmembers should also avoid doing the work of Boards and Commissions.
6. When the appointing authority is the City Council or the Mayor, Councilmembers should vote the City Council's position on the issues.

Ms. St. Clair then reviewed Next Steps, which include:

1. The Facilitator will provide a Session Report to the City Manager, who will distribute it to the City Council.
2. The City Manager will move the Vision to a final draft using staff resources, honoring the Council's consensus and content. (Note: The Facilitator also recommends that staff prepare a Vision Communications strategy for the consideration of the Council when they review the Vision.)
3. City Council will review and formally adopt the Vision prepared by staff and agree on how to communicate the Vision for maximum impact.
4. The City Manager will use the Priorities to prepare a Work Plan and will communicate this to the City Council.
5. Implement the Vision and Work Plan.
6. Review the Vision and progress on the Priorities on a regular basis.

At 10:30 p.m., Mayor Balducci declared the meeting adjourned.

Myrna L. Basich, MMC  
City Clerk

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