

Municipal Research News

Winter 2003

Municipal Research and Services Center of Washington

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Leadership

Public versus Private Leadership

This article is a follow-up to the article "Leaders and Followers – A Symbiotic Relationship" that appeared in the fall issue of *Municipal Research News*. (See <http://www.mrsc.org/Publications/mrnews/Sep03.pdf>). Its purpose is to further define the salient characteristics of public leadership by comparing and contrasting these characteristics with those of private sector leadership. Differences between public and private sector leadership are matters of degree; there are few absolutes. (Nonprofit sector leadership is not addressed in this article; however, its characteristics more closely resemble public leadership than private leadership.)

Public Leaders Address Needs Not Met by the Private Sector

Let's start with this basic fact: government exists for different reasons than private sector business. Government is *not* a business. Government provides services where profit potential is limited or nonexistent. While there are numerous examples of public services that are contracted out, the basic financial support usually comes from taxes, or user fee-based public utilities, not earnings. Some people assert that business can provide services more efficiently. This does not mean the private sector can necessarily provide these services profitably, unless profit is built into a contract for services. Many programs and services, such as public safety and criminal justice, are provided under a government's "police powers" and are rarely contracted to the private sector. In Washington State,

for example, local governments cannot contract police and fire services to the private sector. The public and private sector need each other. Wealth creation requires the public to invest in public education, infrastructure, rules of law and order, patent protection, and a safe and secure environment. Public leaders must manage public expectations about programs and services. Resources are limited and government cannot do all things for all constituencies.

Elected Leaders are Public Figures

Elected public leaders are, by definition, public figures. Except for a few "rock star" business leaders, elected officials are more likely to be recognized in public places than are private business leaders. Even at the grocery store, elected officials embody their role. One prominent state senator noted, "When I go to town for groceries, I have to comb my hair whether I want to or not. I am the senator." A former large city mayor recalls how the press went through his trash to dig for personal information.

Public officials must make most decisions at public meetings. All city and county records are available for review by the public, unless they are specifically exempted from disclosure by state statutes. Candidates for public office must disclose their financial affairs, unless there were fewer than 1,000 registered voters in the last general election in their jurisdiction. Public leaders sacrifice privacy and are subject to the highest standards of accountability.

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Private sector leaders can make decisions behind closed doors. Companies that are publicly-traded have financial reporting requirements to the Securities and Exchange Commission. Emphasis is on the financial and accounting reporting so that shareholders can decide if they want to invest. In the aftermath of Enron, Global Crossing, and other high profile corporate and Wall Street scandals, there is a growing cry for accountability in the private sector. Recent reforms trouble private sector leaders. Interestingly, a survey of 209 CEO's of publicly-traded companies found that 80 percent would rather be running private companies. Accounting requirements, with the increase in accounting costs, is the top reason cited. (*Inc.*, p 19, November 2003)

Elected Leaders are Held Accountable for Broad Public Goals

Our democratic process addresses the needs of a diverse population with a broad array of hopes, dreams, and aspirations. As these values are reflected in the public arena, government is faced with the incredibly challenging job of addressing and balancing conflicting goals. Actions of public leaders can affect everyone in the community. Public leaders must listen to the needs of diverse constituents and then develop consensus, or at least a working majority, to lead. Everyone who votes has a say about the performance of elected officials.

Private sector leaders, while their jobs may be very demanding, are held accountable by shareholders to the "bottom line." For publicly-traded companies, the focus is on meeting the quarterly earnings estimates and growing the stock price. Other goals are secondary and have no meaning if not in alignment with generating profit. Profit provides a clear, unambiguous yardstick of performance.

Government Risk-Taking is Rarely Rewarded

Many government systems are designed to guard against corruption, scandal, and mismanagement of public funds. There is a disincentive to take bold approaches for

fear of accusations of wrong-doing. Public money differs greatly from risk capital provided by a group of venture capitalists who take knowing risks with the hope of great reward. Tax money is provided to pay for social goods and services that the majority want or need, such as schools, roads, police and fire, public health, etc. One role of government is to insure a secure and predictable environment; this may mean removing certain risks that make entrepreneurial risk-taking possible. While innovation is desirable, public officials must

“The legitimate object of government is to do for the community of people whatever they cannot do at all or cannot do as well for themselves in their separate or individual capacities.”

Abraham Lincoln

be concerned about the downside risks of new ideas that fail. Public leaders must be scrupulous about the use of public funds while delivering innovative public services.

Public Leaders are Stewards

Stewardship is critical in the public sector. For the most part, government properties are rarely sold, since they can be acquired only for services needed by the public. Almost any privately-held property can and will be sold, if it benefits shareholders. Public leaders should not harm the public trust.

Americans Entrust Their Governments to Novices

This is not a criticism of government leaders. Every November, we elect people to office who have never served before. These new officials bring unseasoned appointees to run agencies or serve as staff aides. New

people bring new ideas and new direction. "By the people, for the people" is a prescription for government to reinvent itself. Elected officials come from all walks of life to lead our cities, counties, and states. California elected a movie star as governor – for the second time in forty years. Most members of city councils and, indeed, most mayors in Washington State, have other occupations and callings. But this strength is also a weakness. Some new public officials lack the ability to do what they promised. This leaves the public frustrated and cynical, with fewer citizens willing to serve. New public officials must first learn how to govern. These skills were not taught us in school.

It is hard to imagine newly-appointed private sector CEOs and their top aides getting their jobs with similar levels of inexperience. Investors would run from the company in droves. Of course, we all have a vote in the market place to reject goods and services that do not meet our needs and wants at a price we are willing to pay. Similarly, we can vote officials out of office when they do not meet public expectations. However, the costs in public trust and confidence are high. Public leaders should take advantage of training opportunities to learn sharper leadership and management skills. Building positive and effective working relationships with professional staff will enhance your effectiveness as a public leader.

(See the schedule for the Association of Washington Cities (AWC) Newly-Elected Officials Workshops, in the article, "Congratulations! You're elected!! What now?" on page 5.)

Compensation for Government Leaders is Low

Public officials are not in government for the money. The top-salaried elected city and county officials in Washington State are the Mayor of Seattle at \$139,000 and the King County Executive at \$156,000, annually. These are full-time CEO's of multi-billion dollar public corporations, the largest city and county in the state. Most

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elected officials receive substantially less. Almost all mayors of cities smaller than 5,000 population receive less than a thousand dollars a month. There are a few mayors that receive no monetary compensation, and some are paid by the meeting. Councilmembers receive less compensation than the mayor. Contrast this to the private sector. The top paid CEO located in the Seattle area receives over \$4 million per year in salary alone. Additionally, there are stock options and other substantial benefits.

Compensation is low by design. Our political system seeks people who are willing to serve in elective office and then return to private life. (For career government staff, traditional pensions that provide a guaranteed retirement income based on years of service and salary history is one benefit

that is generally superior to that found in the private sector.) While a few public officials may sacrifice current compensation

“
**American democracy is based
on the belief that extraordinary
possibilities exist in ordinary
people.**”

You Won - Now What?

to enhance future business by making valuable contacts, most officials are motivated by other values. Their service is part of their life's mission. They have a concrete

set of goals they want to achieve. Effective public officials are driven by vision; they have a clear vision of why they want to be a public leader and a clear message of sharing that vision.

If you accept the challenge of public leadership, you are choosing a rewarding, but difficult, path. Even your best private sector experience may not prepare you adequately for the tough road ahead. Take every opportunity to enhance your public leadership skills. You may not receive great monetary compensation. But, hopefully, as a result of your hard work, you will gain the satisfaction of seeing your community become a better place in which to live.▶

By Richard Yukubousky
Executive Director
Municipal Research and Services Center

Selected Resources

Taegan D. Goddard and Christopher Riback, *You Won - Now What? How Americans Can Make Democracy Work from City Hall to the White House*, (New York: Scribner, 1998).

Robert D. Putnam and Lewis M. Feldstein, *Better Together. Restoring the American Community*, (New York: Simon & Schuster, 2003).

Selected Web Sites

Various links to sites about leadership at <http://www.ksg.harvard.edu/leadership/links.html>

Readings about “Courage and Compromise in Public Leadership” at http://oueli.voinovichcenter.ohio.edu/courage/recommended_reading.html

Congratulations! You're Elected! What Now?

What was your scenario? Here's a possible one. One of the elected officials decided not to run again, so you decided to give it a try and filed for the position. So did five others. You managed to survive the primary, along with one of your competitors. Now the final election has happened, and you're elected. You have your certificate of election in hand. You have expended a lot of evenings and weekends, and a lot of shoe leather, going door-to-door and meeting people. Hopefully, you enjoyed it. With the coming of the new year, you'll be sworn in and take your seat as the peoples' representative.

You may have a different scenario, but whatever yours is, *congratulations!* Now, are you ready?

To help you get up to speed quickly, here's a major opportunity. After each general municipal election, the Association of Washington Cities (AWC) holds a series of one-day workshops for newly-elected officials. They're set for:

- Friday, January 16, 2004, Yakima
- Saturday, January 17, 2004, Spokane
- Thursday, February 5, 2004, Lynnwood
- Friday, February 6, 2004, Lacey

Each workshop has the same program – a full-day, crash course about being an elected official. You'll learn about the legal framework for cities and towns, the general statutory functions and requirements you'll be operating within, and a lot of "how to" information. But most of all, you'll get to meet and talk with other newly-elected officials, as well as some veterans of municipal elected office. And you'll take home a large notebook of helpful information that will continue to be very useful to you. One of these gatherings should be a *must attend* for you. Your city or town clerk should have the information you'll need to register. Even if your city or town can't afford to send you, it's well worth digging into your own pocket to attend and participate.

The role you have now taken is one of leadership of your city or town. If you're a newly-elected mayor, the spotlight is definitely focused on you. If you're a newly-elected councilmember, you're now one of the small group of leaders forming the board of directors of the municipal corporation you call home. The spotlight is also shared by that small group. The voters have now said they trust you with the policy direction of the city. They've also trusted you with the public purse. They expect you to be very responsible with both things and on both counts.

What is leadership? It can be anything from finding a parade and getting in front of it, to starting from nothing and planning the whole parade. There are those newly-elected folks who will be saying, "We've got to give the public what they want." There are other newly-elected folks who already have their own agenda and intend to simply tell the public what they (the public) want. What's left out of both extremes is leadership - searching for basic information about needs and desires, searching for what's possible (including what's legal to do and how to pay for it), developing a clear and encompassing plan of action, and then educating yourself, the other members of the elected body, and the public about that plan, and finally selling it for general approval. The objective is to make your city or town, that municipal corporation you call home, a better place.

As a newly-elected official, one of the first things you're going to learn is that money is scarce, and much more is needed and wanted than can possibly be afforded.

Since the passage of Initiative 695 which eliminated the motor vehicle excise tax (a source of income for most cities and towns), finances have become more and more of a problem. A number of the smaller cities and towns actually considered disincorporation. Several sought outside help in looking at that option, only to find out that the cost to their citizens would *increase*, rather than *decrease*. With the removal of certain city or town taxes and fees, other taxes and fees of the county or of special districts would be restored. The result -

none have taken further action to disincorporate.

Quite a number of cities and towns have gone back to basics and have seriously looked at priorities on all basic services. There are many examples of greater efficiency and economy resulting from such studies. For instance, rather than each city or town having its own major piece of public works equipment, cities have found ways to band together and share such equipment. Cities, towns, and counties have found ways to functionally combine to deliver a service at a lower cost. The same is true of cities and towns and special districts. Combining recreational facilities with schools is an old technique that is being used more and more. It brings more bang for the (public) buck.

There's much more to be said about your new role in your city or town. If you're interested in more, go to www.mrsc.org/subjects/management/cityhall2003.aspx and see the article with the same name as this one – "Congratulations! You're elected!! What now?" If you don't have a computer or haven't become accustomed to using one, ask the city or town clerk you'll be working with to get it for you. Or, ask your kids and/or grandkids.

You're not out there all alone, and you don't have to do it all by yourself. Talking with other elected officials in neighboring places is always helpful. You'll find that they're often dealing with some of the same problems; some of them might have an original or different suggestion or solution that you can use. They're generally more than willing to share. In addition, here are two very important resources for you to get accustomed to using:

The Association of Washington Cities (AWC), in Olympia, is the lobbying and coordinating organization serving Washington cities. It holds many meetings and training sessions for city officials at various places around the state each year. AWC keeps your city or town posted on what's happening for you and to you in the legis-

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lature and in some of the state's departments. Every city in Washington is a member and pays dues for that membership. AWC's phone number is (360) 753-4137, or 1-800-562-8981 from outside the Olympia area; the fax number is (360) 753-4896, and the Web site is www.awcnet.org.

The Municipal Research and Services Center of Washington (MRSC), in Seattle, is a nonprofit organization that houses a large specialized library of local government materials and eleven consultants and other staff to serve you. Our organization has served all Washington cities and towns for many years and now serves Washington counties too. Staff will "talk through" a question with you, or research your question and, in many cases, send you sample materials. MRSC services are delivered primarily by phone, fax, e-mail, UPS, or mail. Your city or town has already paid for these services. MRSC's phone number is (206) 625-1300 in the Seattle area, or 1-800-933-6772 outside Seattle; the fax number is (206) 625-1220; and the web site is www.mrsc.org. You can access MRSC by e-mail through the Web site. The Web site also contains links to many other sources for local government information.

It's time – time to roll up your sleeves and get to work in your new, elected role. And, time for you to be a leader and an educator.

Enjoy the experience!▶

By Ron Bartels
Public Policy & Management Consultant
Municipal Research and Services Center

For more on leadership, please read the companion articles on leadership appearing in Municipal Research News: "Public versus Private Leadership," appearing in this edition; and "Leadership: Leaders and followers – a symbiotic relationship," which appeared in the fall edition.



January 1 New Year's Day

January 19 Martin Luther King Day

February 16 Presidents' Day

May 31 Memorial Day

July 5 Independence Day*

September 6 Labor Day

November 11 Veterans' Day

November 25 Thanksgiving Day

November 26 Day after Thanksgiving

December 24 Christmas Day**

Optional Floating Holiday

Cities, towns, and counties do not have to follow this holiday schedule. MRSC follows the state holiday schedule, and our office will be closed these days.

***RCW 1.16.050 provides that when a legal holiday, other than Sunday, falls upon a Sunday, the following Monday shall be the legal holiday.**

****RCW 1.16.050 provides that when a legal holiday falls upon a Saturday, the preceding Friday shall be the legal holiday.**

Statutory Reference: RCW 1.16.050. See also, RCW 2.28.100 and RCW 2.28.110 (Court business on legal holidays) and RCW 28A.150.050 (School holidays)

HEADS UP

Emerging information for local government

Weed Management - Get a Goat

Some cities and counties are using grazing animals as part of an integrated weed control program. In Washington State, the city of Woodinville purchased two goats that were used in a pilot program to clear a wetlands area around Woodinville High School. In August, the King Conservation District and Healing Hooves LLC conducted a herd grazing demonstration for site preparation and noxious weed eradication using a herd of goats and sheep. Several cities outside of Washington State have also employed grazing animals for weed control. As a conclusion to a Washington State University-USDA pilot project, a conference was held in November in Clarkston, Washington on weed management using multi-species grazing. The project was designed to demonstrate that planned and multi-species grazing can be used as a tool in an integrated pest management approach to controlling invasive plants. Links to information about these programs may be found on MRSC's Weed Control Web page at <http://www.mrsc.org/subjects/illegal/nuisances/nu-weed.aspx#Integrated>.

Cities Continue Civics Academies

Sumner city officials declared Sumner University highly successful this year. Its unique and award-winning program offered the public a chance to learn about their community, government, and traditions. It also provided a place for citizens to meet friends and neighbors. The programs were held in February. There were 60 citizens involved each evening in the program. The University was free of charge and graduates received a diploma and a shirt for attending both sessions. Classes included "City Finances," Personal Safety," "Human Services," "New Developments," "Comprehensive Plan," "Effective Meetings," and an interactive workshop, "What Makes This a Great Place." Due to the overwhelming success of the program, the city plans on offering Sumner University in the coming years. *Sumner Community Connection, March 2003*

Woodinville hosted its second Civics Academy in October to help citizens understand

"How the System Works" in local government. Attendees learned where city revenue comes from, where property taxes go, and how citizens can be involved with land use and capital project planning for Woodinville's future. *For more information on Woodinville's program, contact Marie Stake, Communications Coordinator at (425) 877-2267.*

Mitigation of Traffic Tickets by Internet

In August, the Thurston County District Court joined the Yakima and Spokane County District Courts in offering citizens the ability to mitigate traffic infractions by Internet. Persons mitigating traffic tickets admit they committed the infraction, but are given an opportunity to explain the circumstances and ask the court to reduce the fine. The online process saves a trip to the courthouse. In Thurston County, people using the e-mitigation method will be advised of the court's eventual decision by e-mail. It is felt that this service will save the public time and money and will increase court efficiency. Persons may still request a court hearing before the judge if they do not wish to mitigate by the Internet. *Thurston County News Release, August 4, 2003.*

Ideas to Update Citizens

Black Diamond Police Offers E-Mail Information Updates. The city has started offering an e-mail service to citizens wanting to keep abreast of police matters throughout the city. Persons signing up for the service will get one to two e-mails per week that will offer crime tips and relevant police information, as well as an update on highlights of police issues occurring in the city. The city will also include relevant crime bulletins regarding ongoing events. *City of Black Diamond Newsletter, October 2003.*

Bothell Emergency Update Hotline. In an effort to keep the community informed, especially in emergency situations, the city of Bothell has implemented an Emergency Update Hotline number for citizens to call and receive timely emergency updates.

Citizens can call for a recorded message that may contain information regarding road closures, major power failures, special instructions, and other updates that may assist citizens in gathering information during an emergency event. This hotline is a recorded message and will not receive messages or allow the caller to be connected to an operator. During non-urgent situations, the hotline message remains generic. *City of Bothell News Release, October 21, 2003.*

Chat Live with a Customer Service Representative

The state of Utah launched a 24/7 live "chat" service to the state's Web site in July 2003. A state customer service representative can answer questions 24 hours a day, via computer. The Utah state government is considered one of the most digitally advanced states in the country. Other states have similar service, but not on a 24/7 basis. *Utah.gov*, with its round-the-clock customer service, is an effort to eliminate barriers between government and its citizens. *Government Technology News, June 6, 2003.*

American Federation for the Blind (AFB) - Most Livable Communities

The AFB's Livable Communities project is an ongoing effort to document the impact of the environment on disability. It identifies criteria that people who are blind or visually impaired in the United States use to rate livable communities, and it highlights the role of advocacy in creating enabling environments. This year's list of "The Five Most Livable Cities and Towns in the United States" (in rank order) were: Charlotte, North Carolina; Berkeley, California; Kalamazoo, Michigan; New York, New York; and La Crosse, Wisconsin and Louisville, Kentucky (tied for fifth). Among the top fifteen most livable cities were the Northwest cities of Eugene, Oregon, ranked 10th, and Seattle, Washington, ranked 11th. *For more information see <http://www.afb.org/livability.asp>.* ■

Ask MRSC

Summaries of recent inquiries answered by MRSC consultants

ADA Accessibility – Must a city or county right-of-way project include “detectable warnings” on curb ramps.

Apparently, it depends on whether the city or county has decided the project must comply with the Uniform Federal Accessibility Standards (UFAS) or the Americans with Disabilities Act Accessibility Guidelines (ADAAG). (Detectable warnings are a distinctive surface pattern of domes detectable by cane or underfoot, that are used to alert people with vision impairments of their approach to streets and hazardous drop-offs.) A federal Department of Justice (DOJ) regulation, 28 C.F.R. §35.151(c) (New construction and alterations) provides in part:

Accessibility standards. Design, construction, or alteration of facilities in conformance with the Uniform Federal Accessibility Standards (UFAS) (appendix A to 41 CFR part 101-19.6) or with the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities (ADAAG) (appendix A to 28 CFR part 36) shall be deemed to comply with the requirements of this section with respect to those facilities.

The UFAS do not require detectable warnings. If, however, the project is to comply with the ADAAG, then detectable warnings are required on curb ramps. Previously, starting in 1994 and until July 26, 2001, DOJ had suspended this requirement. Although DOJ is planning on proposing new rules that address this issue, it has yet to do so. For general information, with links, see “ADAAG Requirements for Detectable Warnings,” March 2003, at <http://www.access-board.gov/adaag/dws/update.htm>.

Business Regulations – Is there a time limit imposed by state law on “going out of business” sales?

Yes. Going out of business sales are regulated by chapter 19.178 RCW, and RCW 19.178.060 limits such sales to a dura-

tion of “sixty days from the beginning date of the sale.”

Civil Service Commission – Does a civil service commission have the authority to independently investigate complaints about the job performance or abilities of a civil service employee?

No. The civil service commission is in charge of the testing of applicants, but the courts have found that it cannot independently investigate the performance or the basic “fitness for duty” of a civil service employee after hiring, except in its capacity when reviewing disciplinary action taken by the executive authority. When residents come to the civil service commission with complaints about the actions of a civil service employee, they should be sent to the executive in charge (mayor or city manager). The civil service commission jeopardizes its role if it seeks to act as both “prosecutor” and “judge” in these situations.

Family and Medical Leave – May leave resulting from injury or illness covered by workers’ compensation run concurrently with FMLA leave?

Yes. FMLA regulations specifically address this; 29 C.F.R. §825.702(d)(2) provides in part as follows:

An employee may be on a workers’ compensation absence due to an on-the-job injury or illness which also qualifies as a serious health condition under FMLA. The workers’ compensation absence and FMLA leave may run concurrently (subject to proper

notice and designation by the employer).

Fire District Annexation – Can a city annex to a fire district that is not contiguous but is separated from the city by a narrow strip of land?

Yes. Chapter 105, Laws of 1999 (HB 1584) amended chapter 52.04 RCW by changing the word “contiguous” to “adjacent” everywhere it appears in that chapter (in three statutes, including RCW 52.04.061, which authorizes annexation of a city). Obviously, the legislature interprets “adjacent” to mean something different than “contiguous.” The dictionary defines “adjacent” to mean “near or close (to something),” in addition to “adjoining.” (Emphasis in original.) *Webster’s New World Dictionary*, 3rd College Edition (1988). Clearly, the legislature was using the “near or close” definition of “adjacent,” such that a city need not be contiguous to a fire district to be annexed to it, as long as it is “near or close” to the district. Separation from the fire district here by only a thin strip of land (approx. 100 yards) would seem to satisfy this meaning of “adjacent” as used in this statute.

Hotel-Motel Tax Funds – May a city expend lodging tax funds to help pay costs associated with operation of a museum by a private historical society which is housed in a city building on city property?

Yes, if the city has a valid contract for services. RCW 67.28.1815 provides that these funds be “...used solely for the purpose of paying all or any part of the cost of tourism promotion, acquisition of tourism-

How to “Ask MRSC.” Assistance from MRSC may be obtained by **Phone** (206) 625-1300 or 1-800-933-6772 for long-distance calls; **Letter** 2601 4th Avenue, Suite 800, Seattle, WA, 98121-1280; **Fax** (206) 625-1220; or **E-mail** mrsc@mrsc.org. Telephone inquiry service is available from 8:00 a.m. to 5:00 p.m. If a consultant is not immediately available, you can record a detailed request on voice mail 24-hours a day, and a staff member will call back as soon as possible.

related facilities, or operation of tourism-related facilities.” Operating and/or maintaining an historical museum, which is a tourist-related capital facility, falls within this list of uses. Absolutely crucial in giving an affirmative response is the fact that the museum is city-owned and on city property. The historical society is in effect managing the museum on behalf of the city through a service contract.

In AGO 2000 No. 9, the conclusion was reached that lodging tax funds could not be used to pay for the operating costs of a privately owned and operated museum, even if the owner was a non-profit. The Office of the Attorney General indicated that the city must own the museum individually or jointly with another government entity or a private firm before lodging tax funds may be used to help pay the costs of operation of the museum.

This answer also applies to a county’s use of lodging tax revenues with respect to a county-owned museum on county property.

Prevailing Wages – Must prevailing wages be paid on a contract with a private party for landscaping services?

The case of *Spokane v. Department of Labor and Industries*, 100 Wn. App. 805 (2000), held that:

All public works, including maintenance when performed by contract shall comply with the provisions of the prevailing wage law.

The court interpreted the term maintenance in that sentence to include “ordinary maintenance.” So, landscaping services, which are considered to be ordinary maintenance, are subject to prevailing wage if performed by private contract. If the work is done by the city work crew, then prevailing wage need not be paid.

Such work is also subject to the bid law if it is going to be performed by contract with a private party and the amount exceeds the bid law limits. However, if ordinary maintenance is performed by the city work crew, then there is no bid law that applies. That is, the city work crew can perform ordinary maintenance in any amount so long as the work does constitute ordinary maintenance.▶

NEW PUBLICATION...

Washington State Local Improvement District Manual, *Fifth Edition*

This manual is intended to provide an overall perspective of detailed LID procedures, to focus on a chronological order of responsibilities, to describe routine processes from initiation to the conclusion of financing, to reduce employee training time, and to identify problems. This fifth edition incorporates legislative changes and case law through October 2003 and includes new chapters on Road Improvement Districts and LID look-alikes.

Report No. 59, October 2003. \$20.00(City/County)/\$30.00(All Others).

AWC Newly-Elected Officials Workshop

January 16, 2004 • Yakima
January 17, 2004 • Spokane
February 5, 2004 • Lynnwood
February 6, 2004 • Lacey

You’ll learn:

- How a city operates, and where the council fits in
- What your legal responsibilities are
- The role of mayor and council
- Effective meeting procedures
- How to get along with staff and fellow councilmembers
- Effective decision-making techniques
- ...and much more!

MRSC Welcomes...

Liz Price joined MRSC in September as a Receptionist/Administrative Assistant.

Quinn Robinson joined MRSC in November in the capacity of Web Services Specialist.

LIBRARY LISTINGS

New resource materials now available

New Acquisitions

This list contains new publications, ordinances, and other materials recently received by the MRSC library. We also prepare a more comprehensive list of new acquisitions each month which is posted on our Web site at www.mrsc.org/library/newacq.htm. If you would like to borrow one or more of these publications, please contact Amanda Kemp in our library at (206) 625-1300 or akemp@mrsc.org.

▼Economic Development

Marketing for Economic Development, by Richard Davis, ICMA, 2003

▼Environment

Brownfields: Creative Solutions, by Christine Ulrich, ICMA, 2003

▼Finance

Construction Contract Administration Manual, Master Municipal Construction Documents Association, 2000

▼Local Improvement Districts

Washington State Local Improvement District Manual, John Carpita, MRSC, 5th ed., 2003

▼Parks

Parks & Open Space System Plan, City of Bellevue, Parks & Community Services Department, 2003

▼Personnel

Preparing the Next Generation: A Guide for Current and Future Local Government Managers, edited by Frank Benest; ICMA, 2003

▼Planning and Land Use

Economic/Fiscal Impacts of Development: Selected References, Urban Land Institute, 2003

Great Planned Communities, Jo Allen Gause, ULI, 2002

Halfway to Everywhere: A Portrait of America's First-Tier Suburbs, by William H. Hudnut III, 2003

Health and Community Design: The Impact of the Built Environment on Physical Activity, by Lawrence Frank, Peter Engelke, Thomas Schmid, 2003

Mixed-Use Development Handbook, Dean Schwanke ; ULI, 2nd ed., 2003

New Towns/Planned Communities: Selected References, Urban Land Institute, 2003

▼Population

Age Power: How the 21st Century will be Ruled by the New Old, by Ken Dychtwald, 1999

▼Public Safety

Local Government Police Management, editors, William A. Geller, Darrel W. Stephens, 4th ed., 2003

▼Transportation/Traffic/Streets

Emergency Response: Traffic Calming and Traditional Neighborhood Streets, Dan Burden, Local Government Commission, Center for Livable Communities, 2000

Trip Generation Handbook: An ITE Recommended Practice, Institute of Transportation Engineers, 2001

Walkable Streets and the Fire Department [videorecording], Local Government Commission, 2000

Resource Sharing

The *Information Partnership Program* seeks and collects current materials from Washington local governments. The materials received provide answers and support to the challenges faced by cities and counties every day. You may order the materials below by contacting the MRSC library at (206) 625-1300 or 1-800-933-6772 or e-mail us at mrsc@mrsc.org. Due to space limitations, the list below may not be complete. A comprehensive list of IP materials received may be requested from the library or viewed on our Web site at www.mrsc.org/library/rshare.htm.

▼New Annexation Forms and Handouts

Anacortes Ordinance No. 939 reinstating, as a condition for the provision of water and/or sewer service outside the City limits, the requirement that a property owner sign a petition for annexation of his/her property when asked to do so by the city, 4 p., 8/25/03 (U 3.2000); Bellingham Annexation petition forms, owners and registered voters; procedures for filing petition for annexation, 2003 (G 3.1360); Gig Harbor Notice of intent to annex; petition for annexation, 2003 (G 3.1360); Woodinville Notice of Intent to Petition for Annexation, 2003 (G 3.1360).

▼Parks and Recreation Plans

Camas Parks & open space comprehensive plan update, 1/24/00 (P 3.2000 C3 P37 2000 CD); Olympia Olympia's parks, arts & recreation plan, 11/4/02 (P 3.2000 046 05 2002) [http://www.ci.olympia.wa.us/par/about_us/plan/default.asp]; Poulsbo Park, recreation & open space plan, 5/17/00 (P 3.2000 P58 P37 2000); Westport Comprehensive park & recreation plan update: 2000-2004, 9/15/99 (P 3.2000 W45 C65 2000).

WINTER DRIVING TIPS . . .

1. If your car needs a tuneup or is due for regular service, get it done now. Parts like bad hoses, belts, water pump, spark plug wires, and distributor caps can leave you stranded in the winter.

2. Make sure your battery and charging system are up to snuff. If you find that you need a new battery, get the biggest, meanest, ugliest battery that will fit in your car. Two things to remember about batteries: First, the battery that started your car easily in the summer may not have enough oomph to do it in winter, when the oil isn't as "fluid" as it was last July. And secondly, batteries lose power as the temperature drops. So, not only do you need MORE power to start the car in winter, you also get LESS power from the same battery.

3. Check the cooling system. Making certain the antifreeze will protect your car to the winter temperatures you'll experience in your area. For most areas, you'll need a 50-50 mix of coolant to water.

If your coolant hasn't been changed in several years, get the cooling system flushed. The rust inhibitors in antifreeze break down over time and need to be renewed. Plus, draining out the coolant and refilling the system removes dirt and rust particles that can clog up the cooling system and cause problems in winter and summer.

4. Make sure your windshield wipers are in good shape. Winter wipers – with the rubber coverings that keep ice from collecting on the blade – have become very popular. They're great in the winter, but make sure you take them off in the spring. Winter wipers are heavy, and if you use them all summer, you'll eventually wear out the wiper motor.

5. Keep your gas tank close to full. In the summer, you can take a chance and run down to fumes. But in the winter, if you do get stuck or stranded, the engine will be your only source of heat.

6. Make sure your windshield washer reservoir is full. On a snowy or messy day, you can easily go through half a gallon of fluid trying to keep your windshield clear.

7. Know your car. Every car has different handling characteristics. You should know what your car can and cannot do in the snow. You should know if it has antilock brakes and traction control, how they work, and how they help. In fact, you should practice using these features in an empty parking lot before you have to use them on the roads.

8. If you really have to drive in the snow, you should get four good snow tires. Nothing will make a bigger difference. Get yourself four steel rims while you're at it and mount the snows permanently on those rims. That'll make the changeover in the fall and spring a snap.

9. Make sure you have some basic supplies in your car in case you do get stuck. Invest in a substantial snow brush and an ice scraper. It's good to have a shovel and a bag of sand to help with traction, and extra windshield washer fluid. A blanket is a good idea – just in case. If you have any winter clothes you don't wear anymore, especially an old pair of boots, throw them in the trunk, too.

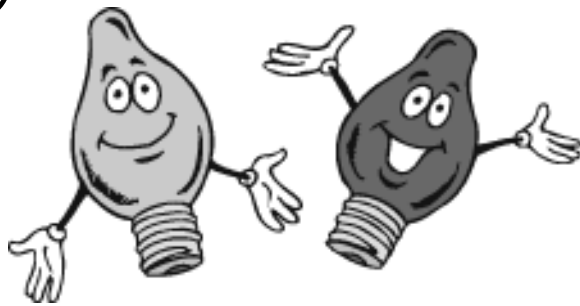
10. You can't see through snow, so make this "preflight check" before every winter car trip. Clear off the entire car. First of all, you need just as much, if not more, visibility in poor conditions. Make sure every glass surface is clear and transparent by using a snow brush and/or ice scraper. Your sideview mirrors and all lights should be brushed and cleared as well. Clean the snow off the rest of the car because the rest of the snow will either A) slide off the roof and cover your windshield as you're slowing down; or B) fly off onto someone else's windshield and cause him or her to smash into you.

11. When driving in the snow, do everything slowly. Even with good coolant, snow tires, traction control, all-wheel drive, keep in mind that driving in snow, sleet, and ice is very treacherous. And even if you maintain control of your car, not everyone else will. So, don't ever get lulled into a false sense of security. Do everything slowly and gently. Remember, in the snow, the tires are always just barely grabbing the road. Accelerate slowly and gently, turn slowly and gently, and brake slowly and gently. To do this, you have to anticipate turns and stops. Go slow and leave plenty of distance between you and other cars. Rapid movements lead to skids and loss of control.

If you're nervous about driving in winter, consider spending some time practicing. Go to an empty parking lot and try sending the car into a little skid on purpose. Practice until you're comfortable regaining control of the car.

Adapted from Car Talks official Winter Driving Tips, <http://cartalk.cars.com>

*Happy Holidays
and
Best Wishes for the New Year
from
Everyone at MRSC*



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