

Municipal

Spring 2007

Research News

Municipal Research and Services Center of Washington



What's Inside

New Web Pages at MRSC.org 3

Managing Change Effectively in the Workplace 4

Ask MRSC 6

Heads Up 7

New Publications Coming Soon 8

Public Records Act Open Public Meeting Act

Some Basics and Some Advice

By Jim Doherty, Legal Consultant, Municipal Research and Services Center

The legal staff at Municipal Research and Services Center (MRSC) answers numerous questions relating to the **Public Records Act** (PRA) and the **Open Public Meetings Act** (OPMA). This is to be expected because of the large number of records and meetings that are necessary to keep our local governments functioning. While some of the questions we answer are new, others are variations of previously addressed issues. Some of the recurring questions indicate that many local officials may still be struggling with the requirements of the two acts.

Here are some examples of issues causing concern.

Electronic records are public records and need to be disclosed and retained following the same basic rules that apply to paper records. So, all e-mails sent or received by city and county officials and their staffs, whether they are using their office or home computers, are public records if they deal with any aspect of local government affairs. Has your jurisdiction adopted a process to make sure that all those electronic communications are saved so they can later be retrieved if there is a request for disclosure?

Disclosure of employee misconduct records can get complicated. Understandably, newspapers often want to obtain all those records. When faced with such a records request, keep in mind that the PRA clearly states that your agency cannot withhold

documents merely because the events covered by the records are embarrassing to the agency or to an employee. See RCW 42.56.550(3). If the conclusion of an investigation is that the alleged misconduct did not occur, the name of the employee will generally be exempt from disclosure. There was a significant court decision in 2005 dealing with the disclosure of records relating to public school teachers accused of sexual misconduct: The court's analysis can help you and your legal counsel determine where the boundary lies between the public's right to know and the privacy rights of public employees. See *Bellevue John Does v. Bellevue School District*, 129 Wn. App. 832 (2005).

Law enforcement agency files contain lots of records that are exempt from disclosure. Many of you routinely deal with requests for police reports, which are generally exempt from disclosure until the investigation is complete and the case has been sent on to the prosecutor. Law enforcement agencies also have access to criminal "rap sheet" information containing arrest data and other information that may be prohibited from disclosure by the criminal history records statutes found in chapter 10.97 RCW. Nevertheless, many law enforcement records, such as police officer personnel files, time sheets, procedure manuals, etc., are covered by the same exemption rules that govern the records of other local government departments.

continued on page 3

Municipal Research News is published quarterly by the Municipal Research and Services Center
2601 4th Avenue, Suite 800
Seattle, WA 98121-1280
206.625.1300 • Fax 206.625.1220
www.mrsc.org • mrsc@mrsc.org

MRSC

BOARD

PRESIDENT	Robert R. Hart
VICE PRESIDENT	Don Davidson
SECRETARY	John Wallace
PAST PRESIDENT	Mary Place
DIRECTOR	Randy Beehler
DIRECTOR	Louise Bjornson
DIRECTOR	Ted Gathe
DIRECTOR	Dave Mercier
DIRECTOR	Tom Metzger
DIRECTOR	Carol Moser
DIRECTOR	Kathryn Quade
DIRECTOR	David Ramsay
DIRECTOR	James Reinbold
DIRECTOR	Kirke Sievers
DIRECTOR	Jay Weber

STAFF

EXECUTIVE DIRECTOR	Richard Yukubousky
PUBLIC POLICY & MGMT. CONSULT.	Ron Bartels
LIBRARY CLERK	Peter Breen
PUBLIC WORKS CONSULTANT	John Carpita
PUBLIC FINANCE CONSULTANT	Judith Cox
SENIOR RESEARCH CONSULTANT	Lynne De Merritt
LEGAL CONSULTANT	Jim Doherty
WEB DEVELOPER/E-GOVERNMENT SPEC.	Don Edlin
RESEARCH ASSOCIATE	Connie Elliot
PLANNING CONSULTANT	Sue Enger
LEGAL CONSULTANT	Pam James
PUBLIC POLICY CONSULTANT	Byron Katsuyama
LIBRARY & INFO. SVCS. ASSISTANT	Amanda Kemp
CONTROLLER	Marcie Klobucher
EXECUTIVE ASSISTANT	Donita Knutson
SENIOR LEGAL CONSULTANT	Pat Mason
LEGAL CONSULTANT	Bob Meinig
WEB SERVICES SPECIALIST	Quinn Robinson
RECEPTIONIST	Shannon Shaffer
DESKTOP PUBLISHING SPECIALIST	Holly Stewart
LEGAL CONSULTANT	Paul Sullivan
PUBLIC POLICY CONSULTANT	Carol Tobin
ACCOUNTANT	Sandra Vong
MGR. OF LIBRARY & INFO. SVCS.	Fred Ward
TECHNICAL SERVICES LIBRARIAN	Erica Zwick

CONTACTING MRSC

Staff members may be reached through the Internet using first initial and last name @mrsc.org: for example, ryukubousky@mrsc.org.

Municipal Research News is published quarterly by the Municipal Research and Services Center of Washington, 2601 4th Avenue, Suite 800, Seattle, WA 98121-1280. Your ideas and comments are appreciated. If you have news you would like to share or if you would like to write a short feature article, please contact us.

Editor: Connie Elliot

Designer: Holly Stewart

A **2006 amendment** to one PRA statute, RCW 42.56.250(3), now exempts from disclosure the e-mail addresses, cell phone numbers, emergency contact information, and dependent information of employees and volunteers of a local government agency.

The Attorney General's office has issued "**Model Rules on Public Disclosure**" that local governments can consider for adoption. The model rules provide a practical and detailed overview of recommended procedures for responding to disclosure requests. The model rules are now chapter 44-14 of the Washington Administrative Code (WAC). The model rules may also be found as "Appendix D" in MRSC's 2006 publication, *Public Records Act*, available through the MRSC Website. It is anticipated that additional model rules dealing with electronic records may soon be issued. MRSC will keep you informed.

Under the OPMA, when **voting on an issue**, please remember, the public has a right to know how each of their elected representatives votes; there can be no secret ballots. Similarly, though an elected legislative body may be allowed to discuss certain issues in an executive session, it may not take any action, including a formal or informal vote, regarding those issues in the closed session.

When does a series of **e-mails between councilmembers** cross the line and violate the OPMA? This is now one of our most frequently asked questions. Although the issue merits a lengthy discussion, it can be distilled to this: If a quorum of the governing body communicates by e-mail, exchanging views on an issue that should be discussed in an open public meeting, there is a potential violation. Because there are increasing requests for disclosure of councilmembers' e-mails, this is an issue that should not be ignored. To be safe, councilmembers or county commissioners sending information to all the other members of the legislative body should consider adding a reminder that the information is being sent

for informational purposes only and request that responses not be directed to the other members. Confused? Ask your legal counsel for advice, or contact one of the MRSC attorneys.

Last year the city of Snoqualmie became a pioneer in e-government by holding the first **electronic meeting** of a legislative body in this state. The city councilmembers held their council meeting using computer communication – none of the councilmembers were in the same room. Using chat room communication software that allowed all the members to see on their screens what was being typed by other members, they discussed and decided public issues. Members of the public were able to "view" the meeting either at their own computer or on a projection screen at the usual council meeting place. There is no statute that specifically allows such online meetings, but arguably the process meets the basic requirements of the OPMA. This might be a practical method of holding a public meeting if there were a serious flu epidemic and gatherings of the public were being discouraged for health reasons.

A legislative body is required to keep **minutes** of all their public meetings, even if the meeting is designated as a retreat or study session and no votes are taken. See RCW 42.32.030. The minutes of such a meeting should at least show the date, time, and location of the meeting; which members were present; and what issues were discussed.

The **Open Public Meetings Act** allows the public to watch their representatives discuss and decide public issues. The **Public Records Act** allows the public to review the records of state and local governments, with some exceptions, so that the detailed workings of our public agencies are open to examination. If these two Acts did not exist, the public would have no way of knowing whether elected officials and public employees were properly conducting the public's business. ▀

Take a Look

New Web Pages at MRSC.org

Major Programs to Overhaul Regulatory Systems for Added Flexibility

Some local jurisdictions have considered adoption of major new programs and/or regulatory schemes to incorporate greater flexibility and fairness into land use and zoning codes. Examples of such major programs include transfer of development rights programs and performance-based zoning, and form-based codes. See <http://www.mrsc.org/subjects/planning/major-regulatory.aspx>.

Boards and Commissions

Cities and counties appoint citizen boards, commissions, task forces, and committees to advise their legislative bodies on a wide range of policy issues. See <http://www.mrsc.org/Subjects/Governance/boards.aspx> for related information.

Emergency Management for Water and Wastewater Systems

As part of the "Bioterrorism Act" of 2002, communities with water systems serving more than 3,300 people must assess their vulnerability and prepare or revise emergency response plans that incorporate the results of the vulnerability assessment. See <http://www.mrsc.org/Subjects/PubSafe/Emergency/EM-WaterWaste.aspx> for further information.

Subdivisions

The subdivision of land into lots is governed in Washington State by chapter 58.17 RCW and by city and county ordinances adopted under that chapter's authority. See <http://www.mrsc.org/Subjects/Planning/subdivisions.aspx> for additional information.

Local Government Broadcasting of Public Meetings

Cablecasting and Internet Webcasting of public meetings make the meetings more open and public by enabling people to view proceedings of meetings they cannot attend in person. This Web page provides information on Washington cities and counties that are currently broadcasting public meetings. See <http://www.mrsc.org/Subjects/Governance/govcast.aspx>.

Youth Participation in Local Government

It is important that the youth of today be encouraged to take interest in local government decision-making activities and that opportunities be created to foster civic participation. This page lists programs that include youth representatives on boards and commissions and on city councils. See <http://www.mrsc.org/Subjects/Governance/civ/youthgov.aspx>. ▀

Managing Change Effectively in the Workplace

By Janice Corbin and Janet May, Sound Employment Solutions, LLC

The following article appeared as a two-part series in the "HR Advisor" column on the MRSC Website. We are including the article in its entirety here in our newsletter.

Today's workplaces are changing at lightning speed. Not only do we find it difficult to make changes in our lives, it is normal to be resistant to change. The process of making a change means an actual ending of something and a loss of something. Even when the change is positive, such as more efficient technology, it still means that we are giving up something that we are used to in exchange for an unknown. This can make even the most upbeat employee apprehensive.

Despite how you or your employees may feel about change, it is inevitable and something that needs to be expected and managed. If change is not managed properly, it can trigger negativity in the workplace. The change process triggers the most common underlying causes of negativity, a fear of a loss of competence, community, and control. In this two part series, we will discuss some strategies for helping make the change process go more smoothly. This article will focus on practical tips for making workplace changes go more smoothly. Our next article will focus on managing the emotional reaction to change.

Although change always will be difficult for some employees, there are strategies employers can use to help make the change easier to accept. Consider using some of the following strategies when introducing a change to your employees.

- **Analyze whether the change will be of real benefit and/or value to the organization before actually deciding on and announcing a change.** Frequent changes to operating standards or changes to organizational structure leave many employees feeling unsettled, particularly when little explanation is provided for the change. One of the trends we have seen recently in some organizations is the tendency to reorganize or change employees' shifts because of conflicts in the workplace. Rather than solve the problem, the problem generally gets worse as the organization

is now dealing not only with the unresolved conflict, but also the strong reactions associated with the change.

- **Communicate, communicate, communicate.** The more information you can provide to employees about the change, the more comfortable they will be with the change. The communications should be designed to reduce any fears the employees might have; for instance, what steps have been taken to analyze the impact of the change on employees and to minimize any negative potential impacts.
- **Acknowledge that change is a common occurrence and can result in some people feeling uncomfortable.** In workgroups where change is constant, take some time to help employees understand why that is so. For instance, in many public employment situations, priorities change frequently based on customer demands or changes requested by the mayor or council. Although the manager or supervisor usually knows the reason for the change, the employees' responsible for implementing the changing priorities may not. We have found that workgroups have a much greater level of satisfaction when there is a discussion of how priorities are established, and why those priorities shift. The discussion helps employees feel more of a sense of ownership and control.
- **Announce the change well in advance of the actual change occurring.** This helps employees have time to accept and adjust to the change. Similarly, create an action plan that describes the stages for implementing the change. Often-times it is easier for employees to accept the change when it comes in smaller pieces.
- **Be open to suggestions and alternatives for implementing the change, particularly when it comes to changes in the way a job will be performed.** Suggestions do not always mean the employee is resisting the change. Rather, in general employees have a lot of knowledge and pride about the jobs they perform and may identify issues you may not have thought of that can then be incorporated into the change, or fixed where needed.
- **Ask individuals who are resisting the change process to make suggestions about how to respond to the circumstances/issues that brought about the need for change in the first place.** This is referred to as using "flipside thinking." Be sure this is done in the manner of "problem-solving" as opposed to arguing with the individual. Remember, resistance to change generally is focused on what the individual is losing, so flipside thinking is designed to get the individual to focus on the problem and the solution, instead of the loss.
- **Be careful about "bad mouthing" the old way, and instead acknowledge the value of the old way while reaffirming the value of the new way.** Employees are personally invested in the manner in which they have performed their work, and when there are attacks on the manner in which the job is being performed, they may feel they are being personally criticized when in fact you are simply trying to make their job easier or more efficient. Reinforce the value of the new way by sharing information and facts about the reasons for the change.
- **Remember that negativity, when unchecked, is contagious, destructive, and habitual.** Thus, although some negative reaction to the change is likely, limit the time employees spend being negative and direct that the behavior stop. If it continues, provide feedback to the individual and/or the team about how negative behavior impacts the workplace.
- **Incorporate into your workplace expectations and workplace standards the need for employees to be able to accept and manage change.** If you are in a workplace that experiences frequent changes, include questions in your interviewing and reference process that are designed to identify the candidate's comfort level in dealing with change.

Managing Change Effectively In the Workplace – Part 2

In our previous article, we discussed the inevitability of change and provided some practical tips for helping change go more smoothly. Those tips, however, miss one key aspect that can be expected with any change; namely, that employees will have emotional responses to the change. As a manager or supervisor you must be prepared for their emotional responses.

The process of making a change means something that was familiar will end and be replaced by something that is unfamiliar, unknown, and unproven. The emotional response that occurs with a change is more about the “loss” of something in the employees’ everyday lives rather than about the change itself. Because the employees perceive they are losing something, the change often feels very personal despite the fact that it is a business related change.

Managers/supervisors need to be prepared for employees to demonstrate a wide range of emotions and go through a number of different stages of emotions before the change is fully implemented. For example:

- Anger, i.e., rage, conflict or attempts at sabotaging the change;
- Subtle denial demonstrated by an attempt to strike a deal, i.e., for a delay or something different if management agrees to “go back” to the old way;
- Anxiety and/or sadness, i.e., silence, tears, absenteeism, remarks about “being stressed out”;
- Disorientation or confusion, i.e., missed deadlines, frequent complaints about not knowing what to do, frequent requests for clarification;
- Depression, i.e., a general lack of interest, remarks about being “tired” or feeling like the end of the organization is near.

Given these anticipated emotions, how should a supervisor or manager respond?

- Remain open to listening to the employees’ concerns, fears and emotions without becoming defensive, angry or critical. But

do so while reaffirming the need to proceed with implementing the change.

- Openly acknowledge the employees’ feelings rather than pretending they do not exist. For example “I understand from what you have told me that you are worried about how the new technology will work with our current system. It is natural to have some level of apprehension whenever new technology is introduced.” The flip side is that you should not guess at the employees’ feelings if they haven’t been expressed in some fashion.
- Set the example. Even if you are unhappy with the change, exhibiting anger or frustration in front of your employees will only fuel their inappropriate emotional responses and will delay the ability of those employees to move on because they will believe that your resistance means there is still hope that the change won’t be made.
- Remember that it is not your role to become a counselor for the employee. If the employee continues to respond emotionally and appears unable to get past the emotions, remind them of your EAP resources.
- Once the change has been implemented, mark the end of the process by conducting a debriefing, i.e., lessons learned format, to help employees recognize their contributions to the change, the benefits of the new way of doing things, and to acknowledge that the change is now operational. This final step helps to contain the emotional reaction so it doesn’t resurface later as old baggage.
- After the debriefing, do not allow employees to continue to “recycle” their feelings about the change as that often prevents the workgroup from moving forward in a positive fashion. The definition of the term “recycle” means to repeat a process or use something again in its original form (usually). There are members of a workplace who tend to “hold on to” things that have occurred in the past; things they feel are transgressions or injustices. Their conversation about the past tends to dominate the conversation or issues at hand. This behavior

tends to “shut down” the process of team members collaborating and managing the change process and besieges the workplace in negativity.

- Understand that ultimately it is the employees’ choice as to how they decide to respond to the change, and to some extent, that choice is outside your control. When employees realize they have a choice, it provides them with the confidence and energy to manage the change effectively, while not engaging in the negativity that can be passive resistance to the change. Employees generally will choose one of the “three A’s” – **alter**, **avoid** and **accept**:
 - **Alter** – The employee seeks alternatives to experiencing the change, i.e., a change in work schedule, assignment, supervisor, atmosphere, or work team.
 - **Avoid** – The employee chooses not to deal with the issue. The employee is essentially confirming that he/she is aware of the change, but that he/she will not resist or support the change. In other words, the employee will neither be an obstacle or a supporter of the change, but will continue to do his/her job while avoiding the change as much as possible.
 - **Accept** – The employee chooses to accept the workplace as it is. He/she transfers the energy he/she would have put forth in “resisting” the change toward self development, acquiring new skills, or volunteering for a special project that gets exposure from another arena.▶

Janet May is an attorney with over 15 years of experience in the labor and employment law field, and has represented both management and labor.

Janice Corbin has over 20 years of human resources experience with the Seattle Police Department and the International Harvester Truck Company. She has worked in the law enforcement field for over 22 years.

Ask MRSC

Summaries of recent inquiries answered by MRSC consultants

May cities spend money on hosting and gifts related to sister city visits?

No, this would be an unconstitutional gift of public funds. Although article 8, section 8 of the state constitution permits port districts to do promotional hosting, there is no similar authority for cities. Consequently, a city's provision of meals, gifts, and the like to private individuals under a sister city program would violate article 8, section 7 of the state constitution, which prohibits cities from making a gift of public funds. An August 30, 1999 Attorney General Memorandum (No. 13) from Mary Jo Diaz, Assistant Attorney General, to Karen Stromme, King County Audit Manager, addresses this issue in more detail. See <http://www.mrsc.org/focus/sistercity.pdf>.

Also, note that not only is a city prohibited from spending its funds on such activities directly, they also cannot do so indirectly by donating moneys to a private organization that is hosting a sister city.

May a councilmember who recently resigned from his office change his mind and remain on the council?

This depends on the facts surrounding the resignation. If the councilmember has indicated in a letter that he intends to resign at a future date, and before that future date arrives he changes his mind, then he can withdraw the resignation letter and remain on the council.

If the resignation letter is intended to be effective immediately or lists a date that has already passed, then the resignation has already occurred and a vacancy has been created. The councilmember cannot change his mind and remain on the council once an official vacancy has been created. See RCW 42.12.010(2).

How long are job interview notes to be retained?

According to the local government records retention schedule published by the Office of the Secretary of State, Division of Archives and Records

Management, the following should be retained for three years:

RECRUITMENT FILES -

Documents recruitment and selection process for each advertised position, including newspaper announcement, job description, working papers/notes, applicant list, interview questions and notes, selection documents, and employment applications.

The three-year requirement is consistent with the limitation of action for Equal Employment Opportunity discrimination complaints, which is set at three years. See RCW 4.16.080(2). Test results are also to be retained for three years.

Must a code city satisfy the publication requirement in RCW 35.17.310 regarding the notice of an election on an initiative even if no daily or weekly newspapers are published within the city?

In our opinion, the city still must comply with this publication requirement and should publish the ordinance or proposition in the official newspaper of the city even if it is not published within the city.

RCW 35.17.310, which applies to a code city's initiative process, provides that:

The city clerk shall cause any ordinance or proposition required to be submitted to the voters at an election to be published once in each of the daily newspapers in the city not less than five nor more than twenty days before the election, or if no daily newspaper is published in the city, publication shall be made in each of the weekly newspapers published therein.

The intent of this statute is that the citizens should be able to read the language in an ordinance or proposition that will be voted upon at an election. As you are aware, every city in the state must designate an official newspaper for publication of ordinances and other required legal notices. The official newspaper does not have to be pub-

lished within the city but is the official vehicle for complying with publication requirements.

To comply with the intent of RCW 35.17.310, the proposed ordinance should be published in the official newspaper. While this does not literally comply with the language in RCW 35.17.310 because the official newspaper is not published within the city, it does substantially satisfy the intent of the statutory requirement.

Does MRSC have information on selling or auctioning surplus property using a Web-based service?

There are a few jurisdictions in Washington using eBay or other online auctioning services for the sale of surplus government property. Most city codes do not specifically address the use of online auctioning of surplus property. The codes may list bidding processes, auctions, and other specific methods of disposal, as well as language allowing flexibility for a city to dispose of property in another manner. It is more common to find online auctioning included as an option for disposal of surplus property in an administrative policy rather than in the municipal code.

The IBM Center for the Business of Government has published an excellent report giving an overview of how government agencies are succeeding at selling surplus property via online auctions. See "Government Garage Sales: Online Auctions as Tools for Asset Management" at <http://www.businessofgovernment.org/pdfs/WyldReport3.pdf>.

How to "Ask MRSC." Assistance from MRSC may be obtained by **Phone** (206) 625-1300 or 1-800-933-6772; **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.

Heads Up

Emerging information for local government

Youth Participation in Local Government

It is important that the youth of today be encouraged to take interest in local government decision-making activities and that opportunities be created to foster civic participation. The National League of Cities' Institute for Youth, Education, and Families states, "Nothing is more important to the health of our democracy than the active engagement of young people in representative government at the local level."

The United Nations sponsors a program titled *World Programme of Action for Youth (WPAY)*. This program advocates that young people in all parts of the world aspire to full participation in the life of society, including participation in decision-making processes. Many countries have established national youth policies using WPAY as a guide. (See examples from New Zealand and Australia on MRSC's Web page on "Youth Participation in Local Government" at <http://www.mrsc.org/Subjects/Governance/civ/youthgov.aspx>.)

In the United States, policies on youth tend to be promoted by national organizations, such as the *National League of Cities (NLC)* and *America's Promise: The Alliance for Youth*. Recently Bellevue, Lakewood, Redmond, Spokane County, and Lower Yakima Valley were named among America's "100 Best Communities for Young People" by *America's Promise: The Alliance for Youth* for providing their youth an opportunity to give back to their communities through their own service. (See <http://www.americaspromise.org/AmericasPromise.aspx>.)

This column provides a glimpse of what some Washington local governments are doing to engage youth in civic activities. Additional information and resources may be found on a new MRSC Web page on youth participation in local government at <http://www.mrsc.org/Subjects/Governance/civ/youthgov.aspx>.

Participation on Advisory Boards and Commissions

NLC notes that youths are frequently seen as problems to be fixed, but by involving them in local decision-making they can become assets and resources to mayors and city councilmembers who are seeking solutions to some community ills.

Several Washington cities provide a seat for youth members on various advisory boards. The most prevalent are park boards and library boards. Some examples are:

Kirkland provides for "youth-specific seats" on the human services advisory committee, the library board, the park board, and the transportation commission. Qualifications are defined as a person who, at time of appointment, is at least 16, but not more than 18, years of age. All other qualifications and requirements applicable to members of the board or commission shall apply to the youth member.

Redmond teenagers interested in helping with issues regarding parks, trails, or the arts in Redmond are invited to apply as a volunteer "youth advocate." The arts commission, the board of parks commissioners, and the trails commission each appoint a youth advocate for a one-year term.

Seattle has a "Get Engaged" program that is a cooperative effort between the city and the YMCA. It places young people, aged 18-29, on advisory boards and commissions to give input on policy decisions, issue recommendations, and create a mechanism for citizen feedback within city government. The YMCA recruits the participants and provides training and support, while the city offers special one-year positions on the boards and commissions and partially funds the YMCA support work.

Youth Advisory Councils

A few cities and counties have youth commissions or councils that advise the city council on matters related to youth.

Bellevue The *Youth Link Board* advises the Bellevue city council and city manager on youth matters and programs and is authorized by the city to award funding for community youth projects. The board is comprised of six youths and six adults appointed by the city manager.

Cheney The *Youth Commission* was created to serve in an advisory capacity to the mayor and the city council. The principal function of the commission is to prepare a comprehensive plan for anticipating and influencing the desires of the youth of the community and to make its recommendations to the city council.

Clark County The *Youth Commission* is a youth-driven advisory board established by the Clark County Board of Commissioners in April 1998. Members, aged 11-19, come from all areas of Clark County and provide a youth-oriented point of view to the work of the board, county departments, and community organizations.

Everett The *Mayor's Youth Council* aims to provide a vital link among Everett's youth, the Everett community, and Everett government. The council advises the mayor on issues affecting youth in Everett and provides youth input on the mayor's policies.

Spokane The *Regional Chase Youth Commission* is a joint venture of the city of Spokane and Spokane County. Made up of both youth and adults from around the county, the commission advises local government on youth issues, develops policy, hosts community events, and provides outreach and coordination to other community organizations serving youth in the area.

Student Representation to City Council **Edmonds, Sultan, and Sequim** designate student representatives to the city council to act as liaison between the city and the school on matters related to youth in the community. ▀

New Publications Coming Soon

The Bidding Book for Washington Counties

This is a revision of a publication originally produced in 2002. It is designed to assist county officials in determining whether competitive bids are required for purchases or when contracting for public works and to provide them with information on bidding procedures.

Getting Into Office: Being Elected or Appointed into Office in Washington Counties, Cities, and Towns

This publication addresses issues relating to qualifying and running for elective office in cities, towns, and counties, assuming office vacancies in office, and appointments to fill vacancies.

Need a Copy?

These publications are available to Washington State municipal officials for purchase or **on loan** (<http://mrsc.org/library/loanrqst.aspx>) from the MRSC Library. To order a publication, please send us an **order form** (<http://mrsc.org/publications/puborder.pdf>) with payment (pre-payment is required for all publication purchases). You can also **order online with a credit card** (<http://mrsc.org/publications/order/form.aspx>).

In order to view or download publications in Adobe Acrobat format, you will need to have Adobe Acrobat Reader installed on your computer. The Reader is free, and may be downloaded from the Adobe Website. ▶



Municipal Research and Services Center
2601 4th Avenue, Suite 800
Seattle, WA 98121-1280

Non-Profit Org.
U.S. Postage
PAID
Seattle, WA
Permit #45

