

Summer 2010

Municipal

Research News

Municipal Research and Services Center of Washington



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Liquor Privatization Initiatives

MRSC left "bone dry"

By Rich Yukubousky, Executive Director, Municipal Research and Services Center

Between 1945 and 1999, the motor vehicle excise tax was the fund source that cities used to fund services received from the Municipal Research and Services Center (MRSC). That era ended when the voters passed Initiative 695, abolishing the motor vehicle excise tax. Although Initiative 695, which repealed this tax in 1999, was found unconstitutional, the 2000 legislature decided that the people had spoken and repealed this tax, replacing it with a \$30 license fee.¹ Cities urged the legislature to continue funding MRSC and to replace funds lost with a small fraction of the cities' distribution of liquor profits.

This year there are two initiatives that could adversely affect local government funding, including most of the monies used by MRSC to provide services to cities and counties. *The purpose of this brief article is to alert local officials that our funding is once again at risk and that we will be seeking an alternative way to fund MRSC if one or both of these initiatives pass in November.*

This article is provided for informational purposes in response to questions received from local officials. It is not intended to express support or opposition to the initiatives.

Liquor Receipts – Profits and Taxes

Since cities and counties are responsible for the policing of liquor establishments located within their limits but are precluded from taxing them because of the state liquor monopoly,² state law provides that a share of the state-collected profits and taxes be returned to cities and counties to help defray policing costs.

Liquor board profits consist of the difference between revenue generated by the Washington State Liquor Control Board and the board's expenditures, specific revenues collected for a dedicated purpose, and administrative fees attributable to specific licensees that serve hard alcohol. Revenues are generated from sales at state liquor stores, taxes collected on wine and beer manufacture and distribution, licensee fees, alcohol related permit fees, penalties, and forfeitures.

Liquor profits are divided among the state, counties, and cities. Fifty percent goes to the state general fund, 10 percent goes to counties, and 40 percent goes to cities. The county and city amounts are distributed on a per capita basis on the last days of March, June, September, and December. An additional small amount is distributed to border cities and towns and Point Roberts.³

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is made to a state agency – formerly the Municipal Research Council and now the Department of Commerce – to contract for the provision of specified services by a qualified provider. MRSC, and its predecessor, the University of Washington Bureau of Governmental Research, has been that provider for 76 years. This approach insures that all cities and counties share in the funding of services.

If one or both of these initiatives pass, MRSC will need your support. We are currently identifying options to fund MRSC, and if you have any suggestions, please pass them on.

We think that MRSC is a model of government efficiency:

- By pooling resources, local governments gain access to services they could not afford to provide alone. MRSC is a national model of intergovernmental cooperation providing efficient, shared services.
- MRSC saves money for local governments in Washington State by providing quality and expert advice and research.
- Liability is reduced through timely advice.
- MRSC serves as a clearinghouse for examples of successful solutions, saving local government time and money while enhancing the quality of local service delivery.

For further information about these initiatives, please see our website <http://www.mrsc.org>. We will be posting information about the impacts of the initiatives, links to important documents and news articles, and editorials and opinions.■

¹Ch. 2, Laws of 2000, 1st sp. sess.

²"Locally Shared Liquor Profits and Taxes," (source unknown) July 27, 1962, mimeographed copy in MRSC files.

³RCW 66.08.190(1)(a) and RCW 66.08.195.

⁴RCW 82.08.160 specifies that 35 percent of the total tax collected under RCW 82.08.150 must be deposited in the "liquor excise tax fund." Per RCW 82.08.160, 80 percent of the monies in the liquor excise tax fund is distributed to cities. ($.35 \times .8 = .28$) Twenty percent is distributed to counties. ($.35 \times .2 = .07$)

MRSC will need *your*



**if one or both of these
initiatives pass.**

Nordby's Notes

Lessons and observations from a career in public service

By Lynn Nordby, Public Policy Consultant, Municipal Research and Services Center

Birch Hill

My father was appointed city manager of Fairbanks, Alaska in 1958 when I was still in elementary school. That's when my education about municipal government began.

Delivering public services presented unique challenges in the far north, especially in the winter when temperatures reached minus 60 degrees Fahrenheit, and the ground was frozen as hard as concrete. Some of the challenges were hazardous and many others simply "unique."

The city of Fairbanks was truly a full service city then. It not only provided the usual city services you'd expect, but also the telephone system and even steam heat to several commercial buildings that was obtained from the excess generated for the city-operated, electrical power generators.

One of the city enterprises was the Birch Hill Cemetery.

The road out of town approached the cemetery directly toward the entry gate located in a corner of the property. Upon entering the cemetery, the drive went straight up a fairly steep hill. For some time, the city council had considered building a new entry in a location that would permit a more gently sloping road up the hill through an attractive and quiet birch forest on another part of the property. However, this was considered more aesthetic than practical and was persistently a low priority for city funds.

Events have a way of intervening to change priorities. One day a funeral procession approached the grounds and, as usual, entered through the main gate and proceeded solemnly up the steep hill. About half way up the slope, the latches retaining the casket of the deceased came loose, causing it to slide with some force backward into

the door of the hearse and knocking it open. To the shock of the mourners, the casket then rolled down the drive and came to rest in front of the next car in the procession.

At the next city council meeting, funds were authorized for a new road through the peaceful birch forest.

Another consideration for providing public services in the far north was frozen earth. Careful consideration had to be given to municipal water systems to avoid dead end lines so that water would keep circulating and not freeze. Water service lines to individual houses had to go in and back out again for the same reason. Sewer lines were made



Delivering public services can require not only good management and organizational and political skills, but also diplomacy, compassion, grief counseling, and a sense of humor.

of wood (in the days before modern plastics) to provide some insulation from the frozen ground and allow for flexibility as the earth thawed and refroze . . . and cemetery graves had to be dug with jackhammers.

Every autumn, before the top few feet of soil that had warmed during the long summer days froze again, the city public works crew would estimate how many grave spaces might be needed during the coming winter, and they would dig several graves in advance.

One winter they underestimated. From the time the last pre-dug site was used, every grave had to be excavated inch by inch using a jackhammer in the frigid temperatures of the sub-arctic winter. The daylight hours were short and bitterly cold. Eventually the conditions caught up with them, and the city workers were unable to complete one excavation in time for an expected funeral procession. The crew did the best they could and cleared an area around the shallow indentation they'd

made in the rock hard earth so that a brief graveside committal service could be held in the time remaining in the short sub-arctic day. After the funeral participants left, the crew carefully moved the casket to a storage building and decided to ease the work of completing the excavation the following day by trying to thaw the ground overnight. They filled the shallow trench with some wood and old tires, doused them with diesel fuel, set it on fire, and left for the day, expecting that the heat of the fire would thaw the soil enough to permit a quick completion of the burial the following day.

No one expected the family to return in the morning.

A smoldering pile of ashes lay where they had last seen the casket of the deceased! After what were, no doubt, frantic and angry phone calls to the city, the

family was reassured that the casket had been safely and respectfully stored while the crew was trying to deal with the frozen ground.

Delivering public services can require not only good management and organizational and political skills, but also diplomacy, compassion, grief counseling, and a sense of humor.

The Value of Knowing a Little About a Lot

The International City/County Management Association (ICMA) Voluntary Credentialing program requires participating managers to test themselves in a variety of management skills - "core competencies" determined to be critical to successful public management. Regular continuing education, self-evaluation, and independent review are required to maintain the designation of Credentialed Manager. As a Cre-

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denialed Manager for nearly ten years now, I recognize the importance of cultivating and enhancing these attributes; but they're not everything.

Don't misunderstand me. To be an effective public manager, one must be skilled in a number of critical areas: finance, personnel, human relations, organizational development, labor relations, even law. But, from experience, I've found there is tremendous value in knowing just a little about a wide variety of subjects, far from what one might see as our core competencies.

Being a little bit familiar with a wide array of subjects has helped me relate to the diversity of the people in my community and in the workforce. I've observed how experiences and knowledge unrelated to the immediate situation have been successfully drawn upon to amplify my management skills.

Defusing Tension

A labor relations consultant, who once assisted me with collective bargaining negotiations, was a retired U.S. Navy admiral. On more than one occasion during particularly difficult negotiations, I watched as he would defuse a tense situation by telling an amusing anecdote from his long career in the navy. Everyone in the room benefited from the relief the laughter brought and productive negotiations could resume.

Establishing Rapport

When I accepted my first appointment as a city administrator in the state of Washington, I was routinely referred to as the "young Californian," since I'd graduated from UCLA and had begun my public service career in a suburb of Los Angeles. However, I grew up in Alaska and had spent the better part of my life up to that time in the 49th state rather than the state of the 49ers. I quickly learned that if I began a presentation to a community group with a little biographical background by saying, "I was born in Alaska..." it was a very effective "ice breaker" (pun intended). I even discovered that a local fire district commissioner was also from my hometown, albeit 30 or 40

years before me. Nevertheless, it gave us something in common when, at times, the interests of the city and the fire district were at odds, and I believe it contributed to the goodwill necessary to solve problems.

Not only was there the relative novelty of my Alaskan childhood, but I discovered that many of my experiences there, such as doing farm chores during stays with a friend at his family's log cabin homestead, provided me with insights into farming and life experiences that benefitted me as the city administrator of a city surrounded by dairy and horse farms. Not only that, but those activities gave me first hand familiarity with a way of life shared by people of previous generations, which was valuable in understanding and relating to members of the community who were older than I.

Understanding Specialists and Specialized Issues

Public management invariably includes the oversight of construction projects ranging from buildings to roads to pipelines. Knowledge of the basic details of construction practices as well as the intended functions of the project itself is invaluable. It may sound counterintuitive, but understanding the details can help you grasp the big picture. (See "Saving the \$12,000 Closet," MRSC, *Budget Suggestions for 2010*). Understanding a little bit about construction and design helps you communicate with project engineers and architects as well as in day-to-day interaction with those that may be on your staff.

Where Does the Knowledge Come From?

You never know when a little tidbit of information you collect will come in handy. Several years ago, I was out of the office observing a paving project we were doing. I introduced myself to the lead worker on the job, and we began talking about the project and about asphalt paving in general. As he described what they were doing, I asked him how the paving industry had changed during his career. One of

the things he mentioned was that as the price of oil had risen, the refineries had improved the process of extracting more products from the crude oil. In so doing, the residual, which is the part mixed with gravel to make asphaltic concrete paving material, had become less resilient, thereby making the pavement more brittle and with a subsequently shorter wearing life on the road. At the time, it was merely an interesting factoid, but over time I began to see evidence of it myself as our street infrastructure aged. More than once that information came in handy in a conversation with a citizen or elected official about the city's street maintenance and construction.

Countless other conversations with contractors, engineers, architects, and technicians have provided similar bits of insight and information that may be called upon when presenting complex subjects to elected officials and community members who may not be familiar with the subject matter.

While it helps to be inquisitive and observant about specific projects your agency may be involved in, you can also call upon your personal life experience, summer and after school jobs, and hobbies.

Working a summer job in construction on an apartment complex damaged by an earthquake, I saw firsthand how the building and facilities were affected by the earth movement. These observations, together with the undergraduate geology courses I'd taken, helped me many years later to quickly grasp important concepts in emergency management planning and seismic building codes for my community.

Throughout my career, I've found that hobbies and interests outside of paid work experience brought opportunities for gaining knowledge beyond the "core competencies" we regard as essential to being a good public manager. Your memory can be like the "junk drawer" everyone seems to have at home that's full of bits, pieces, and gadgets that come in handy when they're called upon. ▀

Ask MRSC

Summaries of recent inquiries answered by MRSC consultants

What money sources are available to a county for construction, such as for a county courthouse?

The most common and traditional source is through voted or non-voted general obligation (GO) bonds. Obviously, voted GO bonds require voter approval, as the name indicates. The benefit is that a county gets the authority to levy the amount necessary each year to pay the interest and principal; the drawback is that it requires the voters' willingness to authorize the extra tax. Non-voted GO bonds (also called commissioner bonds or councilmanic bonds in cities) are issued without a vote of the people because a county isn't asking for and doesn't get any extra tax money to repay them. They must be repaid out of existing county revenues, which is difficult right now with revenues declining in so many areas. The advantage is that, since a vote isn't required, time and the expense of an election are saved. The interest earned by a buyer of traditional GO bonds is tax exempt, so the interest rate paid by a county is usually very low.

"Build America Bonds" (BABs) are a new type of bond that is not tax exempt. Instead, the federal government subsidizes a county's interest cost. The intent is to encourage local investment and boost the economy. After the subsidy, a county's net cost is intended to be competitive with the cost of using tax exempt bonds.

For specifics on how a county might use either a traditional GO bond issue or "Build America Bonds," a financial advisor should be consulted. Typically, a financial advisor can provide some basic information to a county at little or no cost.

Finally, here in Washington, we have the Public Works Trust Fund administered through the state Public Works Board. The Trust Fund offers loans at rates of 0.5% to 2%. The money

available to loan is appropriated by the state legislature and then repaid by the borrowing public agencies over time. Unfortunately, the state has not had much to make available for loans lately, but the program is still in place and the interest rates are excellent.

Depending on the type of project, grant funds may also be available, although we don't have information specifically on what programs are currently available. Your Congressperson's office may have some information on currently available programs.

Must a county take local action to implement the provisions of HB 1653, which clarifies the integration of the Shoreline Management Act (SMA) policies with the Growth Management Act (GMA) relating to critical areas?

No. HB 1653 (Ch. 107, Laws of 2010) was enacted in response to a confusing Washington State Supreme Court decision, *Futurewise v. Western Washington Growth Management Hearings Board*, 164 Wn.2d 242 (2008). This legislation addresses the integration of the SMA and GMA with respect to critical areas within shorelines. The bill establishes new provisions in the GMA clarifying that local critical areas ordinances adopted pursuant to the GMA will apply to critical areas within the shorelines of the state until the Department of Ecology approves a comprehensive shoreline master program (SMP) update, a segment of an SMP relating to critical areas, or a new or amended SMP. The legislation clarifies that existing shoreline critical areas regulations of local governments remain in place and were not invalidated by the *Futurewise* decision, and also that a jurisdiction may amend an SMP section pertaining to critical areas without it being considered a full scale SMP or SMP segment update. The bill applies retroactively to July 27, 2003, the effective date of the original legislation that the *Futurewise*

case addressed. No local legislation must be adopted to implement this legislation.

May a city or county allow a group of employees to use a room in a city or county building for a Bible study meeting during their lunch hour?

Our office has generally advised that if a jurisdiction makes public facilities available for use by individuals and groups, it should do so on an "equal access" basis in which no distinction is made between whether the group is religious or nonreligious, political or nonpolitical.

If a local government entity generally allows its meeting rooms or other areas to be used by groups, that entity would probably face a legal challenge if it barred use of those facilities to particular groups because of their political or religious view or involvement. Citizens are constitutionally protected from ordinances or actions that arbitrarily discriminate against them with respect to the use of public property. (See McQuillin, *Municipal Corporations*, § 24:439.) A policy prohibiting the use of city or county property to promote or espouse a viewpoint has been held to violate the First Amendment's requirement of viewpoint neutrality. See *Summum v. City of Ogden*, 297 F.3d 995 (10th Cir. 2002); *Prince v. Jacoby*, 303 F.3d 1074 (9th Cir. 2002) ("we hold that the School District violated either the [Equal Access] Act or Prince's First Amendment rights by denying her Bible club the same rights and benefits as other School District student clubs and by refusing to allow the Bible club equal access to school facilities on a religion-neutral basis.")

So, we don't see a problem with a jurisdiction allowing a group of employees to meet as a Bible study group in a room at a city or county facility during

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their own time (e.g., lunch break), as long as the jurisdiction allows other employees the same access to the facility. If a jurisdiction were to deny the use of a room for this Bible study employee group, it would have to deny the meeting space to all employees.

Must minutes of council/ commission meetings or council/ commission committee meetings still be "written," as opposed to keeping an audio or video tape instead?

Although there is very little guidance in state law concerning the content or form of minutes of council or commission meetings, here is what the statutes say. RCW 42.32.030 states that "The minutes of all regular and special meetings except executive sessions of such boards, commissions, agencies or authorities shall be promptly recorded and such records shall be open to public inspection."

For code cities, RCW 35A.12.110 provides that at meetings of the council "A journal of all proceedings shall be kept, which shall be a public record."

For second class cities, RCW 35.23.270 requires that "All orders of the city council shall be entered upon the journal of its proceedings, which journal shall be signed by the officer who presided at the meeting. The journal shall be kept by the clerk under the council's direction."

And, for towns, RCW 35.27.220 states that "The town clerk shall keep a full and true account of all the proceedings of the council," and RCW 35.27.280 provides that, "At the desire of any member, the ayes and noes shall be taken on any question and entered in the journal."

For counties, RCW 36.32.110 states that "The county auditor shall be the clerk of the board of county commissioners unless the board of county commissioners designates one of its employees to serve as clerk who shall

attend its meetings and keep a record of its proceedings."

Whatever method is used for the keeping of minutes, the minutes must be (1) readily available for public inspection and (2) capable of being included in a journal of proceedings kept as a public record. If an audio or video tape is used instead of written minutes, we have concerns about whether such tapes alone could comply with these provisions. It would be difficult to make a video/audio tape open to public inspection. Additionally, how could video/audio minutes be retained in the official journal of proceedings?

In our opinion, "written" minutes are still required. As new technology develops, these concerns might be overcome, and the legislature may adjust to new technologies by creating different recording requirements and options.

Are city residents entitled to free library services from a library district branch within city limits, where the city is not part of the library district?

No. Although RCW 27.12.270 states in part that "[e]very library established or maintained under this act shall be free for the use of the inhabitants of the governmental unit in which it is located," the state court of appeals has held that the fact that a library is operated in a city by a library district that does not include the city does not entitle city residents to free library services. *Clarkston v. Asotin County Rural Library Bd.*, 18 Wn. App. 869, 872 (1977).

May a councilmember connect to a council meeting by means of speakerphone?

Although there is no specific authorization in state law, this office has taken the position that it is legal for a city or town council to allow participation of a councilmember in a meeting by means of a speakerphone. This means there

is two-way communication and that the councilmember on the phone line can both hear what is happening at the meeting and be heard by those present at the meeting. If authorized by the town council, this can be considered to be attendance at the meeting, and that councilmember would count towards the quorum.

Some councils have enacted specific rules of procedure that allow participation in council meetings by speakerphone; some allow it generally and some allow such participation on a more limited basis. This is within the discretion of the city or town council. We recommend that the council clarify in its rules of procedure whether and under what circumstances participation by speakerphone will be allowed.

Is there a statutory limit on the amount of the utility tax that a city can impose on its own water or sewer utility?

There is no statutory limit on utility tax rates that a city can impose on its own water and sewer utility, which is why you will see some of these tax rates at over 20 percent. The limit in RCW 35.21.870 of six percent on electricity, telephone, natural gas, or steam energy businesses does not apply to water and sewer utilities. So, the political arena imposes the only limitation on this utility tax. ▾

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Heads Up

Emerging information for local government

By Lynne De Merritt, Senior Research Consultant, Municipal Research and Services Center

Volunteer Service

On its website, the Corporation for National and Community Service's Volunteering in America reported that approximately 1.8 million volunteers in Washington State contributed 206.3 million hours of service in 2009. More than 35,000 people participated in 124 national service projects and programs. National service refers to the corporation's national service programs: Senior Corps, AmeriCorps, Learn and Serve America, and other programs and initiatives. See "Volunteering in Washington" for detailed statistics - <http://www.volunteeringinamerica.gov/WA>.

Local government volunteers are used in programs relating to emergency services, criminal justice, libraries, parks and recreation, some types of public works related projects, and police and fire services. Some volunteer service requires registration and specialized training, while others just require volunteers to show up at a given time. Generally volunteer events require volunteers to register at the event and log "time in" and "time out." See MRSC web page on "Creating Volunteer Opportunities" for sample programs, documents, and forms. <http://www.mrsc.org/Subjects/Governance/Participation/volunteer.aspx>.

Faced with tight budgets, many local governments may seek more citizen volunteers. Caution must be exercised when seeking volunteers for duties of regular staff whose positions have been cut. Provisions of the Fair Labor Standards Act and collective bargaining rules may limit the use of volunteers. The Public Employee Relations Commission has held that transfer of bargaining unit work to volunteers is illegal, short of contractual language allowing an employer to do so.

What is the Value of Volunteer Time?

The Independent Sector, a coalition of approximately 600 charities, foundations, and corporate giving programs, annually calculates an hourly dollar value of volunteer time. The 2009 value was \$20.85 an hour. This is based on the average hourly earnings of all production and nonsupervisory workers on private, nonfarm payrolls as determined by the Bureau of Labor Statistics. The Independent Sector takes this figure and increases it by 12 percent to estimate for fringe benefits. http://www.independentsector.org/volunteer_time?s=value%20of%20volunteer

What's the real value of your community programs? Keep America Beautiful provides some "Cost/Benefit Guidelines." You can calculate donations, grants, and government contributions and assess the value of in-kind gifts, volunteer hours, and other services. By determining the dollar value returned to the community for each dollar invested, an affiliate may show government, business and civic organizations, and individual volunteers the value in community partnership. <http://www.kab.org/site/DocServer/CostBenefitAnalysis.pdf?docID=2441>

Volunteer Contributions Reported by Washington Local Governments

A search of local government websites provides information posted by some jurisdictions on the number of hours and dollar value assigned to those hours. The following descriptions have been extracted from web pages:

Bellingham Parks Volunteer Program – In the spring season (2010), we had over 500 citizens volunteer 1,300 hours of labor, contributing in the effort of keeping the city of Bellingham an environmentally sustainable place. Volunteers contribute to the enhancement

of Bellingham's parks and growing trail system by adopting a trail, restoring wildlife habitat, patrolling for litter and safety hazards, and helping with service-learning projects.

Issaquah Parks and Recreation – Our volunteers love open space, parks, and trails! So far, 2010 projects include trail construction at the Lake Tradition Plateau, invasive plant removal in parks and city open spaces, trash removal along trails and in parks, and various park improvements by the Boy Scouts for Eagle Scout projects. Since January, volunteers have donated more than 2,700 hours to improving Issaquah's outdoors.

King County Parks – Our volunteers' time, energy, and commitment are key ingredients in protecting and preserving King County's valuable natural heritage and recreational assets. King County Parks works with citizens to maintain, improve, preserve, and protect the spectacular 25,000 acres of public lands in our care. In fact, in 2008, more than 6,600 volunteers provided 48,500 hours of volunteer service for King County Parks! Rain or shine, chilly or warm, all year-long dedicated volunteers could be found in our parks and along our trails, and we're most grateful for this support!

The **Kitsap County** Volunteer Services Program places hundreds of people each year throughout county departments and on county and community advisory groups. Volunteers, by generously giving their time, extend county services with their commitment to the community. They invest energy, skills, and talent to make Kitsap County a better place to live. In 2009, over 5,412 volunteers and interns contributed more than 211,014 hours of service. In addition to the priceless gift of community spirit, their contribution is valued at 4.4 million dollars.

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Seattle City Attorney – Volunteers with the city of Seattle City Attorney's Office devote nearly 6,000 hours of volunteer time each year. People volunteer for a variety of reasons: some seek college credit, others want to gain valuable career experience, and still others just want to feel good about contributing to the community.

Volunteer Service Used as a Performance Indicator

Some local governments have included volunteer labor as a performance indicator. While principally found in parks and recreation related areas, the measurement of volunteer activity is used both as a performance indicator for fulfilling strategic objectives and as a goal target measurement. Some examples include:

Clallam County – 2010 budget performance indicators for Parks and Recreation includes the categories of volunteer hours, value of volunteer labor, full-time equivalent of volunteer hours. http://www.clallam.net/board/assets/applets/PM_Parks_and_Facilities.pdf#Page=4

King County – Department of Natural Resources and Parks has a web page on performance measures. It provides statistical measures for volunteerism in the divisions of parks, solid waste, and water and land resources. It includes

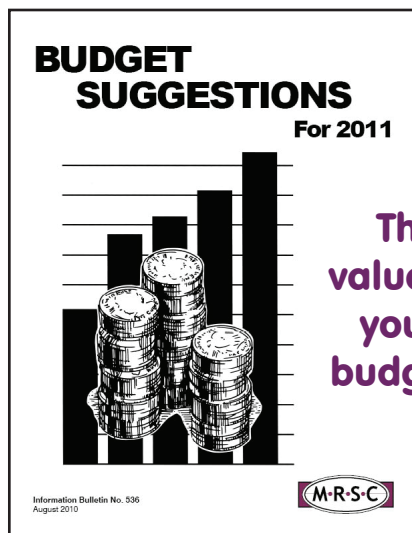
annual target measures, a discussion of influencing factors, and strategy going forward. <http://your.kingcounty.gov/dnrp/measures/performance/pc-volunteerism.aspx>

Lynnwood – The police department's "2007/2008 Biennium Accomplishments" notes that the police department continued to enhance what is generally considered to be one of the best citizen volunteer programs in the state, utilizing over 80 volunteers in a variety of crime prevention and community service roles. The group worked approximately 20,000 hours in 2008 or the equivalent of 10 full-time positions. "2009-2010 Budget" http://www.ci.lynnwood.wa.us/docs/Budget/2009-2010/Final/2009-2010_Biennial_Budget-Section04-Department-Information.pdf#Page=41

Spokane – the Neighborhood Resources (formerly Volunteer Services) program of the police department summarizes the value of volunteers in its 2010 Budget Bids. Each year, the city of Spokane collects bids from its departments in order to determine how city finances are used and how the annual budget is drawn up. The bid executive summary notes that "Neighborhood Resources oversees several important programs including volunteers, NROs, special events, and abandoned auto. Volunteers are

an invaluable resource for the Police Department and over 50,000 hours of service are donated annually. The Special Events office supports community events (Bloomsday, Hoopfest, Lilac, etc.) to ensure we have safe properly policed events." For a program description, see <http://www.spokane-city.org/government/budget/bids/view/?BidID=270>

Vancouver-Clark Parks and Recreation – Its web page notes: In 2009, hundreds of Vancouver-Clark Parks and Recreation volunteers gave over 54,000 hours to Vancouver-Clark Parks and Recreation. Some of their time was spent coaching youth sports, driving vans and buses for youth and senior trips, helping people with disabilities participate in recreation, removing invasive species and trash from parks and trails, tree planting and restoration, or helping customers and providing outreach in recreation centers and parks. The value of all the volunteer work in 2009 has been calculated to be to be well over \$500,000. <http://www.ci.vancouver.wa.us/parks-recreation/about/news.htm>. See other volunteer activity listed in Vancouver's "Performance Snapshots," 2009-2010 Biennial Budget <http://www.cityofvancouver.us/upload/images/FMS/Budget/2009-2010%20Budget%20-%20Performance%20Snapshots.pdf>. ▀



This publication includes valuable information to assist you as you go through the budget process and into 2011.

New Acquisitions

New resource materials now available

Counties

County Government Structure: A State by State Report, original authors: Blake R. Jeffery, Tanis J. Salant, Alan L. Boroshok; updated by NACo Research Division, 2001 [CO 2.0000 C68 2001]

Energy Resources and Conservation

Planning for a New Energy and Climate Future, by Scott Shuford, Suzanna Rynne and Jan Mueller, Chicago: American Planning Association, 2010 [EC 2.0500 P53 2010]

"Planning and Zoning for Geothermal Energy," by Erica Heller, *Zoning Practice*, May 2010

"Solar Access: Using the Environment in Building Design," by Mary-Margaret Junior, *Zoning Practice*, April 2010

"Electric Vehicles? Is Your Community Connected?" by Timothy M. Bourcier, *Zoning Practice*, July 2010

Finance

A Budgeting Guide for Local Government, by Robert L. Bland, 2nd ed. Washington, D.C., ICMA Press, 2007 [F 3.0000 B83 2007]

Capital Budgeting and Finance: A Guide for Local Governments, by Justin Marlowe, William C. Rivenbark, A. John Vogt, 2nd ed. [Washington, D.C.] ICMA Press, 2009 [PL 12.2000 C36 2009]

A Revenue Guide for Washington Counties, Municipal Research and Services Center of Washington. Seattle, MRSC, 2010 [F 5.0000 R452 2010]

Snohomish County Ordinance No. 10-010 - Adds Chapter 4.117, Public Works Assistance Fund, per Chapter 36.135 RCW

Governance

Open Government: Collaboration, Transparency, and Participation in Practice, edited by Daniel Lathrop and Laurel Ruma, 1st ed. Beijing, Cambridge, MA, O'Reilly, 2010 [G 9.1526 O64 2010]

Parks and Recreation

Urban Green: Innovative Parks for Resurgent Cities, by Peter Harnik, Washington, D.C., Island Press, 2010 [P 0.0009 U 73 2010]

Personnel

Hire at will, prepared by the staff of the National Institute of Business Management, Falls Church, VA, National Institute of Business Management, 2009 [PE 2.4000 H57 2009]

Fire at Will: Terminating your Employees Legally, prepared by the staff of the National Institute of Business Management, Falls Church, VA, National Institute of Business Management, 2009 [PE 4.4200 F57 2009]

Planning

A Closer Look at: Come to Order! Getting Organized for Business, Burlington, VT, Champlain Planning Press, 2010 [PL 2.2000 C68 2010]

Designing Walkable Urban Thoroughfares: A Context Sensitive Approach, Washington, D.C., Institute of Transportation Engineers, 2010 [PL 10.4100 D47 2010]

Planning in Plain English: Writing Tips for Urban and Environmental Planners, by Natalie Macris, Chicago, American Planning Association, 2000 [PL 1.0000 P535 2000]

Planning the Urban Forest: Ecology, Economy, and Community Development, by James C. Schwab, General Editor, Chicago, American Planning Association, 2009 [PL 5.7200 P53 2009]

"Court addresses cell tower siting issues." *The Municipality* [Wisconsin], May 2010, p.171

"Zoning for urban agriculture," by Nina Mukherji and Alfonso Morales, *Zoning Practice*, March 2010

The Smart Growth Manual, by Andres Duany, Jeff Speck, with Mike Lydon, New York, McGraw-Hill, 2010 [PL 8.6270 S632 2010]

Public Safety

Hazard Mitigation: Integrating Best Practices into Planning, by James C. Schwab, Editor, Chicago, American Planning Association, 2010 [PS 1.4000 H38 2010]

Transportation

Complete Streets: Best Policy and Implementation Practices, by Barbara McCann and Suzanne Rynne, Editors, Chicago, American Planning Association, 2010 [T 6.2500 C65 2010]

Transportation Infrastructure: The Challenges of Rebuilding America, by Marlon G. Boarnet, Editor, Chicago, American Planning Association, 2009 [T 4.0000 T73 2009]

Public Works

Washington State Common Law of Surveys and Property Boundaries, by Jerry R. Broadus, Black Diamond, WA, Land Surveyors' Association of Washington, 2009 [PW 5.0000 W38 2009]





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