

NEWS

Municipal Research

Resources for Local Government • March 1999

STATE GAMBLING UPDATE

New laws allow enhanced card rooms

Local governments address effects



Have you heard that enhanced card rooms, or "mini-casinos" as they are popularly called, are sprouting up and are being proposed around the state, in both cities and in unincorporated areas? Do you know what they are and why they may legally exist in this state? Have you considered what effect they might have if they do locate in your community? You can answer the first question, and we can answer the second. The third question is a hard one.

Many local governments in Washington State are now addressing the effects of 1996 and 1997 legislation that permits gambling establishments offering card room gambling to have up to 15 tables and to have "house-banked" card games. As a result of this recent legislation, many existing card rooms now offer enhanced card room gaming, and many new license applications for card rooms have been filed with the state gambling commission. What will be the social and economic impacts on communities of these new mini-casinos? How are cities and counties currently responding, and how may they respond to this new type of legal gambling activity? This article will discuss, in general, local regula-

tion of gambling, and, in particular, regulation of mini-casinos.

State Regulation of Gambling

In 1973, the state legislature created the Washington State Gambling Commission and authorized certain gambling activities in the state – amusement games, bingo, raffles, punch boards, pull-tabs, card rooms, and social card games – if conducted by charitable/nonprofit organizations or by commercial food and drink businesses. Although Governor Evans vetoed the provisions allowing card rooms and social card games, these gambling activities were again authorized by the 1974 legislature without a gubernatorial veto.

The Gambling Commission regulates and, with some exceptions, licenses the gambling activities authorized by the 1973 legislation and subsequent amendments. This legislation, codified in chapter 9.46 RCW, is implemented through the commission's extensive regulations in Title 230 WAC. The commission does not require licenses for:

- ♣ certain limited gambling activities conducted by nonprofit or charitable organizations for fundraising purposes;
- ♦ dice or coin contests for music, food, or beverage payment at businesses where food is bought and consumed on the premises;
- ♥ sports pools when conducted within specified statutory limitations;
- ♣ bowling sweepstakes conducted by bowling establishments; and

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How to reach us:
(206) 625-1300 or (800) 933-6772
E-mail: mrsc@mrsc.org

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About this Newsletter

Municipal Research News is published quarterly by the Municipal Research & Services Center of Washington, 1200 5th Avenue, Suite 1300, Seattle, WA 98101-1159. 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 **Desktop Designer:** Holly Martin

- ♦ limited promotional contests of chance.

The gambling commission requires licenses for all other authorized types of gambling activities, including commercial bingo operations and the use of punch boards and pull-tabs and the operation of card games as a commercial stimulant by businesses primarily engaged in selling food or drink for consumption on the premises. All of these authorized gambling activities, whether subject to license requirements or not, are subject to the commission's detailed regulations in Title 230 WAC.

Local Regulation and Taxation of Gambling

Cities and counties are limited in their authority to regulate gambling. They may: (1) tax certain gambling activities; (2) enact as local ordinances any of the state gambling statutes the violation of which constitutes a misdemeanor or gross misdemeanor; and/or (3) prohibit any or all gambling activities for which licenses are required.

The authority of a city or county to tax gambling activities is limited as follows:

- ♣ Amusement games: 2% of gross receipts less prizes (net receipts);
- ♦ Bingo and raffles: 10% of net receipts;
- ♥ Punch boards and pull-tabs used by charitable or nonprofit organizations, 10% of net receipts;
- ♠ Punch boards and pull-tabs used as commercial stimulant, 5% of

gross receipts or 10% of net receipts; and

- ♣ Social card games: 20% of gross receipts.

Charitable and nonprofit organizations are exempt from bingo and amusement game taxes if the combined net receipts from these games are no more than \$5,000 per year and the organization does not pay personnel to operate the games. The first \$10,000 of net receipts from charitable or nonprofit organization raffles are also exempt from the local tax.

Revenues from local gambling taxes must be used "primarily for the purpose of enforcement of the provisions of this chapter [9.46 RCW] by the county, city or town law enforcement agency." RCW 9.46.113. The state supreme court has indicated that "primarily," as used in this statute, means that a city or county must first use these revenues for gambling law enforcement purposes. It does not mean that most or a substantial amount of the revenue must be used for that purpose. So, if a city or county needs only 10 percent of the tax revenues to enforce the gambling laws, then it need not spend more than that for enforcement.

The state legislature is currently considering bills that would reduce the maximum tax on card games (SB 5815) and on bingo and raffles (SB 5745), as well as a bill that further restricts the use of revenue from the tax on card games (SB 5790).

Under the statutory authority to prohibit gambling activities, at least 28 cities and one county have prohibited some type of gambling activity, and one of those cities has prohibited all gambling. Card rooms are the type of gambling activity most frequently prohibited by local governments. The

statute that authorizes these local prohibitions, RCW 9.46.295, provides that cities and counties "may absolutely prohibit, but may not change the scope of license, any or all of the gambling activities for which the license was issued." A city or county that prohibits any or all forms of gambling must notify the gambling commission in writing so that the commission will not issue or renew a license, which is valid for one year, for the type of gambling prohibited within that jurisdiction. WAC 230-04-500.

The Hoopla about Enhanced Card Rooms or Mini-Casinos

Prior to 1996, legally authorized card rooms were limited to "non-banked" card games and to no more than five tables. In non-banked games, the players play against each other rather than against the "house" which pays winnings or collects losses. According to the Gambling Commission, card game licensees had been experiencing a decline in gambling activity and, in response, sought changes in the laws

regulating card games. The 1996 legislature responded with statutory amendments, apparently not much noticed by cities and counties, that authorized the commission to allow card rooms to operate up to 15 separate tables, and removed the limit on fees that a licensee may collect from players. In 1997, the legislature again amended the statutes relating to card games to allow house-banked card games.

In response to this legislation, the Gambling Commission began a pilot study of these "enhanced" card games (with up to 15 tables and house-banked) to collect information on their impacts for the purpose of developing permanent regulations to implement the legislation. (A January 1999 report on the pilot study is viewable at and may



be downloaded from <http://www.wa.gov/gambling/docs/cardroom/crpsrpt.htm>.) Currently, only licensees participating in the pilot study are allowed to operate these enhanced card room operations. Based on the pilot study information, the commission will propose regulations to be permanently adopted on July 1, 1999. Under the pilot study, the commission has licensed 40 card rooms to operate house-banked games and 15 card rooms to operate generally enhanced games (without house-banking), which are located mostly in the Puget Sound area and in and around Spokane. There are many currently pending license applications for enhanced card rooms. In addition, the commission has approved increased wagering limits of up to \$100 (up from \$25) for certain card rooms involved in the study. According to the commission, quarterly card room gross receipts have more than tripled since 1995, while punch board and pull-tab receipts have remained fairly constant during this period.

What does all this mean for cities and counties that do not already have in place a prohibition on card games? It means, first, that businesses may operate larger and more lucrative gambling establishments. Poker and other authorized card games no longer need to be limited to a group of people playing against each other and throwing wagers into a "pot" in the middle of the table, with the winner of the hand taking the pot and with the house charging a limited fee for table time. Now, card rooms can have professional dealers, and the game participants play against the house. The types of card games played are generally very different with house-banked games, with Blackjack being by far the most common. As a result, mini-casinos can now have an environment more like Las Vegas or Reno or tribal casinos, and they can make more money.

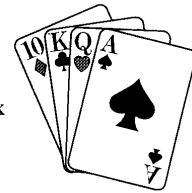
It also means that enhanced card rooms or mini-casinos may have much greater social and economic impacts than previous card rooms on the communities in which they locate. However, the nature and extent of those impacts are not clear. While some studies have been made, or are in progress, concerning the effects of gambling on local communities, there is no definitive word on these impacts, and there may never be one. The results and predictions of existing studies are often dependent on the agenda of the sponsoring organization. In an attempt to obtain an objective assessment of the impacts of gambling in our society, Congress, in 1996, created the National Gambling Impact Study Commission "to conduct a comprehensive study of the social and economic impacts of gambling in the United States." The Commission is contracting with research organizations to help accomplish its goals. One of the Commission's contractor's, the National Opinion Research Center (NORC) at the University of Chicago, just released, in preliminary report form, a national survey of gambling behavior. This report may be viewed at <http://www.norc.uchicago.edu/new/gambling.htm>, or contact the MRSC library to obtain a copy.

Of course, whatever impacts may occur will depend greatly on the nature of the community and the type and extent of gambling activity that is allowed and that becomes established. For the most part, how cities and counties react to the prospect of new mini-casinos opening will depend on how they and their citizens perceive the projected impacts.

How have cities and counties reacted? Many have reacted with some surprise, because of a lack of awareness of the new laws and what they may mean. Ron Sims, the King County Executive, has proposed

prohibiting new card rooms in the unincorporated areas of that county. At least four cities (Auburn, Burien, Kent, and Shoreline) have recently adopted moratoriums on accepting applications for business licenses for food or drink establishments proposing to conduct commercial stimulant card games. The Auburn and Burien moratoria also require any existing food or business establishment to apply for an additional business license to conduct such card games, and those applications would be subject to the moratorium. The Burien and Shoreline moratoria also apply to applications for building permits and other approvals that may be necessary for these gambling activities. While their moratoria are in effect, these cities plan to evaluate whether to permit card rooms in the future.

Some local governments are also looking at their gambling tax rates and are considering raising them for card rooms. Many cities that impose a tax on card rooms do not levy the maximum rate.



The concern generated locally by the new card rooms has reached the state legislature. Recently proposed legislation, HB 2154 and HB 2177, would require the Gambling Commission to notify the city chief executive officer of an application for a house-banked card room license and to allow that official to request and be granted by the commission a one-year halt on consideration of any application (or, in HB 2154, until April 1, 2000). Proposed HB 2177 also requires the Gambling Commission to provide extensive public notice regarding applications for house-banked card room licenses. The prospects for these bills are unknown at this time.

If your city or county has not addressed the issue of whether card rooms should be allowed to locate or continue to operate in your jurisdiction, you may want to do so now. Adopting a moratorium on business license applications for activities involving gambling may be a good idea if it appears likely that card rooms will soon seek to locate in your jurisdiction. However, there apparently has been some concern expressed by the gambling industry about the legality of these moratoria. Another option is to simply prohibit card rooms, if only temporarily, and then address the issue of whether and where to allow them.

If your city or county is considering a prohibition on card games or restricting them to certain areas, a number of legal issues will need to be addressed. One is whether existing businesses with card rooms, if there are any, will be affected and, if so, to what extent, if at all, they would need to be compensated or offered an amortization period during which the card rooms will be allowed to continue operation. Another issue that has been raised concerns the authority of a city or county to restrict the location of these gambling businesses by zoning. Your

city or prosecuting attorney should be consulted on these issues.

MRSC will continue to monitor the issue of enhanced card rooms or mini-casinos and to collect information on city and county responses. Please send us any information you collect on this subject and on how you are responding, and any resolutions or ordinances you adopt concerning this type of gambling activity. □

*Bob Meinig, Legal Consultant
Municipal Research & Services Center*



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City Sales Tax Equalization Certification for 1999



The sales tax equalization payments certified for 1999 are given in the table on page 7. The 70 percent per capita figure for the first half cent of the 1998 sales tax collections, to which payments were equalized for 1999, is \$60.82. Every jurisdiction that earned a per capita sales tax for the first half cent that is less than this amount will receive an equalization payment in 1999 that makes up the difference. The Department of Revenue multiplied this difference by each city's April 1, 1998, population. If your city levied both half cents of the sales tax for the entire year, the department doubled the amount to calculate the total for which your city is certified. Remember, however, there will not be enough money in 1999, just as in the prior three years, to fully equalize your

second half cent. Cities that levy both half cents will receive less than the amount shown in the table. Refer to the discussion in *Budget Suggestions for 1999* if you cannot remember how this works.

In that publication, we forecast that, if Referendum 49 passed (it did pass and one provision of this referendum increases the amount of motor vehicle excise tax available for equalization), cities would receive approximately 78 percent of the amount for which they were certified on the second half cent. This figure is still our forecast at this time. For cities levying both half cents of the sales tax, this means they would receive approximately 89 percent of the total amount for which they are

certified as shown in the table. (Receipts of 100 percent of the certified amount on the first half cent plus 78 percent on the second half produces an average of 89 percent on the entire penny.)

We will revisit this forecast in *Budget Suggestions for 2000*. At the time that publication goes to press, we will have data on at least two quarters of 1999 motor vehicle excise tax receipts and more information on how much sales tax the new city of Kenmore is earning and, therefore, how much equalization it is receiving. Both these variables affect how much equalization cities will receive on their second half cent. □



County Sales Tax Equalization Certification for 1999

Adams	\$70,213.04	Island	616,652.87	Stevens	722,367.01
Asotin	108,073.77	Lincoln	188,706.90	Thurston	1,027,190.17
Columbia	459,318.34	Mason	757,592.05	Wahkiakum	435,956.94
Douglas	361,786.98	Okanogan	419,122.42	Total	\$6,215,262.62
Ferry	236,084.92	Pend Oreille	203,355.28		
Garfield	512,345.34	Skamania	96,496.59		

Note: Although cities and towns will not receive the full amount for which they are certified (because there will not be enough money in their account), counties are guaranteed to receive the amounts listed in the table below. If your county is not listed, that means you did not qualify for equalization this year.

Each quarter, the motor vehicle excise tax that is deposited in the county equalization account will be apportioned among the qualifying counties. Distributions will be made until each county has received the amount for which it was certified. These quarterly payments will **not** be

for equal amounts. Expect your third quarter payment (July) to be smaller than the first two, and your fourth quarter payment (October) could well be zero. □

*Judy Cox, Finance Consultant
Municipal Research & Services Center*

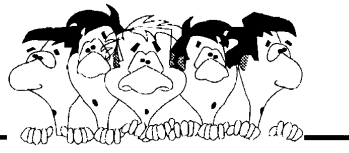
Total Amount Certified for 1999

(Remember, cities that levy both half cents of the sales tax will **not** receive the total amount for which they are certified. Please refer to the accompanying narrative.)

Airway Heights	\$169,095.50	Granger	220,926.55	Rainier	126,278.36
Albion	72,543.65	Hamilton	24,333.72	Raymond	111,595.92
Algona	76,258.08	Harrah	43,514.83	Reardan	40,699.31
Almira	12,831.84	Harrington	29,615.91	Republic	12,740.05
Anacortes	100,555.11	Hartline	16,891.45	Richland	1,124,251.94
Asotin	46,587.43	Hatton	13,747.30	Ridgefield	64,000.74
Bainbridge Is	608,700.82	Hoquiam	602,864.59	Riverside	33,462.91
Battle Ground	265,195.81	Ilwaco	1,565.16	Rock Island	40,291.08
Beaux Arts	620.74	Index	5,651.88	Rockford	28,711.74
Benton City	136,771.05	Ione	25,399.82	Rosalia	49,976.68
Black Diamond	282,594.39	Kahlotus	25,442.37	Roslyn	71,954.21
Bonney Lake	317,670.10	Kettle Falls	78,937.81	Royal City	94,633.68
Brewster	31,987.63	Kittitas	95,466.68	Ruston	74,042.14
Bridgeport	220,309.42	Krupp	4,786.43	Sedro-Woolley	43,228.65
Brier	662,428.79	La Center	71,039.19	Selah	164,623.48
Buckley	178,660.07	La Crosse	13,850.73	Shoreline	1,869,641.04
Bucoda	62,541.33	Lake Forest Park	1,228,541.55	Soap Lake	96,635.86
Carbonado	62,964.65	Lake Stevens	210,762.04	South Bend	107,539.37
Cashmere	132,185.33	Lakewood	3,427,838.40	South Cle Elum	54,790.19
Castle Rock	21,465.20	Lamont	9,141.46	South Prairie	41,357.76
Cathlamet	3,356.55	Latah	14,464.22	Sprague	12,154.01
Cheney	359,019.00	Lyman	11,729.35	Springdale	10,702.76
Chewelah	67,956.35	Mabton	163,049.56	Starbuck	7,317.97
Clyde Hill	210,956.10	Malden	30,584.72	Steilacoom	509,689.86
Colfax	75,924.64	Mansfield	32,588.53	Sultan	115,456.39
College Place	688,231.39	Maple Valley	591,221.00	Tekoa	61,479.50
Colton	33,230.29	Marcus	16,989.53	Tenino	76,446.05
Conconully	17,502.35	Mattawa	114,718.45	Tieton	66,342.89
Concrete	35,451.62	McCleary	109,513.78	Toppenish	498,120.83
Connell	167,779.97	Medical Lake	275,514.41	Uniontown	23,647.01
Cosmopolis	70,961.51	Mercer Island	1,042,572.34	University Place	2,539,290.47
Coulee Dam	86,592.51	Mesa	17,405.74	Vader	47,311.39
Covington	785,825.90	Metaline	15,673.68	Waitsburg	93,746.50
Creston	22,927.20	Metaline Falls	8,159.66	Walla Walla	373,536.61
Cusick	13,748.67	Mill Creek	274,143.62	Wapato	192,520.79
Darrington	70,184.05	Millwood	20,905.51	Warden	71,226.85
Davenport	59,895.02	Montesano	61,059.02	Washougal	273,720.57
Dayton	141,532.23	Mossyrock	25,083.60	Washucna	22,670.98
Des Moines	2,098,000.71	Mountlake Terrace	1,418,407.64	Waterville	84,842.56
Duvall	141,050.44	Moxee	21,737.55	Waverly	11,252.02
Edgewood	1,087,039.20	Mukilteo	802,112.03	West Richland	658,691.63
Edmonds	717,298.33	Naches	12,542.79	Westport	59,014.54
Electric City	95,712.74	Napavine	112,260.76	White Salmon	31,513.35
Elma	48,072.35	Nespelem	11,267.75	Wilbur	24,362.77
Elmer City	33,510.16	Newcastle	520,871.41	Wilkeson	36,453.66
Endicott	33,650.23	Nooksack	54,947.14	Wilson Creek	17,473.30
Entiat	62,966.15	Normandy Park	680,512.33	Winlock	39,041.81
Ephrata	68,990.57	North Bonneville	38,842.24	Woodway	12,354.23
Everson	79,111.58	Northport	30,016.85	Yacolt	24,960.61
Fairfield	30,384.89	Oak Harbor	559,957.01	Yarrow Point	58,611.84
Farmington	15,921.79	Oakesdale	38,065.53	Zillah	122,928.99
Federal Way	466,787.18	Oakville	33,041.11		
Ferndale	108,556.80	Orting	233,505.15	Total	\$38,005,273.79
Fircrest	522,040.98	Pacific	188,723.32		
Forks	134,888.02	Palouse	65,780.18		
Garfield	49,370.32	Pateros	19,606.13		
George	11,416.96	Pe Ell	57,919.48		
Gold Bar	150,666.31	Pomeroy	37,689.05		
Goldendale	128,298.02	Prescott	13,974.10		
Grandview	367,847.02	Pullman	825,788.75		

Note: No figure is given for Kenmore because its equalization works differently than that for other cities until it has a full calendar year's history of data.





Heads Up

Emerging Information for Local Government

Laser Pointers Become A Public Nuisance

Communities around the country are regulating the possession and use of laser pointers by minors. Hand-held laser pointers are used by lecturers to highlight areas on a chart or screen. In the hands of pranksters, they have been used to flash on movie screens, annoy people at malls and sporting events, and, of greater concern, to flash in people's eyes. Safety professionals are especially concerned about secondary effects (for example, the eyes' aversion to the glare), that could be experienced during critical activities such as driving a motor vehicle.

New York City Mayor, Rudolph W. Giuliani, signed Introductory Bill Number 444-A, on December 22, 1998, which would prohibit the selling or giving of laser pointers to anyone under the age of 19. It further prohibits the open display of laser pointers by anyone selling such devices. The penalty for first and subsequent offenses, in either case, would be a misdemeanor. In addition, the bill prohibits anyone under the age of 21 from possessing a laser pointer on school premises, and anyone under the age of 19 from possessing a laser pointer in a public place. The penalty in both cases for a first offense would be a violation, and subsequent offenses would be a misdemeanor. According to news reports, similar legislation has been passed in Dearborn, Mich.; Chicago Ridge, Ill.; Virginia Beach, Va.; and Ocean City, Md. (See article in *Nation's Cities Weekly*, January 18, 1999, on Dearborn, Mich.)

According to *Optoelectronics World* (September 1998), there is a debate in the media and among safety professionals about the hazards of laser pointers. In December 1997, the Food and Drug Administration issued a warning on the misuse of laser pointers warning parents and school officials about the possibility of eye damage to children from hand-held laser pointers. The FDA requires manufacturers to place a warning on pointers, telling users not to look into the beam. The American Laser Institute notes these warnings are small and easy to ignore, as evidenced in widespread misuse of the devices.

If you are considering regulating laser pointers, the American Laser Institute's *Laser Pointer Safety Bulletin* is recommended reading (http://www.laserinstitute.org/safety/pointer_bull.html), or contact MRSC's library for a printout if you do not have Web access. The Laser Institute of America is publisher and secretariat for the ANSI Z136 standards on laser safety and is the principal in a media education effort about using lasers wisely.

Postscript on Kirkland's Flashing Crosswalks

Since MRSC's report on the city of Kirkland's flashing crosswalks in our June 1998 issue of *Municipal Research News*, 14 additional sites in the city are being outfitted with the award-winning, high-tech illuminated system aimed at making it safer for pedestrians to cross Kirkland streets. By combining city funds with grants

and money from Metro and the Transportation Improvement Board, the city has been able to fund the additional crossings. (*City Update*, Winter 1999)

Yield for Pedestrians

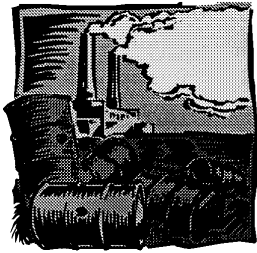
The "pedestrian sting" has become an effective and somewhat innovative method for bringing drivers' attention to crosswalk laws. The use of police decoys to enforce yielding to pedestrians in a crosswalk is being used by a number of West Coast cities. Both the *Wall Street Journal* (January 4, 1999) and *Governing* (January 1999) reported on a pedestrian safety program in the city of Beaverton, Ore. During three hours of its first sting operation in November 1998, 45 drivers were stopped and given a warning. In neighboring Hillsboro, Ore., officers stopped 45 drivers and ticketed 36. The initiative is modeled after a structured pedestrian safety program developed by the city of Redmond, Wash., in February 1998. Redmond sought an effective way to enforce the pedestrian crosswalk laws that was both safe and fair. If you are interested in learning more about Redmond's program, contact Lieutenant John Miner at the Redmond Police Department, (425) 556-2500.

Washington Gets an "A-" in Government Performance

Washington State, along with the states of Missouri, Utah, and Virginia, received an overall grade of A- in a management study performed by *Governing* and Syracuse University's Maxwell School of Citizenship and Public Affairs. A special February 1999 edition of *Governing* provides a state-by-state assessment of financial management, capital management,

Continued on page 14

Developing "Brownfields"



Chances are there is an old deserted property collecting weeds and broken glass in your community. Perhaps it was a gas station, factory, lumber mill, or some other thriving business that has fallen on hard times. This property may be located within the heart of your downtown, or occupying a desired waterfront, or situated in a historic area.

Where it once contributed to your community's vitality and economic prosperity, it is now an eyesore, an unproductive blight to the neighborhood.

Brownfields are abandoned or underused properties that have been contaminated with hazardous waste from past commercial or industrial uses. They are difficult to redevelop because of the liability issues involved. A property owner may find it more advantageous to leave the property abandoned because development or sale may require a costly clean up or spur a lawsuit that he or she could ill afford. So the property sits, collecting more weeds and broken glass, dragging down neighboring property values.

But this is changing. State and federal environmental laws and policies over the past few years have been focusing on how to turn brownfields into opportunities for investment. Redeveloped brownfield sites attract new business, create jobs, improve the neighborhood, and increase the local tax base. The regulatory changes include defining legal liabilities (eliminating some potential lawsuits), extending financial protections to lenders involved with brownfield redevelopment, and offering grants, low interest loans, and tax incentives for clean up of contaminated sites.

Local governments can take a pro-active role in redeveloping brownfield properties. They can match potential businesses and developers with reuse sites. Local governments can coordinate funding, assume some financial responsibility for site remediation costs, offer incentives, and serve as links between private developers and state and/or federal environmental regulatory agencies. Some local governments have acquired brownfield properties and handled the redevelopment on their own. (A good example is the city of Tacoma's Thea Foss Waterway development project.)

Growth management laws, rising development fees, and escalating real estate prices are making brownfield properties a more attractive option. And redevelopment offers improvements to communities in the form of rejuvenated neighborhoods, businesses, and public ways. For more information on brownfield redevelopment, we recommend a visit to the Washington State Department of Ecology Brownfield Program on the Internet at <http://www.wa.gov/ECOLOGY/tcp/brownfld/bf.html> and the U.S. Environmental Protection Agency at: <http://www.epa.gov/brownfields/> □

Andrew Derby, Librarian
Municipal Research & Services Center

Contact the MRSC Library for these informative materials:

Brownfields: Cleaning and Reusing Contaminated Properties, Charles Bartsch and Elizabeth aCollaton, Westport, Conn.: Praeger, 1997, ix, 133 p. [PL 5.6200 B663 1997]

Brownfields: Options and Opportunities, Seth D. Kirshenberg and Charles Bartsch, International City/County Management Association (ICMA), Management Information Service, May 1997, Washington, D.C., 25 p. [PL 5.6200 MIS v29:5*]

Brownfields Development: Programs and Strategies for Rehabilitating Contaminated Real Estate, Mark S. Dennison, Rockville, Md., Government Institutes, 1998, xxvi, 407 p. [PL 5.6200 B667 1998]

Brownfields Redevelopment: A Guidebook for Local Governments and Communities, Seth Kirshenberg, et al, Washington, D.C., ICMA, 1997, 1 vol. (various pagings). [PL 5.6200 B661 1997]

Infill Development: Strategies for Shaping Livable Neighborhoods, Susan Enger, Municipal Research & Services Center of Washington, Seattle, Wash., MRSC, 1997, vii, 98 p. + appendices. [PL 5.6200 I543 1997]

Risks and Rewards of Brownfield Redevelopment, James G. Wright, Cambridge, Mass., Lincoln Institute of Land Policy, 1997, 32 p. [PL 5.6200 R57 1997]

Turning Brownfields into Greenbacks: Developing and Financing Environmentally Contaminated Urban Real Estate, Robert A. Simons, Washington, D.C., Urban Land Institute, 1998, 181 p., ill. [PL 5.6200 T86 1998]

Ask MRSC

This column contains summaries of recent inquiries answered by MRSC consultants.



Accounts Receivable How long should a jurisdiction keep accounts receivable on the books?

According to RCW 4.16.040(2), the statute of limitations for actions upon an account receivable incurred in the ordinary course of business is six years.

Civil Service If two candidates for a civil service position have identical civil service test scores, may the city or county date of hire (length of service) be used as a tie-breaker?

Yes, if the civil service commission rules provide for this as a way to break a tie. If the rules do not provide for this, the commission must submit both names to the appointing authority, who then must decide, on some basis, between the two. (See *Model Civil Service Rules for Washington State Local Governments*, by P. Stephen DiJulio for Association of Washington Cities, 1992, Rule 9.01.04, for possible methods of tie-breaking.)

Code City Status Where should an official notice of a change of city classification to a code city be filed?

Cities that change to the code city classification should send an official notice of this change, such as an ordinance, to the Archives and Records Management Division of the Secretary of State's Office. The current contact information is:

Ms. Pat Hopkins
Archives and Records Management
Division
Secretary of State
PO Box 40238
Olympia, WA 98504 -0238
(360) 586-4894

Defibrillators Is there a new statute limiting a city's liability if a city employee, who is not a trained medical professional, uses a semiautomatic external defibrillator to provide emergency assistance to a heart attack victim?

Yes, that 1998 statute is RCW 70.54.310. The statute was passed to encourage the dissemination of such devices in the community. People who receive basic instruction in the use of the device from a licensed doctor are able to provide fast, effective assistance to a heart attack victim. Read the statute carefully before deciding whether to obtain one of these devices.

Employee Benefits Is a city required to provide benefits for part-time employees?

Cities are not required to provide employee benefits to part-time employees. Therefore, if benefits are provided, provision of the benefits may be on those terms established by the city. It is a common practice for cities to provide benefits to part-time employees on a prorated basis according to the number of hours worked.

Equipment Purchasing How can a city or county finance an equipment purchase?

One approach is to use a new program from the State Treasurer's Office called Local Option Capital Asset Leasing (LOCAL). (See the LOCAL Web page at <http://www.wa.gov/tre/local.htm>.) The state bundles various equipment purchases into certificates of participation that it can market at a much lower interest rate than would be possible for cities and counties. The state will start doing leases on real property in fiscal year 2000.

Going Out of Business Sales May a city or county regulate going out of business sales?

No. This subject is regulated by state law, chapter 19.178 RCW, enacted in 1993. RCW 19.178.140 provides that the state of Washington fully occupies and preempts the entire field of regulating going out of business sales. This preemption by the state is clear and complete. There is no room for local regulation.

Impact Fees What jurisdictions have a delayed payment option for impact fees?

Pierce County currently allows property owners to delay payment of the required impact fee that is normally collected at the time of building permit issuance, if the property owner executes and records a voluntary impact fee lien to assure payment. If the fee is not paid within the time specified in the code, the county will commence foreclosure proceedings to assure payment of the fee. The city of Olympia also provides for a deferred payment, secured by a voluntary impact fee lien, within a specific downtown district. The fee may be delayed until the earliest of the following: final building inspection, closing of property

sale, or 12 months from the date of issuance of the building permit.

After reviewing impact fee ordinances from 28 other jurisdictions, MRSC staff did not find another example of a delayed payment option secured by a lien. Of the jurisdictions we reviewed, 16 collected impact fees at building permit issuance (one of these sometimes at the occupancy permit stage), 3 jurisdictions collected the fees at final plat or development permit approval, 1 collected the fees prior to development approval, 4 collected 50 percent of the fees at final approval with the balance collected at building permit issuance, and 4 had different fee collection policies depending on the type of permit. Some of these jurisdictions also allowed impact fee payment to be made with each phase of a project, rather than requiring the entire amount at time of initial overall project approval.

Any jurisdiction considering a delayed payment option should work closely with its attorney to avoid any potential conflict with constitutional restrictions on the lending of credit.

Impaired Safety Driving Account What can cities and counties expect to receive from the Impaired Driving Safety Account in 1999?

This account was established by ch. 346, Laws of 1998, sec. 714 (uncodified) to partially offset the costs to cities and counties of implementing the many DUI related laws that were passed last session. In a December 14, 1998, letter sent to selected city treasurers, Dan Mason from the Office of the State Treasurer stated that \$480,000 will be distributed in two equal portions, in January and April 1999, to the municipal criminal justice account under RCW 82.14.320.

Money in this account is distributed to cities that meet certain criteria, one of which is that they must have a crime rate greater than 125 percent of the statewide city average. Many cities do not qualify under this statute and will not receive any funds from the Impaired Driver Safety Account.

Counties will receive a total of \$720,000, to be distributed on the dates listed above, to the county criminal justice account under RCW 82.14.310. Money in this account is distributed by a formula that includes crime rate, population, and criminal cases filed in superior court. All counties will receive some money, but not much because the pot of money is so small.

Laser Pointers May cities regulate or restrict the sale or use of laser pointers?

The decision of whether or not to regulate the use of laser pointers is a local policy decision. Some cities in other states have recently passed ordinances prohibiting the use of laser pointers in certain ways. The use of laser pointers raises possible health concerns (young children staring into them and causing retinal damage) and public safety concerns (the point of laser light is apparently identical to the point of light emitted by a laser sight used on some sophisticated guns). The use of laser pointers has apparently also caused nuisance problems at sporting events and concerts. Any regulation or prohibition adopted by a city should be commensurate with the risk posed by laser pointers. A city would need extensive factual justification before attempting to restrict the sale or use of laser pointers. MRSC has collected some recent information on this new issue.

Minimum Age for Elected Office What is the minimum age for holding the office of councilmember?

Eighteen is the minimum age for holding public office. RCW 42.04.020 states that no person shall be competent to qualify for or hold any elective public office in a municipality "unless he be a citizen of the United States and state of Washington and an elector of such . . . municipality or other district or political subdivision."

Our state constitution, article 6, section 1, defines the qualifications of an elector to be "All persons of the age of eighteen years or over who are citizens of the United States and who have lived in the state, county, and precinct thirty days immediately preceding the election at which they offer to vote."

Port Districts How many port districts can be in a county?

It depends. In counties that already have a county-wide port district, no other port districts may be formed. In counties that currently have a less than county-wide port district, an additional less than county-wide port district "with an assessed valuation of at least one hundred fifty million dollars may be created." RCW 53.04.023. In counties that do not have a port district, any new port district's boundaries must be "coextensive with the limits of such county." RCW 53.04.020.

Voting by Proxy May a city councilmember or county commissioner vote by proxy at a meeting he or she does not attend?

The answer depends on whether proxy voting is allowed by council or commission rules. State law does not address voting by proxy. For city

councils, state law expressly authorizes a city to adopt its own rules for the conduct of meetings. (See RCW 35A.12.120; RCW 35.23.270; RCW 35.27.280.) Although the statutes addressing county commissioners do not address rules for board of commissioners meetings, the authority of a board to adopt its own rules of procedure for its meetings is necessarily implied by these statutes.

If the council or board of commissioners have not adopted a rule addressing proxy voting, then proxy voting is not allowed, as there is no presumption in favor of proxy voting. If the council or board has adopted *Robert's Rules of Order*, proxy voting is not allowed except by express rule.

Water and Sewer Contractors How can an agency control contractors who perform connections to live sewer and water mains?

Few agencies, as yet, require licenses for contractors who tap water mains, although many require licenses for side sewer contractors. A license requirement takes the place of a small works process to establish a list of contractors qualified to do this work for property owners. Through a licensing program, an agency can have a greater comfort level with contractors and would be able to readily provide a list of qualified installers.

Only contractors with the experience and equipment to perform live connections to water and sewer mains should be allowed to do so. This is not the same as pre-qualifying contractors for bidding on public works projects.

Basic requirements for a live connection contractor include a state of Washington contractor's license and bond as well as a city license. The city license requirements are that contractors provide information on experience and equipment, references, insurance naming the city as additional insured, a bond for work in city streets, and an annual license fee. Criteria for acceptance or rejection of the application should be reasonable and be provided on the application form itself. Sample code provisions are available on request from MRSC. □

1-800-933-MRSC
mrsc@mrsc.org



Web News (www.mrsc.org)

"The ultimate site in the category bearing its name, Washington's Municipal Research & Services Center offers a superb one-stop-shopping resource for state and local governments, particularly in Washington State."

(MuniNet Guide & Review, Vol. 3, Issue 1, p. 4)

Due in part to reviews such as these and the increasing variety of information posted, usage of the MRSC Web site continues to increase, currently exceeding 40,000 users per month. Since demand on the databases (WAC, RCW, and municipal codes) has been particularly heavy, we have purchased additional licenses of the search software, increasing the number of concurrent users of the databases from 10 to 25. We've recently added the full text of municipal codes from Tukwila, Shoreline, Lynnwood, Burien, Bothell, and Kirkland bringing the total number of Washington city and county codes to 45.

In recent months, we've added several new subject pages including public relations, urban forestry, and Initiative 200. We've also posted several sample ordinances that may be downloaded, relating to the impoundment of motor vehicles driven by persons with a suspended or revoked drivers' license. You may now search the new Year 2000 database containing compliance information about equipment used by Washington cities and counties. If your jurisdiction is able to contribute to the database, please contact Fred Ward at fward@mrsc.org.

Over the next few months, we plan to post pages on rural lands, noise abatement, sources of county revenue, water conservation, and examples of city-county cooperation. We are also working on posting job descriptions from a variety of cities and counties. In March, watch for an online survey. We continually strive to make our Web site more responsive to your needs, and would appreciate your feedback on ease of use and suggestions for new types of information. □

*Fred Ward
Mgr. of Library & Information Services
Municipal Research & Services Center*

Resource Sharing

Information Partnership Program

The *Information Partnership Program* seeks current materials from local governments in Washington. 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 (800) 933-6772 or (206) 625-1300, fax (206) 625-1220, or e-mail us at mrsc@mrsc.org. Due to space limitations, the list below may not be complete. A comprehensive list of Information Partnership materials received may be requested from the library or viewed on our Web site at www.mrsc.org/library/rshare.htm.

We encourage you to make this list available to those departments who would benefit from its contents.

Community Center Policies (Parks & Recreation)

Anacortes Community center policies & procedures [7 p.], n.d.; **Fidalgo** Center policies & procedures [3 p.], n.d.; **Fidalgo** Center rental information and policies [6 p.], n.d. (P 6.2000); **Camas** Community Center operating guidelines and procedures [4 p.], 1995, (P 6.2000); **Ellensburg** Hal Holmes Center brochures and policies [13 p.], 1999, (P 6.2000); Ordinance No. 4186 fixing rates for use of Hal Holmes Center [3 p.], 1/7/99, (P 6.2000); **Omak** Memorandum of Agreement and Lease Between the City of Omak and Omak Stampede, Inc. [9 p.]; Agreement that the city owns and leases for 25 years (1/1/87-12/31/2011) portions of Eastside Park on which the arena and improvements by Omak Stampede, Inc., are located and where the Omak Stampede and Suicide Race is held on an annual basis. Sets terms, scope, and limits for use of grounds and facilities as amended [9 p.], 07/07/97, (PP 3.4000); **Port Angeles** Municipal Code Ch. 12.08 Vern Burton Memorial Community Center (P 6.2000); **Port Angeles** Fine Art center [4 p.], 4/98, (P 5.1000); **Spokane** Recreation and community centers:

policies and procedures, 1 vol. [P 6.2000 S73 C65 1999]; **Wilbur** Community Center lease [5 p.], 1996, (PP 3.2000).

Fire Department Manuals (Fire Department)

Dayton Operational policies and procedures City of Dayton Volunteer Fire Department [26 p.], 1997, (PS 3.5000 D34 O74 1997**); **Ellensburg** Fire Department manual [1 vol.], 9/10/96, (PS 3.1100 E43 F57 1996); **Longview** Fire Department manual [1 vol.], 12/11/98, (PS 3.1100 L65 F57 1998); **Ritzville** Volunteer Fire Department policy and procedures manual [16 p.], 1983, (PS 3.5000 R56 V65 1983).

Park Comprehensive Plans (Parks & Recreation)

Anacortes Comprehensive park and recreation plan [62 p.], 1996, (P 3.2000 A5 C65 1996); **Auburn** Park, recreation and open space plan [1 vol.], 1997 (P 3.2000 A9 P35 1997); **Bellevue** Parks & open space system plan [139 p.], 1993, (P 3.2000 B44 P37 1993); **Coulee Dam** Ordinance No. 501 - Provides for a Historic and Natural Resources Board; designates membership and duties; adopts the Historic and Natural Resources Plan by reference [19 p.], 4-98 (PL 5.7210); **Dayton** Park plan [23 p.], 1987, (P 3.2000 D34 D3 1987); **Des Moines** Park and recreation master plan [108 p. + appendices], 1997, (P 3.2000 D44 P37 1997); **Ellensburg** Parks Charrette: Accessibility... and a System [38 p.], 8/31/94, (P 3.2000); **Port Angeles** Comprehensive park plan 1995-2000 [1 vol.], (P 3.2000 P54 C55 1995); **Poulsbo** Parks and open space plan [1 vol.], 1994, (P 3.2000 P58 P37 1994); **Shelton** Parks and recreation comprehensive plan [41 p.], 1997, (PL 3.2000 S5 C65 1997); **Spokane** Parks and open space plan [1 vol.], 1988, (P 3.2000 S73 P37 1988); **Tumwater** Parks and recreation plan [55 p. + appendices], 1997, (P 3.2000 T83 T85 1997); **Westport** Comprehensive park & recreation plan 1995-99 [75 p.],

1995, (P 3.2000 W45 C65 1995).

Pre-Industrial Waste Treatment Agreements (Public Works/Legal)

Ellensburg Agreement with Central Washington University for treatment of boiler blowdown water [2 p.], 9/97, (US 8.1000); **Longview** Amendment to interlocal agreement among cities of Longview, Kelso, Beacon Hill Sewer District and Cowlitz County for wastewater treatment & disposal [4 p.], 3/24/98, (US 8.1000); **Port Angeles** Municipal Code Chapter 13.06 - Industrial wastewater pretreatment [22 p.], 9/98; Industrial wastewater acceptance permit form [3 p.], 6/94, (US 8.1000).

Shoreline Management Plans (Planning)

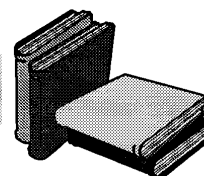
Anacortes Shoreline master plan [31 p. + appendices], 1983, (EN 6.3000 A5 C555 1983); **Bellevue** Land Use Code Ch. 20.25E Shoreline Overlay District [16 p.], 8/97, (EN 6.3000); **Camas** Shoreline master plan [1 vol.], 1998, (EN 6.3000 C3 S47 1998); **Des Moines** Shoreline master program [74 p.], 1988, (EN 6.3000 D44 S5 1988); **Gig Harbor** Shoreline master program [74 p.], 1994, (EN 6.3000 G54 S5 1994); **Longview** Shorelines management master program for Cowlitz County, Wash. (1 vol.), 1977, (EN 6.3000 C692 S55 1997); **Omak** Shoreline master program [94 p. + appendices], 1991, (EN 6.3000 O47 S5 1991); **Port Angeles** Shoreline master program update [1 vol.], 1995, (EN 6.3000 P54 S55 1995); **Shelton** Shoreline master plan [112 p.], 1995, (EN 6.3000 S5 S55 1995); **Spokane** Shoreline master program [150 p.], 1975, (EN 6.3000 S73 S5 1975); Draft master program [1 vol.], 1994, (EN 6.3000 S73 S5 1994). □

human resources, managing for results, and information technology. Average grades ranged from A- to D while individual category rankings ranged from A to F. Washington received A's for capital management and information technology, an A- for financial management, and a B+ for human resources and managing for results.

Pacific Northwest Emergency Management Arrangement

The Pacific Northwest is now even better prepared for emergencies and disasters. As of November 1998, an agreement among Alaska, Idaho, Oregon, Washington, British Columbia, and the Yukon Territory was signed into law. Public Law 105-381 establishes the Western Regional Emergency Management Advisory Committee that includes one member appointed by each signatory. It allows participants to "seek the advice, cooperation, or assistance of any other signatory in any civil emergency matter," and allows one signatory to request a waiver of laws that may hinder or delay the rapid execution of civil emergency measures. The plan requires each signatory to "exchange contact lists, warning and notification plans, and selected emergency plans" and to "call attention of their respective local governments and other jurisdictional authorities to the desirability of compatibility of civil emergency plans, and selected emergency plans." (*Natural Hazards Observer*, January 1999.)□

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 <http://www.mrsc.org/library/newacq.htm>. If you would like to borrow one or more of these publications, please contact Sarah Sodt in our library at (206) 625-1300.

Economic Development

Cities Back from the Edge: New Life for Downtown, Roberta Brandes Gratz with Norman Mintz, New York, John Wiley & Sons, 1998, xi, 361 p., ill. Examines the resurgence of many American downtowns and offers reasons and strategies for their success. [PL 5.2210 C58 1998]

Municipal Government and Economic Development: A Source Book, compiled by Sara Hendricker, Ohio Municipal League, Columbus, Ohio, 1998, 138 p. [ED 0.0009 OH M85 1998]

Environment

Biotechnical and Soil Bioengineering Slope Stabilization: A Practical Guide for Erosion Control, Donald H. Gray, Robbin B. Sotir, New York, John Wiley & Sons, 1996, xvii, 378 p., ill. [PL 5.5500 B56 1996]

A City Among the Trees: An Urban Forestry Resource Guide, City of Seattle Urban Forest Coalition, October 1998, Seattle, Wash, 204 p., ill. A comprehensive guide to urban forestry including planning, planting, tree care and repair, street trees, parks and natural areas, tree preservation, and available urban forestry resources. [PL 5.7200 C58 1998]

Finance

Grantseeker's Toolkit: A Comprehensive Guide to Finding Funding, Cheryl Carter New and

James Aaron Quick, New York, Wiley, 1998, xvii, 248 p. 1 computer disk, sd., col., 3-1/2 in. [F 5.3110 G738 1998]

Handbook of Government Budgeting, edited by Roy T. Meyers, San Francisco, Calif., Jossey-Bass, 1998, xxxii, 766 p. A comprehensive guide to government budgeting practices. [F 3.0000 H35 1998]

Government Administration

The Arts Festival Work Kit, Pam Korza and Dian Magie, Amherst, Mass., Arts Extension Service, U. of Mass., 1989, 134 p., ill. A detailed guide to planning, organizing, funding, implementing, and evaluating an arts festival. [PR 5.2000 A78 1989]

Innovative Governments: Creative Approaches to Local Problems, edited by Douglas J. Watson, Westport, Conn., Praeger, 1997, 141 p. [G 9.7100 I554 1997]

Information Systems

Year 2000 Personal Computer Fix-it Guide, JD Consulting, Rockland, Mass., Charles River Media, 1999, xxvi, 412 p. 1 computer compact disk, digital, 4-3/4 in. [IS 2.3100 Y437 1999]

Land Use Planning

The Principles of Smart Development, Oregon Transportation and Growth Management Program, Chicago, Ill., American Planning Association, 1995, 108 p., ill. Provides guidance to

communities in determining whether their local zoning and development codes and standards encourage, support, or impede smart development principles and practices. [PL 11.0000 P65 1998]

Public Assembly Facilities, Don Jewell, 2nd edition, Malabar, Fla., Krieger, 1992, xii, 146 p., ill. A guide to planning, managing, and marketing public assembly facilities. [PP 6.1000 P83 1992]

Slaying the NIMBY Dragon, Herbert Inhaber, New Brunswick, N.J., Transaction Publishers, 1998, 258 p. Details the problems in siting unwanted and/or controversial projects and offers methods of locating volunteer communities (reverse Dutch auction) and methods of compensating them. [PL 8.3700 S53 1998]

Trends and Innovations in Master-planned Communities, Adrienne Schmitz, Lloyd W. Bookout, et al, Washington, D.C., Urban Land Institute, 1998, ix, 156 p. [PL 9.0000 T74 1998]

Legal

The Government Contracts Reference Book: A Comprehensive Guide to the Language of Procurement, Ralph C. Nash, Jr., Steven L. Schooner, Karen R. O'Brien, 2nd edition, Washington, D.C., George Washington University, 1998, 587 p. [F 8.1300 G68 1998]

Parks & Recreation

Planning Parks for People, John Hultsman, Richard L. Cottrell, and Wendy Hultsman, 2nd ed., State College, Pa., Venture Publishing, Inc., 1998, ix, 304 p., ill. A guide to outdoor recreation planning. [P 3.0000 P355 1998]

Sports, Convention, and Entertainment Facilities, David C. Petersen, Washington, D.C., ULI, 1996, xi, 331 p., ill. An introduction to

public facility types, purposes, planning, design, and operation with selected case studies featuring amphitheaters, arenas, convention centers, stadiums, and special facilities. [PP 6.2500 S76 1996]

Personnel

Handbook of Human Resource Management in Government, edited by Stephen E. Condrey, San Francisco, Calif., Jossey-Bass, 1998, xxx, 705 p. [PE 4.0000 H354 1998]

The Office Romance: Playing with Fire without Getting Burned, Dennis M. Powers, New York, AMACON, 1998, xix, 316 p. [PE 6.2000 O44 1998]

Telecenters: The Workplace of the Future - Local Government Guide for Telecenter Development, Barbara Bamberger and Angie Jarchow, City of Chula Vista, Washington, D.C., PTI, 1998, 43 p. + appendices, maps. A guide to creating and maintaining a viable telecommuting center for local government employees. [PE 6.1400 T454 1998]

Public Safety

1999 DUI Laws from Arrest to Sentencing and Beyond..., Washington Traffic Safety Commission, Olympia, Wash., Washington Traffic Safety Commission, 1998, 1 vol. (various pagings). A discussion of the statutes and procedures (including forms) of the new DUI laws. [T 1.4350 W3 D8 1998]

Natural Hazard Mitigation: Recasting Disaster Policy and Planning, David Godschalk, et al, Washington, D.C., Island Press, 1999, xvi, 575 p. Describes and analyzes the way hazard mitigation is carried out in the United States under natural disaster law, the Robert T. Stafford Disaster Relief and Emergency Assistance Act. [PS 1.4000 N38 1999]

Public Works

Building Washington: A History of Washington State Public Works, Paul Dorpat and Genevieve McCoy, Sponsors edition, Seattle, Wash., Tartu Publications, 1998, 422 p. + 101 p., ill., 31 cm. [PW 0.0009 B85 1998]

Introduction to Stormwater: Concept, Purpose, Design, Bruce K. Ferguson, New York, John Wiley & Sons, 1998, xi, 255 p., ill. [US 5.0000 I57 1998]

Keeping the Lights On: A Resource Guide for Local Governments on Utility Industry Restructuring and Competition, Public Technology, Inc., Washington, D.C., PTI, 1996, 1 vol. [UE 1.4000 K441 1996]

Keeping the Lights On II: Get Ready for Power Marketing, A Primer for Local Governments on Utility Industry Restructuring and Competition, Public Technology, Inc., Washington, D.C., PTI, 1997, 22 p., ill. [UE 1.4000 K442 1997]

Public Works Management Practices Manual, compiled by Management Practices Advisory Committee, 3rd ed., Chicago, Ill., American Public Works Association, 1998, xxx, 144 p. 7 computer disks, sd., col., 3-1/2 in. [PW 1.0000 P865 1998]

Water Utility Capital Financing, American Water Works Association (AWWA), 2nd edition, Denver, Colo., 1998, xiii, 87 p. [UW 1.4000 W38 1998]

Transportation

City Routes, City Rights: Building Livable Neighborhoods and Environmental Justice by Fixing Transportation, Stephen H. Burrington and Bennet Heart, Boston, Mass., Conservation Law Foundation, 1998, 81 p., ill. [T 4.0000 C58 1998]□

Coming soon!



Local Government Policy-Making Process **Report No. 45**

This publication is intended to provide the reader with a better understanding of the roles and responsibilities of legislators as policy-makers. It discusses how local public policy is created and provides practical tips on how to make the policy-making process more productive and satisfying for participants. Legislative bodies are most effective and are most successful when they focus on strategic activities that guide the future of their communities. Whether it is called goal setting, strategic planning or futures planning, the process of assessing need and establishing priorities is a necessary function of local government. It is a process that can be used to build citizen support, encourage efficiency, and improve productivity. Since confusion or disagreement about policy-making has been a frequent source of conflict for local governments, an important objective of this publication is to help Washington local government officials distinguish between policy and administrative matters.

Look for it on our Web site www.mrsc.org or contact us at (206) 625-1300.

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